



## Report B



# Scrutiny measures & actions full monitoring report Policy and Resources scrutiny - at Half Year 2015/16

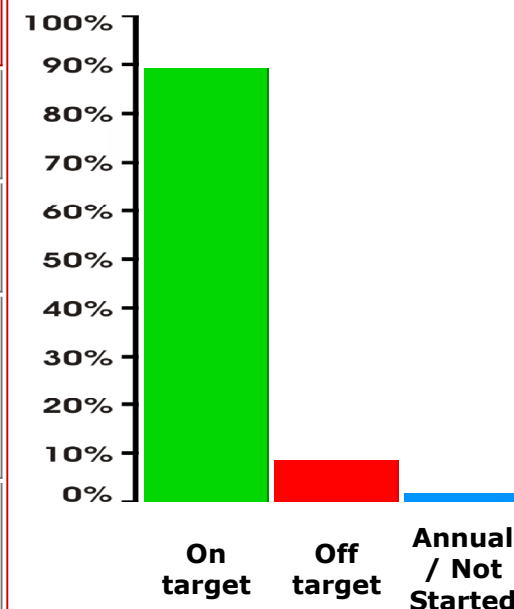
Filtered by:

Organisation - Carmarthenshire County Council  
Source document - Improvement Plan 2015/16

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

		Total	On target	Off target	Not reported	Not available	Annual / Not started	% on target	Overall % on target
A. Making Better Use of Resources	Actions	14	14	0	0	N/A	0	100%	<b>100%</b>
	Measures	3	3	0	0	0	0	100%	
B. Building A Better Council	Actions	26	25	1	0	N/A	0	96%	<b>90%</b>
	Measures	5	3	2	0	0	0	60%	
F. Carmarthenshire's communities and environment are sustainable	Actions	3	3	0	0	N/A	0	100%	<b>75%</b>
	Measures	1	0	0	0	0	1	0%	
G. Carmarthenshire has a stronger and more prosperous economy	Actions	2	1	1	0	N/A	0	50%	<b>60%</b>
	Measures	3	2	1	0	0	0	67%	

**Performance against Target**



<b>Overall Performance</b>	<b>Actions and Measures</b>	<b>57</b>	<b>51</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>89%</b>	
----------------------------	-----------------------------	-----------	-----------	----------	----------	----------	----------	------------	--



## Report B

# Scrutiny measures & actions full monitoring report Policy and Resources scrutiny - at Half Year 2015/16



### Outcome Agreement Grant Monitoring

Total Deliverables	On Target	Off Target or Not Available	Not Yet Due or Annual	Not Reported
2	2	0	0	0



## Report B

# Scrutiny measures & actions full monitoring report Policy and Resources scrutiny - at Half Year 2015/16



**Theme: A. Making Better Use of Resources**

**Sub-theme: A1 Improve the Management of Finances and Procurement**

Measure Description	2014/15 Comparative Data			2015/16 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		Q2: <b>234.37</b>  End Of Year: <b>294.29</b>	Target: <b>20.00</b>  Result: <b>8.48</b>	Target: <b>30.00</b>  Result: <b>40.55</b>  Calculation: <b>(688573 ÷ 1698000) × 100</b>	Target: <b>40.00</b>	Target: <b>100.00</b>
<b>Comment</b>	The capital receipt target changes each year, so there is no issue with the reported decline in continuous service improvement.						
<b>Remedial Action</b>	None required						
<b>Service Head:</b> Jonathan Fearn			<b>Performance status:</b> On target				
Measure Description	2014/15 Comparative Data			2015/16 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	97.51	97.12	Q2: <b>57.62</b>  End Of Year: <b>97.06</b>	Target: <b>31.00</b>  Result: <b>30.30</b>	Target: <b>58.00</b>  Result: <b>59.02</b>	Target: <b>85.00</b>	Target: <b>97.10</b>

				Calculation: <b>(48916776.17 ÷ 82883398) × 100</b>			
<b>Service Head:</b> Chris Moore				<b>Performance status:</b> On target			
Measure Description	2014/15 Comparative Data			2015/16 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	98.37	97.88	Q2: <b>57.78</b>  End Of Year: <b>98.32</b>	Target: <b>26.00</b>  Result: <b>37.03</b>	Target: <b>55.00</b>  Result: <b>63.46</b>  Calculation: <b>(29892619.68 ÷ 47104536.74) × 100</b>	Target: <b>84.00</b>	Target: <b>98.00</b>
<b>Service Head:</b> Chris Moore				<b>Performance status:</b> On target			



## Report B

# Scrutiny measures & actions full monitoring report Policy and Resources scrutiny - at Half Year 2015/16



### **ACTIONS - Theme: A. Making Better Use of Resources** **Sub-theme: A1 Improve the Management of Finances and Procurement**

<b>Action</b>	11645	<b>Target date</b>	31/03/2016
<b>Action promised</b>	We will ensure maximum use of Community Benefits in all procurements where such benefit can be realised and report those benefits on all contracts over £1m		
<b>Comment</b>	<p>A completed Community Benefits Measurement Tool has been submitted by the Cross Hands Strategic Employment Site Contractor, Alun Griffiths. This is still draft at the moment whilst we verify some of the figures, and some additional information on the additional benefits is still to be included but so far we are very pleased with the predicted Welsh multiplier effect for this project.</p> <p>For the £6.5 million spend, over the 12 month period, for every £1 spent in Wales £1.96 was reinvested back into the Welsh economy.</p> <p>The South West Wales Regional Civil Engineering Steering Group is awaiting funding approval to commence a pilot for a Civil Engineering Operative Training course in January 2016 in a Partnership between TRJ, CITB, and Coleg Sir Gar (to be confirmed). The Framework Contractors are due to meet next month to discuss appetite commit existing employees onto the pilot.</p> <p>The South West Wales Regional Construction (SWWRCF) Group has continued to meet over the Summer and has agreed a standard pro-forma template for the recording of Community Benefits for every construction project across the region which will be called off through this framework. This will make the process easier for Contractors to collate and report on an on-going basis.</p> <p>CPU has also been leading the regional tender evaluation panel for the evaluation of the Community Benefits section of the current SWWRCF live tender.</p> <p>Three `Introduction to Community Benefits` supplier workshops are scheduled for this Autumn, with the Welsh Government`s Tender Support team continuing to support them.</p>		
<b>Service Head:</b>	Phil Sexton	<b>Performance status:</b>	On target
<b>Action</b>	11646	<b>Target date</b>	31/03/2016
<b>Action promised</b>	The TIC team will develop a balanced work programme to ensure that TIC can support and promote longer term, sustainable change and improvement, whilst also recognising the need to focus on meeting the financial challenges in the short term/medium term.		

<b>Comment</b>	A TIC Business Plan and work programme have been approved which sets out a range of projects and reviews to be undertaken during 2015/16. However, the work programme is flexible and can be adapted to accomodate new project requests during the year. These are considered and prioritised by the TIC Programme Board.		
	Current Projects: Careline, Property Maintenance, Correspondence & Printing, Income and Charging, Third Party Spend, Fleet Management, Development Management Review, Procurement, Back Office Review, Mobile Working, Housing Rent Collection and Debt Prevention, Housing Options, Health and Safety, Channel Shift/Agile Working, Housing Repairs		
<b>Service Head:</b>	Robin Staines	<b>Performance status:</b> On target	
<b>Action</b>	11647	<b>Target date</b>	31/03/2016
<b>Action promised</b>	The TIC Team will develop L&D programmes to ensure that managers and staff have the necessary skills to manage and support change and transformation across the organisation.		
<b>Comment</b>	16 members of staff from across the authority are currently participating in a `Continious Improvement Practitioner Course` which aims to provide managers with the skills to undertake service improvement activity within their service areas. It is then the intention that this is rolled out further across the organisation.		
<b>Service Head:</b>	Robin Staines	<b>Performance status:</b> On target	
<b>Action</b>	11795	<b>Target date</b>	31/03/2016
<b>Action promised</b>	We will promote the use of e-procurement via electronic tendering, E-trading & Purchase Card.		
<b>Comment</b>	Work has continued by the Electronic trading Group, chaired by the Corporate Procurement Unit, working with Value Wales `eProcurement Service to determine the Council`s involvement moving forward with their eTrading Wales programme. A number of meetings were held over the summer with Welsh Governement on their ePS and P Card programmes, with work on-going to investigate how best we can move forward.		
<b>Service Head:</b>	Phil Sexton	<b>Performance status:</b> On target	




## Report B

# Scrutiny measures & actions full monitoring report Policy and Resources scrutiny - at Half Year 2015/16



### ACTIONS - Theme: A. Making Better Use of Resources

#### Sub-theme: A2 Improve the Management of Property

<b>Action</b>	10861 	<b>Target date</b>	31/03/2016
<b>Action promised</b>	Continue the implementation of the Council's Office Accommodation Strategy which aims to reduce the number of buildings and increase the efficiency of the portfolio (Sq m of office space) - (Baseline: 34,462; Yr1: Target 31,909 (Actual 32,154); Yr2: Target - Reduce (Actual 30,522); Yr3: Target 29,431		
<b>Comment</b>	Relocation of staff from 1 West End to Ty elwyn has allowed the vacation and disposal of the former property. Staff have also vacated offices at Trinity St David`s. This amounts to a reduction of 400 square meters of accommodation bringing the current total area to 29,616 sq meters compared to the target this year of 29,431 sq meters and overall baseline of 34,462 sq. This represents a reduction of 14% overall.		
<b>Service Head:</b> Jonathan Fearn		<b>Performance status:</b> On target	
<b>Action</b>	11248	<b>Target date</b>	30/04/2016 (original target 31/03/2015)
<b>Action promised</b>	We will implement a mechanical and electrical upgrade at Llanelli Market		
<b>Comment</b>	Tenders returned 29th September 2015, returns being assessed.		
<b>Service Head:</b> Jonathan Fearn		<b>Performance status:</b> On target	
<b>Action</b>	11796	<b>Target date</b>	31/01/2016 (original target 31/03/2016)
<b>Action promised</b>	We will undertake a Retail Customer Survey at our Markets to help inform our Tenant Letting Policy.		
<b>Comment</b>	Training on retail survey completed.		
<b>Service Head:</b> Jonathan Fearn		<b>Performance status:</b> On target	
<b>Action</b>	11797	<b>Target date</b>	31/03/2016 (original target 31/03/2016)



<b>Action promised</b>	We will continue to improve the management of Industrial and Market Portfolios
<b>Comment</b>	By collaborative working, staff training, improved procedures and provision of information to taders and public.
<b>Service Head:</b> Jonathan Fearn	<b>Performance status:</b> On target



## Report B

# Scrutiny measures & actions full monitoring report Policy and Resources scrutiny - at Half Year 2015/16



<b>ACTIONS - Theme: A. Making Better Use of Resources</b>			
<b>Sub-theme: A3 Improve Services by the use of ICT</b>			
<b>Action</b>		<b>Target date</b>	
	11798		31/03/2016
<b>Action promised</b>	We will develop Digital Communications to encourage customers to move from face to face or telephone contact on to 'Self Service' and enable 'Channel-Shift'.		
<b>Comment</b>	A channel shift/agile project has been established. It has corporate governance through TIC and CMT. The project initiation document will be presented to the project board in October. A number of initiatives are already underway and will become component parts of the wider project.		
<b>Service Head:</b>	Sarita Bennett	<b>Performance status:</b>	On target
<b>Action</b>		<b>Target date</b>	
	11799		31/03/2016
<b>Action promised</b>	We will provide IT support to increase the adoption of on-line payments across all services		
<b>Comment</b>	The functionality to make payments on-line is developed and tested. Already a number of services utilise the functionality. As the channel shift agenda is embraced by service departments, IT will facilitate the adoption of the functionality to increase the variety of services which can be paid for on-line.		
<b>Service Head:</b>	Sarita Bennett	<b>Performance status:</b>	On target
<b>Action</b>		<b>Target date</b>	
	11800		31/03/2016
<b>Action promised</b>	We will provide IT support to utilise webcasting technology to further improve local democracy and public engagement		
<b>Comment</b>	Project has been deployed and is in the working environment. Web casting is now undertaken at key Council Meetings.		
<b>Service Head:</b>	Phil Sexton	<b>Performance status:</b>	On target
<b>Action</b>		<b>Target date</b>	
	11801		31/03/2016

<b>Action promised</b>	We will further improve service delivery to schools by completing the implementation of appropriate web filtering system in all schools		
<b>Comment</b>	Project is now completed. the software was procured as part of a tendering process and the implementation of appropriate web filtering system has been completed in all schools, ahead of schedule.		
<b>Service Head:</b>	Phil Sexton	<b>Performance status:</b>	On target
<b>Action</b>	11802	<b>Target date</b>	31/03/2016
<b>Action promised</b>	We will further improve service delivery to schools implementing multi-occupant Wi-fi networks in all Schools		
<b>Comment</b>	Works are progressing according to the plan. Smothwall filtering solution in place. Currently reviewing technical solution and options for multi-occupant wifi.		
<b>Service Head:</b>	Sarita Bennett	<b>Performance status:</b>	On target
<b>Action</b>	11803	<b>Target date</b>	31/03/2016
<b>Action promised</b>	We will further improve service delivery to schools by ensuring that existing and emerging technologies support and enhance end-user experiences through multiple new initiatives.		
<b>Comment</b>	Currently new to post and establishing clarity and progress regarding this action.		
<b>Service Head:</b>	Sarita Bennett	<b>Performance status:</b>	On target



## Report B

# Scrutiny measures & actions full monitoring report Policy and Resources scrutiny - at Half Year 2015/16



**Theme: B. Building A Better Council**

**Sub-theme: B1 Openness, trust, honesty, integrity**

Measure Description	2014/15 Comparative Data			2015/16 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		Q2: <b>93.27</b>  End Of Year: <b>92.73</b>	Target: <b>94.00</b>  Result: <b>92.12</b>	Target: <b>94.00</b>  Result: <b>92.24</b>  Calculation: <b>(440÷477) × 100</b>	Target: <b>94.00</b>	Target: <b>94.00</b>
<b>Comment</b>	By the end of quarter 2, a total of 37 requests were not responded to within the required 20 working days. This was a result of delays in receiving information from departments (annual leave during the summer period contributing to this), incomplete information being received from departments and administrative errors. The time taken to obtain approval from senior managers to release information was also a factor.						
<b>Remedial Action</b>	Awareness raising through departmental co-ordinators is ongoing, to ensure that requests are identified and passed on to the FOIA team immediately. Continual monitoring of deadlines for responses from departments is ongoing and those overdue are being chased.						
<b>Service Head:</b> Wendy S Walters				<b>Performance status:</b> Off target			



## Report B

# Scrutiny measures & actions full monitoring report Policy and Resources scrutiny - at Half Year 2015/16



<b>ACTIONS - Theme: B. Building A Better Council</b>			
<b>Sub-theme: B1 Openness, trust, honesty, integrity</b>			
<b>Action</b>	11393	<b>Target date</b>	31/03/2016
<b>Action promised</b>	We shall address recommendations from the WLGA Corporate Governance Peer Review and progress with the action plan on the Constitutional Review Working Group progress report agreed in the Extraordinary General Meeting of the Council on the 17th June, 2015.		
<b>Comment</b>	County Council considered the Constitutional Review Working Group's (CRWG) recommendations on the Peer review Report at its meeting of 17th June 2015, and the recommendations accepted by them were drafted into the Constitution and approved by County Council on the 9th September 2015. The amended Constitution is now on-line.  The Constitution is a living document. CRWG continues in existence and will be periodically meeting to consider any other amendments which may be needed to the Constitution.		
<b>Service Head:</b> Linda Rees Jones		<b>Performance status:</b> On target	
<b>Action</b>	11754	<b>Target date</b>	31/03/2016
<b>Action promised</b>	We will involve more people in the development of the Council's Business Plans making sure the discussions are aligned with the Council's Vision		
<b>Comment</b>	As the 2016/17 business planning cycle commences we will be encouraging wider business planning participation.		
<b>Service Head:</b> Wendy S Walters		<b>Performance status:</b> On target	
<b>Action</b>	11755	<b>Target date</b>	31/03/2016
<b>Action promised</b>	We will improve the links between service performance, improvement plans and budgets		
<b>Comment</b>	This year we will continue to link performance information and budget information for budget seminars.		
<b>Service Head:</b> Wendy S Walters		<b>Performance status:</b> On target	
<b>Action</b>	11756	<b>Target date</b>	31/03/2016

<b>Action promised</b>	We will ensure that there is greater Member involvement and consultation in the agreement of our Key Improvement Objective Priorities (KIOPs)		
<b>Comment</b>	Our Key Improvement Objective Priorities do not have to change every year, or be deliverable within one year. We will conduct an analysis of performance data, customer satisfaction survey results and regulatory findings to see if the priorities for improvement remain the same.		
<b>Service Head:</b> Wendy S Walters		<b>Performance status:</b> On target	
<b>Action</b>	11757	<b>Target date</b>	31/03/2016
<b>Action promised</b>	We will work with Elected Members to facilitate and support the production of required Annual Reports		
<b>Comment</b>	Annual Reports by members are not currently mandatory, although they are best practice. 35 out of 74 members have produced Annual Reports for the 14/15 year, and these are available to view on the corporate website.		
<b>Remedial Action</b>	Production of these reports is not currently mandatory.		
<b>Service Head:</b> Linda Rees Jones		<b>Performance status:</b> Off target	
<b>Action</b>	11778	<b>Target date</b>	07/05/2015
<b>Action promised</b>	We will administer a successful Parliamentary Election by ensuring the whole process is delivered with complete honesty, openness and transparency.		
<b>Comment</b>	Election successfully administered. De briefs held and lessons learnt for next year`s elections.		
<b>Service Head:</b> Wendy S Walters		<b>Performance status:</b> On target	



## Report B

# Scrutiny measures & actions full monitoring report Policy and Resources scrutiny - at Half Year 2015/16



**Theme: B. Building A Better Council**  
**Sub-theme: B2 Putting customers first**

Measure Description	2014/15 Comparative Data			2015/16 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
Average speed (seconds) to answer calls to the Contact Centre  2.2.2.20	Not applicable		Q2: <b>17</b>  End Of Year: <b>17</b>	Target: <b>25</b>  Result: <b>14</b>	Target: <b>25</b>  Result: <b>13</b>  Calculation: <b>1778248 ÷ 136875</b>	Target: <b>25</b>	Target: <b>25</b>
<b>Service Head:</b> Wendy S Walters			<b>Performance status:</b> On target				



## Report B

# Scrutiny measures & actions full monitoring report Policy and Resources scrutiny - at Half Year 2015/16



<b>ACTIONS - Theme: B. Building A Better Council</b>			
<b>Sub-theme: B2 Putting customers first</b>			
<b>Action</b>		<b>Target date</b>	
	11758		31/03/2016
<b>Action promised</b>	We will explore with elected Members the opportunities for improving convenience to customers. For example having an appointments only system for complex enquiries and for those customers unable to access services online and a drop in D-I-Y Service, supported by a Customer Service Centre floor walker, for those able to access services themselves		
<b>Comment</b>	Further workshop held with members on 6 October. Constructive dialogue over new ways of working in customer services.		
<b>Service Head:</b> Wendy S Walters		<b>Performance status:</b> On target	
<b>Action</b>		<b>Target date</b>	
	11759		31/03/2016
<b>Action promised</b>	We will produce and implement a new communications strategy for the County to pro-actively engage and promote openness and transparency		
<b>Comment</b>	Work has begun on the Strategy but there has been a delay in completing the first draft. The Strategy will focus on how the authority communicates and engages with the public, our people, members and partners. The Strategy will be presented to CMT in the Autumn.		
<b>Service Head:</b> Wendy S Walters		<b>Performance status:</b> On target	





## Report B

# Scrutiny measures & actions full monitoring report Policy and Resources scrutiny - at Half Year 2015/16



<b>ACTIONS - Theme: B. Building A Better Council</b>			
<b>Sub-theme: B3 Listening and delivering on promises</b>			
<b>Action</b>	11760	<b>Target date</b>	31/03/2016
<b>Action promised</b>	We will liaise with and support Town and Community Councils that will be required to develop local well-being plans as part of the requirements of the Well-being of Future Generations (Wales) Bill		
<b>Comment</b>	The Policy & Partnership team will work through the Future Generations (Wales) Bill guidance in order to develop guidance for the Town & Community Councils on local well-being plans. We will also work with One Voice Wales to support regional and national discussion.		
<b>Service Head:</b> Wendy S Walters		<b>Performance status:</b> On target	
<b>Action</b>	11761	<b>Target date</b>	31/03/2016
<b>Action promised</b>	We will consider introducing electronic petitions – Modern Government has a facility which allows the submission of e-petitions to be submitted and published on the Authority's website		
<b>Comment</b>	No progress has yet been made on introducing electronic petitioning as the focus is currently on developing modern.gov for more imminent needs, such as producing agendas etc.		
<b>Service Head:</b> Linda Rees Jones		<b>Performance status:</b> On target	
<b>Action</b>	11762	<b>Target date</b>	31/03/2016
<b>Action promised</b>	We will link the Equality Impact Assessment process to the development of the Council's Consultation and Engagement Strategy and the future requirements in terms of assessing the impact as a result of the Well-being of Future Generations (Wales) Bill.		
<b>Comment</b>	Development of consultation and engagement activity will be combined with the new Communications Strategy. This will include developing the use of Equality Impact Assessments as part of the consultation process. In addition, the new Well-being of Future Generations Act guidance has now been published with further clarity around general impact assessment requirements. The current approach will be reviewed and implemented according to requirements		
<b>Service Head:</b> Wendy S Walters		<b>Performance status:</b> On target	
<b>Action</b>	11763	<b>Target date</b>	31/03/2016

<b>Action promised</b>	We will progress the action plan which has come out of the Policy & Resources scrutiny Task and Finish Review of Consultation and Engagement mechanisms
<b>Comment</b>	Work continues to take forward the recommendations of the review. The action plan has been updated to reflect progress, which includes: work on the development of a communications strategy (including consultation and engagement); and the provision of opportunities for member training on social media
<b>Service Head:</b> Wendy S Walters	<b>Performance status:</b> On target



## Report B

# Scrutiny measures & actions full monitoring report Policy and Resources scrutiny - at Half Year 2015/16



<b>ACTIONS - Theme: B. Building A Better Council</b>			
<b>Sub-theme: B4 Working in partnership</b>			
<b>Action</b>		<b>Target date</b>	
11764		31/03/2016	
<b>Action promised</b>	We will continue to develop a close working relationship with the Department for Work and Pensions (DWP) and the current Universal Support Delivered pilot project which will provide key learning in terms of provision for DWP and Council services to support local residents		
<b>Comment</b>	The pilot project closed as planned on the 31 August 2015. A formal evaluation of the project is expected in the next few months from DWP. Following discussions between CCC and DWP a partnership agreement approach, based on the experiences gained from the pilot project, is in the process of being agreed in line with the introduction of Universal Credit in Carmarthenshire on the 26 October 2015. In addition, from 1 September 2015 one of the Personal Budgeting Support Officers employed through the pilot project secured temporary employment in a new post with the Council's Revenue Services team.		
<b>Service Head:</b> Wendy S Walters		<b>Performance status:</b> On target	
<b>Action</b>		<b>Target date</b>	
11765		31/03/2016	
<b>Action promised</b>	Work will continue with the Local Service Board to develop and take forward the 4 agreed priorities (Tackling Poverty/ Drug and Alcohol misuse/Community engagement/ External funding) for 2015/16		
<b>Comment</b>	At the July LSB meeting further details regarding the new European funding programmes was shared with the LSB members with an LSB external funding officer working group to be established. Discussions between the Council and Health Board relating to tackling poverty approaches are also on-going. Community engagement approach will be developed in line with the new Well-being of Future Generations Act guidance		
<b>Service Head:</b> Wendy S Walters		<b>Performance status:</b> On target	
<b>Action</b>		<b>Target date</b>	
11766		31/07/2015	
<b>Action promised</b>	We will undertake a full review of the Local Service Board and supporting partnerships by July 2015. This review will ensure that future partnership arrangements will be fit for purpose to deliver the requirements of the Well-being of Future Generations (Wales) Bill and the establishment of a Public Service Board for Carmarthenshire		
	Partnership review report presented to July 2015 LSB meeting. Agreement in principle on way forward with further work to be		

<b>Comment</b>	undertaken to prepare Terms of Reference in line with requirements of the Well-being of Future Generations (Wales) Act 2015. Draft guidance on Act requirements published in September and will be taken forward formally from April 2016 onwards
<b>Service Head:</b> Wendy S Walters	<b>Performance status:</b> On target



## Report B



# Scrutiny measures & actions full monitoring report Policy and Resources scrutiny - at Half Year 2015/16

**Theme: B. Building A Better Council**  
**Sub-theme: B5 Valuing our staff**

Measure Description	2014/15 Comparative Data			2015/16 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% HPP`s carried out during the year (not including half year reviews)  1.3.2.11a	Not applicable		Q2: <b>57</b>  End Of Year: <b>86</b>	Target: <b>45</b>  Result: <b>34</b>	Target: <b>60</b>  Result: <b>54</b>  Calculation: <b>(3009÷5540) × 100</b>	Target: <b>72</b>	Target: <b>88</b>
<b>Comment</b>	The result for this quarter is off target by 6 percentage points and has declined by 3 percentage points on last year’s result. There are still almost half the number of staff who have yet to receive a Helping People to Perform (HPP) discussion/dedicated supervision discussion. 61% of office based staff have had a HPP discussion (6 percentage point improvement), whilst 47% of non-office based staff have had their HPP discussion (11 percentage point decline). There has been an improvement in performance this quarter in 2 departments, a decline in 2 departments, and 1 department has remained constant.						
<b>Remedial Action</b>	The IiP review along with the People Strategy will help steer more staff engagement in the HPP process.						
<b>Service Head:</b> Wendy S Walters				<b>Performance status:</b> Off target			
Measure Description	2014/15 Comparative Data			2015/16 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year

The percentage of employees including teachers and school based staff who leave the employment of the local authority, whether on a voluntary or involuntary basis  CHR/001	Not applicable	Q2: <b>3.99</b>  End Of Year: <b>7.52</b>	Target: <b>1.50</b>  Result: <b>0.93</b>	Target: <b>4.50</b>  Result: <b>3.87</b>  Calculation: <b>(317÷8181) × 100</b>	Target: <b>6.50</b>	Target: <b>9.00</b>	
<b>Service Head:</b> Paul R Thomas			<b>Performance status:</b> On target				
Measure Description	2014/15 Comparative Data			2015/16 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
The number of working days/ shifts per full time equivalent (FTE) local authority employee lost due to sickness absence.  CHR/002	9.4	9.8	Q2: <b>4.3</b>  End Of Year: <b>9.6</b>	Target: <b>2.4</b>  Result: <b>2.4</b>	Target: <b>4.6</b>  Result: <b>4.5</b>  Calculation: <b>28309.9÷6323.4</b>	Target: <b>6.9</b>	Target: <b>9.3</b>
<b>Service Head:</b> Paul R Thomas			<b>Performance status:</b> On target				



## Report B

# Scrutiny measures & actions full monitoring report

## Policy and Resources scrutiny - at Half Year 2015/16



<b>ACTIONS - Theme: B. Building A Better Council</b>			
<b>Sub-theme: B5 Valuing our staff</b>			
<b>Action</b>	11767	<b>Target date</b>	31/03/2016
<b>Action promised</b>	We will develop improved People Management intranet pages to provide easier access to information		
<b>Comment</b>	No developments to report from last update. We anticipate that the new intranet pages will significantly improve access to People Management information.		
<b>Service Head:</b> Paul R Thomas		<b>Performance status:</b> On target	
<b>Action</b>	11768	<b>Target date</b>	31/03/2016
<b>Action promised</b>	We will continue to develop the attendance management strategies connected to the new Sickness Absence Policy across all services, to ensure that the positive effect already seen, will continue and also continue to promote an effective communication strategy.		
<b>Comment</b>	This work continues. The small corporate team support managers to reduce sickness absence through the provision of advice, guidance, policies and training.		
<b>Service Head:</b> Paul R Thomas		<b>Performance status:</b> On target	
<b>Action</b>	11769	<b>Target date</b>	31/03/2016
<b>Action promised</b>	We will complete the full Investors in People (IiP) review.		
<b>Comment</b>	The report has been received and is due to be fed back to full council on the 14th October 2015		
<b>Service Head:</b> Paul R Thomas		<b>Performance status:</b> On target	
<b>Action</b>	11770	<b>Target date</b>	31/03/2016
<b>Action promised</b>	We will maintain and continue to develop the role of the Organisational Support Team to assist Management Teams when undertaking restructuring and other organisational change projects that impact on workforce planning and employment matters		

<b>Comment</b>	The team continues to support organisational change projects and has recently assisted in workforce planning workshops. It is currently highlighting employment matters for CMT consideration along with proposals for a further review of Terms and Conditions. The work of the team will be reflected in its annual report.		
<b>Service Head:</b>	Paul R Thomas	<b>Performance status:</b> On target	
<b>Action</b>	11771	<b>Target date</b>	31/03/2016
<b>Action promised</b>	We will develop a new Work Ready project plan with clear links to workforce planning in order to meet the changing needs of the organisation		
<b>Comment</b>	The recruitment process is progressing well, with a number of selection panels completed. Work is underway to integrate applications for work experience placements with the Web Recruit system for ease of access.		
<b>Service Head:</b>	Paul R Thomas	<b>Performance status:</b> On target	
<b>Action</b>	11772	<b>Target date</b>	31/03/2016
<b>Action promised</b>	We will develop an integrated workforce plan to support the People Strategy vision		
<b>Comment</b>	Workforce Planning Toolkit has been developed and translated Development sessions for managers will be held in the Autumn and the Toolkit will be made available to managers to support activity		
<b>Service Head:</b>	Paul R Thomas	<b>Performance status:</b> On target	
<b>Action</b>	11773	<b>Target date</b>	31/03/2016
<b>Action promised</b>	We will deliver a rebranded bilingual web based recruitment portal and increase the provision of people management transactions available online in effective and user friendly ways to support managers and staff		
<b>Comment</b>	Project Complete. Further developmental work will continue based on user feedback and a system review in three months. Online recruitment for Managers will be rolled out as part of the new `My View` module for managers from January 2016 onwards.		
<b>Service Head:</b>	Paul R Thomas	<b>Performance status:</b> On target	





## Report B

# Scrutiny measures & actions full monitoring report Policy and Resources scrutiny - at Half Year 2015/16



<b>ACTIONS - Theme: B. Building A Better Council</b>			
<b>Sub-theme: B6 Ensuring equality of opportunity</b>			
<b>Action</b>	11774	<b>Target date</b>	31/03/2016
<b>Action promised</b>	We will ensure full roll out of the Equality Impact Assessments (EIA) process across all Council services and support managers in undertaking the process		
<b>Comment</b>	Equality Impact Assessments are a Specific Duty of the Equality Act in Wales. A corporate template has been developed for use by departments during the Priority Based Budgeting process and in development of new policies, strategies and projects. Support is provided for departments by the Policy & Partnership Team and the Human Resources division.		
<b>Service Head:</b> Wendy S Walters		<b>Performance status:</b> On target	
<b>Action</b>	11775	<b>Target date</b>	30/09/2015
<b>Action promised</b>	We will update the Corporate Strategy during the year with the new Strategy to be published by September 2015. The new Strategy will cover the period from 2015/2020		
<b>Comment</b>	The Council's Corporate Strategy 2015-2020 was formally approved by Full Council on the 9 September 2015		
<b>Service Head:</b> Wendy S Walters		<b>Performance status:</b> On target	



## Report B

# Scrutiny measures & actions full monitoring report Policy and Resources scrutiny - at Half Year 2015/16




<b>ACTIONS - Theme: B. Building A Better Council</b>			
<b>Sub-theme: B8 Improving our services</b>			
<b>Action</b>		<b>Target date</b>	
	11776		31/03/2016
<b>Action promised</b>	We will establish a robust framework for challenging performance at all levels across the Council and develop a team culture to ensure that we can address all the challenges ahead		
<b>Comment</b>	All 2015/16 business plans were signed off by the Executive Board Member portfolio holders. We have also instigated a programme of Executive challenge to Heads of Service on their business plans		
<b>Service Head:</b> Wendy S Walters		<b>Performance status:</b> On target	
<b>Action</b>		<b>Target date</b>	
	11777		31/03/2016
<b>Action promised</b>	We will support, raise awareness and help to deliver on the data required by Wales Audit Office for the assessment of the Council which will endeavour to show how we deliver continuous improvement against the six segments of the Corporate Assessment		
<b>Comment</b>	Extensive engagement and preparation took place in preparation for the Corporate Assessment which took place in October 2015. This included awareness sessions with Executive Board and Chairs of Scrutiny and all Committees. As Jeremy Evans for Wales Audit Office reported to County Council on Wednesday October 14th the Corporate Assessment report should be available in January 2016.		
<b>Service Head:</b> Wendy S Walters		<b>Performance status:</b> On target	



## Report B

# Scrutiny measures & actions full monitoring report Policy and Resources scrutiny - at Half Year 2015/16



<b>ACTIONS - Theme: F. Carmarthenshire's communities and environment are sustainable</b>			
<b>Sub-theme: F1 Living within our environmental limits using only our fair-share of earth's resources</b>			
<b>Action</b>	11165 	<b>Target date</b>	31/03/2016
<b>Action promised</b>	We will continue to increase the amount of electricity generated from renewable sources / solar photovoltaic panels. (At least 205,000 k Wh during 2014/15 & 230,000 k Wh during 2015/16) - by increasing the number of Council's non-domestic buildings that have renewable energy technologies installed		
<b>Comment</b>	<p>The Council has been working with British Gas &amp; Gen Community on a major, community benefit 'rent-a-roof' programme to install solar PV systems on all suitable Council non-domestic buildings and tenants' homes.</p> <p>'Egni Sir Gâr Cyfyngedig', a community benefit society, was established in August 2015 to lead this programme. Unfortunately, shortly afterwards the Government launched a consultation which proposed substantial cuts to Feed In Tariffs from 1st January 2016. These proposed cuts will effectively rendered the installation of solar PV on tenants' homes financially unviable. Accordingly, the Council decided not to proceed with its housing solar PV programme, and to focus on pre-registering non-housing, corporate buildings with OFGEM under a scheme available to community energy installations &amp; schools before 1st October 2015 deadline.</p> <p>This pre-registration scheme enabled potential schemes to secure the current Feed In Tariff rate, and for installations to be commissioned within 12 months.</p> <p>OFGEM received over 1,000 pre-registration requests, with 95 of these being submitted on behalf of Egni Sir Gâr Cyfyngedig. Confirmation is awaited from OFGEM regarding these pre-registration requests.</p>		
<b>Service Head:</b> Mark V Davies		<b>Performance status:</b> On target	



## Report B

# Scrutiny measures & actions full monitoring report Policy and Resources scrutiny - at Half Year 2015/16



<b>ACTIONS - Theme: F. Carmarthenshire's communities and environment are sustainable</b>			
<b>Sub-theme: F7 Ensuring the promotion of the Welsh language and Welsh culture</b>			
<b>Action</b>	11354	<b>Target date</b>	31/03/2016 (original target 31/03/2015)
<b>Action promised</b>	We will facilitate the implementation of the recommendations from the Welsh Language Report by the Census Working Group.		
<b>Comment</b>	The Members Advisory Panel on the Welsh language receive updated information at every meeting on specific work areas. The Action Plan was published on the corporate website in July 2015 with updates on every priority.		
<b>Service Head:</b> Wendy S Walters	<b>Performance status:</b> On target		
<b>Action</b>	11793	<b>Target date</b>	31/03/2016
<b>Action promised</b>	We will develop and publish Compliance Strategies for each of the five Standards noted in the Welsh language Measure, including a Welsh language promotion Strategy in discussion with partner organisations on the Carmarthenshire Welsh Language Strategic Forum.		
<b>Comment</b>	The draft Compliance Notices were received from The Welsh language Commissioner on 22 June 2015 and a comprehensive response was prepared by the Executive Board. The final Compliance Notices are awaited on 30 September 2015 and the work to prepared the Compliance Strategies will then begin.		
<b>Service Head:</b> Wendy S Walters	<b>Performance status:</b> On target		



## Report B



# Scrutiny measures & actions full monitoring report Policy and Resources scrutiny - at Half Year 2015/16

**Theme: G. Carmarthenshire has a stronger and more prosperous economy**  
**Sub-theme: G5 Tackling poverty and its impact on the local economy**


Measure Description	2014/15 Comparative Data			2015/16 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		Q2: <b>25.74</b>  End Of Year: <b>26.00</b>	Target: <b>29.00</b>  Result: <b>27.15</b>	Target: <b>29.00</b>  Result: <b>22.58</b>  Calculation: <b>82916 ÷ 3672</b>	Target: <b>27.00</b>	Target: <b>24.50</b>

**Service Head:** Chris Moore

**Performance status:** On target

Measure Description	2014/15 Comparative Data			2015/16 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		Q2: <b>5.56</b>  End Of Year: <b>4.90</b>	Target: <b>6.00</b>  Result: <b>6.19</b>	Target: <b>6.00</b>  Result: <b>6.07</b>  Calculation: <b>324115 ÷ 53409</b>	Target: <b>6.00</b>	Target: <b>5.00</b>

Although very slightly below target the result shows an improvement on Q1 despite significant pressures


<b>Comment</b>	faced by the Benefits service with the increased number of pro-active reviews being undertaken.						
<b>Remedial Action</b>	New staff have been recruited and are starting an extensive training programme.						
<b>Service Head:</b> Chris Moore	<b>Performance status:</b> Off target						
Measure Description	2014/15 Comparative Data			2015/16 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		Q2: <b>94.26</b>  End Of Year: <b>93.94</b>	Target: <b>92.50</b>  Result: <b>94.79</b>	Target: <b>92.50</b>  Result: <b>96.00</b>  Calculation: <b>(192 ÷ 200) × 100</b>	Target: <b>93.00</b>	Target: <b>94.00</b>
<b>Service Head:</b> Chris Moore	<b>Performance status:</b> On target						



## Report B

# Scrutiny measures & actions full monitoring report Policy and Resources scrutiny - at Half Year 2015/16



<b>ACTIONS - Theme: G. Carmarthenshire has a stronger and more prosperous economy</b>			
<b>Sub-theme: G5 Tackling poverty and its impact on the local economy</b>			
<b>Action</b>		<b>Target date</b>	
	11229		31/03/2016
<b>Action promised</b>	We will develop and formulate a Tackling Poverty Action Plan for Carmarthenshire, monitoring headline actions		
<b>Comment</b>	The focus group has now been established and is due to meet on 2nd and 28th October. The group consists of two representatives from each political group as well as Carmarthenshire`s Tackling Poverty Champions and officer representatives from key tackling poverty programmes / initiatives. The first session will focus on assessing our current approaches to tackling poverty. The second session will focus on identifying priorities for future work in this area which will form the basis of the action plan.		
<b>Remedial Action</b>	We were unable to establish the focus group in the timescale we had planned and this has therefore delayed the development of the plan. Although this is unfortunate given the importance of the agenda we are prepared to extend timescales in order to ensure we establish a meaningful piece of work.		
<b>Service Head:</b> Wendy S Walters		<b>Performance status:</b> Off target	
			
<b>Action</b>		<b>Target date</b>	
	11794		31/03/2016
<b>Action promised</b>	We will continue to raise awareness of welfare reforms, particularly the roll-out of Universal Credit affecting Housing Benefit recipients` and engage with partners to ensure that both customers and landlords are properly supported		
<b>Comment</b>	The implementation of Universal Credit (UC) is via gradual roll-out nationally. The go-live date for UC in Carmarthenshire - for single claimants only - is 26th October 2015. Information in relation to UC has been developed and is available on the Website.  The Delivery Partnership Agreement (DPA) with the DWP has been finalised with the Authority providing (amongst other things) budgeting support and supporting digital access for claimants being referred for such support. Revenue Services Unit is the liaison point co-ordinating the elements of the DPA and chairs the Welfare Reform Partnership Steering Group which involves a number of the Council`s services areas as well as key partners such as DWP and social landlords. Impact assessments are now being prepared by services in respect of impacts on customers and the services themselves.		
<b>Service Head:</b> Chris Moore		<b>Performance status:</b> On target	