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Heads of Service Overview

This is a brief overview of end of year performance from each Head of Service who reports to the Policy & Resources Scrutiny.

Wendy S Walters – Assistant Chief Executive – Regeneration and Policy

Economic Development

Please note that for Economic Development the Community Scrutiny Committee has already received a copy of the Head of Service Annual Report at the Community Scrutiny on the 24th March 2016 (Agenda Item 8 – Page 69).

Corporate Policy & Partnership

Well-being of Future Generations (Wales) Act 2015

- The Act became law on the 29 April 2015 and the duty will need to be implemented by public bodies, Public Services Boards and community councils from April 2016 onwards.
- The Act requires the bodies named, (the Council being one) to ensure the process of improving the economic, social, environmental and cultural well-being of Wales is considered in all that we do, individually and collectively, with the aim of achieving the well-being goals.
- Development work is now underway to re-align the Council's arrangements to take account of the new seven national well-being goals and five ways of working. This includes re-shaping the Council's business planning approach to align with the seven well-being goals (to be introduced for the 2017-18 business planning cycle) and re-developing the current impact assessment process to take account of the five ways of working along with other statutory requirements related to assessing impact on equalities, Welsh language and rights of the child (to be introduced in the Autumn 2016).
- Direct liaison with the five Town & Community Councils that will be required to develop local well-being plans as a result of the Act has now begun and this will continue during the next few years. The Councils will be required to develop their local plans once the County Well-being Plan is published in 2018.

Carmarthenshire Local Service Board Partnership Review

- As part of the requirements of the Well-being of Future Generations Act and preparation for the new Public Services Board the LSB requested a review of the current partnership structure which included the Children & Young Peoples Partnership; Community Safety Partnership; Health & Social Care Board; Regeneration Partnership; and Environment Partnership.
- The LSB has agreed to re-structuring its approach from April 2016 onwards once the new Public Services Board is established (as required by the Well-being of Future Generations Act). The former partnership structure will be disbanded with three new thematic groups being established:
 - Healthy Families & Communities
 - Fair & Safe Communities
 - Prosperous & Resilient Communities.

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Welsh Language Standards

- The new Welsh Language Standards being introduced by Welsh Government through the Welsh Language Commissioner, will focus on promoting and facilitating the use of the Welsh language for residents and staff in the following five key areas in all that the Council (and other public bodies) does in terms of Service Delivery; Policy Making, Operational, Promotion and Record Keeping.
- The Council received its Welsh Language Standards Compliance Notice on 30 September 2015.
- A detailed Action Plan has been prepared in readiness for the compliance date of 30 March 2016 for the majority of the Standards with others being introduced from 30 September 2016. Detailed guidelines have been prepared and circulated to staff on how to comply with the Standards in their day to day work.
- The Council has appealed three of the Standards which refer to conducting meeting without the use of simultaneous translation.

Ageing Well in Carmarthenshire Plan

- In accordance with the Welsh Government requirement, an Ageing Well Plan for Carmarthenshire (which incorporates the Strategy for Older People) has been developed and was approved by full Council in January 2016.
- The Plan incorporates available evidence and builds on relevant actions identified within divisional business plans.

Corporate Strategy 2015-2020

- The Council's new Corporate Strategy was approved by full Council in September 2015. The Corporate Strategy sets out the Council's strategic priorities and aspirations and outlines what we plan to do to achieve our vision for Carmarthenshire. The first year review of the Corporate Strategy will be incorporated into the Annual Report and Improvement Plan.

Carmarthenshire Strategic Equality Plan 2016-2020

- Following consultation the Council's new Strategic Equality Plan for 2016-2020 was approved by full Council in February 2016.
- This strategic plan sets out the principles of our commitment to equality and diversity and outlines how we intend to fulfil our responsibilities and ensure that we follow our principles through into practice. These commitments are outlined in terms of:
 - The role of the county council as an employer;
 - The role of the county council as a provider of services;
 - The role of the county council in promoting tolerance, understanding and respect within the wider community.

Performance and Information Management

Wales Audit Office (WAO) Corporate Assessment

- A Corporate Assessment by the WAO was undertaken in Carmarthenshire County Council during October 2015.
- The Council was highly praised by the Welsh Audit Office for having a well established vision that is driven forward by a strong collective leadership from both Executive and Corporate Management Teams. A clear framework of well-aligned plans and strategies,

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that translate high level outcomes that the Council has agreed with partners, into priorities for action, was also recognized,

- There were 6 Proposals for Improvement made by the Auditor General and [an action plan](#) has been produced to address these proposals.

Annual Report and Improvement Plan (ARIP)

- In July 2015 we published the Council's Annual Report and Improvement Plan. The Wales Audit Office concluded that:- *'Public reporting of performance is fair and balanced. The ARIP is clearly laid out and presents a comprehensive picture of what the Council is aiming to achieve, the progress it is making and how its performance compares with other councils in Wales.'*

Business Planning

- All 2015/16 service business plans were challenged by the Executive Board Member portfolio holders and Head of Service. Any feedback from the 15/16 Challenge sessions has been incorporated in to 2016/17 business plans which have been prepared by all Services. Significant numbers of staff have been involved in workshops and team meetings. Ensuring that staff HPP sessions are linked to the business planning process is also key.

Outcome Agreement Grant (OAG)

- Our 2014/15 Annual report on performance against the agreed Outcome Agreement targets was sent to Welsh Government in May 2015 and the full grant of £1.9m was received January 2016.
- The 2015/16 grant (final year of the Outcome Agreement) will no longer be dependent on meeting targets and will automatically be included in the 2016/17 Revenue Support Grant (settlement).

Performance Monitoring and Reporting and the development of Dashboards

- Our Performance & Improvement Monitoring System (PIMS) has been used by managers for over twelve years for monitoring performance on a strategic level to individual action plan level.
- As part of our on-going development of the system, an easier to read user interface, called a *'Dashboard'* was developed. It allows us to show a graphical representation of our current performance (as a snapshot in time) through linking the front end Dashboard with the back end of PIMS. Thus allowing us to view key strategic performance data (as featured within the ARIP) to help enable informed decisions to be made at a glance.
- Currently, CMT and the Executive Board use the performance dashboard for quarterly performance reporting, with a view to extending their use to all Scrutiny's over the next twelve months.

Information Governance

- At year end the unit responded to 968 Freedom of Information requests with 905 requests being answered within the 20 working days time limit.
- The unit also dealt with 44 time consuming requests under the Data Protection Act 1998 for access to their records by individuals.
- Two training sessions have been held for Information Asset Owners and work has progressed on the Information Asset Register.
- The Modern Records service is in the process of undertaking the relocation of some 6,000 records from County Hall and Jobswell House to storage in Parc Myrddin.
- All complaints received by the Council are dealt with in a timely, appropriate and efficient manner by the Complaints Team, in accordance with the principles of the Council's Complaints Procedure.

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- The Complaints team dealt with 501 complaints during 2015/16, compared to 573 during the same period for 2014/15.
- The Council received 542 compliments in 2015/16, compared to 545 for 2014/15.
- In 2015/16, the Complaints team also received 501 enquiries which were redirected to other departments, compared with 550 in 2014/15.

Civil Registration

In January 2016 HM Passport Office conducted a Stock and Security Audit which assessed the service as achieving the highest assurance level for security, which was an excellent achievement. Robust and appropriate security protocols were demonstrated.

- We continued to meet the General Register Office's Key Performance Targets for appointment availability and for customer satisfaction and to perform well in the timeliness of registrations for births and deaths.
- We worked with Communications to update our web pages and to produce a new Celebratory Services brochure. We now have 34 Approved Venues licensed for marriages and civil partnerships and several new applications are pending. The most recent additions are the Waun Wyllt Inn, Aberglasney Mansion House and Gardens, Myddfai Community Hall and Llanelly House.
- We worked with Leisure services and with individual landowners to expand the number of sites available for bespoke outdoor ceremonies.

We have also begun the review of the service's future staffing needs, to ensure resilience of service delivery. The review will be completed in 2016-2017.

Electoral Registration and Lord Lieutenancy

- The results of the 15/16 Electoral Canvass saw a registration return of 85.98%. The Elections team continue to be proactive in ensuring that all eligible electors are registered to vote.
- In December 2015, Carmarthenshire successfully administered the first Business Improvement District (BID) Election for Llanelli which returned a healthy Yes vote.
- In February 2016, Carmarthenshire saw the retirement of Robin Lewis, Lord Lieutenant for Dyfed who had held this post since 2006. The new Lord Lieutenant is Sara Edwards, former BBC news reader.
- The Coroner Service has seen an increase in deaths reported.
- In January 2016, the team welcomed a Graduate Electoral Services Officer who will contribute to the team particularly working with the Council's Communication team on an engagement programme.
- By the end of the year preparations were well underway for planning to administer the Welsh Assembly and Police and Crime Commissioner Elections. Carmarthenshire had been appointed both Police Area Returning Officer for Dyfed Police area and Regional Returning Officer for the Mid and West Wales Regional area. The team have also been preparing for the EU Referendum on June the 23rd.

Press & Communications

- The Authority has seen a clear increase in the use of Social Media and the Corporate Website as a way for our audience to communicate and engage with the Council. There are now some 4,070 followers on Facebook, 5,653 followers on Twitter with an average post/tweet reaching 21,758 people on FB and 175,500 on Twitter. The new bilingual corporate website receives on average 79,545 user sessions per month (stats: March 2016). The Council is responding to this by utilising Digital Marketing as a key

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communication tool via the Corporate Website, iLocal, Micro-Sites, Social Media and email marketing.

- The Press & Media Protocol was reviewed and the final Protocol has now been produced and approved by Council. It is available to view on the Newsroom.
- Traditional methods are also essential to ensure we reach the maximum audience. Methods such as local and national media (average 1500 press releases are sent per annum). Marketing campaigns such as “*Love your Local Market*”, Recycling, Fostering and Housing Options are delivered alongside the newly designed ‘**Carms News**’ which is delivered to every household in the County - a ‘*whole public service*’ vehicle overseen by the Public Services Board.
- We have produced a new Corporate DVD which was used at the recent corporate assessment and is available on the corporate website
- Internally we have promoted the Our People brand and worked on communicating the new core values and organised the annual Manager’s Event in October.
- We have assisted with the communications plan and awareness raising of corporate initiatives such as the People Strategy, TIC projects and the recently launched Welsh language standards.
- We have assisted with the budget consultation and resurrected ‘Insight Carmarthenshire’ to communicate with young people on the importance of voting at elections and our democratic process.
- Print and graphics continue to work with divisions and various partner organisations to create quality material which helps us to ensure all material created for the public is published bilingually and branded accurately.
- We have continued to work closely with ERW and the indoor and outdoor markets to assist with their marketing plans and raise awareness.

In March 2016 the Authority created a centralised Marketing and Media team (newly integrated team of the former Press, Communications, Tourisms and Translation teams). The forthcoming Marketing and Media Strategy will focus on the importance on engaging and communicating with our audiences in a manner which provides a clear call to action and ensuring that we deliver messages that are asked of us.

Customer Services

- During the year efforts have focused on improving operational performance. This has been achieved as a result of identifying and minimising avoidable contacts via collaboration with departments, and with some services now only being available on line, eg, school places. Reducing customer contacts has been essential in order to continue delivering an effective service with approximately a 25% reduction in staff (45 FTE posts down to 33.5) over the three years up to and including 15/16, and preparing for further staff reductions in 16/17.
- The Change Channel Shift Project now has a strategic lead at Director level, and an operational group lead at Head of Service Level. Customer Services remains a key player in shaping and developing the channel shift agenda. There has been a 10% reduction in Contact Centre traffic and a 15% reduction in Customer Service Centre (CSC) visits over the three year period up to and including 15/16. These reductions are likely to be significantly due to online take up of services.
- An appointments-based system has been trialled to handle some customer contacts in the CSCs, and during early 2016/17 this will be rolled out further, supported by an extensive promotional campaign.
- The Llanelli CSC is now established at ‘The Hub’ in Llanelli, co-located with Un Sir Gar. Following nine months of trial, a revamp of the layout, with new furniture provision, has been put in place. This has enhanced operational efficiency and customer orientation within the building.

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- Carmarthen CSC is looking at potential integration with the Library Services at King Street. We will continue discussions with colleagues in Leisure to ascertain the appropriateness of this co-location.
- The possibility of co-locating the Ammanford CSC with Jobcentre Plus in Ammanford has been explored, but is unlikely to proceed due to there being no apparent opportunities for savings (and probable increased costs).

Paul Thomas – Assistant Chief Executive (People Management & Performance)

During 2016/17 the Division was subject to external review / evaluation, which included:

- Wales Audit Office (WAO) Corporate Assessment
- Investors in People (IiP) Assessment
- Safe Effective Quality Occupational Health Standards (SEQOHS)

Wales Audit Office (WAO) Corporate Assessment

A key part of this assessment was to examine how effectively the Council manages its own staff. Overall the findings were extremely positive and the key messages for the People Management Division included:

- *The Council's approach to people management is working well and it is addressing some of the key areas that need strengthening.*
- *The Council is successfully implementing initiatives in a number of areas to increase people capability and to achieve the Council's People Strategy goals.*
- *The Council has a broad range of good-quality, well-written accessible people management policies in place. These are supported by clear manager guides.*
- *The Council has achieved significant success in improving its sickness absence performance.*
- *The Council is recognising the need to strengthen workforce planning and has developed a toolkit to gather consistent workforce information.*
- *Attendance at Departmental Management Team (DMT) meetings by each business unit demonstrates the PMP Division's commitment and support for departments as well as adding value through expertise, performance information and challenge.*
- *The L&D business unit has completed a great deal of effective work to develop the Council's workforce with a range of talent management and development programmes. However, the Council may be missing an opportunity by not using the Trade Unions Learn facility.*

The WAO has made some proposals for improvement, which the Division will address during 2016/17:

- *Finalise and implement the revised structure for People Management and Performance (PMP) Division.*
- *To ensure all staff have an annual individual performance appraisal.*
- *Simplify communication mechanisms both within PMP and those used for communicating*

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people management initiatives to the wider workforce.

- *Review the ICT systems and equipment used within PMP to drive developments.*

Investors in People – IiP

During the summer the Council underwent its second post accreditation review and was successful in retaining its IiP status. The review also found that, as an organisation, the Council is working towards being a “High Performing” employer in some areas.

Safe Effective Quality Occupational Health Standards – SEQOHS

The Council was awarded the SEQOHS accreditation during the year, which sets the Authority’s Occupational Health service as an exemplar of good practice and clinical governance.

The Division has also made some significant progress in other areas such as:

Welsh Language Standards

The Council recently adopted the Welsh Language Skills Strategy, which sets out how the Council, with the support of People Management and Corporate Policy Divisions, will achieve these standards, as well as the much wider workforce planning considerations to ensure equity in the language of choice for service users. A Council-wide Language Skills Audit has begun, which will conclude in early 2016/17, using the newly adopted Language Skills framework, and will inform how the Council supports employees through Learning & Development and Recruitment opportunities.

Workforce Planning – Support for Managers

The Council identified workforce planning as an area requiring further development and, to support managers, the Division has developed and published the “Workforce Planning Toolkit for Managers”. Briefing sessions for managers have been held and further support will be provided by the Division to ensure the Council is able to plan effectively in terms of its workforce.

Absence Management – Support for Managers

A new ‘Absence Team’ has been set up within People Management as part of the existing HR/Payroll Service to support managers with all forms of Staff Absence. The team supports managers in dealing with absences, from receipt of the relevant application forms through to making payment or deductions through salary.

Recruitment

This year the Division launched the new bilingual online recruitment system (Web Recruit) and has also run four Assessment Centres for Senior Management posts, resulting in the appointment of two Directors, two Heads of Service and one interim Head of Service. Elected Members are integral to the appointments process and so the Division has designed and delivered bespoke training for all Members involved in the process.

The Division has also recruited and appointed 10 Apprentices and 8 Graduate Trainees. Every Department will benefit from this initiative, which also supports the Council’s commitment to job creation within the County.

Policy / Guidance Development

The Division has developed / reviewed and published several policies during the year including:

- Adoption and Surrogacy Policy
- Behavioural Standards in the Workplace Guidance
- DWP Fit for Work Service Guidance
- Hand Arm Vibration Syndrome (HAVS) procedure
- Learning & Development Strategy
- Parental Leave Policy
- Pay Policy
- Redeployment Policy
- Shared Parental Leave Policy
- Whistleblowing Policy

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This year the Division has also worked closely with the Council's Communications Team to further improve the online advice and information held by the Council in relation to managing people. Standard Operating Procedures to accompany existing Policies have also been developed and, together with the new People Management Intranet site, information for staff will become more user friendly.

Safeguarding

Working with the Director of Communities and the Corporate Safeguarding Group the Division introduced new procedures for the recording monitoring and disclosure of Safeguarding records in relation to historic, current and future employment. Revised detailed guidance has been established for requesting and issuing employment references particularly for regulated activity. A policy decision to centralise the issuing of Employer References came into force in April 2016.

Learning & Development Support for Staff and Elected Members

During the year the Division provided a range of learning opportunities to over 4,200 members of staff as well as:

- Developing a new Organisational Learning & Development Strategy
- Designing and launching a new programme for "Future Leaders"
- Designing and delivering Development Centres for aspiring leaders
- Rolling out a new training strategy in response to the Social Care and Well Being Act Wales
- Implementing the Continuing Professional Education and Learning Framework (CPEL) for qualified Social Workers

The team also:

- Supported the Group Leaders to carry out 1-1 Personal Development Reviews with their members using feedback to inform the Member Development Plan 2015-16.
- Published the Member Development Plan 2015-16 in consultation with senior officers, Democratic Services Committee and Group Leaders.
- Elected Members have also attended a variety of development sessions including:
 - Safeguarding Children
 - Social Media and Members
 - Making Fairer Decisions in Recruitment
 - Gypsy Travellers
 - Whistleblowing

Occupational Health (OH) Support for Staff

The Division has continued to review and evaluate the support provided by OH in line with the changing needs of the business and its staff e.g. improved referral process. In addition the causes of ill health are analysed by the team to ensure focus is placed appropriately on key services such as stress management and well-being. This year the Division has supported a total of 1,751 members of staff via a variety of OH interventions as well as providing services to 12 external organisations such as Ceredigion County Council and University of Wales Trinity St David. The team is also leading on the "Time to Change" campaign (an anti-stigma campaign in relation to mental health illness) and in July 2015 the Council signed the "Pledge" to challenge mental health stigma and discrimination in the work place.

Support for Schools

Safer Recruitment - working with the Director of Education and Children and as a result of feedback from the Annual Head Teacher and School Business Manager conference, the Division launched a revised number of policies in support of safer recruitment and has secured funding that will support a bespoke learning and development event for all those participating

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in recruitment and selection in schools. The Director has also issued a protocol for the minimum standards required for safer recruitment.

The Division has held workshops with Head Teachers and Governing Bodies and worked closely with Schools in terms of their support requirements. As a result the following policies / guidance have been developed specifically for schools:

- Safer Recruitment / Disclosure & Barring Services (DBS) Policy & Guidance
- Sickness Absence Policy
- Pay Policy
- Health & Safety Manual

The Division rolled out the online DBS for schools to support safer recruitment, led the development of a Mutual Fund for schools to cover staff absence, agreed a revised Service Level Agreement which all schools have now signed up to. Further workshops for Schools will be held during 2016/17, which will help us better understand their ongoing support requirements.

Core Values

As an organisation, the Council last explored its core values in 2007. Given the scale of change that the organisation has experienced recently, it was agreed to revisit them. The Division led this exercise and an extensive consultation exercise was undertaken with Elected Members, Corporate Management Team, Heads of Service, Staff and Trades Unions. The culmination of this exercise was at the People Managers' Conference held in Y Ffwrnes on the 9th October. A refreshed set of Core Values was agreed in January 2016 and the Division is now leading the development of an overarching behaviours statement that will help to ensure the Core Values are embedded within all services.

Linda Rees - Jones – Head of Administration & Law

Democratic Services Unit

Building A Better Council

- modern.gov was implemented as a system of producing and publishing Agendas and reports for democratic meetings. The aim was to move towards a paperless form of Committee administration but this has not been achieved due to a number of factors, including gaining the confidence of both members and officers in using both the ipad and modern.gov app, and some technical problems. It has been pleasing to see however a growing number of members using their ipads and bringing them to meetings. 3 members no longer require paper copies, and a paperless form of Committee administration remains our long term ambition.
- In June 2015, the County Council considered the recommendations of the Constitutional Review Working Group (CRWG) on the Peer Review Report and decided which amendments it wished to make to its Constitution. The actual amendments were approved by County Council at its September 2015 meeting. The revised Constitution is available to view on-line.
- The Constitution already allowed members of the public, and members, to ask Questions on Notice at meetings, but it was a rarely, if never, used provision. Following the September 2015 meeting of County Council, in an attempt to invite questions the availability of the procedure was highlighted by including standing items on the agendas of Executive Board and Scrutiny Committees for Questions on Notice by the Public and by Members, regardless of whether any had been submitted (as was already being done for agendas of County Council). An analysis of the effectiveness of this has shown that in respect of the Executive Board there were 0 public questions on notice and 0 members questions on notice during the year. However, members did ask 9 questions without notice

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for the period 28th September 2015 – 31st March 2016. In respect of Scrutiny Committees 7 public questions on notice were received between September 2015 and 31st March 2015.

- Whilst meetings of County Council were already being webcast, in September 2015 meetings of the Executive Board started to be webcast. For the period September 2015 – March 2016 790 hits were recorded for executive Board meetings (live and archived footage)
- During the year we also published the Register of Members Interests electronically on the Authority's website, whereas it had previously only been available by inspection of the hard copy register. Hopefully this will have saved interested members of the public with having to travel to the office to inspect the Register.

Working in Partnership

As a Service we provided lead administrative support for:

- 5 meetings of the Central and Mid Wales Regional Partnership Board
- 318 Independent Education Appeals Panels (244 appeals processed by the Unit for this period)
- 4 meetings of the Dyfed Powys Police and Crime Panel
- 11 meetings of Education in regional Working (ERW)

Improving Our Service

- The Executive Board Support and Scrutiny Support Officers co-located with the Democratic Services Officers in County Hall during the year and our restructure was implemented, although we have a couple of posts which we have not yet filled, but which we are in the process of doing.

Departmental Support Unit

Working in Partnership

The internal courier service is currently provided in partnership with the Dyfed Powys Police and its effectiveness is currently being analysed as part of the TIC challenge on mail handling across the Authority

Improving Our Services

- The Departmental Support Manager contributed to the TIC Mail Handling and Printing Project to examine a more efficient way of processing mail. This resulted in a reduction in the number of franking machines leased by the Authority with the under-utilised being terminated, and better bulk rates being secured at other strategic locations such as County Hall. The lease budgets have been identified for centralisation and the Departmental Support Manager will now manage the budget and the leases for the Authority as a whole.
- The effectiveness of the internal mail courier service provided in partnership with Dyfed Powys Police has also been analysed as part of the TIC Mail handling and Correspondence Project and the move towards electronic communications will form part of the Project Board's recommendations.
- The Unit is continuing with the implementation of the Corporate/Departmental roll out programme for the Chubb Security System with the addition of further buildings such as Blocks 5-8 Spilman Street, Block 7, Parc Dewi Sant and more recently the Registrars / Electoral Services in Parc Myrddin. The issuing of identification/access cards to employees is an ongoing, time consuming, project which is an essential task to ensure that

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all safety measures are complied with. Additional cards have also been provided in connection with the new Corporate Printing Project. The roll out to schools has not been fully implemented to date with cards only being provided as part of the new Corporate Printing Project initiative.

- Support was provided to Managers by means of timely budget monitoring and analysis of spend in connection with the efficiency savings that the Authority has to produce. This has been extremely challenging in light of the current economic climate.

Legal Services

Building A Better Council

- Significant Monitoring Officer and lawyers time was allocated to the governance review and as mentioned earlier the Constitutional Review Working Group's recommendations were adopted by County Council on the 17th June and the subsequent revisions to the Council's Constitutions (as drafted by the Unit) were approved by County Council on the 9th September 2015.
- 100% of managers completed the Whistleblowing E-Learning Module across the Authority (the Whistleblowing Policy being overseen by the Standards Committee and the Monitoring Officer).
- Amongst the major pieces of work advised upon or handled by Legal Services during the year were:-
 - aspects of the Carmarthen West Development,
 - the Solar Panels project,
 - the Community Infrastructure Levy,
 - Community Assets Transfers,
 - the Brechfa Forest Connection project,
 - the possible transfer of Leisure Facilities into a trust,
 - the review of the Licensing and Gambling Policies,
 - the consultation process on the proposal to charge for post-16 school transport
 - implementation of the Fixed Penalty Notices for Non-School Attendance,
 - drafting a structure for Deprivation of Liberty applications for adults and under 18 year olds (following a recent Supreme Court case)

Working in Partnership

- Our main partnership working is our role as partner and lead authority for the Central & West Wales Shared Legal Service. The Regional Collaboration Funding originally allocated to this project was substantially reduced at the end of March 2015, but the work streams affected by that lost funding were more or less complete. The funding retained for the 15/16 financial year (which funds some of the partner Authorities, including Carmarthenshire's costs of the joint Commercial and litigation teams) ceased at the end of March 2016. However, 4 of the 7 Authorities in the Shared Service (Carmarthenshire being one of the 4) have agreed to continue to fund the regional property lawyer between them.
- We attended and advised 4 meetings of the Dyfed Powys Police and Crime Panel during the year as well as providing advice in between meetings as required.
- Due to high work volumes and capacity issues within our property team we commissioned some community asset transfer work from one of our Shared Services partner Authorities pending recruitment to our property posts. Those posts have by now been filled.

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Improving Our Service

- The National Procurement Service (NPS) delivered their Framework of External Solicitors on 1st September 2015. NPS advised that of the 19 suppliers awarded a place on the Framework, 11 (58%) are Welsh based and 6 (32%) are Welsh based SMEs. They also advised that of the 24 suppliers who were previously on the Framework, procured by the South West Wales Shared Legal Service, 9 have been awarded a place on the NPS Framework.
- Unfortunately NPS have not delivered the Framework of Barristers as yet.
- We have reflected the “cradle to grave” approach in the Social Services and Wellbeing (Wales) Act in one of our Team’s structures, by incorporating the adult services legal advice function into the child care and education legal team.

Land Charges

Working In Partnership

- The Infrastructure Act agreed the transfer of the statutory Land Charges Register to HM Land Registry’s control. The Act relates to the whole of England and Wales, but the digitisation and import of data within the 22 local authorities within Wales, will be dealt with separately from the timetable in England. We have no control over the timing of this transfer, and have had no update on the proposed timing.
- A decision was taken by Pembrokeshire and Powys to pursue an alternative solution to Carmarthenshire’s bespoke Ladybird application. This has brought into question the viability of Carmarthenshire continuing to develop Ladybird, and indeed its own continued use of the system. So, the long term viability of Ladybird is being reviewed as we aim to make sure that we can continue to provide a good land charges service.

Improving Our Services

- The land charges service had already migrated to the new in-house Ladybird software system at the beginning of March 2015, enabling us to cancel our external provider contract. However, as can be seen from the update above, the future viability of the Ladybird system is currently uncertain and it may be that we will have to procure an external system. This means that the planned phase 2 (to allow electronic submission of searches, payment and receipts) is currently on hold.
- We saw a slight increase overall in the number of searches submitted during the 15/16 year, but there was a slight decline in the number of written searches and an increase in the number of personal searches (we receive no fee for personal searches).
- The Law Society’s revised CON 29 and CON 290 forms (the CON 29 being a standard form agreed between the Law Society and the Local Government Association with 65 or so questions often referred to as the Standard Local Search) went live on 4/7/15. The aim of the revisions is to improve the quality and consistency of information provided and to add some new enquiries eg. on Community Infrastructure Levy (CIL) and assets of community value.

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Phil Sexton – Head of Audit, Risk & Procurement

Audit

The Internal Audit 3 year Strategic Plan 2016/19 including the 2016/17 Annual Plan was approved at the March 2016 Audit Committee. The Plan was prepared after consultation with Heads of Service, Wales Audit Office and Chair of Audit Committee.

Internal Audit performance against the Annual Plan is closely monitored by the Audit Committee and 84% of those reviews originally programmed for 2015/16 were completed by 31st March 2016. The 2016/17 Annual Plan agreed at the March 2016 Audit Committee continues to provide a broad coverage of the Authority services and systems.

Wales Audit Office monitor the effectiveness of Internal Audit annually against the Public Sector Internal Audit Standards and Wales Audit Office confirmed for 2014/15 that: ***“The Council has suitable Internal Audit arrangements and an effective service is provided.”*** The Local Government (Wales) Measure 2011 refers to Audit Committees and the way the Committee should function. Current processes comply with the requirements of The Measure.

Member Development Sessions (specifically dealing with the Draft Statement of Accounts 2014/15 and Grants Management) were provided for Members of the Audit Committee. Similar sessions will be run for 2015/16 Statement of Accounts.

The ***Annual Governance Statement 2014/15*** was prepared in consultation with following Officers:

- Executive Board Member (Deputy Leader/Resources)
- Executive Board Member (Deputy Leader / Community & Rural Affairs)
- Director of Corporate Services
- Assistant Chief Executive (People Management & Performance)
- Assistant Chief Executive (Customer Focus & Policy)
- Head of Finance,
- Head of Administration and Law,
- Head of Audit, Risk and Procurement
- Audit & Risk Manager
- HR Manager
- Chair of Audit Committee (Observer Role)

The Corporate Governance Group comprising the above officers will oversee the development of the Annual Governance Statement 2015/16

Risk Management

The Web Based Risk Register System has been made available to all Departments, which aims to further embed risk management within the Authority and facilitate the risk management process at Strategic, Service and Project levels. A self assessment of our Risk Register System was carried out in the summer of 2015 and the findings and actions shared and agreed with the Corporate Management Team. Executive Board Member briefing sessions on our approach and the Corporate Risk Register were held in October 2015.

The Business Continuity Working Group is responsible for co-ordinating the Business Continuity Plans for critical services within the Authority. Each Department is responsible for ensuring that Business Continuity Plans are established, reviewed and tested. The Business

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Continuity Working Group reports up to the Risk Management Steering Group which in turn reports up to the Audit Committee. In conjunction with the Emergency Planning Group a desktop group exercise was carried out in July 2015 to test the plans in place and to establish where there were gaps in processes.

All insurance covers except for leasehold properties were renewed with existing insurers in July 2015. The leasehold properties policy was renewed with the existing insurer following a tender exercise.

Procurement

Corporate Procurement has focused on 3 key areas:

a) National Procurement Service (NPS) Update

Over the past 12 months the Welsh Government's National Procurement Service (NPS) has expanded its procurement influence far beyond the original Business Case and has now let a number of Framework Arrangements. NPS has also made available UK Government Crown Commercial Services arrangements to cover gaps in service provision as existing arrangements have been transferred from the public sector. The NPS is to move to a self funding model by the inclusion of a 0.45% levy on all expenditure linked to NPS Managed Contracts.

b) Welsh Government Procurement Fitness Check (KPMG)

In 2014, Welsh Government commissioned Procurement Fitness Checks of each Local Authority's procurement function in Wales. Overall the assessment for Carmarthenshire was that the procurement function was "***Developing to Conforming***".

The Summary below identifies the recommendations which came out of the Fitness Check and outlines the progress to date in addressing the recommendation.

Fitness Check Recommendations and Action to date:

Model Dimension	Recommended Action	Action to date
Procurement Leadership & Governance	Assign a Director to develop, champion and push forward the procurement agenda.	Director of Communities Department appointed as Strategic Lead on newly formed Procurement Governance Group.
Procurement Strategy and Objectives	Bring officers together to develop a consistent approach and to maximise use of procurement resource and expertise.	Procurement Governance Group has been a key driver for sharing information and expertise across Departments. Policy & Resources Members Focus Group to be involved in the development of the new Procurement Strategy.
Defining the supply need	Take steps to allow officers to identify and analyse categories of spend and demand drivers.	Spend Analysis commissioned. This provided the Authority with a detailed analysis of where and how the Authority spends its money i.e. by sector, size of organization, location of companies (local / regional / national / international). Major review of spend undertaken jointly between Procurement Unit and Departments (November / December

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		2015).
Commodity/project strategies and collaborative procurement	Consider implementing a category management approach. <i>(Category Management involves splitting procurement spend in to individual specialist categories)</i>	Limited scope to implement full Category Management within Carmarthenshire County Council given the limited size of the Corporate Procurement Unit. Working with Pembrokeshire County Council to identify potential opportunities for Category Management with each Authority potentially leading on certain categories e.g. Construction, ICT etc.
Contract and supplier management	Implement a central contracts register and introduce more commercial input into contract management.	Central contracts register is built and populated with known and volunteered contract information. This is being updated as spend becomes more visible from the spend analysis.
Key purchasing processes and systems	P2P and the integration of finance and procurement systems require a contracts register with all contracts listed.	In addition to the contracts register, officers are drawing up a Memorandum of Understanding (MOU) with Value Wales to agree the scope for P2P within the Authority. <i>(P2P allows Departments to undertake procurement from ordering to payment electronically)</i>
People	Develop a training plan to build procurement competency across the Authority.	A Programme of procurement training has been delivered to officers across the Authority.
Performance Management	Develop a contract register to allow monitoring of compliant spend, contract compliance etc.	Work with TIC Team is ensuring that suitable metrics are developed and reported.

Excellent progress has been made to date and a comprehensive consideration of the recommendations can be demonstrated. We have been working closely with Welsh Government to feedback progress to date. Indications are that Welsh Government are satisfied with progress and the focus is now that all bodies will face a 2nd Procurement Fitness Check in 2016 which it is envisaged will be more strategic and aim to build upon the improvements brought about by the 1st Fitness Check.

c) Wales Procurement Policy Statement (June 2015)

The Minister for Finance and Government Business set out her vision for Public Sector Procurement in Wales by re-launching the Policy Statement in June 2015. The 10 Policy Statement Principles are being progressed identified here with Key Actions:

Principle 1 – Strategic Aim - We are currently developing a new Procurement Strategy for the Authority. A Cross Party P&R Scrutiny Members Focus Group has been established to assist in the development of the new Strategy.

Principle 2 – Professionally Resourced - The Procurement Fitness Check made a number of references to the ***‘relatively small central procurement unit’*** and noted that ***‘although there is ambition for CPU to develop and innovate its procurement activities....it is limited by the capacity of the central team.’***

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The final level of staffing will be influenced by the opportunities for investing in procurement to save monies and the scope for collaboration with NPS, Regional Frameworks or Local Partnership.

Principle 3 – Economic, Social and Environmental Impact - Procurement documentation has due regard to the delivery of positive economic, social and environmental impacts and these will form core elements (where appropriate) in our approach to procurement (i.e. scored as part of the evaluation exercises).

Principle 4 - Community Benefits - 2015 saw a significant step forward in terms of the Community Benefits that have been delivered in existing contracts and frameworks and the development of the Authority's approach on a collaborative basis, with others, to drive the agenda forward.

Principle 5 – Open, Accessible Competition - The aim is to produce a procurement process that is open and transparent and based on standard approaches with the use of common systems that appropriately minimise complexity, cost, timescales and requirements for suppliers.

Principle 6 – Simplified Standard Processes - A simplified Procurement Process has been introduced which has reduced the time taken for suppliers to complete responses and officers to evaluate responses, which in turn, has reduced the costs involved to both the supplier and buyer. The key aim of the project is to improve and increase opportunities for Small and Medium Enterprises (SME's) to bid.

Principle 7 – Collaboration - Collaboration is increasingly used as a route to procure. The advantages include potential economies of scale and reduced prices with the disadvantage being a potential loss of control and influence. Carmarthenshire continues to make maximum use of new and existing collaborative arrangements where these offer value for money and do not impact adversely on the local economy. These include use of a large number of Framework Arrangements including National Procurement Service, Crown Commercial Service, Eastern Shires Purchasing Organisation and Yorkshire Purchasing Organisation.

Principle 8 – Supplier Engagement and Innovation - The Authority has a long history of positive and early engagement with the local supply base which has been developed over a number of years. Supplier engagement has factored highly in the strategy adopted to stimulate interest and solicit local bids for the Council's business. Pre-market engagement days have been held in a variety of areas to seek the opinion of the market on our broad proposals and to help influence and develop the specification. Briefing Days are intended to inform the market of procurement decisions that have already been taken and are intended to explain both the thinking and process involved in any particular exercise. CPU worked in collaboration with Welsh Government, the Wales Co-operative Centre and the Wales Council for Voluntary Action (WCVA) to agree the approach and engage further with interested parties to encourage collaborative consortium bids. CPU have actively encouraged a joint bidding approach to allow companies to pool their resources to increase their collective capacity or coverage in order to compete for contracts that may otherwise have been too large for them to take on and service individually. With the right planning by both buyers and suppliers, Consortia can be well placed to deliver innovative solutions and responsive services.

Principle 9 - Policy Development and Implementation - CPU is committed to adopting wider, strategic goals through our procurement activity and we update our policies and approaches accordingly, recognising that procurement can play a positive part e.g. Community Benefits Clauses.

Principle 10 - Measurement and Impact - In accordance with good management practice, procurement performance and outcomes will be monitored to support continuous improvement. The Welsh Government's Procurement Fitness Check programme provides a basis for considered improvements covering all areas of work including Compliance and e-Trading issues.

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Noelwyn Daniel – Acting Head of ICT Service

To address the shortcomings in the ICT service, a new Head of ICT was recruited in September 2015 as a joint arrangement with Pembrokeshire County Council. In addition, an interim structure has been established address immediate requirements.

Review of specific actions for 2015/16:

Corporate Managed Printing Service

The Secure Print Management project is nearing completion with just over 3,500 staff successfully using the new secure solution. It is on target and being well received across the organisation. With rollout complete, meaningful management information will be available which will provide intelligence to hopefully deliver further savings and efficiencies.

The next phase of deployment will automate the ordering of toner and seek to introduce a fax capability to the devices deployed. This will allow the decommissioning of a number of dedicated phones lines used for fax without diminishing CCC's fax capabilities.

Virtual Desktop Optimisation infrastructure

The infrastructure to deliver a virtual desktop is in place and the solution is currently being piloted in two council sites, namely, Parc Myrddin and Eastgate. The results of the pilot, including user experience will be assessed during 2016/17.

Rollout of the Wifi network across all Council Buildings

The Council now has 165 wireless access points in key buildings and meeting rooms throughout the count, contributing to the agile/mobile working agenda.

Agile/Mobile Working

The ICT Service is supporting a number of pilot mobilisation projects where staff utilise mobile technology for inspections and data collection. The projects are cross departmental and savings will be reported through the established TIC governance process.

Along with the deployment of iPads to members and Senior Officers, the ICT Service has been working with Democratic Services to implement the Modern.gov application, enabling paperless meetings. The public are also able to access meeting agendas, minutes and reports using the same application.

Part of the new licensing agreement with Microsoft allows the Council to deploy a unified communications application, namely, 'Skype for Business'. The product has been piloted with over 400 officers and is currently deployed to over 1000 members of staff, with complete estate roll-out to be achieved in early 2016/17. Lync can be used for instant messaging, voice calls and video conferencing; it also displays 'presence', showing when an officer is at their desk, away, busy, etc. The implementation of Lync should have an organisational wide impact through reducing the requirement to travel. Lync can also be used with other organisations; federation provides the capability to enable the same functionality of communication between separate organisations. Carmarthenshire has already federated with Pembrokeshire, Ceredigion, Neath Port Talbot and Powys Councils.

A Channel Shift / Agile / Mobile Project has been established. It has corporate governance through TIC and CMT. The Channel Shift sub-group has established 6 priorities to be targeted:

- (1) Developing a 'My Account'
- (2) Maximising use of e-Forms and automation of Business Processes

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- (3) Maximising use of SMS Text Messaging
- (4) Automated Call Handling (e.g.) switchboard type calls or automated telephone payments
- (5) Avoidable Contacts. Minimising waste contacts.
- (6) Publicity and Promotion (external and internally)

Recommendations on the options and costs to deliver these are being collated and will be presented to the board in May 2016.

I.T. has procured a new e-Forms system called (FIRMSTEP). This will drive forward with above priorities through the development of more e-Forms quickly, automated processes from end-to-end and delivery of transactional services both externally to citizens / businesses as well as internally to staff.

Over the past year many transactional services have been developed which are available to the public via the corporate website and i-Local sites as part of the 'Do It Online' campaign. These services fully integrate with back-end systems via the Corporate CRM (Contact Centre) allowing for the processing on-line payments where relevant, for:

- Bulky Waste Collections (appointments and online payments)
- Payments of Parking Fines (online payments)
- Fast Track Renewal for Residents Parking Permits (online payments)
- Recycling Items Ordering

Complete the design and implementation of a structure that can be responsive and flexible to changes in demand

An interim re-alignment of the ICT division is underway and will support CCC as it stands until any shared service arrangement with Pembrokeshire County Council is agreed. The new structure aims to be more responsive to business demand, and specifically will create resilience in key areas, for example web/channel shift skills.

Develop a more responsive ICT Service Desk

On receipt of calls to the Service Desk staff are encouraged to use Self-Service and its benefits are explained. A process is being piloted whereby anyone sending an email to the IT Helpdesk Mailbox is notified to create a Self-Service Call.

Service delivery to Schools

Building on the technology deployed to schools over the past 8 years, work is underway to provision the ability for each school pupil to have a consistent digital learning experience. This will be achieved utilising the HWB national online learning platform delivered from Welsh Government.

The 100+ primary schools will benefit from a standard approach of managing and deploying iPads in the classroom. Each iPad will be managed by a central management console with licensing and applications deployed and managed from that resource. This will ensure that schools have local management but benefit from CCC's governance. This will be completed by March 2017. All schools in Carmarthenshire now have Wi-Fi networks installed.

Owen Bowen – Head of Financial Services

The challenging financial climate and the tightening of the Public Sector spending continues to be one of the main focuses of the Financial Services division together with some significant

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staff changes. Following the appointment of Chris Moore as Director of Corporate Services in early September, Interim arrangements have been put in place to manage the division and deliver efficiencies over the coming year. The division has however continued to make good progress with the performance measures and actions during the year.

Accountancy

During the 2015/16 the main priorities have been:

The Closure and Audit of the Authorities accounts. This was successfully achieved by the respective dates with the Accounts being closed within budget and the Wales Audit Office (WAO) issuing an unqualified audit opinion

The team has completed the implementation of a new timesheet module on our Financial Management System for the Authority's in-house design teams.

We reviewed processes and procedures which resulted in a more streamlined service.

The Financial Management System is currently being upgraded to a recent version of the software. This new version has enhanced budgeting and commitment accounting tools, and should also give users of the web additional functionality and an enhanced user experience.

The Medium Term Financial Plan (MTFP) – Budget 2016/19. The budget preparation for the 2016/19 period presented particular difficulties due to the economic climate and the lateness of the notification of both the provisional and final settlement from Welsh Government and absence of forward data. The Medium Term Financial Plan was approved by Full Council in February 2016, with the Council tax setting delayed to the 10th March 2016 due to the lateness of the Final Settlement.

The Five Year Capital Programme 2016/17 to 2020/21 – the preparation of the Capital Programme presented similar difficulties to those faced by the Medium Term Financial Plan above. The programme was approved by County Council in February 2016.

Accounts Payable and Administration

The corporate 'Key Performance Indicator' for the prompt Payment of undisputed invoices within 30 days' exceeded the target of 92% with the end to year result at 95%. This is due to working with departments in order to monitor and identify areas of performance improvement.

The near completion of the implementation of the Financial Management Systems Purchase to Pay (P2P) process that allows the Council to reduce paper orders, approve expenditure one line through efficient workflow routines, register goods and services as received and maximise the benefits associated with central scanning of invoice documentation to all remaining departments. The implementation plan includes work flow analysis, end user training together with the establishment of respective 'go live' dates.

Treasury Management and Banking

Treasury Management continued to be challenging during last year's economic environment, however we continued to outperform our performance target of hitting a better return than the average 7 day LIBID (London Interbank Indicative) rate, with outperformance for the year achieving 0.20%.

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The policy of delaying our borrowing until rates become more favourable and using internal cash has continued this year, however we have needed to borrow £20m this year to support our capital programme. This borrowing was achieved at very favourable interest rates. Our Treasury Management consultants (Capita) have continued to support us with advice and service provision during this period.

The Council made a one off payment of £79m to the Welsh Government in April 2015 which removed the Authority's obligation to the HRA Housing Subsidy system. The equivalent figure was borrowed from the PWLB and met the requirements of the HRA business plan and the overall requirements of the Council.

The Barclays bank and Barclaycard contracts continue to run smoothly. Improvements in processes and procedures and the pursuit of efficiencies continue in the banking service.

Payroll

Further development of Resourcelink, My View 2 has been completed with the Introduction of a reporting tool for managers. There has been improved access to schools allowing for input of claims, absence data, etc and access to certain screens to all employees from their own personal computers, including accessing payslips.

Pension Fund

The Pensions Administration section has continued to further encourage scheme members to take advantage of **'My Pension Online' to access their personal Annual Benefit Statements online and to** improve the level of service provided by permitting any active, deferred or pensioner member access to their record whilst reducing printing and postage costs in addition to reducing the Fund's carbon footprint.

The first half of this year concentrated on ensuring the data from employers for the end of year exercise was completed within new statutory timescales to ensure production of Annual Benefit Statements by 31st August. This was the first year that the LGPS 2014 career average benefits had been recorded and uploaded for annual benefit statements.

Guaranteed minimum pension (GMP) reconciliation has continued to be undertaken in order to identify liabilities which should not be allocated to the Pension Fund by HMRC and that HMRC amend their records. Over 4000 queries have already been raised and sent to HMRC. There are over 31000 discrepancies which must be resolved with HMRC.

We have continued to work with employers towards implementing the electronic transfer of data directly from payroll systems into Altair via the i-connect module.

To ensure compliance with Auto Enrolment requirements the administration unit has also met with employers prior to their staging dates and has provided template documentation for use whilst ensuring they are aware of their roles and responsibilities. We have also met with Employers reaching their re-enrolment dates to ensure all statutory requirements are met. Employers have also been provided with information regarding the cessation of contracting out in April 2016.

The service standards provided by the team have been recognised on a national basis by winning the 'Quality of Service Award' on 4th November 2015. The Fund had to demonstrate how service standards are equally as good across all member categories (active, deferred and pensioner) and how we performed against our service standards.

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Both the Pensions Administration and Pension Investments units have continued to fully participate in the All Wales collaboration project. The business case for greater collaboration and a Common Investment Vehicle has been completed. All 8 Welsh funds have appointed a joint investment manager for passive global investments and a Common Investment Vehicle will be established over the next 18 months. An All Wales investment pool has been supported by Treasury.

A Pension Board has been established and has met three times during the year. The board assists the administering authority in ensuring the effective and efficient governance and administration of the Dyfed Pension Fund.

All five investment managers to the fund have continued to perform well.

John Gravelle – Revenue Services Manager

Following the appointment of Chris Moore as Director of Corporate Services in early September 2015, the Financial Services Division was subsequently realigned. As a result, the Revenue Services Unit no longer forms part of Financial Services Division but is a standalone business unit reporting directly to the Director of Corporate Services.

The challenging financial climate in terms of revenue collection, coupled with the impact of the Westminster Government's on-going welfare reforms therefore continues to be the main focus of the Revenue Services Unit, along with managing significant staff movement and retention issues.

Housing Benefits / Council Tax Reduction (formerly Council Tax Benefit)

- a) On 1st August 2015 as part of a national programme, the Unit's Housing Benefit Fraud Investigation function and staff, transferred to the Department of Work & Pensions' centralised Single Fraud Investigation Service (SFIS). As a consequence, responsibility for Housing Benefit fraud investigation now rests with the DWP.

Despite the transfer of the function a very significant amount of inter-service liaison and information exchange, is still required between the DWP and the Authority. To address this need, as well as to provide a fraud investigation capacity in relation to Council Tax Reduction, which SFIS will not deal with, and other application based reductions such as Council Tax Single Person Discounts, the unit has retained one fraud investigation officer.

In the 8 months from August 2015 to March 2016 the retained officer helped achieve £21k of savings and facilitated 95 cases referrals to SFIS.

- b) The Housing Benefit Section also adopted the DWP's Fraud and Error Reduction Incentive Scheme (FERIS) which the DWP introduced in order to provide an incentive to local authorities to undertake additional work to identify fraud and error in housing benefit awards (at a time when local authority fraud staff were being transferred). The unit was successful in applying for additional external funding to help undertake this additional work. This allowed the section to fund an additional assessment officer post to assist with case reviews, the acquisition of a specific software module to target review cases and other review related expenditure including the additional cost incurred due to increased visiting officer activity.
- c) The gradual national roll out of Universal Credit went live in Carmarthenshire with effect from October 2015. This meant that single persons that would previously have claimed Job

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Seekers' Allowance instead claim UC which includes housing costs formerly covered by Housing Benefit. The low number of UC claimants that would otherwise have claimed Housing Benefit has not affected workload in the section. The work involved in maintaining Council Tax Reduction claims for customers now on UC is in fact greater due to continual amendments to their UC entitlement.

In order to support the roll out of UC a Delivery Partnership Agreement between the Authority and the DWP was implemented whereby the Benefits section has provided specialist advice to the DWP UC delivery centres in relation to more complex housing costs claims. In addition, a new Personal Budgeting Support Officer post has been embedded within the section to whom vulnerable claimants requiring support to assist with budgeting their UC payments, can be referred.

Local Taxation

- a) During 2015/16 the Business Rates section provided essential support to the Economic Development service by way of rating data and identification of the premises in scope for the Llanelli town centre Business Improvement District feasibility exercise. This culminated in a Yes result in the ballot that was concluded in December 2015. The section will now undertake the billing and administration of the BID levy during 2016/17 and throughout the 5 year term of the BID arrangement.
- b) The Business Rates section also implemented the Welsh Government's Wales Retail Relief scheme by identifying potentially qualifying ratepayers within the county, contacting them with a view to encouraging applications, and making appropriate awards. The scheme gave a total reduction of £766k to the 651 qualifying ratepayers. [Unfortunately the scheme has been discontinued by Welsh Government and will not therefore apply during 2016/17]
- c) During 2015/16 Council Tax section commenced work on the latest National Fraud Initiative "Electoral Register to Council Tax Single Person Discount" data matches. With over 900 potential matches identified the work will continue into 2016/17.
- d) For several years the service has outsourced the production and despatch of the 86,000 or so annual Council Tax bills issued each March. During April 2015 the contract was extended so that the 170,000+ ad hoc/daily bills issued over the course of each financial year are now also produced and despatched by the mailing company. This was further extended to business rates bills in June 2015 bringing further efficiencies.

Not only has staff time been saved but the substantial saving on postage rates offered by the mailing company has covered the contract cost plus a further net saving of circa 9 pence per item posted. This is quite significant in view of the very high volumes involved and the next stage will be for Housing Benefit notification letters to also be outsourced during 2016/17.

The contract was structured in a way that other services have been able to take advantage of the potential savings.

- e) The local taxation sections (Council Tax and Business Rates supported by the unit's Recovery Section) strive to maximise the Authority's Council Tax and Rates income by maintaining and where possible, improving collection rates. There were mixed results for 2016/17 with Council Tax collection slipping slightly but Business Rates improving marginally and ahead of target, as shown under the heading of "Revenue Services Performance Indicator Results" below.

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On-Line Transactions

Revenue Services also contributes significantly to delivering the **Corporate Strategy** aim of increasing on line activity to address public queries and transactions.

The Service aims generally to provide services as efficiently as possible and ensuring value for money by endeavouring to increase on-line and self-service transactions and encouraging customers to take advantage of on-line forms.

Customer use is increasing and during 2015/16 Council Tax section received approximately 3 times more “paperwork” (such as change of ownership notifications and discount / exemption application forms) via the Authority’s website than through the Authority’s Customer Service Centres.

The volume and value of on line payment transactions has also increased with the comparative figures shown in the Table below.

	2014/15	2015/16	
Number of Transactions	22,037	25,013	13.5% improvement
Value	3,237,223	£3,735,839	Nearly £½M more

In a similar vein, work took place during 2015/16 in relation to the acquisition and configuration of self-service payment kiosks. These will go live during 2016/17 in customer service locations where there would otherwise be no payment facilities available and where the low customer footfall at traditional cash offices, may warrant it.

Performance Monitoring:

A new performance monitoring software module was acquired and piloted in the Housing Benefit section during 2015/16. This provides management with specific data on cases dealt with by the section using built-in complexity weightings. The data is also made available to staff members so that they are aware of their individual performance which is used as part of the appraisal process.

In light of the successful deployment within the Housing Benefits Section This software will be rolled out to other sections within Revenue Services during 2016/17.

Revenue Services Performance Indicator Results

a) Business Rates Collection

Collection rate for Business Rates improved again and was above target which was pleasing given the financial pressures still faced by many businesses.

Target 98%; Actual 98.4%

b) Council Tax Collection

Collection rate for Council Tax slipped slightly which is disappointing after the improvements in recent years. Unfortunately Recovery Team were affected by a series of issues during 2015/16 adversely affecting the normal recovery schedules. These included delays in recovery exercises during the early part of the year pending agreement with the court in relation to the level of costs (an issue stemming from a high profile court case involving a London Borough) together with system problems at a crucial time in Qtr.4 following a major upgrade to the Revenues & Benefits system, as well as staffing issues.

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This combination of factors was unprecedented but should not be an issue in 2016/17 future and the service aims to improve performance by maintaining regular recovery exercises throughout the year. In addition, the service will be exploring the potential for introducing software that will automate elements of the recovery process.

Target 97.1%; Actual 96.63%

c) Speed of Processing New Claims

The change of strategy in Housing Benefits team placed greater focus on speed of assessing New Claims rather than speed of processing Changes in Circumstances of existing cases. This change of approach reflected the view that assessing and awarding benefit to new claimants was a higher priority than making amendments to existing awards

This change of focus resulted in the average number of days taken to assess new claims surpassing target and improving on the previous year by over 16%.

Target 24.5 days; Actual 21.76 days

d) Speed of Processing Changes in Circumstances

With processes and resources focusing more on New Claim processing, the average time to action changes in circumstances slipped very slightly but is still at a high performance level and in top quartile, based on the most recent comparative data for Welsh authorities.

Target 5 days; Actual 5.23 days

Jonathan Fearn – Head of Property Maintenance & Construction

Asset Management

The Corporate Asset Management Plan is currently being updated and will be presented to Members towards the end of the calendar year. The review of the Plan includes liaison with and challenge to all services using the Council's property, to ensure need and utilisation are kept under review to maximise the use of the Council's assets.

Carmarthenshire County Council continues to play a lead role in asset management in Wales and the Council's Head of Corporate Property is a member of the Welsh Government's National Assets Working Group.

Regular meetings continue to be held with all the public sector bodies with significant property interests in Carmarthenshire. In March 2015, this Group was reconstituted as one of the collaboration workstreams established by the Local Service Board and is chaired by the Head of Corporate Property. The purpose of the Group is to share property strategies and facilitate the identification of further property collaboration opportunities through the use of the Asset Review reports. The meetings include Welsh Government, Dyfed Powys Police, Hywel Dda University Health Board, Wales Ambulance, Mid & West Wales Fire Service, Ministry of Justice Wales, University of Wales Trinity Saint David and Coleg Sir Gar. Benefits realised to date include:

- Potential for joint management of services at St David's Park, the University's Carmarthen Campus, the Health Board's Hafan Derwen campus and the College's Job's Well Road Campus
- Opportunities for sharing of buildings

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- Advance notice of disposal or acquisition plans to ensure that property decisions are taken with full knowledge of partners' plans
- A collaborative approach to all new property-related contracts, with each organisation being a named party, where possible

Refurbishment of Ty Elwyn, Llanelli is close to completion and has enabled the relocation of staff and subsequent sale of 1 West End and the future relocation of staff from Crown Precinct. Fit-out of the remaining offices at East Gate has been set up to start early in the next financial year (2016/17), which will enable vacation and disposal of Ty'r Nant. The Council's office occupation continues to reduce, which increases the efficiency savings that can be offered from the portfolio.

A program of further office rationalisation is planned, facilitated by adapting the way we currently use the buildings to suit the needs of those providing services and to engender a new, more agile, way of working. This will further reduce the number of buildings and cost of office accommodation required to deliver the Council's services.

Despite the Government's dramatic cuts in subsidies for solar panel installations, the Council has negotiated pre-registration of solar installations for a range of non-housing buildings, which will reduce the cost of electricity for those properties. While the number of installations has reduced significantly as a result of the reduced subsidies, the programme of installations is to commence in summer 2016.

Disposals & Asset Transfer

The property market continues to be weak in some areas and, as a result, it can take increasing time for disposals to complete as purchasers seek to delay completion dates to defer capital outlay. Achieving capital receipts remains a challenge and we only secured 75% of the 2015/16 target for capital receipts, although on aggregate over recent years the target has been considerably exceeded. Significant disposals during the year included:

- 10-14 Bridge Street, Llanelli to Llanelli Credit Union
- Deers Park Farm, Laugharne
- 1 West End, Llanelli
- Land at Dyffryn Road, Saron
- Site at Ty Newydd Terrace, Cross Hands
- Former Print Unit, Pensarn
- The former Whitemill School
- The former Capel Iwan School
- Plot 4, Capel Hendre

Terms have also been agreed for the sale of the following properties which are expected to complete in coming months:

- 1 Spilman Street, Carmarthen
- Foundry Row, Ammanford
- New Inn School
- Llanycrwys School, Llanwrda
- Rhydcymerau School, Llanybydder

Many of these disposals are of buildings no longer required by the Authority and have led to ongoing revenue savings. During the year, expressions of interest were sought for significant landholdings at Trostre, Llanelli with strong interest from developers for a range of potential uses.

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Discussions have continued with Community and Town Councils, community groups and sports clubs with a view to transferring various community buildings and facilities to local management. A number of Community Councils have agreed to accept a transfer of facilities and leases are being negotiated. A number of sports clubs have also expressed interest and a community group in Ferryside has now taken over the former education centre in the village.

The adopted Community Asset Transfer Procedures serve to provide the framework for discussions about transfer for any Council property for ongoing service delivery by other organisations. Corporate Property continues to lead a cross-departmental Asset Transfer Team to co-ordinate and provide a single point of contact for asset transfer within the Authority.

In relation to recreational facilities, Executive Board has set a deadline of 31st March 2016 for expressions of interest and 31st March 2018 to complete transfers. The outcome of the expression of interest process will be reported to Executive Board early in 2016/17.

The Welsh Government has prepared national asset transfer guidance and the Council's Strategic Asset Manager formed part of a small team which contributed to the documentation.

Development continues at the Cross Hands West site, which has planning permission for a new 55,000 sq ft food store, 620-space car park, cafe and petrol station, a 250-home residential scheme, new bus bays and access for Ysgol Maes y Gwendraeth, a new health centre and the refurbishment of Cross Hands Workingmen's Club. Major infrastructure works including clearance of the site, provision of the development plateaus and new road system are now close to completion. The development is being managed through a joint venture partnership between Carmarthenshire Council and property developers George LB. Sainsbury's recently sold-on the food retail site to a developer and this area is the subject of a revised planning application. The residential land continues to be developed by Persimmon Homes.

Development of the Carmarthen West development area continues to be co-ordinated by Corporate Property. Landowner agreements are now in an agreed form, to facilitate the building of a new link road to the west of Carmarthen, to serve 1,100 new houses, a new primary school, employment space, district centre and parkland. Construction of the new road is now underway.

Property Management

Occupation of let retail, industrial and agricultural property remains high, despite difficult economic conditions and gross income received continues to be in excess of £3m per annum. Marketing of vacant stalls and shops in Carmarthen and Llanelli Provisions Markets has seen increasing interest, with competing offers for vacant stalls and shops. Both indoor markets are now nearing 100% occupation for the first time in many years. Rents in Llanelli remain significantly below peak levels.

Occupation of the Council's 400 industrial units continues to be high (around 96%), and accommodate approximately 2,000 jobs. There is an increasing turnover of tenants, particularly at the smaller units, where the turnover of tenants has increased over the last 12 months.

The rural estate remains fully occupied, although, with a number of tenancies coming to an end in 2016, there will be an opportunity to review the size and number of holdings in some estates. During the year, Executive Board reviewed the Llangadog Estate and decided to sell

REPORT A

one farmstead, retaining the majority of the farmland, together with the other farms for re-letting. We have also renewed agreements with Carmarthenshire Angling Associations for fishing beats on the River Towy at Llangadog and the River Taf at Llanddowror & Whitland.

Rent arrears across the portfolios continue to be challenging, with a limited number of businesses struggling to meet their financial commitments. The level of debt, however, remained within target levels.

Property Records

Improved property data continues to be used to guide service managers, Asset Management Planning, audit and financial accounts purposes and key strategies including the planned maintenance programme.

Following the successful completion of Primary School surveys in 2014/15 for Education purposes, the exercise expanded to include Secondary School & Special Schools where the Property Records Team co-ordinated site surveys and produced updated floor plans to further enhance records for asset management functions.

The Team continued to update records and assist with title issues with HM Land Registry as part of the voluntary registration programme to ensure that Council property is protected against adverse possession.

During the year the Team also implemented improved data recording on encroachments and adverse possession of Council land and co-ordinated and completed the annual Asset Valuation and Asset Verification tasks.



Report B

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



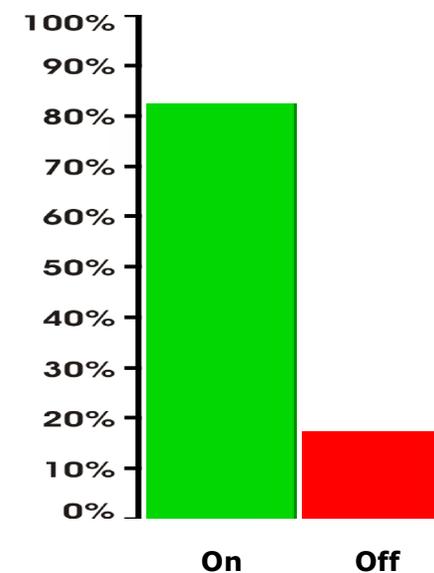
Filtered by:

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	12	2	0	N/A	0	86%	76%
	Measures	3	1	2	0	0	0	33%	
B. Building A Better Council	Actions	26	24	2	0	N/A	0	92%	84%
	Measures	5	2	3	0	0	0	40%	
F. Carmarthenshire's communities and environment are sustainable	Actions	3	3	0	0	N/A	0	100%	100%
	Measures	1	1	0	0	0	0	100%	
G. Carmarthenshire has a stronger	Actions	2	2	0	0	N/A	0	100%	80%

Performance against Target



and more prosperous economy	Measures	3	2	1	0	0	0	67%	
Overall Performance	Actions and Measures	57	47	10	0	0	0	82%	

target target



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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		End Of Year: 294.29	Target: 20.00 Result: 8.48	Target: 30.00 Result: 40.55	Target: 40.00 Result: 59.72	Target: 100.00 Result: 74.71 Calculation: (1268589 ÷ 1698000) × 100
Comment	A large payment received in the 2014/15 year resulted in a significant over-achievement of the target for that year. This was, in part, advance payment which has contributed to a reduction in receipts in the 2015/16 year. A number of sales have also been delayed and slipped into the 2016/17 year.						
Remedial Action	None required. On aggregate the capital receipt targets have been exceeded.						
Service Head: Jonathan Fearn			Performance status: 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 council tax due for the financial year which was received by the authority	97.51	97.12	End Of Year: 97.06	Target: 31.00	Target: 58.00	Target: 85.00	Target: 97.10

CFH/007				Result: 30.30	Result: 59.02	Result: 86.47	Result: 96.63 Calculation: (79943360.81 ÷ 82728000.74) × 100
Comment	<p>The established and proactive recovery exercises were badly affected during 2015/16 due to a number of factors.</p> <ul style="list-style-type: none"> > Delays agreeing costs with Magistrates Court following a high profile court case in London. > Staffing issues -/absences > Software problems following a major system upgrade which meant recovery exercises were delayed during Quarter 4 						
Remedial Action	<p>With the issues that adversely affected the service during 2015/16 now resolved, recovery exercises should be unaffected during 2016/17. Furthermore, the local taxation recovery team is back to full staffing complement.</p> <p>The proactive approach that has given rise to good collection results in the past will be fully re-established.</p> <p>The potential for introducing additional automation of processes between Summons and Liability Order (Magistrates' Court) stage is also being explored.</p>						
Service Head: Owen Bowen				Performance status: 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 non-domestic rates due for the financial year which were received by the authority CFH/008	98.37	97.88	End Of Year: 98.32	Target: 26.00 Result: 37.03	Target: 55.00 Result: 63.46	Target: 84.00 Result: 88.53	Target: 98.00 Result: 98.40 Calculation: (46323706.44 ÷ 47076300.46)



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Scrutiny measures & actions full monitoring report

Policy and Resources scrutiny - at End of Year

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ACTIONS - Theme: A. Making Better Use of Resources			
Sub-theme: A1 Improve the Management of Finances and Procurement			
Action	11645	Target date	31/03/2016 (original target 31/03/2016)
Action promised	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		
Comment	Final Workshop delivered to 24 Suppliers. Discussion opened with Bus Companies on provision of None Core Community Benefits following the last tender award for various routes. 2 additional Community Benefits Tools submitted to Welsh Government.		
Service Head: Phil Sexton		Performance status: On target	
Action	11646	Target date	31/03/2016
Action promised	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.		
Comment	The team has supported on over 15 projects during the course of the year. A number of projects, some of which have been on-going from previous years, have now been completed or are now approaching completion, whilst the programme has also been flexible to accommodate new projects added during the year.		
Service Head: Robin Staines		Performance status: On target	
Action	11647	Target date	31/03/2016
Action promised	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.		
	16 members of staff from across the authority have been participating in a `Continuous Improvement Practitioner Course` which		

Comment	aims to provide managers with the skills to undertake service improvement activity within their service areas. Once this course has been completed, it is our intention that this will be rolled out further across the organisation. This commitment will also be reflected in our business plan for the coming year.		
Service Head: Robin Staines		Performance status: On target	
Action	11795	Target date	31/03/2016
Action promised	We will promote the use of e-procurement via electronic tendering, E-trading & Purchase Card.		
Comment	Progress to date will be built in to New Procurement Strategy. Discussions continue with Welsh Government and Unit 4 to agree costs. These will feed into on going discussions.		
Service Head: Phil Sexton		Performance status: On target	



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ACTIONS - Theme: A. Making Better Use of Resources			
Sub-theme: A2 Improve the Management of Property			
Action	10861	Target date	31/03/2016
Action promised	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		
Comment	The Council has vacated several administrative properties throughout the year including No`s 1, 2 and 40 Spilman Street together with offices at Priory Street and West End Llanelli. Since the last report the Council has relocated staff from Crown Precinct to Ty Elwyn in Llanelli by making better use of the space available. This has allowed the Council to exceed the target reduction (29,431 sqm). The current office space amounts to 28,927 sqm representing a reduction in the region of 16% in comparison with the baseline (34,462 sqm)		
Service Head: Jonathan Fearn		Performance status: On target	
Action	11248	Target date	29/07/2016 (original target 31/03/2015)
Action promised	We will implement a mechanical and electrical upgrade at Llanelli Market		
Comment	Scheme ongoing, some delays from Western Power problems on site but now resolved.		
Service Head: Jonathan Fearn		Performance status: On target	
Action	11796	Target date	31/08/2016 (original target 31/03/2016)
Action promised	We will undertake a Retail Customer Survey at our Markets to help inform our Tenant Letting Policy.		

Comment	Survey prepared and implementation to be delayed until completion of M&E scheme.		
Service Head: Jonathan Fearn	Performance status: On target		
Action	11797	Target date	31/03/2016 (original target 31/03/2016)
Action promised	We will continue to improve the management of Industrial and Market Portfolios		
Comment	Task completed.		
Service Head: Jonathan Fearn	Performance status: On target		



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ACTIONS - Theme: A. Making Better Use of Resources			
Sub-theme: A3 Improve Services by the use of ICT			
Action	11798	Target date	31/03/2016
Action promised	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'.		
Comment	Little progress had been on this by end of year but progress has improved during the 1st qtr of 16/17		
Remedial Action	A project initiation document has been presented to the 1st Channel Shift strategic group chaired by the Director of the Environment.		
Service Head: Sarita Bennett		Performance status: Off target	☹
Action	11799	Target date	31/03/2017 (original target 31/03/2016)
Action promised	We will provide IT support to increase the adoption of on-line payments across all services		
Comment	This is an on-going work stream and is one part of the channel shift agenda and will be governed through the TIC channel shift working group which is reported regularly to CMT. A paper is under construction which identifies the top 6 areas to be developed as a priority.		
Remedial Action	A project plan is being developed to ensure an increase in the availability of online payments services.		
Service Head: Sarita Bennett		Performance status: Off target	☹
Action	11800	Target date	31/03/2016
Action			

promised	We will provide IT support to utilise webcasting technology to further improve local democracy and public engagement		
Comment	Project has been deployed and is in the working environment. Web casting is now undertaken at key Council Meetings.		
Service Head:	Phil Sexton	Performance status:	On target
Action	11801	Target date	31/03/2016
Action promised	We will further improve service delivery to schools by completing the implementation of appropriate web filtering system in all schools		
Comment	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.		
Service Head:	Phil Sexton	Performance status:	On target
Action	11802	Target date	31/03/2016
Action promised	We will further improve service delivery to schools implementing multi-occupant Wi-fi networks in all Schools		
Comment	Implementation of Smoothwall now complete. Able to implement multi occupancy Wi-Fi upon request at all schools.		
Service Head:	Sarita Bennett	Performance status:	On target
Action	11803	Target date	31/03/2016
Action promised	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.		
Comment	Having reviewed this action we believe it needs to be closed off with multiple, more specific actions To replace it. Specifically we require one for the migration to HWB within schools and a second action regarding the implementation of Apple VPP.		
Service Head:	Sarita Bennett	Performance status:	On target



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Scrutiny measures & actions full monitoring report Policy and Resources scrutiny - at End of 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		End Of Year: 92.73	Target: 94.00 Result: 92.12	Target: 94.00 Result: 92.24	Target: 94.00 Result: 92.90	Target: 94.00 Result: 93.49 Calculation: (905 ÷ 968) × 100
Comment	By the end of the year, a total of 63 requests were not responded to within the required 20 working days, which meant that the target was narrowly missed by 0.51%. 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.						
Remedial Action	Awareness raising through departmental co-ordinators is ongoing, to ensure that requests are identified and passed on to the FOIA team immediately. Continual monitoring of deadlines for responses from departments is ongoing and those overdue are being chased.						
Service Head: Wendy S Walters			Performance status: Off target				



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ACTIONS - Theme: B. Building A Better Council			
Sub-theme: B1 Openness, trust, honesty, integrity			
Action		Target date	
	11393		31/03/2016
Action promised	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.		
Comment	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.		
Service Head: Linda Rees Jones		Performance status: On target	
Action		Target date	
	11754		31/03/2016
Action promised	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		
Comment	2016/17 business plans have been prepared by all Services. Significant numbers of staff have been involved in workshops and team meetings. Ensuring that staff HPP sessions are linked to these business plans is key.		
Service Head: Wendy S Walters		Performance status: On target	
Action		Target date	
	11755		31/03/2016
Action promised	We will improve the links between service performance, improvement plans and budgets		

Comment	To ensure more explicit links between performance planning and the medium term financial plans a combined budget and performance planning timetable has been prepared		
Service Head: Wendy S Walters		Performance status: On target	
Action	11756	Target date	31/03/2016
Action promised	We will ensure that there is greater Member involvement and consultation in the agreement of our Key Improvement Objective Priorities (KIOPs)		
Comment	To identify our Key Improvement Objective Priorities as a Council we examine performance data, customer satisfaction survey results and regulatory findings together with elected member viewpoints. We invited all members to attend a workshop on the 20th April where they identified their own individual priorities for improving the Council and then grouped them together collectively to agree common themes. The identified KIOPs will be incorporated into the Annual Report and Improvement Plan and be submitted to Scrutiny		
Service Head: Wendy S Walters		Performance status: On target	
Action	11757	Target date	31/03/2016
Action promised	We will work with Elected Members to facilitate and support the production of required Annual Reports		
Comment	The Service has supported this action 100% by producing a template for members to use to produce their annual reports and providing them with the relevant data. However, responsibility for producing annual reports (which is a discretionary matter, rather than mandatory) rests with individual members and is outside of the Service`s control. Forthcoming legislation is likely to make the production of annual reports by members mandatory. In the meantime we will continue to support the Democratic Services Committee in encouraging the production of annual reports.		
Service Head: Linda Rees Jones		Performance status: On target	
Action	11778	Target date	07/05/2015
Action promised	We will administer a successful Parliamentary Election by ensuring the whole process is delivered with complete honesty, openness and transparency.		
Comment	Election successfully administered.De briefs held and lessons learnt for next year`s elections.		
Service Head: Wendy S Walters		Performance status: On target	



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Scrutiny measures & actions full monitoring report

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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		End Of Year: 17	Target: 25 Result: 14	Target: 25 Result: 13	Target: 25 Result: 14	Target: 25 Result: 15 Calculation: 4121790 ÷ 274386
Comment	Performance is excellent at present, but will be more challenging as resources continue to reduce and when significant initiatives such as the new refuse collection routes are launched.						
Service Head: Wendy S Walters			Performance status: On target				



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Scrutiny measures & actions full monitoring report

Policy and Resources scrutiny - at End of Year

2015/16



ACTIONS - Theme: B. Building A Better Council			
Sub-theme: B2 Putting customers first			
Action	11758	Target date	31/03/2016
Action promised	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		
Comment	Further workshop held with members on 6 October. Constructive dialogue over new ways of working in customer services.		
Service Head: Wendy S Walters		Performance status: On target	
Action	11759	Target date	31/03/2016
Action promised	We will produce and implement a new communications strategy for the County to pro-actively engage and promote openness and transparency		
Comment	The production and implementation of the first draft of a new Communications Strategy for the County, has been delayed during the year due to a restructuring of the Communications Team. The first phase of the planned restructure of the Communications Team has now been completed and it brings together the Press, Communications, Tourism, and Translation teams under one umbrella. During the next few months the service will be reviewed with a new vision and structure being developed. As part of this work a draft Marketing and Media strategy will be developed to incorporate all the team's responsibilities and this will ensure that we continue to deliver and communicate the Council's priorities and promote openness and transparency.		
Remedial Action	The first phase of the planned restructure of the Press, Communications, Tourism, and Translation teams has now been completed and over the next few months the service will be reviewed with a new vision and structure being developed.		
Service Head: Wendy S Walters		Performance status: Off target	



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Policy and Resources scrutiny - at End of Year

2015/16



ACTIONS - Theme: B. Building A Better Council			
Sub-theme: B3 Listening and delivering on promises			
Action	11760	Target date	31/03/2016
Action promised	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		
Comment	Contact being established with the five Town & Community Councils that are subject o the WFG Act requirements. On-going liaison with those Councils will continue throughout 2016-17 as requirements become clearer		
Service Head: Gwyneth Ayers		Performance status: On target	
Action	11761	Target date	31/03/2016
Action promised	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		
Comment	We have been unable to introduce this facility on modern.gov as we had hoped because of the system`s inability to provide the facility bilingually. The modern.gov facility would require e-petitions in the Welsh language to be submitted on the English part of the system, which we consider would be inappropriate and unacceptable. In the meantime we have a facility for petitions to be handed in in writing.		
Remedial Action	We are exploring with our in-house IT service whether a bespoke in-house facility can be developed. However, we are unable to commit to a time-table because of circumstances and other priorities within the IT service.		
Service Head: Linda Rees Jones		Performance status: Off target	☹
Action	11762	Target date	31/03/2016
Action promised	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.		

Comment	Approval from CMT on 2 February 2016 to scope future impact assessment approach for the Council to incorporate the WFG Act 5 ways of working, EIA, Welsh language assessment and CYP rights. Task & Finish officer group from different Council departments established to develop initial tool for Council use. Work will continue in 2016-17		
Service Head: Wendy S Walters		Performance status: On target	
Action	11763	Target date	31/03/2016
Action promised	We will progress the action plan which has come out of the Policy & Resources scrutiny Task and Finish Review of Consultation and Engagement mechanisms		
Comment	Work has been undertaken to meet the recommendations of the T&F review. Action has included: increased use of social media in engagement work; mainstreaming work to ensure EIAs are undertaken for every `policy` saving proposal; work on the development of a communications strategy (including consultation and engagement); the provision of opportunities for member training on social media; and further improvements to working arrangements.		
Service Head: Wendy S Walters		Performance status: On target	



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Scrutiny measures & actions full monitoring report

Policy and Resources scrutiny - at End of Year

2015/16



ACTIONS - Theme: B. Building A Better Council			
Sub-theme: B4 Working in partnership			
Action	11764	Target date	31/03/2016
Action promised	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		
Comment	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.		
Service Head: Wendy S Walters		Performance status: On target	
Action	11765	Target date	31/03/2016
Action promised	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		
Comment	LSB has held its last meeting on the 3 March 2016 before establishing a new PSB from April 2016 onwards. The PSB will set its new workplan and priorities based on the findings of the well-being assessment to be published by no later than May 2017 and its local well-being plan to be published no later than May 2018		
Service Head: Wendy S Walters		Performance status: On target	
Action	11766	Target date	31/07/2015
Action promised	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		

Comment	Partnership review report presented to July 2015 LSB meeting. Agreement in principle on way forward with further work to be 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
Service Head: Wendy S Walters	Performance status: On target



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Scrutiny measures & actions full monitoring report Policy and Resources scrutiny - at End of 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		End Of Year: 86	Target: 45 Result: 34	Target: 60 Result: 54	Target: 72 Result: 73	Target: 88 Result: 85 Calculation: (4636÷5478) × 100
Comment	The result for end of year is off target by 3 percentage points and has declined by 1 percentage point on last year's result. There are still over 800 staff who have yet to receive a Helping People to Perform (HPP) discussion/dedicated supervision discussion. 84% of office based staff have had a HPP discussion (1 percentage point improvement), whilst 85% of non-office based staff have had their HPP discussion (3 percentage point decline). There has been a decrease in performance in all but 1 department against last year's end of year result.						
Remedial Action	The People Strategy Steering Group going forward will help to engage more staff in the HPP process.						
Service Head: Wendy S Walters			Performance status: 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	Not applicable		End Of Year:	Target:	Target:	Target:	Target:

teachers and school based staff who leave the employment of the local authority, whether on a voluntary or involuntary basis CHR/001		7.52	1.50 Result: 0.93	4.50 Result: 3.87	6.50 Result: 4.88	9.00 Result: 6.22 Calculation: (510÷8200) × 100	
Service Head: Paul R Thomas			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
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	End Of Year: 9.6	Target: 2.4 Result: 2.4	Target: 4.6 Result: 4.5	Target: 6.9 Result: 7.2	Target: 9.3 Result: 10.1 Calculation: 63753.3÷6335.6
Comment	The result has declined for 2015/16 by half a day after an excellent improvement during 2014/15. According to the Chartered Institute of Personnel and Development Survey the trend for sickness absence in the public sector shows an increase of one day. The main services where sickness absence has increased are school staff and adult social care. There continues to be some long term sickness cases which have been managed through the process appropriately, however, in some areas there needs to be greater emphasis on application of the policy and quicker intervention. There has been an increase in sickness due to stress, mental health and fatigue which equates to quarter of the total sick days during 2015/16 compared to 22% last year with many cases related to issues at home. Musculo skeletal problems are the second highest cause of absence at 15% which is 2% lower than for 2014/15.						
Remedial Action	We will further promote robust sickness absence management within departments and are considering setting departmental targets. We shall also provide more targeted briefings which we hope will improve the management of attendance and consistency of reporting. The use of the in-house stress management/Cognitive Behavioural Therapy services continues and is focused on supporting stress, anxiety and depression, alongside management interventions and support.						

Service Head: Paul R Thomas

Performance status: Off target





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2015/16



ACTIONS - Theme: B. Building A Better Council			
Sub-theme: B5 Valuing our staff			
Action	11767	Target date	31/03/2016
Action promised	We will develop improved People Management intranet pages to provide easier access to information		
Comment	PMP intranet pages have been developed to provide access to information and work is ongoing on further development alongside the introduction of the new Intranet pages which should provide improved access for staff.		
Service Head: Paul R Thomas		Performance status: On target	
Action	11768	Target date	31/03/2016
Action promised	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.		
Comment	We continued to develop the attendance management strategies connected to the new Sickness Absence Policy across all services, to ensure that the positive effect already seen continued and also continues to promote an effective communication strategy. This was done through a series of workshops and meetings with managers, supervisors, Head and Deputy Head Teachers. We reiterated roles and responsibilities for good attendance management, working through case studies . These sessions were followed up with workshops focusing on stress management. We also have a wellbeing group, who analyse performance and develop initiatives with teams to support the reduction of absence. One of the key initiatives agreed, which will be rolled out next financial year, will be wellbeing coordinators and wellbeing champions, who will support departments to raise awareness of key health, activity and wellbeing topics. Guidance and FAQs and template letters have been developed for managers in line with the sickness absence policy.		
Service Head: Paul R Thomas		Performance status: On target	

Action	11769	Target date	31/03/2016
Action promised	We will complete the full Investors in People (IiP) review.		
Comment	The report has been received and is due to be fed back to full council on the 14th October 2015		
Service Head: Paul R Thomas	Performance status: On target		
Action	11770	Target date	31/03/2016
Action promised	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		
Comment	Update as at 01/04/2016 100% Completed - Close/Review action The Annual Report (please see attached) summarises the work of OST for 2015/16. Priorities for 2016/17 will be dependent on Service & Workforce Business Plans and any further strategic steer from CMT.		
Service Head: Paul R Thomas	Performance status: On target		
Action	11771	Target date	31/03/2017 (original target 31/03/2016)
Action promised	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		
Comment	For apprenticeship week, apprentices shadowed elected members to increase their exposure to the democratic side of local government work. In 2 weeks 5 more apprentices will be sought via internet and social media advertisement.		
Service Head: Alex Machin	Performance status: On target		
Action	11772	Target date	31/07/2016 (original target 31/03/2016)
Action promised	We will develop an integrated workforce plan to support the People Strategy vision		
Comment	No progress to report. Departments are developing business plans which should include workforce plans. Directors are responsible for producing departmental workforce plans from which a corporate plan will be developed.		
Service Head: Paul R Thomas	Performance status: On target		

Action	11773	Target date	31/03/2016
Action promised	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		
Comment	Project Complete. Further developmental work will continue based on user feed back 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.		
Service Head: Paul R Thomas	Performance status: On target		



Report B

Scrutiny measures & actions full monitoring report

Policy and Resources scrutiny - at End of Year

2015/16



ACTIONS - Theme: B. Building A Better Council			
Sub-theme: B6 Ensuring equality of opportunity			
Action	11774	Target date	31/03/2016
Action promised	We will ensure full roll out of the Equality Impact Assessments (EIA) process across all Council services and support managers in undertaking the process		
Comment	On-going process of implementing EIA across the Council. EIAs were completed and published for all policy budget proposals presented to the Council. Ongoing work during 2016-17 to embed EIA into the new Well-being of Future Generations Act requirements for measuring impact		
Service Head: Wendy S Walters		Performance status: On target	
Action	11775	Target date	30/09/2015
Action promised	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		
Comment	The Council`s Corporate Strategy 2015-2020 was formally approved by Full Council on the 9 September 2015		
Service Head: Wendy S Walters		Performance status: On target	



Report B

Scrutiny measures & actions full monitoring report

Policy and Resources scrutiny - at End of Year 2015/16



ACTIONS - Theme: B. Building A Better Council			
Sub-theme: B8 Improving our services			
Action		Target date	
	11776		31/03/2016
Action promised	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		
Comment	As recognised by the Wales Audit Office in its Corporate Assessment of the Council all 2015/16 service business plans were challenged by the Executive Board Member portfolio holders. For 2016/17 this challenge programme to enhance service accountability will be repeated and the meetings have already been scheduled.		
Service Head: Wendy S Walters		Performance status: On target	
Action		Target date	
	11777		31/03/2016
Action promised	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		
Comment	The Corporate Assessment has been completed and an Action Plan response has been agreed to address the six Proposals for Improvement made. The headline conclusion was:- Carmarthenshire County Council , demonstrating ambition in its vision, with collective leadership and more robust and transparent governance, is delivering improved outcomes for its citizens although some out-dated approaches may limit the speed of progress. Corporate Assessment report went to Full Council on February 10th 2016		
Service Head: Wendy S Walters		Performance status: On target	



Report B

Scrutiny measures & actions full monitoring report

Policy and Resources scrutiny - at End of Year

2015/16



Theme: F. Carmarthenshire's communities and environment are sustainable							
Sub-theme: F1 Living within our environmental limits using only our fair-share of earth's resources							
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 change in the average Display Energy Certificate (DEC) score within local authority public buildings over 1,000 square metres CAM/037	Not applicable		New measure	--	--	--	Target: 1.1 Result: 7.2 Calculation: (6.6 ÷ 91.7) × 100
Comment	<p>This result is reported retrospectively by all authorities in Wales due to delay in availability of energy consumption data from utility companies. Therefore this is the % change in the DEC score between 2013/14 and 2014/15.</p> <p>This has exceeded our target due to lower operational ratings in the majority of the assessed applicable buildings together with the removal of one particularly poor performing building from the calculation. This particular building has been closed and is currently being remodelled.</p>						
Service Head: Jonathan Fearn			Performance status: On target				



Report B

Scrutiny measures & actions full monitoring report

Policy and Resources scrutiny - at End of Year

2015/16



ACTIONS - Theme: F. Carmarthenshire's communities and environment are sustainable			
Sub-theme: F1 Living within our environmental limits using only our fair-share of earth's resources			
Action	11165	Target date	31/03/2016
Action promised	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		
Comment	The Council`s installed solar PV systems continue to generate electricity, with 280,742kWh generated in 2015/16 (exceeds 230,000kWh target). Some additional kWh generation needs to added to this total and this will be updated shortly. The County Council meeting on 10th March 2016 approved the inclusion of a £1.5m solar photovoltaic (PV) programme in the 2016/17 capital programme for completion by 31st August 2016. This is a scaled-down version of the Council's ambitious and innovative 10MW / £10-15m community rent-a-roof programme which was effectively scuppered by UK Government policy decisions announced in late 2015. Local grid capacity issues have also impacted on the scale of this programme.		
Service Head: Jonathan Fearn		Performance status: On target	



Report B

Scrutiny measures & actions full monitoring report

Policy and Resources scrutiny - at End of Year 2015/16



ACTIONS - Theme: F. Carmarthenshire's communities and environment are sustainable			
Sub-theme: F7 Ensuring the promotion of the Welsh language and Welsh culture			
Action	11354	Target date	31/03/2017 (original target 31/03/2015)
Action promised	We will facilitate the implementation of the recommendations from the Welsh Language Report by the Census Working Group.		
Comment	The Welsh Language Members Advisory Panel receive updates or progress reports at every meeting on specific work areas. The action plan based on the recommendations has been coupled with the actions arising from the Welsh language Standards.		
Service Head: Gwyneth Ayers		Performance status: On target	
Action	11793	Target date	30/09/2016 (original target 31/03/2016)
Action promised	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.		
Comment	CCC received its Welsh Language Standards Compliance Notice on 30 September 2015. A detailed Action Plan has been prepared in readiness for the compliance date of 30 March 2016 and 30 September 2016. Detailed guideline have been prepared and circulated to staff on how to comply with the Standards in their day to day work. The Council will appeal 3 of the Standards which refer to conducting meetings without the use of simultaneous translation which has been discussed with the Executive Board.		
Service Head: Gwyneth Ayers		Performance status: On target	



Report B

Scrutiny measures & actions full monitoring report

Policy and Resources scrutiny - at End of 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		End Of Year: 26.00	Target: 29.00 Result: 27.15	Target: 29.00 Result: 22.58	Target: 27.00 Result: 21.68	Target: 24.50 Result: 21.76 Calculation: 154388 ÷ 7096
Service Head: Owen Bowen			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		End Of Year: 4.90	Target: 6.00 Result: 6.19	Target: 6.00 Result: 6.07	Target: 6.00 Result: 6.31	Target: 5.00 Result: 5.23 Calculation: 647595 ÷ 123905
There has been a conscious change of approach with resources and processes focusing on New Claims processing, with a resultant significant improvement in that PI.							

Comment	This has however meant results for Change in Circumstances have slipped very slightly. Nevertheless the result is still well within the top quartile of the latest available all-Wales comparative data.						
Remedial Action	Processes will be kept under constant review to ensure performance continues to be at the high level expected. However the focus will remain on New Claims processing which is regarded as an operation and customer priority.						
Service Head: Owen Bowen				Performance status: 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		End Of Year: 93.94	Target: 92.50 Result: 94.79	Target: 92.50 Result: 96.00	Target: 93.00 Result: 96.51	Target: 94.00 Result: 95.45 Calculation: (315 ÷ 330) × 100
Service Head: Owen Bowen				Performance status: On target			



Report B

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Policy and Resources scrutiny - at End of Year

2015/16



ACTIONS - Theme: G. Carmarthenshire has a stronger and more prosperous economy			
Sub-theme: G5 Tackling poverty and its impact on the local economy			
Action		Target date	
	11229		31/03/2016
Action promised	We will develop and formulate a Tackling Poverty Action Plan for Carmarthenshire, monitoring headline actions		
Comment	During 2015/16 an elected members tackling poverty focus group was established. The group looked at existing work and challenges in terms of tackling poverty as well as future priorities for the agenda. From these discussions a Tackling Poverty Action plan 2015/16 has been developed. (see attached PDF - Q3 updates) This action plan will be updated annually to capture any new or updated tackling poverty activity. The action plan will also form the basis of the 2016/17 Tackling Poverty KIOP. A report is being submitted to preliminary executive board on 11th April recommending the establishment of a cross party tackling poverty advisory panel to support and monitor the Council's work on Tackling Poverty and support the Executive Board Member with responsibility for Tackling Poverty in executing their responsibilities.		
Service Head: Wendy S Walters		Performance status: On target	
Action		Target date	
	11794		31/03/2016
Action promised	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		
Comment	As previously reported - Universal Credit (UC) rollout in Carmarthenshire - for single claimants only - was 26th October 2015. Consequently only very limited numbers have gone onto UC with escalation to families unlikely until 2017. Information in relation to UC is on the Website. The new Delivery Partnership Agreement (DPA) with the DWP is in place for 2016/17 whereby the Authority will provide (amongst other things) budgeting support and supporting digital access where required. Revenue Services Unit is the liaison point co-ordinating the elements of the DPA and continues to chair the Council's Welfare Reform Partnership Steering Group which involves a number of Council services as well as key partners (DWP, social landlords, credit union). Impact mitigation actions are now being prepared by the group in respect of impacts on customers and the services themselves		

Service Head: Owen Bowen

Performance status: On target