

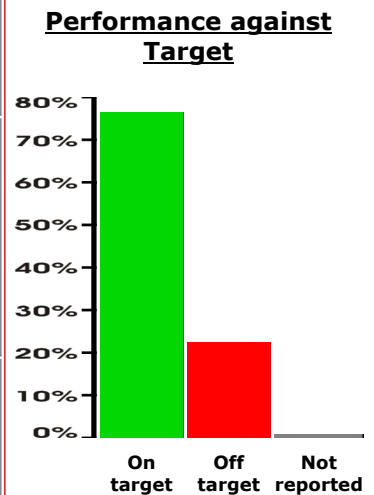
Scrutiny measures & actions full monitoring report Corporate Performance & Resources scrutiny - at End of Year 2023/24

Filtered by:


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


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


		Total	On target	Off target	Not reported	Not available	Annual / Not started	% on target	Overall % on target
WBO2.Enabling our residents to live and age well (Live & Age Well)	Measures	4	3	1	0	0	0	75%	75%
WBO3.Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Comm)	Actions	12	10	1	1	N/A	0	83%	76%
	Measures	5	3	2	0	0	0	60%	
WBO4.To further modernise and develop as a resilient and efficient Council (Our Council)	Actions	16	13	3	0	N/A	0	81%	83%
	Measures	7	6	1	0	0	0	86%	
5.Core Business Enablers	Actions	44	36	8	0	N/A	0	82%	75%
	Measures	23	14	9	0	0	0	61%	
Overall Performance	Actions and Measures	111	85	25	1	0	0	77%	




OFF TARGET


Theme: 5.Core Business Enablers Sub-theme: 5a - Information and Communication Technology (ICT)							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% use of the ICT Self Service helpdesk ICT/002	Not applicable		End Of Year: 65.8	Target: 65.0 Result: 65.2	Target: 66.0 Result: 66.9	Target: 67.0 Result: 65.5	Target: 68.0 Result: 65.6 Calculation: (5920÷9031) × 100
Comment	IT support staff are located in now County Hall, Ty Elwyn and TPH. They often conduct floor walking to offer support. Customer now have better accessibility to IT support and will seek advice while we are on site. I believe these are the reasons for the decline in the number of support calls logged via the helpdesk.						
Remedial Action	This measure has been agreed to stop, with new measures to be created.						
Service Head: Jason Jones				Performance status: Off target			


ACTIONS - Theme: 5.Core Business Enablers Sub-theme: 5a - Information and Communication Technology (ICT)			
Action	16313	Target date	30/04/2024 (original target 31/03/2024)
Action promised	Implementation of a new Staff Desk Booking Cloud Solution including Sensor technology to facilitate Desk Management across our main council buildings and agile working spaces as part of continuing to embrace and promote agile working, hybrid meetings and new ways of working across the organisation. CV108		
Comment	The system went live as planned but has subsequently been withdrawn after issues were raised by users who experienced problems with the system. This was escalated to the vendor who are working with our IT team on a resolution. This issue is due to a known bug between the Outlook calendar and the booking system. This issue was not disclosed during the scoping and rollout phase		
Remedial Action	The problem that has caused a delay has been escalated to the vendor who are working with our IT team on a resolution.		
Service Head: Paul R Thomas		Performance status: Off target	
			

ACTIONS - Theme: 5.Core Business Enablers Sub-theme: 5b - Marketing & Media including customer services			
Action	17288	Target date	31/03/2025 (original target 31/03/2024)
Action promised	To introduce the Corporate Customer charter		
Comment	This work will now be completed during 2024/2025. Dur to other commitments within the service this has not yet been completed and consultation with other services has not yet been finished.		
Remedial Action	This work will now be completed during 2024/2025. Due to other commitments within the service this has not yet been completed and consultation with other services has not yet been finished.		
Service Head: Deina Hockenull		Performance status: Off target	
			

Theme: 5.Core Business Enablers Sub-theme: 5e - Finance							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
The percentage of council tax due for the financial year which was received by the authority CFH/007	97.15	96.17	End Of Year: 97.33	Target: 31.00 Result: 31.90	Target: 56.00 Result: 56.99	Target: 84.00 Result: 86.37	Target: 97.50 Result: 97.01 Calculation: (124125366.24÷127948802.87) × 100
Comment	The result is slightly under target by 0.49 percentage points. Recovery action continued throughout this financial but due to the recent pandemic and current cost of living crisis low income households who are in employment are struggling to pay. Whilst the collection figures for all Wales are not yet available for q4; at the end of q3 Carmarthenshire's						

	collection rate was the 2nd highest at 86.37% which was well above the top quartile figure of 84%.
Remedial Action	We will continue to take a pro active approach to recovery ensuring we provide relevant support and advice to those falling into arrears to ensure the best possible way forward with regard to repayment arrangements. we will provide relevant information and signposting to ensure residents claim the council tax relief and benefits they are entitled to and signpost for relevant debt and benefit advice. We have been selected to participate in the HMRC data sharing pilot and will proactively participate in this.
Service Head: Helen Pugh	Performance status: Off target 


Theme: 5.Core Business Enablers							
Sub-theme: 5g - Internal Audit							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
Actual achievement against Annual Audit Plan 6.4.1.3	Not applicable		End Of Year: 83	Target: 10 Result: 13	Target: 35 Result: 36	Target: 60 Result: 60	Target: 90 Result: 89 Calculation: (1108 ÷ 1240) × 100
Comment	The Audit Plan is at 89.4% against a target of 90%.						
Remedial Action	The Audit team has been affected by some long term sickness during the year, and a staff vacancy for some months owing to the secondment of an Assistant Auditor. The vacant role has now been filled. Despite these challenges, the Audit Plan has progressed very well throughout the year, and is at 89.4% against a target of 90% at the year end.						
Service Head: Helen Pugh	Performance status: Off target						


Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of management responses received within 15 working days of the draft Internal Audit report being issued IA/002	Not applicable		End Of Year: 38	Target: 80 Result: 100	Target: 80 Result: 93	Target: 80 Result: 83	Target: 80 Result: 68 Calculation: (21 ÷ 31) × 100
Comment	68% of management responses have been received within 15 working days of the issue of the Draft Report. Requests are made for management responses to be received within the target of 15 days; however, responses are not always provided within this time.						
Remedial Action	We will continue to work with Audit Clients to try to ensure that management responses are received to reports in a timely manner, and within the 15 working days target.						
Service Head: Helen Pugh	Performance status: Off target						



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

hopefully encourage more people to take part.							
Service Head: Paul R Thomas				Performance status: Off target			☹️
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
The number of people that are proud to work for the Council (Annual Employee Engagement survey) (Average Index Score) 1.3.4.7	Not applicable		New measure	--	--	--	Target: 1.10 Result: 1.06
Comment	Despite being off target, which may have been too challenging, the result has improved on last year.						
Remedial Action	Demonstrate that we are listening by responding to the feedback in a timely manner, which will also hopefully encourage more people to take part.						
Service Head: Paul R Thomas				Performance status: Off target			☹️
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
The number of working days lost to sickness absence per employee PAM/001	Not applicable		End Of Year: 11.6	Target: 2.2 Result: 2.6	Target: 4.4 Result: 5.1	Target: 7.2 Result: 8.0	Target: 10.2 Result: 11.1 Calculation: 72460.2 ÷ 6552.67
Comment	Sick PI for Q4 23/24 11.06 FTE days lost per FTE. Compared to 11.55FTE at EOY 2022/23 and 11.41 EOY 2021/22. The best outturn in two years. data is published and benchmarked and performance is sent to each director and HOS for analysis and to take remedial action to reduce absence in their areas. People Management is here to support in the provision of all relevant data, HR advice and guidance and Occupational health and wellbeing support.						
Remedial Action	CMT/HOS held a focused session for sickness absence and have developed an action plan to focus on key areas. With the aim of prioritising attendance management. Stress Management briefings started in Q4 and will continue in Q1 to give managers a greater understanding of managing mental and stress in their teams, this is the highest cause of absence. The HR business partners support the DMTs in analysing sickness performance and the development of action plans. The health and wellbeing team can support the DMTs and SMTS in the development of bespoke interventions for the depts, in line with trends and high reasons for absence.						
Service Head: Paul R Thomas				Performance status: Off target			☹️


ACTIONS - Theme: 5.Core Business Enablers			
Sub-theme: 5h - People Management			
Action	16478	Target date	31/03/2024
Action promised	Review the end-to-end induction and on-boarding process including the launch of a new corporate induction.		
Comment	Relaunch postponed until 2nd July 2024, future dates pre-arranged for November 2024 and 3 dates for 2025 have been scheduled.		
Remedial Action	N/A		
Service Head: Paul R Thomas		Performance status: Off target	
Action	16480	Target date	30/11/2024 (original target 31/03/2024)
Action promised	Review current appraisal / supervision framework and ensure it is embedded in our management development programme and induction process.		
Comment	A methodology for the research has been developed and agreed at the People Workstream of the Transformation Board. As it involves surveying staff the timing has been altered to fit with the Staff survey.		
Remedial Action	The survey will be deployed once the Staff Survey 2024 is completed.		
Service Head: Paul R Thomas		Performance status: Off target	
Action	17289	Target date	31/12/2024 (original target 30/09/2024)
Action promised	Further develop existing reward and recognition frameworks that value innovation and creativity		
	Research has been undertaken and a brief has been developed for a project to be included in the Short Term Experience		


Comment	Programme.		
Remedial Action	TA brief has been prepared and the project will be included in the STEP programme due to be launched in September.		
Service Head: Paul R Thomas	Performance status: Off target		


Theme: 5.Core Business Enablers							
Sub-theme: 5I - Estates & Asset Management							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of non housing responsive repairs works completed within the target PropMaint/001	Not applicable		New measure	Target: 94.0 Result: 89.8	Target: 94.0 Result: 70.6	Target: 94.0 Result: 71.6	Target: 94.0 Result: 76.9 Calculation: (6071 ÷ 7898) × 100
Comment	The current reported performance of 76.9 falls below the anticipated target, exhibiting a slight improvement from the previous quarter's reported figure of 71.6%. The primary contributor to this performance shortfall stems from the inability of contractors to fulfil their obligations within stipulated timelines.						
Remedial Action	Subsequent to the transfer of Property Maintenance from the Department of Place and Infrastructure to the Regeneration, Policy, and Digital Division, alongside the consolidation of the Property Business Support Hub under the direct management of Property Maintenance, we have taken proactive measures. Specifically, we have designated a dedicated staff member to actively pursue contractors for any overdue jobs. This strategic allocation aims to streamline our operational processes and ensure timely completion of projects, thereby enhancing overall efficiency and service delivery within the organisation.						
Service Head: Jason Jones	Performance status: Off target						


ACTIONS - Theme: 5.Core Business Enablers			
Sub-theme: 5I - Estates & Asset Management			
Action	16352	Target date	31/03/2024
Action promised	A Rural Estate strategy will be prepared to support the efficient management of the estate and to maximise the opportunities available to support our corporate wellbeing objectives. (CV80)		
Comment	The Rural Estate Plan was presented to CMT in January 2024 and was well received. Some additions / changes are required		
Remedial Action	Amendments are currently being reviewed		
Service Head: Jason Jones	Performance status: Off target		
Action	17290	Target date	30/06/2024 (original target 31/03/2024)
Action promised	A new Rural Estate Plan will be drafted over the next 12 months to highlight the extent and performance of the current portfolio, together with the key issues and future strategy of the Estate to enable the Council to maximise the opportunities available to support its well-being objectives		
Comment	The Rural Estate Plan was presented to CMT in January 2024 and was well received. Some additions / changes are required.		
Remedial Action	Arrangements underway to review .		
Service Head: Jason Jones	Performance status: Off target		

Theme: 5.Core Business Enablers							
Sub-theme: 5m - Risk Management							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% Response to letters of claim - issuing acknowledgement letter to claimant / claimant`s legal representative, and referral of claim to appropriate Insurer within 6 working days of receipt at the Risk Management Section. 6.4.2.3	Not applicable		End Of Year: 93	Target: 95 Result: 95	Target: 95 Result: 94	Target: 95 Result: 92	Target: 95 Result: 94 Calculation: (504 ÷ 538) × 100
Comment	The PI was off target for quarter 3 due to training of new risk assistant. The actual resut for Quarter 4 is 98.2% compared with Quarter 3 results of 88.3%.						


Remedial Action	Constant monitoring of this PI		
Service Head: Helen Pugh	Performance status: Off target		


ACTIONS - Theme: 5.Core Business Enablers			
Sub-theme: 5m - Risk Management			
Action	15292	Target date	28/06/2024 (original target 31/03/2023)
Action promised	We will address the recommendation or proposals for improvement arising from Wales Audit Office review of Risk Management arrangements		
Comment	Risk Management Action Plan for Improvement is in place and monitors progress on WAO, Internal Audit and TIC recommendations. This is being monitored and updates reported to Head of Revenues & Financial Compliance		
Remedial Action	Meeting scheduled next week with Head of Revenues & Financial Compliance to update appropriate plans.		
Service Head: Helen Pugh	Performance status: Off target		


Theme: WBO2.Enabling our residents to live and age well (Live & Age Well)							
Sub-theme: WBO2a - Thematic Priority: Tackling Poverty							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
Number of individuals supported through Council employability schemes to earn a real living wage EconD/023	Not applicable		End Of Year: 204	Target: 20 Result: 31	Target: 50 Result: 60	Target: 70 Result: 120	Target: 200 Result: 158
Comment	Many of the clients we are supporting are still receiving advice and guidance as they are experiencing multiple barriers and have complex needs. Therefore, additional support is needed before they access employment opportunities.						
Remedial Action	The target will be reduced in 2024/2025 as the targets have been reduced by the WG as there will be a focus on supporting individuals with complex needs.						
Service Head: Jason Jones	Performance status: Off target						


Theme: WBO3.Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Comm)							
Sub-theme: WBO3a - Thematic Priority: Economic Recovery and Growth							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
The percentage of undisputed invoices which were paid in 30 days CFH/006	Not applicable		End Of Year: 95.6	Target: 95.0 Result: 94.7	Target: 95.0 Result: 93.8	Target: 95.0 Result: 94.4	Target: 95.0 Result: 94.9 Calculation: (295680 ÷ 311466) × 100
Comment	Slightly below for 2023/24, the report has highlighted a 5% increase in invoices paid in comparison to 22/23.						
Remedial Action	KPI reports will be distributed to all departmental business support managers to review. Those areas not meeting the target should be addressed and investigated further.						
Service Head: Randal Hemingway	Performance status: Off target						

Theme: WBO3.Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Comm)							
Sub-theme: WBO3d - Thematic Priority: Community Safety, Resilience and Cohesion							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of e-learning training on Violence Against Women, Domestic Abuse, Sexual Violence (VAWDASV) completed by staff CSG/003	Not applicable		End Of Year: 69.3	Target: 100.0 Result: 66.2	Target: 100.0 Result: 65.4	Target: 100.0 Result: 66.1	Target: 100.0 Result: 66.0 Calculation: (5460 ÷ 8276) × 100


Comment	There have been challenges with the current Learning at Wales eLearning system. It is anticipated that performance will improve in this area when the new LXP/LMS [Thinqi] has been implemented.		
Remedial Action	During Q4, a 'LIVE' Thinqi LXP/LMS site has been built for the Council, along with a catalogue of Essential Learning content [including the VAWDASV eLearning module]. The LIVE system has been piloted by user-groups during the later stage of Q4, meaning limited improvements in VAWDASV activity levels at the time. The roll-out of Thinqi will commence in a phased way during Q1, which will enable increased monitoring of Essential Learning across the Council. Targeted VAWDASV training is also one of the priorities for the Corporate Safeguarding Group.		
Service Head: Avril Bracey		Performance status: Off target	


ACTIONS - Theme: WBO3.Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Comm) Sub-theme: WBO3d - Thematic Priority: Community Safety, Resilience and Cohesion			
Action	16464	Target date	24/05/2024 (original target 31/03/2024)
Action promised	Review employment safeguarding framework and develop training programme for recruiting managers.		
Comment	Framework developed and ongoing learning provision to managers (Groups A to C), as well as ongoing provision of DBS training. Safer Recruitment training element is awaiting approval from HR before commencement of in-house delivery. Publication of the Manager's Safeguarding Framework on L&D pages to take place upon the imminent roll-out of the new LMS.		
Remedial Action	The last training element - Safer Recruiting - is to be created in collaboration with HR colleagues. Final development pending in April/May 2024.		
Service Head: Paul R Thomas		Performance status: Off target	

ACTIONS - Theme: WBO4.To further modernise and develop as a resilient and efficient Council (Our Council) Sub-theme: WBO4a - Organisational Transformation - Overarching			
Action	16467	Target date	31/10/2024 (original target 31/03/2024)
Action promised	Develop learning and development initiatives to support the transformation programmes (linked to Leadership & Management pathways).		
Comment	Discussion has taken place at the Heads of Service forum in relation to the STEP programme and it was agreed that it will be launched in September. Discussion has also taken place with the Transformation Team who will support the programme by providing mentoring.		
Remedial Action	Discussion has taken place at the Heads of Service forum in relation to the STEP programme and it was agreed that it will be launched in September. Discussion has also taken place with the Transformation Team who will support the programme by providing mentoring.		
Service Head: Paul R Thomas		Performance status: Off target	

ACTIONS - Theme: WBO4.To further modernise and develop as a resilient and efficient Council (Our Council) Sub-theme: WBO4e - Organisational Transformation - Workforce			
Action	16358	Target date	01/10/2024 (original target 30/06/2023)
Action promised	Work to position our recruitment competitively and work towards continuously improving recruitment levels across the organisation. Seeking to understand the steps needed to become the employer of choice in West Wales (CV103) Transformation Strategy - Create a strategy to attract, recruit and retain talent.		
Comment	presented actions to workforce workstream . Outcome of the discussion to prioritise the development of a recruitment strategy. Draft in progress.		
Remedial Action	sitting alongside the recruitment strategy, options paper to be developed for CMT in respect of social media recruitment advertising.		
Service Head: Paul R Thomas		Performance status: Off target	

Action	16469	Target date	31/03/2025 (original target 31/03/2024)
Action promised	Improve opportunities for people to have a say via the development of an online employee participation platform.		
Comment	<p>During 2023/24 two corporate surveys were carried out. The first was the 2nd Annual Staff Engagement Survey (aimed at all our staff including schools) which was followed up with a Hybrid Working Survey (aimed at our staff working in a multi-located role). The results of both surveys have been published and key actions developed to address any areas needing improvement. The Intranet has been developed to make sure staff can access this information and our weekly newsletter along with out internal networks, have been used to communicate key messages.</p> <p>In terms of developing an online participation platform, a proof of concept project was created and well received at the Transformation Board, and whilst the original software trialled may not be the option we choose, we are still committed to improving opportunities for staff to get involved. So with this in mind we are currently looking at further developing our Intranet site to give us the functionality we require. As well as also exploring how we can use the new Learning Management System (Thinqi) in a way that gives staff the opportunity to get involved. This action will carry over into 2024/2025.</p>		

Remedial Action	Look at further developing our Intranet site to give us the functionality we require. As well as also exploring how we can use the new Learning Management System (ThinQ) in a way that gives staff the opportunity to get involved.
Service Head: Paul R Thomas	Performance status: Off target 

Theme: WBO4.To further modernise and develop as a resilient and efficient Council (Our Council)							
Sub-theme: WBO4g - Organisational Transformation - Customers & Digital Transformation							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
Number of calls received at the Contact Centre M&M/005	Not applicable		End Of Year: 238297	Target: 62500 Result: 44950	Target: 125000 Result: 88238	Target: 187500 Result: 128277	Target: 250000 Result: 175859
Comment	The 'Options' menu to our telephone lines that directs customers to parts of the organisation that they require continues to be used. This reduces the double handling of calls with the calls going directly to their call teams rather than being passed on through the contact centre. Added messaging on our telephone line has reduced the number of customers needing to speak with a member of staff. Customers are choosing other means of contact e.g. email, social media, online forms etc. rather than the telephone. We have also launched Hwb Bach Y Wlad where customer services staff deliver our services at locations within the Ten Towns project which reduces the necessity for customers to phone.						
Remedial Action	The contact centre continues to deal with calls where customers need our support the most and enquiries through other media whilst improving the customer experience.						
Service Head: Deina Hockenull	Performance status: Off target						

ON TARGET ETC.

Theme: 5.Core Business Enablers							
Sub-theme: 5a - Information and Communication Technology (ICT)							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of Freedom of Information Act request responded to in 20 working days 2.1.1.17	Not applicable		End Of Year: 94.59	Target: 90.00 Result: 94.40	Target: 90.00 Result: 95.12	Target: 90.00 Result: 95.36	Target: 90.00 Result: 94.94 Calculation: (825 ÷ 869) × 100
Service Head: Jason Jones			Performance status: On target				
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of employee laptops with 4GB of memory (RAM) or under ICT/009	Not applicable		End Of Year: 16	Target: 15 Result: 13	Target: 14 Result: 10	Target: 13 Result: 8	Target: 12 Result: 7 Calculation: (212 ÷ 3196) × 100
Service Head: Jason Jones			Performance status: On target				

ACTIONS - Theme: 5.Core Business Enablers			
Sub-theme: 5a - Information and Communication Technology (ICT)			
Action	16314	Target date	31/03/2024
Action promised	Roll-out of a Corporate Electronic Signature Solution (DocuSign) as part of continuing to embrace and promote agile working, hybrid meetings and new ways of working across the organisation. CV108		
Comment	The e-signatures policy has been agreed and is awaiting discussion at CMT. Once signed off guidance related to the policy can be created and the policy publicised. This system is now live and in use in: Procurement, Legal, Facilities Management, Economic Development (Grants). There is also the potential to roll out the system to other areas of the organisation but identifying services that use signatures as part of their process has been slow		
Service Head: Paul R Thomas		Performance status: On target	
Action	16494	Target date	31/03/2024
Action promised	We will fulfil our statutory obligation under the Data Protection Act and ensure we are up to date with revisions in law being introduced in the UK.		
Comment	The Data Protection and Digital Information (No. 2) Bill has now progressed to the Committee Stage in the House of Lords. The progress of the Bill is being continually monitored and updates are being provided to the Corporate Information Governance Group. Implications to Council policies, procedures etc. resulting from changes brought by the Bill are being assessed.		
Service Head: Jason Jones		Performance status: On target	
Action	17092	Target date	31/03/2024
Action promised	We will act as an enabler and vehicle for transforming the way services across the Council are delivered to customers by increasing opportunities for accessing council services via digital technologies. CV110		
Comment	3 new systems have launched this quarter allowing service to transformation, streamline back-office functions and systems, modernise and improve customer service by improved online services and greater contact centre integration. The new Oleo Web Recruitment System and Customer Portal launched. The new Oleo web Recruitment (Jobs & Careers) system has launched replacing a dated system. The new customer portal and system will improve the process for customers to apply and manage their job applications as well as a greatly improved back-office solution to manage the Recruitment processes and function. The new Arcus Local Land Charges System and Customer Portal launched. The Land Charges Service has moved over and streamlined to the Arcus Planning Systems replacing a legacy and complex system. The new system improves the Customer Land Search Request via the Contact Centre Granicus system as well as a new back-office system to manage the service with greater integration with Planning data as well as with HMLR (HM Land Registry). The new Waste Management System with Contact Centre / HWB My Account integration has launched and first service for AHP Hygiene Nappy Collection Service and Garden Waste Collection Service (back-office only currently) with Q1 launch for the customer front-end. There is a comprehensive 3-year development programme for the service to streamline other services and decommission legacy systems and migration to a single platform to cover key services. Namely: Missed Bins, Recycling Items, Grounds and		

Cleansing including Fly Tipping / Dead Animals and Bulky Waste as identified priorities. Massive opportunities for the Waste, Ground and Cleansing Service to greatly improve customer access and experience to services along with huge back-office efficiencies including mobilising the workforce and vehicle fleet to drive further efficiencies across the service.

Service Head: Jason Jones		Performance status: On target	
Action	17093	Target date	31/03/2024
Action promised	We will in line with our Digital Transformation Strategy 2021-2024, continue to engage, prioritise and implement department needs to allow them to deliver effective services. CV110		
Comment	<p>This quarter 3 new systems have launched allowing services to transform, streamline back-office functions and systems, modernise and improve customer service by improved online services and grater contact centre integration.</p> <p>The new Oleo Web Recruitment System and Customer Portal launched. The new Oleo web Recruitment (Jobs & Careers) system has launched replacing a dated system. The new customer portal and system will improve the process for customers to apply and manage their job applications as well as a greatly improved back-office solution to manage the Recruitment processes and function.</p> <p>The new Arcus Local Land Charges System and Customer Portal launched. The Land Charges Service has moved over and streamlined to the Arcus Planning Systems replacing a legacy and complex system. The new system improves the Customer Land Search Request via the Contact Centre Granicus system as well as a new back-office system to manage the service with greater integration with Planning data as well as with HMLR (HM Land Registry).</p> <p>The new Alloy Waste Management System with Contact Centre / HWB My Account integration has launched for the first set of services - AHP Hygiene Nappy Collection Service and Garden Waste Collection Service (back-office only currently) with Q1 launch for the customer front-end. There is a comprehensive 3-year development programme for the service to streamline other services and decommission legacy systems and migration to a single platform to cover key services. Namely: Missed Bins, Recycling Items, Grounds and Cleansing including Fly Tipping / Dead Animals and Bulky Waste as identified priorities. Massive opportunities for the Waste, Ground and Cleansing Service to greatly improve customer access and experience to services along with huge back-office efficiencies including mobilising the workforce and vehicle fleet to drive further efficiencies across the service.</p> <p>We are continuing to develop the RPA processes for Free Schools Meals and SEG (School Essentials - PDG Access) and expect these to be launched Q2 24/25. As a Digital Service and co-ordinated via the customers & Digital Transformation Workstream we are working closely with the Transformation (TIC) Team to look to a developing a Scoring Matrix and method for identifying and prioritising processes that would allow us to maximise the use of RPA technology, improve end-to-end processes along with the means of capturing post-implementation reviews and identifying actual benefits for transformation and projects.</p>		

Service Head: Jason Jones		Performance status: On target	
Action	17101	Target date	31/03/2024
Action promised	We will provide responsive ICT support and expertise to all staff, elected members and schools at all times. To ensure they have a safe, secure, up-to-date and fit for purpose I.T. provision to carry out their work and duties effectively. CV110		
Comment	We continue to provide a ICT Service Desk and Support service to staff, members and schools. IT devices such as laptops are upgraded or replace, to ensure they are fit for purpose and able to support the business requirement of the user. We have been proactive in the support model we provide to customers. As staff work in a hybrid manner, working from office locations across the county, we have teams based in core locations such as Ty Elwyn, Ty Parcyrhun and County Hall. We have facilitated the move of ICT Services from PDS to a new office location in 3 Spilman Street.		

Service Head: Jason Jones		Performance status: On target	
Action	17102	Target date	31/03/2024
Action promised	We will ensure a robust approach to Cyber security and sustainable solutions are implemented for Information Governance.		
Comment	<p>Cyber awareness to be rollout to all staff in thinkqi. Phishing awareness to be rolled out to all staff during 2024. Multifactor authentication to be mandatory for all.</p> <p>A Cyber Action plan for 2024 has been completed and will align along with the work the cyber team will be delivering. We will assess options and build a business case to look to move to E5 Microsoft licencing to enhance security.</p> <p>We will work with WG who are launching a Security Operation Centre for Wales (SOC) to ensure incident logs from Carmarthenshire are included and monitored. New TOR for the Corporate Information Governance Group have been approved by CMT. Information Governance training will be rolled out to all staff during 2024.</p>		

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

Theme: 5.Core Business Enablers							
Sub-theme: 5e - Finance							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year

The percentage of non-domestic rates due for the financial year which were received by the authority	98.21	97.46	End Of Year: 97.97	Target: 31.00	Target: 56.00	Target: 84.00	Target: 97.50
CFH/008				Result: 33.88	Result: 62.50	Result: 86.01	Result: 99.24
							Calculation: (43337307.92 ÷ 43670330.34) × 100
Service Head: Helen Pugh			Performance status: On target				

ACTIONS - Theme: 5.Core Business Enablers
Sub-theme: 5e - Finance

Action	16400	Target date	31/03/2024
Action promised	We will undertake the closure and Audit of the Accounts within the appropriate timescales		
Comment	Completed within timescales set by WG. Believed to be the 2nd County council in wales to receive auditor general signoff of final accounts. Preparing now for 2023/24 accounts which will require new IFRS 16 workstream		
Service Head: Randal Hemingway		Performance status: On target	
Action	16401	Target date	31/03/2024
Action promised	We will ensure an unqualified audit of the final accounts		
Comment	This has been achieved		
Service Head: Randal Hemingway		Performance status: On target	
Action	16402	Target date	31/03/2024
Action promised	Ensure the Council manages its budgets effectively and prudently		
Comment	Over all budget is off target based on Feb budget monitoring forecast of £4.4m, with £8.4m at departmental level. Schools draw on reserves has reduced but remains high at £6.8m. Substantial pressures addressed as part of 24/25 budget, particularly childrens services		
Service Head: Randal Hemingway		Performance status: On target	
Action	16403	Target date	31/03/2024
Action promised	We will continue to Develop Opportunities for collaboration with other Local Government Pension Schemes		
Comment	we continue to collaborate with other LGPS Funds		
Service Head: Randal Hemingway		Performance status: On target	
Action	16404	Target date	31/03/2024
Action promised	To ensure timely closure of accounts for the Dyfed Pension Fund		
Comment	Pre-Audit Dyfed Pension Fund Statement of Accounts 2022-23 presented to Governance & Audit Committee on 14 July 2023		
Service Head: Randal Hemingway		Performance status: On target	
Action	16443	Target date	31/03/2025
Action promised	Use of the Council `s reserves to invest in the County and support future development		
Comment	Reserves support for capital and revenue budgets approved by county council as part of formal budget setting process		
Service Head: Randal Hemingway		Performance status: On target	

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

Action	16395	Target date	31/03/2024
Action promised	We will work with departments to deliver compliant tender exercises through the implementation of a category management approach		
Comment	<p>In 2023-24 a total of 43 contracts and frameworks were awarded with a combined value of approximately £126.5m. 177 DPS call-offs were managed by CPU with a total value of £837,000</p> <p>In Qtr 4 3 tenders were advertised across all categories (approx. value £288m)</p> <p>A total of 18 contracts/Frameworks were awarded during this quarter (including 46 DPS call-offs) with a combined total value of approximately £54million.</p> <p>Construction & Waste</p> <p>The Council's new Property Works Framework tender was published in February. The Council wishes to appoint suitably qualified contractors to provide property, maintenance, adaptations, building improvements and other associated works required for its</p>		

housing and non-housing property portfolio. The Framework which is expected to be worth £160m over four years, will include a range of value-banded and geographical lots for works on housing and non-housing properties ranging from responsive and small building works, planned works, voids, adaptations, electrical, roofing, flooring and fencing. A key addition to the new Framework is the inclusion of 'trade-specific' lots for smaller contractors specialising in trades such as carpentry, bricklaying, rendering, painting and decorating, door and window installation, property cleaning and clearance and shed installation. Extensive work was undertaken by the Housing Property & Strategic Projects Division to promote the opportunity to sole-traders and small and medium businesses within the county. The tender closed at the beginning of April and the evaluation process is now on-going. The Framework is scheduled to commence in August 2024.

The new arrangement for the Collection and Treatment of the Council's Gully and Sweeper Waste was awarded in February (worth approximately £564,000 over three years) and commenced in April 2024.

During the last quarter, Procurement officers have continued to support departmental officers on a range of projects including the re-tender of development land at Carmarthen West in addition to administering mini-competitions from national frameworks and two of the Council's Dynamic Purchasing System (DPS) arrangements. A total of 43 contracts were awarded under the Council's DPS for the Supply and Installation of Stairlifts, Hoists and Lifts (worth approximately £196,800). Other call-offs included the provision of kerbside food waste containers (approximately £43,000).

During the last quarter, work has continued in conjunction with departmental officers to support existing contractual arrangements as well as to scope and prepare other up-coming tender exercises such as the South West Wales Regional Contractors Framework 2024 and the South West and Mid Wales Regional Civil Engineering Services Framework.

Social Care Category

The Playworks Holiday Grant Contract (£250,000) was awarded to People Speak Up in January 2024.

The VAWDASV (£6.4 million) Contract was awarded to Sir Gar Domestic Abuse Service in March 2024.

The Community Based Services (£127 million) tender was published in March 2024, encompassing Community Support Services (including Children's Services), Fulfilled Lives, Complex Care and Supported Accommodation. The tender closes in May 2024, with a Framework start date of August 2024.

Replacement Care (£7.5 million) will now be included as part of a Dom Care Refresh tender which has been scheduled to be tendered in the next few months.

Localities Floating Support (£1.1 million annual spend) scheduled for tender summer 2024.

Highways & Transport Category

Fleet:

Planning to direct award to Lookers for the 40 Tipper Vans (£1.4 million) through the TPPL Framework. 10% of the award required to be electric vehicles and therefore 4 E-Transit Customs vans will also be purchased from Ford.

Award of the four Welfare Adapted Minibuses (£180,000), through the YPO GMP Framework did not go ahead. Looking at alternative options and awaiting new business case from department.

The purchase of Winter Maintenance Vehicles (Gritter/tipper configuration) (£4 million) was awarded to Econ through the ESPO Framework.

Comment Electric Vans purchased through the Welsh Government Framework.

Further competition held to purchase 1 Library Bus (£80,000) from ESPO Framework. 1 response received from Torton Bodies Ltd, Contract to be awarded in April 24.

Further meetings held to discuss the upcoming Waste Vehicle Replacement project (£8.5 million), Lead Officers working on the vehicle specifications. Planning a Further Competition through the ESPO Framework to be published in May 24.

Discussions held to create our own Refuse Vehicle Hire Framework to cover the period until the new Waste Strategy is in place.

Discussions held regarding the Vehicle Maintenance Framework (£60,000 annual spend) tender, with a plan to go to tender when Fleet has capacity.

Highways, Transport and Parks:

Three Further Competitions were held from the Ash Die Back DPS with a total value of £27,000.

Nine additional bus routes (£10.5 million) were awarded to First Cymru from the Bus & Taxi DPS.

The Surface Dressing Contract awarded to RMS from the SEWH Framework (£2.4 million over 4 years).

Meetings held to plan the EV Charging procurement for Pentre Awel. PIN Notice published to advertise that we will be conducting the further competition through the Crown Commercial Service Vehicle Charging Infrastructure DPS in May 24.

Discussions regarding the annual Bus and Taxi Tenders held, planning to publish April 24.

No further information from the Department regarding the Landscape Management Tender (£2.8 million), formally Grounds Maintenance.

Corporate Services, ICT and FM category

Wales Pension Partnership Operator Services ITT has been evaluated and is awaiting confirmation from Partner organisations to progress with awarding the contract (£19M).

Food procurement – The Welsh Public Sector Collaborative Food Group (WPSCFG) Food Framework is now live. The framework provides geographical and commodity lotting to encourage local bidders and local food and support the foundational economy of Wales. Future proofing the Framework has been critical to allow for new product development and/or product reformulation to meet varying requirements and changes to legislation and individual organisational policies. Caerphilly Council, the lead organisation, has incorporated robust contract and provider relationship management capable of capturing spend, savings and KPI data, with a consistent approach on usage trends that will assist the effective use of this framework and inform planning for future procurement. Carmarthenshire's element of the framework is worth approximately £14M and will be let for an initial period of 3 years, with an option to extend for up to a further 1-year period (if required).

OHMS replacement tender has been awarded (£750K) to Civica.

Pendine Crazy Golf tender has been awarded to Urban Crazy (£120K).

The Agency Workers contract with Matrix has been awarded and is now live (£14M estimated value of call off contract). CPU are also working with Matrix to provide services for the Deprivation of Liberty Safeguards (£90K). Work has commenced to appoint a management consultant to undertake a feasibility assessment for the provision of nursing care. The lead officer has worked with legal counsel to inform the feasibility of the project and procurement exercise. The tender is due to go live on Sell2Wales in April 2024 with an approximate value of £40K.

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

CPU are assisting the Wales Pension Partnership for Private Real Estate tender, which is a competitive procedure with negotiation. Stage 2 is currently being evaluated and presentations are due at the end of April. The evaluation process, managed by external consultants, will continue until Stage 4 goes live early May 2024, with an estimated value of £56M.

CPU supported the Planning team to appoint a consultant for the Gwyrdru Sir Gar project, to develop Supplementary Planning Guidance and Developers Toolkit. The project is SPF funded and has now been awarded to Land Use Consultants (£41.5K).

CPU supported the Planning team to appoint a consultant for an appraisal into second homes within Carmarthenshire that addresses current legislative and policy provisions as well as the wider impacts of second homes and holiday lets. This commission has now been awarded to Alma Economics (£40k).

CPU supported the Regeneration team to appoint a consultant to provide advice and help develop pop up shops/meanwhile spaces in Carmarthenshire's Rural Ten Towns. This commission is SPF funded and has now been awarded to The Means (£60K).

CPU supported the Regeneration team to appoint a consultant to develop an action plan for Food Production Units in Carmarthenshire. This commission has now been awarded to BE Group (£35K).

CPU supported the Regeneration team to appoint a consultant to help deliver External Landlord Intervention that will address the high vacant property rates across all three primary towns in Carmarthenshire (Ammanford, Carmarthen and Llanelli). This commission is SPF funded and has now been awarded to Urban Foundry (£130K).

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

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

Storage Array Replacement – CPU are supporting IT colleagues to replace network hardware and services. The CCS further competition is due to go live in April 2024 (£300K).

Media Management System – a GCloud call off will be undertaking to procure a system to manage media queries (£7K).

Pentre Awel Network Requirements – work has commenced to scope the networking requirements at Pentre Awel via a framework hosted by Caerphilly Council (£70K).

Fieldview and Viewpoint software renewal – CPU are working with the Property Design Team to renew the software via a GCloud call off that manages file sharing and on-site progress monitoring (£80K).

Forensic Software GCloud call off has been undertaken for Finance colleagues (£50K).

CPU are supporting Occupational Health in the appointment of a Physician Service. A Direct Award from the NPS Framework will be awarded in May. (£500k)

CPU supported the West Wales Regional Partnership Board to procure specialist healthcare furniture for the Hafan y Gors residential home (£30K).

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

Action	16442	Target date	31/03/2024
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Action promised We will continue to develop our approach to spend analysis

Comment In quarter 4 of 2023/24, 3 further months of spend data were uploaded onto Atamis. These months were December, January and February.
A total of 12 supplier spend and category spend reports have been produced in response to requests from Procurement Officers and Council Lead Officers & Budget Holders.
Further category classification of suppliers has continued with 11 months of spend data in 2023/24 on Atamis.
The Spend Analysis Officer has completed the Power BI Training (Beginner & Intermediate level). This training involved the presenting of data into various data visualisation and interactive tools. The Spend Analysis Officer sent out via e-mail to the Procurement Managers and the Principal Officers on the 23rd February a Power BI Presentation of the Analysis of the 2022-23 Supplier Spend. As a result of the e-mail, 2 meetings have since been held with the Procurement Managers and a Principal Officer. All Exception and Waiver to the Requirement of Competition under the Contract Procedure Rules which have been approved as at 31st March 2024 have been added to our Contracts Database on e-tenderwales (Bravo).
The Contracts Register on the Council website (external) was updated in January 2024 to reflect all 'Active Contracts and Frameworks'. This Register is updated on a quarterly basis.
The Approved Suppliers page on the Council Intranet has also been updated during this time to show new Corporate Contracts & Frameworks available to be used by Council Officers.

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

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

Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of draft Internal Audit reports issued within 10 working days of the fieldwork completion date IA/001	Not applicable		End Of Year: 87	Target: 80 Result: 100	Target: 80 Result: 88	Target: 80 Result: 89	Target: 80 Result: 88 Calculation: (29÷33) x 100

Comment	Performance measure on target. 88% of Draft Reports have been issued within 10 working days of the fieldwork completion date.						
Service Head: Helen Pugh	Performance status: On target						
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of final reports issued within 10 working days of management responses being received IA/003	Not applicable		End Of Year: 100	Target: 80 Result: 100	Target: 80 Result: 100	Target: 80 Result: 100	Target: 80 Result: 100 Calculation: (30÷30) x 100
Comment	100% of Final Reports have been issued within 10 working days of the management response being received.						
Service Head: Helen Pugh	Performance status: On target						

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

ACTIONS - Theme: 5.Core Business Enablers			
Sub-theme: 5h - People Management			
Action	16472	Target date	31/03/2024
Action promised	Conduct an annual employee engagement survey.		
Comment	The second annual employee engagement survey closed on 21 July. The results have been published on our Staff Voice intranet page. A message to all staff explaining the overall results and actions being taken was circulated early December.		
Service Head: Paul R Thomas	Performance status: On target		
Action	16473	Target date	31/03/2024
Action promised	Further improve internal communications by developing a new Internal Communications Strategy		
Comment	A document titled "Improving Internal Communication" was considered and approved by the Transformation Board in September. This document outlined all the mechanisms that are currently being used to support effective communication and detailed the roles that Leaders, Managers and Individuals have in supporting effective communication. This document will form part of a wider Corporate Communications Plan (being developed by the newly appointed Communications and Engagement Manager, and will also be a feature of the new management development pathways.		
Service Head: Paul R Thomas	Performance status: On target		
Action	16474	Target date	31/03/2024
Action promised	Support services to ensure the management of all Health & Safety risks across the authority.		
Comment	This action is completed for this period. However this will be ongoing again throughout 2024/25, especially with restructures and changes to working practices. The H&S team will work with departments to support the management of risk		
Service Head: Paul R Thomas	Performance status: On target		
Action	16475	Target date	31/03/2024
Action promised	Develop and implement a health & wellbeing plan and programme to support the health & wellbeing of all our staff as we move through the cost-of-living crisis.		
Comment	this action is complete for this period. The wellbeing team, although we have lost a third of resources, will continue to support in line with business and wellbeing needs.		
Service Head: Paul R Thomas	Performance status: On target		

Action	16476	Target date	31/03/2024
Action promised	Fully roll out new Digital Skills Framework.		
Comment	The organisation-wide survey has been carried out in Jan./Feb. 2024 and the feedback has led to the completion of the new Digital Skills Framework and learning offers to support skill gaps identified and emerging.		
Service Head:	Paul R Thomas	Performance status:	On target
Action	16477	Target date	31/03/2024
Action promised	Introduce new competency framework aligned to our core values.		
Comment	Our Core Values & Behaviours Framework has been launched through the staff Newsletter (15th December, 2023). Meetings with DMT` s have been held over late November 2023 and early December 2023. Intranet page launched, including the framework itself, an eLearning on how to use it, and a helpful tips download (for easy reference).		
Service Head:	Paul R Thomas	Performance status:	On target
Action	16479	Target date	31/03/2024
Action promised	Develop and implement a new Learning & Development Policy		
Comment	The L&D Policy has been published and is now in operation		
Service Head:	Paul R Thomas	Performance status:	On target
Action	16481	Target date	31/03/2024
Action promised	Complete the implementation of new Staff Recruitment process and system.		
Comment	Oleoo system is live and being used across all corporate departments. Delayed implementation in schools due to queries raised by Head Teachers in relation to recruitment approvals etc which have now been clarified by Director of ECS.		
Service Head:	Paul R Thomas	Performance status:	On target
Action	16482	Target date	31/03/2024
Action promised	Ensure our Pay Policy for 2023 / 2024 and annual Equal Pay Audit comply with legislation and provide transparency around pay decisions. Separate Pay Policy for Teachers.		
Comment	Pay Policy completed. Draft Pay Policy for 2024/2025 drafted and will be considered by CMT in February 2024. Equal Pay Audit in draft and will be presented to CMT once final data checks are complete.		
Service Head:	Paul R Thomas	Performance status:	On target
Action	16483	Target date	31/03/2024
Action promised	Look at ways of improving the quality of our workforce equality data and continuously improve the quality of information gathered. (CV102)		
Comment	Processes are in place to remind and encourage employees to declare and update their data. This is ongoing.		
Service Head:	Paul R Thomas	Performance status:	On target

ACTIONS - Theme: 5.Core Business Enablers			
Sub-theme: 5i - Democratic Services			
Action	16484	Target date	31/03/2024
Action promised	Review of the public participation Strategy.		
Comment	CRWG at its meeting held on the 5th April 2023 considered the results of the public engagement exercise and whether there was a need to review the existing Public Participation Strategy. CRWG was of the opinion that the Strategy was fit for purpose and that there was no need to recommend any changes to Council		
Service Head:	Linda Rees Jones	Performance status:	On target
Action	16532	Target date	31/03/2024
Action promised	Supporting a pre-decision scrutiny approach to policy development and decision making. CV 107		
Comment	The Authority moved to a pre-decision scrutiny approach in September 2022. The Cabinet Forward Plan is regularly updated and circulated to Cabinet and Scrutiny Chairs and Vice who now have the option to continually review and update their forward plans so that they can feed into any decision at an earlier stage. Democratic Officers are supporting members in this change. Report Authors are reminded that there should be no - non submission reports as the Scrutiny Cttees are entitled to feed in to Cabinet reports in advance.		
Service Head:	Linda Rees Jones	Performance status:	On target
Action	16535	Target date	31/03/2024

Action promised	AUDIT WALES: Put in place arrangements for assessing the effectiveness and impact of overview and scrutiny.(CV107)	
Comment	The Chairs and Vice-Chairs of Scrutiny Forum have received the results of the Survey. Despite the survey being extended only 22 of the 75 members completed the survey. The next step will be to commission the WLGA to facilitate a two part evaluation workshop for Scrutiny members.	
Service Head: Linda Rees Jones	Performance status: On target	

Theme: 5.Core Business Enablers							
Sub-theme: 5j - Policy & Performance							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of complaints completed within statutory deadline	Not applicable		End Of Year: 52.7	Target: 60.0	Target: 60.0	Target: 60.0	Target: 60.0
Comp/001				Result: 49.7	Result: 57.8	Result: 60.9	Result: 61.4
				Calculation: (1202÷1958) × 100			
Comment	Following the significant increase in numbers seen in Q1, the quarterly numbers have continued to reduce slightly which may have enabled departments to continue to respond to complaints in a more timely manner. Additional capacity has also carried on being provided within the Corporate Complaints team to support the allocation of complaints to departments which may also have assisted in the slight improvement seen in response times. There has, however, continued to be a marked increase in the number of complaints. This year, 1,958 complaints were received, compared to 1,430 the previous year, an increase of 37%.						
Service Head: Jason Jones	Performance status: On target						

ACTIONS - Theme: 5.Core Business Enablers			
Sub-theme: 5j - Policy & Performance			
Action	15489	Target date	31/03/2024 (original target 31/03/2023)
Action promised	We will continue to support and monitor the implementation of the Integrated Impact Assessment requirement across the Council's decision-making processes to ensure compliance with a range of statutory duties including the new Socio-Economic Duty		
Comment	The Policy Team are working work with departmental report authors in order to identify and prepare Assessments on key strategic decisions. Final checks are being made to ensure that the IIA digital form is fully connected to the back office information and is easily facilitated by colleagues in DSU through the mod.gov platform.		
Service Head: Jason Jones	Performance status: On target		
Action	16321	Target date	31/03/2024
Action promised	Keep regional partnership working under review, together with local government partners, to ensure they are efficient and work for Carmarthenshire as new Corporate Joint Committee arrangements are introduced. CV112		
Comment	Partnership arrangements will be continually under review as PSB actions implemented. Liaison with other partnerships is increasing and national review also being monitored for relevant progress to implement locally.		
Service Head: Jason Jones	Performance status: On target		
Action	16396	Target date	31/03/2024
Action promised	We will align the timescale for producing the Annual Governance Statement with the Statement of Accounts.		
Comment	The Annual Governance Statement process is embedded with the production of the Annual Governance Statement included as an Agenda Item that is discussed and progress is monitored through the Corporate Governance Group. The Annual Governance Statement for 2022/23 was reviewed and endorsed by the Governance and Audit Committee on 14th July 2023.		
Service Head: Helen Pugh	Performance status: On target		
Action	16495	Target date	31/03/2024
Action promised	The Council should explore the options available to share performance information in a more transparent and easily accessible way. This extends to sharing with residents (where possible) how and why financial resources are spent and invested where they are. (From Residents Survey 2022)		
Comment	As the 2023/24 Annual Report is prepared its transparency and accessibility will need to be enhanced and performance reporting developed further throughout the year. We can incorporate more on how financial resources are spent and invested in the Annual report.		
Service Head: Jason Jones	Performance status: On target		
Action	16496	Target date	31/03/2024
Action promised	We will implement the Public Services Boards (PSBs) Well-being Plan (2023-28) developing a new delivery framework to ensure progress on the well-being objectives and steps		

Comment	<p>Following discussion by partners at the PSB's annual event on 16 May, on how the PSB's well-being objectives could be progressed, it was agreed at the PSB meeting on 3 October that a number of multi-agency task and finish groups would be established. These groups would drive forward the delivery of the next steps identified in the PSB's Well-being Plan. To date, the following groups have been set up:</p> <ul style="list-style-type: none"> • Under the 'Tackling Poverty and its impacts' well-being objective – a group which aims to identify and action opportunities for PSB organisation staff to Make Every Contact Count (MECC) with improved signposting and referral to support services and build on advice services and support for residents through the Council Hwb, by developing opportunities for collaboration across PSB organisations • Under the 'Ensuring a sustainable economy and fair employment' well-being objective – a group aims to plan for our future workforce by working collaboratively to promote job and career opportunities in the public sector. • Under the 'Responding to the climate and nature emergencies' well-being objective – a group focusing on increasing collaboration on Electric Vehicle EV Charging Infrastructure at public sector venues. <p>Updates continue to be provided to each PSB meeting on the progress made by the task and finish groups.</p>
Service Head: Jason Jones	Performance status: On target

Theme: 5.Core Business Enablers							
Sub-theme: 5k - Electoral Services & Civil Registration							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of Citizenship Ceremonies conducted within 60 days of the Home Office invitation CivilReg/003	Not applicable		End Of Year: 100.0	--	--	--	Target: 100.0 Result: 100.0 Calculation: (15÷15) × 100
Comment	All ceremonies were conducted within the time set by the Home Office.						
Service Head: Amanda Edwards			Performance status: On target				
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of Priority Service certificates (i.e. births and deaths) issued within 24 hours CivilReg/004	Not applicable		End Of Year: 98.2	Target: 100.0 Result: 100.0	Target: 100.0 Result: 100.0	Target: 100.0 Result: 100.0	Target: 100.0 Result: 100.0 Calculation: (622÷622) × 100
Comment	Improvement made by allocating staff on a daily basis to service this demand. Online ordering and payment for this service makes it more efficient now so staff no longer have to do this by telephone.						
Service Head: Amanda Edwards			Performance status: On target				

ACTIONS - Theme: 5.Core Business Enablers			
Sub-theme: 5k - Electoral Services & Civil Registration			
Action	16453	Target date	31/03/2024
Action promised	To administer and work with our stakeholders in delivering the Civil Partnerships, Marriages and Deaths (Registration etc. Act 2019)		
Comment	We have proactively worked with our venues across Carmarthenshire to ensure that couples have a wonderful wedding. We constantly work with the Coroner Services, Medical Examiner to ensure that the death registration process is as painless a process as it can for the deceased` s families.		
Service Head: Amanda Edwards		Performance status: On target	
Action	16458	Target date	31/03/2024
Action promised	We will publish and maintain an accurate and legally compliant Electoral Register and maximise registration for target groups within the County.		
Comment	Successfully implemented the 2024 Register of Electors. Have run a number of social media messages on Registering to Vote and ensuring our website is fully informative.		
Service Head: Amanda Edwards		Performance status: On target	

Theme: 5.Core Business Enablers							
Sub-theme: 5I - Estates & Asset Management							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year

Percentage performance against target to generate capital receipts to support the capital program 2.1.2.12	Not applicable	End Of Year: 36.07	Target: 10.00 Result: 2.43	Target: 35.00 Result: 4.12	Target: 60.00 Result: 4.31	Target: 100.00 Result: 142.20 Calculation: (3680189 ÷ 2588000) × 100
Comment	the target for 2023/ 2024 has been exceeded mainly due to the receipt achieved for Parc Dewi Sant.					
Service Head: Jason Jones	Performance status: On target					

Theme: 5.Core Business Enablers
Sub-theme: 5m - Risk Management

Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of motor vehicle incidents reported to Risk Management within 5 working days RM/001	Not applicable		End Of Year: 49	Target: 40 Result: 44	Target: 40 Result: 51	Target: 40 Result: 51	Target: 40 Result: 53 Calculation: (92 ÷ 173) × 100

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

Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of departmental reports returned to Risk Management within 15 days from request RM/002	Not applicable		End Of Year: 66	Target: 50 Result: 78	Target: 50 Result: 71	Target: 50 Result: 67	Target: 50 Result: 70 Calculation: (161 ÷ 230) × 100

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

Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of motor claims reports provided by risk management within 7 working days RM/003	Not applicable		End Of Year: 100	Target: 80 Result: 100	Target: 80 Result: 98	Target: 80 Result: 98	Target: 80 Result: 97 Calculation: (168 ÷ 173) × 100

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

Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of liability claims reports provided by risk management to insurers within 10 working days RM/004	Not applicable		End Of Year: 95	Target: 80 Result: 91	Target: 80 Result: 88	Target: 80 Result: 88	Target: 80 Result: 83 Calculation: (136 ÷ 164) × 100

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

ACTIONS - Theme: 5.Core Business Enablers
Sub-theme: 5m - Risk Management

Action	16398	Target date	31/03/2024
Action promised	We will maintain an effective insurance programme and manage claims in a timely manner		
Comment	Renewal of the Council `s insurance portfolio was completed by 29th June 2023. All policies renewed for 12 months up to and including 29th June 2024.		

Service Head: Helen Pugh

Performance status: On target

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

Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
Average time for processing new Housing/Council Tax Benefit claims 6.6.1.2	Not applicable		End Of Year: 18.46	Target: 17.00 Result: 17.29	Target: 17.00 Result: 17.55	Target: 17.00 Result: 14.94	Target: 17.00 Result: 13.00 Calculation: 77335÷5948

Service Head: Helen Pugh

Performance status: On target

Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
Average time for processing Housing/Council Tax Benefit notifications of changes of circumstances (days) 6.6.1.3	Not applicable		End Of Year: 3.62	Target: 4.00 Result: 3.55	Target: 4.00 Result: 3.74	Target: 4.00 Result: 3.64	Target: 4.00 Result: 3.02 Calculation: 292584÷96961

Service Head: Helen Pugh

Performance status: On target

Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% 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: 97.69	Target: 92.50 Result: 97.37	Target: 92.50 Result: 96.14	Target: 93.00 Result: 96.90	Target: 95.00 Result: 97.23 Calculation: (913÷939) × 100

Service Head: Helen Pugh

Performance status: On target

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

Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
Number of weeks of training recruitment delivered to people through Community Benefits in the 21st Century School Programme, Housing and Regeneration Projects CP/001	Not applicable		End Of Year: 1628	Target: 807 Result: 1091	Target: 1614 Result: 1453	Target: 2421 Result: 2510	Target: 3229 Result: 3595

Comment Weeks reported for Pentre Awel(Contractor Bouygues), Spillman Street (Lloyd and Gravell), ORP 2.1 and 2.2 and Market Street (TRJ).

Service Head: Helen Pugh

Performance status: On target

Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
The number of jobs created through Community Benefits in our construction projects (21st Century School programme, housing & regeneration projects) CP/002	Not applicable		End Of Year: 43	Target: 15 Result: 20	Target: 30 Result: 31	Target: 45 Result: 38	Target: 60 Result: 60

Comment Jobs reported on the following projects; Pentre Awel, Spilman Street, ORP 2.1 and 2.2, and Market Street.

Service Head: Helen Pugh

Performance status: On target

	2022/23 Comparative Data			2023/24 Target and Results			
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Measure Description	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
The number of STEM pupil engagements (Science, Technology, Engineering & Maths) through Community Benefits in our Construction Projects (21st Century School programme, Housing & Regen Projects) CP/003	Not applicable		End Of Year: 2360	Target: 405 Result: 1043	Target: 810 Result: 1732	Target: 1215 Result: 2199	Target: 1622 Result: 2762
Comment	STEM engagement reported against the following projects; Pentre Awel, Spilman Street, ORP 2.1 and 2.2 and Market Street.						
Service Head: Helen Pugh			Performance status: On target				

ACTIONS - Theme: WB03.Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Comm) Sub-theme: WB03b - Thematic Priority: Decarbonisation & Nature Emergency			
Action	16491	Target date	31/03/2024
Action promised	Strategic Land Use Group – complete high-level review of CCC land holdings		
Comment	High Level review undertaken.		
Service Head: Jason Jones		Performance status: On target	

ACTIONS - Theme: WB03.Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Comm) Sub-theme: WB03d - Thematic Priority: Community Safety, Resilience and Cohesion				
Action	15493	Target date	31/03/2024 (original target 31/03/2023)	
Action promised	We will ensure that we embed any relevant recommendations from the Equalities & Diversity (Black Asian Minority Ethnic) Task & Finish Group into the Council's Strategic Equality Plan.			
Comment	The relevant recommendations from the Equalities & Diversity (Black Asian Minority Ethnic) Task & Finish Group have been included in the revised Strategic Equality Plan for 2024-28. Progress will be monitored as part of the SEP Annual Report which is prepared as part of our statutory responsibility.			
Service Head: Jason Jones		Performance status: On target		
Action	16267	Target date	31/03/2024	
Action promised	Increase the utilisation of school facilities for community use outside of teaching hours. (CV5)			
Comment	We continue to invest in schools to ensure that they can safely and effectively open to the community outside traditional school hours via the Welsh Government Opening Schools to the Community Grant. Our new school designs aspire to provide integrated community spaces to encourage use of its facilities outside traditional school hours. A community focused schools sub group has also been created under the SFG.			
Service Head: Simon Davies		Performance status: On target		
Action	16305	Target date	31/03/2024	
Action promised	To work with relevant groups to promote the council as an employer across all communities including within the Black, Asian and Minority Ethnic community. CV99			
Service Head: Paul R Thomas		Performance status: Action not reported		X
Action	16306	Target date	31/03/2024	
Action promised	Work with the Public Services Board to drive community engagement and good practice in relation to recruitment from Black, Asian and Minority Ethnic communities. CV100			
Comment	As part of the delivery of the Well-being Plan, we will continue to work with Co-production Wales as part of the Dewi project to involve our seldom heard communities. The PSB has adopted a Task and Finish approach in order to progress the Well-being Objectives and one of the first groups is focussing on Our Future Workforce. This will include consideration of how the public sector in the county attracts and retains a diverse workforce.			
Service Head: Jason Jones		Performance status: On target		
Action	16307	Target date	31/03/2024	
Action promised	To work with relevant external groups, to improve representation and signposting for Black, Asian and Minority Ethnic communities on the Council's website. CV101			
Comment	Llanelli Multicultural Network have involved their members to establish the top ten requests for information. We will base our information on these ideas and requests, so that the Network can liaise further with our services users in the community.			
Service Head: Jason Jones		Performance status: On target		
Action	16308	Target date	31/03/2024	
Action promised	Ensuring that Carmarthenshire County Council is a diverse and inclusive organisation. CV101			
	"Being an Employer of Choice" is one of the Council's Strategic Equality Objectives for 2024-28. This links in			

Comment	closely with the Workforce Strategy for CCC. Key actions to support this Objective have been developed and are included in the SEP.		
Service Head: Jason Jones		Performance status: On target	
Action	16309	Target date	31/03/2024
Action promised	Develop focused training for Members on areas relating specifically to equality, diversity, and equity, to be included within Code of Conduct training. CV106		
Comment	There are 2 e-learnings for members that cover this area - Ethics & Standards (which specifically refers to Code of Conduct) and Equality & Diversity. Both will be available on the Thingi platform where completion will be monitored		
Service Head: Paul R Thomas		Performance status: On target	
Action	16310	Target date	31/03/2024
Action promised	Support the implementation of the Anti-Racist Wales Action Plan. CV87		
Comment	Actions relevant to Local Authorities have been considered and added as part of the revision of the Strategic Equality Plan for 2024-28. Progress will be monitored as part of the SEP Annual Report which is prepared as part of our statutory responsibility.		
Service Head: Jason Jones		Performance status: On target	
Action	16311	Target date	30/03/2024
Action promised	Support campaigns to strengthen the rights of disabled people and tackle the inequalities they continue to face. CV88		
Comment	This action has been included in the Strategic Equality Plan for 2024-28 and will be monitored through the SEP Annual Report. Key dates such as the International Day of People with Disabilities have been included in the draft Diversity Calendar for 2024-25.		
Service Head: Jason Jones		Performance status: On target	
Action	16312	Target date	31/03/2024
Action promised	Support the publication of the Welsh Government LGBTQ+ Action Plan. CV89		
Comment	Key actions from the Welsh Government LGBTQ+ Action Plan have been incorporated into the Strategic Equality Plan for 2024-28. Progress will be monitored through the SEP Annual Report, which is a statutory responsibility.		
Service Head: Jason Jones		Performance status: On target	

ACTIONS - Theme: WBO4.To further modernise and develop as a resilient and efficient Council (Our Council)			
Sub-theme: WBO4a - Organisational Transformation - Overarching			
Action	16370	Target date	31/03/2024
Action promised	To develop a Council Transformation Strategy which will provide the strategic framework to support the implementation of a programme of transformation and change across the organisation. (CV111)		
Comment	The Transformation Strategy was approved by Cabinet in April 2023 and 8 Workstreams have been established to deliver the priorities encompassed within the Strategy. Progress updates are provided to the Transformation Board on a quarterly basis and 6 monthly updates will be provided to Cabinet.		
Service Head: Paul R Thomas		Performance status: On target	
Action	16465	Target date	31/03/2024
Action promised	Develop and implement a Transformation Delivery Programme for 2023/24.		
Comment	Following on from the approval of the Council's first Transformation Strategy in April 2023, 8 Workstreams were established to deliver the key priorities and projects encompassed within the Strategy. These Workstreams meet on a monthly basis and progress updates are reported to Transformation Board on a quarterly basis.		
Service Head: Paul R Thomas		Performance status: On target	
Action	16466	Target date	31/03/2024
Action promised	Integrate Transformation activity within departments.		
Comment	A number of the projects included within the Transformation Programme are cross-cutting in nature, and therefore will impact on or require the input of the majority of services at some stage. The Transformation Team attend DMT's to raise awareness of the Programme priorities and the role of departments/services in delivering on these priorities and projects. The agendas/action notes from Transformation Board are also communicated to Heads of Service. Members of staff also have the opportunity to submit ideas for future projects and /or spend time working with the Transformation Team as part of a development opportunity.		
Service Head: Paul R Thomas		Performance status: On target	
Action	16468	Target date	31/03/2024
Action promised	Raise awareness of the opportunities for staff to participate in, or lead on, Transformation related projects.		

Comment	The Transformation Programme makes use of a variety of methods to communicate the opportunities for staff to suggest project ideas and also to spend time working with the Transformation Team to help deliver their project, or to work on another corporate/service based project. Staff who participated in the Council's Future Leaders Programme also completed transformation projects as part of their development programme. All participants in the Council's Graduate Trainee Programme are also offered the opportunity to spend a placement with the Transformation Team as part of the 2 year programme.	
Service Head: Paul R Thomas	Performance status: On target	

ACTIONS - Theme: WBO4.To further modernise and develop as a resilient and efficient Council (Our Council)			
Sub-theme: WBO4b- Organisational Transformation - Efficiencies and Value for Money			
Action	16261	Target date	31/03/2024
Action promised	Consider and implement appropriate changes in line with Welsh Government Council Tax reform (CV97)		
Comment	Welsh Government are currently consulting on the council tax reforms, Carmarthenshire are providing a response to the consultation. Any reforms that are implemented will become legislation and we will implement them.		
Service Head: Helen Pugh	Performance status: On target		

ACTIONS - Theme: WBO4.To further modernise and develop as a resilient and efficient Council (Our Council)			
Sub-theme: WBO4d - Organisational Transformation - Workplace			
Action	16355	Target date	30/09/2023
Action promised	Continue to embrace and promote agile working, hybrid meetings and new ways of working across the organisation. (CV108)		
Comment	<p>Agile working is the norm in terms of the way the authority operates. The staff survey has been used to develop an action plan to address staff concerns and issues with a more hybrid way of working. Updated 'Hybrid Working Guidance' is under development by People Management and is due for release in April 24. The guidance was developed to address the issues raised by staff in the recent staff survey.</p> <p>A hybrid working survey with staff has been undertaken and the findings from this survey will be used to identify ways in which we can support staff to work in a more agile/hybrid way. A series of presentations has been made to DMT's to demonstrate available tools to support services in their promotion and adoption of agile and hybrid working. This will inform the development of an organisational plan to ensure that authority is able to maximise opportunities presented by technology to deliver smarter ways of working/efficiencies.</p>		
Service Head: Paul R Thomas	Performance status: On target		

Theme: WBO4.To further modernise and develop as a resilient and efficient Council (Our Council)							
Sub-theme: WBO4e - Organisational Transformation - Workforce							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
Number of user sessions to the staff intranet M&M/008	Not applicable		New measure	Target: 450000 Result: 461464	Target: 900000 Result: 932141	Target: 142500 Result: 1428610	Target: 1900000 Result: 1982877
Service Head: Deina Hockenhill				Performance status: On target			
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
Number of apprentices on formal recognised apprenticeship schemes per 1,000 employees (CV104) PAM/044	Not applicable		End Of Year: 15.2	Target: 9.0 Result: 8.9	Target: 10.0 Result: 10.7	Target: 11.0 Result: 12.1	Target: 12.0 Result: 16.1 Calculation: (107÷6642) × 1000
Service Head: Paul R Thomas				Performance status: On target			

ACTIONS - Theme: WBO4.To further modernise and develop as a resilient and efficient Council (Our Council)			
Sub-theme: WBO4e - Organisational Transformation - Workforce			
Action	16357	Target date	31/03/2024
Action promised	Consider the short and long-term capacity of our workforce to deliver the current administration's vision. (CV105)		
Comment	Since the refreshed toolkit and template for Heads of Service and senior managers was launched in the last reporting period HR Business Partners are working with DMT's and advising them of their responsibilities in the WFP process. Directors are responsible for ensuring WFP is integrated within service delivery planning. Service plans have been adapted to incorporate workforce plans which will support our workforce to deliver the administration's vision.		
Service Head: Paul R Thomas	Performance status: On target		

Action	16470	Target date	31/03/2024
Action promised	Further develop a framework for the Council's Leadership and Management framework to support the workforce to transform and deliver.		
Comment	1st Cohort of managers an aspiring leaders currently on learning pathway. 2nd cohort identified for intake in Sept.2024.Evaluation of programme in June 2024, end of Academi learning for 1st cohort.		
Service Head: Paul R Thomas		Performance status: On target	
Action	16471	Target date	31/03/2024
Action promised	Fully implement the new Learning Management System to support the provision of targeted Learning & Development interventions that support the strategic aims of the organisation while streamlining processes.		
Comment	<p>During 23-24:</p> <ol style="list-style-type: none"> LIVE Contract – completed & shared with National Thinqi Group. Blaenau Gwent, Caerphilly, Carmarthenshire, Torfaen LAs signed. Monmouthshire – confirmed progress to join Consortium contract [Part 1 Order Form issued]. All 22 Welsh LAs listed on published contract, in addition to WLGA, Social Care Wales, Centre for Digital Public Services and Natural Resources Wales. WLGA Digital Skills Award - application approved and received. Delivered presentations to WLGA Show & Tell and WLGA Annual Conference events. Data Processing Agreement[s] – all parties signed. 'User-Groups' roll out of Thinqi LIVE with deployed Essential Learning completed. 'Live' sites built across Carmarthenshire, Caerphilly, Blaenau-Gwent and Torfaen Councils. 8,300 licences purchased for accessing 130 Carmarthenshire content - including 10 Essential Learning modules [including Safeguarding Group A, Cyber Security and Focus on Fraud Awareness]. Prior Learning Records - phased import into Thinqi. 		
Service Head: Paul R Thomas		Performance status: On target	
Action	17074	Target date	31/03/2024
Action promised	Implement Future Workforce Programme to encompass graduate, apprenticeship, and work experience opportunities, which are aligned to workforce planning priorities. (CV104)		
Comment	Attended Careers Fair in February 2024 to promote various career pathways into the Council via graduate, apprenticeship and work experience opportunities. Currently liaising with schools in how we can promote pathways with Year 10 and upwards.		
Service Head: Paul R Thomas		Performance status: On target	

ACTIONS - Theme: WBO4.To further modernise and develop as a resilient and efficient Council (Our Council)			
Sub-theme: WBO4f - Organisational Transformation - Service Design & Improvement			
Action	16334	Target date	31/03/2024
Action promised	Develop solutions to communicate effectively with all staff including frontline staff and ensure corporate brand is consistent across all services reflecting the use of the intranet and readership of staff newsletters etc (CV103)		
Comment	<p>Ongoing updating of the intranet to ensure it is relevant and up-to-date with latest news, events for staff. There were a total of 554, 267 intranet/extranet sessions between January-March 2024, and a total of 1982, 877 intranet and extranet sessions for the year.</p> <p>Regular internal e-newsletters continue. During this year we have moved over to gov.delivery. People Managers newsletter will be moved over in the next quarter.</p> <p>The gov.delivery system is able to give us greater analytics than Sway. We can now gain weekly statistics and work on how we can increase readership. The English newsletters get a greater readership, however the stats below are for both languages combined.</p> <ul style="list-style-type: none"> Weekly staff e-newsletter (Welsh and English): Unique Email Open rate – 10% Fortnightly Members e-newsletter (Welsh and English): Unique Email Open rate – 35% <p>In this quarter we held a pilot CEX departmental online event on February 21, 2024. In a department with 572 members of staff, a total of 364 joined the live event on the day, with a recording sent to those who requested it who were unable to attend following the event.</p> <p>The response overall was positive and further dates have been scheduled for May and September.</p> <p>Following on from last year's staff roadshows, further roadshows will be held in the Spring to take place between April and May 2024.</p> <ul style="list-style-type: none"> Tuesday, April 16 - Trostre depot Thursday, April 25 - Glanaman depot Tuesday, April 30 - Carmarthen depot Monday, May 13 - Ty Elwyn, Meeting Room 1, Ground Floor Monday, May 20 - Amman Valley Home Care Patch meeting (TBC) <p>We continue to work closely with comms colleagues in Communities, Place & Infrastructure and Education departments to share corporate messages and create posters to be placed in locations such as depots, care homes.</p>		
Service Head: Deina Hockenull		Performance status: On target	

Theme: WBO4.To further modernise and develop as a resilient and efficient Council (Our Council)							
Sub-theme: WBO4g - Organisational Transformation - Customers & Digital Transformation							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
Number of Transactional Council	Not applicable		End Of Year:	Target:	Target:	Target:	Target:

Services available to the public online (CV110)		53	54	54	55	56	
ICT/003			Result: 54	Result: 57	Result: 59	Result: 61	
Comment	2 new systems have launched this quarter. The new Oleo Web Recruitment System and Customer Portal allowing customers to apply and manage their job applications more easily and effectively as well as a greatly improved back-office solution to manage the Recruitment processes and function. Local Land Charges have also replaced their data systems and Customer Portal which improves the Customer Land Search Request via the Contact Centre Granicus system as well as a new back-office system to manage the service with greater integration with Planning data as well as with HMLR (HM Land Registry).						
Service Head: Gareth Jones			Performance status: On target				
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
Number of user sessions to the County Council website	Not applicable		End Of Year: 3363214	Target: 1000000	Target: 1700000	Target: 2450000	Target: 3400000
M&M/001				Result: 1133556	Result: 2230230	Result: 3278812	Result: 4564455
Service Head: Deina Hockenull			Performance status: On target				
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
Number of residents requesting a face to face appointment at one of the three main town centre Hwbs (Carmarthen, Llanelli or Ammanford).	Not applicable		End Of Year: 12795	Target: 2500	Target: 5000	Target: 7500	Target: 10000
M&M/004				Result: 3464	Result: 7371	Result: 11161	Result: 15426
Service Head: Deina Hockenull			Performance status: On target				
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
Average speed to answer calls to the Contact Centre. (minutes and seconds)	Not applicable		End Of Year: 6.32	Target: 5.00	Target: 5.00	Target: 5.00	Target: 5.00
M&M/006				Result: 1.26	Result: 1.07	Result: 0.55	Result: 1.05
Service Head: Deina Hockenull			Performance status: On target				

ACTIONS - Theme: WBO4.To further modernise and develop as a resilient and efficient Council (Our Council)		
Sub-theme: WBO4g - Organisational Transformation - Customers & Digital Transformation		
Action	16336	Target date
		31/03/2024
Action promised	We will advise and support services in making better use of technology. Working with and supporting web editors within services to improve web content to deliver smarter, efficient service processes, to deliver a better experience for customers. (CV110)	
Comment	<p>The web team have continued to undertake duties in supporting services to update and improve website content throughout the year. During this year both the Intranet and Corporate website were upgraded to a series that will be supported long term.</p> <p>Key updates for the last year include advertising Senior jobs on our website rather than outsourcing to Solace. The Forward Work plan (Contracts Register) was added to the website, allowing the process/service more transparent. We worked with property to design webpages for the sale of St. David's Park and the pages for Llandeilo Market Hall.</p> <p>The SPF webpages were added and then redesigned for the projects as and when they are completed as the fund progresses. Pentre Awel pages were redesigned so that it can now accommodate any progress and news within the different opportunities of the project.</p> <p>After working with the Skills Hub at The Urdd, we designed a new web page and created a QR code for the page for them to use on their products, so buyers can meet the Crafters and identify a sense of place.</p> <p>The updated consultation pages are now being employed successfully by giving residents a 360 overview of the consultation process.</p> <p>In the last quarter we have been working with various services to update/revamp their landing pages such as Community Information and Environment.</p> <p>We have developed new webpages for the campaign Working in Carmarthenshire, along with this we improved the employment support form, which enables the team to monitor statistics for their programmes. We are working with Garreglwyd Residential Setting so they will now have a digital presence for the first time.</p> <p>On the Intranet, our work continued with HR on the implementation of Oleo and working on the `How to Guides` content for the intranet for users. We are also working with HR to update and improve the look of their Intranet pages.</p> <p>The feedback and rate this page buttons on our website continually provide us with feedback from users. They allow us to be notified of potential failings in the user experience, we can then answer the customer and rectify the failing that has been flagged.</p>	
Service Head: Deina Hockenull		Performance status: On target

Action	16422	Target date	31/03/2024
Action promised	To develop a Corporate Communications Plan that will incorporate internal communications, engagement, digital, advertising, and customer services. This will fall in line with the brand guidelines.		
Comment	We have been monitoring and developing the online Forward Work Plan form to gain a better understanding of the comms demands from across the authority, which in turn will help better inform us to finalise this strategy. One of the main purposes of this strategy will be to reinforce the Brand Guidelines which have since been completed and are successful in helping and supporting the work of the Council.		
Service Head: Deina Hockenull		Performance status: On target	

NO TARGET SET

Theme: 5.Core Business Enablers							
Sub-theme: 5h - People Management							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
The percentage of senior management posts filled by women. (CV98) 1.3.2.4	Not applicable		End Of Year: 25.6	Target: NO TARGET Result: 27.9	Target: NO TARGET Result: 28.9	Target: NO TARGET Result: 29.5	Target: NO TARGET Result: 29.5 Calculation: (6.5÷22) × 100
Service Head: Paul R Thomas			Performance status: N/A				
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
The percentage of local authority employees declaring that they are disabled under the terms of the Equality Act 2010.(CV98) 1.3.4.5	Not applicable		End Of Year: 11.93	Target: NO TARGET Result: 12.31	Target: NO TARGET Result: 12.01	Target: NO TARGET Result: 12.38	Target: NO TARGET Result: 12.36 Calculation: (1027÷8311) × 100
Service Head: Paul R Thomas			Performance status: N/A				

Theme: WBO3.Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Comm)							
Sub-theme: WBO3d - Thematic Priority: Community Safety, Resilience and Cohesion							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
The percentage of local authority employees from minority ethnic communities (CV98) 1.3.4.4	Not applicable		End Of Year: 0.86	Target: NO TARGET Result: 0.87	Target: NO TARGET Result: 0.91	Target: NO TARGET Result: 0.93	Target: NO TARGET Result: 0.94 Calculation: (78÷8311) × 100
Service Head: Paul R Thomas			Performance status: N/A				