

Document Pack



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FRIDAY, 20 APRIL 2018

TO: ALL MEMBERS OF THE **POLICY & RESOURCES SCRUTINY COMMITTEE**

I HEREBY SUMMON YOU TO ATTEND A MEETING OF THE **POLICY & RESOURCES SCRUTINY COMMITTEE** WHICH WILL BE HELD IN THE **CHAMBER, 3, SPILMAN STREET, CARMARTHEN,** AT **10.00 AM ON FRIDAY, 27TH APRIL, 2018** FOR THE TRANSACTION OF THE BUSINESS OUTLINED ON THE ATTACHED AGENDA.

Mark James CBE

CHIEF EXECUTIVE



PLEASE RECYCLE

Democratic Officer:	Martin S. Davies
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Ref:	AD016-001

POLICY & RESOURCES SCRUTINY COMMITTEE

13 MEMBERS

PLAID CYMRU GROUP – 6 MEMBERS

- | | | |
|----|------------|-----------------------------|
| 1. | Councillor | Kim Broom |
| 2. | Councillor | Handel Davies |
| 3. | Councillor | Ken Howell |
| 4. | Councillor | Gareth John |
| 5. | Councillor | Carys Jones |
| 6. | Councillor | Elwyn Williams (Vice-Chair) |

LABOUR GROUP – 4 MEMBERS

- | | | |
|----|------------|--------------|
| 1. | Councillor | Fozia Akhtar |
| 2. | Councillor | Colin Evans |
| 3. | Councillor | Kevin Madge |
| 4. | Councillor | John Prosser |

INDEPENDENT GROUP – 3 MEMBERS

- | | | |
|----|------------|----------------------|
| 1. | Councillor | Sue Allen |
| 2. | Councillor | Arwel Davies |
| 3. | Councillor | Giles Morgan (Chair) |

AGENDA

1. APOLOGIES FOR ABSENCE
2. DECLARATIONS OF PERSONAL INTEREST
3. DECLARATION OF PROHIBITED PARTY WHIPS
4. PUBLIC QUESTIONS (NONE RECEIVED)
5. DRAFT NEW CORPORATE STRATEGY 2018-23. 5 - 56
6. CARMARTHENSHIRE COUNTY COUNCIL'S PROCUREMENT STRATEGY 2018/22. 57 - 78
7. WELSH GOVERNMENT CODE OF PRACTICE - ETHICAL EMPLOYMENT IN SUPPLY CHAINS. 79 - 90
8. FORTHCOMING ITEMS 91 - 110
9. EXPLANATION FOR NON-SUBMISSION OF SCRUTINY REPORT 111 - 112
10. TO SIGN AS A CORRECT RECORD THE MINUTES OF THE MEETING OF THE COMMITTEE HELD ON THE 21ST MARCH 2018. 113 - 116

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POLICY & RESOURCES SCRUTINY COMMITTEE 27th APRIL 2018

DRAFT NEW CORPORATE STRATEGY 2018-23

- The Draft New Corporate Strategy 2018-23 document together with the relevant Well-being Objective detailed action plans for this Scrutiny Committee

To consider and comment on the following issues:

- The Introduction of a New Corporate Strategy to:-
 - replace the current Corporate Strategy published in 2015
 - include our Well-being Objectives and Improvement Objectives and to incorporate key projects and programmes set out in *Moving Forward in Carmarthenshire the next 5 years*
- To keep the same set of Well-being Objectives for 2018/19 and an additional one on *Building a Better Council and Making Better Use of Resources*

Reasons:

- In January 2018, the new Administration published its plan – *Moving Forward in Carmarthenshire: the next 5 Years*. It required that a new Corporate Strategy should be developed to reflect its plans and programmes, in line with the Well-being Future Generations Act (WbFG).

To be referred to the Executive Board for decision: YES – 4th June 2018

Executive Board Member Portfolio Holders: All members of the Executive Board

Directorate: Regeneration & Policy Name of Head of Service: Wendy Walters Jonathan Morgan Report Author: Rob James	Designations: Director of Regeneration & Policy Acting Head of Homes & Safer Communities Performance Planning & Business Officer	Tel Nos. / E-Mail Addresses: 01267 224112 wswalters@carmarthenshire.gov.uk 01267 228960 JMorgan@carmarthenshire.gov.uk 01267224486 rjames@carmarthenshire.gov.uk
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EXECUTIVE SUMMARY

POLICY & RESOURCES SCRUTINY COMMITTEE

27th APRIL 2018

DRAFT NEW CORPORATE STRATEGY 2018-23

- The Draft New Corporate Strategy 2018-23 document together with the relevant Well-being Objective (WBO) detailed action plans for this Scrutiny Committee
- The following sections within the document are relevant to P&R Scrutiny:
 - Introduction
 - WBO 5. Tackling poverty (with detailed action plan)
 - WBO 14. Promoting Welsh language and culture (with detailed action plan)
 - WBO 15. Building a Better Council and Making Better Use of Resources (with detailed action plan)
 - Appendices
- *Please Note: The detailed action plans for **all** the WBOs will be available as document links within the final published document*

This new Corporate Strategy consolidates the following plans into one document:-

1. The 2015-20 Corporate Strategy
2. The Improvement Objectives, as required by the Local Government Measure 2009.
3. It includes our Well-being Objectives as required by the Well-being of Future Generations (Wales) Act 2015. Our Well-being Objectives do not have to change every year, or be deliverable within one year. It is perfectly legitimate to set objectives which span more than one year
4. Carmarthenshire County Council's Executive Board key projects and programmes for the next 5 years, as set out in '*Moving Forward in Carmarthenshire: the next 5 years*'

The New Corporate Strategy is framed by our Well-being Objectives.

As part of budget consultation in December 2017, we consulted on our Well-being objectives. Over 600 responses were received, with agreement that all should remain.

DETAILED REPORT ATTACHED?

YES

IMPLICATIONS

I confirm that other than those implications which have been agreed with the appropriate Directors / Heads of Service and are referred to in detail below, there are no other implications associated with this report.

Signed:

Wendy Walters

Director of Regeneration & Policy

Jonathan
Morgan

Acting Head of Homes & Safer Communities

Policy, Crime & Disorder and Equalities	Legal	Finance	ICT	Risk Management Issues	Staffing Implications	Physical Assets
YES	YES	YES	YES	YES	YES	YES

1. Policy, Crime & Disorder and Equalities

Our key strategic policies are addressed throughout our Well-being Objectives
Crime and disorder is identified and addressed through the *Well-being Objective 9: Supporting good connections with friends, family and communities*
Equality implications are addressed within the *Well-being Objective 15: Building a Better Council and Making Better Use of Resources*

2. Legal

The law states that:-

- a) We must carry out sustainable development, improving the economic, social, environmental and cultural well-being of Wales. The sustainable development principle is
‘... the public body must act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.’
- b) We must demonstrate 5 ways of working:
Long term, integrated, involving, collaborative and preventative
- c) We must work towards achieving all of the 7 national well-being goals in the Act. Together they provide a shared vision for public bodies to work towards.
 - 1. A prosperous Wales
 - 2. A resilient Wales
 - 3. A healthier Wales
 - 4. A more equal Wales
 - 5. A Wales of cohesive communities
 - 6. A Wales of vibrant culture and thriving Welsh Language
 - 7. A globally responsible Wales

3. Finance

We need to continue to strengthen the links between Strategic and Financial Planning.

The Act requires the publication of a statement detailing how a public body proposes to ensure that resources are allocated annually for the purpose of taking such steps to meet the well-being objectives. Para 53 SPSF 1

Our Annual Governance Statement (AGS) has been revised to take account of the new CIPFA/SOLACE*, 7 Principles of Corporate Governance. The Building a Better Council and Use of Resources action plans are set against the 7 Principles. Internal Audit undertook a stocktake during 2017/18 against the guidance specifications and identified any gaps to be addressed.

*Chartered Institute of Public Finance and Accountancy/Society of Local Authorities Chief Executives

4. ICT

ICT implications are being taken forward within our Digital Transformation Strategy and feature within the *Well-being Objective 15: Building a Better Council and Making Better Use of Resources*

5. Risk Management Issues

Our key strategic risks are identified and addressed within Service Business Plans that underpin our Well-being Objectives

6. Physical Assets

The key strategic Asset Management Plan incorporates our Well-being Objectives, Capital prioritisation takes into account the Objectives.

7. Staffing Implications

People Management Strategy issues are identified in Well-being Objective 15:
Building a Better Council and Making Better Use of Resources

CONSULTATIONS

I confirm that the appropriate consultations have taken in place and the outcomes are as detailed below:

Signed: **Wendy Walters** **Director of Regeneration & Policy**
 Jonathan Morgan Acting Head of Homes & Safer Communities

1. Local Member(s)

2. Community / Town Council

3. Relevant Partners

4. Staff Side Representatives and other Organisations - All Departments have been consulted and have had the opportunity to provide comments

Section 100D Local Government Act, 1972 – Access to Information
List of Background Papers used in the preparation of this report:

THESE ARE DETAILED BELOW:

Title of Document	File Ref No.	Locations that the papers are available for public inspection
Well-being of Future Generations (Wales) Act 2015	-	The Essentials Guide
Shared purpose:shared future Statutory guidance on the Well-being of Future Generations (Wales) Act 2015	-	SPSF 1 Core guidance SPSF 2 Individual Role (public bodies)
Local Government Measure (2009)	-	Local Government Measure (2009)
Corporate Strategy 2015-2020	-	Corporate Strategy 2015-2020
Moving forward in Carmarthenshire: the next 5 years	-	Moving forward in Carmarthenshire: the next 5 years
Well-being Objectives 2017-18	-	Well-being Objectives 2017-18

Moving Forward in Carmarthenshire

The Council's New Corporate Strategy 2018-2023

June 2018



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Carmarthenshire's Well-being Objectives	
Start Well	1. Help to give every child the best start in life and improve their early life experiences
	2. Help children live healthy lifestyles
	3. Continue to improve learner attainment for all
	4. Reduce the number of young adults that are Not in Education, Employment or Training
	5. Tackle poverty by doing all we can to prevent it, help people into work and improve the lives of those living in poverty
Live Well	6. Create more jobs and growth throughout the county
	7. Increase the availability of rented and affordable homes
	8. Help people live healthy lives (tackling risky behaviour and obesity)
Age Well	9. Support good connections with friends, family and safer communities
	10. Support the growing numbers of older people to maintain dignity and independence in their later years
In A Healthy, Safe & Prosperous Environment	11. A Council wide approach to support Ageing Well in Carmarthenshire
	12. Look after the environment now and for the future
	13. Improve the highway and transport infrastructure and connectivity
	14. Promote Welsh Language and Culture
	15. Building a Better Council and Making Better Use of Resources
Appendices	37-47

Moving Forward in Carmarthenshire: the next 5 years

In January 2018, Carmarthenshire County Council's Executive Board presented its key aspirations for the next 5 years – '*Moving Forward in Carmarthenshire: the next 5 years*'. This plan identified a number of key projects and programmes that the Council will strive to deliver over the next five years. It seeks to continuously improve economic, environmental, social and cultural well-being in the County.

Given this direction, the Council needs to publish a New Corporate Strategy that consolidates and aligns our existing plans.

The Challenges facing the Council

Following a period of engagement and consultation, the Carmarthenshire Well-being Assessment was published in March 2017. The assessment looked at the state of economic, social, environmental and cultural wellbeing in Carmarthenshire through different life stages and provides a summary of the key findings.

A copy of the Carmarthenshire Well-being Assessment (2017) can be found on: www.thecarmarthenshiREWewant.wales. A precis of the Assessment's Executive Summary is outlined in **Appendix 5**

As the Council plans for the future we must take account of a number of challenges that we face. Most of these challenges are driven by factors outside of the Council's control but they are factors that we have to consider as we develop and, in some instances, change the way that we work and do things.

1. Acting in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs (WbFG principle) - TBC
2. Increasing demand and complexity for services
3. Increasing expectations of provision at the same time as managing decreasing budget
4. Challenging economic climate and local economy
5. Increasing need to strengthen the digital infrastructure and support digital inclusion for individual residents as well as public, private and third sector organisations looking to develop economic prosperity and agile working
6. Changing demographic profile of the county and in particular its ageing population
7. Increasing risks to ensure children and young people are protected from harm
8. Adapting to environmental change
9. Increasing deprivation and poverty with growing inequities between communities
10. Increasing legislation and regulation from Welsh Government
11. Managing the workforce risks associated with the pace of change required by the organisation.
12. Developing a dynamic economy in the context of Brexit - TBC

The Council's Core Values

In delivering this strategy it is important that we maintain our core values in everything we do:-



Customers First – we put the needs of our citizens at the heart of everything that we do

Listening – we listen to learn, understand and improve now and in the future

Excellence – we constantly strive for excellence, delivering the highest quality possible every time by being creative, adopting innovative ways of working and taking measured risks

Integrity – we act with integrity and do the right things at all times

Taking Responsibility – we all take personal ownership and accountability for our actions

Bringing Plans together

This New Corporate Strategy consolidates the following plans into one document:-

1. It supersedes the 2015-20 Corporate Strategy
2. It incorporates our Improvement Objectives as required by the Local Government Measure 2009 (See *Appendix 1*).
3. It includes our Well-being Objectives as required by the Well-being of Future Generations (Wales) Act 2015. For the first time in Wales, there is a shared vision and set of goals for all public bodies to work towards, our Well-being Objectives are set to maximise our contribution to these (See *Appendix 1*).
4. It includes Carmarthenshire County Council's Executive Board key projects and programmes for the next 5 years as set out in '*Moving Forward in Carmarthenshire: the next 5 years*'.



Priorities

'*Moving Forward in Carmarthenshire: the next 5 years*' makes it clear that regeneration is the Council's number one priority. Our 15 Well-being Objectives cover the broad range of Council Services to ensure economic, environmental, social and cultural well-being.

The allocation of resources to deliver these objectives is outlined in *Appendix 2*.

The Council's Vision can be summed up as follows:-

'Life is for living, let's start, live and age well in a healthy, safe and prosperous environment'

**Life is for living, let's start,
live and age well in a
healthy, safe and
prosperous environment**

				Healthy, Safe & Prosperous Environment	
Start Well	Live Well		Age Well		
Well-being Objectives					
1. Help to give every child the best start in life and improve their early life experiences		5. Tackle poverty by doing all we can to prevent it, helping people into work & improving the lives of those living in poverty		10. Support the growing numbers of older people to maintain dignity & independence in their later years	12. Looking after the environment now and for the future
2. Help children live healthy lifestyles		6. Creating more jobs and growth throughout the county			13. Improving the highway and transport infrastructure and connectivity
3. Continue to improve learner attainment for all		7. Increase the availability of rented and affordable homes		11. A Council wide approach to supporting Ageing Well in Carmarthenshire	
4. Reduce the number of young adults that are Not in Education, Employment or Training		8. Help people live healthy lives (tackling risky behaviour & obesity)			14. Promoting Welsh language and culture
		9.Supporting good connections with friends, family and safer communities			
15. Building a Better Council and Making Better Use of Resources					

Start Well

(Infographics on the following will be ready for publication)

18% (32,846) of Carmarthenshire's population are aged between 0 and 15

there are currently;
751 Children in Need;
97 children on the
Child Protection
Register and 194
Looked After
Children in
Carmarthenshire

12.3% of children in
Carmarthenshire are
living in workless
households

30.7% of 4-5 year
olds being
overweight or obese

There are 98 Primary
Schools (12,000
pupils) and 14
Secondary schools
(11,000 pupils) in the
County

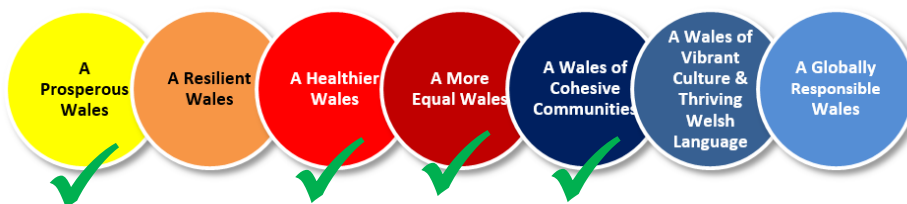


Well-being Objective 1

Start Well - Help to give every child the best start in life and improve their early life experiences

So why is this important?

- Giving every child the best start in life is crucial to reducing inequalities across the life course.
- What happens during these early years has lifelong effects on many aspects of health and well-being - from obesity, heart disease and mental health, to educational achievement and economic status.
- Looked After Children (LAC) are more likely to have been exposed to Adverse Childhood Experiences (ACE's) associated with poor long term outcomes before entering care (Jones, 2011¹).



Why this should concern us?

- For every 100 adults in Wales, 47 have suffered at least one adverse childhood experience (ACEs) during their childhood and 14 have suffered 4 or more.
- 12.3% of children in Carmarthenshire are living in workless households, lower than the 2015 figure of 15.3 and just below Wales (13.9%) but above UK (11.6%).
- In Carmarthenshire there are currently; 751 Children in Need; 97 children on the Child Protection Register and 194 Looked After Children. (these are Qtr 3 figs, to be amended at Qtr 4)

What do we need to do?

- We need to give every child the best start in life and ensure development throughout early childhood.
- We need to build resilience against adverse experiences.

How will we do this?

A. We will **support families** by:

- a. promoting bonding and attachments to support positive good parent-child relationships.
- b. better equipping parents and care-givers with the necessary skills to avoid ACEs arising within the home environment and encourage development of social and emotional well-being and resilience in the child.
- c. identifying and intervening where children may already be victims of abuse, neglect or living in an adverse environment.
- d. continuing to provide attachment awareness training in schools to ensure they become *attachment awareness schools*.
- e. ensuring that our specialist substance misuse team meets the needs of children by:
 - i. Providing specialist advice and support for front line teams
 - ii. Raising awareness of the dangers of substance misuse and support people to make informed decisions to prevent the harm caused by substance misuse.

- #### B. We will ensure that every child with identified **additional learning needs (ALN)** in all Carmarthenshire schools will have access to delegated ALN funding and appropriate integrated support services – e.g. Educational and Child Psychology, Sensory Impairment support and Advisory Teachers.

We will continue to develop the **Flying Start** programme, promoting early intervention for disadvantaged families with children (0-3) living in specific deprived communities.

We will ensure the Council fully responds and delivers key childcare and play requirements moving towards delivering 30 hours of free education and care for working parents.



More Information - You can see our **detailed action plan** to achieve this objective here

¹ Jones (2011). Factors associated with outcomes for looked after children and young people: a correlates review of the literature Child: care, health and development

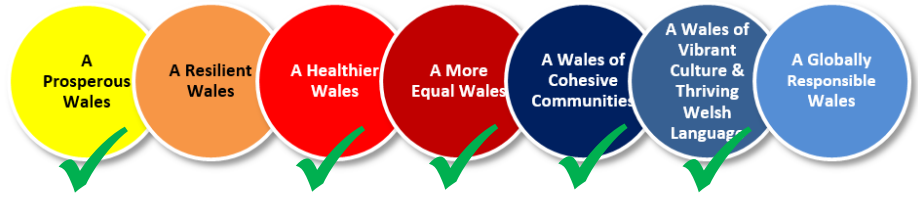


Well-being Objective 2

Start Well - Help children live healthy lifestyles

So why is this important?

- Projections suggest an increase in trends for childhood obesity going forward with figures showing males between the ages of 2 – 15 being at greatest risk.
- The [Play Sufficiency Assessment](#) identified playing outside as the most popular setting for children but also found that 32% of parents worried so much about their child's safety that it affected their children's opportunity to play.
- Assessment engagement activity with primary school children showed being physically active to be the second most important factor for positive well-being of children aged 6 – 11, after connections with family and friends.
- Living healthy lives allows children to fulfil their potential and meet education aspirations.
- Habits established early in life remain with people to allow them to play a full part in the economy and society of Carmarthenshire.



Why this should concern us?

- Carmarthenshire is the third worst County in Wales for levels of childhood obesity with 30.7% of 4-5 year olds being overweight or obese, almost 5 percentage points higher than the Welsh average of 26.2%.
- Engagement with primary schools identified a strong link between physical activity and opportunities to play in outside spaces, and to feel safe in that environment.
- 10% of people aged 5 to 16 have mental health disorders and 7% under 12 deliberately self-harm.

What do we need to do?

- We need to work with partners to ensure children across Carmarthenshire: eat healthily, are physically active and maintain good mental health.
- We need to review if current measures and actions are making any difference.
- We need to measure activity through schools.

How will we do this?

- A. We will increase the range of **physical activity** opportunities available for children, and target those at higher risk of inactivity, using activities such as swim sessions (Free, Splash, School, Wave, Skills Clubs), Actif Play and Storytime, Actif Passport to Physical Literacy, Dragon Multi-Skills and Sport, 5x60 and Focus Sport activity developments.
- B. We will **address mental health** including reducing exposure to adverse childhood experiences.
- C. We will **promote eating healthy**, including through school meals, the *Healthy Schools scheme* and the *School Holiday Enrichment Programme (previously Holiday Hunger scheme)*.
- D. We will **increase awareness** of healthy lifestyles including promoting the Public Health Wales' 10 Steps to a healthy weight preventative programme to help beat childhood obesity.
- E. We will continue to develop, promote and deliver the **Flying Start Programme**.

We shall implement the School Holiday Enrichment (Holiday Hunger) Programme (SHEP), supporting families and children during school vacations to cook healthy meals, particularly aimed at pupils eligible for Free School Meals.

Through the Healthy Schools Scheme we will continue to increase the level of physical activity by developing the Carmarthenshire Outdoor Schools Project



More Information - You can see our [detailed action plan](#) to achieve this objective [here](#)

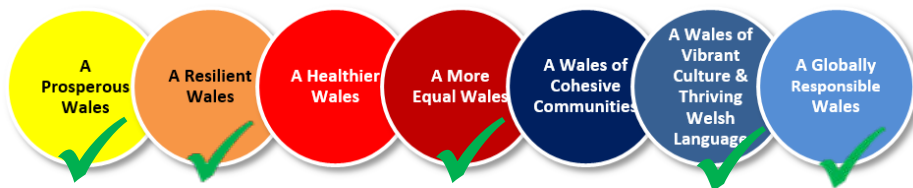


Well-being Objective 3

Start Well - Continue to improve learner attainment for all

So why is this important?

- We all want all of our children and young people to have the best possible start in life by supporting them to gain the skills and knowledge they need to lead happy, healthy, fulfilling lives.
- We want to improve outcomes for all ages through lifelong learning, to enable them to thrive in 21st Century living and the world of work.
- Research by *The Institute of Education* suggests that attending a good pre-school and primary school can have more impact on children's academic progress than their gender or family background (Taggart, 2015)
- Our service remains committed to both the principles and priorities as outlined in the Welsh Government's most recent strategic document '[Education in Wales: Our National Mission.](#)'



Why this should concern us?

- There is currently a gap nationally (including Carmarthenshire) between the performance of pupils eligible for free school meals (eFSM) and those who are not. This aspect of our end of key stage performance and achievement continues to challenge and concern us.
- We have schools that need to improve in specific areas as recognised through the National Categorisation system* (for 2017; 27% of Primary schools are rated 'Amber Support Category' and 1% of Primary schools is rated 'Red Support Category').
*Four levels of 'Support Category' exist – Green, Yellow, Amber and Red. All Secondary schools are currently rated in the Green or Yellow Support Category.
- The [2015 PISA results](#) (Programme for International Student Assessment), for which Kirsty Williams, Welsh Government Cabinet Secretary for Education, has stated "*remains the recognised international benchmark for skills*", continue to show Wales adrift from the rest of the UK.

What do we need to do?

- We need to continue to improve results further for all learners, placing a focus on those entitled to Free School Meals and vulnerable learners - see also **Tackling Poverty Well-being Objective 5**.

How will we do this?

- A. We will ensure a relentless emphasis on **improvement in education outcomes** for all children and young people across all learning phases, with a particular focus on vulnerable learners and those entitled to *Free School Meals*.
- B. We will continue to **improve school attendance** and learner well-being.
- C. We will provide **an excellent school in the right place** by:
 - a. Improving the condition, suitability and resource efficiency of our schools network through the *Modernising Education Plan*.
 - b. Developing an engaging, relevant and authentic *Local Curriculum*, within a clear framework of national guidance, which will fully prepare our children and young people for the challenges and opportunities of adult life.
- D. We will continue **workforce development and succession planning** by:
 - a. Developing and supporting a collaborative self-improving school system to ensure high quality leadership and provision for all learners.
 - b. Investing in further developing the skills of our teachers and support staff.
- E. We will continue the **development of Welsh in all our services**, thus moving towards ensuring that every pupil is confidently bilingual. Pupils can fulfil their potential in gaining skills to operate as bilingual citizens in their communities, the workplace and beyond.

We will increase the *Average Capped 9 points score* which is currently regarded as the key measure of achievement at the end of compulsory education.

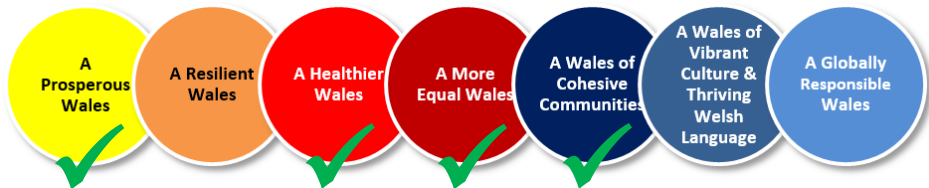


Well-being Objective 4

Start Well - Reduce the number of young people that are Not in Education, Employment or Training (NEET)

So why is this important?

- Reducing the number of NEET young people reduces the effects of poverty and the wider cost to society of support services, reliance on benefits and offending.
- It is essential to maximise the life opportunities of children, ensuring that as many young people as possible are able to progress to school 6th forms, Further Education Colleges, apprenticeships, training provision or work.
- It enables young people to contribute positively to their local communities.



Why this should concern us?

- The % of Carmarthenshire Year 11 pupils who became NEET in 2016 was 2.1% (40 pupils) although it is a reduction on 2015 of 3.5% (69 pupils), while the % of Carmarthenshire Year 13 pupils who became NEET was 2% (14 pupils) in 2016 down from 2.8% (21 pupils) in 2015.
- Carmarthenshire ranks 16th (of 22) Local Authorities in Wales for Year 11 pupils becoming NEET and above the All-Wales average of 2%.

What do we need to do?

- We need to ensure that all children and young people in Carmarthenshire have the best possible opportunities to study, train and gain worthwhile employment locally, regionally or nationally.
- We will ensure that all vulnerable learners including those with a disability or additional learning needs are not excluded from programmes.
- We need to continue to deliver the six elements of the Welsh Government's Youth Engagement and Progression Framework (YEPF) which comprises of:
 - Identifying young people at risk of becoming NEET;
 - Providing brokerage and co-ordinated support for young people;
 - Improve tracking and transition support;
 - Ensuring provision meets the needs of young people;
 - Strengthening employability skills and entrepreneurship;
 - Ensuring we are accountable for our actions.

How will we do this?

- We will implement the six **Youth Engagement and Progression Framework** Actions above.
- We will deliver the local elements of the *Cynnydd* and *Cam Nesa* **European Social Fund projects** (guaranteed funding till 2018-2020) which assists young people in progressing to further education, training and employment during the Post 16 education phase.
- We will implement the recommendations of the **Carmarthenshire 11-19 Education Strategic Review**.
- We will build on existing partnership relationships with local businesses and the public sector through the **Carmarthenshire Curriculum Review** to focus skills demands and employability of new and existing labour market entrants within Carmarthenshire to ensure that local and regional demands are met.

Also see Well-being Objectives 5+6 Action Plans re Hub and Regional Learning Partnership

We will work with partners to develop further opportunities for apprenticeships within the County.
We shall support care leavers where possible to ensure that they are in education, training or employment at 24 months after leaving care.



DRAFT

Live Well

(Infographics on the following will be ready for publication)

59% (110,102) of Carmarthenshire's population are of working age (16-64)

Over 7 in 10 (73%; 78,600) of Carmarthenshire's working age population (16-64) are economically active

We created 280 jobs and accommodated 200 jobs with Regeneration assistance during 2017/18

Over 1 in 3 (35%) of households are living in poverty, according to the Welsh Government definition – households with less than 60% of GB median income

There were over 1.5 million visits to our leisure centres during 2017/18

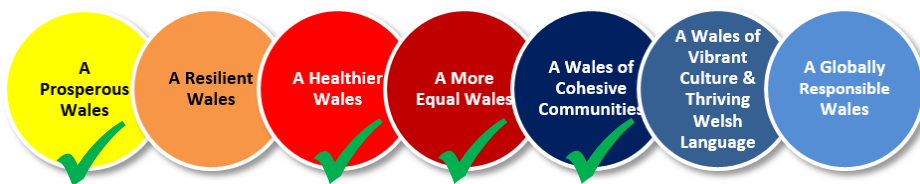


Well-being Objective 5

Start Well/Live Well - Tackle poverty by doing all we can to prevent it, help people into work & improve the lives of those living in poverty

So why is this Important?

- Poverty and deprivation have serious detrimental effects across all aspects of well-being. It limits the opportunities and prospects for children and young people, damages the quality of life for families and communities.
- Poverty can be a barrier to full participation in society and is too often an intergenerational experience which poses a significant threat to experiencing positive well-being both now and in the future.
- Research shows that children growing up in workless households experience consistently poorer outcomes than other children whose parents are always working, in relation to educational attainment and cognitive ability. 3,400 (12.3%) of Children are living in workless households.



Why this should concern us?

- 35% of households in Carmarthenshire can be defined as living in poverty, (Welsh average 33%).
- 13% of households In Carmarthenshire are living in **severe poverty**, which means they have an income of less than £10,000 a year. Although this has fallen by 3% from the previous year.
- Of the 28,223 households living in poverty across Carmarthenshire, 33% (15,869) are rural.

What do we need to do?

- We need to **prevent poverty** – There is a strong correlation between being born poor and experiencing a lifetime of poverty and many of the triggers of poverty experienced in childhood and later life are preventable if identified and addressed in a timely manner. Providing early, targeted and holistic interventions can therefore help reduce the likelihood of poverty occurring in our communities.
- We need to **help people into work** - work is one of the most fundamental and effective means of tackling poverty in all its forms. Work provides income and opportunities for social, emotional and cerebral development as well as improved health and well-being. Latest figures show that the median income for Carmarthenshire is £23,365 which is below the Welsh figure of £26,580 and a decrease on the median income for Carmarthenshire in the previous year.
- We need to **improve the lives of people living in poverty** by supporting those in poverty and improving access to help to maintain basic standards of living.

How will we do this?

- Our children and education services will work to **prevent poverty** through delivering key early intervention programmes such as flying start and team around the family (TAF). In addition services such as housing will take a more proactive, preventative approach to addressing key triggers of poverty to prevent escalation of issues such as homelessness and fuel poverty.
- We will **help people into work** by building their confidence and skills through the dedicated Communities 4 Work programme and targeted support for those who are furthest from the labour market e.g. those who are Not in Employment, Education or Training (NEET).
- We will **improve the lives of those living in poverty** through promoting and supporting greater financial literacy via services such as trading standards and housing benefits. We will also deliver initiatives to support key vulnerable groups including the School Holiday Enrichment Programme (SHEP), Toy Box and Hamper appeal.

We will develop a pilot project in the Tyisha ward to develop ways of addressing poverty in the area. We will undertake a comprehensive multi-service community engagement programme with a view to identifying key community and physical regeneration actions the Council, in partnership with other stakeholders, can take to support the community to develop future opportunities and prospects.



Well-being Objective 5

Start Well/Live Well - Tackle poverty by doing all we can to prevent it, help people into work & improve the lives of those living in poverty

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	Preventing Poverty	
1	We will implement the re-commissioned Families First (FF) programme (0-25yrs) incorporating the changes in response to Welsh Government Guidance, in delivering early intervention support services for disadvantaged children, young people and families across the county. <i>(Action also in Well-being Objective 1)</i>	March 2019
2	We will continue to develop the Flying Start programme, promoting early intervention for disadvantaged families with children (0-3) living in specific deprived communities, ensuring good multi agency support to families across the spectrum of need by developing clear pathways with internal and external partners. MF5-82 <i>(Action also in Well-being Objectives 1 and 2)</i>	March 2019
3	We will introduce a package of support and advice designed to support new tenants maintain their tenancies	March 2019
4	We will assess the options for delivering energy efficiency improvements to Council homes <i>(Action also in Well-being Objective 11)</i>	March 2019
5	We shall deliver the Swansea Bay City Deal programme to develop 'Homes as Power Stations' to help generate sustainable and affordable homes and address fuel poverty for our residents MF5 46 <i>(Action also in Well-being Objectives 7 & 12)</i>	March 2021
6	We shall develop a new Homelessness Strategy to ensure vulnerable residents are supported appropriately to include: <ul style="list-style-type: none"> - Develop housing options for single people - Develop a plan to ensure homeless people have access to health services - Review our approach to how we manage temporary accommodation MF5-50 <i>(Action also in Well-being Objective 7)</i>	Dec 2018
7	We will continue to extend the Team Around the Family (TAF) approach across the county for 0-25 year olds, clarifying thresholds to help inform families and other agencies to ensure they are able to access the right help at the right time. <i>(Action also in Well-being Objective 1)</i>	March 2019
8	We will continue to work towards addressing the childcare gaps identified in our most recent Childcare Sufficiency Assessment (2017-2022) in order to ensure that the Local Authority fulfils its statutory childcare sufficiency duty, and local parents/carers are supported to balance their working and caring responsibilities. <i>(Please see the Childcare Sufficiency Assessment). (Action also in Well-being Objectives 1 & 2)</i>	March 2019
9	We will continue to work towards addressing the gaps identified in our most recent Play Sufficiency Assessment (2016-2019) in order to ensure that local children and young people have access to wide and varied play opportunities and experiences including the potential of utilising school grounds, outside of teaching hours (Please see the Play Sufficiency Assessment / surveys) <i>(Action also in Well-being Objectives 1 & 2)</i>	March 2019

Ref	Actions and Measures	Date/Target
10	We will increase the average Capped 9 points score of Year 11 pupils who are eligible for Free School Meals <i>(Also in Well-being Objective 3)</i> (2017/18 Result – tbc% - 16/17 Academic Year)	tbc
	See Non Free School Meals results in Well-being Objective 3	
11	We shall increase the percentage of households successfully prevented from becoming homeless (PAM/012) (2017/18 Result – TBC%)	TBC
B	Helping people into work	
1	Support all Council tenants through Welfare Reform as changes are implemented and deliver Universal Credit action plan in order to maximise income and develop new training and employment opportunities MF5-49 <i>(Action also in Well-being Objective 7)</i>	March 2021
2	We will further reduce the number of young people not in Education, Employment or Training (NEET). See Objective 4 for detailed actions and measures	
3	We will reduce the % of Year 11 leavers Not in Education, Employment or Training (NEETs) (PAM/009) <i>(Also in Well-being Objective 4)</i> (2016/17 Result – TBC %)	TBC%
4	We will reduce the % of Year 13 leavers Not in Education, Employment or Training (NEETs) (5.1.0.2) <i>(Also in Well-being Objective 4)</i> (2016/17 Result – TBC %)	TBC%
5	Through the Communities 4 Work and Communities 4 Work Plus Programmes, we will provide targeted employment support to adults in our areas of highest deprivation. MF5-82	March 2019
6	Through the Communities 4 Work and Communities 4 Work Plus Programmes, we will provide digital inclusion support to adults in our areas of highest deprivation. MF5-82	March 2019
7	Through the Communities 4 Work and Communities 4 Work Plus Programmes, accredited training will be delivered to adults in our areas of highest deprivation. MF5-82	March 2019
8	We shall increase the number of adults that feel more positive with improved confidence about seeking work after receiving employability support through Communities First and associated programmes. (EconD/020) <i>(Also in Well-being Objective 11)</i> (2017/18 Result – TBC %)	TBC %
9	We shall ensure that a high number of residents feel more confident in using a computer and gaining IT skills after receiving digital inclusion support through Communities First and associated programmes. (EconD/021) <i>(Also in Well-being Objective 11)</i> (2017/18 Result – TBC %)	TBC %
10	We shall increase the number of accredited qualifications achieved by residents attending Employment related courses within the Communities First and associated programme areas. (EconD/022) (2017/18 Result - TBC)	TBC
11	We shall do all we can to reduce the % of working age population in receipt of out of work benefits in Carmarthenshire. (5.6.3.4) (2016/17 Result – TBC%)	TBC %
C	Improving the lives of those living in poverty	
1	We will develop a pilot project in the Tyisha ward to develop ways of addressing poverty in the area. MF5-75	March 2019
2	We will work with the third sector and other stakeholders to develop the range of support services provided in the County across a number of service areas as well as further developing volunteering opportunities within the County. MF5-80 <i>(Also in Well-being Objective 11)</i>	March 2019

Ref	Actions and Measures	Date/Target
3	We will extend the Hwb model developed in Llanelli to Ammanford and Carmarthen, making front line support services more accessible to residents <i>MF5-83 (Also in Well-being Objective 6)</i>	March 2019
4	We will develop further partnership arrangements in respect to financial exploitation	March 2019
5	We will further develop Money Wise web resource in order to enhance income generation develop product and market it. <i>(To provide evidence on the efficacy of Money Wise, which will make the resources more marketable to other local authorities in order to generate income.)</i> <i>(To improve the confidence and capability of residents in Carmarthenshire to deal with personal finances, and reducing vulnerability to financial fraud.)</i> <i>(Action ID 12612)</i> <i>(Action also in Well-being Objective 9)</i>	March 2019
6	We will promote financial literacy and protecting vulnerable people from financial fraud through the Financial Exploitation Safeguarding Scheme (FESS). <i>(Also in Well-being Objectives 9 & 11)</i>	March 2019
7	We will deliver our Toy and Hamper Appeal to those children and families identified to us as requiring some support	Dec 2018
8	We will ensure the Council provides support to current benefit claimants migrating to Universal Credit from March 2018 onwards. MF5-94	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 <i>(Also in Well-being Objectives 15)</i>	March 2021
10	We will retain the reduced average number of days taken to process new Housing/Council Tax Benefit claims (6.6.1.2) <i>(2017/18 Result- TBC)</i>	TBC
11	We will retain the low average number of days taken to process notifications of changes of circumstances in Housing/Council Tax Benefit claims (6.6.1.3) <i>(2017/18 Result- TBC days)</i>	TBC
12	We will retain the high % of recently calculated Housing/Council Tax Benefit claims that have been calculated accurately based on a sample check (6.6.1.9) <i>(2017/18 Result- TBC %)</i>	TBC days
13	We shall implement the School Holiday Enrichment (Holiday Hunger) Programme (SHEP), supporting families and children during school vacations to cook healthy meals, particularly aimed at pupils eligible for Free School Meals. <i>(Also in Well-being Objective 2)</i>	Sept 2018

Success Measures
Educational attainment - Average Capped 9 points score (Year 11 pupils) who are eligible for Free School Meals <i>(ref tbc) (NWBI)</i> <i>(Pupils best 9 results including English/Welsh, Mathematics-Numeracy, Mathematics and Science)</i>
Households successfully prevented from becoming homeless <i>(PAM/012)</i> <i>(National Well-being Indicator)</i>
Working age population in receipt of out of work benefits <i>(5.6.3.4) (ONS)</i>
Households in material deprivation <i>(National Well-being Indicator)</i>
Households Living in Poverty <i>(CACI's 'PayCheck' Data)</i>
Adults that are able to keeping up with bills without any difficulties <i>(National Survey for Wales)</i>

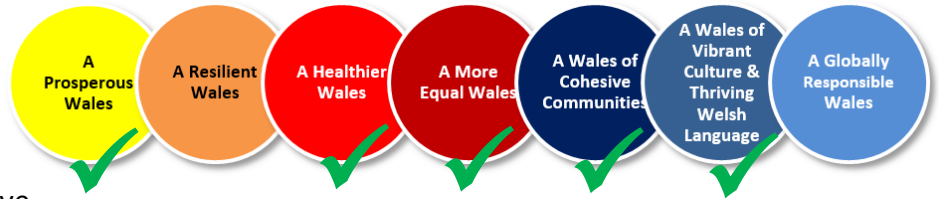


Well-being Objective 6

Live Well - Create more jobs and growth throughout the county

So why is this important?

- Providing secure and well paid jobs for local people is central to everything we are seeking to achieve.
- Increasing employability is fundamental to tackling poverty, reducing inequalities and has a dramatic impact on our health and ability to function in everyday society.
- With an ageing workforce, feeling stimulated, using skills and social interaction are much more important to positive well-being in work than wage levels or job stability (well-being assessment survey).



Why this should concern us?

- Out of Carmarthenshire's 73.4% employed working age workforce @Sep 2017, 58% of the workforce are within the professional/technical/skilled trade occupations – well *below* the Welsh average of 63%, whilst 42% are within the caring/leisure/customer service/machine operative occupations – well *above* the 37% Welsh average.

Also see Well-being Objective 4 –Reduce the number of young adults that are NEET (Not in Education, Employment or Training)

- We must tackle a GVA (gross value added) gap that is widening between UK GVA & Wales GVA; *GVA is the measure of the value of the wages and profits from goods and services produced in an area.*

What do we need to do?

- We need to build a knowledge-rich, creative economy by maximising employment & training places for local people through creating jobs and providing high quality apprenticeships, training and work experience opportunities, in order to have an on-going skilled and competent workforce to face the future.
- We need to evolve Carmarthenshire's position in the Swansea Bay City Region (Swansea, Carmarthenshire, Pembrokeshire and Neath Port Talbot) into a confident, ambitious and connected county.
- We need to continue to invest in our local rural, infrastructure, including transportation to attract businesses, tourism/leisure to the county to promote economic growth and activity by building better connections and generating a strong tourism industry (see *Improving the highway & transport infrastructure and connectivity* Well-being Objective 13).
- We need to continue to invest in the strategic regeneration of our 3 principal towns, key strategic employment sites and continue to support business growth.
- We need to support Welsh Governments' - [Prosperity for All-the National Strategy:Economic Action Plan](#)

How will we do this?

- A. Regionally, by co-ordinating and delivering the Swansea Bay City Deal and specifically the Carmarthenshire based projects – Yr Egin and the Life Science and Wellness Village
- B. Locally, by delivering the Transformational Strategy Area Plans targeting bilingual urban, coastal and rural Carmarthenshire
- C. By identifying and addressing the issues facing rural communities
- D. By developing learning, skills, employability and encouraging a spirit of entrepreneurship throughout the county to support new businesses in the county (Regional Skills & Learning Partnership)
- E. By developing Carmarthenshire as a dynamic economy, in the context of BREXIT.

We will ensure the County fully benefits from the opportunities that will be created through the £1.3 billion investment through the Swansea Bay City Deal

We will establish regeneration initiatives to focus on the development of the rural market towns in the County.



More Information - You can see our **detailed action plan** to achieve this objective here

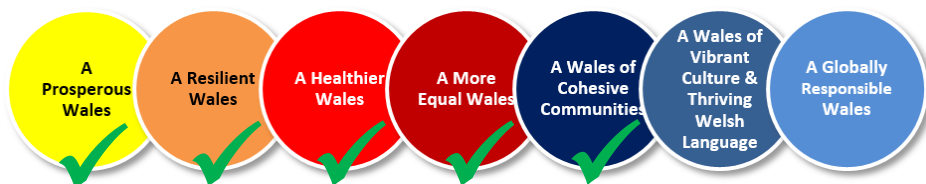


Well-being Objective 7

Live Well - Increase the availability of rented and affordable homes

So why is this important?

- Good quality affordable homes promote **health and well-being**, meeting the individual needs of the residents, building strong sustainable communities and places where people want to live.
- Good quality energy efficient affordable homes are good for the **People and the Environment** - as the energy use within the home will be reduced, having a significant effect on reducing the fuel costs for the occupying residents. It will also have a significant effect on reducing pollutants in the atmosphere and mitigating fuel poverty in our communities.
- It's good for the **Social Structure** - well-placed affordable housing developments allow communities to welcome a wide range of families and to create a vibrant, diverse, group of residents.
- It's good for the **Economy** - in order to thrive, new businesses need easy access to its workforce. Affordable housing developments ensure that working families will remain in their community.



Why this should concern us?

- People told us during our consultation on affordable Housing in 2015 that we need to:
 - Target help where the need is highest, in both urban and rural areas, by delivering more affordable homes for rent.
 - Be more flexible - whether by bringing wasted homes back into use, buying existing homes or building new ones.
 - Do whatever it takes by developing innovative and creative ways to deliver more homes.
 - Use our resources in the best possible way to ensure as many new homes as possible.
 - Use the expertise, skills and resources of those we work with.

What do we need to do?

- We need to provide additional affordable homes to meet the needs of residents in Carmarthenshire.
- We need to build new council homes across the County.
- We need to actively work with private landlords to encourage them to make their properties available at affordable rental levels, including bringing more private sector homes into the management of our in-house 'Simple Lettings Agency'.
- We need to work in partnership with Housing Associations in Carmarthenshire to maximize the supply of new build affordable homes.
- We need to actively work with property owners to bring empty homes back into use.
- We need to purchase homes from the private sector and increase the Council Social Housing stock.
- We need to maximize the number of affordable homes delivered through developer contributions from the planning system.
- We need to maximize all funding opportunities for both the Council and Housing Associations.

How will we do this?

- A. We will deliver all of the above through our [Affordable Homes Delivery Plan](#) by building new council homes directly through the Housing Revenue Account. By bringing empty homes back into use to increase choice and accessibility of homes in the areas of greatest housing need.

We will develop a wider range of homes through our recently established Housing Company. We will purchase private sector homes to increase the Council's housing stock in the areas of greatest housing need.

We will continue to manage private sector homes, for Private Landlords, through the 'Simple Lettings Agency'.



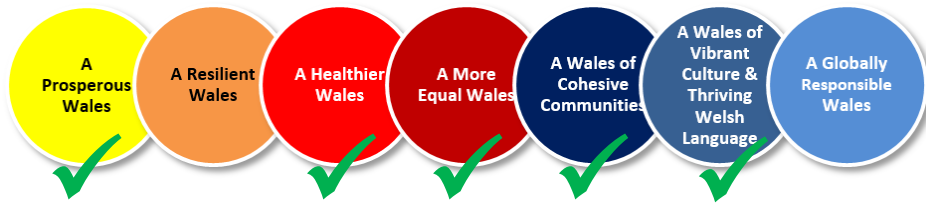


Well-being Objective 8

Live Well - Help people live healthy lives (tackling risky behaviour and obesity)

So why is this important?

- Our way of life is changing, people are living longer with a higher quality of life.
- The challenge is to prevent ill health.
- Living healthy lives allows people to fulfil their potential, meet educational aspirations and play a full part in the economy and society of Carmarthenshire.
- Many of the preventive services and interventions required to maintain health, independence and well-being lie outside health and social care.
- Playing a part in providing accessible, inclusive, exciting, sustainable services, which promote and facilitate learning, culture, heritage, information, well-being and leisure.



Why this should concern us?

- There is a significant gap in life expectancy and a healthy life expectancy. In Carmarthenshire:-
 - Life expectancy for males is 78.6 years (2014-16) compared to a healthy life expectancy of 65 years (2010-14)
 - Life expectancy for females is 82.2 years (2014-16) compared to a healthy life expectancy of 66 years (2010-14)
 - Healthy life expectancy of both males and females are below the Welsh average of 65.3 and 66.7 years.
- 21% of adults are still smoking in Carmarthenshire and 57% of adults are overweight or obese (Welsh Average of 59%) Welsh Health Survey 2016/17

What do we need to do?

- We need to work with partners to ensure people across Carmarthenshire:
 - Eat and breathe healthily
 - Are physically active; and
 - Maintain good mental health.
- We need to remove inequalities around opportunities for people to address these 3 key areas

How will we do this?

- A. Eat and breathe healthily:** We will provide healthy vending and food options as part of their catering provision at our Leisure facilities and continue to ensure that our outdoor recreation facilities i.e. Country Parks, rights of way networks remain well maintained and accessed safely and enjoyed by everyone.
- B. Physical Activity:** We will continue investment in the new state of the art Wellness Village in Llanelli; promote in partnership the ethos of getting “more people more active more often” and enable employers in the workplace to support the health and well-being of their workforce through Workplace Health initiatives.
- C. Mental Health:** We will continue to work with health and third sector partners to transform mental health services and improve access to information, advice, preventive and crisis services in Carmarthenshire. We will aim for people to experience the positive health benefits of taking inspiration from museum collections to promote creativity, mindfulness and self-confidence and imbed the New Mobile Library Fleet to improve information, digital and health literacy across the county.

We shall invest in the County's leisure centre provision with the development of a new facility in Llanelli as part of the Wellness Village.

We will implement the Cycling Strategy for Carmarthenshire that will focus on 5 key strategic themes: Education, Development & Training; Infrastructure & Facilities; Marketing & Branding; Tourism & Events



Age Well

(Infographics on the following will be ready for publication)

Almost 1 in 4 (23%, 42,662) of Carmarthenshire's population are of pensionable age (65+)

Life Expectancy is 78.6 for men and 82.2 for women but a Healthy Life Expectancy is 65 for men and 66 for women

Carmarthenshire has an ageing population. By 2039, around 1 in 3 (31%; 58,900) of residents will be aged 65 and over

1 in 3 have a limiting illness

48% (close to the National average of 50%) of Carmarthenshire residents feel they live in cohesive communities

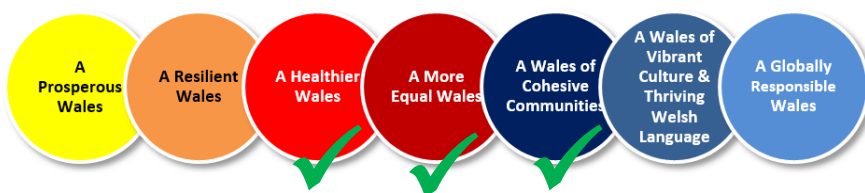


Well-being Objective 9

Live Well/Age Well - Support good connections with friends, family and safer communities

So why is this important?

- Loneliness and social isolation are harmful to our health, with research showing that lacking social connections is as damaging to our health as smoking 15 cigarettes a day and is worse for us than well-known risk factors such as obesity and physical inactivity.
- Social networks and friendships not only have an impact on reducing the risk of early death and illness, but they also help individuals to recover when they do fall ill.
- Social isolation puts individuals at greater risk of cognitive decline with one study concluding that lonely people have a 64% increased chance of developing clinical dementia
- The lack of connectedness is not just an issue of older people with a recent report suggesting that almost two-thirds (65%) of 16-24-year-olds said they feel lonely at least some of the time, and almost a third (32%) feel lonely often or all the time.
- Loneliness amongst young people has been shown to increase the likelihood of poor physical & mental health, the risk of becoming involved in criminal activity and reduce future employment opportunities.



Why this should concern us?

- In our well-being survey of 2,500 residents, good relationships and a sense of belonging was the 3rd highest thing that mattered.
- The importance of family in positively influencing well-being is evident in findings from primary engagement activities delivered as part of Carmarthenshire's Well-being assessment. Family and friends were overwhelmingly identified as the most important factor in experiencing positive well-being by over 500 adults and children taking part in an exercise.
- 48% (close to the National average of 50%) of Carmarthenshire residents feel they live in cohesive communities. 72% agreed that local people treat each other with respect and consideration, 68% agreed that people from different backgrounds get on well together and 70% feel they belong to their local area. (*National Survey for Wales, 2016/17*).
- Safety-related issues were highlighted throughout the Carmarthenshire Wellbeing Assessment and feeling safe at home and in the local community impacts on everyone's sense of well-being

What do we need to do?

- We need to ensure services respond to the needs of families and communities.
- We need to continue to build greater community cohesion and to support and empower communities to address their safety, collective well-being and the well-being of those within the community, including the building of social bonds within groups and social bridges between groups in our communities.
- We need to encourage promotion of independence, wellbeing, community engagement & social inclusion.
- We need to keep our communities safe when delivering our services.

How will we do this?

- A. We will continue to develop and implement how we provide information, advice and assistance across social care services.
- B. We will promote and develop strong connections for people, places and organisations.
- C. We will identify the strengths and resources within communities which can contribute to promoting and supporting the health and wellbeing of neighbours.
- D. We will continue to support community safety to help increase people's sense of personal security and their feelings of safety in relation to where they live, work and spend their leisure time.

We will implement the new Mid and West Wales Community Cohesion Regional Delivery Plan.

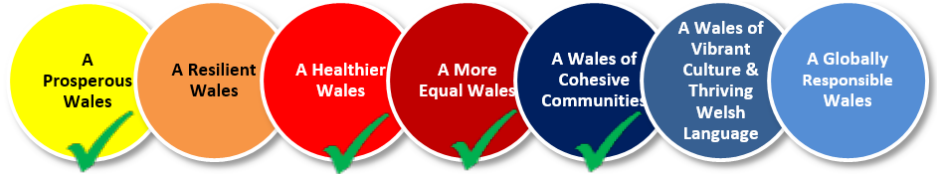


Well-being Objective 10

Age Well - Support the growing numbers of older people to maintain dignity and independence in their later years

So why is this important?

- Consultations have demonstrated that 'what matters' to individuals is to be able to be as independent and well as possible for as long as possible.
- **'Being respected as an older person and not being seen as a burden on the local health and social care system'**
- Research shows that a vital factor of healthy aging is for older people to feel included and useful.
- Older people contribute to the economy in Carmarthenshire by caring for their grandchildren or other family members. Figures from the Family and Childcare trust report that 2.3 million grandparents say that they look after their grandchildren in order to enable the children's parents to go to work. In the UK as a whole those aged 65 and over contributed £61bn to the economy through employment, informal caring and volunteering.
- The Royal Voluntary Service have described older people as the '*social glue*' of communities.



Why this should concern us?

- The census in 2011 found that 28% of the adult population is over the age of 65, and by 2030 the proportion of older adults will increase to 34%, although age is increasingly redundant as a means to analyse need, evidence does indicate that older people are more likely to need care and support.
- Life expectancy in Carmarthenshire is increasing but this is not matched by disability free life expectancy, we have lower expectancy of disability at 71 for males and 72.2 for females compared to the national average.
- Our frail population demographic is increasing & will require support to remain as independent as possible.
- It is essential that we lay robust foundations to future proof the availability of services that promote and support ongoing well-being and independence for our frail older adult population.

What do we need to do?

- We need to continue to integrate health and social care at population health level to address the complex needs associated with age related multiple conditions and frailty.
- We need to work with individuals and communities together with the public, private and voluntary sectors to develop and promote innovative and practical ways to make Carmarthenshire a good place to grow older for everyone (see Objective 11 on *Ageing Well*).
- We need to develop service provision on a smaller footprint which are population based, integrated across health & social care and seek to reduce demand and growth in the future

How will we do this?

- A. We will improve population health which requires efforts to change behaviours and living conditions across communities. It also means that accountability for population health is spread widely across these communities. We will develop a '*social*' model of health and care that focuses on physical, mental and social wellbeing rather than ill health. This will be done on a population level.
- B. We will continue to promote our '*offer*' across three tiers – Tier 1, Help to help yourself; Tier 2 – Help when you need it and Tier 3 – Ongoing help when you need it.
- C. We will strive to develop '*place based systems of care*' that will enable health and care providers to work together for the population they serve. We will modernise our workforce to ensure they are fit for purpose and sustainable into the future. A multi-professional and multi-organisational approach to care is required. (Also see Well-being Objective 9 - Support good connections with friends, family and safer communities)

We shall provide support for carers, and young carers in particular, to enable them to continue providing the invaluable care they offer to family and friends in need



More Information - You can see our [**detailed action plan**](#) to achieve this objective here



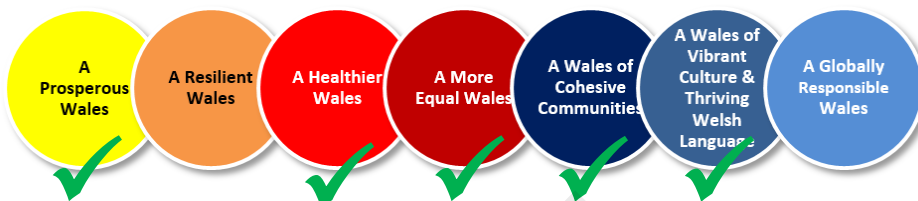
Well-being Objective 11

Age Well - A Council-wide approach to support Ageing Well in Carmarthenshire

This Well-being Objective now supersedes the Councils Ageing Well Plan 2015-2018

So why is this important?

- Wider services can make an important contribution in supporting and sustaining the independence of older people and reducing the demand on Social Services and Health Care.
- When planning services for older people, we need to listen to what they have told us.
- In deciding what to do, we need to ask ourselves, would this service *be ok for me or my relatives?* If not, how can we improve?
- Tackling the causes of loneliness and social isolation is a national priority for the Welsh Government.
- Older people's rights must be promoted and protected so they can live free of abuse, neglect, ageism and discrimination and are able to participate fully in their communities and thrive in older age.



Why this should concern us?

- Older people are a significant asset to Wales, worth over £1bn to the Welsh economy annually. We must take forward an asset-based approach which, rather than focusing on the costs of providing services for older people, considers instead the cost of not investing in older people. Older people provide around £469m worth of volunteering every year, including childcare - the value of which is around £750m per annum.
- Carmarthenshire has an ageing population and by 2039 around 1 in 3 residents will be aged 65 +.
- Older people who are supported by tailored services and living in inclusive communities, are able to contribute more to the local economy and society.
- When surveyed older people have told us that they want as much support as possible to help them do the things they enjoy and to be able to manage day to day.

What do we need to do?

- We need to 'join-up' our diverse divisions and departments to support independent living and to help older people live in their communities. Making sure that the impact of all service changes on elderly people are carefully thought through.
- We need to consult in a meaningful way with older people who are often '*experts by experience*' and know the services they need to remain active and independent in their communities.
- We need to focus on an outcome based approach to draw out the changes and improvements seen in an individual's life – we need to build services around the outcomes older people need.
- We need to examine how we will work with the Public Service Board (PSB) to achieve the Older People's Commissioner for Wales's targets for inclusion in the PSBs *Well-Being Plan*.

How will we do this?

- We will take forward the 5 priority aims of the [National](#) Ageing Well in Wales Plan 2014-19
 - A. By developing Age Friendly Communities
 - B. By developing Dementia Supportive Communities
 - C. By working to help prevent falls
 - D. By creating opportunities for employment and new skills
 - E. By supporting people who are experiencing loneliness and isolation

We will work with partners to provide more opportunities for vulnerable and older people to socialise in order to reduce loneliness.



More Information - You can see our [detailed action plan](#) to achieve this objective here

Healthy, Safe & Prosperous Environment

(Infographics on the following will be ready for publication)

Carmarthenshire has a population of 185,610

47 crimes per 1000 population (8,624 recorded crimes during 2016/17); 79% feel safe in their area

64% of waste from 87,000 households was recycled during 2017/18

There are over 3,300Km of roads in Carmarthenshire

Carmarthenshire has the highest number of Welsh speakers in Wales at 80,700

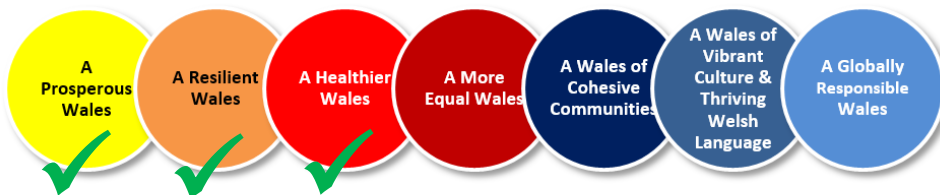


Well-being Objective 12

Healthy & Safe Environment - Look after the environment now and in the future

Why is this important?

- The *Natural Environment* is a core component of sustainable development. The Environment (Wales) Act 2016 expands the duty placed on public bodies, requiring them to *maintain & enhance biodiversity and promote ecosystem resilience*.
- A biodiverse natural environment, with healthy functioning ecosystems, supports social, economic and ecological resilience. Carmarthenshire's natural environment is the natural resource on which much of our economy is based – tourism, farming, forestry, and renewable energy. It is a major factor that attracts people, both young and older to live, work and visit the county, bringing inward investment with them.
- The conservation and enhancement of biodiversity is vital in our response to climate change and key ecosystem services such as food, flood management, pollination, clean air and water.
- 60% of the County's people live in rural areas and the remaining 40% live within 400m of natural or semi-natural green space.
- The Well-being Needs Assessment survey identified a strong relationship between residents' well-being and their surrounding environment from providing recreational opportunities, to psychological positivity, health benefits and a connection to heritage and culture.
- The '*Resilient Wales*' goal set out in the Well-being Future Generations Act requires public bodies to set objectives to achieve a 'biodiverse natural environment with healthy functioning ecosystems'



Why this should concern us?

- The environment contributes £8.8 billion of goods and services annually to the Welsh economy, 9% of Welsh GDP and 1 in 6 Welsh jobs; with the environment being relatively more important to the Welsh economy than is the case for the other UK nations.
- A biodiverse natural environment, with healthy functioning ecosystems, supports social, economic and ecological resilience, as well as our health and well-being.
- Responses from the Well-being Assessment survey showed that a clean environment is important to well-being and that residents are concerned with preserving and enhancing the local environment with repeated references to tipping, littering and recycling.
- Rising sea levels are likely to impact not only the 5,587 properties in Carmarthenshire already at risk of tidal and rising river level flooding, but additional properties along the coastal & river communities. A biodiverse natural environment will be more resilient to both climate change, and changes in sea level.

What do we need to do?

- We need to ensure that in delivering all our strategies, plans, projects and programmes for development, economic growth and the attraction of inward investment, we deliver our S6 Environment (Wales) Act duties and actively maintain and protect biodiversity and promote ecosystem resilience.
- We need to sustain and enhance natural & built spaces to encourage healthy living for residents & visitors.
- We need to support resilience within our rural and urban communities.

How will we do this?

- We will advise the whole Authority and partners on our need to address the environmental requirements of the Environment (Wales) Act 2016.
- We will monitor delivery of CCC's Environment Act Forward Plan, as required by the Environment (Wales Act 2016), so demonstrating its compliance with the Biodiversity & Resilience of Ecosystems Duty
- We will continue to implement and promote the increased use of renewable energy.
- We will protect our environment and properties through delivering our *Flood & Waste Management Plan*; and protect and manage our coast by delivering the *Shoreline Management Plan*.
- We will deliver actions from the '*Towards Zero Waste strategy*', to become a high recycling nation by 2025 and a zero waste nation by 2050.

We will finalise Flood Risk Management Plans as part of the strategy for identifying, managing and mitigating flood risk within our communities.



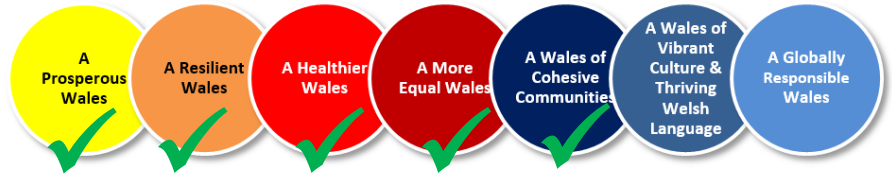


Well-being Objective 13

Healthy & Safe Environment - Improve the highway and transport infrastructure and connectivity

Why is this important?

- Transportation & highways play a key role in sustaining our community and deliver '*Prosperity for All.*' A modern, successful economy is reliant upon the safe and efficient movement of people and goods; providing opportunities for people to gain access to employment, education, health, leisure, social and retail services.
- *United & connected* is one of the four Welsh Governments' aims in its '*Taking Wales Forward*' plan. Providing integrated and affordable access for businesses, for residents and visitors can stimulate economic development, reductions in deprivation and social exclusion and an increase in well-being.
- Sustaining access to services will deliver improvements in health and wellbeing for all sections of the community e.g. that includes: walking, cycling, passenger and road transport.
- By 2030 South West Wales will be a confident, ambitious and connected City Region.



Why this should concern us?

- Our survey identified *transportation and highways as important* and in the top 10 priorities for the community was road maintenance, bus services and pavement maintenance.
- In our survey on satisfaction with services and the importance of services - *Road Maintenance and Repairs* were identified as one of the highest importance with low satisfaction.
- Our highway network is the second largest in Wales covering 3,343 Kilometres, more than double the Welsh average of 1,566 Kilometres; covering 16 million square metres of carriageway.
- The condition of our roads was ranked 17th out of 22 across Wales in 2016/17.
- 18.8% of residents do not have access to a car or van. However, 43.5% of households have one car per household, which may indicate reduced accessibility in areas not well served by public transport.
- Only 55% aged 80 or over have access to a car/van therefore public transport and community based services are important to enable people to continue to live within their communities; it can mean the difference between a person staying independent at home or entering residential care.
- Air quality is emerging as a concern is Llandeilo, Carmarthen and Llanelli.

What do we need to do?

- We need to develop and support access to services to improve connectivity, reduce congestion and improve competitiveness.
- We need to sustain investment into our public and community transport systems and facilitate travel to and from schools to support our Modernising Education Programme.
- We need to also invest in infrastructure to support more sustainable journeys. For example through cycle ways, footpaths and public transport infrastructure.
- We need to continue to sustain investment in our existing highway infrastructure to improve connectivity;
- We need to maintain our focus on road safety and deliver our road safety strategy priorities.
- We need to ensure our fleet of vehicles is modern, efficient and safe.

How will we do this?

- A. We will develop the highway infrastructure to meet the priorities of our Regeneration Plan. We will develop new highways at Carmarthen West, Cross Hands and Ammanford and continue to develop key active travel sites and the Towy Valley Path.
- B. We will continue the successful integrated public transport network such as Bwcabus/LINC and Traws Cymru.
- C. We will plan to redesign our school transport network to support the Modernising Education Programme.
- D. We will continue to support community transport.
- E. We will meet our objectives set out in our Road Safety Strategy.
- F. We will continue to modernise our vehicle fleet to improve efficiency and reduce emissions.

We will continue to invest in strategic transport infrastructure links to support economic development.

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More Information - You can see our [detailed action plan](#) to achieve this

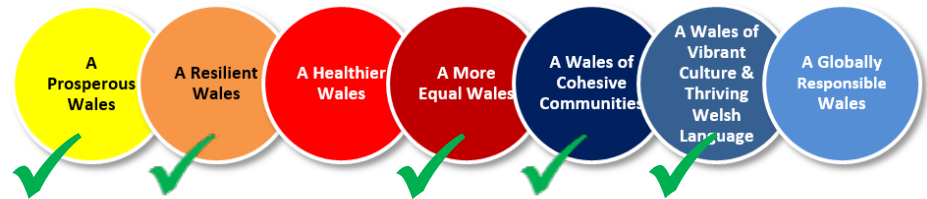


Well-being Objective 14

Healthy & Safe Environment - Promote Welsh Language and Culture

So why is this important?

- Carmarthenshire is a stronghold for the Welsh language and is considered to be of high strategic importance in its future.
- There are many advantages to bilingualism, including increased cognitive skills,
- It is a unique selling point. Tourist and hospitality industries throughout Europe are now realising the importance of offering unique experiences. Having two languages and a sense of Welsh history and culture places Carmarthenshire in a strong position.
- Engaging in cultural activity has demonstrable positive impact on starting well, living well and ageing well.



Why this should concern us?

- According to result of the 2016/17 National Survey for Wales **40%** of people in Carmarthenshire said that they spoke Welsh.
- The 2011 Census showed that the number of welsh speakers in Carmarthenshire had reduced to **43.9%** compared to 50.1% in 2001.
- The Welsh Government's ambition through the [Cymraeg 2050 - Welsh language Strategy](#) is to see the number of people able to enjoy speaking and using Welsh reach a **million by 2050**.
- The Welsh Government's [Light Springs through the Dark: A Vision for Culture in Wales](#) is reinforcing the importance of culture as a priority.

What do we need to do?

- We need to ensure compliance with the [Welsh Language Standards](#) under the Welsh Language Measure (Wales) 2011 and monitor progress across the Authority.
- We need to promote the use of the Welsh Language in our communities and work with partners such as the Mentrau Iaith, the Urdd and Mudiad Meithrin to realise the vision and outcomes set out in our [Welsh Language Promotion Strategy](#)
- We need to promote and support adult learners through our [Welsh for Adults](#) provision. Support and encourage our children and young people to become confident bilingual citizens, who chose to continue with bilingual education throughout their educational pathway and encourage more people to learn the Language.
- We need to increase the number of people participating in cultural activity.
- We need to ensure that our collections and our County's heritage assets are protected and accessible for future generations

How will we do this?

- A. We will implement and monitor the **Welsh Language Standards** under the Welsh Language Measures 2011 across the Council, to the citizens of Carmarthenshire and other public services
- B. We will implement the **Welsh Language Promotion Strategy** - which will facilitate the use of Welsh in everything we do across all communities
- C. We will continue the **development of Welsh in all our Education services**, thus moving towards ensuring that every pupil is confidently bilingual. Pupils can fulfil their potential in gaining skills to operate as bilingual citizens in their communities, the workplace and beyond/worldwide.
- D. We will promote our **Welsh Culture & Heritage**

To promote the *Strategy for Welsh Language* - We will increase the numbers acquiring basic and further skills in Welsh through the education system and through language transmission in the home. We will also deliver a new archives and storage service for Carmarthenshire.





Well-being Objective 14

Healthy & Safe Environment - Promote Welsh Language and Culture

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	Implement and monitor the Welsh Language Standards	
1	In June each year, we will prepare an Annual Report to the Welsh Language Commissioner detailing the steps taken to comply with the Welsh language Standards	June 2019
2	We will develop an integrated Welsh Language Programme for our staff <i>(Action ID 12425)</i>	March 2020
3	To facilitate good decision making, we will introduce an integrated Impact Assessment which consolidates Equality, Welsh language and Well-being of Future Generations requirements.	March 2019
4	We will promote the use of the Welsh Language to our citizen's and other public services	March 2019
B	The Welsh Language Promotion Strategy	
1	To promote the Strategy for Welsh Language - We will increase the numbers acquiring basic and further skills in Welsh through the education system and through language transmission in the home	March 2021
2	To promote the Strategy for Welsh Language - We will increase the confidence of Welsh speakers and therefore the use of the Language in every sphere of life, and encourage and Support the county's organisations to make the Welsh Language an increasingly natural medium for their Services. MF5-86 <i>(Action ID 12939)</i>	March 2021
3	To promote the Strategy for Welsh Language - We will take purposeful steps to positively affect population movements attempting to attract our young people to establish or re-establish themselves in the county so that the gains that are made in terms of Welsh speakers through the education system are not lost. Also, to make significant efforts to assimilate newcomers and ensure that new planning developments do not have a detrimental effect on the viability of the Welsh language. MF5-86 <i>(Action ID 12940)</i>	March 2021
4	To promote the Strategy for Welsh Language - We will target specific geographic areas within the county, either because they offer the potential to develop or because they cause linguistic concern to increase the numbers of residents in those areas who can and do use Welsh. MF5-86 <i>(Action ID 12941)</i>	March 2021
5	To promote the Strategy for Welsh - We will market and promote the Welsh language. Raising the status of Welsh and awareness of the benefits of bilingualism and bilingual education. And by raising awareness of these benefits, attracting more residents of the county to acquire the language. MF5-86 <i>(Action ID 12942)</i>	March 2021
6	We will further strengthen the provision and use of the Welsh language within social care services to be able to provide services in the language of service users' choice and ensure compliance with the 'Active Offer'. MF5-56 <i>(Action also in Well-being Objective 10)</i>	March 2019
7	We will develop a suite of measures to support our progress on promotion of the Welsh Language	March 2019

Ref	Actions and Measures	Date/Target
C	The development of Welsh in all our Education services	
1	We will implement the content of the 'WESP' Welsh in Education Strategic Plan in partnership with school leaders for the benefit of all Carmarthenshire learners. <i>(Action also in Well-being Objective 3)</i>	March 2020
2	We shall increase the percentage of pupils to receive a teacher assessment in Welsh (first language) at the end of the Foundation Phase <i>(new Measure, ref no. tbc) (2017/18 Result – tbc - 16/17 Academic Year)</i> <i>(Measure also in Well-being Objective 3)</i>	Tbc %
3	We will work with the County's primary and secondary schools to move them along the Welsh language continuum and also ensure that individual pupils within relevant schools are provided with opportunities to continue with their Welsh medium education throughout all key stages. MF5-31 <i>(Action also in Well-being Objective 3)</i>	March 2019
D	Promoting our Welsh Culture & Heritage	
1	We will develop the 'Stordy Digidol' digital project to promote improved mental health in conjunction with show casing Carmarthenshire's heritage collections. <i>(Action also in Well-being Objective 8)</i>	March 2019
2	We will start to implement our Libraries Development plan 2017 – 2022 and as part of that plan roll out the new mobile library service. <i>(Action also in Well-being Objective 11)</i>	March 2022
3	We will deliver a transformation plan for the existing Museums provision at the County Museum Abergwili, Parc Howard, Kidwelly Industrial Museum and Museum of Speed Pendine to improve the provision for residents and visitors whilst also maintaining links with and promoting independent museums within the County. In addition, it is intended to undertake work to further develop Oriel Myrddin. MF5-64 <i>(Action also in Well-being Objectives 6 & 8)</i>	March 2022
5	We will begin the museums transformation plan with the delivery of a £1.2 million redevelopment of the County museum at Abergwili. MF5-65 <i>(Action also in Well-being Objectives 6 & 8)</i>	March 2020
6	We will review and re-develop the Council's Theatre Services provision. MF5-66 <i>(Action also in Well-being Objectives 6 & 8)</i>	March 2019
7	We will deliver a new archives and storage service for Carmarthenshire MF5-63	March 2019
8	We will celebrate and promote Carmarthenshire's rich cultural and sporting achievements and diversity. MF5-70 <i>(Action also in Well-being Objective 8)</i>	March 2019 (Annual)
9	We will support community groups and organisations to promote and publicise the rich variety of community event being held in Carmarthenshire from agricultural shows, festivals and carnivals to exhibitions, concerts and performances. MF5-85 <i>(Action also in Well-being Objectives 6 & 9)</i>	March 2019

Success Measures
Can speak Welsh <i>(National Survey for Wales((NSW)(National Well-being Indicator) (NWBI)</i>
Pupils receiving a teacher assessment in Welsh (first language) at the end of the Foundation Phase <i>(ref no. tbc)</i>
People attended arts events in Wales in last year <i>(NSW)</i>
People visited historic places in Wales in last year <i>(NSW)</i>
People visited museums in Wales in last year <i>(NSW)</i>

Building a Better Council & Better Use of Resources

(Infographics on the following will be ready for publication)

Carmarthenshire County Council Employs
over 7,700 people

The Council's Budget is
***** for 2018/19

**% People agreed that
the Council asks for
their views before
setting it's budget

? 'Do it online'
payments

1.4 million visits to our
website?

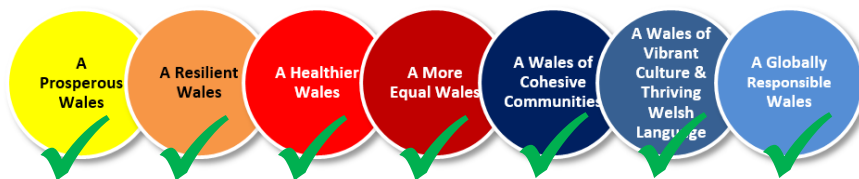


Well-being Objective 15

Building a Better Council and Making Better Use of Resources

So why is this important?

- The general purpose of the Well-being of Future Generations Act (Wales) 2015, is to ensure that the governance arrangements of public bodies for improving the Well-being of Wales take the needs of future generations into account.
- There are increasing demands and expectations yet less resources are available. Under these conditions we need to work even more efficiently and effectively to maintain services and improve where we can, delivering 'more (or even the same) for less'.



Why this should concern us?

- We need to further improve links between our financial, strategic and business planning. Improving these links was a *Proposal for Improvement in Wales Audit Office's Corporate Assessment*.
- Further financial pressures are likely to arise from such things as rising energy costs, an increasing number of older people needing services from us, offices, school buildings and highways that require significant investment, and this is in addition to the current uncertainty in the economic outlook as the UK embarks on the process of leaving the European Union.

What do we need to do?

- Our Transform, Innovate and Change (TIC) programme will support the achievement of a sustainable financial future by delivering more efficient and effective services.
- We will conduct the work of the Council in an open and accessible way, ensuring we are properly accountable for the decisions we make.
- We intend to invest somewhere in the region of *an additional £200 million pounds of capital funding* in our corporate priorities over the next five years.
- We will make better use of our resources which will help to minimise the impact on services primarily by making smarter use of our buildings, our people and our spending.

How will we do this?

A. By transforming innovating and changing the way we work and deliver services.

Our Transform, Innovate and Change (TIC) programme is aimed at thinking differently, acting differently and therefore delivering differently. The programme takes into account factors such as the potential to deliver financial efficiencies, service improvement, opportunities to work collaboratively with other public sector partners and transformational projects with potential to deliver greater efficiency savings.

B. We shall follow the 7 Principles of Good Governance set out Chartered Institute of Public Finance and Accountancy (CIPFA)/ Society of Local Authority Chief Executives (SOLACE) :-

B1. Integrity and Values - *(Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law)*

B2. Openness and engagement – *(Ensuring openness and comprehensive stakeholder engagement)*

B3. Making a difference - *(Defining outcomes in terms of sustainable economic, social, & environmental benefits)*

B4. Making sure we achieve what we set out to do - *Determining the interventions necessary to optimise the achievement of the intended outcomes.*

B5. Valuing our people; engaging, leading and supporting - *(Developing capacity and the capability of leadership and individuals).*

B6. Managing risks, performance and finance.

(Managing risks and performance through robust internal control and strong public financial management)

B7. Good transparency and accountability

(Implementing good practices in transparency, reporting, and audit to deliver effective accountability)

We will further develop the Council's consultation and engagement approaches.



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. (Action ID 12445) MF5-88	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 public use of the Council website (ICT/005) (2017/18 Result TBC hits)	TBC
7	Number of Transactional Council Services available to the public online (ICT/003) (2017/18 Result TBC)	TBC
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</i> MF5-12	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. MF5-95	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. MF5-15	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. MF5-11	March 2021
B	We shall follow the 7 Principles of Good Governance	
B1	Integrity and Values (Behaving with integrity, demonstrating strong commitment to ethical values, & respecting the rule of law)	
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 (Ensuring openness and comprehensive stakeholder engagement)	
1	We will further develop the Council's consultation and engagement approaches (Action ID 12435) MF5-91	March 2019
2	We will increase the Council's liaison and work with Town and Community Councils. 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.	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 (2.1.1.17) (2017/18 Result - TBC%)	TBC%
B3	Making a difference (Defining outcomes in terms of sustainable economic, social, and environmental benefits)	
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 (ICT/006) (2017/18 EOY 83%)	TBC
B4	Making sure we achieve what we set out to do (Determining the interventions necessary to optimise the achievement of the intended outcomes)	
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 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 - TBC%)	TBC%
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. (Action ID 12461)	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 - TBC days)	TBC 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 - TBC%)	TBC%
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 £ TBC m (2.1.2.12) <i>(2017/18 Result - TBC% = £TBC m)</i>	100%
14	We aim to increase the % of Council Tax collected (CFH/007) <i>(2017/18 Result TBC%)</i>	TBC%
15	We aim to collect at least 98% of non-domestic rates (CFH/008) <i>(2017/18 Result TBC%)</i>	TBC%
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 (6.4.1.3) <i>(2017/18 Result - TBC%)</i>	TBC%

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>

Local Government (Wales) Measure 2009 and Well-being of Future Generations Act (Wales) 2015

The Local Government (Wales) Measure 2009 and the Well-being of Future Generations Act (Wales) 2015 are separate but interconnected legal obligations and it makes sense to ensure that these requirements are fully aligned and combined in this New Corporate Strategy.

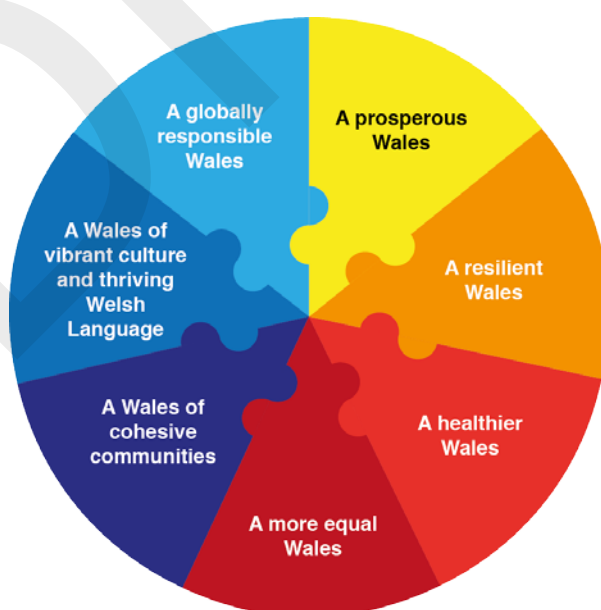
The Local Government (Wales) Measure 2009

- The Local Government (Wales) Measure 2009 requires the Council to set Improvement Objectives every year. They do not have to change every year, or be deliverable within one year.
- Our Improvement Objectives are essentially the same as our Well-being Objectives as they are based on a thorough evidence-based understanding of the communities we serve and local needs. We compare our Service performance and satisfaction results with all Councils in Wales to make sure we improve where we most need to.
- We have a duty to improve, often delivering 'more (or even the same) for less'.

Well-being of Future Generations Act (Wales) 2015

This is an Act introduced by the Welsh Government which will change aspects of how we work. The general purpose of the Act, is to ensure that the governance arrangements of public bodies for improving the well-being of Wales, take the needs of future generations into account. The Act is designed to improve the economic, social and environmental well-being of Wales, in accordance with sustainable development principles. The new law states that:-

- a) We must carry out sustainable development, improving the economic, social, environmental and cultural well-being of Wales. The sustainable development principle is **'... the public body must act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.'**
- b) We must demonstrate 5 ways of working:
Long term, integrated, involving, collaborative and preventative (see **Appendix 1**)
- c) We must work towards achieving all of the 7 national well-being goals in the Act. Together they provide a shared vision for public bodies to work towards.



For the first time in Wales, the Well-being of Future Generations Act, provides a shared vision for all public bodies in Wales to work towards. As a public body subject to the Act we were required to set and publish Well-being Objectives that maximised our Contribution to the Well-being Goals.

How our Well-being Objectives contribute to the 7 National Well-being Goals

Carmarthenshire's 2017/18 Well-being Objectives / KIOPs			7 National Well-being Goals						
			Prosperity	Resilience	Healthier	More equal	Cohesive Communities	Vibrant culture & Welsh Language	Global responsibility
Start Well	1	Help to give every child the best start in life and improve their early life experiences.	✓		✓	✓	✓		
	2	Help children live healthy lifestyles	✓		✓	✓	✓	✓	
	3	Continue to Improve learner attainment for all	✓	✓		✓		✓	✓
	4	Reduce the number of young adults that are Not in Education, Employment or Training	✓		✓	✓	✓		
Live Well	5	Tackle poverty by doing all we can to prevent it, help people into work and improve the lives of those living in poverty	✓		✓	✓	✓		
	6	Create more jobs and growth throughout the county	✓		✓	✓	✓	✓	
	7	Increase the availability of rented and affordable homes	✓	✓	✓	✓	✓		
	8	Help people live healthy lives (tackling risky behaviour & obesity)	✓		✓	✓	✓	✓	
Age Well	9	Support good connections with friends, family and safer communities			✓	✓	✓		
	10	Support the growing numbers of older people to maintain dignity and independence in their later years	✓		✓	✓	✓	✓	
	11	A Council-wide approach to support Ageing Well in the county	✓		✓	✓	✓	✓	
In a Healthy, Safe & Prosperous Environment	12	Look after the environment now and for the future	✓	✓	✓				
	13	Improve the highway and transport infrastructure and connectivity	✓	✓	✓	✓	✓		
	14	Promote Welsh Language and Culture	✓	✓		✓	✓	✓	
	15	Building a Better Council and Making Better Use of Resources	✓	✓	✓	✓	✓	✓	✓

Financing the Council's Well-being Objectives

The financial position faced by local authorities has had a consistent theme over recent years, with the level of resources available to public services seeing significant reductions, which means that we have less money to invest in services now than we have in the past. Over the last five years we have had to manage reductions in service budgets of £53m, whilst at the same time the pressures on the budget have been increasing in terms of demand and expectations. So far, we have been able to manage this situation by reducing our spending without any significant impact on the frontline services valued by our communities.

1. Help to give every child the best start in life and improve their early life experiences



Our *Flying Start* programme is reliant on grant funding from Welsh Government of nearly £3.8m annually. To achieve it we need to ensure we recruit and retain trained Health Visitors.

The *Families First* programme for this area has Welsh Government revenue funding of £1.3m for 2017-18.

To achieve this objective we need to ensure appropriate investment in the early years and through our community resources such as Integrated Children's Centres and Family Centres.

2. Help children live healthy lifestyles



In order to deliver against this objective the key points above also apply.

School meals in Carmarthenshire follow healthy eating legislation, for which annual core funding is £1.8m. This includes the cost of the Primary School Free Breakfast initiative.

Healthy activities for younger people are supported by existing sports development, and leisure facility programming budgets, supplemented by the Local Authority Partnership Agreement (LAPA) Grant of over £500k (17/18) which we access from the Welsh Government via Sport Wales. This helps pay for activities such as Free Swimming and the Active Young People Programme.

3. Continue to improve learner attainment for all



This key objective requires comprehensive support and resourcing from across our services.

Carmarthenshire is committed to ensuring a detailed and forward-thinking programme in support of improved attainment for all our children and young people. Schools receive £108.8m of delegated funding as well as approximately £18.5m through Welsh Government grants

In addition, our *Modernising Education/21st Century Schools Programme* will cost £87m to deliver the first tranche of priority projects (Band A), with £43m coming from the Welsh Government. The second tranche of projects (Band B) is projected to cost £129m, with £65m coming from the Welsh Government. To ensure ongoing comprehensive support and challenge for our schools, we require some £6.5m to resource our School Improvement and Additional Learning Needs (ALN) Teams and their valuable provision. A further £3m is needed to continue to provide wider learning and achievement experiences and resources such as museum, gallery and archive services.

4. Reduce the number of young adults that are Not in Education, Employment or Training (NEET)



The Youth Support Service has a lead role in delivering this work in school and community settings. Annual core funding for this service is £530k. The service depends on annual external grants including the Welsh Government Youth Support Service (YSS) Grant (£204k) and Families First (£660k). Securing further funding from the Families First successor grant will be essential for this well-being target to be met.

In addition to these funding sources, we have been successful in gaining European Social Funding (ESF) for the Regional *Cynnydd* project which is further supported by match funding. There is a further £700k of ESF for the Regional *Cam Nesa* project which is also supported by £400k of match funding has been awarded. Both of these projects seek to reduce the number of young people becoming NEET in the county.

5. Tackle poverty by doing all we can to prevent it, help people into work and improve the lives of those living in poverty



It is difficult to estimate the resource implications for delivering initiatives to tackle poverty as this work is delivered across a wide spectrum of services. Some of this work is our core business for example homelessness support (£1m), and other targeted elements are grant funded such as previously mentioned *Families First* and *Flying Start*, along with the Pupil Deprivation Grant (£4.8m). In addition, as a result of the diverse nature of poverty and the many different influences that can result in someone experiencing poverty, many of the councils services contribute towards tackling poverty indirectly. For these services tackling poverty is not the ultimate goal but is a result of the work they do to support individuals and communities.

6. Create more jobs and growth throughout the county



Carmarthenshire's spend per head of the population on Economic Development is above the Welsh Average in Wales. Regeneration of the economy and jobs is the number one priority of the Council. Our 15 year regeneration plan will create over 5,000 jobs and see over £199 million investment over the next 5 years alone.

As part of the Swansea Bay City Deal we will have two major projects in Carmarthenshire:-

- At the *Creative Digital Cluster at Yr Egin* a total project cost worth £24m (£5m City Deal+£16m Public Sector £3m Private) will be delivered creating 200+ jobs over the next 15 years.
- At the *Life Science & Well-being Village project*, a total project cost of £200m (£40m City Deal, £32m Public Sector Funding and £127m Private Sector) will create 1800+ jobs over the next 15 years.

Also see Objective 3 for the 21ST Century Schools building programme and Objective 7 Affordable Homes.

7. Increase the availability of rented and affordable homes



Our Affordable Homes Delivery Plan aims to deliver over 1000 homes and invest £60m into our communities. This will be funded through £31m from the HRA, £17m of Social Housing Grant, £11m private finance and £1m Welsh Government grant.

8. Help people live healthy lives (tackling risky behaviour and obesity)



This objective will bring together a lot of work done by services and in some cases it is difficult to isolate expenditure under this heading. However Capital expenditure over the next 5 years will be:

- £16m on a new Llanelli leisure centre
- £700k on Rights of Way, £2.5m on the development of open spaces including at Pembrey Country Park
- £5m for the Tywi Valley cycle way and £1.7m on walking and cycling linkages
- In addition to over £600k on safer routes in communities

In Revenue expenditure for 2017/18 we will be investing:-

- £1.4m on children getting 60 minutes of exercise 5 times a week and the exercise referral scheme
- £5.8m running leisure, sports and swimming facilities
- £5.2m on outdoor, countryside and coastal park
- In ensuring cultural well-being across facilities we will be spending £6.8m on delivering services
- For Learning Disability Services £34m and Mental Health services £9.7m and Support Services including Safeguarding and Transport £6.2m
- To support the physically disabled we will be spending £6.4m and £2.5m on supported employment
- We ensure Public Health Services (Food Safety, Air and Water Quality etc.) £2.3m
- Provision of Trading Standards £1m



9. Support good connections with friends, family and safer communities

When we ask people *what things in life matter to you?* They tell us that loved ones, family, friends, neighbours and community matter to them. In Children's Services our range of family support services contribute to this objective and it is difficult to break down the costs of this from some of our other objectives on helping children get the best start in life and improving early life experiences. In total nearly £23m is spent across the Children's Services Division.

Services to support carers and home support services help people to continue to live at home, with their families and in their communities – Also see Objective 10

We are also working to ensure broader community cohesion with a range of initiatives - Link to Objective 13



10. Support the growing numbers of older people to maintain dignity and independence in their later years

In terms of Capital expenditure we will be spending £10m on disabled facility grants over the next five years and £7m on the Llanelli Area Review in 2017/18.

We will be spending nearly £55m of our revenue budget in 2018/19 on Older People Services. This will include:

- £3.7m on Commissioning, £8.1m on Local Authority (LA) Residential homes, nearly £20m on Private Sector Residential Homes and £700k on extra care
- On Homecare Services £5.8m LA provision and £10.2M on Private provision
- Meals on Wheels £300k, Direct Payments £600K and grants to voluntary organisations £500k
- £1.7m on care-line service, £2.2m on enablement and £1.1m on Community Support & Day Services

Also see Objective 11



11. A Council wide approach to supporting Ageing Well in Carmarthenshire

It is difficult to estimate the level of investment in this objective because it cuts across diverse services. This is about making sure that in everything we do, we think about supporting Ageing Well in Carmarthenshire.

Put simply, older people are net contributors to the economy rather than beneficiaries with their contributions to the employment market, volunteering, mentoring and caring sectors. The work Council services deliver to help people live independent lives reduces the need for expensive health and social care interventions - Also see Objective 10



12. Look after the environment now and for the future

This priority can be addressed without the need for large additional investment. We will mainly focus on achieving this objective through the existing work we do within the Rural Conservation Team, advising and educating colleagues with regard to how our existing services can be further improved, so as to help sustain and enhance the natural environment.

With regard to delivery of actions relating to the *Towards Zero Waste Strategy, Flood & Waste Management Plan and Shoreline Management Plan*, these actions are already covered by the relevant budgets. The Waste & Environmental Services division's revenue budget of £20.5m (18/19) aims to fund the collection and disposal of waste which incorporates numerous recycling initiatives, street cleansing, environmental enforcement, grounds and parks maintenance, flood and coastal defence as well as maintaining public conveniences ensuring that we look after the environment now and in the future.

In addition the Welsh Government's *Environment & Sustainable Development Directorate Single revenue grant* (£3.7m in 2017/18) supports the integrated delivery of results and multiple benefits across three priority areas – namely Natural resource management, Waste & resource efficiency and Local environment quality and conservation. Consideration of resource implications for actions in future years will form part of the discussion during 2017/18, in putting together the forward plan for Services.

13. Improve the highway and transport infrastructure and connectivity



Carmarthenshire's *Local Transport Plan* sets out our priorities for infrastructure investment. The priorities are aligned to our corporate objectives and set within the objectives of the Swansea Bay City Region. Our current approved capital programme includes over £30m for investment into the highway infrastructure, with around £14m reliant on external grant funding if available, along with developer contributions as new development is commenced.

The Highways and Transport division's revenue budget of £28.6m includes a sum of £8.2m for the highways infrastructure as well as funding for school and public transport, car park maintenance and administration, the upkeep of public lighting for the county and the development of transport strategies to maintain the connectivity of the highways infrastructure for Carmarthenshire.

The introduction of the transformation projects such as those included within the City Deal and integrated transport projects, supported through external funding, will provide opportunities for investment into the infrastructure and transportation services to support the safe movement of people and goods.

14. Promote Welsh Language and Culture



This priority can be addressed without the need for large additional investment. We will mainly focus on achieving this objective through the existing work we do within Regeneration & Policy, Leisure & Culture and Education & Children's Services, advising and educating colleagues with regard to how our existing services can be further improved and how we can promote a vibrant culture and ensure the Welsh language is thriving.

Additional support may become available through the Welsh Government's '*Cymraeg 2050 – Welsh Language Strategy*' and we will closely monitor any opportunities for Carmarthenshire to access this support.

15. Building a Better Council and Making Better Use of Resources



Addressing this priority cuts across all service areas and is both about investment as well as efficiency savings. The Council is committed to financially sustainable delivery models - there are many examples of this across different departments, such as increased Extra Care provision where it better meets service user needs, a move towards agile working, thus reducing the Council's estate costs in the future.

Over a sustained period of budget reductions, the council has sought to maximise the proportion of managerial savings, thus minimising the impact on frontline services. The Council's medium term financial plan includes £11.1 million of "managerial" proposals, or 43% of total budget reduction proposals.

The council has committed to improving ways of working through the work of the "Transformation, Innovation & Change" programme (TIC), which is underpinned by the TIC team (£208k)

Statements of Intent

Well-being Statement

We welcome our duties under the Well-being of Future Generations Act. We have already addressed much of the new Acts requirements but recognize that we can do more.

1. We feel that our Well-being Objectives contribute significantly to the achievement of the National Well-being Goals. Our Well-being Objectives relate to different aspects of life's course and address well-being in a systematic way.
2. These Well-being Objectives have been selected with considerable consultation feedback and a basket of different sources of information on need, performance data and regulatory feedback. In developing action plans to achieve these objectives we will involve people (in all their diversity) with an interest in achieving them.
3. The steps we take to achieve the Well-being Objectives (our action plans) will look to ensure that long term, preventative, integrated, collaborative and involvement approaches are fully embraced.
4. An Executive Board member has a specific responsibility for the overall Act. In addition, each Executive Board portfolio holder will have responsibility for the relevant Well-being Objectives.
5. To ensure that we take these action plan steps we will use our in house developed Performance Information Monitoring System dashboard. All the action plans will be monitored and reported on quarterly to Department Management Teams, Corporate Management Team and Executive Board. In addition progress will be reported to Scrutiny Committees. The Council will prepare an Annual report on its Well-being Objectives and revise the objectives if required.
6. The content of action plans to achieve the Well-being Objectives are adequately resourced and embedded in Service business plans (see financial breakdown Appendix 2). To achieve these objectives services will 'join-up' and work together, work with partners and fully involve citizens in all their diversity.
7. Our Objectives are long term but our action plans will include milestones that will enable monitoring and assurance of progress.
8. To ensure that our Well-being Objectives are deliverable and that the expectations of the Act are embraced we will adapt financial planning, asset management, risk assessment, performance management and scrutiny arrangements.

Community Covenant

In delivering these Well-being Objectives we will uphold the principles of the Community Covenant. These are, that the Armed Forces Community:



- Should not face disadvantage compared to other citizens in the provision of public and commercial services; and that
- Special consideration is appropriate in some cases, especially those who have given the most, such as the injured or bereaved.

Code of practice: Ethical employment in supply chains

- **Statement to follow**
- <http://gov.wales/topics/improvingervices/bettervfm/code-of-practice/?lang=en>

The County of Carmarthenshire's Well-being Plan – To be published by May 2018

The Well-being of Future Generations Act puts a well-being duty on specified public bodies across Carmarthenshire to act jointly and establish a statutory **Public Services Board (PSB)**. The Carmarthenshire PSB was established in May 2016 and is tasked with improving the economic, social, environmental and cultural well-being of Carmarthenshire. It must do so by undertaking an assessment of well-being in the County and then preparing a county Well-being Plan to outline its local objectives.

- The assessment looks at well-being in Carmarthenshire through different life stages. The key findings can be found at www.thecarmarthenshirewewant.wales
- The PSB must publish a Well-being plan which sets out its local objectives to improving the economic, social, environmental and cultural well-being of the County and the steps it proposes to take to meet them. The first Carmarthenshire Well-being Plan will be published May 2018

The Well-being Objectives of the Carmarthenshire PSB are not intended to address the core services and provision of the individual partners, rather they are to enhance and add value through collective action. The statutory partners of the PSB (Council, Health Board, Fire & Rescue Service and Natural Resources Wales) each have to publish their own Well-being Objectives

Carmarthenshire PSB's draft Well-being Objectives are:-

- **Healthy Habits:** people have a good quality of life, and make healthy choices about their lives and environment
- **Early Intervention:** to make sure that people have the right help at the right time; as and when they need it
- **Strong Connections:** strongly connected people, places and organisations that are able to adapt to change
- **Prosperous People and Places:** to maximise opportunities for people and places in both urban and rural parts of our county

Precis of Carmarthenshire's Well-being of Future Generations Assessment - Executive Summary			WBO Ref No
Start Well	A Good Start	Adverse childhood experiences are hugely detrimental, and have effects that can last through life.	1
	Prevention	Poor maternal and infant health can have significant long term impacts for children and families. Prevention is better than cure	1
	Levelling the playing field	Not all children have the same start in life and too many are born into circumstances that make it harder for them to thrive.	1
	Healthy Habits	Healthy habits learned early can last a lifetime. With one of the highest rates of overweight or obese children in Wales.	2
	Play	Carmarthenshire's children want to play, particularly in outdoor settings	2
	Learning Environments	Carmarthenshire's learning environments offer opportunities to nurture children's educational, social and personal development. Consideration needs to be given as to how to facilitate these aspects of well-being for those who cannot or chose not to attend formal school settings.	3
	Forging futures	Gaps in attainment levels of young people from the least and most deprived backgrounds.	3
	Poverty	35% of households and 20% of Carmarthenshire's children are living in poverty	4/5/6
Live Well	Making connections	People feel strongly that tolerance and respect is key to positive well-being.	9
	Nurturing networks	Building community networks can act as a support to parents and families and build a sense of belonging and resilience.	9
	Virtual World	Socialising, communicating and playing safely in the 'virtual world' are important to young people.	9
	Staying on track	Adolescence presents a range of opportunities to develop a sense of identity and independence, some of which have negative implications for well-being. Risks include smoking, alcohol and drugs	9
	Strong communities	Fewer people in Carmarthenshire feel they belong to their community however engagement activity identified community togetherness and cohesion as important for positive well-being in Carmarthenshire.	7/9
	Staying connected	Older people want to remain in- dependent for as long as possible & remaining embedded within one's community enhances social, emotional and physical well- being, whilst also helping to build and enhance community resilience.	9
	Caring	Carers improve the well-being of those they care for and also support economic well-being of wider society however their own needs are often misunderstood so it is important we listen and respond to our carers.	10
Age Well	Ageing well	Carmarthenshire has an ageing population.	11
	Nature Connectedness	A connection to nature has a positive effect on well-being, physical & psychological health and cooperative behaviour. It also encourages environmentally sustainable attitudes and behaviours.	8/11/12
In A Healthy, Safe & Prosperous Environment	Rurality	Rurality and the significant distances to cover in Carmarthenshire, poses challenges to well-being in terms of connectivity and access to services for example. The recent rise in alternative technologies such as telehealth may provide a potential resource for accessing some services & support.	6/12/13
	Climate Change	Action is required to harness the positive and mitigate the negative and longer-term effects of climate change.	12/13
	The right time and place	Celebrating the heritage, history, traditions and language of Carmarthenshire is important to residents and in the main opportunities to do so are well-used and enjoyed. However, 1 in 3 cannot access cultural activities and this is particularly pronounced in some areas (e.g. rural) and within some groups (e.g. disabled).	14

How we will measure success

The Council, working with local, regional and national partners, will strive to improve the following measures.

Well-being Objective		Success Measures
1	Best Start in Life	Children in care who had to move 3 or more times <i>(PAM/029)</i>
2	Children - Healthy Lifestyles	Childhood obesity <i>(Child Measurement Programme NHS)</i>
3	Improve Learner Attainment for all	Educational attainment - Average Capped 9 points score (Year 11 pupils) <i>(ref tbc)</i> <i>(Pupils best 9 results including English/Welsh, Mathematics–Numeracy, Mathematics and Science)</i>
		School attendance rates (Primary) <i>(PAM/007)</i> (Secondary) <i>(PAM/008)</i>
		Satisfaction with child's primary school <i>(NSW)</i>
4	Reduce NEETs	Number of leavers Not in Education, Employment or Training (NEETs) <i>(PAM/009)</i> Year 11 & Year 13 <i>(5.1.0.2)</i>
5	Tackle Poverty	Educational attainment - Average Capped 9 points score (Year 11 pupils) who are eligible for Free School Meals <i>(ref tbc)</i> <i>(NWBI)</i> <i>(Pupils best 9 results including English/Welsh, Mathematics–Numeracy, Mathematics and Science)</i>
		Households successfully prevented from becoming homeless <i>(PAM/012)</i> <i>(NWBI)</i>
		Working age population in receipt of out of work benefits <i>(5.6.3.4)</i> <i>(ONS)</i>
		Households in material deprivation <i>(NWBI)</i>
		Households Living in Poverty <i>(CACI's 'PayCheck' Data)</i>
		Adults that are able to keeping up with bills without any difficulties <i>(NSW)</i>
6	Creating Jobs and Growth	Employment figures <i>(ONS – Annual Population Survey)</i> <i>(NWBI)</i>
		Average Gross weekly pay <i>(ONS – Annual Survey of hours and earnings)</i>
		Number qualified to NVQ Level 4 or above <i>(Stats Wales)</i> <i>(NWBI)</i>
		People moderately or very satisfied with their jobs <i>(NSW)</i> <i>(NWBI)</i>
7	Affordable Homes	Number of affordable homes in the County <i>(7.3.2.24)</i>
8	Healthy Lives	Adults who say their general health is Good or Very Good <i>(NSW)</i>
		Adults who say they have a longstanding illness <i>(NSW)</i>
		Adult mental well-being score <i>(NSW)</i> <i>(NWBI)</i>
		Adults who have fewer than two healthy lifestyle behaviours <i>(NSW)</i> <i>(NWBI)</i> (Not smoking, drinking > 14 units or lower, eating at least 5 portions fruit & veg the previous day, having a healthy body mass index, being physically active at least 150 minutes the previous week).

Well-being Objective		Success Measures
9	Supporting Good Connections	% Say they have a sense of community (NSW)(NWBI) (Derived from feeling of belonging; different backgrounds get on, treat with respect'.)
		People feeling safe (NSW)(NWBI) (At home, walking in the local area, and travelling)
10	Independent Lives	The rate of people kept in hospital while waiting for social care (PAM/025)
		Agree there's a good Social Care Service available in the area (NSW)
		Number of calendar days taken to deliver a Disabled Facilities Grant (PAM/015)
11	Ageing Well	People who are lonely (NSW)(NWBI)
12	Healthy and Safe Environment	Use of renewable energy
		Rates of recycling (PAM/030)
13	Highways & Transport	Road conditions (PAM/020, PAM/021 & PAM/022)
		Road casualties (5.5.2.21)
14	Welsh Language & Culture	Can speak Welsh (NSW)(NWBI)
		Pupils receiving a teacher assessment in Welsh (first language) at the end of the Foundation Phase (ref no. tbc)
		People attended arts events in Wales in last year (NSW)
		People visited historic places in Wales in last year (NSW)
		People visited museums in Wales in last year (NSW)
15	Building a Better Council and Making Better Use of Resources	'Do it online' payments
		People agree that they can access information about the Authority in the way they would like to. (NSW)
		People know how to find what services the Council provides (NSW)
		People agree that they have an opportunity to participate in making decisions about the running of local authority services. (NSW)
		Staff sickness absence levels (PAM/001)
		Organisational 'running costs'
		People agree that the Council asks for their views before setting its budget. (NSW)

Key: PAM – Public Accountability, National Measures; ONS –Office for National Statistics; NSW - National Survey for Wales; NWBI – National Well-being Indicator

One of the fundamental approaches advocated by the Well-being Future Generations Act is a shift in focus from gains in service output to a stronger link between the actions of public bodies and the outcomes that enhance the quality of life of citizens and communities both now and in the future. The Act is founded on Outcome Based Accountability which encourages a focus on the difference that is made, rather than just the inputs and processes that an organisation has. Success in the context of this Act is seeing positive action drive a positive contribution to the achievement of all the well-being goals through individual or collective action. (Paragraph 9 SPF2 – Statutory guidance)



We would welcome your feedback – please send your thoughts, views and opinions to:



Performance Management
Regeneration and Policy
Chief Executive's Department
County Hall
Carmarthen
Carmarthenshire SA31 1JP



Tel: **01267 224486**
Email: **performance@carmarthenshire.gov.uk**



Follow us and add your comments on the **[Council's Facebook](#)** page



Follow this plan and add your Tweets on our **[Twitter](#)** page - **#CarmsReport**

POLICY & RESOURCES SCRUTINY COMMITTEE 27th APRIL 2018

Carmarthenshire County Council's Procurement Strategy 2018-2022

To consider and comment on the following issues:

- That the Committee considers and comments on the content of the draft Strategy and its aims.

Reasons:

- The draft Strategy provides a vision for procurement across the Council for the next 4 years.
- To enable the Committee to formulate views for submission to the Executive Board for consideration.
- Scrutiny committees have a key role to play in the development of policies.

To be referred to the Executive Board for decision: YES

Executive Board Member Portfolio Holder: Cllr. David Jenkins (Resources)

Directorate: Corporate Services Name of Head of Service: Helen Pugh Report Author: Clare Jones	Designations: Head of Revenues & Financial Compliance Principal Procurement Officer	Tel Nos. / E-Mail Addresses: 01267 246223 hlpugh@carmarthenshire.gov.uk 01267 246240 clajones@carmarthenshire.gov.uk
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EXECUTIVE SUMMARY

POLICY & RESOURCES SCRUTINY COMMITTEE 27th APRIL 2018

Carmarthenshire County Council's Procurement Strategy 2018-2022

The aim of this procurement strategy is to have a framework in place so that procurement and commissioning decisions play a key role in supporting the delivery of the aims of the Council's Corporate Strategy and Carmarthenshire's Well-Being Plan.

The overarching themes and core values include making better use of resources and a commitment to ensuring that the economic, social and environmental wellbeing of Carmarthenshire is at the heart of our activities. This strategy will outline priorities for 2018-2022 to inform how procurement will contribute towards achieving these aims.

Our Vision for Carmarthenshire is "to apply strategic thinking to all our procurement activities."

Our Priorities

In line with our support for the delivery of the aims of the Council's Corporate Strategy, Carmarthenshire's Well-Being Plan and 'Moving Forward – The next 5 Years' Plan we have identified the following key priorities for the Corporate Procurement Unit:



DETAILED REPORT ATTACHED?	YES
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IMPLICATIONS

I confirm that other than those implications which have been agreed with the appropriate Directors / Heads of Service and are referred to in detail below, there are no other implications associated with this report.

Signed: Helen Pugh – Head of Revenues & Financial Compliance

Policy, Crime & Disorder and Equalities	Legal	Finance	ICT	Risk Management Issues	Staffing Implications	Physical Assets
YES	YES	YES	NONE	NONE	NONE	NONE

1. Policy, Crime & Disorder and Equalities

We need to ensure that all Procurement during the life of the Strategy promotes equality and diversity in line with the Equality Act 2010.

2. Legal

We need to ensure that all Procurement complies with various legislation.

3. Finance

The Strategy aims to support departments in delivering greater efficiencies through a Category Management approach to Procurement.

CONSULTATIONS

I confirm that the appropriate consultations have taken in place and the outcomes are as detailed below:

Signed: Helen Pugh – Head of Revenues & Financial Compliance

1. Local Member(s) – N/A

2. Community / Town Council – N/A

3. Relevant Partners – N/A

4. Staff Side Representatives and other Organisations – N/A

Section 100D Local Government Act, 1972 – Access to Information

List of Background Papers used in the preparation of this report:

THESE ARE DETAILED BELOW:

Title of Document	File Ref No. / Locations that the papers are available for public inspection
Welsh Government's Wales Procurement Policy Statement	<p>Cymraeg http://gov.wales/topics/improving services/better/vfm/publications/procurement-policy-statement/?skip=1&lang=cy</p> <p>English http://gov.wales/topics/improving services/better/vfm/publications/procurement-policy-statement/?lang=en</p>

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Carmarthenshire County Council's Procurement Strategy

2018-2022

DRAFT

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Foreword

Welcome to Carmarthenshire County Council's Procurement Strategy for 2018-2022.

The launch of this strategy is a good opportunity to look back at the progress made by our commitment to a more strategic approach to procurement and to look ahead to the challenging times which we face.

It is more important than ever that we have the best arrangements in place to deliver innovative solutions that help us reduce costs and improve the services that we deliver to our residents.

We will continue to use procurement to positively impact on Carmarthenshire's economy and communities in delivering social, economic and environmental benefits.

This strategy outlines our priorities for 2018-2022 and shows how procurement will contribute to achieving the Council's objectives and reduce the budgetary pressures over the next 4 years.

Carmarthenshire County Council spends more than £215 million annually with external organisations and we have a duty to make sure that this spending represents value for money for the residents of the County through efficient and effective procurement policies and practices.

As the Director with responsibility for this key area, I recognise that innovative procurement is fundamental to achieving our vision, protecting our front line services and supporting a socially sustainable economic environment.

I am pleased to report that since the summer of 2017, we have entered a Joint Procurement Shared Service collaboration arrangement with Pembrokeshire County Council. This has benefited both Authorities and has allowed us to jointly develop the Category Management model of procurement in the most efficient and effective way.



Cllr. David Jenkins
Executive Board Member for Resources



Chris Moore
Director of Corporate Services

Introduction

Our Purpose

Carmarthenshire is the third largest county in Wales and this Council is responsible for providing a diverse range of services to over 185,000 residents.

In doing so, we spend approximately £215 million annually on goods, services and works.

The aim of this procurement strategy is to have a framework in place so that procurement and commissioning decisions play a key role in supporting the delivery of the aims of the Council's Corporate Strategy, Carmarthenshire's Well-Being Plan and 'Moving Forward – The Next 5 Years' Plan.

The overarching themes and core values include making better use of resources and a commitment to ensuring that the economic, social and environmental well-being of Carmarthenshire is at the heart of our activities.

This strategy will outline priorities for 2018 – 2022 to inform how procurement will contribute towards achieving these aims.

What is procurement?

"The process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but also to society and the economy, whilst minimising damage to the environment." ¹

What do we mean by commissioning?

"The cycle of assessing the needs of the people in the area, designing and then securing appropriate services." ²

¹ Procuring the Future 2006 – Sustainable Procurement Task Force definition and Wales Public Procurement Policy Statement 2015.

² UK Cabinet Office 2006.

Our Vision for Carmarthenshire

“To apply strategic thinking to all our procurement activities.”

We are facing unprecedented challenges in delivering quality, value for money and sustainable services in Carmarthenshire.

We need, as an organisation, to be creative and do things differently maximising the impact of the money we spend in the form of added benefit for the people in Carmarthenshire.

This Strategy aims to ensure that we obtain best value for money on all procurement activities.

To this end:

- We will recognise and manage procurement as a strategic corporate function that organises and understands expenditure;
- We will influence early planning and service design and will be involved in decision making to support delivery of the Council's overarching objectives through the introduction of a Category Management approach.

Procurement Route Map



Our Governance

Transformation, Innovation and Change Procurement Board

The Transformation, Innovation and Change (TIC) Procurement Board was put in place following a review by the Council's TIC Team which highlighted the need for a more strategic vision for commissioning and procurement activities across the organisation.

Chaired by the Director of Community Services - who is also the Strategic Lead - the Board has oversight of all procurement spend with a view to identify areas of spend for challenge 'why' and 'how' spend is being packaged. It includes representatives from all Directorates.

The TIC Procurement Board provides updates to the Corporate Management Team as and when key decisions are required.

Regular updates are also presented to the TIC Programme Board chaired by the Chief Executive.

The Corporate Procurement Unit

Carmarthenshire County Council's Corporate Procurement Unit is based within the Revenues & Financial Compliance Division of the Corporate Services Department.

In late 2017, the team expanded to consist of 4 Principal Procurement Officers supported by 5 Senior Procurement Officers, following investment in the Unit to support the move to Category Management.

Demands for high quality advice from the procurement function are increasing year on year and staff are supported to develop their professional development. Officers are experienced and qualified (with 2 currently

working towards) to a Professional Level (Chartered Institute of Procurement and Supply).

Joint Procurement Shared Service

Since the Summer of 2017, our procurement officers have been working with Pembrokeshire County Council's Procurement Unit as part of a Joint Procurement Shared Service for an initial period of 2 years.

The aim of the Shared Service is to work collaboratively to deliver one Category Management approach across both Councils thus reducing duplication and identifying opportunities for cashable savings together.

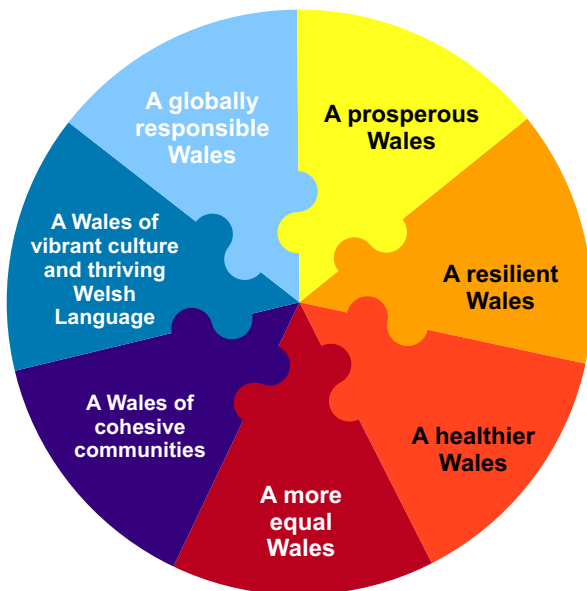
The Shared Service Procurement Team includes 5 joint leads in different category spend areas (please see page 9 for a breakdown of Carmarthenshire's spend in these Categories) and a joint lead for wider policy and compliance themes.

This approach will provide both Councils with skills, capacity and resilience to respond to the increasing scale and complexity of operational procurement activity.

The Mid & West Wales Fire Service are now being supported by the Shared Service, which has enhanced the benefits, skills and resilience across the three teams.

Our Statutory Context

Welsh Government's Seven Well-Being Goals of the Future Generations Act



Carmarthenshire County Council has 15 Well-being Objectives drawn from the seven Well-Being Goals identified in the Welsh Government's Future Generations Act.

Procurement, as a strategic function will feed into all 15 with its work with the departments, although we will directly contribute to the following 5:

- Reduce the number of young adults that are Not in Education, Employment or Training (NEET)
- Create more jobs and growth throughout the county
- Look after the environment now and for the future
- Promote Welsh Language and culture
- Governance and use of resources

The Well-being of Future Generations (Wales) Act (2015) requires each public body to carry out sustainable development, which means the process of improving the economic, social, environmental and cultural well-being of Wales. The role of procurement will be an important part of how a public body allocates resources under the Act.



Procurement is governed by the EU Public Sector Procurement Directive 2014 which was transposed into UK Law by the Public Contract Regulations 2015. It is not currently envisaged that the outcome of the Brexit vote in June 2016 will result in any significant changes in the regulations during the life of this Strategy. However, the situation will be closely monitored and the strategy reviewed annually to ensure compliance with any changes.

“the role of procurement will be an important part of how a public body allocates resources under the Act”.

Key Policy Drivers

The Welsh Government's Wales Procurement Policy Statement (2015) clearly lays out the principles by which public sector procurement should be delivered in Wales.

The 10 principles are embedded throughout this Strategy which demonstrates our continued commitment to achieving them.

We will continue to pursue Community Benefits in all appropriate procurement exercises which will contribute to the social, economic and environmental well-being of the wider community. This might include training and employment opportunities, improved supply-chain opportunities, increased educational contributions, environmental benefits and/or community initiatives.

A key principle for procurement in Carmarthenshire is supporting successful and sustainable SMEs who are critical to the Welsh economy as a whole and to the local economy of this county in particular. They comprise 99.3% of all businesses in Wales.

In Carmarthenshire, more than 99% of businesses are SMEs and 86% are Micro Enterprises with less than 10 employees.

We will ensure our procurement activity is in accordance with all relevant legislation and policy, including the Equalities Act (2010), the Welsh Language (Wales) Measure 2011, and the Welsh Government's Code of Practice for Ethical Employment in Supply chains.

As one of the partners of the Swansea Bay City Deal, Carmarthenshire County Council is leading on a key project to create a 'Wellness and Life Science Village' at Delta Lakes, Llanelli. With a total investment of more than £200million, the aim is to improve the health and wellbeing of people across the region,

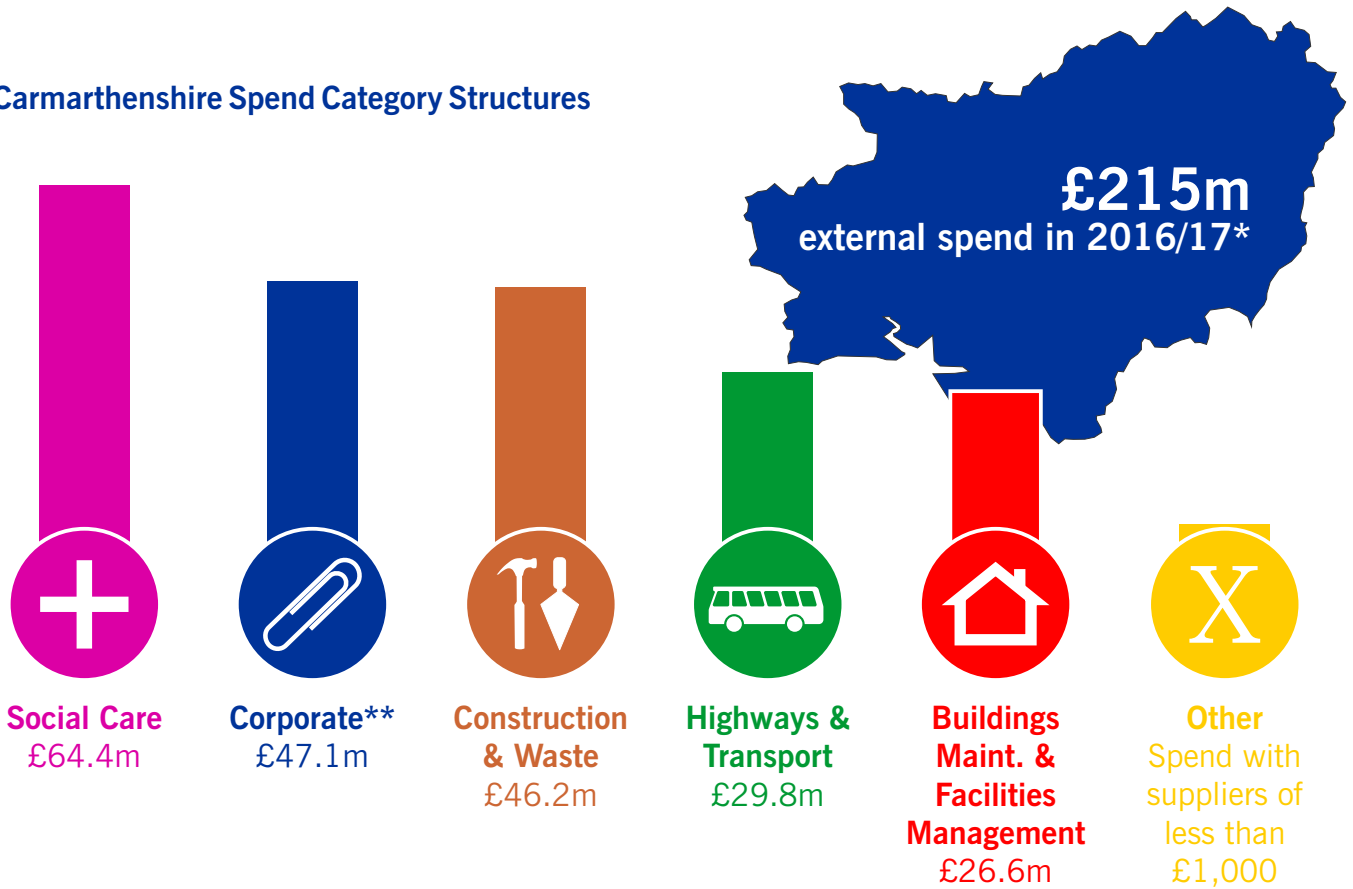
creating high quality jobs and boosting the economy. Through the project's procurement process the Council is seeking to appoint a delivery partner who will pursue targeted community benefits and will be required to work with local suppliers and local organisations to improve sustainability, to contribute to supply chain initiatives and support the development of social enterprises to deliver targeted site services.



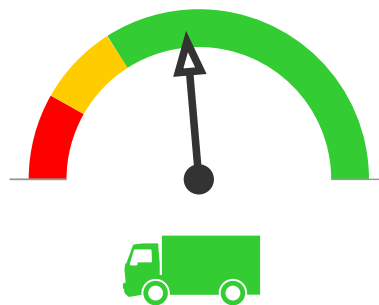
Cross Hands East Strategic Employment Site - Contractor delivering work experience opportunities on site.

Our Spend

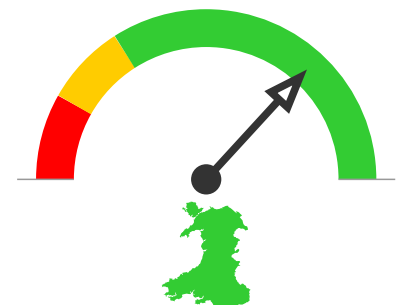
Carmarthenshire Spend Category Structures



Average Welsh local authority spend with SMEs is **65%**



Average Welsh local authority spend within county is **29%**



Average Welsh local authority spend with Welsh suppliers is **59%**

* ATAMIS Spend Data 2016/17 which includes schools expenditure

** 'Corporate' spend includes ICT, Catering, Agency Staff, Culture & Leisure, Financial Services and Public Protection

Our Priorities

In line with our support for the delivery of the aims of the Council’s Corporate Strategy (2015-2020) and the Integrated Community Strategy we have identified the following key priorities for the Corporate Procurement Unit:



Delivering Spend Effectively

Why is this important?

We need to ensure we are spending money in a way that is efficient and delivers value for money. We must buy the right things and take into account the whole life costs of our commissioning and procurement decisions and their impact on the local economy, society and environment.

What do we want out of it?

Strategic Sourcing is the key process at the heart of effective procurement and category management. This approach is based on an understanding of our business needs and market analysis. To adopt this approach, projects will adopt the following route map:



Through the introduction of Category Management we will apply a strategic approach which organises procurement resources to focus on specific areas of spend. This enables Category Managers to focus their time and conduct in depth market analysis to fully leverage their procurement decisions on behalf of the whole organisation.

We will use the Category Management approach to identify, develop and deliver cashable savings through innovative procurement which will deliver sustainable services.

How are we going to achieve this?

Key actions:

- We will design and implement a Category Management approach to ensure that we manage supply and demand across all our procurement activities to ensure we achieve value for money.
- We will support the identification and delivery of efficiencies delivered through the Category Plans, and monitor and capture savings.

Delivering Compliant Processes and Procedures

Why is this important?

The complexity of EU Procurement Law and developing case law necessitates that the Council runs effective tender processes that are compliant and transparent with current and emerging legislation and best procurement practices.

In an increasingly litigious marketplace the Council must safeguard itself against potential challenges which, if proved successful, could bring about significant damages and legal costs.

What do we want out of it?

We want to ensure our officers throughout the Council who are responsible for procuring goods/works or services are aware of their responsibilities to undertake compliant procurement activities.

How will we achieve it?

Key actions:

- We will continue to develop standard processes and templates which are compliant with current legislation, emerging case law and national policy.
- We will monitor single tender actions and report to Audit Committee.
- We will work with departments to implement effective contract management across the Council.

- We will ensure we have an informed and continuously trained core Corporate Procurement Team who are able to offer professional procurement guidance to departmental officers.
- We will continue to develop a range of Training courses and e-learning modules to support the Category Management teams and departmental officers.
- We will consider our eProcurement approach following direction provided by Welsh Government.



Maintaining and Developing Local Economy

Why is this important?

What we spend has a profound impact on the local economy in terms of sector sustainability and job creation. It also carries a risk to our local businesses when that spend is withdrawn and placed elsewhere. We want a strong supply base who have equal opportunities to bid for work with the Council.

There is a strong political will in this Council to support the local economy whilst remaining compliant with EU procurement legislation. This has led to innovative approaches in terms of early supplier engagement and simplified processes.

What do we want out of it?

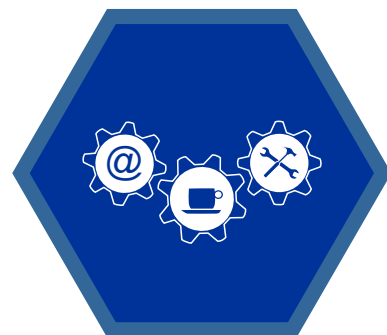
We want to assist in the development of a vibrant, local and broader Welsh economy which is capable of delivering strong and sustainable growth. We want to achieve maximum value for every pound we spend in the widest sense; building stronger communities, reducing social exclusion and poverty and encouraging the development of our economy.

How will we achieve it?

Key actions:

- We will consider Value for Money as the optimum combination of whole-of-life costs in terms of not only generating efficiency savings and good quality outcomes for the Council, but also benefit to society and the economy, whilst minimising damage to the environment.

- We will continue to ensure that local small to medium sized enterprises are given full opportunity to compete for and provide goods, services and works to the Authority.
- We will continue to apply Community Benefits to all procurements where such benefits can be realised, and will record and report these utilising the Welsh Government's Community Benefits Measurement Tool.
- We will continue to use Welsh Government supported tools such as the Sustainable Risk Assessment to ensure that maximum consideration is given to sustainability issues early in the procurement process and the Joint Bidding Guide, to encourage collaborative bids.



Supporting Collaboration

Why is this important?

We recognise that as budgets contract, new and innovative ways of providing services such as partnering, joint working and collaboration with other public and not for profit organisations need to be examined. The Welsh Government are promoting alternative delivery models in public service delivery.

What do we want out of it?

We acknowledge the value that collaboration has within the public sector in order to maximise economies of scale and our buying power, and to drive efficiencies and innovative solutions.

How will we achieve it?

Key actions:

- We will continue to implement the Procurement Shared Service pilot with Pembrokeshire County Council to implement a joint Category Management approach.
- We will continue to work in partnership with other local authorities and agencies to identify other potential areas which would benefit from a regional procurement approach.
- We will ensure that collaborative opportunities are used where they add value and contribute positively to the Council's priorities.
- We will continue to actively engage in the

production and use of National Procurement Service (NPS) collaborative contracts and frameworks where appropriate and in the best interests of the Authority.



Monitoring delivery and performance

The delivery of this Strategy will be managed through a Delivery Plan with progress reported on an annual basis. The Delivery Plan will contain detailed actions and appropriate measures:

- Monitor the Council's spend to inform the Category Management Plans and capture Efficiencies identified and delivered.
- Monitor Effective Contract Management.
- Monitor what we have achieved through the pursuit of Community Benefits.
- Monitor the level of procurement training delivered throughout the organisation.
- Review the procurement performance measures in the Departmental Business Plan and replace this with a new set of Key Performance.

Useful Links

Carmarthenshire County Council – Tenders and Contracts

<http://www.carmarthenshire.gov.wales/home/business/tenders-contracts/>

Chartered Institute of Procurement & Supply (CIPS)

www.cips.org

National Procurement Service (NPS)

<http://nps.gov.wales/about-us/procurement-in-wales?lang=en>

Official Journal of the European Union

<https://www.ojeu.eu>

Sell2Wales

<https://www.sell2wales.gov.wales>

Tenders Electronic Daily (TED)

<http://ted.europa.eu>

Value Wales

<http://gov.wales/topics/improving-services/better-vfm/?lang=en>

Welsh Government Procurement Route Planner

<http://prp.gov.wales/splash?orig=/>

The Corporate Procurement Unit is part of the Revenues & Financial Compliance Division, within the Corporate Resources Department.

To contact the Corporate Procurement Unit, please call 01267 234567 or email:

procurement@carmarthenshire.gov.uk

Glossary of Terms

ATAMIS - Spend Analysis and Contract Management Software

CCC - Carmarthenshire County Council

CIPS - Chartered Institute of Procurement & Supply

EU - European Union

ICT - Information & Communication Technology

NEET - Not in Education, Employment or Training

NPS - National Procurement Service (Wales)

OJEU - Official Journal of the European Union

SMEs - Small Medium Enterprises

TED - Tenders Electronic Daily

TIC - Transform, Innovate & Change

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POLICY & RESOURCES SCRUTINY COMMITTEE 27th APRIL 2018

WELSH GOVERNMENT CODE OF PRACTICE – ETHICAL EMPLOYMENT IN SUPPLY CHAINS

To consider and comment on the following issues:

That the Committee:

- Considers and comments on the proposal to sign up to the Code. In signing up, the County Council will agree to comply with 12 Commitments designed to eliminate modern slavery and support ethical employment practices.
- Considers and comments on the role of the Anti-Slavery and Ethical Employment Champion, to be appointed by the Executive Board in line with the expectations outlined in the Code of Practice Commitments.

Reasons:

- The Code of Practice has been established by Welsh Government to support the development of more ethical supply chains to deliver contracts for the Welsh Public Sector.
- To enable the Committee to formulate views for submission to the Executive Board for consideration.
- To enable the Committee to exercise its scrutiny role in relation to the Local Authority's corporate procurement function.

To be referred to the Executive Board / Council for decision: YES

Executive Board Member Portfolio Holders:

- Cllr. David Jenkins (Resources)
- Cllr. Mair Stephens (Council Business Manager – including Human Resources)

Directorates: Corporate Services / Chief Executive's	Designations:	Tel Nos. / E-Mail Addresses:
Names of Heads of Service: Paul R. Thomas	Assistant Chief Executive	01267 246123 prthomas@carmarthenshire.gov.uk
Helen Pugh	Head of Revenues & Financial Compliance	01267 246223 hlpugh@carmarthenshire.gov.uk
Report Authors: Clare Jones	Principal Procurement Officer	01267 246240 clajones@carmarthenshire.gov.uk
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EXECUTIVE SUMMARY
POLICY & RESOURCES SCRUTINY COMMITTEE
27th APRIL 2018

**WELSH GOVERNMENT CODE OF PRACTICE –
ETHICAL EMPLOYMENT IN SUPPLY CHAINS**

The Welsh Government expects all public sector organisations, businesses and third sector organisations in receipt of public sector funding to sign up to this Code of Practice. Other organisations operating in Wales from any sector are also to be encouraged to adopt the Code.

The Corporate Procurement Unit has been advised that a letter addressed to the Leader of the Council from Mark Drakeford (Welsh Government Cabinet Secretary for Finance) and Alun Davies (Welsh Government Cabinet Secretary for Local Government & Public Services), was received on the 9th February 2018, requesting the Council's adoption of the Code.

The new code covers six key subjects, containing 12 commitments, ranging from unlawful and unethical practices to good and best practice. It has been developed with the support of the Workforce Partnership Council and social partners including Unions.

The first subject is Modern Slavery, estimated to affect fifty million people worldwide including in the UK and Wales. The Code of Practice, and accompanying guidance, will enable staff to spot and deal with allegations and to identify and assess spend areas at higher risk of modern slavery and human right abuses.

The second area in the Code is Blacklisting, when workers are discriminated against if they join a Union or raise Health and Safety concerns. The Code of Practice, and accompanying guidance, contains a commitment to ensure suppliers are not using blacklists and sets out how to avoid companies that have not taken the issue seriously.

The next three areas relate to terms and conditions of employment, including zero-hours contracts, Umbrella Schemes and False Self-Employment. The Code of Practice, and accompanying guidance, will help staff to differentiate between fair and unfair practices. The Guide also includes a Fair Work Practices tender question to deal with these issues through procurement.

The final area relates to the Living Wage and contains a commitment to consider paying all staff a Living Wage as a minimum.

In signing up to the Code, organisations will agree to comply with the 12 commitments designed to eliminate modern slavery and support ethical employment practices.

If we decide to adopt the Code, a draft Action Plan has been produced (Appendix A of this report), highlighting our proposed response to each of the 12 Commitments. We will need to review our organisational and operational implications in respect of training and contract management if the Code is to be successfully implemented.

The Trade Unions raised the matter of the Code at the Corporate ER Forum (CERF) in August 2017 and are aware of the Council's intention to sign up to the Code.

DETAILED REPORT ATTACHED?	YES
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IMPLICATIONS

We confirm that other than those implications which have been agreed with the appropriate Directors / Heads of Service and are referred to in detail below, there are no other implications associated with this report.

Signed: Paul R. Thomas – Assistant Chief Executive

Helen Pugh – Head of Revenues & Financial Compliance

Policy, Crime & Disorder and Equalities	Legal	Finance	ICT	Risk Management Issues	Staffing Implications	Physical Assets
YES	YES	NONE	NONE	YES	NONE	NONE

1. Policy, Crime & Disorder and Equalities – To ensure ethical employment in our supply chains.

2. Legal – We need to ensure that the Council complies with all relevant legislation.

5. Risk Management Issues – The Council will be required to carry out regular reviews of expenditure and undertake a risk assessment on the findings, to identify products and/or services where there is a risk of modern slavery and/or illegal or unethical employment practices within the UK and overseas.

CONSULTATIONS

We confirm that the appropriate consultations have taken in place and the outcomes are as detailed below:

Signed: Paul R. Thomas – Assistant Chief Executive

Helen Pugh – Head of Revenues & Financial Compliance

1. Local Member(s) – N/A

2. Community / Town Council – N/A

3. Relevant Partners – N/A

4. Staff Side Representatives and other Organisations – N/A

Section 100D Local Government Act, 1972 – Access to Information
List of Background Papers used in the preparation of this report:

THESE ARE DETAILED BELOW:

Title of Document	File Ref No. / Locations that the papers are available for public inspection
Welsh Government Code of Practice: Ethical employment in supply chains (Last Updated: 20th June 2017)	<p>Cymraeg http://gov.wales/topics/improving services/better/vfm/code-of-practice/?skip=1&lang=cy</p> <p>English http://gov.wales/topics/improving services/better/vfm/code-of-practice/?skip=1&lang=en</p>
Code of Practice for Ethical Employment launched – Welsh Government Press Release (9th March 2017)	<p>Cymraeg http://gov.wales/newsroom/finance/2017/58948814/?skip=1&lang=cy</p> <p>English http://gov.wales/newsroom/finance/2017/58948814/?lang=en</p>

Carmarthenshire County Council's Action Plan for meeting the Commitments in the Welsh Government's Code of Practice – Ethical Employment in Supply Chains

Code of Practice Commitment	Action Required	Target date for Implementation	Carms Responsibility / Plan
<p>1. Produce a written policy on ethical employment within our own organisation and our supply chains. Once produced we will communicate the policy throughout our organisation and we will review it annually and monitor its effectiveness. As part of this we will:</p> <p>1.1. Appoint an Anti-Slavery and Ethical Employment Champion.</p>	<p>1. Review relevant Policy and expand if necessary.</p> <p>Direct Employment - Include in Recruitment Policy a statement about ethical employment.</p> <p>Indirect Employment (Via suppliers) – Draft Ethical Employment Policy</p> <ul style="list-style-type: none"> • Include employment guidance on Internet • Ask Executive Board for commitment <p>1.1 Request Executive Board to nominate an Anti-Slavery and Ethical Employment Champion</p>	<p>2018</p> <p>Agreed in corporate safeguarding meeting (1st Feb) – that CCC will produce a separate Ethical Employment Policy.</p>	<p>Procurement & Policy/HR</p> <p>Champion – Suggested this is an Executive Board Member – to be considered by Executive Board.</p> <p>(Suggested by Welsh Govt often this is the Member with the remit for Anti-poverty).</p>
<p>2. Produce a written policy on whistle-blowing to empower staff to raise suspicions of unlawful and unethical employment practices, and which places a responsibility on staff to report criminal activity taking place within our own organisation and our supply chains. Once produced we will communicate the policy throughout our organisation. We will review the policy</p>	<p>2. Review current Policy and expand if necessary to include employment & supply chain / procurement issues.</p>	<p>2018.</p> <p>On-going review.</p>	<p>HR</p> <p>Procurement - Review how we cascade this to our supply chain via tender documentation. Incorporate into Contract Management Process.</p>

<p>annually and monitor its effectiveness. We will also:</p> <p>2.1. Provide a mechanism for people outside our organisation to raise suspicions of unlawful and unethical employment practices.</p>	<p>2.1 will review existing complaints procedure.</p>		
<p>3. Ensure that those involved in buying/procurement and the recruitment and deployment of workers receive training on modern slavery and ethical employment practices, and keep a record of those that have been trained.</p>	<p>Identify staff and source appropriate training</p>	<p>Await modules from Welsh Govt.</p> <p>Await advice on Modern Slavery Training sessions.</p>	<p>L&D:- e-learning modules</p> <ul style="list-style-type: none"> • Welsh Government producing e-learning module • Seek existing modules we could utilize (Sustainability School might be one source). • 'Train the trainer' Modern Slavery sessions scheduled for early April which would be useful for some CCC officers to attend (who to be determined). <p>Consideration needs to be given to staff without IT access.</p>
<p>4. Ensure that employment practices are considered as part of the procurement process. We will:</p> <p>4.1. Include a copy of our Policy on ethical employment (Commitment 1) in all procurement documentation.</p>	<p>4.1 to 4.4 will be met by continuing to ensure that all procurement activity £25,000 and above is undertaken via the Corporate Procurement Unit.</p>	<p>2018 – On-going</p>	<p>Procurement</p> <p>Look through Code guidance for question suggestions.</p> <p>Update guidance Procurement Guidance section of the Intranet for ALL Procurement activity (including</p>

<p>4.2. Include appropriate questions on ethical employment in tenders and assess the responses provided.</p> <p>4.3. Incorporate, where appropriate, elements of the Code as conditions of contract.</p> <p>4.4. Ask our suppliers to explain the impact that low costs may have on their workers each time an abnormally low quote or tender is received.</p>			below £25k) – Consider updating clause in CPR's to cover this.
<p>5. Ensure that the way in which we work with our suppliers does not contribute to the use of illegal or unethical employment practices within the supply chain. We will:</p> <p>5.1. Ensure that undue cost and time pressures are not applied to any of our suppliers if this is likely to result in unethical treatment of workers.</p> <p>5.2. Ensure that our suppliers are paid on time – within 30 days of receipt of a valid invoice.</p> <p>5.3. Ask our suppliers to explain the impact that low costs may have on their workers each time an abnormally low quote or tender is received.</p>	<p>5.1 This will be highlighted by the relevant Category Manager when working with the Service area concerned.</p> <p>5.2 This is already a Key Performance Indicator for the Council which is monitored annually.</p> <p>5.3 This will be addressed as and when required as part of the procurement process.</p>	On-going review	<p>Procurement</p> <ul style="list-style-type: none"> • Category Management • Contract Management

6. Expect our suppliers to sign up to this Code of Practice to help ensure that ethical employment practices are carried out throughout the supply chain.	We will publicise this Code of Practice and ask all suppliers to the Council to sign up.	Once Council have signed up	Procurement New Suppliers – Consider including as a condition of contract – Revising T&C's currently.
<p>7. Assess our expenditure to identify and address issues of modern slavery, human rights abuses and unethical employment practice. We will:</p> <p>7.1. Carry out regular reviews of expenditure and undertake a risk assessment on the findings, to identify products and / or services where there is a risk of modern slavery and / or illegal or unethical employment practices within the UK and overseas.</p> <p>7.2. Investigate any supplier identified as high risk, by direct engagement with workers wherever possible.</p> <p>7.3. Work with our suppliers to rectify any issues of illegal or unethical employment practice.</p> <p>7.4. Monitor the employment practices of our high risk suppliers, making this a standard agenda item for all contract management meetings / reviews.</p>	<p>7.1 We will undertake an annual review of all third party expenditure and identify those products and/or services at potentially high risk.</p> <p>7.2 As and when required.</p> <p>7.3 As and when required.</p> <p>7.4 We will incorporate this into our contract management processes and monitor all high risk suppliers.</p>	On-going	<p>Procurement</p> <ol style="list-style-type: none"> 1. Workshop session with the Category teams to determine where there might be potential issues in the supply chain. 2. Look at forward work plan to identify any potential issues. 3. Identify potential areas where issues could potentially come from
8. Ensure that false self-employment is not undertaken and that umbrella schemes		On-going	Procurement (in conjunction with HR)

<p>and zero hours contracts are not used unfairly or as a means to:</p> <p>8.1. Avoid, or facilitate avoidance of, the payment of tax, National Insurance contributions and the relevant minimum wages.</p> <p>8.2. Unduly disadvantage workers in terms of pay and employment rights, job security and career opportunities.</p> <p>8.3. Avoid Health and Safety responsibilities.</p>	<p>Clear expectation from Welsh Govt for a commitment on this one.</p> <p>We will incorporate this into our contract management processes and monitor all high risk suppliers.</p>		<ul style="list-style-type: none"> Look at content of specifications in tender exercises.
<p>9. Ensure that workers are free to join a Trade Union or collective agreement and to undertake any related activity and raise worker concerns without risk of discrimination. We will:</p> <p>9.1. Not make use of blacklists / prohibited lists.</p> <p>9.2. Ensure that our suppliers do not make use of blacklists / prohibited lists.</p> <p>9.3. Not contract with any supplier that has made use of a blacklist / prohibited list and failed to take steps to put matters right.</p> <p>9.4. Ensure that Trade Union representatives can access members and contracted workers.</p>	<p>We will incorporate this into our contract management processes and monitor all high risk suppliers.</p>	On-going	<p>Procurement</p> <ul style="list-style-type: none"> Understand what our obligations are regarding existing contracts.

<p>10. Consider paying all staff the Living Wage Foundation's Living Wage as a minimum and encourage our suppliers to do the same. We will:</p> <p>10.1. Consider paying at least the Living Wage Foundation's Living Wage to all our staff in the UK.</p> <p>10.2. Consider becoming an accredited Living Wage Employer.</p> <p>10.3. Also encourage our suppliers based overseas to pay a fair wage to all staff, and to ensure that staff working in the UK are paid at least the minimum wage.</p>	<p>Would need to be considered via the Pay Policy Approving Panel</p>	<p>On-going review</p>	<p>HR</p>
<p>11. Produce an annual written statement outlining the steps taken during the financial year, and plans for future actions, to ensure that slavery and human trafficking are not taking place in any part of our organisation and its supply chains. We will:</p> <p>11.1. Ensure that the statement is signed off at senior management / board level.</p> <p>11.2. Publish the statement on our website. If this is not possible, we will provide a copy to anyone within 30 days of a request being made.</p>	<p>CMT /Executive Board</p>	<p>2018</p> <p>Option – to produce a statement of where we are upon sign up.</p>	<p>Procurement & HR</p> <p>Needs referring to CMT (for info), corporate governance group, then to executive board – Monitored by P&R scrutiny.</p> <p>Consider mechanism for reporting this via wider and existing reporting streams (well-being etc.).</p>

<p>12. Ensure all those undertaking work on an outsourced contract are treated fairly and equally. We will:</p> <p>12.1. Ensure that public sector staff who are transferred as part of a public service which is outsourced to a third party retain their terms and conditions of employment.</p> <p>12.2. Ensure that other staff working on an outsourced public service are employed on terms and conditions that are comparable to the transferred public sector staff.</p>	<p>This already underway in two tier HR report to Welsh Govt.</p>	<p>On-Going</p>	<p>HR</p> <p>Outsourcing services – Procurement liaise with HR</p> <p>Procurement and HR to review existing Tupe documents used in tender exercises with an aim of reviewing content.</p>
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POLICY & RESOURCES SCRUTINY COMMITTEE 27TH APRIL 2018

FORTHCOMING ITEMS FOR NEXT MEETING 14TH JUNE, 2018

Discussion Topic	Background
Annual Progress Report – Digital Transformation Strategy 2017-2020	The Digital Transformation Strategy sets out the Council's strategic digital priorities and aspirations. This report will outline progress to date to achieve our vision for a Digital Carmarthenshire.
Attendance Management	This report was requested at the last meeting during consideration of the 2017/18 Well-Being Objectives Departmental Performance Monitoring Report Quarter 3 - 1st April to 31st December 2017
Compliments and Complaints End of Year Report 2017/18	This report will provide the Committee with an opportunity to scrutinise the end of year position in relation to complaints and compliments for the 2017/18 financial year.

The following documents are attached for information:-

- (1) *The latest version of the Policy & Resources Scrutiny Committee's Forward Work Programme;*
- (2) *The latest version of the Executive Board's Forward Work Programme.*

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Policy & Resources Scrutiny Committee – Forward Work Programme 2018/19

14 June 2018	19 July 2018	18 September 2018??	5 th December 2018	11 th January 2019	6 th February 2019	20 th March 2019
Annual Progress Report – Digital Transformation Strategy 2017-2020	2017/18 Annual Report on Well-being Objectives	P&R Scrutiny Committee Annual Report 2017/18	Corporate Strategy Performance Monitoring Report 2018/19	3-year Revenue Budget Strategy Consultation 2018/19 to 2020/21	Treasury Management Policy & Strategy 2019/20	Budget Monitoring 2018/19 (Q3) (Revenues & Capital)
Attendance Management	Annual report 2017/18	Treasury Management 2018/19 (Q1)	2019/20 Departmental Business Plan	5-year Capital Programme Consultation 2019/2020 to 2023/24	Treasury Management 2018/19 (Q4)	Performance Monitoring 2018/19 (Q3)
Annual Compliments & Complaints Report [replaces Half Yearly report from 6/12/17] [moved from 27 th April 2018]		Budget Monitoring 2018/19 (Q1) (Revenue & Capital)	Treasury Management 2018/19 (Q2) (Half Yearly Report)	Chief Executives & Corporate Services Business Plans 2019/20		Actions & Referrals Update
		P&R Scrutiny Forward Work Programme 2018/19	Budget monitoring 2018/19 (Q2) (Revenue & Capital)	Public Services Board Annual Report 2018 (Partners invited)		
		Annual Report & Improvement Plan & How Carmarthenshire Results Compare to other Councils in Wales	Annual Report 2017/18 on the Welsh Language			
			Attendance Management			
			Actions & Referrals Update			

Exec. Board Meetings: 4th June; 2nd July; 30th July; 24th September; 22nd October; 19th November; 17th December; 21st January 2019; 4th February [Budget]; 4th March; 1st April.

Council Meetings: 9th May; 16th May [AGM]; 13TH June; 11th July; 12th September; 10th October; 14th November; 12th December; 9th January 2019; 13th February; 20th February [Corp. Budget]; 6th March [Tax]; 10th April.

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EXECUTIVE BOARD FORWARD WORK PROGRAMME 2017/18

as at 9th OCTOBER 2017

Introduction

This plan is published to encourage and enable greater understanding between the Executive, all Councillors, the public and other stakeholders. It assists the Scrutiny Committees in planning their contribution to policy development and holding the executive to account.

The plan gives the public and stakeholders a chance to see the forthcoming major decisions to be made by the Executive Board and the County Council over the next 12 months. It is reviewed and published bi-annually to take account of changes and additional key decisions.

WORKING DRAFT

EXECUTIVE BOARD FORWARD WORK PROGRAMME 2017/18
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CHIEF EXECUTIVES

Subject area and brief description of nature of report	Responsible Officer	Executive Board Member	Date to Scrutiny	Date to Executive Board	Date to County Council
QUARTERLY PERFORMANCE REPORT	Wendy Walters Director of Regeneration & Policy	HR	P & R Scrutiny	N/A	N/A
ARIP ANNUAL REPORT AND IMPROVEMENT PLAN	Wendy Walters Director of Regeneration & Policy/Helen Morgan	Leader	OCT	NOV	DEC
PREVENT/COUNTER TERRORISM	Wendy Walters, Director of Regeneration & Policy/Anthony Maynard			NOV	
WELSH LANGUAGE ANNUAL REPORT	Wendy Walters, Director of Regeneration & Policy/Gwyneth Ayres	Culture, Sport & Tourism	DEC	JAN	

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CHIEF EXECUTIVES					
Subject area and brief description of nature of report	Responsible Officer	Executive Board Member	Date to Scrutiny	Date to Executive Board	Date to County Council
DISPOSALS POLICY	Wendy Walters, Director of Regeneration & Policy/Jason Jones				
HOW CARMARTHENSHIRE RESULTS COMPARE TO OTHER COUNCILS IN WALES	Wendy Walters Director of Regeneration & Policy	Leader	OCT	NOV	NOV
EQUALITIES REPORT	Wendy Walters, Director of Regeneration & Policy/Gwyneth Ayres	Housing			
PSB WELL-BEING PLAN FOR CONSULTATION	Wendy Walters, Director of Regeneration & Policy/Gwyneth Ayres	Leader	NOV		

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CHIEF EXECUTIVES

Subject area and brief description of nature of report	Responsible Officer	Executive Board Member	Date to Scrutiny	Date to Executive Board	Date to County Council
AGEING WELL ANNUAL REPORT	Wendy Walters, Director of Regeneration & Policy/Gwyneth Ayres	Housing			
RECRUITMENT POLICY	Paul R Thomas	Deputy Leader		26 TH MARCH	
HALF YEAR SICKNESS ABSENCE	Paul R Thomas	Deputy Leader			
PAY POLICY STATEMENT	Paul Thomas Assistant Chief Executive	Deputy Leader	N/A	23 RD FEBRUARY	14 TH MARCH
SICKNESS ABSENCE	Paul R Thomas ACE	Deputy Leader			
TRANSFORMATION INNOVATION AND CHANGE ANNUAL REPORT	Jon Owen – TIC MANAGER	Deputy Leader		OCT 18	
ANNUAL REVIEW OF COUNCILLORS' & CO-OPTED MEMBERS' ALLOWANCES SCHEME	Gaynor Morgan Democratic Services		Democratic Services Cttee MARCH	APRIL	May AGM

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CHIEF EXECUTIVES

Subject area and brief description of nature of report	Responsible Officer	Executive Board Member	Date to Scrutiny	Date to Executive Board	Date to County Council
ANNUAL REVIEW OF THE CONSTITUTION - CRWG	Linda Rees Jones Head of Administration & Law	N/A CRWG - FEB		APRIL	May AGM
ANNUAL PROGRESS REPORT - DIGITAL TRANSFORMATION STRATEGY 2017-2020	Noelwyn Daniel Head of ICT	Deputy Leader	APRIL	MAY	
REVIEW OF THE CONSTITUTION (LEGISLATION CHANGES) - CRWG	Linda Rees Jones Head of Administration & Law	N/A CRWG - FEB	N/A	AS AND WHEN REQUIRED	AS AND WHEN REQUIRED
REVIEW OF COMMUNITY COUNCIL BOUNDARIES & ELECTORAL ARRANGEMENTS	Wendy Walters, Director of Regeneration & Policy	Resources	As and when required		
CONFERENCE APPLICATIONS/REPORTS	Gaynor Morgan Democratic Services Manager	Leader	N/A	N/A	N/A
FORWARD WORK PROGRAMME AND UPDATE BI-ANNUALLY	Gaynor Morgan Democratic Services Manager	Business Manager		APRIL OCT	
CITY DEAL UPDATE (INCLUDING LIFE SCIENCE & WELLNESS PROJECT)	Wendy Walters Director of Regeneration and Policy	Leader			

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as at 9th OCTOBER 2017

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CHIEF EXECUTIVES

Subject area and brief description of nature of report	Responsible Officer	Executive Board Member	Date to Scrutiny	Date to Executive Board	Date to County Council
WELLBEING OBJECTIVES	Wendy Walters Director of Regeneration and Policy	Communities and Rural Affairs			
HUB AND COMMUNICATIONS - UPDATE	Wendy Walters, Director of Regeneration & Policy	Deputy Leader	As and when required	As and when required	As and when required
WELSH GOVERNMENT CONSULTATION DOCUMENTS	Wendy Walters Director of Regeneration & Policy	Deputy Leader	If applicable	If applicable	If applicable
OUTSIDE BODY – MEMBER FEEDBACK	Linda Rees Jones Head of Administration & Law/Gaynor Morgan Democratic Services Manager	Deputy Leader	N/A	N/A	N/A

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COMMUNITY SERVICES

Subject area and brief description of nature of report	Responsible Officer	Executive Board Member	Date to Scrutiny or other Cttee	Date to Executive Board	Date to County Council
REVISED CHARGING POLICY (post consultation)	Lyn Walters / Rhys Page	SC&H	SC&H TBC	TBC	TBC
GWENDRAETH SPORTS HALL	Ian Jones	Culture, Sport & Tourism		TBC	
CHILD MEASUREMENT PROGRAMME		E&C			
REPORT ON THE CAPITAL INVESTMENT AND SERVICE IMPROVEMENT OF SPORT & LEISURE – FITNESS AND AQUATICS	Ian Jones	Culture, Sport & Tourism			

WORKING DRAFT

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COMMUNITY SERVICES

Subject area and brief description of nature of report	Responsible Officer	Executive Board Member	Date to Scrutiny or other Cttee	Date to Executive Board	Date to County Council
MENTAL HEALTH TRANSFORMATION	Avril Bracey	SC&H			
MEETING THE REQUIREMENTS OF THE GYPSY & TRAVELLERS ACCOMMODATION NEEDS ASSESSMENT	Robin Staines (Rachel Davies)	HSG			
TENANT VISION ENGAGEMENT PLAN (POST CONSULTATION)	Robin Staines (Les James)	HSG		Autumn 2017	
DAY OPPS WITHIN CARMARTHENSHIRE	Robin Staines	SC&H			
HOMELESSNESS STRATEGY –	Robin Staines	HSG			
ENFORCEMENT POLICY (POST CONSULTATION)	Robin Staines	PP			

WORKING DRAFT

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CORPORATE SERVICES

Subject area and brief description of nature of report	Responsible Officer	Executive Board Member	Date to Scrutiny	Date to Executive Board	Date to County Council
RESERVES STRATEGY	Chris Moore Director of Corporate Services	RESOURCES		OCT 2017	N/A
BI-MONTHLY REVENUE AND CAPITAL BUDGET MONITORING REPORTS	Chris Moore Director of Corporate Services	RESOURCES	N/A	APRIL JUNE SEPT NOV JAN MARCH	N/A
QUARTERLY TREASURY MANAGEMENT AND PRUDENTIAL INDICATOR REPORT	Chris Moore Director of Corporate Services	RESOURCES	N/A	JULY OCT JAN	N/A
ANNUAL TREASURY MANAGEMENT & PRUDENTIAL INDICATOR REPORT	Chris Moore Director of Corporate Services	RESOURCES	N/A	JULY	FEB
5 YEAR CAPITAL PROGRAMME	Chris Moore Director of Corporate Services	RESOURCES	ALL DEC/ JAN	NOV	N/A

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CORPORATE SERVICES

Subject area and brief description of nature of report	Responsible Officer	Executive Board Member	Date to Scrutiny	Date to Executive Board	Date to County Council
5-YEAR CAPITAL RECEIPT STRATEGY	Wendy Walters, Director of Regeneration & Policy	RESOURCES	n/a	n/a	n/a
COUNCIL TAX SETTING REPORT	Chris Moore Director of Corporate Services	RESOURCES	n/a	n/a	march
COUNCIL TAX BASE	Chris Moore / John Gravelle	RESOURCES	N/A	NOV	MARCH
COUNCIL TAX PREMIUMS	Chris Moore / John Gravelle	RESOURCES		√ (date unclear)	√ (date unclear)
Council Tax Reduction Scheme	Chris Moore / John Gravelle	RESOURCES	N/A	N/A	JAN
BUDGET STRATEGY (Revenue and Capital)	Chris Moore Director of Corporate Services	RESOURCES	ALL DEC/ JAN	NOV	N/A

EXECUTIVE BOARD FORWARD WORK PROGRAMME 2017/18
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CORPORATE SERVICES

Subject area and brief description of nature of report	Responsible Officer	Executive Board Member	Date to Scrutiny	Date to Executive Board	Date to County Council
BUDGET OUTLOOK (Revenue and Capital)	Chris Moore Director of Corporate Services	RESOURCES	ALL DEC/ JAN	NOV	N/A
TREASURY MANAGEMENT POLICY AND STRATEGY	Chris Moore Director of Corporate Services	RESOURCES	N/A	FEB	FEB
FINAL BUDGET	Chris Moore Director of Corporate Services	RESOURCES	N/A	FEB	FEB
HOUSING REVENUE ACCOUNT BUDGET AND RENT SETTING REPORT	Chris Moore Director of Corporate Services	RESOURCES	HOUSING	FEB	FEB
BUDGET OUTLOOK 2018/21	Chris Moore Director of Corporate Services	RESOURCES	N/A	JULY/SEPT	N/A

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EDUCATION & CHILDREN

Subject area and brief description of nature of report	Responsible Officer	Executive Board Member	Date to Scrutiny	Date to Executive Board	Date to County Council
MODERNISING EDUCATION PROGRAMME - QUARTERLY PROGRESS REPORTS	Simon Davies, Schools Modernisation Manager	E&C	N/A	N/A	N/A
FELINFOEL COMMUNITY EDUCATION CENTRE – OPTIONS FOR THE DISPOSAL OF THE BUILDING	Matt Morden	E&C		TBC	
REVIEW OF BEHAVIOUR MANAGEMENT SERVICES	Gareth Morgan	E&C	TBC	TBC	TBC
ACCOMMODATING LOOKED AFTER CHILDREN – COMMISSIONING & COSTS	Stefan Smith Head of Children's Services	E&C			
CSSIW INSPECTION, EVALUATION & REVIEW OF LOCAL AUTHORITY SERVICES	Stefan Smith – Head of Children's Services	E&C			
SCHOOL IMPROVEMENT PANEL ANNUAL REPORT	Gareth Morgans – Head of Education	E&C			
ESTYN REPORT –QUARTERLY SYNOPSIS	Gareth Morgan	E&C			

EXECUTIVE BOARD FORWARD WORK PROGRAMME 2017/18
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ENVIRONMENT					
Subject area and brief description of nature of report	Responsible Officer	Executive Board Member	Date to Scrutiny	Date to Executive Board	Date to County Council
FLOOD RISK MANAGEMENT PLAN	Ruth Mullen Director of Environment / Ainsley Williams Head of Waste & Environmental Services	Environment		Feb 18	
WASTE TREATMENT AND DISPOSAL	Ruth Mullen Director of Environment / Ainsley Williams Head of Waste & Environmental Services	ENVIRONMENT		Jan 18	
REVIEW OF HOUSEHOLD WASTE RECYCLING CENTRE PROVISION	Ruth Mullen Director of Environment / Ainsley Williams Head of Waste & Environmental Services	ENVIRONMENT		Feb 18	

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ENVIRONMENT

Subject area and brief description of nature of report	Responsible Officer	Executive Board Member	Date to Scrutiny	Date to Executive Board	Date to County Council
SUPPLEMENTARY PLANNING GUIDANCE	Ruth Mullen Director of Environment / Llinos Quelch Planning Services	DEPUTY LEADER		OCT 17	
FEES REGARDING COMMON LAND	Ruth Mullen Director of Environment / Llinos Quelch Planning Services	Environment			
GARDEN/GREEN WASTE COLLECTION UPDATE	Ruth Mullen Director of Environment / Ainsley Williams Head of Waste & Environmental Services	Environment	Jan 18	Feb 17	

EXECUTIVE BOARD FORWARD WORK PROGRAMME 2017/18
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ENVIRONMENT					
Subject area and brief description of nature of report	Responsible Officer	Executive Board Member	Date to Scrutiny	Date to Executive Board	Date to County Council
HIGHWAYS DESIGN GUIDE	Ruth Mullen Director of Environment / Steve Pilliner Highways & Transport	Environment		Dec 17	
ASSET MANAGEMENT PLAN	Ruth Mullen Director of Environment / Steve Pilliner Highways & Transport	Resources		Feb 18	
WASTE DISPOSAL CONTRACT AWARD	Ruth Mullen Director of Environment / Ainsley Williams Head of Waste & Environmental Services	Environment			

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POLICY & RESOURCES SCRUTINY COMMITTEE

27th APRIL 2018

EXPLANATION FOR NON-SUBMISSION OF SCRUTINY REPORTS

ITEM	RESPONSIBLE OFFICER(S)	EXPLANATION	REVISED SUBMISSION DATE
Attendance Management	Paul Thomas	The end of year absence data will not have been verified in time for the 27 th April meeting.	14 TH June 2018.
Compliments and Complaints End of Year Report 2017/18	Silvana Sauro	The complaints and compliments Q4 2017/18 is being analysed and developed, the delay is due to the Easter holidays, this report will be presented to Scrutiny in May 2018	14 TH June 2018.



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Wednesday, 21 March 2018

PRESENT: Councillor A.G. Morgan (Chair)

Councillors:

F. Akhtar, S.M. Allen, H.L. Davies, D.C. Evans, J.K. Howell, G.H. John, C. Jones, J.G. Prosser, D.E. Williams, K. Madge, K.V. Broom and E.G. Thomas (In place of T.A.J. Davies)

Also in attendance:

Councillor D.M. Jenkins, Executive Board Member for Resources

The following Officers were in attendance:

C. Moore, Director of Corporate Services
L.R. Jones, Head of Administration and Law
N. Daniel, Head of I.C.T.
R. Hemingway, Head of Financial Services
J. Morgan, Acting Head of Homes & Safer Communities
H. Morgan, Economic Development Manager
S.E. Watts, Environmental Protection Manager
J. Williams, Applications Development Manager;
G. Ayres, Corporate Policy and Partnership Manager
C. Reynolds, Business and Projects Coordinator
M.S. Davies, Democratic Services Officer
E. Bryer, Member Support Officer.,

Chamber, County Hall, Carmarthen - 10.00 am - 12.10 pm

1. APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor T.A.J. Davies.

2. DECLARATIONS OF PERSONAL INTEREST

Councillor	Minute Number	Nature of Interest
K. Madge	7 - 2017/18 Well-Being Objectives Departmental Performance Monitoring Report Qtr.3	Daughter works in Social Services.

3. DECLARATION OF PROHIBITED PARTY WHIPS

There were no declarations of prohibited party whips.

4. PUBLIC QUESTIONS

No public questions had been received.

5. REVENUE & CAPITAL BUDGET MONITORING REPORT 2017/18

The Committee considered the Authority's Corporate Budget Monitoring Report and the Chief Executive's and Corporate Services departmental reports as at 31st December 2018 in respect of the 2017/18 financial year.

Amongst the issues raised during consideration of the report were the following:

- Concern was expressed that 'vacant posts' were being used to balance budgets. The Director of Corporate Services agreed to provide details as to how long vacant posts listed in the report had remained unfilled particularly as there could be an impact on frontline services and other staff who might have to provide cover.;
- A concern was expressed over the unachievable income target set in respect of Car Parks;
- In response to a query as to when the Corporate Savings Target within the Chief Executive's Department would be delivered the Director of Corporate Services advised that negotiations with the union over Standby were ongoing. He agreed to follow up the matter in regard to Health and Safety;
- The Director of Corporate Services advised the Committee on the restructuring of the Audit team.

UNANIMOUSLY RESOLVED to receive the report.

6. 2017/18 WELL-BEING OBJECTIVES CORPORATE PERFORMANCE MONITORING REPORT QUARTER 3 - 1ST APRIL TO 31ST DECEMBER 2017

The Committee considered a report which provided an overview of progress against the 2017/18 actions and measures in each of the 14 Well-being Objectives together with the Governance & Resources delivery plans, as at 31st December 2017 and broken down by Scrutiny.

UNANIMOUSLY RESOLVED to note the report.

7. 2017/18 WELL-BEING OBJECTIVES DEPARTMENTAL PERFORMANCE MONITORING REPORT QUARTER 3 - 1ST APRIL TO 31ST DECEMBER 2017

The Committee considered a report detailing progress against the actions and measures in the 2017/18 Well-being Objectives delivery plan relevant to the Committee's remit, as at 31st December, 2017.

The following issues/observations were raised on the report:-

- concern was expressed over the remedial action being taken to address the number of working days lost to sickness absence per employee as the performance status was off target. It was suggested that a report focussing on sickness absence be submitted to the next meeting;
- the Committee was advised that the Strategic Workforce Plan should be in place by July 2018;
- The Head of Corporate Services advised that the average time for processing new Housing / Council Tax Benefit Claims was partly affected by the high turnover of staff due which could be attributed to the nature of the work and the fact that staff sought opportunities elsewhere.

UNANIMOUSLY RESOLVED

7.1 that the report be received;

7.2 that a report on sickness absence be submitted to the next meeting.

8. CORPORATE ENFORCEMENT POLICY

Further to minute 6 of the Executive Board meeting held on the 26th June 2017 the Committee considered a revised Corporate Enforcement Policy document

incorporating amendments to reflect responses received during the consultation exercise. The amendments had been approved through the Corporate Multi-Disciplinary Enforcement Group and, if endorsed by the Executive Board at its meeting on the 26th March 2018, the revised Corporate Enforcement Policy would come into effect on the 1st April 2018.

The following issues were raised during consideration of the revised Policy:

- Members were advised, in response to questions, that issues such as staff protection and serial complainants were covered under separate procedures and policies;
- It was noted that all enforcement staff carried the necessary identification;
- A concern was expressed that the penalties in themselves were not high enough to be a deterrent. The Environmental Protection Manager stated that she could provide details of the number of fines issued. She agreed also to look into a suggestion that enforcement officers should be less visible and attired in plain clothes.

UNANIMOUSLY RESOLVED to recommend to the Executive Board that the amended Corporate Enforcement Policy be adopted from the 1st April 2018.

9. DIGITAL SCHOOLS STRATEGY 2018-2021

The Committee considered the first ever Digital Schools Strategy for Carmarthenshire in which was set out the Authority's vision, underpinned by overarching principles and key priorities areas, for the provision of ICT Services to Schools.

It was noted that all Heads had been made aware of the need to manage their budgets in terms of the provision, maintenance and renewal of IT equipment. Work to ensure connectivity at all schools was ongoing.

RESOLVED that the content of the Digital Schools Strategy 2018-2021 be approved.

10. DIGITAL TECHNOLOGY STRATEGY 2018-2021

The Committee considered a proposed Digital Technology Strategy 2018-2021 setting out the Authority's digital technology priorities and aspirations over the next 3 years. Its purpose was to identify the key technologies and initiatives that would facilitate and underpin the vision and delivery of the organisation's existing and overarching Digital Transformation Strategy. The Authority would make use of appropriate emerging and existing technologies to facilitate and underpin service transformation, improvement and efficiencies.

RESOLVED that the Digital Technology Strategy 2018-2021 be approved.

11. USAGE POLICY FOR PUBLIC ACCESS COMPUTERS

The Committee considered a proposed policy to govern how the Council provided its computers with internet access to members of the public. The policy specified that acceptance of the Terms & Conditions and proof of ID must be provided before access was granted to use a public access computer. This was to ensure that the identity of the user could be tracked should a subject access request be received from the Police or there is a breach of the Terms & Conditions.

RESOLVED to endorse the usage policy for public access computers.

12. CARMARTHENSHIRE PUBLIC SERVICES BOARD (PSB) MINUTES - 18TH JANUARY 2018

The Committee considered the minutes of the meeting of the Carmarthenshire Public Services Board held on the 18th January 2018. The Well-being of Future Generations (Wales) Act 2015 required that a designated local government scrutiny committee was appointed to scrutinise the work of the PSB. In Carmarthenshire, the Council's Policy & Resources Scrutiny Committee had been designated as the relevant scrutiny committee.

UNANIMOUSLY RESOLVED that the minutes of the PSB meeting held on the 18th January 2018 be received.

13. POLICY & RESOURCES SCRUTINY COMMITTEE ACTIONS AND REFERRALS UPDATE

UNANIMOUSLY RESOLVED that the report detailing progress in relation to actions, requests or referrals emerging from previous scrutiny meetings, be noted.

14. FORTHCOMING ITEMS

UNANIMOUSLY RESOLVED that the list of forthcoming items to be considered at the next scheduled meeting to be held on the 27th April 2018 be received subject to it being noted that the PSB Minutes would be deferred to the meeting scheduled for 14th June 2018.

15. MINUTES - 7TH FEBRUARY 2018

UNANIMOUSLY RESOLVED that the minutes of the meeting held on the 7th February 2018 be signed as a correct record.

CHAIR

DATE