# Well-being Objective 15
## Building a Better Council and Making Better Use of Resources

The following are our commitments and end of year progress comments for this Well-being Objective during 2017/18.

These headings are based on the principles of good governance from
Delivering Good Governance in Government: Framework (CIPFA/Solace, 2016)

| Last Year's Commitments | ✓ ✗ | Progress Comment |
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| **A - Integrity and Values** *(Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law)* | | |
| We will continue to develop corporate governance arrangements in line with the expectations of the Well-being of Future Generations Act , the agreed Wales Audit Office Corporate Assessment Action Plan and the national principles of' delivering good governance. *(Action ID 12424)* | ✓ | We have aligned our Corporate governance action plan to the new CIPFA SOLACE - Good Governance Principles. Our Annual Governance Statement has also been realigned to these latest principles. We have reviewed our governance arrangements against the CIPFA SOLACE principles and an Internal Audit review found them acceptable. For 2018/19 we have added Building a Better Council and Making Better Use of Resources as a Well-being Objective. |
| We will deliver a customer care strategy to ensure we deliver our customer expectations but ensuring this is done in a way that supports the communication of the Council and its objectives. *(Action ID 12428)* | ✗ | Customer care standards are being addressed as part of a new communications toolkit which provides standards and guidance for anyone communicating with or on behalf of Carmarthenshire County Council. The Draft Customer Care Strategy is due to be finalised and delivered in Summer 2018 |
| We will review our Anti-Fraud and Anti-Corruption Strategy. *(Action ID 12429)* | ✓ | A draft Strategy is complete and it is aimed to take a draft to DMT for approval and to take it through the decision making process during 2018/19. |
| We will review our Financial Procedure Rules. *(Action ID 12430)* | ✓ | A review of the Financial Procedure Rules has taken place with feedback from relevant officers and senior managers. Once all the feedback comments are implemented it will be taken to Departmental Management Team for approval. |
| We will promote the Authority's Financial policies and procedures, Antifraud and Anti-Corruption Strategy. *(Action ID 12431)* | ✗ | Once the financial procedure rules and anti-fraud Strategy has been approved we will promote these throughout the Authority. |
| We will undertake the Closure and Audit of the Accounts within the appropriate timescales. *(Action ID 12434)* | ✓ | Closure of the Accounts was achieved by 30th June, 2017 within the appropriate timescale. A draft Statement of Accounts was reported to Audit Committee 14th July, 2017. |
| **B - Openness and engagement** *(Ensuring openness and comprehensive stakeholder engagement)* | | |
| We will further develop the Council's consultation, engagement and research approaches. *(Action ID 12435)* | ✗ | A review of current arrangements are on-going with a view to developing new draft strategy and toolkit, however development has been delayed.  This will be prioritised during the first two quarters of 2018-19 |
| We will invite the Constitutional Review Working Group to harmonise the deadlines in Standing Orders and Scrutiny Procedure Rules for submitting Notice of Motion's Questions, Questions and Petitions. *(Action ID 12437)* | ✓ | Changes to the Standing Orders were approved by County Council at its AGM of the 24th May 2017. |

| Last Year's Commitments | ✓ ✗ | Progress Comment |
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| We will ensure that Scrutiny Committees consider taking better advantage of opportunities to challenge service change proposals and decisions. *(Action ID 12438)* From WAO Report - Good Governance when determining significant services changes | ✓ | Following the elections in 2017 there are now new Scrutiny Committee Chairs in place who have already shown a change in thinking and some new ideas with all members receiving induction training. Informal meetings were held for each Scrutiny with the Services under their portfolio. The Chairs and Vice Scrutiny Forum have decided to reintroduce Scrutiny pre meetings to go through the reports on the Agenda for each meeting the Chairperson of each Scrutiny have received training and best practice guidance. We continued to hold informal departmental budget seminars for elected members as part of the budget process, enabling members to challenge the budget and service change proposals for each Service cost centre. Members had a further opportunity to examine and review Service change proposals at formal Scrutiny Committees in conjunction with Departmental Business Plans. |
| We will ensure that the Officers work with councillors to identify the level of information councillors want to see on options for service change, to enhance transparency in the decision making process. *(Action ID 12439)* From WAO Report - Good Governance when determining significant services changes | ✓ | A new revised Integrated Impact Assessment template and new Committee Cover sheet has been introduced following training and pilot feedback. Departmental business plans accompanied draft budgets at Scrutiny meetings. As part of continuous improvement in the budget process each Departmental Director and key officers will meet with their responsible Executive Board Member to review the information requirement for budget Seminars. |
| We will review the terms of reference of both the Corporate Governance Group and the Corporate Review Working Group in order to clarify their respective responsibilities for assessing and reviewing governance arrangements. *(Action ID 12440)* From WAO Report - Good Governance when determining significant services changes | ✗ | The Corporate Governance Group and the Corporate Review Working Group are separate entities:- • the former being officer led addressing governance issues and the Annual Governance Statement • the latter addresses constitutional issues at member level and is therefore cross party Nevertheless. We will revisit the groups terms of reference to satisfy ourselves that the different purposes are made clear. The group's terms of reference continue to be clear and to satisfy ourselves that the different purposes remain so, we will assess and review the governance arrangements of both Groups when necessary. |
| 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. *(Action ID 12441)* | ✓ | A marketing and media forward work programme for 2017/18 has been completed and reported back on to all Departmental Management Teams. The new plan for 2018/19 will align with the County Council`s moving forward in Carmarthenshire: the next 5-years, and will be in place by early May. |
| We will maintain and develop the authorities' main digital platforms, those being the corporate website, the intranet, the newsroom, Discover Carmarthenshire and the public service | ✓ | The 4 main digital platforms are now all in place. The new fully bilingual, responsive **corporate website** was launched in February 2018. A new section has been introduced to the **Discover Carmarthenshire site** to |

| Last Year's Commitments | ✓ / ✗ | Progress Comment |
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| board website. We will also raise further awareness of the 'Do It Online' campaign to encourage more people to interact with the council digitally. *(Action ID 12442)* | | encourage small businesses to promote places to stay. **Intranet** continues to be well used with an officers` group now set up to look at allowing staff who don`t have access via a council device to be able to access the intranet information from their own personal devices.  The **newsroom site** will be addressed in 2018/19. The **Public Service Board (PSB) site** will be reviewed during the next few months by the PSB communications group to attract better usage and to hopefully create a clear area to communicate the board`s actions and work streams. |
| 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. *(Action ID 12444)* | ✓ | The Local Land and Property Gazetteer (LLPG) is used as the address search and is updated daily with new / change of address. We are continually developing Geodiscoverer - adding more layers, improving functionality updating the data as required and is live across the authority for all staff.  We continue to meet with County Councillors to promote the use of Geodiscoverer. |
| We will, as part of the Digital Transformation Strategy, continue to engage and understand the Departments needs to allow them to deliver effective services. *(Action ID 12445)* | ✓ | Two Digital Transformation seminars were held during October to facilitate engagement and understanding of department's needs and to help them deliver effective services. ICT Services attendance all DMT's to discuss Business Planning and identify new opportunities and projects. ICT Services are actively assisting departments in their own Business Planning activities. An elected members ICT seminar was held in October to discuss needs and to provide an opportunity for meaningful consultation and input. One to one's with all members of the Executive board have taken place. Schools – new 5 year SLA and ICT strategy for schools drafted, consulted upon and now complete. Floor walking and presence in Council offices to assist and engage with customers on ICT matters has been trialled and was a success. |
| 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. *(2.1.1.17)* *(2016/17 Result - 94.43%/2017/18 Target - 90%)* | ✓ | Out of the 1,095 Freedom of Information Act requests received during 2017/18, **96.99%** were responded to in 20 working days.  This is on target and showing an improvement. |
| We shall aim to increase the public use of the Council website *(ICT/005)* *(2016/17 Result - 1,278,152 hits / 2017/18 Target 1,400,000 hits)* | ✓ | There were **1,415,459 user sessions** on the Council Website during 2017/18. |
| We will aim for maximum income of capital receipts to support the capital program of £2.7m *(2.1.2.12)*    *(2016/17 Result – 90% £2.36m / 2017/18 Target 100% £2.71m)* | ✗ | **£1,938,676** of capital receipts of were achieved during 2017/18, this is **71.42%** of what was targeted. Unfortunately a couple of significant transactions have failed to complete this year but are expected to be completed during 2018/19. |

| Last Year's Commitments | ✓ ✗ | Progress Comment |
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| **C - Making a difference** *(Defining outcomes in terms of sustainable economic, social, and environmental benefits)* | | |
| We will support the work of the Public Services Board (PSB) and lead on the development of the Future Generations Well-being Plan, its scrutiny and the PSB's thematic group structure. *(Action ID 12432)* | ✓ | Support to the PSB has been ongoing throughout the year with the lead being taken on the Well-being Assessment, published in March 2017 and the development of the Well-being Plan which is to be published in May 2018. This process has included a number of engagement events to identify draft objectives for the Well-being Plan, based on the findings of the Well-being Assessment, and also to develop short, medium and long term actions which informed the development of the Well-being Plan. Minutes of September's PSB meeting were presented to the Council's Policy & Resources Scrutiny Committee as part of the PSB scrutiny arrangements. This will continue until the Well-being Plan is published and monitoring arrangements are established. The scrutiny arrangements and approach will then be reviewed. |
| For 2018/19 we will publish a consolidated Corporate Strategy, incorporating the Councils Well-being Objectives and Key Improvement Objective Priorities. *(Action ID 12447)* | ✓ | We will publish a Corporate Strategy by the end of June 2018. The new plan consolidates four existing plans - the previous Corporate Strategy 2015-20, our Improvement Objectives, our Well-being Objectives and `Moving Forward in Carmarthenshire: the next 5 years`. The delivery of this plan will be monitored throughout the year. |
| We will develop a suite of Carmarthenshire Outcome Indicators with the Public Service Board and address, where we can, as a public body, these in our in our Well -being Objectives and Action Plans. *(Action ID 12448)* | ✓ | Performance data hasn't been reported to the PSB during the year as the focus has been on developing the well-being plan. Once the Carmarthenshire Outcome indicators are identified, performance will then be monitored by the PSB. |
| We will review the Council's policy on the disposal of surplus property and ensure its alignment to regeneration priorities. *(Action ID 12449)* | ✗ | The policy has been reviewed. Completion of the draft has been put on hold, whilst the property disposals process has been subject to Audit review, to ensure that any matters identified by Audit are appropriately accounted for in the revised policy. |
| We shall increase the % of households accessing the Internet in Carmarthenshire based on the National Survey for Wales results *(ICT/006)* *(2014/15 Result - 76% / 2016/17 Target – 80%)* | ✓ | According to the 2016/17 National Survey for Wales, **83% of households in Carmarthenshire have internet access**. This is an improvement on the previous survey which took place in 2014/15 with a result of 76%. Despite an improvement, we have moved down in an All Wales ranking position from 14th to 15th place. |
| **D - Making sure we achieve what we set out to do** *Determining the interventions necessary to optimise the achievement of the intended outcomes* | | |
| We will monitor the detailed Action Plans for the Councils Well-being Objectives 2017/18 throughout the year and report any necessary interventions that are required to keep them on track. *(Action ID 12450)* | ✓ | We have a duty to take all reasonable steps to meet our Well-being Objectives. Throughout the year all Well-being Objective action plans were monitored quarterly and updated on the Councils Performance Improvement Monitoring System (PIMS) |

| Last Year's Commitments | ✓ ✗ | Progress Comment |
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| 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. *(Action ID 12451)* | ✓ | We are ensuring the maximum use of Community Benefits and are reporting on these. The Community benefit report stated for every £1 spent on this work £1.92 was re-invested into the Welsh economy, with 95% spent with SME's in Wales. |
| 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)* | ✓ | Further Digital Transformation Projects have progressed and been implemented. There was a successful launch of the new Mobile Responsive Website and new Customer Services CRM system (Firmstep SERVICE) platform, with the Garden Waste Service as the first service. The Cashless Catering School Meals on-line payments system via ParentPay has been very successful and well received, with all Secondary Schools now operating the new system and the roll-out will continue for all Primary Schools over the next 12 months. The Registrars On-line Appointments Booking System is currently in development. This action will continue into 18/19. |
| We will produce a long term Digital Service Plan which allows tenants to do their business online.  Making sure systems are developed to deliver better information. *(Action ID 12852)* | ✓ | Our focus has been around reviewing the present Housing Management System particularly around developing a Choice Based Lettings which allows tenants to view and bid for empty Council properties on line. Meetings have been held with IT on developing a plan, with many initiatives developed and rolled out for example bilingual text messaging and My Account.  We are in advance stages of awarding a contract to software provider.<br>We are also in the process of going out to tender for a new Care Services (Domiciliary and Residential Care) software provider to deliver a new rostering and care management system.<br>Further investigation and analysis is being carried out regarding a suitable provider on housing and Public Protect software systems**.** |
| We will continue to work with Public Service Board partners to achieve a range of benefits through collaborative working in property management and to reduce the cost of holding and managing property through identifying short and longer term opportunities.  *(Action ID 12453)* | ✓ | The PSB Estates Collaboration Workstream continued to meet monthly and provided a progress report to the PSB in January 2018. The PSB decided to no longer treat the Estates Collaboration Group as a PSB Workstream but the Group is continuing to meet to progress the collaboration opportunities identified. In addition, the Welsh Government's National Assets Working Group has asked the Head of Property to lead a new Mid and West Wales regional collaboration group covering Powys, Carmarthenshire, Pembrokeshire and Ceredigion, which will start meeting from May 2018. |
| We will develop and implement a hub for all property related services, frameworks and gateway management functions for both within the Authority, regional partners and potential external clients. *(Action ID 12454)* | ✗ | Meetings have continued with regional partners on a regular basis. Re-alignment of the Property Division, including the Design Section, has been approved and is being implemented. The Property Design Section has recently completed a TIC Review and this action, along with others identified, will |

| Last Year's Commitments | ✓ ✗ | Progress Comment |
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|  |  | now be taken forward as part of the agreed Improvement Plan. |
| We shall increase the % use of the ICT Self Service helpdesk *(ICT/002)* *(2016/17 - 33% / 2017/18 Target - 35%)* | ✓ | **44.4%** of IT customers used the ICT Self Service Helpdesk during 2017/18 which is an excellent improvement on 33% in 2016/17. |
| We shall increase the number of Transactional Council Services available to the public online. *(ICT/003)* *(2016/17 Result - 7 / 2017/18 Target - 10)* | ✓ | At the end of 2017/18 there are **13** Transactional Council Services available to the public online which has exceeded the expected target of 10. |
| **E - Valuing our people; engaging, leading and supporting** *(Developing capacity and the capability of leadership and individuals)* | | |
| We will provide members (post 2017 Election) with Councillors Handbooks and relevant information and support on the democratic process. *(Action ID 12455)* | ✓ | The new Councillors Handbook was circulated to all elected members on the 15th May, with copies on the Intranet and hard copies available in the Members` Lounges. As part of the Induction Programme, we have delivered training for new and returning members on the Code of Conduct, practical advice on meeting preparation/webcasting and an introduction to Scrutiny in Carmarthenshire. Councillors have also received a copy of the WLGA "A Guide for New Councillors in Wales - May 2017". |
| We will provide Code of Conduct training to members post 2017 election. *(Action ID 12456)* | ✓ | This training was delivered on the 15th May 2017. |
| We will develop a Leadership & Management Development Framework based on the Behaviour Framework. *(Action ID 12457)* | ✗ | Consultation has taken place with the Heads of Service Forum to establish the key themes for development and an evaluation has been undertaken of the Future Leaders Programme. These key aspects of work will now inform the outline proposals for the Framework together with the findings of the IIP 40 Questionnaire and the People Performance Management Review Actions. The Framework supported by an existing range of tools and resources will underpin the new leadership and management behaviours. A developmental session has already been planned for Heads of Service. This work will continue to be developed by the `Lead` Work Stream under the People Strategy Group. |
| We will develop a Strategic Workforce Plan for the Council. *(Action ID 12458)* | ✓ | Work is underway to identify workforce planning issues linked to corporate priorities. Departments have received workforce profile data to allow them to workforce plan at a local level. This activity will be supported by People Management Business Partners. Any themes emerging from this work will feature in a strategic workforce plan. |
| We will support the Corporate Sickness Absence Management Framework by working with Heads of Service and managers to ensure that support is in place for staff where needed and there is consistent application of the sickness policy. *(Action ID 12459)* | ✓ | The Sickness absence framework now includes, Heads of Service in the lower quartile attending CMT to discuss sickness performance and actions taken to reduce, three months later the Heads of Service attend the Challenge and Attendance Forum to discuss trends gaps, actions and recommendations. Good practice and initiatives can be shared and support and advice given where there are areas for development. People Management continue to provide advice for Heads of Service and Managers, it |

| Last Year's Commitments | ✓ ✗ | Progress Comment |
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| | | is the responsibility of the departments to monitor and achieve their targets. |
| We will pilot the Council's new agile working principles to working practices across the People Management Division. The results from this pilot will be used to inform the roll out of agile working across the Council. *(Action ID 12460)* | ✓ | 1. Cross divisional project team has been established.<br>2. All roles have been categorised as flex, field or fixed.<br>3. Audit of IT and specialist equipment completed and replacement IT is in the process of being rolled out to the teams.<br>4. Working practices across Division reviewed and work zones identified.<br>5. Staff engagement sessions have been held throughout the process, feedback from these sessions has been used to design space and inform the Corporate e-learning guidance which is under development. All lessons learnt have been captured and are being used to inform the work of the Agile Working Delivery Team led by the Transformation, Innovation and Change (TIC) team. |
| We will ensure the end user has the appropriate IT device/devices to deliver their service effectively. *(Action ID 12461)* | ✓ | As part of the Agile working project ICT work closely with service users to identify them as Fixed, Flex or field workers. We discuss with them their service needs and agree on which IT device will be the most appropriate for them. Laptops have been purchased and we are working closely with the Agile Project Manager in Transformation, Innovation and Change (TIC) team to engage with service users to ensure they have the appropriate IT device that suits the way they wish to work and to deliver their service. |
| We shall aim to keep the % of employees including teachers and school based staff who leave the employment of the local authority, whether on a voluntary or involuntary basis to a minimum *(CHR/001)*<br>*(2016/17 Result - 6.96% / 2017/18 Target - 7%)* | ✓ | **2017/18 Result - 6.42%.** This is within target and below last year's figure of 6.96%. |
| 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)*<br>*(2016/17 Result - 10.8 days /2017/18 Target - 9.6 days)* | ✗ | **2017/18 Result - 10.1 days.** This is off target but has improved on the previous year's result of 10.8 days. Departmental Management Teams have departmental targets, actions plans and sickness data should be regularly monitored and analysed, to ensure the focus is on reducing absence. There is support available from People Management. However the Challenge and Review forum identifies where there are gaps and good practice. Heads of Service attend Corporate Management Team where required, the challenge forum and Policy &Resources Scrutiny, to discuss the actions they are taking to achieve their target. |
| We will increase the % of laptops used in the council to devices to ensure we move towards an 80% flexible workforce. *(ICT/004)*<br>*(2016/17 Result - 42% / 2017/18 Target - 47%)* | ✓ | **53%** of IT devises used in the council are laptops, this is a continued improvement towards an 80% flexible workforce. |

| Last Year's Commitments | ✓ ✗ | Progress Comment |
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| **F - Managing risks, performance and finance** *(Managing risks & performance through robust internal control and strong public financial management)* | | |
| We will develop a new Risk Management Strategy. *(Action ID 12462 & 12387)* | ✓ | Strategy drafted and was discussed an approved at the Risk Steering Group in September 2017 and at Audit Committee in October 2017. The report is currently being taken through the Departmental and Corporate Management Teams. |
| We will ensure Business Continuity Management and Emergency Planning work together throughout the Authority through regular group meetings. *(Action ID 12463)* | ✓ | Two `joint` meetings already held in 2017/18. Agreement by the group that these meetings continue on a quarterly basis. membership to be reviews by next meeting to ensure that all relevant officers and services are represented on the group |
| We will ensure that risks relating to all premises owned or occupied by Carmarthenshire County Council are suitably and sufficiently identified and managed. *(Action ID 12464)* | ✓ | Risks are regularly assessed and reviewed in conjunction with building occupiers. Data systems reviewed and programmes currently being trialled. Electronic Service reports and Risk Assessments are being migrated onto the CIPFA Asset Manager Database. All risks continue to be identified. |
| We will review Data Centre Risk Assessment. *(Action ID 12465)* | ✓ | The Data Centre Risk Assessment was completed in September 2017. ICT have reviewed and updated it`s Disaster Recovery and Business Continuity Plans that are key contributors to minimising risks within our Data Centres. |
| 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. *(Action ID 12466)* | ✓ | We updated the format of business planning and our Performance Information Monitoring System (PIMS) to meet the requirements of the Well-being of Future Generations Act. |
| 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). (Action ID 12467)* | ✓ | The Corporate and Financial Planning timetable for 2018-19 was drafted to ensure that the Council's corporate and financial planning processes are properly aligned. The Financial Outlook Report went to Executive Board on 31st July 2017, scrutinised and was approved at council in April 2018. |
| We will identify capital and revenue funding allocated to Our Well Being Objectives and monitor our resource allocation to these priorities. *(Action ID 12468) (WAO PFI Savings Planning Report).* | ✓ | The New Corporate Strategy including our Well-being Objectives has been updated for 18/19 and there are explicit and detailed expenditure items allocated to each of the Well-being Objectives. |
| We will further strengthen financial planning arrangements by ensuring that delivery timescales in business cases are robust and reviewing timescales in Budget challenge exercises with Executive Board Members. *(Action ID 12469) (WAO PFI Savings Planning Report).* | ✓ | Business case and timescales behind all savings proposals were captured and used in the member challenge sessions which took place during November and December 2017. |
| We will further strengthen financial planning arrangements by implementing our income and charging policy. *((Action ID 12470) (WAO PFI Savings Planning Report).* | ✓ | Income and Charging Policy approved by Executive Board on 27th March, 2017. |
| We will further strengthen financial planning arrangements by updating our developed | ✓ | Draft Reserves Strategy report was updated to reflect actual position as at 31st March 2017 and reported to a future meeting of the Executive Board. |

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| reserves strategy and presenting it to the new Council. *(Action ID 11975) (WAO PFI Savings Planning Report).* | | Details of all reserves held contained within the Medium Term Financial Plan approved by Full Council in February 2017. Information will be provided as appropriate during the financial audit |
| We will work with departments on Category Management of spend. *(Action ID 12859)* | ✓ | As part of the Shared Service with Pembrokeshire County Council's Procurement team (as of 1st June 2017) work is on-going with the new Spend Analysis Tool (Atamis) to identify the different categories of spend in each of the 5 identified Category's across the two Authorities. Category Plans have been finalised and issued in the 3 categories (Corporate & ICT, Highways & Parks and Building Maintenance). |
| We will deliver, via ICT, automation and integration of internal working processes and procedures to release efficiencies. *(Action ID 12473)* | ✓ | Several of the approved Digital Transformation projects have continued to progress and been delivered. As part of the WWYT "What Waste Your Time" TIC Review, I.T. have developed 2 automated process which are now LIVE "Create New Post" and "Advertise Post" processes. Further developments and enhancements to follow in 2018/2019. The new Accident & Incidents system has been re-developed and enhanced with greater integration to back-office systems such as integration into our EDRMS system |
| We aim to increase the % of Council Tax collected *(CFH/007)* *(2016/17 Result 97.05% / 2017/18 Target - 97.10%)* | ✓ | **97.57%** of council tax due was collected during 2017/18, this is on target and improved on previous year. |
| We aim to collect at least 98% of non-domestic rates *(CFH/008)* *(2016/17 Result 98.2% / 2017/18 Target - 98%)* | ✓ | **99.52%** of non-domestic rates due was collected during 2017/18, this is above target and improved on previous year. |
| **G - Good transparency and accountability** *(Implementing good practices in transparency, reporting, and audit to deliver effective accountability)* | | |
| We will publish a detailed Annual Report for 2016/17 and an update on our progress on the Corporate Strategy. We will also compare and explain our results against all other Councils in Wales (for both National Indicators, 'National Survey for Wales' results together with and any Regulatory findings) identifying any gaps that need to be addressed. *(Action ID 12474)* | ✓ | We published a detailed Annual Report for 2016/17 and an update on our progress on the Corporate Strategy by the 31st October deadline. Under the Measure, the Council is required to annually publish an assessment which describes its performance: • in discharging its duty to make arrangements to secure continuous improvement in the exercise of its functions; • in meeting the improvement objectives it has set itself; • by reference to performance indicators specified by Welsh Ministers, and self-imposed performance indicators; and • in meeting any performance standards specified by Welsh Ministers, and self-imposed performance standards. To ensure the report was a fair assessment, all Scrutiny Committees examined the core content of the report and examined the detailed sections most relevant to their Scrutiny portfolios. Wales Audit Office have issued a Certificate of Compliance for the publication. |

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| We will continue to report performance data to the Public Service Board and Council. *(Action ID 12475)* | ✓ | • During 2017/18 performance data was monitored quarterly to Executive Board and Mangers and reported six monthly to the Councils Scrutiny Committees.<br>• The Councils performance data and comparative results to other Councils in Wales was incorporated into the Councils Annual Report for 2016/17 that was reported to all Council Scrutiny's.<br>• In November 2017 the Wales Audit Office issued an unqualified Certificate of Compliance on the Councils Annual Report for 2016-17. Relevant sections of the Annual Report had been submitted to all Scrutiny Committees. Once the Carmarthenshire Outcome indicators are identified, performance will then be monitored by the PSB. |
| We will review the Audit Manual. *(Action ID 12476)* | ✗ | Development of the Audit Manual has been delayed due to work commitments. This is due to be completed by the end of 2018. |
| We will ensure an unqualified audit on the 2016/17 final accounts. *(Action ID 12478)* | ✓ | An unqualified opinion was presented to Audit Committee on 29th September 2017 |
| We will aim to ensure actual achievement against Annual Audit Plan *(6.4.1.3)*<br>*(2016/17 Result - 80% / 2017/18 Target – 90%)* | ✗ | **2017/18 Result -75%.** This is off target and showing a decline. Additional work has also been delivered this year again, over and above the plan, as well as a senior Auditor post being vacant for over three months. When taking the additional work into account the result would be 92.2% productivity / delivery. Two appointments have been made, a Principal and Senior Auditor, due to commence June 2018. |