



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 2018/19.

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

Last Year's Commitments	✓ x	Progress Comment
A - Transforming, Innovating and Changing (TIC) the way we work and deliver services		
<p>The TIC programme will continue to support the identification and delivery of efficiency savings. (Ref 13293)</p>	✓	<p>The TIC Annual Report 2017/18 and Business Plan 2018-21 was considered by the Council's Executive Board/Policy and Resources Scrutiny Committee in November 2018. This report identifies that over £9m of savings have been delivered by TIC projects since 2012, with a further £6m savings targeted for the next 3 years.</p>
<p>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. (Ref 13294)</p>	✓	<p>The TIC Programme currently contains a mixture of strategic/cross cutting projects; service reviews and process rationalisation/cost reduction initiatives. One of key objectives for 2018/19 was to strengthen the approach to data and cost analysis with a view to identifying further opportunities for costs savings and efficiencies over the next 3 years.</p>
<p>The TIC programme will continue to build capacity across the organisation to lead, support and engage people to deliver transformation and change. (Ref 13295)</p>	✓	<p>One of the key aims of the TIC programme is to build the skills and capacity within services in order to promote a more sustainable approach to the delivery of the change and transformation agenda in the future. We are currently in the process of establishing a Continuous Improvement network internally within the Council to share and promote good practice across the organisation. Individuals employed on the Council's graduate trainee programme are also offered the opportunity to spend part of their placement working as part of the TIC Programme, recognising that this could offer significant benefits both for graduate trainees and for the TIC team</p>
<p>We will, as part of the Digital Transformation Strategy, continue to engage and understand the Departments needs to allow them to deliver effective services. (Ref 13302) MF5-88</p>	✓	<p>Full departmental engagement plan produced and shared with the organisation, elected members and schools outlining our approach to customer engagement activity throughout 18/19. Proactive Floor Walking delivered at all core sites on a rolling monthly basis over the course of the year. Digital Transformation/Innovation events for Officers, Members & Schools successfully delivered for the autumn of 2018. Elected members drop-in sessions ongoing before and after every full council meeting. Working closely with Marketing and Media to ensure clear and frequent communication is taking place as often as possible with all customers on all relevant topics via all available communication channels</p>
<p>We will maintain and develop the authorities' main digital platforms being the corporate</p>	✓	<p>All required actions for this year have been completed. The flagship websites continue to be</p>

Last Year's Commitments	✓ x	Progress Comment
website, the intranet, the newsroom, Discover Carmarthenshire and the public service board website to be mobile responsive. (Ref 13296)		improved based on user feedback both internally and externally, to ensure we meet our customer needs and embrace any new technology and functionality.
We shall aim to increase the public use of the Council website (ICT/005) (2017/18 Result - 1,415,459 hits / 2018/19 Target - 1,600,000 hits)	✓	There was a 15% increase in the number of sessions on the Council website during 2018/19 to 1,625,512 .
We shall increase the number of Transactional Council Services available to the public online. (ICT/003) (2017/18 Result - 13 / 2018/19 Target - 18)	✓	During 2018/19, 23 various Transactional Council Services have been developed / implemented to be available online to the public. These include the New Corporate Website, New Citizen My Account, New Newsroom Website and New Customers Services (CRM) System. Additional on-line payment services such as Land Charges, booking of Welsh for Adults courses and purchasing of Annual Parking Permits for Country Parks.
We will fully implement a new Agile Working approach across the Council in order to make the best use of our building stock. (Ref 13297) MF5-12	✓	During the year to assist with Agile Working throughout the Council, we now have an additional Touchdown Zone launched in Ty Parcyrhun and staff successfully moved into building. Both Nant y Ci & 5-7 Spilman Street properties on the market. Building 4 PDS: Renovation complete and staff successfully moved from Building 14 which has been released for rental to the NHS. Building 2 PDS: Kitted with agile furniture. County Hall: Vision and purpose document complete and signed of at CMT to agree an options paper on the development of County Hall.
We will implement innovative digital solutions that will enable increased collaboration and facilitate organisations to work seamlessly together. (Ref 13298)	✓	We have engaged frequently at a local, regional and national level to identify and pursue collaborative opportunities around technology and procurement. <ul style="list-style-type: none"> • Worked alongside Public Sector Broadband Aggregation (PSBA) to identify and develop shared/ collaborative systems and services via that secure network across the Welsh Public Sector. • Scoping, testing and procurement of Microsoft Office 365, which has the potential to act as a core platform for staff to communicate, collaborate and share data freely easily and securely with both public and private sector organisations • Worked closely with colleagues from Pembs and Ceredigion to allow staff across all 3 organisations to view and share outlook calendars and diaries. • Working closely with several public and private sector partners including all members of the PSB to increase the number of organisations with whom we can communicate via Skype for business • Recently led on a joint procurement exercise with Ceredigion to renew the entire schools wi-fi network across both counties achieving significant economies of scale and best value for both organisations.

Last Year's Commitments	✓ ✗	Progress Comment
		<ul style="list-style-type: none"> Working closely with health and social care to implement system and infrastructure that will further support integrated working/teams/offices.
We will upgrade and replace an ageing ICT infrastructure to ensure that we have a robust and stable environment. <i>(Ref 13299)</i>	✓	We have replaced the entire storage array for the Authority through capital funding and migrated all data and systems. This will meet the data storage needs for the next 5-6 years.
We will establish the feasibility of developing a joint procurement service with Pembrokeshire County Council. <i>(Ref 13300) MF5-95</i>	✓	<p>A pilot Procurement Shared Service with Pembrokeshire County Council has been in place for over a year, since 2017. The category management approach was established during this time across the 2 Councils with 2 Principal Officers based in Pembrokeshire County Council (responsible for Highways & Transport & Facilities Management Categories) & 3 Principle Officers in Carmarthenshire County Council (responsible for Social care, Corporate & Construction & Waste categories). The categories are supported by a Principal Procurement Officer from Carmarthenshire County Council who is responsible for Policy and Compliance.</p> <p>A review of the Shared Service is being managed by the TIC Team in Carmarthenshire and equivalent in Pembrokeshire.</p>
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>(Ref 13301) MF5-15</i>	✓	Work continues on the collation of data on all community based assets with a view to making better use of facilities. Community Asset transfer discussions are ongoing with various interested parties
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>(Ref 13303) MF5-11</i>	✓	We continue to have discussions with Partner organisations on the possibility to collaborate and share in relation to depot facilities. Negotiations are ongoing to acquire additional land to facilitate the above.
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>		
We will review our Anti-Fraud and Anti-Corruption Strategy. <i>(Ref 13304)</i>	✓	<p>The Anti-Fraud and Anti-Corruption Strategy has been reviewed with the revised document in draft format.</p> <p>The document is currently with management for agreement. Once agreed, the document will go to CMT and Audit Committee for approval.</p>
We will promote the Authority's Financial policies and procedures, Antifraud and Anti-Corruption Strategy. <i>(Ref 13305)</i>	✗	The revised Anti-fraud and Anti-Corruption Strategy will be promoted once final version is approved.
We will review our Financial Procedure Rules. <i>(Ref 13306)</i>	✗	Further amendments made to the Financial Procedure Rules. The amendments are awaiting review prior to taking the final draft document to the Department Management Team and to Audit Committee for approval.
We will further develop the Councils relationship with protected groups e.g. disabled, age, race and gender with Equality	✓	The Carmarthenshire Disability Partnership, is making good progress and the working relationship is continuing to improve. Our aim is to ensure that

Last Year's Commitments	✓ ✗	Progress Comment
Carmarthenshire and the Disability Partnership. <i>(Ref 13307)</i>		access issues are considered from the onset and that we have an honest and open dialogue with the Disability Coalition. Equality Carmarthenshire has been re-launched to ensure that the group is focused and inclusive and the `Carmarthenshire Voices of Equality` document will also be updated as evidence for the forthcoming revision of the Strategic Equality Plan.
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. <i>(Ref 13308) MF5-87</i>	✓	We have complied with the Act in setting and publishing well-being objectives, taken all reasonable steps to meet those objectives and published an annual report of progress. In February 2019 Wales Audit Office reviewed one Well- being objective in detail and found our approach acted in accordance with the requirements of the Act.
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. <i>(Ref 13309)</i>	✗	By the end of Q3 2018/19 a total of 1,022 employees (excluding schools) had completed the e-learning module on Data Protection legislation, or attended classroom based training sessions. It is acknowledged that this is not a satisfactory result. The use of Metacompliance software was considered by the Corporate Information Governance Group. However, it was agreed instead to send reminder emails to Heads of Service, highlighting which employees had not completed the training and asking them to pursue this. At the end of Q4, the total number of employees who had completed training stood at 1,332, or 29% of the staff required to do so.
B2 - Openness and engagement <i>(Ensuring openness and comprehensive stakeholder engagement)</i>		
We will further develop the Council's consultation, engagement and research approaches. <i>(Ref 12435) MF5-91</i>	✓	During the year work has been undertaken to scope current arrangements across the council. The consultation portal is now working effectively with all Council consultations being signposted through the portal and consultations facilitated through SNAP software. Further work is to be undertaken on developing the Council's approach to engagement. This will now be linked to the regional Public Service Board (PSB)/Regional Partnership Board (RPB) project through the Transformation Fund.
We will increase the Council's liaison work with Town and Community Councils through Forum meetings, consultation and an information newsletter. <i>(Ref 13310) MF5-81</i>	✓	Working arrangements through the Town & Community Council Liaison Forum are well established with a regular newsletter being circulated to all councils. Liaison with One Voice Wales is on-going to further develop working arrangements
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>(Ref 13311) MF5-43</i>	✓	We have identified current engagement & participation practice within the Authority and the intelligence and data gathered will be used to create and write Carmarthenshire's Engagement Strategy. Our Participation Team will lead on creating and implementing a new Corporate Children and Young Peoples` Participation Strategy that will set out clear priorities to take the Authority's commitment to the

Last Year's Commitments	✓ x	Progress Comment
		United Nations Convention on the Rights of the Child (UNCRC) forward. This work will provide opportunities for children and young people to be fully engaged with the work of the PSB. For example, during the next financial year it is hoped that we will have capacity to set up a Young Peoples` Committee 'The Right Way: A Future Fit for Children' to complete a self-assessment designed to help public bodies review and improve the services they provide for children and young people.
We will implement and monitor the actions/commitments contained in the Strategic Equality Plan. <i>(Ref 13312)</i>	✓	The Strategic Equality Plan (SEP) includes six Strategic Equality Objectives. A specific action plan has been prepared to progress these objectives; however, there is a need to link in closer to the Council`s Well-being Objectives and the way that they contribute to the National Goals of More Equal and Cohesive Communities. This will be achieved during the revision of the SEP in 2019 in readiness for publication by April 2020.
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. <i>(Ref 13313)</i>	✓	This action has not progressed to the final stage yet as Carmarthenshire are awaiting publication of the Final Proposals by the Boundary Commission for Wales.
We will launch the new online customer appointments service for our Registrars Service. <i>(Ref 13314)</i>	✓	Customers are now able to book on line for all birth, death and marriage notice appointments.
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. <i>(Ref 13315)</i>	✓	Our forward work programme has been developed in conjunction with the Executive Boards moving forward in Carmarthenshire: the next 5 years plan. We have communicated elements of 78 of the 98 actions contained in the Plan and these are communicated to relevant services. Ways of communicating the message can vary from online content, PR, social media or a specific event. Our target audience also varies from young people, residents to tourists, staff and business sector. The key actions worked on during the year have varied from the County`s Cycling offer, supporting the implementation of the new agile working approach, 3 new school openings as part of the MEP, affordable homes and the launch of Canfod Cartref, various economic development projects, and the reshape of the the Hwb provision within the County
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%/2018/19 Target - 90%)</i>	✓	During 2018/19 we received 1,197 Freedom of Information Act (FOIA) requests of which 98.66% (1,181) were responded to in 20 working days . The number of requests continue to rise with a 9% increase from the previous year.
B3 - Making a difference <i>(Defining outcomes in terms of sustainable economic, social, and environmental benefits)</i>		

Last Year's Commitments	✓ x	Progress Comment
We will publish the New Corporate Strategy by the 30th June 2018. (Ref 13316)	✓	We published the New Corporate Strategy by the 30th June. It consolidated the previous Corporate Strategy, Our Improvement Plan, Well-being Objectives and the Executive Boards 5 year Plan - <i>Moving Forward in Carmarthenshire</i> . The Wales Audit Office has issued a certificate of compliance to confirm that it meets the obligations of the Local Government Measure 2009 in respect of Improvement Planning.
We will review the Council's policy on the disposal of surplus property and ensure its alignment to regeneration priorities. (Ref 12449)	✓	Council's policy on the disposal of surplus property has been reviewed with the revised policy approved by Executive Board on 19 th November 2018.
We aim to encourage both Members and Officers to go paperless for Democratic Meetings. (Ref 13318)	✓	Democratic Services Committee at its meeting held on the 29th January approved the IT survey and Paperless Meeting Guidelines. IT survey has been completed (31 out of 74 members responded)
We shall increase the % of households accessing the Internet in Carmarthenshire based on the National Survey for Wales results (ICT/006) (2017/18 Result - 83% / 2018/19 Target - 85%)	✓	According to the 2017/18 National Survey for Wales, 86% of households in Carmarthenshire have internet access . This is an improvement on the previous survey which took place in 2016/17 with a result of 83%. When compared to other authorities in Wales we have moved up from 15th to 9th position.
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>		
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. (Ref 13319)	✓	We have developed our Performance Management arrangements to meet the expectations of the Well-being of Future Generations Act. Our business planning templates have been adapted and our monitoring systems realigned to the needs of the Act.
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. (Ref 13320)	✓	Carmarthenshire Public Services Board's first Well-being Plan was approved on the 2 May 2018 and published. A new partnership structure has also been approved with a series of Delivery Groups established to take forward progress on the Plan objectives.
We will continue to develop strong links between Service Asset Management Plans and the Corporate Asset Management Plan. (Ref 13321)	✓	Discussions are ongoing with services on the suitability and sufficiency of their portfolios, which will feed into a review of the Asset Management Plan in 2019/20
We will collect more information on the condition of our buildings to assist with developing more strategic future maintenance plans. (Ref 13322)	✓	Implementation of the realignment of the Property Maintenance Section is continuing, including an enhanced Condition and Compliance Team. Condition surveys have been prepared for Parc Howard and Abergwili Museums as well as a range of other buildings and a more comprehensive programme will be established once the team is fully in place. Initial discussions held in relation to a specification for schools condition surveys in line with Welsh Government requirements. Initial consultation undertaken in relation to mobile capture tool for non-housing surveys. Bespoke database has been developed for housing condition surveys in accordance with WHQS and CHS requirements.

Last Year's Commitments	✓ ✘	Progress Comment
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. <i>(Ref 13323)</i>	✓	A draft Integrated Impact Assessment has been prepared, alongside detailed guidance notes for report authors. The Assessment includes questions in relation to the Well-being of Future Generations Act, Equality Act, Welsh Language Measure, UN Convention on the Rights of the Child, the Environment Act and Privacy statements.
We will implement any proposals for improvement arising from the Wales Audit Office review of Scrutiny arrangements – report to be issued March 2018. <i>(Ref 13324)</i>	✓	Initial work has commenced on the tidy-up exercise for Scrutiny remits. Members received training from the Centre for Public Scrutiny on the 29th March and we are working with Chairs to implement suggestions from that session. Good Practice Guide has also been considered by Chairs & Vice Scrutiny. New Forthcoming items template now in place and a new Gateway flowchart has been produced to assist Chairs and Committees in agreeing content and prioritizing issues, to ensure matters are outcome focussed rather than for information or update purposes only
We will implement any improvements identified in the November 2017 TIC Scrutiny review. <i>(Ref 13325)</i>	✓	TIC process has been completed. Division will continue to modernize as new digital systems become available.
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. <i>(Ref 13326)</i>	✓	Community benefits: we are committed to: <ul style="list-style-type: none"> • Contributing to the social, economic and environmental well-being of the wider community • Asking tenders to deliver Community Benefits in our tendering activities through the delivery of the contracts or frameworks awarded • Maximising the value for every pound we spend, applying a Community Benefits approach to tender valued over £1 million. • Capturing and recording Community benefits utilising Welsh Government Benefits Measurement Tool.
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. <i>(Ref 12452)</i>	✓	The My Account has now been in place for over 12 months. To date we have over 15,000 citizens signed up with 2,100 having linked to their Council Tax Account and 600 linked to their Housing Rent Account. The launch of the Annual Season Parking Permit purchases for our country parks has had over 500 on-line purchases within the first month. The School Meals 'Cashless' and 'Online Payments' project is still rolling out to remaining primary schools (20+ primaries have currently moved to the on-line payments facility for parents) with the remaining primary schools to be phased in over the next 12 months.
We shall increase the % use of the ICT Self Service helpdesk <i>(ICT/002)</i> <i>(2017/18 - 44.4% /2018/19 Target - 48%)</i>	✘	45.4% of IT customers used the ICT Self Service Helpdesk during 2018/19, this is below target but is showing a slight improvement on the previous year. We shall continue to promote Self-service usage with all customers.

Last Year's Commitments	✓ x	Progress Comment
B5 - Valuing our people; engaging, leading and supporting <i>(Developing capacity and the capability of leadership and individuals)</i>		
<p>We will work with the People Strategy Group to further develop the capacity and capability of leadership and individuals to deliver the New Corporate Strategy. <i>(Ref 13327)</i></p>	✓	<p>A programme aimed at potential 3rd/4th tier managers that will build leadership capacity across the Council has been agreed by the People Strategy Group and currently awaits endorsement by CMT prior to roll out. The programme aims to be project based enabling participants to learn by leading on an agreed piece of work outside their normal job role/area. Work has also commenced on extending the competency framework that will underpin recruitment, HPP, workforce planning and development at all levels</p>
<p>We will review and reshape the Council's appraisal processes. <i>(Ref 13328)</i></p>	✓	<p>Terms of Reference for the review have been agreed with the People Strategy Board (PSGB) and Project Sponsor (Head of Service Mental Health & Learning Disabilities). Research to date including IIP findings, best practice and employee feedback will inform the review. A series of employee/manager focus groups are scheduled for June and the recommendations will be presented to PSGB in September 2019</p>
<p>We will undertake an assessment against the Investors in People standard using trained reviewers. <i>(Ref 13329)</i></p>	✓	<p>6 new Assessors were trained in the 6th Generation Standard for Investors in People & successfully qualified under internal reviews against the Standard. They formed an integral part of the Councils re-accreditation process working alongside the IIP Lead Assessor. The Council received its re-accreditation under the new standard and was awarded the Silver Standard in June 2018.</p>
<p>We will develop a Strategic Workforce Plan for the Council. <i>(Ref 12458)</i></p>	✓	<p>HR Business Partners have been working with Departmental Management Teams to provide comprehensive workforce data to assist with business and workforce planning. A Toolkit for Managers has previously been developed and briefing sessions for managers have been provided. The People Strategy Group Board is identifying the priorities and work has begun to develop an action plan to address any gaps</p>
<p>We will develop a Leadership & Management Development Framework that identifies and develops the fundamental skills of our Leaders & Managers. <i>(Ref 13330)</i></p>	✓	<p>The framework mapping out the 'Carmarthenshire Leadership Journey' and a proposal for a project based leadership development programme aimed at 3rd and 4th tier managers, will be considered by the new Chief Executive and the Corporate Management Team. These considerations will be benchmarked alongside recent research undertaken by Welsh Government (Academi Wales, - the Public Service leadership and management development organisation) on Leadership Development and Talent Management in local authorities in Wales.</p>
<p>We will ensure the end user has the appropriate IT device/devices to deliver their service effectively. <i>(Ref 13331)</i></p>	✓	<p>We have continued to replace aging devices over the year as part of the replacement program. Customers have been provided with devices to meet their requirements in line with the Agile Working program. Over 60% of workstations now have laptops running Windows 10. Over 300 mobile devices have been</p>

Last Year's Commitments	✓ ✗	Progress Comment
		provided to Domiciliary Care workers enabling them to run a paperless service.
We will roll out training linked to the National Violence Against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015. (Ref 13332)	✗	The completion rates for the Group 1 Training – Workforce Awareness remains a concern as the Council has not met the target / deadline set by WG. The completion rate remains stagnant at 53%. Areas that require focus include the rollout to schools. A revised approach that relies less on the e-learning route will now be explored for operational areas. Progress has been made on other aspects of the National Training Framework and Organisational Development has taken a significant lead in supporting a regional approach for Group 2. The design and delivery of Workshops for potential trainers across the region to support the NTF requirements for Group 2 & 3 in partnership with Welsh Women's Aid (WWA), co-facilitated by survivors, specialist providers and input from the early adopters took place in April. An accredited Train the Trainer course will take place in June to rollout training to over 800 staff from September onwards.
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. (Ref 13333) MF5-93	✓	The work to ensure the Council fully supports staff to maintain a healthy work-life balance has continued throughout the year. The wellbeing Coordinators have worked in the departments to encourage positive healthy lifestyles. We have promoted key health topics which will educate and prevent ill health. Attendance management briefings and support in place.
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 /2018/19 Target - 9.6 days)	✗	2018/19 Result – 9.8 days. This is off target but has shown an improvement on the previous year. Sickness is at its lowest level since 2014/15.
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% / 2018/19 Target - 57%)	✓	68% of IT devices used in the council are laptops, this is a continued improvement towards an 80% flexible workforce.
B6 - Managing risks, performance and finance (Managing risks and performance through robust internal control and strong public financial management)		
Develop a new Risk Management Strategy - Approval required from Audit Committee. (Ref 12387)	✓	Risk Management Strategy approved by Audit Committee 28/09/2018.
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). (Ref 13334) MF5-90	✓	We have purchased and installed new anti-virus software on all Council devices. We have reviewed IT Security policies and updated the Information Security Policy which has been approved by Council. We have worked with colleagues on the PSB to raise awareness of cyber security by arranging for the `cyber bus' to visit Carmarthen.

Last Year's Commitments	✓ x	Progress Comment
We will ensure that risks relating to all premises owned or occupied by the Council are suitably and sufficiently identified and managed. (Ref 13335)	✓	Top-tier realignment of the Property Maintenance Section has been implemented with the inclusion of a Condition and Compliance Team. A review of current Fire Risk Assessments for sheltered complexes and blocks of flats has been undertaken and a more comprehensive programme will be established once the team is in place.
We will further strengthen financial planning arrangements by developing explicit links between the Medium Term Financial Plan and the Council's corporate planning processes. (Ref 13336)	✓	The Well-being Objectives were outlined in Members budget seminars and Departmental business plans went to the same Scrutiny meetings as the budget. The Corporate Strategy identifies resources committed
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. (Ref 13337)	✓	The refurbishment of Building 4 St David's Park is complete and staff have been relocated from B14. The works to 3 Spliman Street to provide open plan agile working areas is nearing completion which will allow the staff temporarily located within B2 St David's Park to return and the vacation of 5-8 Spilman street. Asset transfer of community based assets continues to be encouraged via the Asset Transfer Team, involving representatives across the relevant departments.
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. (WAO PFI Savings Planning Report). (Ref 13338)	✓	Savings proposals have been reviewed by Heads of Service and Directors for potential risk areas. Consideration given in particular to Adult Social Care where there is possible risk of demographic growth/demand management.
We will deliver, via ICT, automation and integration of internal working processes and procedures to release efficiencies. (Ref 12473)	✓	Further Digital Transformation Steering Group approved projects for 18/19 have been developed and/or started development. Cloud Migration projects, Gladstone (Leisure) Cloud Migration has completed successfully with CBL (Choice Based Lettings - Housing). CIVICA and Domiciliary Care system completed. This is a huge transformation for these service areas, especially Domiciliary Care with provision of over 500 smartphones for care workers and staff giving 24/7 access to their systems and data. The migration of Street Lighting to a Cloud Managed Service will give greater mobility to the service and for street lighting engineers with remote access to their system and access to tablet devices. Other specific projects / processes which have been developed include WWYT 'What Wastes Your Time'. The new Accident and Incident system has been developed, along with the new Occupational Health Referral processes which will allow for greater integration into our back-office corporate document management system (Information@Work).
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. (Ref 13339)	✓	Geodiscoverer is online for all internal staff to use. Continuously updating layers and supporting staff with any queries or guidance

Last Year's Commitments	✓ ✗	Progress Comment
We will work with departments to implement the Category Management plans. (Ref 13340)	✓	<p>Category Management is a structured way or organising and mapping procurement activities and resources by grouping together related products and services across the Council and mapping them to relevant supply markets. Through a detailed analysis of Council spend and discussions with department stakeholders we challenge what we buy and how we buy to ensure that buying power and value are maximised. Category Plans are developed to identify potential opportunities across the Council.</p> <p>For example :</p> <ul style="list-style-type: none"> • Construction & Waste - The South West Wales Regional Civil Engineering Contractors Framework procurement exercise is drawing to a close. The framework which comprised of 15 lots and with a total anticipated value of £300M. • Highways & Transport – the Arboriculture Treeworks tender has now been awarded with estimated efficiency saving of around £25k per annum.
We will use of the Council's reserves to invest in the County and support future development. (Ref 13341) MF5-96	✓	This can be evidenced by the additions to the major development fund to cover the year 4 shortfall and the new City Deal reserve set up by the S151 officer, approved by the audit committee.
We will ensure the Council manages its budgets effectively and prudently. (Ref 13342) MF5-98	✓	Well established financial control mechanisms in place and operational.
We will undertake the Closure and Audit of the Accounts within the appropriate timescales. (Ref 13343)	✓	2017-18 accounts completed 2 weeks ahead of statutory timelines, in line with team goal of "dry run" in advance of next year's early closure. Unqualified certificates issue by Wales Audit Office for Council and Pension Fund accounts.
We will aim for maximum income of capital receipts to support the capital program of £3.08m (2.1.2.12) (2017/18 Result - 71.42% £1.93m / 2018/19 Target - 100% £3.08m)	✗	<p>£2,100,200 of capital receipts of were achieved during 2018/19, this is 68.27% of what was targeted. Unfortunately a number of transactions have slipped in terms of timetable and whilst contracts have been exchanged on one significant sale it is subject to obtaining planning and this will mean that the receipt will not realise until the next financial year 2019/20.</p>
We aim to increase the % of Council Tax collected (CFH/007) (2017/18 Result - 97.57% / 2017/18 Target - 97.60%)	✓	97.64% of Council Tax was collected during 2018/19, this has increased slightly on last year and showing an improvement.
We aim to collect at least 98% of non-domestic rates (CFH/008) (2017/18 Result - 99.52% /2018/19 Target - 98.5%)	✗	<p>98.08% of non-domestic rates were collected during 2018/19, this shows a reduction on the exceptionally high rate of collection for last year and is below our target. The Economic climate continues to have an effect on businesses, along with the reduction in Transitional Relief and High Street Relief resulting in higher rates due for some businesses. The rates revaluation came into effect from 1st April 2017. The government introduced a Transitional Relief scheme which limited any increase faced by ratepayers in small premises whereby they would</p>

Last Year's Commitments	✓ ✘	Progress Comment
		<p>have any increase arising from the revaluation, "limited to 25% in 2017/18 and this limit increased to 50% in 2018/19.</p> <p>In addition businesses saw a reduction in the amount of High Street relief they were entitled to with properties with a rateable value of between £6,001 and £12,000 seeing relief reducing from £500 in 17/18 to £250 and properties with a rateable value between £12,001 and £50,000 seeing relief reducing from £1500 to £750.</p>
<p>B7- Good transparency and accountability <i>(Implementing good practices in transparency, reporting, and audit to deliver effective accountability)</i></p>		
<p>We will publish a detailed Annual Report on 2017/18 Well-being Objectives. <i>(Ref 13344)</i></p>	✓	<p>The Annual Report for 2017/18 was submitted to all Scrutiny Committees, presented to County Council on the 10th October and published by the 31st October.</p>
<p>We will review the Audit Manual. <i>(Ref 13345)</i></p>	✘	<p>The Audit Manual is currently being reviewed.</p>
<p>We will ensure an unqualified audit on the 2016/17 final accounts. <i>(Ref 13346)</i></p>	✓	<p>An unqualified audit of the 2016/17 final accounts was once again achieved.</p>
<p>We will aim to ensure actual achievement against Annual Audit Plan <i>(6.4.1.3)</i> <i>(2017/18 Result - 75% / 2018/19 Target - 90%)</i></p>	✘	<p>2018/19 Result - 72%. This is off target and showing a decline on 2017/18. A number of Audit Jobs are in progress but not at fieldwork complete stage @ 31st March 2019, therefore not included in this result. We will continue working towards achieving 100% of the plan, ensuring quality audits are undertaken.</p>