



Well-being Objective 15

Building a Better Council and Making Better Use of Resources

How will we do this? Our detailed action plan to achieve this objective

(Lemon highlight means that this is not the Action or Measure's main objective)

Ref	Actions and Measures	Date/Target
A	Transforming, Innovating and Changing (TIC) the way we work and deliver services	
1	The TIC programme will continue to support the identification and delivery of efficiency savings.	March 2019
2	The TIC programme will continue to implement a balanced work programme to ensure that TIC can support and promote longer term, sustainable change and improvement, whilst also recognising the need to focus on meeting the financial challenges in the short and medium term.	March 2019
3	The TIC programme will continue to build capacity across the organisation to lead, support and engage people to deliver transformation and change.	March 2019
4	We will, as part of the Digital Transformation Strategy, continue to engage and understand the Departments needs to allow them to deliver effective services. <i>(Action ID 12445) MF5-88</i>	March 2020
5	We will maintain and develop the authorities' main digital platforms being the corporate website, the intranet, the newsroom, Discover Carmarthenshire and the public service board website to be mobile responsive	March 2019
6	We shall aim to increase the number of user sessions to the Council website <i>(ICT/005) (2017/18 Result 1,415,459 hits)</i>	1.6m
7	Number of Transactional Council Services available to the public online <i>(ICT/003) (2017/18 Result 13)</i>	18
8	We will fully implement a new Agile Working approach across the Council in order to make the best use of our <i>building stock MF5-12</i>	March 2019
9	We will implement innovative digital solutions that will enable increased collaboration and facilitate organisations to work seamlessly together	March 2019
10	We will upgrade and replace an ageing ICT infrastructure to ensure that we have a robust and stable environment.	March 2021
11	We will establish the feasibility of developing a joint procurement service with Pembrokeshire County Council. <i>MF5-95</i>	March 2020
12	We will ensure the Council makes the most efficient and effective use of all of its community based assets and where necessary and appropriate transfer ownership of assets to other community groups and interested stakeholders. <i>MF5-15</i>	March 2021
13	We will undertake a review to consider options for the most effective delivery of depot provision across the County including options for shared facilities with other public sector partners. <i>MF5-11</i>	March 2021
B	We shall follow the 7 Principles of Good Governance	
B1	Integrity and Values <i>(Behaving with integrity, demonstrating strong commitment to ethical values, & respecting the rule of law)</i>	
1	We will review our Anti-Fraud and Anti-Corruption Strategy	July 2018
2	We will promote the Authority's Financial policies and procedures, Antifraud and Anti-Corruption Strategy	March 2019
3	We will review our Financial Procedure Rules	July 2018
4	We will further develop the Councils relationship with protected groups e.g. disabled, age, race and gender with Equality Carmarthenshire and the Disability Partnership	March 2019

Ref	Actions and Measures	Date/Target
5	We will ensure the Council fully responds and complies with the requirements of the Well-being of Future Generations Act including consideration of the five ways of working in all that we do. MF5-87	March 2019
6	We will continue to deliver a training programme for all staff and managers on Data Protection taking into account any changes in legislation arising from the new Data Protection Act 2018	March 2019
B2	Openness and engagement <i>(Ensuring openness and comprehensive stakeholder engagement)</i>	
1	We will further develop the Council's consultation and engagement approaches <i>(Action ID 12435) MF5-91</i>	July 2018
2	We will increase the Council's liaison and work with Town and Community Councils, through Forum meetings, consultation and an information newsletter MF5-81	March 2019
3	We will work with Public Services Board partners to develop our approach to engagement and participation with children and young people ensuring their voice is listened to as part of public service development. MF5-43	March 2019
4	We will implement and monitor the actions/commitments contained in the Strategic Equality Plan	March 2019
5	We will ensure that the views of the Council are communicated to the Boundary Commission for the Parliamentary Boundary Review and ensure that any information required is provided within statutory timeframes.	March 2022
6	We will launch the new online customer appointments service for our Registrars Service	March 2019
7	We will work closely with departments to prioritise and help services engage with the right people, at the right time and develop and deliver a Marketing and Media forward work programme	March 2019
8	We will continue to respond to Freedom of Information Act (FOIA) requests within the Statutory deadline – however the emphasis will continue to be on good and adequate replies <i>(2.1.1.17)</i> <i>(2017/18 Result - 96.99%)</i>	90%
B3	Making a difference <i>(Defining outcomes in terms of sustainable economic, social, and environmental benefits)</i>	
1	We will publish the New Corporate Strategy by the 30 th June 2018	June 2018
2	We will review the Council's policy on the disposal of surplus property and ensure its alignment to regeneration priorities	March 2019
3	We aim to encourage both Members and Officers to go paperless for Democratic Meetings	Sept 2019
4	We shall increase the % of households accessing the Internet in Carmarthenshire based on the National Survey for Wales results <i>(ICT/006) (2016/17 Survey result 83%)</i>	85%
B4	Making sure we achieve what we set out to do <i>Determining the interventions necessary to optimise the achievement of the intended outcomes</i>	
1	We will further develop the Council's Corporate Performance Management arrangements e.g. Business Plans to meet the expectations of WbFG Act and Performance Information Monitoring System(PIMS) Dashboards	March 2019
2	We will publish the first Carmarthenshire Well-being Plan on behalf of the Public Services Board (PSB) and ensure partnership arrangements are fit for purpose to support delivery of the plan	March 2019
3	We will continue to develop strong links between Service Asset Management Plans and the Corporate Asset Management Plan	March 2021
4	We will collect more information on the condition of our buildings to assist with developing more strategic future maintenance plans	March 2021
5	We will support implementation of the new integrated impact assessment approach in line with the requirements of the Well-being of Future Generations (Wales) Act and other statutory duties	March 2019

Ref	Actions and Measures	Date/Target
6	We will implement any proposals for improvement arising from the Wales Audit Office review of Scrutiny arrangements – report to be issued March 2018	March 2019
7	We will implement any improvements identified in the November 2017 TIC Scrutiny review	March 2019
8	We will ensure the maximum use of Community Benefits in all procurements where such benefit can be realised and report those benefits on all contracts over £1m	March 2020
9	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. (Action ID 12452)	March 2020
10	We shall increase the % use of the ICT Self Service helpdesk (ICT/002) (2017/18 - 44.4%)	48%
B5	Valuing our people; engaging, leading and supporting (Developing capacity and the capability of leadership and individuals)	
1	We will work with the People Strategy Board to further develop the capacity and capability of leadership and individuals to deliver the New Corporate Strategy	March 2019
2	We will review and reshape the Council's appraisal processes	March 2019
3	We will undertake an assessment against the Investors in People standard using trained reviewers	March 2019
4	We will develop a Strategic Workforce Plan for the Council (Action ID 12458)	July 2018
5	We will develop a Leadership & Management Development Framework that identifies and develops the fundamental skills of our Leaders & Managers	March 2019
6	We will ensure the end user has the appropriate IT device/devices to deliver their service effectively.	March 2019
7	We will roll out training linked to the National Violence Against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015	March 2019
8	We will ensure the Council fully supports staff to maintain a healthy work-life balance and, where necessary, ensure the careful management of staff sickness absences in the interest of the staff and the provision of services. MF5-93	March 2019
9	We will continue to ensure that all staff are treated fairly and with respect whilst working towards introducing the Welsh Living Wage for those staff on lower pay bands. MF5-97 (Also in Well-being Objectives 5)	March 2021
10	We will further promote robust sickness absence management within departments to reduce the number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence. (PAM/001) (2017/18 Result - 10.1 days)	9.6 days
11	We will increase the % of laptops used in the council to devices to ensure we move towards an 80% flexible workforce. (ICT/004) (2017/18 Result - 53%)	57%
B6	Managing risks, performance and finance (Managing risks and performance through robust internal control and strong public financial management)	
1	We will develop a new Risk Management Strategy	March 2019
2	We will ensure the Council responds to all cyber-security requirements to enable internal resilience of systems for staff and continuity of external service provision for residents (ensuring sustainable solutions are implemented for Information Governance) MF5-90	March 2019
3	We will ensure that risks relating to all premises owned or occupied by the Council are suitably and sufficiently identified and managed.	March 2019
4	We will further strengthen financial planning arrangements by developing explicit links between the Medium Term Financial Plan and the Council's corporate planning processes (WAO PFI Savings Planning Report).	March 2019

Ref	Actions and Measures	Date/Target
5	Managing and making best use of the Council's property and assets with a focus on rationalising office accommodation and sharing with other partners as well as facilitating community ownership of assets for community benefit	March 2021
6	We will further strengthen financial planning arrangements by ensuring that savings delivery timescales are robust and reviewing timescales as part of the budget setting process. <i>(WAO PFI Savings Planning Report)</i> .	March 2019
7	We will deliver, via ICT, the automation and integration of internal working processes and procedures to release efficiencies. <i>(Action ID 12473)</i>	March 2019
8	We will continue the development and implementation of GeoDiscover and will continue to roll it out across the Council, together with the full use of the Gazetteer	March 2019
9	We will work with departments to implement the Category Management plans	March 2020
10	We will use of the Council's reserves to invest in the County and support future development. MF5-96	March 2019
11	We will ensure the Council manages its budgets effectively and prudently. MF5-98	March 2019
12	We will undertake the Closure and Audit of the Accounts within the appropriate timescales	June 2018
13	We will aim for maximum income of capital receipts to support the capital program of £3,076,250 <i>(2.1.2.12)</i> <i>(2017/18 Result – 71.42% = £1,938,676)</i>	100%
14	We aim to increase the % of Council Tax collected <i>(CFH/007)</i> <i>(2017/18 Result 97.57%)</i>	97.6%
15	We aim to collect at least 98% of non-domestic rates <i>(CFH/008)</i> <i>(2017/18 Result 99.52%)</i>	98.5%
B7	Good transparency and accountability <i>(Implementing good practices in transparency, reporting, and audit to deliver effective accountability)</i>	
1	We will publish a detailed Annual Report on 2017/18 Well-being Objectives	Oct 2018
2	We will review the Audit Manual	Sept 2019
3	We will ensure an unqualified audit on the 2016/17 final accounts.	Sept 2018
4	We will aim to ensure actual achievement against Annual Audit Plan <i>(6.4.1.3)</i> <i>(2017/18 Result - 75%)</i>	75%

Success Measures
'Do it online' payments
People agree that they can access information about the Authority in the way they would like to. <i>(National Survey for Wales)</i>
People know how to find what services the Council provides <i>(National Survey for Wales)</i>
People agree that they have an opportunity to participate in making decisions about the running of local authority services. <i>(National Survey for Wales)</i>
Staff sickness absence levels <i>(PAM/001)</i>
Organisational 'running costs'
People agree that the Council asks for their views before setting its budget. <i>(National Survey for Wales)</i>