



## Well-being Objective 15

### Building a Better Council and Making Better Use of Resources

#### How will we do this?

#### Our detailed delivery plan and to achieve this objective

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

| Ref       | Actions and Measures  | Date/Target |
|-----------|---|-------------|
| <b>A</b>  | <b>Transforming, Innovating and Changing (TIC) the way we work and deliver services</b>   |             |
| 1         | We will ensure the TIC programme continues to implement a balanced work programme so that TIC can support and promote longer term, sustainable change and improvement, whilst also recognising the need to focus on meeting the financial challenges in the short term and medium term. | March 2020  |
| 2         | We will develop and implement more effective consultation and engagement mechanisms with the public and service users about the design of the TIC programme and the shape of future services.   | March 2020  |
| 3         | We will make better use of data and information to identify future TIC priorities.  | March 2020  |
| 4         | We will in line with our Digital Transformation Strategy, continue to engage and understand the Departments needs to allow them to deliver effective services. <i>MF5-88</i>  | March 2020  |
| 5         | We will maintain and develop the authorities' main digital platforms by user testing and by researching all new technology updates.   | March 2020  |
| 6         | We will fully implement a new Agile Working approach across the Council in order to make the best use of our <i>building</i> stock. <i>MF5-12</i>   | March 2020  |
| 7         | We will implement innovative digital solutions that will enable increased collaboration and facilitate organisations to work seamlessly together.   | March 2021  |
| 8         | We will upgrade and replace an ageing ICT infrastructure to ensure that we have a robust and stable environment.  | March 2021  |
| 9         | We will establish the feasibility of developing a joint procurement service with Pembrokeshire County Council. <i>MF5-95</i>  | March 2020  |
| 10        | 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  |
| 11        | 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  |
| 12        | We shall aim to increase the number of user sessions to the Council website. <i>(ICT/005)</i><br><i>(EOY 2018/19 Result - 1,625,512 hits)</i>   | 1.7m hits   |
| 13        | Number of Transactional Council Services available to the public online. <i>(ICT/003)</i><br><i>(EOY2018/19 Result - 23)</i>  | 30          |
| <b>B</b>  | <b>We shall follow the 7 Principles of Good Governance</b>  |             |
| <b>B1</b> | <b>Integrity and Values</b><br><i>(Behaving with integrity, demonstrating strong commitment to ethical values, &amp; respecting the rule of law)</i>  |             |
| 1         | We will promote the Authority's Financial policies and procedures, Antifraud and Anti-Corruption Strategy.  | March 2020  |
| 2         | We will review our Financial Procedure Rules.   | July 2019   |

| Ref       | Actions and Measures  | Date/Target |
|-----------|---|-------------|
| 3         | We will make sure that the Corporate Strategy addresses the CIPFA/SOLACE 7 Principles of Good Governance through the Well being Objective 'Building a Better Council & Making Better Use of Resources'.   | March 2020  |
| <b>B2</b> | <b>Openness and engagement</b><br>(Ensuring openness and comprehensive stakeholder engagement)  |             |
| 1         | We will further develop the Council's consultation and engagement approaches.<br><i>MF5-91 (Also in Well-being Objectives 11)</i>   | Sept 2020   |
| 2         | We will continue to ensure compliance with the General Data Protection Regulations requirements.  | March 2020  |
| 3         | 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 2020  |
| 4         | 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. <i>MF5-43</i>  | March 2020  |
| 5         | We will ensure we work with the Boundary Commission for Wales on implementing the next stages of the Electoral Review for Carmarthenshire.  | March 2022  |
| 6         | We will work with particular sectors of our community in particular the young people of Carmarthenshire and Persons in Charge of Residential/Nursing Homes, to raise awareness of the importance of registering to vote.  | March 2022  |
| 7         | We will ensure that Canvass Reform is implemented at the start of the Annual 2020 Canvass.  | March 2021  |
| 8         | We will review the format of the Councillors Budget Seminars with the aim of increasing overall attendance.   | Sept 2019   |
| 9         | We will monitor new legislation/new policy as published by the Welsh Government and consider the impact on the Council.   | March 2021  |
| 10        | 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> <span style="float: right;"><i>(EOY 2018 /19 Result - 98.66%)</i></span>                                  | 90%         |
| <b>B3</b> | <b>Making a difference</b><br>(Defining outcomes in terms of sustainable economic, social, and environmental benefits)  |             |
| 1         | We will ensure the Council fully <u>responds and complies</u> with the requirements of the Well-being of Future Generations Act including consideration of the five ways of working in all that we do. <i>MF5-87</i>  | March 2020  |
| 2         | We will develop a system to provide <u>assurance at a corporate</u> level that the Council is considering the five ways of working in the actions to deliver our Well-being Objectives. <i>(A proposal for improvement in the WAO Well-being Future Generations Review Jan 2019)</i>                        | March 2020  |
| 3         | We will develop a <u>process to embed</u> the 5 Ways of Working across the Council and <u>maximise learning</u> . <i>(A proposal for improvement in the WAO Well-being Future Generations Review Jan 2019)</i>  | March 2020  |
| 4         | To strengthen our approach to longer term working, we will review opportunities to expand the business planning timeframe ie. service plans to identify longer term, (e.g. ten years) objectives and risks.<br><i>(A proposal for improvement in the WAO Well-being Future Generations Review Jan 2019)</i> | March 2020  |
| 5         | We will ensure the Public Services Board Delivery Groups make progress against the identified actions of the Carmarthenshire Well-being Plan.   | March 2020  |
| 6         | We will review the Council's Strategic Equality Plan.   | March 2021  |
| 7         | We shall increase the % of households accessing the Internet in Carmarthenshire based on the National Survey for Wales results <i>(ICT/006)</i> <span style="float: right;"><i>(EOY 2017/18 Survey result 86%)</i></span>   | 87%         |

| Ref       | Actions and Measures  | Date/Target |
|-----------|---|-------------|
| <b>B4</b> | <b>Making sure we achieve what we set out to do</b><br><i>Determining the interventions necessary to optimise the achievement of the intended outcomes</i>  |             |
| 1         | We will review the Project Management Toolkit.  | March 2020  |
| 2         | We will continue to develop strong links between Service Asset Management Plans and the Corporate Asset Management Plan.  | March 2021  |
| 3         | We will redevelop the Performance Information Management System (PIMS).   | March 2020  |
| 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 address the Proposals for Improvement made in the Wales Audit Office review of Scrutiny arrangements.   | March 2020  |
| 6         | We will implement the Council's decision that all members and officers to be ready for paperless working for Council and Committee meetings with effect from the 02/09/19 and encourage both Members and Officers to attend tailored training sessions for this purpose.  | Sept 2019   |
| 7         | We will pursue the use of Community Benefits in all procurements where such benefit can be realised and report those benefits on all contracts over £1m.  | March 2020  |
| 8         | 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.  | March 2020  |
| 9         | We shall increase the % use of the ICT Self Service helpdesk ( <i>ICT/002</i> )<br><i>(2018/19 - 45.4%)</i>   | 48%         |
| <b>B5</b> | <b>Valuing our people; engaging, leading and supporting</b><br><i>(Developing capacity and the capability of leadership and individuals)</i>  |             |
| 1         | We will support the work of the People Strategy Group Board and the associated work streams.  | March 2020  |
| 2         | We will implement the Investors in People Action Plan.  | March 2020  |
| 3         | We will implement the 2019 NJC National Agreement on Pay including introducing the new pay spine.   | April 2019  |
| 4         | We will ensure the end user has the appropriate IT device/devices and connectivity to deliver their service effectively.  | March 2021  |
| 5         | We will ensure the Council fully supports staff to maintain a healthy life style which will include proactive and preventative actions and education to raise awareness on key health topics and, where necessary, ensure the careful management of staff sickness absences in the interest of the staff and the provision of services. <i>MF5-93</i> | March 2020  |
| 6         | We will introduce a financial management support and advice service which will include access to affordable loans for staff who require it.<br><i>(Also in Well-being Objectives 5)</i>   | March 2020  |
| 7         | 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. ( <i>PAM/001</i> )<br><i>(EOY 2018/19 Result - 9.8 days)</i>  | 9.6 days    |
| 8         | % of laptops used in the council. ( <i>ICT/004</i> ) <i>(EOY 2018/19 Result - 68%)</i>  | 76%         |
| <b>B6</b> | <b>Managing risks, performance and finance</b><br><i>(Managing risks and performance through robust internal control and strong public financial management)</i>  |             |
| 1         | Implement the Risk Management and Contingency Planning Strategy.  | March 2020  |

| Ref       | Actions and Measures  | Date/Target |
|-----------|---|-------------|
| 2         | Address any recommendations or proposals for improvement arising from the WAO review of Risk Management Arrangements – WAO report May/June 2019.  | March 2020  |
| 3         | We will ensure a robust approach to Cyber security and sustainable solutions are implemented for Information Governance. <i>MF5-90</i>  | March 2021  |
| 4         | We will ensure that risks relating to all premises owned or occupied by the Council are suitably and sufficiently identified and managed.   | March 2020  |
| 5         | We will further strengthen financial planning arrangements by developing explicit links between the Medium Term Financial Plan and the Council's corporate planning processes. <i>(WAO PFI Savings Planning Report).</i>                | March 2020  |
| 6         | We will manage 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  |
| 7         | We will deliver, via ICT, the automation and integration of internal working processes and procedures to release efficiencies.  | March 2021  |
| 8         | We will work with departments to implement the Category Management plans.   | March 2020  |
| 9         | We will ensure the Council manages its budgets effectively and prudently. <i>MF5-98b</i>  | March 2020  |
| 10        | We will undertake the Closure and Audit of the Accounts within the appropriate timescales.  | June 2019   |
| 11        | We will continue to address the proposals for improvement made in the Wales Audit Office review of Audit Committee Effectiveness.   | March 2020  |
| 12        | We will identify a set of financial success measures  | March 2020  |
| 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> <span style="float: right;"><i>(2018/19 Result - 68.27% = £2,100,200)</i></span>                                     | 100%        |
| 14        | We aim to maintain the % of Council Tax collected <i>(CFH/007)</i> <span style="float: right;"><i>(2018/19 Result - 97.64%)</i></span>  | 97.5%       |
| 15        | We aim to collect at least 98% of non-domestic rates <i>(CFH/008)</i> <span style="float: right;"><i>(2018/19 Result - 98.08%)</i></span>   | 98.1%       |
| <b>B7</b> | <b>Good transparency and accountability</b><br><i>(Implementing good practices in transparency, reporting, and audit to deliver effective accountability)</i>   |             |
| 1         | We will review the Audit Manual.  | June 2020   |
| 2         | We will ensure an unqualified audit on the final accounts.  | Sept 2019   |
| 3         | We will aim to ensure actual achievement against Annual Audit Plan <i>(6.4.1.3)</i> <span style="float: right;"><i>(2018/19 Result - 72%)</i></span>  | 90%         |

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