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WEDNESDAY, 14 FEBRUARY 2018

TO: ALL MEMBERS OF THE COUNTY COUNCIL

I HEREBY SUMMON YOU TO ATTEND A MEETING OF THE **COUNTY COUNCIL** WHICH WILL BE HELD IN THE **CHAMBER, COUNTY HALL, CARMARTHEN - COUNTY HALLAT 10.00 AM, ON WEDNESDAY, 21ST FEBRUARY, 2018** FOR THE TRANSACTION OF THE BUSINESS OUTLINED ON THE ATTACHED AGENDA

Mark James CBE

CHIEF EXECUTIVE

PLEASE RECYCLE

Democratic Officer:	**Martin S. Davies**
Telephone (direct line):	**01267 224059**
E-Mail:	**MSDavies@carmarthenshire.gov.uk**
Ref:	**AD016-001**

A G E N D A

1.	**APOLOGIES FOR ABSENCE.**	
2.	**DECLARATIONS OF PERSONAL INTERESTS.**	
3.	**CHAIR'S ANNOUNCEMENTS.**	
4.	**PUBLIC QUESTIONS (NONE RECEIVED).**	
5.	**QUESTIONS BY MEMBERS (NONE RECEIVED).**	
6.	**TO CONSIDER THE RECOMMENDATIONS OF THE EXECUTIVE BOARD IN RESPECT OF THE FOLLOWING ITEMS:**	
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	6 .2 FIVE YEAR CAPITAL PROGRAMME (COUNCIL FUND) - 2018/19 TO 2022/23;	235 - 252
	6 .3 HOUSING REVENUE ACCOUNT BUDGET 2018/19 TO 2020/21 AND HOUSING RENT SETTING FOR 2018/19;	253 - 276
	6 .4 THE CARMARTHENSHIRE HOMES STANDARD PLUS (CHS+) BUSINESS PLAN 2018-21;	277 - 320
	6 .5 TREASURY MANAGEMENT POLICY AND STRATEGY 2018-19.	321 - 368
7.	**TO RECEIVE THE REPORT OF THE MEETING OF THE EXECUTIVE BOARD HELD ON THE 5TH FEBRUARY 2018.**	369 - 374

COUNTY COUNCIL
21st February 2018

Revenue Budget Strategy 2018/19 to 2020/21

EXECUTIVE BOARD RECOMMENDATIONS:

THAT COUNTY COUNCIL APPROVE:

1.1. the Budget Strategy for 2018/19 subject to the following amendments:-

1.1.1. The proposed reduction of £50k in the budget for Inclusion services be removed;

1.1.2. The proposal for the Care and Support Day Services be revisited resulting in a reduction in the proposed efficiencies of £50k for 2018/19 and a further £25k for 2019/20;

1.1.3. The Respite Centre proposal be reviewed and the department give further consideration to service provision options resulting in a reversal in budget of £200k in 2018/19 and £200k in 2019/20;

1.2. That the Band D council Tax for 2018/19 be set at £1,196.60 (an increase of 4.45% for 2018-2019).

1.3. That a School Development Fund of £0.5m be established from the "one-off" funding made available in 2018-19 and it be operated on a similar basis to the General Development Fund;

1.4. That the allocation of the £148k one-off funding balance identified in paragraph 3.23 and the £77k identified in paragraph 7.1 of the report be utilised in full to support the proposed amendments and proposals detailed above;

1.5. That the provisional medium term financial plan be approved as a basis for future years planning

Reasons: To enable the Authority to set its Revenue Budget for the Council Fund and resultant Council Tax for 2018-2019.

Relevant scrutiny committee to be consulted: YES

Exec Board Decision Required	YES
Council Decision Required	YES

EXECUTIVE BOARD MEMBER PORTFOLIO HOLDER:- Cllr. David Jenkins

Directorate: Corporate Services	Designations:	Tel No. 01267 224121
Name : Chris Moore	Director of Corporate Services	E Mail Addresses: CMoore@carmarthenshire.gov.uk
Report Author: Owen Bowen	Strategic Finance Officer	OBowen@carmarthenshire.gov.uk

EXECUTIVE SUMMARY
County Council
21st February 2018

Revenue Budget Strategy 2018/19 to 2020/21

1.2. Executive Board on 5h February 2018 considered the Revenue budget strategy 2018/19 to 2020/21 report following extensive consultation on the original budget proposals. The report indicated a council tax increase of 4.12% for 2018-19.

1.3. The full report considered by the Executive Board is appended to this report as follows:

Appendix	Document
1	Report on Revenue Budget Strategy 2018/19 to 2020/21
1(1)	Table 1 – Council Fund Summary
1 (ai and aii)	Consultation and Equality Impact Assessments
1 (b)	Cost reduction proposals
1 (c)	Recession, Demographic, Legislative or continuing pressures.

1.4. The Executive Board considered a number of amendments to the proposals detailed, following the consultation exercise, and proposed the following amendments to the report:

1.4.1. The proposed reduction of £50k in the budget for Inclusion services be removed;

1.4.2. The proposal for the Care and Support Day Services be revisited resulting in a reduction in the proposed efficiencies of £50k for 2018/19 and a further £25k for 2019/20;

1.4.3. The Respite Centre proposal be reviewed and the department give further consideration to service provision options resulting in a reversal in budget of £200k in 2018/19 and £200k in 2019/20;

1.5. That the Band D council Tax for 2018/19 be set at £1,196.60 (an increase of 4.45% for 2018-2019);

1.6. That a School Development Fund of £0.5m be established from the "one-off" funding made available in 2018-19 and it be operated on a similar basis to the General Development Fund;

1.7. That the allocation of the £148k one-off funding balance identified in paragraph 3.23 and the £77k identified in paragraph 7.1 of the report be utilised in full to support the proposed amendments and proposals detailed above;

1.8. Based on the Executive Board recommendations to County Council the table below summarises the latest proposed position:

	2018-19 £'000	**2019-20 £'000**	**2020-21 £'000**
Original net budget	**345,505**	**346,480**	**346,550**
Inclusion service	50		
Care and Support for Day Services	50	25	
Respite Centres	200	200	
Schools Development Fund	200		
Allocation of one-off funding	-225		
Other/validation movement	-2	9	9
Net increase in previous year base		273	507
NET BUDGET	**345,778**	**346,987**	**347,066**
Band D Tax	1,196.60	1,241.83	1,287.46
Council Tax Increase	4.45%	3.78%	3.67%

Table 1 (Appendix 2, attached) also provides the latest position

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: Chris Moore Director of Corporate Services

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

1. Policy and Crime & Disorder

The budget has been prepared having regard for the Council's Corporate Strategy 2015-2020, and the Well-being of Future Generations (Wales) Act 2015. Equalities Impact Assessments have been undertaken on the budget proposals in order to consider and assess the potential impact with respect to protected characteristic groups. All budget proposals considered to have an impact on front line services have undergone a period of public consultation. The Equalities Impact Assessments will be further developed following consideration of possible mitigation measures..

2. Finance

Council Fund

Final financial implications will be dependent upon the budget approved by County Council, however the implications on the latest proposals are as follows:

Proposed Net County Council Budget of £345,778k

Proposed Council Tax increase of 4.45% for 2018-2019 - Band D tax of £1196.60

CONSULTATIONS

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

Signed: Chris Moore Director of Corporate Services

1. Scrutiny Committee – Not applicable

2.Local Member(s) – Not applicable

3.Community / Town Council – Not applicable

4.Relevant Partners – Consultation with relevant partners undertaken and results contained within the report.

5.Staff Side Representatives and other Organisations – Consultation undertaken and results contained within the report.

Section 100D Local Government Act, 1972 – Access to Information List of Background Papers used in the preparation of this report:		
Title of Document	**File Ref No.**	**Locations that the papers are available for public inspection**
2018/19 3 year Revenue Budget		Corporate Services Department, County Hall, Carmarthen.
WG Provisional & Final Settlement		Corporate Services Department, County Hall, Carmarthen.

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APPENDIX 1

REPORT OF DIRECTOR OF CORPORATE SERVICES

Executive Board

5th February 2018

REVENUE BUDGET STRATEGY 2018/19 to 2020/21

DESIGNATION:	DIRECTORATE	TELEPHONE NO.
C Moore, Director of Corporate Services	Resources	01267 224120
AUTHOR & DESIGNATION	**DIRECTORATE**	**TELEPHONE NO**
C Moore, Director of Corporate Services	Resources	01267 224120

1. INTRODUCTION

1.1. Executive Board in November 2017 considered and endorsed the Revenue budget strategy 2018/19 to 2020/21 for consultation. The report indicated, after taking account of the provisional settlement, a council tax increase of 4.12% in 2018-19. The Executive Board in endorsing the report for the consultation process expressed the view

> 'that the contents of the budget report be noted and approved as a basis for consultation, and to specifically seek comments from consultees on the efficiency proposals detailed in appendices A to the report'.

1.2. This report updates members on the latest position for the Revenue budget including:

- Final Settlement Details
- Budget Consultation Results
- The Medium Term Spending Plans
- Implication on Council tax for 2018-2019.

The final proposals have endeavoured to meet the aspirations of the Authority, whilst taking account of the continued tough economic climate. They address specific pressures in certain service areas whilst recognising the need to minimise the impact on the local taxpayer.

1.3. There are inherent risks attached to this Budget Strategy and they are detailed within the body of this report, however the Director of

Corporate Services confirms that the proposed budget has been prepared in a robust manner.

1.4. The Executive Board needs to consider these detailed proposals and make recommendations to County Council in accordance with Council policy.

1.5. Whilst the Settlement has resulted in a better position than that anticipated, Local Government has again been faced with real term reductions which, in conjunction with significant validation requirement for such items as staff pay award and auto enrolment, continues to make the budget process extremely difficult. Decisions have had to be made in respect of prioritisation of services and the inclusion of substantial budget reductions in order to achieve what hopefully is an acceptable Council Tax increase.

2. CONSULTATION

2.1. The original proposals have been subjected to an extensive consultation exercise since the Budget Strategy reports were presented to the Executive Board on the 27th Novemeber 2017, with the following groups and committees being invited to comment:-

- Public and Ratepayers Consultation
- School Budget Forum (School's Budget)
- Scrutiny Committees
- Trade Unions

2.2. A detailed report on the consultation results for each of the above is attached at Appendix A.

3. BUDGET REQUIREMENT 2018/19

3.1. Current Year Performance (2017/2018)

3.1.1. As the Authority's core spending requirements remains constant year on year, a review of current year's performance is important in identifying whether there are any underlying problems within the base budget.

3.1.2. The current projection for the Revenue Outturn for 2017/18 (based on the October 2017 monitoring) is as follows:

Service	Approved Budget £'000	Total Expenditure Forecast £'000	Variance Forecast For Year £'000
Chief Executive	12,923	13,089	166
Communities	89,888	90,761	873
Corporate Services	23,522	23,188	-334
Education and Children	161,024	161,937	913
Environment	49,073	49,718	645
Departmental Expenditure	336,430	338,693	2,263
Capital Charges	-11,517	-12,617	-1,100
Levies and Contributions	9,487	9,487	0
Transfer to/ from Reserves	-200	-687	-487
Net Expenditure	334,200	334,876	676

The main reasons for the departmental overspends are as follows:

- Chief Executive: proposed savings in Standby (£224k) and Health and Safety (285k) not yet being delivered.

- Communities Department: continues to deliver savings related to packages of social care but pressures of approximately £800k remain primarily due to slippage in receiving a full year effect of actions e.g. supported living hourly rate realignment, impact of Releasing Time to Care project on domiciliary care packages. Other pressures include £127k Careline income affected by commissioning decisions undertaken by other local authorities, £50k Day Services for Older People- review ongoing.

- Education and Children's Services: continues to face pressure due in the main to school based EVR and redundancy costs, shortfall in the Music service SLA income from schools and closed schools property decommissioning costs.

- Environment Department: overspends are primarily due to non-achievement of car park income targets and a decrease in planning application income.

The Authority is currently forecasting a variance of £0.676m at the year-end that will have to be met from General Balances.

3.1.3. In considering next year's budget, consideration needs to be given to the ability of departments to address any ongoing pressures from the current year, with the pressures within Education and Social Services being considered currently as being the most significant issues.

3.2. Validation

3.2.1. Validation reflects the changes in expenditure requirements to deliver the **current level** of services in future years. Primarily this is inflation, but also includes some service specific changes. The key changes from the original strategy are as follows:

3.2.2. The Office of Budget Responsibility's mid-year inflationary forecasts for 2018 are only very marginally changed (0.1%) from those used in the original assumptions, so the inflation factors for 2018/19 have been retained at the same level as reported in the consultation process.

	2018/19 Original	**2018/19 Proposed**	**2019/20**	**2020/21**
General inflation	2.3%	2.3%	2.0%	2.0%
Electricity	5.0%	5.0%	5.0%	5.0%
Gas	5.0%	5.0%	5.0%	5.0%
Fuel	5.0%	5.0%	5.0%	5.0%
Pay Inflation - non teaching	2.0%	2.0%	2.0%	2.0%
Pay Inflation - Teaching	1.6%	1.6%	2.0%	2.0%
Levies	2.5%	2.7%	2.5%	2.5%
Pension Contributions	£102k	£102k	£208k	£212k
Increased pay offer	£900k	£1661k	£1800k	£600k
Auto Enrolment	£700k	£700k	£350k	
Capital Charges	£250k	-£472k	£250k	£250k
Main service Specifics:				
County Elections	-£300k	-£300k		

3.2.3. Members will recall that Council on the 26th April 2017 approved changes to the Authority's Treasury Management Policy, Strategy and Minimum Revenue Provision Policy, which changed the basis of the repayment of the Council's borrowing from a 4% reducing balance basis to a straight line basis of 2.5% which reflected the estimated "Asset Life" of the Authority's fixed assets. This change resulted in a reduction of some £2.5m in the charge to the annual budget in 2017-2018. In anticipation of this change, £1m of this sum was allocated to

Councils 2017-2018 revenue budget, with the balance of £1.5m being utilised to support the Capital Programme in 2017-18, with £0.6m being allocated to support the capital budget in the future years of the programme.

The estimated saving in the MRP charge are as follows:

	2018-19	2019-20	2020-21	2021-22	2022-23
Annual Saving	£2.520m	£2.293m	£2.008m	£1.735m	£1.472m

A decision needs to be taken therefore as to how the balance over and above the £1m already taken into the revenue budget is utilised in future years.

The Financial model has been prepared on prudent basis, with the underlying savings being validated into the budget being £1.472m (the position at year 5), and the savings above that amount being made available to finance one–off items in each financial year. For the 2018-19 financial year, after the £600k commitment to support the capital programme, the sum available for one off projects is £448k.

To support the work being undertaken by the Education Department and the Transformation, Innovation and Change team with the schools it is proposed that £300k of this sum is set aside in a 'schools development fund' which would operate on a similar basis to the Council's development fund. However, the application process and funding levels will need to be adjusted to enable schools to have easier access to the fund to facilitate the pace of change and generate future savings to their budgets

3.2.4. The Capital charges estimate reflects the current policy and the 5 year Capital Programme elsewhere on the agenda. Members will further be aware from the Extraordinary meeting of Council held on the 25th January 2017, that delegated authority was granted for the Leader of Council or the Chief Executive to sign the city deal agreement on the basis set out in that report. The Joint Committee Agreement, which will form the working relationship for the City Deal, is now being drafted and will be presented to Council in March 2018. Business cases for the projects are currently in draft form with the associated funding proposals being developed and these will need to be submitted to Council for approval at a future meeting. The City Deal funding will require Local Authorities to borrow the value of the funding allocated which will be repaid by the Central and Welsh Governments over 15 years. Currently the budget makes no provision for the interest costs of the borrowing. However,

dialogue is continuing with Welsh Government in respect of their supporting a scheme where 50% of the additional NNDR yield from the City Deal Projects will accrue to the Local Authorities.

3.2.5. The most significant specific validation over the three year period relates to the pay award offer made by the negotiating body for employers which give a 2% pay award plus the bottom loading of the lower pay scales (spinal points 9 to 20). For Carmarthenshire County Council, this results in a bottom pay point of £8.68 from April 2018 (an increase of 8.976%), increasing to £9.18 in April 2019 (a further increase of 5.76%). The pay offer also includes the introduction of a new pay spine from April 2019 that consolidates some of the existing spinal points and 'irons out' some of the current random gaps between pay points. Whilst we have made an initial estimate of implementing the new pay spine, further work needs to be undertaken in relation to assessing the implications on our current grade structure etc. before the actual cost is known. The pay offer does not apply to Chief Officers or Teachers who are covered by separate national pay arrangements. The Teachers pay award has been provided at 2% from September 2018.

3.2.6. Based upon the trend in the levy increase over recent years, the original budget strategy assumed that the Mid and West Wales Fire Authority Levy would be 2.5%. The 2018-19 budget approved by the Mid and West Wales Fire Authority was an increase of 2.7% on the budget requirement falling on the Constituent Authorities. The effect of this has been an additional £19k budget requirement.

3.2.7. There is a clear risk to the Budget Strategy as departments may find it difficult to manage their expenditure within these parameters, especially where service specific inflationary increases may differ to the global validation rates. This risk is something that will require close monitoring during the year.

3.2.8. In total validation adds £8.8m to the current year's budget.

3.3. Cost Reduction Programme

3.3.1. As detailed in the report to Executive Board on 27th November 2017, in anticipation of the reductions in this settlement round, significant work in identifying further service efficiencies/rationalisation proposals had been undertaken and a range of proposals were presented.

3.3.2. The current proposals are attached in Appendix B and are categorised as follows:

Managerial – cost reductions that result in no perceivable change to the overall level of service delivery or council policy

Policy – Efficiency or service rationalisation proposals that will directly affect service delivery.

3.3.3. Equality Impact Assessments have been conducted on those proposals which could have an impact on service delivery. These are intended to identify whether these savings could have a disproportionate impact on one or more groups. Where this is the case appropriate consultation with representatives of such groups will be conducted and measures to mitigate the impact will be considered where possible.

3.3.4. All new 'policy' proposals have undergone public consultation and Equality Impact Assessments (see attached report Appendix Aii). In deciding which savings proposals to adopt, members are reminded of their duty to give 'due regard' (consideration) to equality, as defined in the Equality Act 2010. In practice, this means taking decisions in the light of possible equality impacts and understanding how impacts on affected groups could be lessened (mitigated).

3.3.5. The cost reductions now included in the final budget strategy are:

	2018/19 £m	2019/20 £m	2020/21 £m
Managerial	5,225	3,417	2,471
Existing Policy	2,396	4,227	4,836
New Policy	725	1,393	902
Total	**8,346**	**9,037**	**8,209**

Shortfall on Target set	0	2,417	2,791

(Detailed in Appendix B)

The shortfall on the targets set in years 2 and 3 of the budget strategy bring further financial risk, and further work will need to be undertaken in 2018-19 to identify additional cost reduction proposals for the following years.

3.4. New Expenditure Pressures

3.4.1. New expenditure pressures are the combination of additional cost to meet existing service needs e.g. increased client base/greater service take up and the costs of meeting change in service provision e.g. policy changes.

3.4.2. Bearing in mind the budget pressures in the current year, and following a detailed review of the growth bids submitted, the budget strategy reflects the original provision of £3m being allocated to departments as follows:

	£'000
Chief Executive	150
Communities	1,750
Education	350
Environment	750

Departments will need to prioritise their departmental allocation against their original submissions

3.4.3. It must be noted that the allocated sum does not meet the pressures identified by departments, and accordingly departments will be required to strictly manage their budgets to remain within their allocated sums.

Detail at Appendix C

3.5. Schools Delegated Budgets

3.5.1. The last year of WG funding protection for schools was 2015/16 and whilst the Welsh Government settlement makes no specific requirement for Local Authorities to protect school budgets, the provisional settlement did state 'The school element of the settlement has been increased by £62 million in 2018-19. This ensures that we maintain the assumed Welsh Government share of core spending on schools at the level of 2017-18. In 2019-20 this rises to £108 million, reflecting our commitment to continued investment in education and to prioritise schools funding within a tighter overall settlement.' However, whilst these statements were made it is unclear as to how these figures have been calculated and where the said money has come from given the overall reduction in the settlement.

3.5.2. The three year budget strategy proposals adopted in February 2017 assumed no schools protection for 2018-19, and the indicative effect on schools delegated budgets were:

	2018/19

	£m
Previous Year Budget	**108.746**
Validation	2.326
Savings requirement	-4.989
Net Adjustment	**-2.663**
Proposed Delegated Budget	106.083

3.5.3. In light of the pressures on the school budgets and the lead in time required for the Education Department and the Senior Manager – TIC Schools Officer to support the delivery of change, the proposed strategy for 2018-19 is not to reduce the schools delegated budgets

3.5.4. The proposed schools budget for 2018-19 will therefore stand at £108.746m which is the same as 2017/18:

	2018/19 £m
Previous Year Budget	**108.746**
Validation	2.326
Savings requirement	-2.326
Net Adjustment	**0**
Proposed Delegated Budget	108.746

As outlined in paragraph 3.2.3, it is also proposed that a £300k schools development fund be established.

4. FUNDING

4.1. Revenue Settlement 2018-2019

4.1.1. On the 20th December 2017, the WG Cabinet Secretary for Local Government and Public Services announced the final settlement for 2018-2019.

4.1.2. The final settlement includes an additional £28.3 million (excluding the cost of the floor arrangements). This comprises an additional £20 million allocated to local government through the final WG budget published on 19 December. It also includes a further £7 million to support the increase to the capital limit for charging for residential care to £40,000 commencing from April 2018. Also included is an additional £1.3m funding to local authorities to use discretionary powers to provide targeted relief

to support local businesses which would benefit most from additional assistance

4.1.3. The movement for Carmarthenshire was an additional £1.480m of which £467k was for the increasing of the capping limits for residential care and £78k for the targeted relief to support small businesses.

4.1.4. The final settlement preserved the funding floor announced in October 2017, providing £0.8m of funding to ensure that no authority sees a reduction of greater than 0.5% compared to its 2017-18 allocation and top-up funding.

4.1.5. The published change in Aggregate External Finance (AEF) on an all Wales basis equated to an average increase of 0.2%, which in real terms is a reduction when inflation is taken into account. For Carmarthenshire County Council (CCC) the published increase was 0.2% (£621k). This was after taking account of transfers in and out of the settlement, and the transfer of new responsibilities.

4.1.6. The salient points of next year's settlement are noted below:

4.1.7. The final settlement for 2018/19 gave an increase in Standard Spending Assessment (SSA) for Carmarthenshire of £10.737m (3.2%), SSA on an all Wales basis also increased by 2.8%, un-adjusted for transfers and new responsibilities.

4.1.8. Indicative figures for individual Local Authorities were provided for the one financial year only, 2018/19, with an all Wales indicative reduction of 1.5% being outlined in the provisional settlement. The final settlement papers did not elaborate any further on this other than to confirm that the Welsh Government's Final Budget proposals included a further £20 million for local government in 2019-20 which in broad terms indicates a proposed reduction of 1.02% on the 2018-19 settlement figures

4.1.9. Transfers in and out of the settlement include:

Transfers In:	
Single revenue grant	£2,124k
Independent Living	£3,135k
Social care workforce	£1,114k
Looked after children	£388k
Carers respite cheme	£181k

New Responsibilities:

Increasing capital limits for residential care	£467k
Business rates relief	£78k
Homelessness prevention	£399k

The above has a neutral effect on the Authority's budget.

4.1.10. Business Rate Poundage is to increase to 51.4p from 49.9p for 2018/19. (+3.0%)

4.1.11. The table below provides a summary of the overall position for this authority after the final settlement:

	2017-2018 Settlement £m	2018-2019 Original Notification £m	2018-2010 Settlement £m
Standard Spending Assessment	335.323	343.637	346.059
Aggregate External Finance	258.819	257.960	259.440

4.2. Internal Funding

4.2.1. Generally speaking whilst the use of reserves to support annual budgets should not be summarily discounted, it must be treated with caution. Funding on-going expenditure from such funds merely defers and compounds difficult financial problems to the following year. One-off items of expenditure within any budget proposal lend themselves better for such funding support.

4.2.2. In deliberating this point however, members must bear in mind any **inherent risks** that may be built into the budget strategy. These include:

- Challenging Efficiency targets
- Future inflation/interest rates
- Current economic climate continuing
- Additional pressure on demand lead Services
- Overestimation of the future settlements.

- Lack Welsh Government forward indicators for 2019-20 onwards.

4.2.3. Sensitivity impact analysis:

Budget element	**Movement**	**Annual Impact £m**
Pay inflation	1%	2.1
General inflation	1% (expenditure only)	2.2
General inflation	1% (income only)	-1.3
WG Settlement	1%	2.5
Specific Grants	1%	1.0
Council Tax	1%	0.83

4.2.4. The following table summarises the main categories of reserves held by the Authority.

	1st Apr 2017 £'000	31st Mch 2018 £'000	31st Mch 2019 £'000	31st Mch 2020 £'000
Schools Reserves	1,710	0	0	0
General Reserves	9,304	8,628	8,628	8,628
Earmarked Reserves	74,132	58,324	44,009	13,162

4.3. School Reserves

4.3.1. Schools have delegated responsibility for the management of their own finances. The level of reserves held by an individual school at any point in time will depend on a number of factors including the level of contingency fund that the school governing body considers appropriate, and the particular plans each school has for expenditure. Officers have yet to be informed of any transfers to/from these reserves by individual schools for future years, so the forecast is for the reserves to be reduced to a nil balance overall given the trend in reducing school balances over recent years.

4.3.2. Legislation allows schools to carry forward reserves from one financial period to another. Current guidance requires schools to limit their carry forward to £50,000 for Primary Schools and £100,000 for Secondary Schools or 5% of their budget dependant on what is greater. School Improvement officers continually work with schools to ensure they comply with the guidance. As at 31st March 2017, 33 primary, 4 secondary and 1 special schools were in deficit and 8 primary and 4 secondary schools held surpluses in excess of the £50k/£100k threshold.

5. GENERAL RESERVES

5.1.1. In the changeable and challenging environment currently facing Local Government the Authority is committed to maintaining a reasonable level of General reserves or Balances. Whilst there is no prescribed minimum level for Balances, Council has previously deemed 3% of net expenditure as being a prudent level, which has been accepted by our Auditors as being reasonable.

5.1.2. The overall level of Balances are taken into consideration each year when the annual budget is set and has on occasions been utilised to augment expenditure/reduce council tax. Whilst the 2017-2018 budget was set on the basis of a nil transfer from General Reserves, with the October Budget monitoring (outlined in paragraph 3.1.2 above) there could be a draw of £676k against General Reserves at the end of the current financial year.

5.1.3. Given the likely draw on this reserve in the current year therefore it is deemed imprudent at this stage to assume any further support for future years budgets from the current General Reserves.

5.1.4. Taking account of these changes the average level of the general reserves is forecasted to be around 2.5% of net expenditure during 2018/19.

5.2. Earmarked Reserves

5.2.1. The Authority holds earmarked reserves which have been set up to finance the delivery of specific projects, or in protecting the authority against future liabilities or issues. The reserves can be summarised as follows:

Reserve	31 March 2017	31 March 2018	31 March 2019	31 March 2020
	£'000	£'000	£'000	£'000
Insurance	9.945	9,795	9,845	9,895
Capital Funds*	40,756	36,496	25,276	3,986
Development Fund	1,514	636	836	1006
IAG/OAG	9	0	0	0
Corporate Retirement Fund	2,842	2,069	1,296	506
Joint Ventures	1,168	647	782	917
Other	17,898	8,681	5,974	4,824
TOTAL	**74,132**	**58,324**	**44,009**	**13,162**

- Balance at 31 March 2020 has been allocated in years 2020 to 2022 of the 5 year capital programme

5.2.2. As can be seen from the table above the level of earmarked reserves fluctuates greatly year on year, and whilst the level in each fund is not an exact science it is based on an informed estimate and past experience of the likely call on the authority in future years in line with the intended purpose of each reserve. Great care must therefore be taken when considering utilising such funds for purposes other than those which they were created as this could lead to the authority being faced with substantial unfunded liabilities in the future.

5.2.3. Taking account of the proposals within this report, including the use of reserves, the Director of Corporate Services confirms that overall the estimated level of financial reserves (as indicated above) is adequate for the financial year 2017/18, with the General Reserves being at the minimum that could be supported.

6. WELLBEING OF FUTURE GENERATIONS (WALES) ACT 2015

6.1. In considering the budget proposals, members need to take into consideration the requirements of the Wellbeing of Future Generations (Wales) Act 2015. The Act requires that we must carry out sustainable development, improving the economic, social environmental and cultural well-being of Wales.

'… 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'

6.2. In doing so, we must demonstrate the following 5 ways of working:

- Looking at the long-term so that we do not compromise the ability of future generations to meet their own needs

- Understanding the root causes of the issues to prevent them recurring

- Taking an integrated approach so that we look at all well-being goals and objectives of other services and partners

- Collaboration – Working with others in a collaborative way to find shared sustainable solutions

- Involving a diversity of population in decisions that affect them

6.3. 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

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 and obesity)

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

Age Well

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 Carmarthenshire

In a Healthy and Safe 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

7. MEDIUM TERM FINANCIAL PLAN AND COUNCIL TAX PROPOSAL 2018/19

7.1. The table below provides members with a summary of the latest position which reflects the contents of this report.

Assuming that the Council Tax increase remains at the level set in the original budget strategy which is 4.12%, this will give estimated expenditure of £345.505m. The increase in the final settlement above the monies allocated for new responsibilities have been offset by the increased pay costs arising from the pay offer made as outlined in paragraph 3.2.5. , leaving a potential sum of £77k which can be considered by the Executive Board for use to respond to budget allocation:

	2018 - 2019 £'000	2019 - 2020 £'000	2020 - 2021 £'000
Previous Years Budget	**334,401**	**345,505**	**346,480**
Validations/Adjustments	19,373	12,430	11,070
Validated Budget	**353,774**	**357,935**	**357,550**
less			
Efficiency/Service Rationalisation (Identified)	-8,346	-11,454	-11,000
Projected Budget	**345,428**	**346,480**	**346,550**
Potential sum available	77		
	345,505	**346,480**	**346,550**
WG Settlement			
RSG & NNDR	-259,440	-256,793	-252,941
Call on Council Tax	86,065	89,687	93,609
Tax Base	72,153	72,629	73,109
Council Tax Rate (Band D)	**£ 1,192.81**	**£ 1,234.85**	**£ 1,280.42**
Council Tax Increase	4.12%	3.52%	3.69%

7.1.1. A full summary of the Budget Build up can be seen in Table1.

7.1.2. Years 2 and 3 of the Medium Term Financial Plan assume the identification and delivery of the current shortfall in savings proposals of £2.417m in 2019-20 and £2.791m in 2020-21

7.1.3. It must be emphasised that the figures for 2019 - 2020 and 2020 - 2021 are indicative only and must therefore be treated with caution as the settlement figures, growth pressures and the inflation assumptions contained therein will all be subject to revision as the year progresses and firmer data becomes available.

7.1.4. As outlined in paragraph 4.1.9, Welsh Government has not provided individual Authority AEF figures for 2019-20 and beyond. From the limited information made available we anticipate a reduction of 1.02% for 2019-10, and current indications are that future year's settlements will continue to see further reductions in the funding made available to Local Authorities. This report before you today therefore assumes a 1.02% reduction in the settlement for both 2019/20 and a 1.5% reduction for 2020/21, this will continually be reviewed as and when further information becomes available. Members will note within paragraph 4.2.2, the overestimation of future settlements is identified as an inherent risk.

7.1.5. Recommendations

7.2. That Executive Board consider and recommend to County Council:

7.2.1. The Budget Strategy for 2018/19.

7.2.2. The Band D Council Tax for 2018/19

7.2.3. That a School development fund is established from the 'one-off' funding made available in 2018-19, and that the fund be operated on a similar basis to the General Development fund.

7.2.4. The allocation of the £148k one-off funding balance outlined in paragraph 3.2.3 and the £77k identified in paragraph 7.1 of the report.

7.2.5. The Medium Term Financial Plan which will form the basis for future years financial planning.

COUNCIL FUND REVENUE ACCOUNT

TABLE 1

SUMMARY STATEMENT

2017/18 Approved Budget £	2017/18 Provisional Outturn £		2018/19 Proposed Budget £	2019/20 Indicative Budget £	2020/21 Indicative Budget £
12,923,493	13,089,605	Chief Executive	12,724,919	12,777,009	12,992,579
161,024,377	161,937,116	Education & Childrens Services	161,458,322	159,474,240	157,919,989
23,521,601	23,187,854	Corporate Services	25,762,864	28,364,711	29,619,839
89,887,582	90,760,854	Communities	96,080,313	97,965,125	100,114,915
49,073,071	49,718,292	Environment Services	51,742,727	52,087,248	52,382,820
		Savings to be identified		-2,417,000	-5,208,000
336,430,124	**338,693,721**	**Departmental Expenditure**	**347,769,145**	**348,251,333**	**347,822,142**
-11516726	-12616726	Capital Charges/Asset Management Acc	-11,988,725	-11,738,725	-11,488,725
		Levies and Contributions			
9,348,665	9,348,665	Mid & West Wales Fire Authority	9,582,382	9,821,941	10,067,490
138,494	138,494	Brecon Beacons National Park	141,956	145,505	149,143
334,400,557	**335,564,154**	**Net Expenditure**	**345,504,758**	**346,480,055**	**346,550,050**
	-487,112	Contribution from Balances	0	0	0
-200,000	-200,000	Transfer to/from Departmental Balances/Earmarked Reserves			
334,200,557	**334,877,042**	**NET BUDGET**	**345,504,758**	**346,480,055**	**346,550,050**
		TO BE FINANCED FROM:			
-251,176,206	-251,176,206	Aggregate External Finance	-259,439,648	-256,793,364	-252,941,463
83,024,351	**83,700,836**	**CALL ON TAXPAYERS**	**86,065,110**	**89,686,691**	**93,608,587**
1145.61		**Band D Tax**	1,192.81	1,234.84	1,280.40
		Council Tax Increase	4.12%	3.52%	3.69%

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REVENUE BUDGET 2018-19 to 2020-21

CONSULTATION REPORT

Carmarthenshire County Council

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CARMARTHENSHIRE COUNTY COUNCIL

BUDGET 2018-21 CONSULTATION

INTRODUCTION

A mixed-methods approach to ascertaining views on the 2018-21 budget took place during the period from 27 November 2017 to 7 January 2018.

In making savings, the Council is concerned to minimise the impact upon service delivery. In meeting the challenge of saving a total of £31 million, many savings are being made through internal efficiencies. It is however recognised that some savings proposals will potentially have an impact on service delivery. These are known as 'policy' proposals and **20** (with a total value of £3.02 million) are being considered by the Council in making its budget for 2018-21.

There are a variety of legal and policy reasons why the Council must undertake full and meaningful consultation, where service changes are under consideration.[1] Ultimately, a flawed approach can be a means whereby decisions can be challenged through the courts, through a process of Judicial Review. A decision against the Council would damage the reputation of Council, at a time when it needs to focus on responding to its challenging financial position.

This report:

- 1) Outlines the **consultation approach** and the different consultation methods deployed;
- 2) Describes the **demographic characteristics** of those who took part
- 3) Summarises the **key findings**;
- 4) Details the **specific consultation findings** in relation to each of the 20 proposals;
- 5) Considers **tolerances to council tax increases**
- 6) Lists some ideas from the consultation for **making savings or generating income**

1) OUTLINE OF APPROACH AND CONSULTATION METHODS

Whilst the 'cash neutral' settlement provided by Welsh Government was more favourable than in years past, inflation, rising costs, demographic pressures and increased statutory obligations have challenged the Council to make significant cost reductions. In response, Council departments identified proposals for making savings and a consultation exercise was undertaken to elicit views on levels of agreement, possible impacts and ways the impacts could be minimised (mitigation).

[1] The 2010 Equality Act and the Council's Strategic Equality Plan require that 'due regard' be given to the views of designated groups in making decisions. In terms of consultation, a body of case law points to the need for public authorities to properly gather and consider the views of the public in reaching decisions.

Councillor involvement

A series of departmental seminars for all county councillors took place during the period November to December.[2] All efficiencies across each department were considered in detail and feedback sought. Bullet points below provide an outlook of their views and further suggestions on efficiencies. Councillor feedback regarding the public consultation can be found against the relevant proposals.

Alongside councillor engagement, public consultation took place in the following ways:

Survey

The survey provided financial and service information on each of the 20 policy proposals and asked respondents to express a view on the degree to which they supported the proposal.[3] Views were also sought regarding the potential impact of implementing the proposal on people and communities.[4]

The survey was administered in two principal ways:

1) Electronically via the Council's online consultation portal (iLocal)
2) Hard copies were promoted through customer service centres, libraries and other high footfall areas in order to maximise the response rate.

A total of 731 survey responses were received from various sections of the community, including businesses, town and community councils and groups and organisations. A demographic breakdown is provided in section 2.

Stakeholder event

A stakeholder event was held December 6th at Y Ffwrnes theatre, Llanelli, in order that organisations, representatives and residents could offer comment and ask questions on each of the 20 proposals direct to council officers in a facilitated session.

Insight

The Insight session took place 29th November at Y Crochan, Y Ffwrnes, Llanelli which involved year 12 and 13 students from Ysgol Bryngwyn, Ysgol Bro Dinefwr, Ysgol Bro Myrddin, Coleg Sir Gâr, Dyffryn Aman, Glan y Môr, Emlyn, Maes Y Gwendraeth and QE High attended.

Each school had around 10 attendees, and Executive Board roles were allocated. In all, around 80 young people participated in the budget consultation exercise. Following briefings on portfolios and proposals for making savings, students undertook a discussion and decision making exercise to decide which proposals they would support. Members of the Council's Executive Board were in the audience as each group presented its views on the proposals.

Seven groups from the 10 schools attended the full council session on 13th December 2017 to deliver their insight regarding the efficiency proposals. The comments and suggestions noted by pupils are noted against the relevant proposals. Furthermore, suggestions were presented regarding efficiency savings that they proposed to full council which can be seen below:

[2] As democratically elected representatives, councillor views are of central importance. This is of course in addition to their decision making role, as Council, in deciding the budget.
[3] The format of the survey was identical to the previous budget survey, to ensure comparability of results for all 15 proposals.
[4] The responses are important in establishing the impact of Council proposals on people – a key consideration in undertaking good decision making based on evidence, and a requirement of the 2010 Equality Act.

- Reduce the number of aesthetic decorations (e.g. hanging baskets, decorated roundabouts, flower beds)
- In order to generate more income, business rates need to be reduced to attract businesses to town centres which would boost the local economy.
- Create income through privatising the leisure centres in the county.
- Use school building outside of school hours for local/community events in order to generate income.
- With regard to road safety budget, pupils suggested that safety lessons for motorcyclists and older adults should be self-funded and not paid for by the council.
- Introduce fines for individuals who do not attend council appointments and do not provide an explanation.

Other

Social Media Responses:

- Most of the comments received via social media were regarding the staffing structure and salaries. Furthermore, comments were also made regarding councillor, meeting and travel expenses.
- Many noted that savings should not be made to front line services which are vital for the community. These services are usually for the most vulnerable in the community and should be protected.
- Some respondents noted the need for that elected members and staff should pay for parking.
- Replies were also received regarding the council's reserves and that this should be used rather than efficiency saving to vital front line services.
- Many stated that their council tax contributions are already too high and expressed that an increase would be unfair.
- Residence noted that the magazine/booklets which are issued by the council are a 'waste of money' and should be stopped in order to make a saving.

The consultation also included a Schools Strategy and Budget Forum meeting on the 23rd November and a Trade Union Consultation Session, 3rd January 2017.

Publicity

Information about the budget consultation, and ways to become involved, was disseminated widely. The issue was highlighted in Carms News, and relevant information was provided for dissemination through a wide range of local media, during the consultation period.

In addition, the consultation was publicised through relevant equality groups, including Equality Carmarthenshire and the Carmarthenshire Disability Coalition for Action. The Carmarthenshire Community and Town Council Liaison Forum held two specific meetings to discuss the budget on the 5th and 14th of December with the consultation information also circulated to all clerks in the Community and Town Council newsletter.

The public consultation phase ran from 27th November 2017 to 8th January 2018.

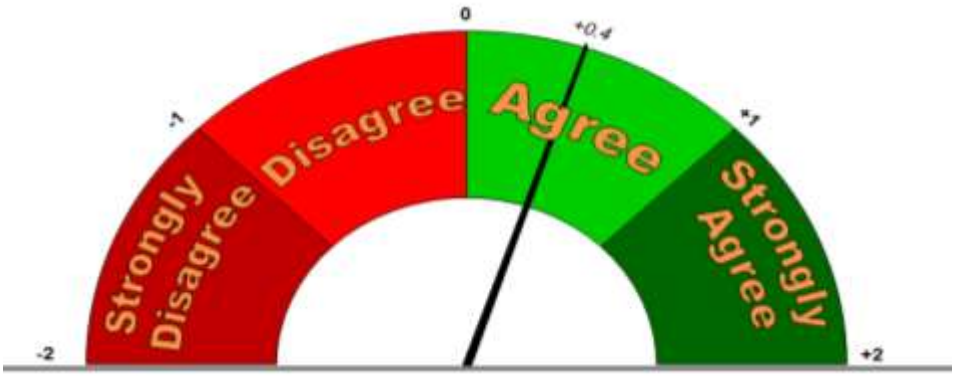
About Average Index Score (AIS). Sometimes known as a 'weighted average', the AIS is a way of distilling the 'balance and strength of opinion' down into one number. Useful for questions with options to 'strongly agree', 'disagree', etc., the technique is used throughout the report. Values range from 2 (*everyone* strongly agrees) to minus 2 (*everyone* strongly disagrees).

Example
10 people are asked whether they 'strongly agree', 'agree', 'have no opinion', 'disagree' or 'strongly disagree' that Wales will win the six nations.

Results...
3 strongly agree (each response worth 2, so=**6**)
3 agree (each response worth 1, so=**3**)
1 no opinion (each response worth 0, so=**0**)
1 disagree (each response worth -1, so= -**1**)
2 strongly disagree (each response worth -2, so=-**4**)

The AIS is calculated by adding all the numbers in bold: so, 6+3+0-1-4=4;

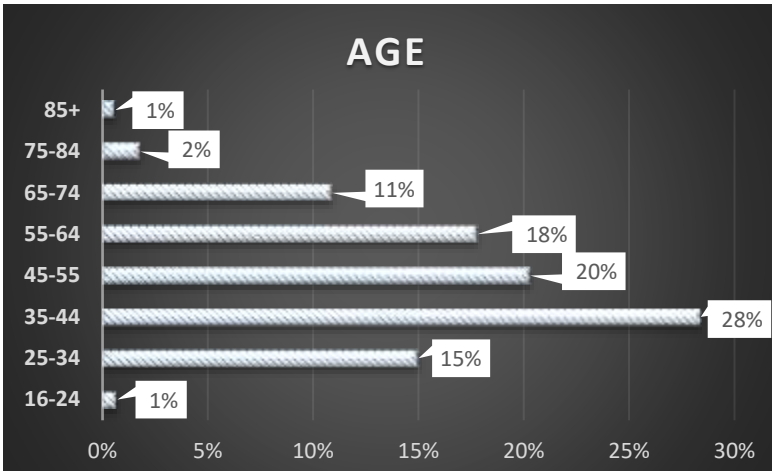
Then dividing by the number of responses (10 in this case). The average index score is: 4÷10=**0.4** (shown graphically below)

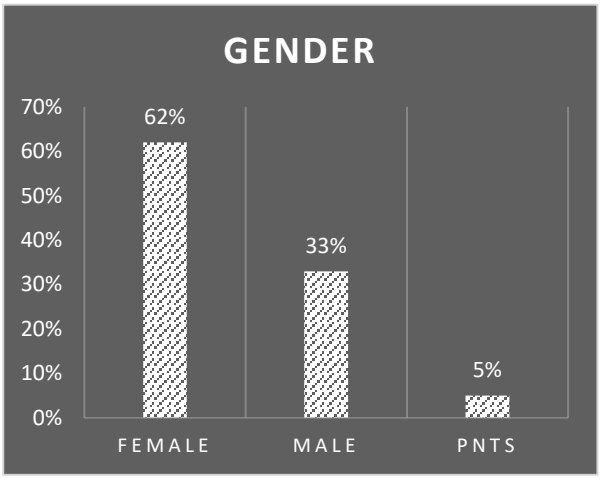


2) RESPONDENT PROFILE

Of the 731 respondents who gave completed answers to demographic questions: 97% were from individuals and 3% from Town and Community Councils, organisations or businesses. [5]

[5] Cwmmaman Town Council, Tovali Ltd, Dolbryn Caravan & Campsite, Allt Y Golau Farmhouse B&B, Llandyfaelog Community Council, Kidwelly Town Council, St. Clears Town Council, Llandybie Community Council, Carmarthen Civic Society, Carers Trust Crossroads Sir Gâr.





Demographic Characteristic	Overall %
Transgender	0.3%
PNTS	4.7%
Relationship status	
Single	10%
Married	63%
Separated	1%
Divorced	5%
Widowed	3%
Civil partnership	1%
Co-habiting	10%
Other	0.4%
PNTS	7%
Sexual orientation	
Straight	86%
LGB	3%
PNTS	11%
Religion	
Yes	42%
PNTS	11%
Caring responsibilities	
Yes	18%
PNTS	3%

Demographic Characteristic	Overall %
Ethnicity	
White	95%
BME	0.7%
Other	0%
PNTS	4.3%
Disability	
Yes	8%
No	85%
PNTS	7%
Preferred language	
Welsh	19.6%
English	79.7%
Other	0.7%
Income	
<£10,000	5%
£10,000 – £19,999	14%
£20,000 – £29,999	16%
£30,000 – £39,999	15%
£40,000 – £49,999	12%
£50,0000 – £59,999	9%
> £60,000	12%
PNTS	18%

3) SUMMARY OF KEY FINDINGS

Headline results – all 20 proposals

The table below shows the results from the budget consultation survey. It shows details of the proposal, then gives results for the question: *'how strongly do you agree, or disagree, with this proposal'*.[6] The table is ranked in order by AIS score. Those proposals with higher levels of support, reflected in higher AIS scores, appear first.[7]

Proposal Ranking	Proposal number	3 Year Saving (£'000)	Strongly Agree (%)	Agree (%)	Neither (%)	Disagree (%)	Strongly Disagree (%)	Average Index Score
1. Trade Waste	8	156,000	35%	39%	17%	5%	4%	**0.96**
2. Waste Collections	7	218,000	37%	38%	9%	7%	8%	**0.89**
3. Gwendraeth Sports Centre	4	11,000	30%	42%	19%	5%	5%	**0.88**
4. Age Cymru	9	11,000	34%	37%	13%	8%	8%	**0.82**
5. Llanelli Town Hall Grounds	10	10,000	36%	31%	13%	13%	7%	**0.77**
6. Y Gât	5	47,000	26%	42%	20%	6%	6%	**0.75**
7. Searches	14	10,000	23%	42%	24%	6%	5%	**0.70**
8. Delegated School Budget	20	500,000	26%	35%	11%	9%	20%	**0.38**
9. Road Safety	13	120,000	18%	32%	18%	17%	15%	**0.21**
10. Day Services –Complex Needs	3	30,000	11%	36%	23%	15%	15%	**0.14**
11. School Meals	16	100,000	21%	34%	7%	13%	25%	**0.12**
12. Day Services – Opportunities	2	780,000	11%	37%	21%	15%	17%	**0.12**
13. Parking Services	11	200,000	23%	28%	8%	17%	24%	**0.11**
14. Respite Centres	19	400,000	12%	29%	25%	13%	22%	**-0.03**
15. School Crossing Patrols	12	38,000	17%	27%	11%	24%	21%	**-0.04**
16. Highways	15	50,000	15%	29%	11%	27%	19%	**-0.05**
17. Primary School Breakfast	17	50,000	19%	27%	9%	17%	28%	**-0.07**
18. Day Services	1	75,000	10%	23%	28%	19%	19%	**-0.14**
19. Street Cleaning	6	164,000	9%	21%	11%	28%	31%	**-0.49**
20. Inclusion Service	18	50,000	8%	13%	14%	26%	40%	**-0.78**

[6] The survey itself gave summary information about each proposal to inform the decisions of respondents.
[7] Values near to zero may indicate no clear consensus, or may reflect apathy in relation to the proposal.

4) CONSULTATION FINDINGS – ALL PROPOSALS

Below, all 20 proposals are considered individually, in turn, in order to lay out a *comprehensive summary* of relevant consultation information.

Each summary begins by detailing relevant facts and figures, including the value of the proposal, its average index score (AIS), and its AIS rank against other proposals. It also gives an AIS for selected categories of respondent, for comparative purposes, and also to help meet our Equality Duty of demonstrating 'due regard' to equality. It is important to recognise that some proposals will be of specific relevance to people in certain categories. This must be taken in account in reaching decisions.

Views expressed through the public consultation - whether through surveys, - have been considered together and themes identified.

The 'other relevant information' section includes information from *specific* sources, such as representations and organisational responses.

The views of councillors, (as expressed through budget seminars or scrutiny committees) are included under the 'councillor engagement' heading.

In the AIS charts that follow for each proposal, negative values are highlighted to show where results are, on balance, in opposition.

In order to strengthen the decision making process, where a proposal has formed part of a previous budget consultation, these results are also included, for comparative purposes.

1. Care and Support – Day Services

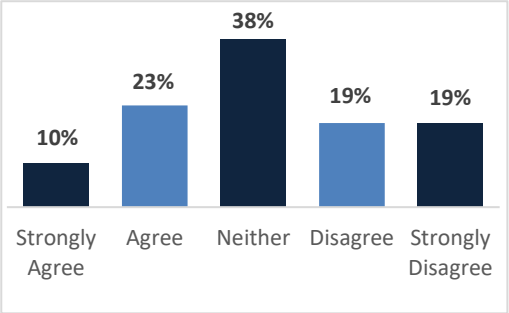
Total Budget: £1,027,000
3 Year Savings: £75,000

2018 - 19	2019- 20	2020- 21
50	25	0

Description:
Reshaping provision at Llys y Bryn producing savings of £75,000 over two years.

Increase in Council Tax if proposal not adopted: 0.09%

Average Index Score: -0.14
Overall Rank (of 20): 18
Sample Size: 661



	Single	BME	16-24	25-64	65+	F	M
AIS	0.02	-0.13	-0.25	-0.16	0.15	-0.23	0.06
Sample	127	8	4	521	80	391	220

	Disabled	Religion	LGB	Carer	Income <£20k	Income £20–£39k	Income >£40k
AIS	0.09	-0.13	0.60	-0.24	-0.20	-0.16	-0.04
Sample	57	268	20	120	118	195	211

Key themes from the public consultation:

Impact – 152 comments

- The majority of respondents felt that this would put Increased pressure on families, carers and vulnerable people.
- Many commented on the lack of detail in the proposal and felt that they were unable to provide an opinion.
- Comments were received from many stating that they did not want this service to be cut.
- Some respondents felt that the proposal was not taking into consideration vulnerable people and their carers.
- Respondents felt that the service is vital for those who need it and individuals would struggle without it, many felt that the saving was insignificant to the damage that it would cause.

Mitigation – 118 comments
• Many felt that there was insufficient information regarding the 're-shaping' to view their opinions. • Some suggested that working with the third sector, charity organisations and volunteers could be undertaken in order to reduce impact of the reshaping. • Many suggested that no cuts be implemented as this service is always being hit by cuts.
Welsh Language – 92 comments
• Many responded that the reshaping of this provision would give less opportunity for welsh speakers to socialise and use the language. • Many felt that social isolation would reduce the opportunity to use the Welsh language.

Other relevant information:

- Insight session noted that this is a vital service for both individuals with physical or learning disabilities or mental health needs and their carers. They welcomed centralising the service as it would better utilise council buildings, promote better diversity within these communities and reduce isolation.

Councillor engagement:

- Support for informal carers essential – they are currently keeping the care system going.
- Members were keen to ensure that there isn't a negative effect on the standard of the service and that the revised structures are regulated well
- With regards to domiciliary care, Members were keen to ensure that we / third party providers invested in the technology (smart phones etc.) to enable staff to work more efficiently and support changes such as the rotas / shift information

Equality Impact Assessment summary:

Description of impact:
Review third sector provision within complex needs day services
Affected groups:
Carers/Parents, service users
Mitigation
• A consultation strategy will be developed alongside any detailed proposals regarding service change. • Person Centred Reviews and impact assessments will be undertaken to consider the impact on individuals and their families and to ensure that there are no negative impacts as a result of the service change.
Assessment undertaken: January 2018

2. Learning Disabilities – Day Services (Opportunities)

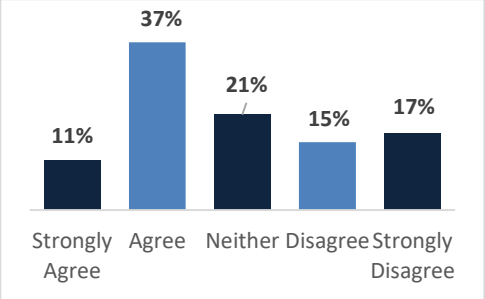
Total Budget: £2,845,000
3 Year Savings: £780,000

2018- 19	2019 - 20	2020 - 21
285	245	250

Description: Develop and recommission services jointly with Older People's Services, the third sector and leisure services with a savings target of £780,000 over three years. An options appraisal is currently being developed.

Increase in Council Tax if proposal not adopted: 0.94%

Average Index Score: 0.12
Overall Rank (of 20): 12
Sample Size: 648



	Single	BME	16-24	25-64	65+	F	M
AIS	0.32	0.43	0	0.10	0.35	0.10	0.20
Sample	127	7	4	508	80	379	220

	Disabled	Religion	LGB	Carer	Income <£20k	Income £20–£39k	Income >£40k
AIS	0.16	0.12	0.40	-0.08	0.09	0.05	0.24
Sample	55	261	20	122	116	192	206

Key themes from the public consultation:

Impact – 130 comments

- Comments received welcomed the proposal for integrating services, however it was also highlighted that transport would need to be provided and staff would need to be upskilled for this proposal to go ahead.
- Many comments were received stating that clarity on the proposal needed to be provided before an opinion could be given.
- Many expressed the need to centralise services in order to free buildings but raised concerns regarding transport from rural areas and areas outside of the main towns.
- Many highlighted the fact that individuals with learning disabilities are adverse to changes and that this proposal should not go ahead. However some did suggest that if the proposal is accepted then transition to the new settings needs to be effective.

Mitigation – 92 comments
• Many stated that an effective transition was vital if this proposal was implemented. • Engage with volunteers, charities and third sector. • By improving the transport connections to new services. • Many suggested that engaging with service user to ensure that their needs are met was important.
Welsh Language – 61 comments
• Many felt that it was important that staff in the new proposed service should be able to speak Welsh and English

Councillor engagement:

- General support for direction of travel to integrate services into mainstream provision but client needs will always need to be fully assessed and addressed accordingly
- General support for the proposals, specifically the new 'creative' ways of working; however, the success of the proposals are dependent on a number of external factors
- Concern was noted regarding Day Services and members highlighted the need for detailed planning to ensure ownership from community groups and third sector providers

Equality Impact Assessment summary:

Description of impact
The proposal is to end the lease agreement that the Department for Communities has with the Cross Hands Cinema. The agreement is that the Department has access to the building between the hours of 9am and 5pm Monday to Friday. This part of the building is also used by the Library (sub-let from the Department of Communities) and the RVS who have an office there.
Affected groups:
Older people and those with disabilities
Mitigation
• Person Centred Reviews will be undertaken to consider the impact on individuals and their families and to ensure that any activity currently undertaken in Cross Hands could be undertaken in a more effective way, e.g., cooking skills can be developed in the accessible kitchen in Manor Road or in the persons own home.
Assessment undertaken: January 2016, revised December 2017

3. Learning Disabilities – Day Services (Complex Needs)

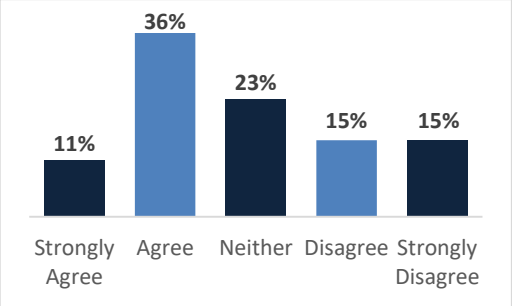
Total Budget: £2,845,000
3 Year Savings: £30,000

2018 - 19	2019 - 20	2020 - 21
30	0	0

Description: Review third sector provision within complex needs day services.

Increase in Council Tax if proposal not adopted: 0.03%

Average Index Score: 0.14
Overall Rank (of 20): 10
Sample Size: 639



	Single	BME	16-24	25-64	65+	F	M
AIS	0.39	1.00	-0.33	0.11	0.54	0.16	0.18
Sample	127	7	3	502	79	373	219

	Disabled	Religion	LGB	Carer	Income <£20k	Income £20–£39k	Income >£40k
AIS	0.39	0.20	0.20	0.06	0.20	0.17	0.14
Sample	54	260	20	121	112	193	202

Key themes from the public consultation:

Impact – 100 comments

- Many felt that there was insufficient details within the proposal for them to comment on the affect on individuals, families or communities.
- Respondents commented that the savings were not enough to merit the change in this provision.
- Some comments expressed that this would help individuals with complex needs to interact with each other and reduce isolation.
- Respondents commented that staff would need to be trained in order to provide the same level of care and support.

Mitigation – 68 comments

- It was suggested that volunteers be trained and engage with people online, provide live education if appropriate.
- Many suggested that the changes will need to be phased in and consultation with service users in order for the transition to be seamless.

• Respondents suggested that 'in-house staff' rather than expensive external domiciliary care staff be implemented.
Welsh Language – 54 comments
• Many responded that it was important for staff must be able to bilingual in order for them to assist people in the language of their choice. • Many comments were received stating that they did not feel that the Welsh language was important in comparison to the effect the change of service may have on individuals health and wellbeing.

Other relevant information:

- Insight Session – it was noted that this is a vital community service which caters for the most vulnerable individuals in the county. The proposal was accepted and noted that the third sector would benefit from centralising the services.

Councillor engagement:

- General support for direction of travel to integrate services into mainstream provision but client needs will always need to be fully assessed and addressed accordingly
- General support for the proposals, specifically the new 'creative' ways of working; however, the success of the proposals are dependent on a number of external factors
- Concern was noted regarding Day Services and members highlighted the need for detailed planning to ensure ownership from community groups and third sector providers

Equality Impact Assessment summary:

Description of impact:
Review third sector provision within complex needs day services
Affected groups:
Carers/Parents, service users
Mitigation
• A consultation strategy will be developed alongside any detailed proposals regarding service change. • Person Centred Reviews and impact assessments will be undertaken to consider the impact on individuals and their families and to ensure that there are no negative impacts as a result of the service change.
Assessment undertaken: January 2018

4. Leisure – Gwendraeth Sports Centre

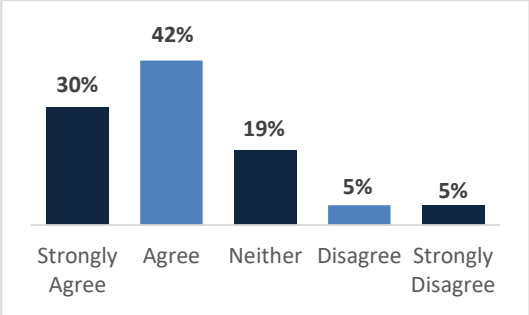
Total Budget: £11,000
3 Year Savings: £11,000

2018 - 19	2019 - 20	2020 - 21
0	11	0

Description: Gwendraeth Sports Centre – saving from already agreed asset transfer.

Increase in Council Tax if proposal not adopted: 0.01%

Average Index Score: 0.88
Overall Rank (of 20): 3
Sample Size: 648



	Single	BME	16-24	25-64	65+	F	M
AIS	0.89	0.14	0.25	0.86	0.98	0.89	0.83
Sample	129	7	4	502	83	381	215

	Disabled	Religion	LGB	Carer	Income <£20k	Income £20–£39k	Income >£40k
AIS	0.76	0.93	0.95	0.76	0.70	0.92	0.95
Sample	55	266	20	118	116	197	201

Key themes from the public consultation:

Impact – 80 comments

- Whilst many agreed with the proposal some felt that a price increase to use the facilities would 'price-out' individuals that need the facilities.
- Some respondents questioned why the proposal was being asked as it had already been agreed?
- Concerns were raised that the agreement of asset transfer would result in the deterioration of sports centre due to lack of funding.
- Responded raised concerns regarding the employment of those currently employed in the sports centre.
- Many comments stated their concerns regarding the health and well-being of the community if the asset transfer did not succeed.

Mitigation – 43 comments
• Many suggested on-going support from Carmarthenshire County Council in order to aid the transfer. • **Suggestions that ensuring the equipment and facilities are of a good standard before the transfer proceeds.**

Welsh Language – 34 comments
• Whilst some respondents expressed that this question was of no relevance to the proposal, many noted that service providers must be able to converse bilingually.

Councillor engagement:

- Gwendraeth Sports Centre – Councillors wanted it noted that an asset transfer has NOT been agreed (paper says it has). Also what lessons have been learnt from previous asset transfers?

Equality Impact Assessment summary:

Description of impact
Older customers and ones with disabilities may have mobility/carer issues that could impact on their ability to travel further to take part in physical activity.
Affected groups:
Older people/disabled
Mitigation
No disproportionate impact has been identified however actions are in place to mitigate any impact which include: • Ensure that there is smooth transition of the existing clubs that use the Drefach Site over to the new Cefneithin Site. • The three part time staff members were placed at risk, placed on the redeployment register and received a redundancy package (two chose VR and the third continues to work for CCC under two posts within Education and Leisure) as a result of the decision to close the Drefach site, in line with CCC policy. • We have completed dialogue with the community stake-holders and agreed a lease via Community Asset Transfer for the site, (short term licence agreement as an interim measure to keep the facility open to the community). Liaison with management staff at Maes Y Gwendraeth regarding their charging policy, in order to advise on appropriate facility charges
Assessment undertaken: 31/03/2017

5. Leisure – Y Gât

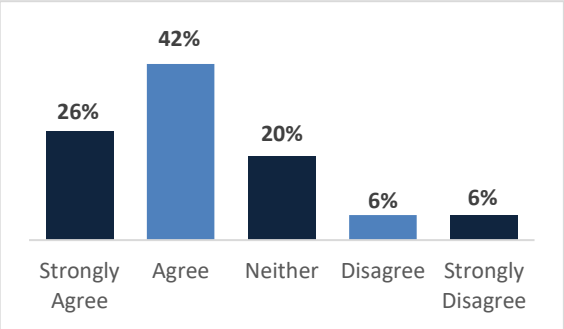
Total Budget: £47,000
3 Year Savings: £47,000

2018-19	2019 - 20	2020 - 21
0	23	24

Description: Development and re-provision of Y Gât which would save £47,000.

Increase in Council Tax if proposal not adopted: 0.05%

Average Index Score: 0.75
Overall Rank (of 20): 6
Sample Size: 639



	Single	BME	16-24	25-64	65+	F	M
AIS	0.87	-0.29	-0.50	0.77	0.68	0.73	0.80
Sample	127	7	4	500	80	372	215

	Disabled	Religion	LGB	Carer	Income <£20k	Income £20–£39k	Income >£40k
AIS	0.46	0.85	1.02	0.78	0.55	0.80	0.87
Sample	54	255	20	116	113	196	199

Key themes from the public consultation:

Impact – 97 comments

- Many respondents commented that due to the lack of detail provided for the proposal they were unable to comment.
- Many of the respondents from St Clears noted the importance of the venue for the community.
- Some respondents commented that this facility should not be local authority led and suggested that it be taken over by third sector or private sector.
- Many comments noted that the proposal would not affect them as they do not use the facility or do not live in the area.

Mitigation – 45 comments

- Many comments were received asking if funding could be obtained by the arts council, external sources or business.

- It was suggested that more opportunities for income generation be established.
- Advertisement of the services provided will help create interest and income.

Welsh Language – 40 comments

- Many stated that the development and re-provision would not have an affect on the opportunity to use the Welsh language.
- Some respondents stated that the facility is a good place to socialise during the day, especially using Welsh language.
- Comments received noted that the facility holds 'fun' welsh lessons which is a good service for local residents.

Other relevant information:

- Insight Session - Students noted the importance of this facility for the local community of St Clears and it is a social centre for the area. In order to keep the facility, pupils suggested that volunteers should work under a successful business person to run the facility. Other suggestions included creating a media campaign for pupils to rename the facility which would give Y Gât a new look and also raise awareness. It was also agreed that the funding should reduce for the facility however this should be decreased over a number of years which would give the opportunity for the facility to become more self-sufficient and rely less on council funding.

Councillor engagement:

- St Clears Leisure Centre/ Craft Centres – concerns over the viability of these facilities within context of trying to improve the sustainability of rural towns/villages. The need to focus on improving the viability of these facilities. Ensuring a county wide approach. Engaging communities in this discussion, where possible communities should be running their own facilities. Examples of good practice – Gwendraeth Sports Hall.
- Members discussed opportunities to develop the St Clears Craft Centre, Y Gât further – could we link into the Rebecca Riots and cultural tourism trails? Is there potential to open as a restaurant in the evening?

Equality Impact Assessment summary:

Description of impact
Existing Centre users may have to travel between 5 and 11 miles to participate in similar arts activities in Carmarthen and library activities in Whitland. Not all arts activities are available in Carmarthen
Affected groups:
Older people/disabled
Mitigation
• To be determined following user consultation and initial consideration of what the alternative delivery models might be; • Initial proposals involve the consideration of increased revenue streams and consultation with the Town Council and other Community stakeholders around developing a sustainable future for the venue;
Assessment undertaken: 26/1/2018

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6. Waste & Environmental Services – Street Cleaning

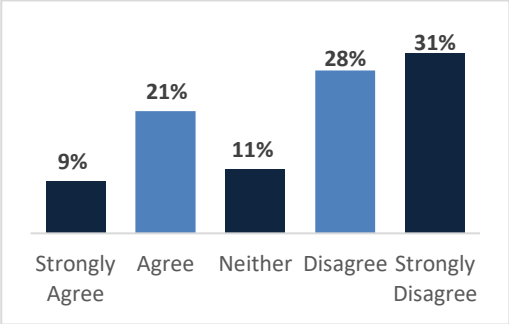
Total Budget: £1,752,000
3 Year Savings: £164,000

2018 - 19	2019 - 20	2020 - 21
0	0	164

Description: Stop planned cleaning and adopt a reactive approach instead. Reduce the number of mechanical sweepers, together with drivers through voluntary severance. This would save £164,000.

Increase in Council Tax if proposal not adopted: 0.20%

Average Index Score: -0.49
Rank (of 20): 19
Sample Size: 669



	Single	BME	16-24	25-64	65+	F	M
AIS	-0.34	-0.25	-1.00	-0.46	-0.55	-0.41	-0.65
Sample	130	8	4	518	84	394	219

	Disabled	Religion	LGB	Carer	Income <£20k	Income £20–£39k	Income >£40k
AIS	-0.45	-0.37	-0.25	-0.57	-0.37	-0.40	-0.49
Sample	56	271	20	119	122	202	207

Key themes from the public consultation:

Impact – 144 comments

- Many respondents commented on the importance of this service and that the streets are already very dirty. Many felt that the responsive nature of street cleaning will make the streets dirtier and dangerous.
- Many felt that if this proposal is to be accepted it will need to be monitored closely and if a responsive method is adopted, a more effective way of reporting needs to be in place
- Some stated that dirtier streets will have an impact on businesses and tourism to the county.
- Some respondents stated that with more litter on the streets, people would be more likely to add to this litter.

Mitigation – 99 comments
• Many suggested organising community groups to clear local areas. • Suggestions were also made that use be made of individuals who are required to do community service for litter picking. • Some respondents suggested that education programs regarding littering and its impact on environment would be beneficial. • Comments were made regarding punishing individuals and businesses that litter.
Welsh Language – 87 comments
• Some respondents stated that bilingual signage would be important if this proposal is adopted.

Other relevant information:

- Insight Session - this proposal was accepted and noted that sweepers should be used only in most problematic areas. Students also suggested using individuals who are required to undertake community service to assist to clean the streets. Furthermore, pupils who are required to fulfil voluntary work for the Welsh Baccalaureate and Duke of Edinburgh Awards can engage in this service.

Councillor engagement:

- Supportive of an increase in Council Tax (up to 5%) to reduce the “cuts” to cleansing and waste services

Social Media Comments:

- Individuals noted that it is the responsibility of local residence to respect their environment and clean after themselves.
- Many suggested that on the spot fines should be introduced for those who litter the street. Furthermore, it was also suggested that individuals who have been caught littering should be punished by picking litter.

Equality Impact Assessment summary:

Description of impact
Less frequent sweeping and cleansing work
Affected groups:
None identified
Mitigation
• further enforcement activity • Do more to achieve streets free of parked cars on sweeping days, leading to more effective cleaning • greater involvement of community and volunteers in litter picks and similar activities
Assessment undertaken: (revised January 2017)

7. Waste and Environmental Services – Waste Collection

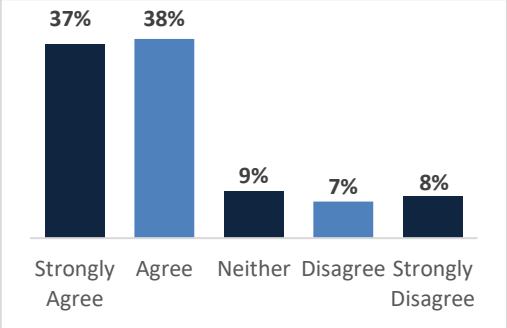
Total Budget: £218,000
3 Year Savings: £218,000

2018- 19	2019 - 20	2020 - 21
54	164	0

Description: The proposal is to collect clinical waste as part of the black bag collection at the kerbside instead of renewing the contract. This proposal would save £218,000.

Increase in Council Tax if proposal not adopted: 0.26%

Average Index Score: 0.89
Overall Rank (of 20): 2
Sample Size: 674



	Single	BME	16-24	25-64	65+	F	M
AIS	0.74	1.50	0	0.91	0.91	0.91	0.86
Sample	131	8	4	525	85	402	220

	Disabled	Religion	LGB	Carer	Income <£20k	Income £20–£39k	Income >£40k
AIS	0.61	0.89	0.75	0.88	0.76	0.91	0.92
Sample	56	274	20	121	123	203	208

Key themes from the public consultation:

Impact – 139 comments

- Many respondents raised concerns regarding the hazards that can be created if this proposal was accepted, it can be dangerous for individuals and animals alike. Mixing hyperdermic syringes with black bag waste would be dangerous and could be public health issue.
- Concerns were raised in respect of pests opening bags creating dangerous hazards for children playing.
- Many were concerned as there are problems with bin collections already, this could result in bags being left out and less discretion for those that require the use of clinical waste.
- Respondents commented that adequate storage must be provided in order to store waste for longer if the proposal was to be implemented.

Mitigation – 59 comments
• Many suggested that clinical waste drop off points should be developed, working in collaboration with hospitals and surgeries to develop waste collection points at the relevant locations. • Many stated that the local authority should ensure that good quality bins are provided if this proposal is implemented.
Welsh Language – 38 comments
• Many comments were received stating that this proposal would have no impact on the Welsh language.

Councillor engagement:

- Supportive of an increase in Council Tax (up to 5%) to reduce the "cuts" to cleansing and waste services

Equality Impact Assessment summary:

Description of impact
The service currently provides clinical waste collections to those who are elderly / disabled with personal care needs. The proposal is to use the black bag waste collection service however there will be about half a dozen properties that currently receive a clinical waste collections service that we will not be able to serve with assisted lift collection if we apply our current policy of only accessing publicly maintained roads. There will be a loss of recycling to the extent of approximately 0.25%.
Affected groups:
Disabled and elderly
Mitigation
This waste is suitable for collection as part of our residual black bag waste collection service. The proposal is to terminate the current contract and co-collect with our domestic waste at the kerbside.
Assessment undertaken: 15th January 2018

8. Waste and Environmental Services – Trade Waste

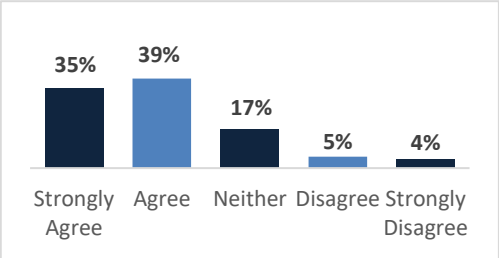
Total Budget: £167,000
3 Year Savings: £156,000

2018 - 19	2019 - 20	2020 - 21
0	0	156

Description: The trade waste collection service is running at a loss. If it was transferred to CWM the existing plant could be sold and operatives placed in vacancies within the department. This would negate a loss of £156,000.

Increase in Council Tax if proposal not adopted: 0.19%

Average Index Score: 0.96
Overall Rank (of 20): 1
Sample Size: 647



	Single	BME	16-24	25-64	65+	F	M
AIS	1.02	1.25	0.75	0.94	1.14	0.99	0.94
Sample	127	8	4	503	83	379	216

	Disabled	Religion	LGB	Carer	Income <£20k	Income £20–£39k	Income >£40k
AIS	0.83	1.02	1.30	0.91	0.78	1.09	1.00
Sample	53	267	20	114	115	195	207

Key themes from the public consultation:

Impact – 87 comments

- Whilst most respondents agreed with the proposal, some questioned how the service was running at a loss and it was felt that there was insufficient detail to give an opinion.
- Concerns were raised that if prices were to increase it could lead to an increase in fly tipping.

Mitigation – 41 comments

- Respondent suggested that increasing the cost of trade waste collection would to generate income.
- Some respondents suggested that companies should be encouraged to recycle and reuse waste.

Welsh Language – 33 comments

- No impact providing service can still be accessed in Welsh

Equality Impact Assessment summary:

Description of impact
No Impact
Affected groups:
None
Mitigation
No steps
Assessment undertaken: 15th January 2018

9. Waste and Environmental Services – Age Cymru

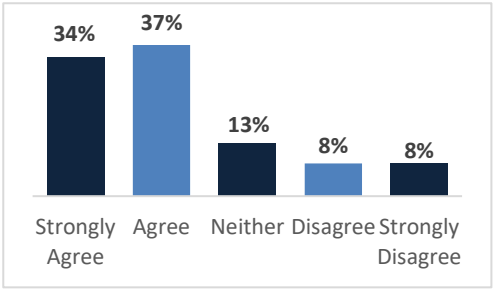
Total Budget: £20,000
3 Year Savings: £11,000

2018 - 19	2019 - 20	2020 - 21
11	0	0

Description:
The service is no longer required as the council can provide recycling information to residents via a variety of methods, including Contact Centre and Customer Service staff, and recycling advisers. There are currently over 150 recycling facilities across the county at locations including supermarkets which are easy for people to access. The savings for this would be £11,000.

Increase in Council Tax if proposal not adopted: 0.01%

Average Index Score: 0.82
Overall Rank (of 20): 4
Sample Size: 664



	Single	BME	16-24	25-64	65+	F	M
AIS	0.90	1.00	1.00	0.81	1.11	0.86	0.86
Sample	129	8	4	518	84	393	220

	Disabled	Religion	LGB	Carer	Income <£20k	Income £20–£39k	Income >£40k
AIS	0.62	0.90	1.42	0.71	0.64	0.94	0.94
Sample	55	268	19	118	118	202	206

Key themes from the public consultation:

Impact – 100 comments

- Many comments were received expressing concerns that older people and vulnerable individuals are unable to dispose of glass themselves due to transport issues.
- Some concerns were raised that individuals struggling to dispose of glass properly, may result in an increase in fly tipping.
- Many commented raising concerns for individuals whom are house bound as they would be unable to access the collection facilities.
- Many suggested that for this proposal to be implemented the authority would need to re-introduce glass collections from properties.

- Some respondents stated that having paid towards council services all their lives, when these individuals most need help you are proposing to take it away?
- It would also assist many if the opening/closing times of the recycling centres were reviewed, benefitting those that are able to do their own recycling.

Mitigation – 49 comments

- Many respondents felt that as not everyone has access to transport this would result in a decrease in recycling and an increase in landfill. This would impact on the targets that need to be met and possibly financial penalties for the local authority.

Welsh Language – 32 comments

- No impact on the Welsh language

Equality Impact Assessment summary:

Description of impact
The service provides assistance and advice to residents aged 50 and over who find it difficult to recycle glass. There is a risk that these individuals would be unable to dispose of glass as some are housebound or do not have access to transport.
Affected groups:
Older People
Mitigation
Our Contact Centre and Customer Service centre have all the information required to fully inform residents of their requirements either by face to face, telephone or leaflets and electronic methods of communication. We also have community recycling advisors who would be able to visit if the resident could not use the aforementioned facilities. This element of the Service Level Agreement is fully covered in-house. In respect of the glass recycling we have recycling facilities at over 150 recycling centres across the county and many are located at supermarket locations where residents carry out their daily / weekly grocery shop and would allow for ease of disposal. The service currently has 52 clients and currently operating at approximately £350/client.
Assessment undertaken: 15th January 2018

10. Waste and Environmental Services – Grounds at Town Hall, Llanelli

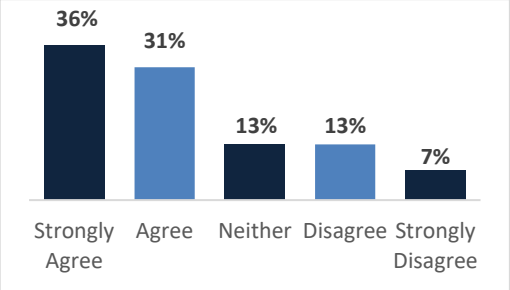
Total Budget: £20,000
3 Year Savings: £10,000

2018 - 19	2019 - 20	2020 - 21
10	0	0

Description: Cease with the supply and planting of spring bedding, leaving the bed fallow until the summer months. This would save £10,000.

Increase in Council Tax if proposal not adopted: 0.01%

Average Index Score: 0.77
Overall Rank (of 20): 5
Sample Size: 665



	Single	BME	16-24	25-64	65+	F	M
AIS	0.76	0.75	1.75	0.84	0.49	0.79	0.78
Sample	128	8	4	518	83	395	217

	Disabled	Religion	LGB	Carer	Income <£20k	Income £20–£39k	Income >£40k
AIS	0.70	0.83	0.65	0.83	0.76	0.83	0.82
Sample	54	268	20	118	119	199	209

Key themes from the public consultation:

Impact – 116 comments

- Whilst the majority of comments were in favour of the proposal, many raised concerns about the lack of pride towards our civic establishments.
- Some reported that Llanelli looks 'run down' as it is and one seasonal bedding a year could further damage the image of the town.
- Whilst the majority of comments were in favour of the proposal, many raised concerns about the lack of pride towards our civic establishments.

Mitigation – 63 comments

- Many suggested using perennial plans and evergreen shrubs in order to reduce planting and retain an acceptable standard of visual image.
- Engagement with volunteers, community groups and local schools in order to plant flowers and shrubs.
- It was suggested that local businesses be asked if they would be prepared to sponsor flower beds.

Welsh Language – 36 comments

- No positive or negative impact on the Welsh language

Equality Impact Assessment summary:

Description of impact
No impact
Affected groups:
None
Mitigation
No steps
Assessment undertaken: 15th January 2018

11. Highways and Transport – Parking Services

Total Budget: £-1,639,000
3 Year Savings: £200,000

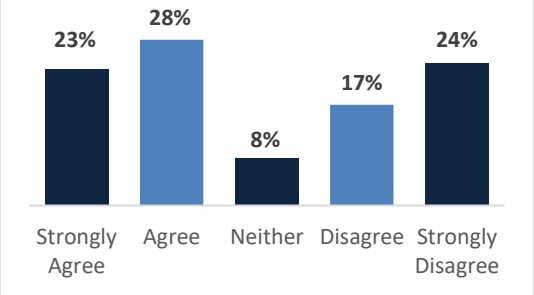
2018 - 19	2019 - 20	2020 - 21
0	100	100

Description:
Increase car parking charges by 10p per band to allow investment in new parking technology and payment services. This would bring in additional income of £200,000 over two years and support investment in transportation and highways related services.

Increase in Council Tax if proposal not adopted: 0.24%

Average Index Score: 0.11
Overall Rank (of 20): 13
Sample Size: 674

Previous AIS: 0.32 (2016); -0.09 (2015)



	Single	BME	16-24	25-64	65+	F	M
AIS	0.02	1.13	-1.20	0.16	0.14	0.17	0.03
Sample	131	8	5	522	84	398	221

	Disabled	Religion	LGB	Carer	Income <£20k	Income £20–£39k	Income >£40k
AIS	-0.02	0.18	0.10	0.13	0.02	0.23	0.23
Sample	55	271	20	121	122	200	207

Key themes from the public consultation:

Impact – 178 comments

- Many respondents felt that the prices of parking was already high and that a 10p increase was too much as neighbouring local authorities are not as costly.
- Many expressed concerns that this would discourage people from visiting town centres affecting local businesses which are already struggling. Some suggested that parking should be free to encourage visitors to the town centres.
- Many respondents felt that a 10p increase was adequate per individual and the accumulative income would be beneficial for county if used appropriately.

Mitigation – 71 comments
• Many suggesting introducing free parking or lower charges for short stay parking bays. • Some comments suggested that council car parks including those around the offices should be paid for by all staff including elected members, Heads of Service and Directors, this would increase income. • Introduce employee season parking tickets at a discounted price. • Machines that accept card payment would be beneficial to the public. • Many stated that they required more information on what the income generated from charges is being used for.
Welsh Language – 37 comments
• Whilst a number of respondents stated that there was no impact to the Welsh language, some did note the importance of traffic wardens being bilingual.

Other relevant information:

- Insight Session - the group agreed with this proposal and noted that the main concern would be that towns would see a decrease in shoppers. However, students noted that there are chances for the towns of Carmarthenshire to improve their public transport and encourage car shares which would reduce traffic.

Councillor engagement:

- Need to examine the possibility of charging staff for parking on Council property.

Equality Impact Assessment summary:

Description of impact
Increasing charges for using car parks
Affected groups:
Users of car parks, particularly those on lower incomes; retailers
Mitigation
• Taking steps to increase the appeal of public transport, reducing the need for parking • Cheaper tickets for very short stays • Ensuring tickets are transferrable • Promoting the positive contribution parking charges make to the work of the Council • Enforcement of illegal parking activity
Assessment undertaken: (revised January 2017)

12. Highways and Transport – School Crossings Patrols

Total budget: £127,000
3 Year Savings: £38,000

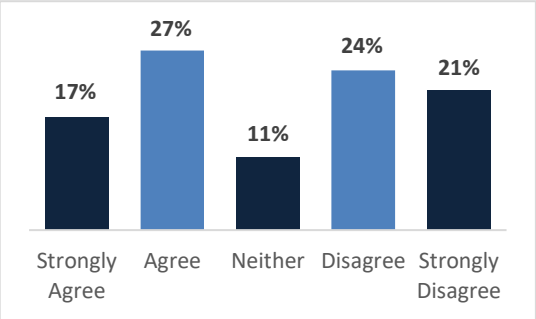
2018 - 19	2019 - 20	2020 - 21
0	0	38

Description: Remove school crossing patrols from sites which have been identified as low risk, in order to save £38,000.

Increase in Council tax if not adopted: 0.04%

Average index score: -0.04
Overall Rank (of 20): 15
Sample Size: 673

Previous AIS: -0.13 (2015)



	Single	BME	16-24	25-64	65+	F	M
AIS	0.01	-0.50	-0.20	-0.07	0.14	-0.11	0.07
Sample	131	8	5	519	85	398	220

	Disabled	Religion	LGB	Carer	Income <£20k	Income £20–£39k	Income >£40k
AIS	-0.17	0.02	0.40	-0.08	-0.02	-0.10	0.06
Sample	54	269	20	121	121	198	210

Key themes from the public consultation:

Impact – 148 comments

- Majority of comments related to concerns about the dangers to children crossing the roads. Many noted that even low risk areas continue to pose a risk.
- Some suggested that if this was only implemented in 'low-risk' areas it would be acceptable.
- Many comments suggested more road safety education in schools and the use of pelican crossings outside schools.

Mitigation – 148 comments

- Many respondents felt that the teaching staff/PTA or volunteers could undertake these initiatives.
- Better control of traffic around schools, improved drop off points with better management.
- Reduce the speed limit outside all schools.

• Education within schools regarding road safety, making it a part of the curriculum.
Welsh Language – 33 comments
• Some considered there to be no effect on Welsh language, but some did state that the school crossing patrol is a key member of the community and should be bilingual.

Other relevant information:

- Insight Sessions - the group strongly disagreed with this proposal, noting that the service was already understaffed and by removing school crossing patrols this would increase the risk of children being seriously injured on their way to school. Representatives also noted that school crossing patrol staff are a vital part of the community who help educated children on road safety.

Councillor engagement:

- Members felt that they needed further information about school crossing proposal before being able to comment. Affects approx. 50% of schools but would need to make decision based on findings of individual risk assessments.

Equality Impact Assessment summary:

Description of impact
The service is provided to reduce the risk of road injury to children on their way to and from school. The age range of schoolchildren affected by the withdrawal of the service would be 4 years to 17 years. The service also provides a safer crossing facility for pedestrians of all ages during its period of operation. This service is particularly welcomed by the more vulnerable/elderly pedestrians.
Affected groups:
Schoolchildren and elderly
Mitigation
To introduce a co-ordinated, multi-agency approach to road safety education, publicity and training.
Assessment undertaken: 15th January 2018

13. Highways and Transport – Road Safety

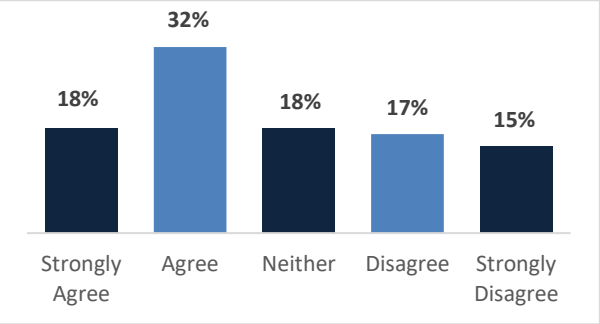
Total Budget: £146,000
3 Year Savings: £120,000

2018 - 19	2019 - 20	2020 - 21
0	0	120

Description: Reduce the road safety budget by £120,000 and review the options to deliver road safety education.

Increase in Council Tax if not adopted: 0.14%

Average index score: 0.21
Overall Rank (of 20): 9
Sample Size: 658



	Single	BME	16-24	25-64	65+	F	M
AIS	0.29	1.13	0.60	0.18	0.38	0.14	0.31
Sample	127	8	5	509	85	387	219

	Disabled	Religion	LGB	Carer	Income <£20k	Income £20–£39k	Income >£40k
AIS	0.29	0.22	0.80	0.33	0.22	0.19	0.15
Sample	55	267	20	120	121	195	204

Key themes from the public consultation:

Impact – 107 comments

- Many respondents felt that there was insufficient details in the proposal for them to give an opinion.
- Many felt that this was an important service and suggested transferring the role to the police, whilst others thought that it should be the responsibility of the school.
- Concerns were raised regarding the possibility of increased injuries due to car accidents.
- Some respondents stated that it was vital to ensure the alternative adequate provision was in place before implementing the proposal.

Mitigation – 40 comments

- Some comments stated that the police should provide compulsory education for all offenders before they can continue driving and more education in schools with pupils.
- Many comments suggested enlisting volunteers to undertake the role.

Welsh Language – 30 comments
• Many comments reflected the view that this had no impact on the Welsh language.

Other relevant information:

- Insight session – suggestion that safety lessons for motorcyclists and older adults should be self-funded and not paid for by the council.

Councillor engagement:

- Current road safety arrangements appear excessive so need to review and provide clarity to the public if they need to continue.

Equality Impact Assessment summary:

Description of impact
No Impact
Affected groups:
None
Mitigation
None
Assessment undertaken: 15th January 2018, Updated 26 January 2018

14. Highways and Transport - Searches

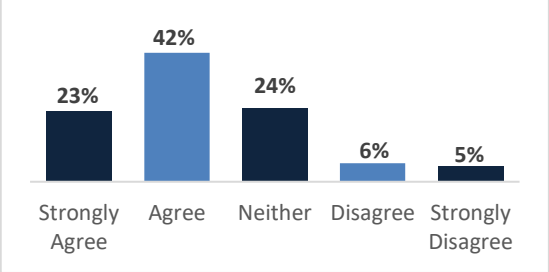
Total Budget: £0
3 Year Savings: £10,000

2018 - 19	2019 - 20	2020 - 21
10	0	0

Description: Introduce search charges to generate income of £10,000.

Increase in Council Tax if proposal not adopted: 0.01%

Average index score: 0.70
Overall Rank (of 20): 7
Sample Size: 653



	Single	BME	16-24	25-64	65+	F	M
AIS	0.55	1.25	-0.20	0.72	0.71	0.67	0.79
Sample	126	8	5	505	84	383	219

	Disabled	Religion	LGB	Carer	Income <£20k	Income £20–£39k	Income >£40k
AIS	0.74	0.74	1.00	0.84	0.62	0.73	0.82
Sample	54	264	20	116	117	195	204

Key themes from the public consultation:

Impact – 50 comments

- Most of the respondents agreed with the proposal stating that it would not impact on the majority of the county.
- Some comments did state that whilst they agreed with the proposal, they felt that the charges should not be excessive.

Mitigation – 21 comments

- The majority of respondents were in favour as long as the charges were not excessive.

Welsh Language – 23 comments

- No discernible impacts on Welsh language

Equality Impact Assessment summary:

Description of impact
No impact
Affected groups:
None
Mitigation
No steps
Assessment undertaken: 15th January 2018

15. Highways and Transport - Highways

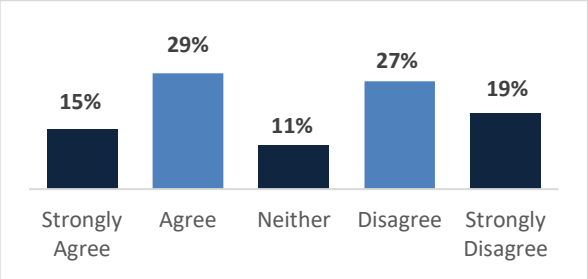
Total Budget: £8,047,000
3 Year Savings: £50,000

2018 - 19	2019 - 20	2020 - 21
25	25	0

Description: Reduce the frequency of verge mowing along highways in order to save £50,000.

Increase in Council Tax if proposal not adopted: 0.06%

Average index score: -0.05
Overall Rank (of 20): 16
Sample Size: 670



	Single	BME	16-24	25-64	65+	F	M
AIS	-0.26	0.50	0.60	-0.07	0.02	0.02	-0.18
Sample	129	8	5	522	85	397	221

	Disabled	Religion	LGB	Carer	Income <£20k	Income £20–£39k	Income >£40k
AIS	0.15	-0.07	0.35	-0.03	-0.07	0.04	-0.03
Sample	55	269	20	120	120	200	210

Key themes from the public consultation:

Impact – 148 comments

- Many raised concerns regarding safety issues which included danger to cyclists, pedestrians and increased risk of traffic collisions due to visibility.
- Some residents noted that as long as it is maintained efficiently, this would be acceptable.
- Some comments were received stating that this would be beneficial to the wildlife.
- Many felt that would make the area look untidy and unkept, whilst others noted that cars may be damaged due to overgrown verges causing scratches on vehicles.

Mitigation – 56 comments

- Many respondents suggested that planting wildflowers which would not require as much maintenance would be a preferred option.
- If proposal is to be implemented residents should be able to report dangerous verges more efficiently and a better reactive approach received.
- Some respondents suggested that local businesses, farmers and land owners be given the responsibility of cutting their own verges.

Welsh Language – 30 comments
• Overall sense that the Welsh language will not be adversely impacted,

Other relevant information:

- Insight Session - Representatives were firmly against this proposal to reduce the number of cuts of grass verges as it has previously been reduced from 5 cuts a year to 1. Students suggested that businesses should sponsor verges which would generate income. Furthermore, re-negotiation of prices should be held with the existing company and other companies. It was also noted that farmers and landowners should be responsible for their own verges. The council should reward farmers and owners by giving tax breaks.

Councillor engagement:

- Verge cutting is seen a significant health and safety matter, rural communities already only get 1-2 cuts per year so no difference in those areas. Areas where cutting done for cosmetic purposes could be reduced
- Need to review traffic management arrangements for cutting hedges/verges – current road safety arrangements appear excessive so need to review and provide clarity to the public if they need to continue

Social Media Comments:

- Some respondents noted on social media that landowners should be responsible for the grass verges adjoining their land. Furthermore, some suggested that the landowners should receive an incentive from the council in order to provide the service.
- Most replies received raised concerns regarding the safety of motorists due to visibility with many noting that the saving was not worth putting the public at risk.
- Some noted that by leaving the verges grow, this would benefit the local wildlife and improve the ecosystem.
- Many raised concern that the verges are not cut frequently enough and reduction in the number of cuts per year will make the county look untidy.

Equality Impact Assessment summary:

Description of impact
No impact
Affected groups:
None
Mitigation
Verge cutting is service valued by all road users, and as such there is no specific data available on the people who use grass verges or who are dependent on them being cut. There are no health and safety implications to a reduced verge cutting service; however, reduced visual appeal may be a consideration.
Assessment undertaken: 17th January 2018

16. Catering Services – School Meals

Total Budget: £817,000
3 Year Savings: £100,000

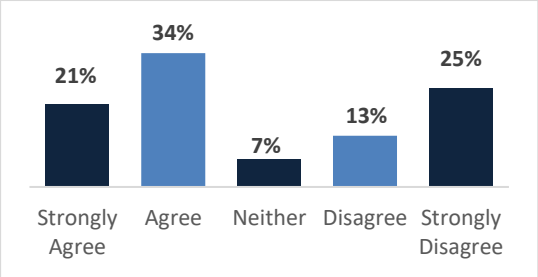
2018 - 19	2019 - 20	2020 - 21
0	50	50

Description: Increase the cost of primary school meals by 10p to £2.70 in 2019 and £2.80 in 2020. Introduce similar increases in cost for secondary school meals. This would generate income of £100,000. The price has increased by 10p per year for the last few years.

Increase in Council Tax if proposal not adopted: 0.12%

Average index score: 0.12
Overall Rank (of 20): 11
Sample Size: 686

Previous AIS: 0.36 (2016); 0.31 (2015)



	Single	BME	16-24	25-64	65+	F	M
AIS	0.20	0.88	-1.00	-0.02	0.88	-0.11	0.44
Sample	130	8	5	533	85	410	222

	Disabled	Religion	LGB	Carer	Income <£20k	Income £20–£39k	Income >£40k
AIS	0.18	0.20	0.40	0.37	0.19	-0.05	0.03
Sample	55	275	20	121	123	205	214

Key themes from the public consultation:

Impact – 180 comments

- Many respondents felt that school meals are already too expensive, and that the quality and portions of food don't reflect value for money.
- Concerns were raised that this increase would affect those in the lower income bands and those with multiple children that were struggling with the current costs.
- It was noted that school meal prices increase every year however residents wages do not reflect this.
- Some comments stated that the price was good value if the food was nutritious.
- Many comments noted that more pupils would take packed lunches which would result in a greater loss for the authority.

Mitigation – 69 comments

- Some suggested that locally sourced food within the county should be sourced for a lower price.
- Many stated that they would prefer to accept the increase in council tax rather than impose this.
- Some suggested that a discount for families with multiple children be imposed.
- Respondents noted that individuals who are just above the 'free-school meals' should receive a discount to avoid further poverty.

Welsh Language – 33 comments

- Overall sense that the Welsh language will not be adversely impacted,

Other relevant information:

- Insight Session – whilst not entirely against the proposal, however, there should be a trail period for the first academic year. This is in order to see whether there has been a decrease in the number of pupils eating school meals. If so, this may have an impact on income generation and highlights the dissatisfaction of parents of the increase.

Councillor engagement:

- Free schools meals: need to support parents to ensure full take-up of FSM. Possible pilot project?
- Concern regarding the proposal to increase school meal costs. If goes ahead Carmarthenshire would be the most expensive in Wales. Significant cost for families with more than 1 child. Proposal is significantly above inflation

Social Media Comments:

- Most replies received on social media noted that prices were already too high and that portion sizes and the quality of food did not reflect this.
- Some respondents noted that prices should be reviewed. Suggestions included having a lower price set for younger children and discounts for parents with multiple children.
- Various suggestions were made to provide financial assistance for working parents which are on a low income as an increase in school meals would increase financial pressures.

Equality Impact Assessment summary:

Description of impact:
If take-up drops as a consequence of price increases, staff hours overall will reduce and this will affect women predominantly due to the gender profile of the service
Affected groups:
If take-up drops as a consequence of price increases, staff hours overall will reduce and this will affect women predominantly due to the gender profile of the service
Mitigation
Promote the benefits of school meals to maximise take-up and publicise the availability of Free School Meals so that all who are entitled are aware
Assessment undertaken: November 2014, (revised December 2015, December 2016, November 2017)

17. Catering Services – Primary School Breakfasts

Total Budget: £817,000
3 Year Savings: £50,000

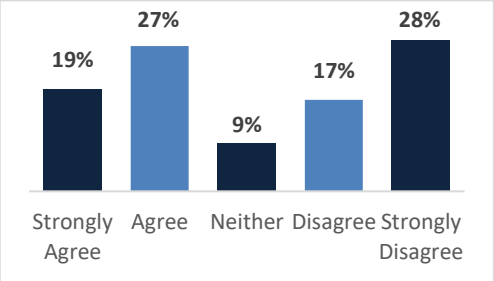
2018 - 19	2019 - 20	2020 - 21
0	50	0

Description: Introduce a charge for the care element of free breakfast provision to save £50,000.

Increase in Council Tax if proposal not adopted: 0.06%

Average index score: -0.07
Overall Rank (of 20): 17
Sample Size: 680

Previous AIS: 0.0 (2015)



	Single	BME	16-24	25-64	65+	F	M
AIS	-0.01	0.25	-1.2	-0.16	0.43	-0.24	0.18
Sample	132	8	5	530	84	408	220

	Disabled	Religion	LGB	Carer	Income <£20k	Income £20–£39k	Income >£40k
AIS	-0.43	0.01	0.05	0.02	-0.19	-0.04	-0.11
Sample	53	272	20	122	124	200	210

Key themes from the public consultation:

Impact – 170 comments

- Many respondents agreed that the proposal was acceptable and felt that there should be a responsibility on parents to pay for child care but stated that the prices must be reasonable.
- Concerns noted that in conjunction with an increase of school meals, families with low income will be most affected by this proposal.
- Some respondents raised concerns that if a charge was introduced, a number of children may not be provided with a nutritional breakfast before school.
- Some were concerned that this would impact on families who are working full time.

Mitigation – 67 comments

- Many felt that this service should be available for free to those who are entitled to free school meals.
- If this proposal is adopted then the cost needs to be minimal.

• The PTA and volunteers could hold fundraisers to assist in self-funding the breakfast clubs.
Welsh Language – 35comments
• Many stated that it was necessary to employ Welsh speaking staff at the breakfast clubs. • The opportunity for children to engage and converse in Welsh may be affected as attendance to breakfast clubs may reduce, it is important that the opportunity to converse in a natural environment outside of the class is given.

Other relevant information:

- Insight Session – It was suggested that by recruiting volunteers to provide the care provision, this could save funding for both parents and the council.

Equality Impact Assessment summary:

Description of impact: *Provision may be unviable due to availability of staff and bilingual staff available at Welsh medium schools.*
Affected groups:
Children who use the school meal service; those with parental responsibility, particularly those in 'working poverty'
Mitigation
• Changing approaches by other Local Authorities in Wales • The need to focus on statutory responsibilities
Assessment undertaken: November 2015, (revised December 2016)

18. Inclusion Services

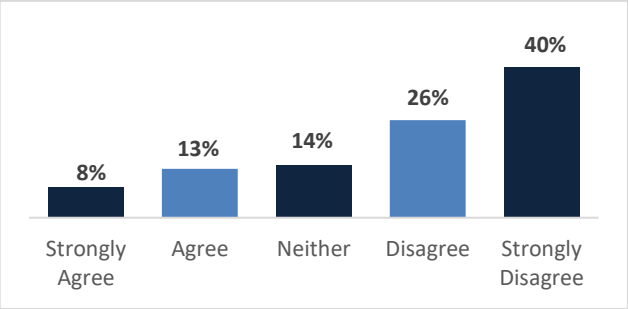
Total Budget: £363,000
3 Year Savings: £50,000

2018 - 19	2019 - 20	2020 - 21
50	0	0

Description: Reduce support and provision for schools via a revised Speech and Language Therapy SLA agreement. This would save £50,000.

Increase in Council Tax if proposal not adopted: 0.06%

Average index score: -0.78
Overall Rank (of 20): 20
Sample Size: 669



	Single	BME	16-24	25-64	65+	F	M
AIS	-0.65	0.13	-1.40	-0.84	-0.39	-1.01	-0.39
Sample	130	8	5	519	85	399	219

	Disabled	Religion	LGB	Carer	Income <£20k	Income £20–£39k	Income >£40k
AIS	-0.95	-0.71	-0.35	-0.91	-0.88	-0.8	-0.78
Sample	55	269	20	122	120	200	208

Key themes from the public consultation:

Impact – 155 comments

- Most respondents felt that this was a vital and essential service with limited support. Reducing this service would deprive children of an equal opportunity in education.
- Many noted that they were unable to comment due to lack of detail regarding the reduction in support and provision.
- Some respondents noted that schools this would put additional pressure on schools which are already under pressure.
- Many comments expressed the requirement of additional Learning Needs specialists rather than reducing the provision.

Mitigation – 54 comments

- Many comments were received asking for the proposal not to be implemented.
- Suggestions were made that engaging with online education (Net-Teach Ltd or We-Teach) for live classes could be cost effective.

- Many felt that due to more children are being diagnosed with conditions such as ASD, the local authority needs to be investing in these services to ensure that the children and their families are supported in order to reach their full potential.
- Providing an Additional Learning Needs and Education Co-ordinator in a cluster of small schools, resulting in less salaries for schools.

Welsh Language – 34 comments

- Overall sense that the Welsh language will not be adversely impacted, though some stated that it would impact on individuals' equal opportunities and human rights.
- Respondents raised concerns that the proposal would limit people's opportunity to use the Welsh language resulting in a negative impact on Welsh speaking families as Speech and Language Therapy provision is limited in the Welsh language.

Other relevant information:

- Insight Session – the group disagreed with this proposal noting that there were not benefits of this efficiency saving. They noted that by implementing this proposal, this would increase pressure on teachers who currently are struggling under the current demands they are under.

Equality Impact Assessment summary:

Description of impact
High risk of lack of progress (in line with peers) due to reduced service provision.
Affected groups:
All pupils using the provision in Carmarthenshire schools
Mitigation
• Consult with school leaders and officers to address negative impacts arising as a result of reduced staffing for this service.
Assessment undertaken: 18th December 2017

19. Respite Centres

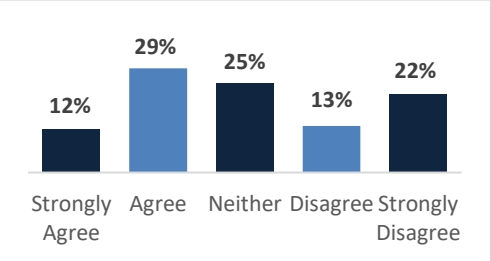
Total Budget: £884,000
3 Year Savings: £400,000

2018 - 19	2019 - 20	2020 - 21
200	200	0

Description: Working with external consultants we have reviewed our disability services. The outcome suggests that families would benefit from a greater flexibility in regard to the services available and more personal discretion could lead to a more diverse range of respite provision thereby requiring less residential respite.

Increase in Council Tax if proposal not adopted: 0.48%

Average index score: -0.03
Overall Rank (of 20): 14
Sample Size: 655



	Single	BME	16-24	25-64	65+	F	M
AIS	0.05	0.13	0.9	-0.09	0.51	-0.11	0.19
Sample	129	8	5	506	84	386	217

	Disabled	Religion	LGB	Carer	Income <£20k	Income £20–£39k	Income >£40k
AIS	0.02	0.1	0.42	-0.23	-0.03	-0.04	-0.02
Sample	55	265	19	119	119	194	202

Key themes from the public consultation:

Impact – 114 comments

- Many respondents disagreed with the proposal and felt that this could impact detrimentally on families causing additional burden.
- Many respondents felt that there was insufficient detail on the 'diverse' range of respite provision and what was meant by 'personal discretion' therefore they were unable to comment.
- Comments stated that the centres offer a life line to the parents and the children who use their services. It was felt that there was a lack of understanding and empathy of the impact of having a disabled child on the whole family. These centres allow families to stay together by providing respite for parents and children which enables the family to continue caring for their disabled child thus saving the local authority money in the long term. If this proposal is implemented then it would result in more being placed in the care of the local authority as a result of family breakdown. Families needed to be supported not penalised, receiving two days respite in a month when providing 24/7 care is not enough. Nobody would expect a

member of staff to work 24 hours a day for 7 days a week with only two days off a month - yet this is the reality for the families who use these centres!
- It was suggested that the families affected should be canvassed regarding this proposal as they were in a better position to respond to it.

Mitigation – 53 comments

- Impact could not be lessened, more money needs to be invested in the disability sector.
- Some suggested that there should be sufficient expertise within county instead of using external consultants and that ensuring that any changes suits the needs of the parents/carers who use the services.
- Respondents suggested making use of different forms of respite to allow families to choose the one that best meets their and their child's need.
- Reconsidering reducing the budget available and provide additional funding to support parent carers and individuals with complex disabilities to enable them to maintain their family units. Additional funding to centres would assist them in extending their service provision.

Welsh Language – 25 comments

- Overall a sense that the Welsh language will not be adversely impacted, though some cautioned that service users should be cared for in a bilingual environment and be able to communicate in the language of their choice.

Other relevant information:

- A carers organisation, received numerous concerns from parent carers about their fears over budget changes regarding Respite Centres. They fear this will have a significant negative impact on the local community and the families that benefit from this essential support. Many carers often feel at breaking point due to the lifelong nature of their caring responsibilities and the 'loss' of the child they had expected. Changing family structures mean that more and more families have limited personal support networks, often due to the social isolation 'forced on them' because of their caring responsibilities. We feel that these proposals will potentially have a negative impact on the whole families of the children who access this support and there are also potential negative implications to the health and wellbeing of the individual children. The few days' respite they receive from these centres each year offers these families a lifeline and an opportunity to spend time with the disabled child's siblings. We have concerns for the wellbeing of these families and feel that young carers (caring for siblings with a disability) would be at a distinct disadvantage if this proposal would to take place.

Councillor engagement:

- Llys Caradog & Blaenau: Agree that current model is very traditional but concern about the support network for families. Respite provides a break for families providing informal care, if that informal care breaks down it will increase pressure for services. Service re-design should be taken forward in full dialogue and engagement with service users and families

Equality Impact Assessment summary:

Description of impact
Review assessment and resource allocation – children with complex disabilities.
Affected groups:
Children with complex disabilities
Mitigation
Develop alternative provision
Assessment undertaken: 10th November 2017, updated 10th January 2018

20. Delegated School Budget

Total Budget: £108,746,000
3 Year Savings: £500,000

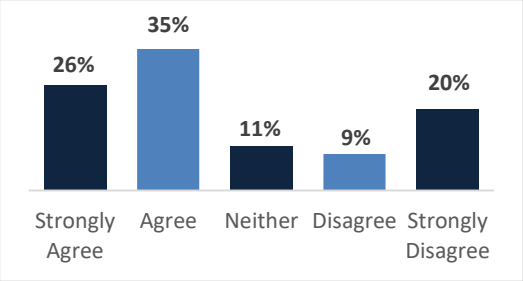
2018 - 19	2019 - 20	2020 - 21
0	500	0

Description: Change the current admissions policy in primary schools so that children start full-time the term after their fourth birthday, not the term they turn four, saving one part-time term funding per pupil. This would bring Carmarthenshire's policy in line with that of neighbouring local authorities and could save £500,000.

Increase in Council Tax if proposal not adopted: 0.60%

Average index score: 0.38
Overall Rank (of 20): 8
Sample Size: 675

Previous AIS: -0.37 (2016); -0.13 (2015)



	Single	BME	16-24	25-64	65+	F	M
AIS	0.71	1.13	0.8	0.28	1.12	0.16	0.83
Sample	130	8	5	524	84	403	218

	Disabled	Religion	LGB	Carer	Income <£20k	Income £20–£39k	Income >£40k
AIS	0.82	0.44	1.1	0.53	0.61	0.35	0.33
Sample	55	273	20	119	119	202	210

Key themes from the public consultation:

Impact – 109 comments

- Many respondents disagreed with this proposal and felt that the working class families were being targeted as this is a vital provision for them. Many also stated that they felt their children had benefitted from an early education and would prefer to pay the increase in the council tax.
- Some respondents thought it was a good idea in principle but stated that the authority must ensure all schools adopt this policy to make it a level playing field when it comes to admissions. The authority also needs to consider the impact of this for Parents. Many businesses that held provision for Nursery aged children have closed as it has moved into schools. By reducing places in schools, will there be enough places in the private sector?
- Many commented that children were ready to start education the term before they were 4 and absorbed learning new skills.
- Respondents stated that the Welsh Government were encouraging families back to work, this proposal would discourage people from this.

- Concerns were also raised about how this proposal would affect staffing levels at schools resulting in more people looking for employment.

Mitigation – 41 comments

- Comments received suggested that the provision of an alternative schooling or care in an educational setting would be required as an alternative.
- Some stated that this would be a huge financial burden on working class families.

Welsh Language – 42 comments

- Whilst some did not see the relevance to the Welsh language, many stated that taking into consideration the number of children from non-Welsh speaking households a later start in the schools would have an impact on the development of the Welsh language. Cutting this provision could lead to a downturn in Welsh speakers, picking up the language a little latter, or developing a slightly firmer grip on the English language and parents then making the decision to send them to English schools.
- Some felt that this decision would depend on how committed Welsh Government and CCC are to the continuation of the Welsh Language?
- Some respondents stated that by enabling their child to start school the term after 3 years old, they have been introduced to a wealth of experiences, developed intellectually, learnt discipline and is speech perfect. It was felt that it would be a shame if this opportunity is delayed until later.

Other relevant information:

- Insight Session - All pupils that assessed this proposal agreed with the proposition. One school noted that schools in England and Scotland begin school following their 5th birthday and their education results are better than Wales on average. Therefore they concluded that it cannot make much difference. However they noted that additional financial pressures would be placed on parents and that learning the Welsh language would be delayed which may see a decline in the number of Welsh speakers. Pupils suggested that investments of the savings made should do into education of nursery staff so that they are able to assist in the teaching of literacy, numeracy and Welsh.

Equality Impact Assessment summary:

Description of impact
No impact
Affected groups:
No groups affected
Mitigation
Not applicable
Assessment undertaken: 23rd January 2018

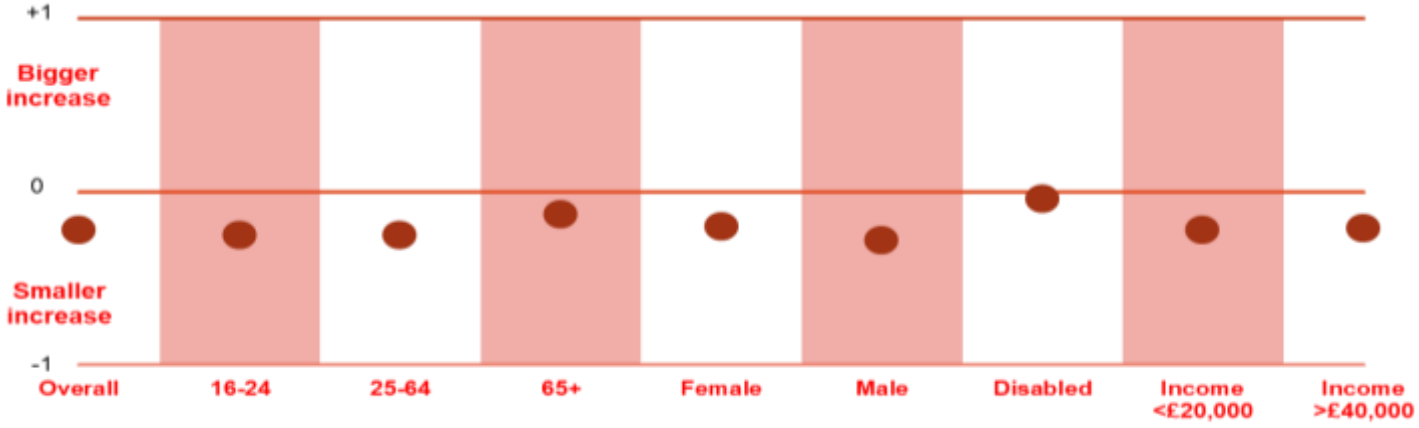
5) COUNCIL TAX

The survey explored public perception and tolerances in relation to council tax increases. It explained that the council is considering an increase to council tax of 4.12% for 2018–19. Respondents were asked if this represents an acceptable level or whether smaller or larger increases were preferable.

The results indicate support for all three options, to varying degrees. A large proportion of respondents (42.2%) stated a preference for a smaller increase, some (37.2%) of respondents felt an increase of 4.12% was just about right, and 20.3% indicated that they would be amenable to a greater council tax increase in order to support council services.

An AIS result of -0.22 confirms a relatively neutral position denoting, overall, a preference to increase council tax at the proposed level of up to 4.12%.

However, an important observation to note is that the balance of opinion diverges for different categories of respondent. The AIS for selected groups is plotted below and shows variance by age, gender and other demographic characteristic.



Respondents were not amenable to an increase to the council tax, this was apparent from all age groups with AISs of -0.25 for (aged 16–24), -0.24 for (aged 25–34), -0.24 for (aged 35–44), -0.22 for (aged 45-54), -0.32 for (aged 55-64), -0.42 for (aged 74-84). Respondents aged 85+ were more amenable to an increase of up to 4.12% with an AIS score of 0.33

Differences by gender are evident. The AIS for females (-0.20) is lower than that of males (-0.28), signifying that females are less tolerating of a 2.5% increase.

This trend is most pronounced when looking at income. Interestingly, the AIS increases in line with income, suggesting that the lower one's income, the less likely they are to support a council tax increase of 2.5% or higher.

	< £20,000	**£20,000 – £39,999**	**> £40,000**
AIS	-0.22	-0.27	-0.21

A total of 606 respondents included their post codes. Please see below table.

Area	SA4	SA14	SA15	SA16	SA17	SA18	SA19	SA20	SA31	SA33	SA34	SA38	SA39	SA40	SA44	SA46	SA48
Number of Responses	10	125	137	20	24	71	35	13	81	60	9	3	3	8	5	1	1
% Responses	2%	21%	23%	3%	4%	12%	6%	2%	13%	10%	1%	0.5%	0.5%	1%	1%	0.2%	0.2%

6) SUGGESTIONS FOR MAKING SAVINGS OR RAISING INCOME

As in previous years, this budget consultation survey asked whether people had comments or suggestions about how the Council could save money or generate income. Given the commonality of issues raised, the approach to this section has been to combine the results from the previous budget consultation exercise with comments from this exercise.

In total, over 1540 comments were made through the public consultations.[8] This section reflects the key themes.

The consultation demonstrates widespread **public understanding** of the financial constraints facing the Council. This is reflected in the many very realistic comments and suggestions made. However, where a view is expressed on the subject, the Council is encouraged to exercise restraint in respect of any rises to Council Tax.[9]

A substantial number of comments were made concerning the **staffing structure** of the organisation. This is unsurprising given workforce cost is a major component of Council service delivery. It is typically felt that the need for management roles in general should be critically examined, and that the number, and salary, of senior management ought to be reviewed.

Furthermore, comments suggest the view that effective public service delivery depends to a great extent on staff at the '**front line**'. There is support for the view that maintaining high quality services relies on the 'front line' taking precedence over support and 'back office' functions.

Councillors involved in budget consultation discussions have likewise generally supported the view that processes need to be as efficient as possible, in order services deliver the maximum value to the public. They noted that they would support an increase of up to 5% in council tax to reduce the cuts to cleansing and waste services.

A commonly held view related to reducing the costs associated with the **democratic process**, namely expenses, allowances and number of members. A number believed there was further scope for savings in this area.

A group of responses related to the **approach** the Council ought to take in considering the budget. There was support for the idea that there should be priority to statutory services, reductions should be fair and equitable, and that there should be no areas of protection. An alternative view with support was the idea that certain services need protecting – in particular, public transport, services for vulnerable people, and public

[8] The breakdown of comments is 970 (2014), 135 (2015), 99 (2016) and 336 (2017).
[9] This should not be interpreted as indicating general opposition to Council Tax rises, rather that some respondents identified it as being an issue.

toilets. This distinction was also in evidence in relation to each of the 20 proposals discussed earlier.

Another common view was that the Council should seek **different ways of doing things**. There was widespread support for further 3rd sector (charities and non-profit making organisations) involvement in service delivery, though much less support for private sector involvement, especially in areas such as social care. Some stressed the greater role that town and community councils, and volunteers, could play in service delivery.

Specific ideas for **saving money** included:

- Consider alternative service delivery methods (to include trading company, third or private sector options)
- Reducing the number of Council buildings and offices and considering the use of alternative premises, where this is more cost effective
- Outsource maintenance work to private contractors
- Reducing the frequency of domestic waste and recycling collection; consider privatising the service; make more effective use of waste collection vehicles
- Reducing cutting schedules for highway verges, or just maintaining areas such as junctions
- Reducing the number of councillors
- Consider more effective deployment of highways staff and fleet
- Use of libraries as mini Customer Service Centres
- Reducing street lighting
- Reducing publicity and marketing
- Printing documents in either Welsh or English, according to language choice
- Not allowing fleet vehicles to be taken home; and replace less frequently
- Flagship projects are not a priority and can be a drain on resources (sports and entertainment specifically referenced)
- Reducing expenditure on traffic calming measures and unnecessary signage
- Suggestions in relation to council housing. These included reducing voids, undertaking only necessary upgrades, and transferring upkeep to tenants

A number of suggestions for savings were made specifically in relation to the **internal arrangements** of the Authority:

- Share more functions with neighbouring authorities and other public sector organisations.
- Cut all forms of waste
- Challenge every budget to ensure value for money
- Undertake a ‘zero-based’ budget review every five years
- Cut ‘back office’ provision within the Council and its departments
- Regularly process map procedures to ensure they work in most efficient way possible
- Ensure that procurement achieves best value for money
- Review Council structure and merge departments where this represents an efficiency
- Reduce the ‘generous’ staff sickness policy, to fall in line with statutory requirements
- Addressing energy use in Council buildings (heating and lighting)

- Delivering more through competitive tenders
- Prohibit use of external consultants

Furthermore, a number of ideas were put forward concerning **maximising income**.

- Improving the tourism offer, including running cycle centres, more events like “The Pembrey music festival” which was a real draw for youngsters.
- Utilise big venues like Parc y Scarlets to attract more concerts and large events - impose a 50p or £1 services levy on each ticket - this could go to cleaning up the roads around the venue, paying for policing etc. There's currently a £5 charge on every ticket irrelevant on how many you buy at the same time, so if they can do that why not the council.
- Greater use of school premises to generate income
- Increasing Council Tax on second homes and charge business rates on holiday and ‘buy to let’ homes
- Charging for the issue of concessionary bus passes
- Linking all charges to the CPI (consumer price index)
- Selling surplus Council assets (land and buildings, etc.) Alternatively can the Council not develop the land itself (house building etc) and sell at a profit, assuming the Council has the relevant skills in house already.
- Investment in renewable energy, (including on Council premises) and energy efficiency schemes
- Investment in a waste-to-heat plant, producing energy from non-recyclable waste incineration
- Consideration of roundabout sponsorship, and sponsorship of appropriate services (e.g., waste collection sponsorship by fast food companies)
- More effective enforcement of parking charges, increase and enforcement of dog fouling and littering fines
- Increasing debt collection rates
- Open residential homes up to the wider community, for example, making cooked food available to local residents

<u>Councillor engagement</u>

The involvement of councillors is critical to effective engagement in respect of the budget consultation. The following issues were highlighted through the councillor budget seminars, or through scrutiny committee budget discussions.

Universal Credit – concerns regarding the possible skills gap and demand as a result of Universal Credit migration and concern from a resident perspective – need to ensure all residents are supported through the transition to the new system and need to monitor the impact of rent arrears due to delayed payments etc.

Severance – councillors were keen to ensure functions such as administration are delivered in the most efficient way possible and concerns were expressed regarding sickness absence. They felt that this needs to be monitored closely, allowing staff to leave through severance is creating additional demand on remaining staff hence added pressure. Stress the main cause of sickness.

Collaboration – The opportunity to work with neighbouring authorities on shared/regional services – especially back office functions. Procurement are looking

to work with Pembrokeshire suggestions for other back office services to look at similar options for collaboration. Many of the requirements are the same so there could be economies of scale, also collaboration with WAO was noted and value of current funding arrangements for audit was questioned. Members were supportive of way forward in terms of providing services for others however keen that we recover all costs and that CCC services have priority.

Also noted that Social Lettings Agency is an important function going forward. This may be an opportunity to work with private sector landlords.

Further issues included:

- **Charging for services** – the need to explore all opportunities for charging for services. Need to ensure that charges cover costs but are set at a level that does not discourage people from seeking advice.
- **Empty properties** – suggestion that we consider charging CT at a higher rate for 2nd or empty properties
- Members discussed the potential implications of Brexit and how we support local companies and suppliers
- Need to lobby Welsh government to move towards joint **funding arrangements** for Continuing Health Care. Lost time and capacity in service provision/front line due to dealing with funding queries between Council and Health Board.
- Members were keen to ensure that there isn't a negative effect on the **standard of the service** and that the revised structures are regulated well
- Disease of **Animals & Animal License Movement Scheme** – why are we doing it? Duplication with EID/DEFRA?
- **Sports & Leisure General** – need to do more work that demonstrates the savings that can be made to health services (including mental health) from leisure activities (cost/benefit analysis)
- **Public Rights of Way** – not enough resource given to this. Suggestion was to devolve to town & community councils, who would do a better job of it.

NOTES FROM SCHOOLS STRATEGY BUDGET FORUM AND TU CONSULTATION MEETINGS:

SCHOOLS STRATEGY AND BUDGET FORUM MEETING HELD ON 11TH DECEMBER 2017

The Director of Education and Children welcomed the Director of Corporate Services to the meeting. The Director of Corporate Services shared an overview on the Budget Consultation and explained where we are with the budget at present and the impact which it will have on schools. The Consultation is available on the Authority's website.

The Director of Education and Children suggested that Forum Members discuss the Consultation Document with their Local Elected Members and input their views online or to feed comments to either the Group Accountant (Education) or the Director of Education and Children.

The Director of Corporate Services informed Forum Members that a Budget Seminar with Members for the Education and Children's Services Department will be held on Wednesday 20th December 2017.

A question was raised regarding the £15m reduction to the EIG and which responsibilities have gone. The Director of Education and Children informed the Forum that as yet it is unclear.

The Director of Corporate Services informed the Forum that the final settlement figure for the grant will be announced by Welsh Government on the 20th December 2017.

The Director of Education and Children and the Director of Corporate Services praised pupils' excellent reviews, dedication and understanding of the Budget Consultation at the Authority's Insight Event which was held on the 29th November 2017.

Corporate Employee Relations Forum (CERF) Meeting 30/11 17

Unison made aware by their members that cuts in Traffic Management had led to there being 130 parking appeals outstanding and understand that a vacancy has not been filled because of the knock-on effect this would have for support staff. Unison questioned the necessity of Civil Enforcement Officers patrolling between 6 and 9 in the evening and not making any bookings.

Unite consider there to be a need for the service to be "beefed-up" as a means of income generating and requested Director of Corporate Resources provide any terms of reference for income generation proposals

Unison would oppose any proposal to reduce existing level of Teaching Assistant support because of difficulties this would cause teachers in managing classrooms

Unite questioned necessity for payment of £350k to Llanelly House when Council is under pressure to achieve savings

Follow-up Budget Consultation Meeting with Trade Union representatives 4/1/18

Unison reaffirmed the views expressed within their ***Response to CCC Budget Proposals and Consultation 2018/19, 19/20, 20/21,*** which was emailed to all Members on 13th December

Unison do not regard the national pay offer to be generous and, historically, a below inflation offer would be rejected

Unison consider that proposed savings will have a negative impact on the population of the county.

Unison consider that the Authority should implement a "No Cuts Budget" with money being borrowed which would be subsequently refunded by a future Labour government.

Unison maintain that any reduction in Teaching Assistant support will adversely affect children's education. UNISON will be campaigning against cuts to school budgets and will be engaging with parents.

Unison do not consider the general public to have received sufficient detail within the budget consultation process to be able to respond .Unison believe that the public will get involved when they become aware of the consequences of cuts to the budget.

Unison maintain that only a political decision can resolve the difficulties experienced by officers and Members in delivering a budget without making cuts to services. Unison do not want people to have to make choices between cuts and current overspending by services is likely to occur in future years. Unison do not want cuts to services and staff and would challenge comments made within the budget proposals that reduction in staffing has "*no impact on the quality of the service*" . Unison unclear how this statement can be qualified.

Unite suggested that TIC could be involved in consulting with the public and consider that there is a need to engage with the public more regularly than once a year.

Unite concerned that cuts/efficiencies proposed in previous years have not been achieved but are being put forward again.

Unison consider that the Council should better inform the electorate how government funding is negatively affecting the Authority's financial position.

Unite questioned whether there should be a greater emphasis within departments on income generation – "what we can do "as opposed to "what we can't do"

Unison questioned the economic sense of having social workers trying to find parking spaces when travelling within the county. Administration costs could be reduced by issuing car parking permits as opposed to having to claim reimbursement of car parking costs.

Unison concerned at implications for safety if any reduction in school crossing patrol officers occurs.

Carmarthenshire County Council

Assessing Impact

The Equality Act 2010

The Equality Act 2010 (the Act) brings together and replaces the previous anti-discrimination laws with a single Act. It simplifies and strengthens the law, removes inconsistencies and makes it easier for people to understand and comply with it. The majority of the Act came into force on 1 October 2010.

The Act includes a new public sector equality duty (the 'general duty'), replacing the separate duties on race, disability and gender equality. This came into force on 5 April 2011.

What is the general duty?

The aim of the general duty is to ensure that public authorities and those carrying out a public function consider how they can positively contribute to a fairer society through advancing equality and good relations in their day-to-day activities. The duty ensures that equality considerations are built into the design of policies and the delivery of services and that they are kept under review. This will achieve better outcomes for all.

The duties are legal obligations. Failure to meet the duties may result in authorities being exposed to legal challenge.

Under equality legislation, public authorities have legal duties to pay 'due regard' to the need to eliminate discrimination and promote equality with regard to race, disability and gender, including gender reassignment, as well as to promote good race relations. The Equality Act 2010 introduces a new public sector duty which extends this coverage to age, sexual orientation, pregnancy and maternity, and religion or belief. The law requires that this duty to pay 'due regard' be demonstrated in the decision making process. It is also important to note that public authorities subject to the equality duties are also likely to be subject to the obligations under the Human Rights Act and it is therefore wise also to consider the potential impact that decisions could have on human rights as part of the same process.

Carmarthenshire's approach to Equality Impact

In order to ensure that the council is considering the potential equality impact of its proposed policies and practices, and in order to evidence that we have done so, every proposal will be required to be supported by the attached Equality Impact Assessment. Where this assessment identifies a significant impact then more detail may be required.

Reporting on assessments

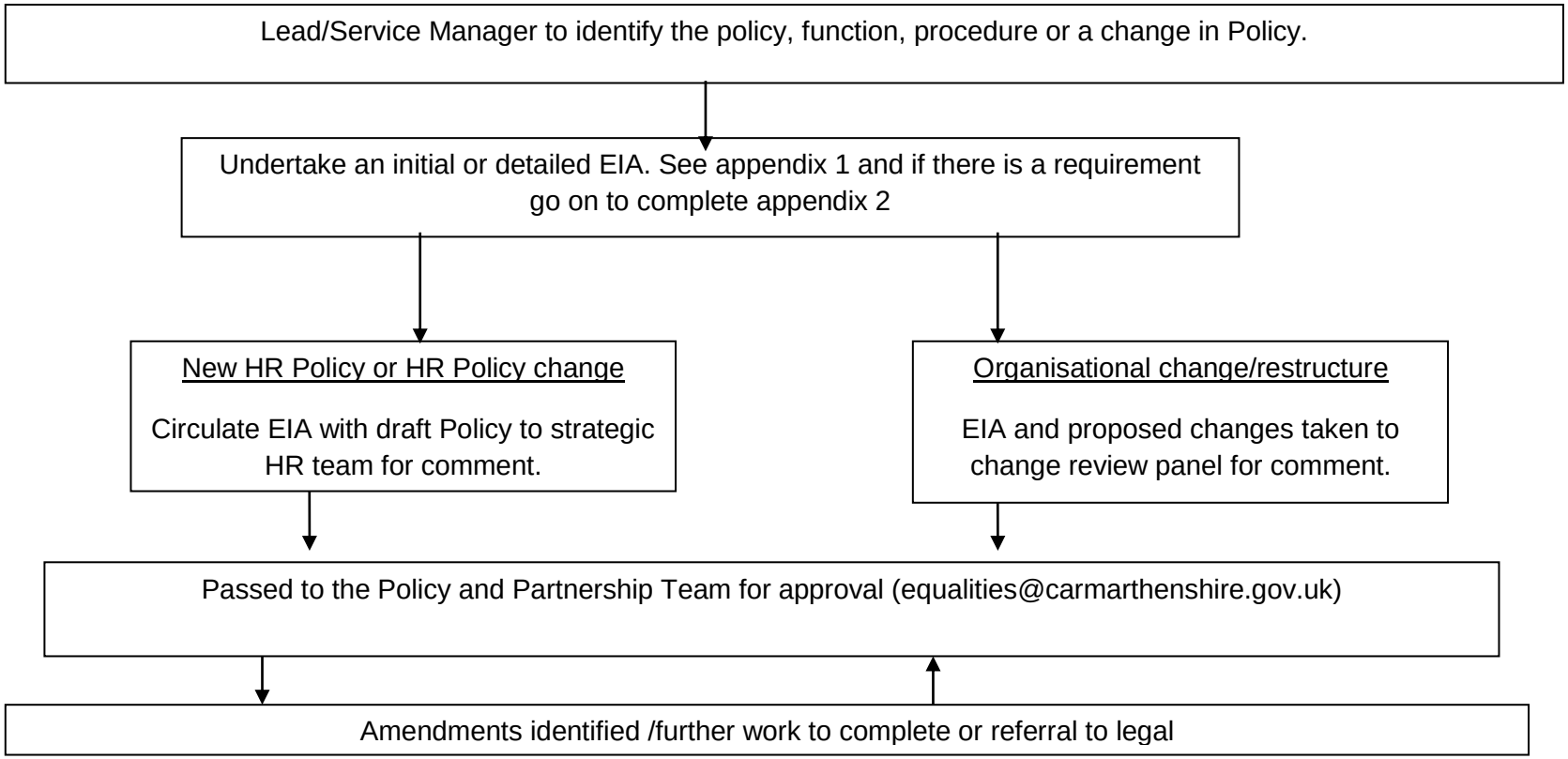
Where it is clear from the assessment that the likely impact on the authority's ability to meet the general duty is substantial, then it must publish a report.

Initial and Detailed Equality Impact Assessments

The initial EIA (appendix 1) is a simple and quick method of assessing the effect of a policy, function, procedure, decision including financial cuts on one or more of the protected characteristics.

The Service Manager responsible for the relevant new or revised policies, functions, procedures and financial decisions must undertake, at least, an initial EIA and where relevant a detailed Equality Impact Assessment (appendix 2); EIA must be attached as background paper with reports to Executive and Scrutiny .

Equality impact assessment – Process to follow where HR implications have been identified



Initial Equalities Impact Assessment Template

Appendix 1

Department: Communities	**Completed by (lead):** Avril Bracey	**Date of initial assessment:** **10th January 2018** **Revision Dates: September 2018**
Area to be assessed: (i.e. name of p*olicy, function, procedure, practice or a financial decision)*	Review of Learning Disabilities Day Services	
Is this existing or new function/policy, procedure, practice or decision?	A TIC review (Transformation, Innovation and Change) of the service has been undertaken, we are now moving into implementation stage and designing a new model of service.	
What evidence has been used to inform the assessment and policy? (please list only)		
Knowledge of current usage. Discussion with relevant staff. Discussion with individuals who attend day services Discussion with parents, carers and families Consideration of financial implications. Consideration of other contracting arrangements.		

1. Describe the aims, objectives or purpose of the proposed function/policy, practice, procedure or decision and who is intended to benefit.		.The purpose of the review is to redesign a model of day services to provide more person centred services enabling choice and control. The intention is to develop services that are more responsive, provide better outcomes for individuals and promote independence and wellbeing. We also want to ensure that the services are effective and efficient in responding to individual need and responsive to budget strategy targets to ensure the sustainability of services. The current model of focussing the day time support in day centres needs to change to meet people's aspirations about living independently and accessing mainstream community activities.EG. People may wish to utilise a personal budget to buy alternative services or community activity. There are no detailed plans in place as yet, the intention is to do this with key stakeholders .There are significant budget savings concerning this service, but the intention is to do this by improving services that maximise individual independence and community resilience for those who are able and also to ensure that services are sustainable for those who require complex and specialist care.			
The Public Sector Equality Duty requires the Council to have "due regard" to the need to:- **(1)** eliminate unlawful discrimination, harassment and victimisation; **(2)** advance equality of opportunity between different groups; and **(3)** foster good relations between different groups (see guidance notes)		**2. What is the level of impact on each group/ protected characteristics in terms of the three aims of the duty?** **Please indicate high (H) medium (M), low (L), no effect (N) for each.**	**3. Identify the risk or positive effect that could result for each of the group/protected characteristics?**		**4. If there is a disproportionately negative impact what mitigating factors have you considered?**
			Risks	**Positive effects**	
Protected characteristics	**Age**	N			
	Disability	L	Services may be delivered in a different way, setting or via a third sector organisation which will impact on individual		The service is likely not to be delivered in traditional building and some activities will be delivered in community settings. .Any negative effects will be

		service users.		mitigated by ensuring that the assessment of need, reviews and support plans are person centred and aim to meet individual need and aspirations.
Gender reassignment	L			
Race	L			
Religion/Belief	L			
Pregnancy and maternity	L			
Sexual Orientation	L			
Sex	L			
Welsh language	L			
Any other area carers /parents	M	Parents/carers /families are dependent on current day services for respite.		If carers were not able to access the respite and support of the day services they are likely to be unable to continue in their caring role and it is likely the individuals accessing the service would require residential cares. We have met with parent carers and other key stakeholders to engage them in the

					programme of change, co-production with those who use services and their families / carers is a fundamental principle of this proposal. All aspects of this review will incorporate information and consultation plans that will include users of services, carers, and families, other partners and key stakeholders. All consultation and engagement events are recorded and collected as tangible evidence of the process used to engage stakeholders. This approach is one way of minimising any potential adverse effect of the proposals as issues can be identified at an early stage and mitigations put in place wherever possible.

5. Has there been any consultation/engagement with the appropriate protected characteristics?	**YES** x☐ **NO** ☐ **As part of the TIC review and subsequently with parent carers and third sector.**

6. What action(s) will you take to reduce any disproportionately negative impact, if any? **A consultation strategy will be developed alongside any detailed proposals regarding service change. Person Centred Reviews and impact assessments will be undertaken to consider the impact on individuals and their families and to ensure that there are no negative impacts as a result of the service change.**		
7. Procurement **Following collation of evidence for this assessment, are there any procurement implications to the activity, proposal, and service. There are potential procurement implications as the model develops as we will be collaborating with third sector partners and community groups in line with the requirements of the Social Services and Wellbeing (Wales) 2014.** **Please take the findings of this assessment into your procurement plan. Contact the corporate procurement unit for further advice.**		
8. Human resources **Following collation of evidence for this assessment, are there any Human resource implications to the activity, proposal or service? No.**		
9. Based on the information in sections 2 and 6, should this function/policy/procedure/practice or a decision proceed to Detailed Impact Assessment? (recommended if one or more H under section 2)	**YES** ☐ **There is no evidence at this initial stage to suggest that there will be any adverse effect on groups with protected characteristics as a result of this review. However as the model develops detailed Impact assessments will be undertaken for any**	**NO** ☐

		proposed service changes/projects	
Approved by: Head of Service	**Avril Bracey** **Avril Bracey**	**Date: 10th January 2018** **10th January 2018**	

Detailed Equalities Impact Assessment Template

Appendix 2

Department:	
Completed by (lead):	
Date of Detailed assessment:	
Area to be assessed: (*Policy, function, procedure, practice or a financial decision))*	
Is this existing or new function/policy/Procedure/ practice	

1. Describe the aims, objectives or purpose of the function/policy, practice or procedure and who is intended to benefit.	

2. Please list any existing documents, evidence, research which have been used to inform the Detailed equality impact assessment. (This must include relevant data used in this assessment**)**				
3. Has any consultation, involvement been undertaken with the protected characteristics to inform this assessment? (please provide details, who and how consulted)				
4. What is the actual/likely impact?				
5. What actions are proposed to address the impact? *(The actions needs to be specific, measurable and outcome based)*				
6. How will actions be monitored?	.			

Approved by: Head of Service		

Thank you for completing this assessment.

For further information regarding Assessing Impact, please contact the -

Policy & Partnership Team

Chief Executive's Department

01267 22(4914) / (4676)

equalities@carmarthenshire.gov.uk

Please send a copy of the assessment to the above e-mail address upon completion.

Carmarthenshire County Council

Assessing Impact

The Equality Act 2010

The Equality Act 2010 (the Act) brings together and replaces the previous anti-discrimination laws with a single Act. It simplifies and strengthens the law, removes inconsistencies and makes it easier for people to understand and comply with it. The majority of the Act came into force on 1 October 2010.

The Act includes a new public sector equality duty (the 'general duty'), replacing the separate duties on race, disability and gender equality. This came into force on 5 April 2011.

What is the general duty?

The aim of the general duty is to ensure that public authorities and those carrying out a public function consider how they can positively contribute to a fairer society through advancing equality and good relations in their day-to-day activities. The duty ensures that equality considerations are built into the design of policies and the delivery of services and that they are kept under review. This will achieve better outcomes for all.

The duties are legal obligations. Failure to meet the duties may result in authorities being exposed to legal challenge.

Under equality legislation, public authorities have legal duties to pay 'due regard' to the need to eliminate discrimination and promote equality with regard to race, disability and gender, including gender reassignment, as well as to promote good race relations. The Equality Act 2010 introduces a new public sector duty which extends this coverage to age, sexual orientation, pregnancy and maternity, and religion or belief. The law requires that this duty to pay 'due regard' be demonstrated in the decision making process. It is also important to note that public authorities subject to the equality duties are also likely to be subject to the obligations under the Human Rights Act and it is therefore wise also to consider the potential impact that decisions could have on human rights as part of the same process.

Carmarthenshire's approach to Equality Impact

In order to ensure that the council is considering the potential equality impact of its proposed policies and practices, and in order to evidence that we have done so, every proposal will be required to be supported by the attached Equality Impact Assessment. Where this assessment identifies a significant impact then more detail may be required.

Reporting on assessments

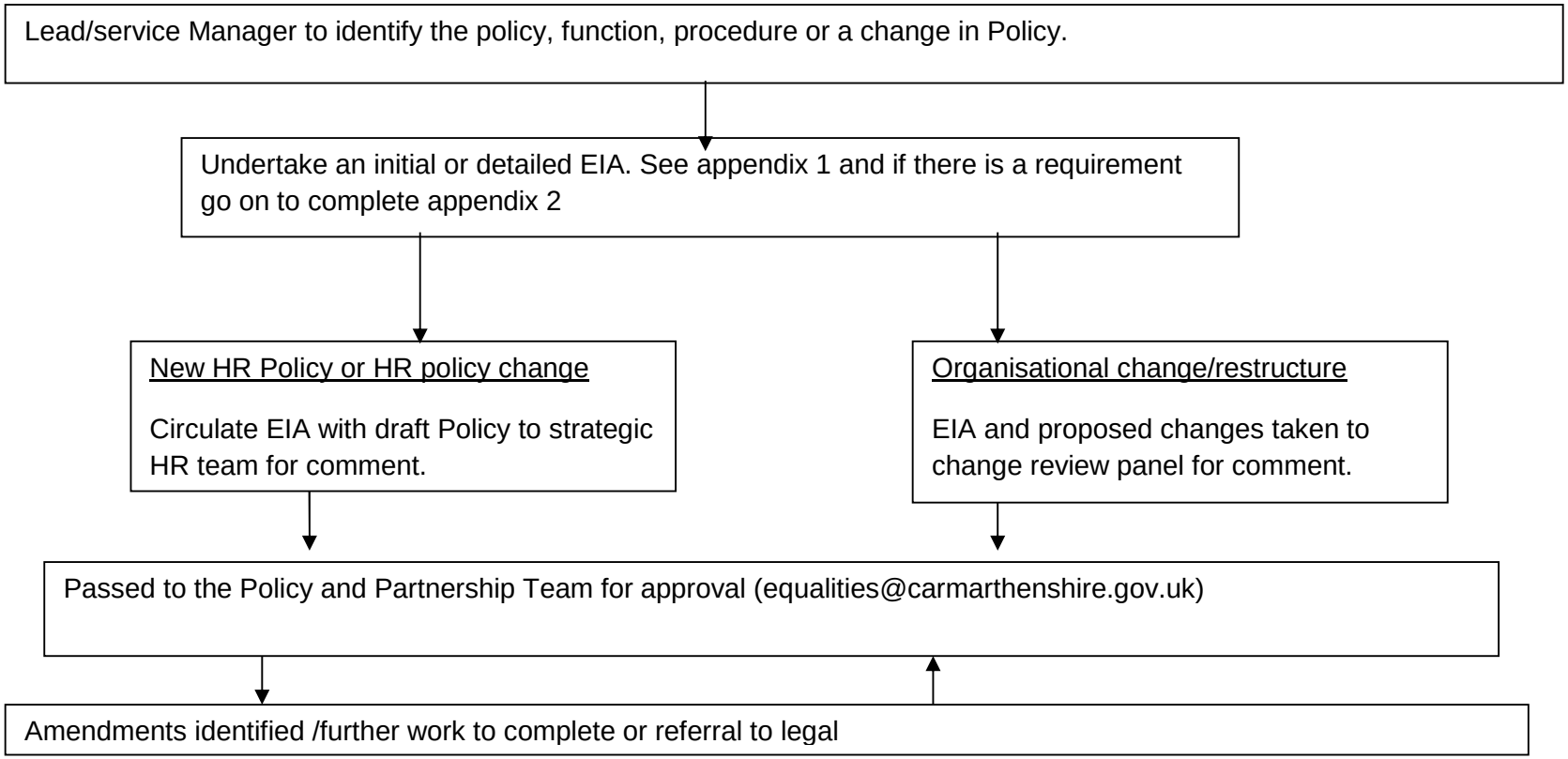
Where it is clear from the assessment that the likely impact on the authority's ability to meet the general duty is substantial, then it must publish a report.

Initial and Detailed Equality Impact Assessments

The initial EIA (appendix 1) is a simple and quick method of assessing the effect of a policy, function, procedure, decision including financial cuts on one or more of the protected characteristics.

The Service Manager responsible for the relevant new or revised policies, functions, procedures and financial decisions must undertake, at least, an initial EIA and where relevant a detailed Equality Impact Assessment (appendix 2); EIA must be attached as background paper with reports to Executive and Scrutiny .

Equality impact assessment – Process to follow where HR implications have been identified



Initial Equalities Impact Assessment Template

Appendix 1

Department: Communities	**Completed by (lead):** Sharon Frewin	**Date of initial assessment:** **29th December 2017** **Revision Dates:**
Area to be assessed: (i.e. name of p*olicy, function, procedure, practice or a financial decision)*	Proposal to end the lease agreement between Cross Hands Cinema and Department of Communities.	
Is this existing or new function/policy, procedure, practice or decision?	Existing agreement.	
What evidence has been used to inform the assessment and policy? (please list only)		
Knowledge of current usage. Discussion with relevant staff. Consideration of financial implications. Consideration of other contracting arrangements.		

1. Describe the aims, objectives or purpose of the proposed function/policy, practice, procedure or decision and who is intended to benefit.	The proposal is to end the lease agreement that the Department for Communities has with the Cross Hands Cinema. The agreement is that the Department has access to the building between the hours of 9am and 5pm Monday to Friday. This part of the building is also used by the Library (sub-let from the Department of Communities) and the RVS who have an office there. The proposal would achieve a financial saving as the building is currently (and historically) under-utilised.

The Public Sector Equality Duty requires the Council to have "due regard" to the need to:- **(1)** eliminate unlawful discrimination, harassment and victimisation; **(2)** advance equality of opportunity between different groups; and **(3)** foster good relations between different groups (see guidance notes)		**2. What is the level of impact on each group/ protected characteristics in terms of the three aims of the duty?** **Please indicate high (H) medium (M), low (L), no effect (N) for each.**	**3. Identify the risk or positive effect that could result for each of the group/protected characteristics?**		**4. If there is a disproportionately negative impact what mitigating factors have you considered?**
			Risks	**Positive effects**	
Protected characteristics	**Age**	L			
	Disability	M	Loss of a facility that is currently an off-shoot form the main service in Manor Road (Ammanford)		Alternative venues for the activities currently undertaken in Cross Hands can be utilised.
	Gender reassignment	L			
	Race	L			
	Religion/Belief	L			
	Pregnancy and maternity	L			
	Sexual Orientation	L			

Sex	L				
Welsh language	L				
Any other area	L				

5. Has there been any consultation/engagement with the appropriate protected characteristics?	**YES x☐** **NO ☐**	
6. What action(s) will you take to reduce any disproportionately negative impact, if any? **Person Centred Reviews will be undertaken to consider the impact on individuals and their families and to ensure that any activity currently undertaken in Cross Hands could be undertaken in a more effective way, e.g., cooking skills can be developed in the accessible kitchen in Manor Road or in the persons own home.**		
7. Procurement **Following collation of evidence for this assessment, are there any procurement implications to the activity, proposal, and service. No.** **Please take the findings of this assessment into your procurement plan. Contact the corporate procurement unit for further advice.**		
8. Human resources **Following collation of evidence for this assessment, are there any Human resource implications to the activity, proposal or service? No.**		
9. Based on the information in sections 2 and 6, should this function/policy/procedure/practice or a decision proceed to Detailed Impact Assessment? (recommended if one or more H under section 2)	**YES ☐**	**NO x☐**

Approved by: Head of Service	**Avril Bracey**	**Date:** **17th January 2018**

Detailed Equalities Impact Assessment Template **Appendix 2**

Department:	Please see initial impact assessment
Completed by (lead):	
Date of Detailed assessment:	
Area to be assessed: (*Policy, function, procedure, practice or a financial decision))*	Please see initial impact assessment
Is this existing or new function/policy/Procedure/ practice	Please see initial impact assessment

1. Describe the aims, objectives or purpose of the function/policy, practice or procedure and who is intended to benefit.	Please see initial impact assessment

2. Please list any existing documents, evidence, research which have been used to inform the Detailed equality impact assessment. (This must include relevant data used in this assessment**)**	Although the current agreement is for the Department of Communities to have access to the building from 9am to 5pm Monday to Friday in reality it is utilised much less than this. The library currently use the building for 3 sessions per week: and service users from Manor Road access it for a maximum of 3 sessions per week from approximately 10am until 2pm. This is for a maximum of 4 service users and 2 members of staff.			
3. Has any consultation, involvement been undertaken with the protected characteristics to inform this assessment? (please provide details, who and how consulted)	The service users who do access the building have not been specifically consulted with about the proposal. However, through Person Centred reviews they are discussing the activities that are undertaken and these can be provided in alternative locations and individual Impact Assessments will be undertaken to ensure that they will not be adversely affected or not receive a service as a result of this proposal. The library are also utilising the building via the same lease agreement. This was set-up as a temporary solution due to the closure of their building. A date for them to have an alternative base is unknown at this point in time.			
4. What is the actual/likely impact?	There is one individual who accesses this service with his 1:1 member of staff who is likely to be affected more than the others. This is because he does not like to be in a crowded environment and therefore Manor Road is not an option for him. However, he lives within a Supported Living Service (where staff could be available 24 hours per day). Therefore a review of his full support package and how this can be accommodated will be undertaken. The library will need to either enter its own lease agreement with the Hall Committee or find an alternative venue. The RVS will need to be offered an alternative office base.			
5. What actions are proposed to address the impact? *(The actions needs to be specific, measurable and*	**What are we going to do**	**Who will be responsible**	**When will it be completed**	**How will we know we have achieved our objective**

outcome based)				
	Speak to each service user who currently accesses the building for a part of their service.	**Lynne Jenkins, Manager of Manor Road.**	**31st January 2018**	**We will have alternative solutions for the activities currently undertaken in Cross Hands.**
	Establish a time frame for the library service to move or take over the lease.	**Avril Bracey/Sharon Frewin**	**March 2018**	**The library service will have taken over the lease or sourced alternative premises**
	Establish the specific agreement with the RVS and the LA.	**Avril Bracey/Sharon Frewin**	**March 2018**	**Agreement established**
6. How will actions be monitored?	Specific details of the alternative service for the current service users to be provided to Debbie Edwards (Complex needs co-ordinator) who will ensure that alternatives are in line with the Person Centred Review.			
Approved by: Head of Service	Avril Bracey	Date: 17th January 2018		

Thank you for completing this assessment.

For further information regarding Assessing Impact, please contact the -

Policy & Partnership Team

Chief Executive's Department

01267 22(4914) / (4676)

equalities@carmarthenshire.gov.uk

Please send a copy of the assessment to the above e-mail address upon completion.

Carmarthenshire County Council

Assessing Impact

The Equality Act 2010

The Equality Act 2010 (the Act) brings together and replaces the previous anti-discrimination laws with a single Act. It simplifies and strengthens the law, removes inconsistencies and makes it easier for people to understand and comply with it. The majority of the Act came into force on 1 October 2010.

The Act includes a new public sector equality duty (the 'general duty'), replacing the separate duties on race, disability and gender equality. This came into force on 5 April 2011.

What is the general duty?

The aim of the general duty is to ensure that public authorities and those carrying out a public function consider how they can positively contribute to a fairer society through advancing equality and good relations in their day-to-day activities. The duty ensures that equality considerations are built into the design of policies and the delivery of services and that they are kept under review. This will achieve better outcomes for all.

The duties are legal obligations. Failure to meet the duties may result in authorities being exposed to legal challenge.

Under equality legislation, public authorities have legal duties to pay 'due regard' to the need to eliminate discrimination and promote equality with regard to race, disability and gender, including gender reassignment, as well as to promote good race relations. The Equality Act 2010 introduces a new public sector duty which extends this coverage to age, sexual orientation, pregnancy and maternity, and religion or belief. The law requires that this duty to pay 'due regard' be demonstrated in the decision making process. It is also important to note that public authorities subject to the equality duties are also likely to be subject to the obligations under the Human Rights Act and it is therefore wise also to consider the potential impact that decisions could have on human rights as part of the same process.

Carmarthenshire's approach to Equality Impact

In order to ensure that the council is considering the potential equality impact of its proposed policies and practices, and in order to evidence that we have done so, every proposal will be required to be supported by the attached Equality Impact Assessment. Where this assessment identifies a significant impact then more detail may be required.

Reporting on assessments

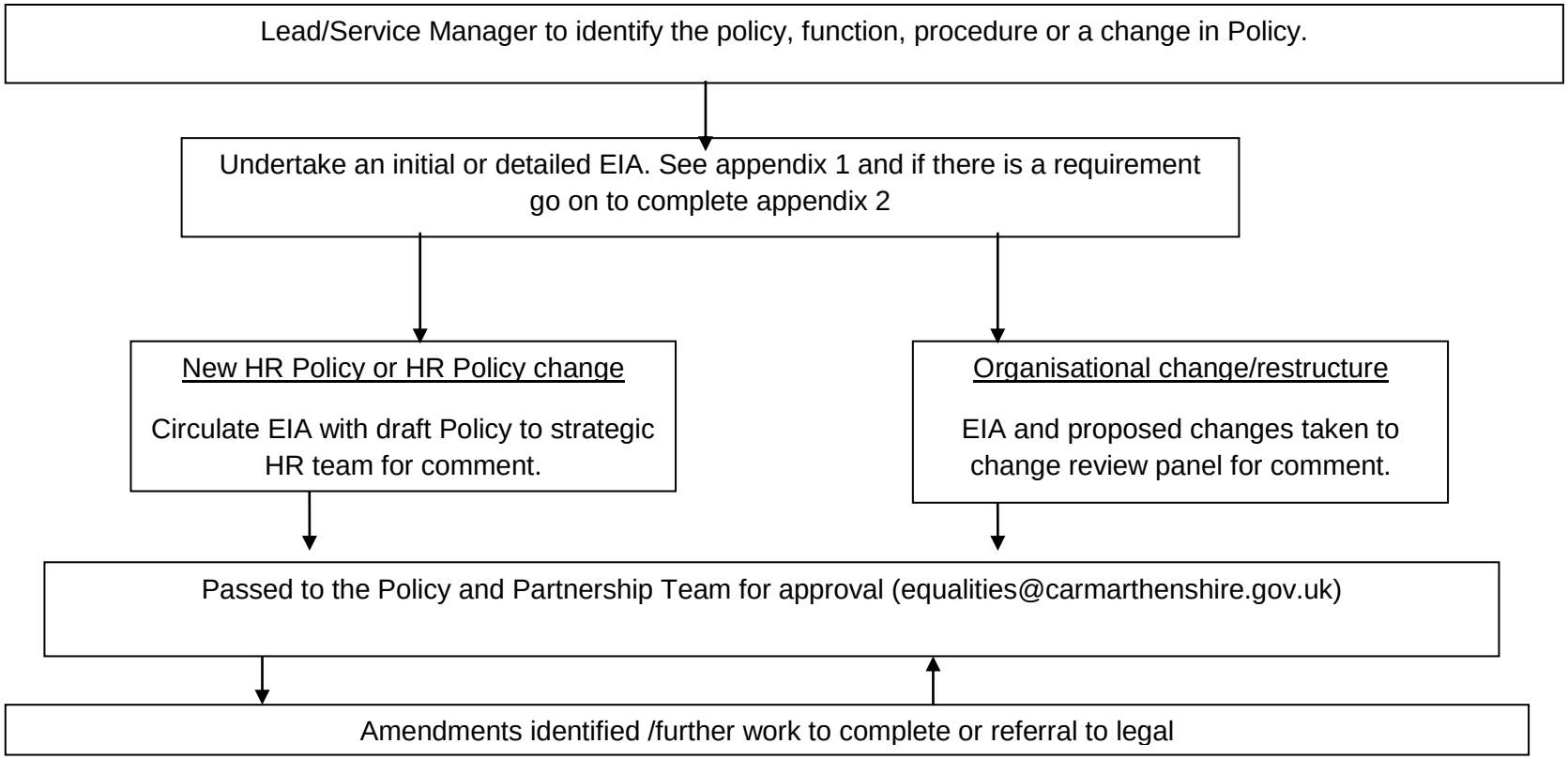
Where it is clear from the assessment that the likely impact on the authority's ability to meet the general duty is substantial, then it must publish a report.

Initial and Detailed Equality Impact Assessments

The initial EIA (appendix 1) is a simple and quick method of assessing the effect of a policy, function, procedure, decision including financial cuts on one or more of the protected characteristics.

The Service Manager responsible for the relevant new or revised policies, functions, procedures and financial decisions must undertake, at least, an initial EIA and where relevant a detailed Equality Impact Assessment (appendix 2); EIA must be attached as background paper with reports to Executive and Scrutiny .

Equality impact assessment – Process to follow where HR implications have been identified



Initial Equalities Impact Assessment Template **Appendix 1**

Department:	**Completed by (lead):**	**Date of initial assessment:**
Communities	Avril Bracey	**10th January 2018** **Revision Dates: September 2018**
Area to be assessed: (i.e. name of p*olicy, function, procedure, practice or a financial decision)*	Review of Learning Disabilities Day Services	
Is this existing or new function/policy, procedure, practice or decision?	A TIC review (Transformation, Innovation and Change) of the service has been undertaken, we are now moving into implementation stage and designing a new model of service.	
What evidence has been used to inform the assessment and policy? (please list only)		
Knowledge of current usage. Discussion with relevant staff. Discussion with individuals who attend day services Discussion with parents, carers and families Consideration of financial implications. Consideration of other contracting arrangements.		

1. Describe the aims, objectives or purpose of the proposed function/policy, practice, procedure or decision and who is intended to benefit.		.The purpose of the review is to redesign a model of day services to provide more person centred services enabling choice and control. The intention is to develop services that are more responsive, provide better outcomes for individuals and promote independence and wellbeing. We also want to ensure that the services are effective and efficient in responding to individual need and responsive to budget strategy targets to ensure the sustainability of services. The current model of focussing the day time support in day centres needs to change to meet people's aspirations about living independently and accessing mainstream community activities.EG. People may wish to utilise a personal budget to buy alternative services or community activity. There are no detailed plans in place as yet, the intention is to do this with key stakeholders .There are significant budget savings concerning this service, but the intention is to do this by improving services that maximise individual independence and community resilience for those who are able and also to ensure that services are sustainable for those who require complex and specialist care.		
The Public Sector Equality Duty requires the Council to have "due regard" to the need to:- **(1)** eliminate unlawful discrimination, harassment and victimisation; **(2)** advance equality of opportunity between different groups; and **(3)** foster good relations between different groups (see guidance notes)		**2. What is the level of impact on each group/ protected characteristics in terms of the three aims of the duty?** **Please indicate high (H) medium (M), low (L), no effect (N) for each.**	**3. Identify the risk or positive effect that could result for each of the group/protected characteristics?** **Risks**	**Positive effects**	**4. If there is a disproportionately negative impact what mitigating factors have you considered?**
Protected characteristics	**Age**	N			
	Disability	L	Services may be delivered in a different way, setting or via a third sector organisation which will impact on individual		The service is likely not to be delivered in traditional building and some activities will be delivered in community settings. .Any negative effects will be

		service users.		mitigated by ensuring that the assessment of need, reviews and support plans are person centred and aim to meet individual need and aspirations.
Gender reassignment	L			
Race	L			
Religion/Belief	L			
Pregnancy and maternity	L			
Sexual Orientation	L			
Sex	L			
Welsh language	L			
Any other area carers /parents	M	Parents/carers /families are dependent on current day services for respite.		If carers were not able to access the respite and support of the day services they are likely to be unable to continue in their caring role and it is likely the individuals accessing the service would require residential cares. We have met with parent carers and other key stakeholders to engage them in the

				programme of change, co-production with those who use services and their families / carers is a fundamental principle of this proposal. All aspects of this review will incorporate information and consultation plans that will include users of services, carers, and families, other partners and key stakeholders. All consultation and engagement events are recorded and collected as tangible evidence of the process used to engage stakeholders. This approach is one way of minimising any potential adverse effect of the proposals as issues can be identified at an early stage and mitigations put in place wherever possible.

5. Has there been any consultation/engagement with the appropriate protected characteristics?	**YES x☐ NO ☐** **As part of the TIC review and subsequently with parent carers and third sector.**

6. What action(s) will you take to reduce any disproportionately negative impact, if any? **A consultation strategy will be developed alongside any detailed proposals regarding service change. Person Centred Reviews and impact assessments will be undertaken to consider the impact on individuals and their families and to ensure that there are no negative impacts as a result of the service change.**		
7. Procurement **Following collation of evidence for this assessment, are there any procurement implications to the activity, proposal, and service. There are potential procurement implications as the model develops as we will be collaborating with third sector partners and community groups in line with the requirements of the Social Services and Wellbeing (Wales) 2014.** **Please take the findings of this assessment into your procurement plan. Contact the corporate procurement unit for further advice.**		
8. Human resources **Following collation of evidence for this assessment, are there any Human resource implications to the activity, proposal or service? No.**		
9. Based on the information in sections 2 and 6, should this function/policy/procedure/practice or a decision proceed to Detailed Impact Assessment? (recommended if one or more H under section 2)	**YES** ☐ **There is no evidence at this initial stage to suggest that there will be any adverse effect on groups with protected characteristics as a result of this review. However as the model develops detailed Impact assessments will be undertaken for any**	**NO** ☐

		proposed service changes/projects	
Approved by: Head of Service	**Avril Bracey** **Avril Bracey**	**Date: 10th January 2018** **10th January 2018**	

Detailed Equalities Impact Assessment Template **Appendix 2**

Department:	
Completed by (lead):	
Date of Detailed assessment:	
Area to be assessed: (*Policy, function, procedure, practice or a financial decision))*	
Is this existing or new function/policy/Procedure/ practice	

1. Describe the aims, objectives or purpose of the function/policy, practice or procedure and who is intended to benefit.	

2. Please list any existing documents, evidence, research which have been used to inform the Detailed equality impact assessment. (This must include relevant data used in this assessment**)**				
3. Has any consultation, involvement been undertaken with the protected characteristics to inform this assessment? (please provide details, who and how consulted)				
4. What is the actual/likely impact?				
5. What actions are proposed to address the impact? *(The actions needs to be specific, measurable and outcome based)*				
6. How will actions be monitored?	.			

Approved by: Head of Service		

Thank you for completing this assessment.

For further information regarding Assessing Impact, please contact the -

Policy & Partnership Team

Chief Executive's Department

01267 22(4914) / (4676)

equalities@carmarthenshire.gov.uk

Please send a copy of the assessment to the above e-mail address upon completion.

Carmarthenshire County Council

Assessing Impact

The Equality Act 2010

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The Act includes a new public sector equality duty (the 'general duty'), replacing the separate duties on race, disability and gender equality. This came into force on 5 April 2011.

What is the general duty?

The aim of the general duty is to ensure that public authorities and those carrying out a public function consider how they can positively contribute to a fairer society through advancing equality and good relations in their day-to-day activities. The duty ensures that equality considerations are built into the design of policies and the delivery of services and that they are kept under review. This will achieve better outcomes for all.

The duties are legal obligations. Failure to meet the duties may result in authorities being exposed to legal challenge.

Under equality legislation, public authorities have legal duties to pay 'due regard' to the need to eliminate discrimination and promote equality with regard to race, disability and gender, including gender reassignment, as well as to promote good race relations. The Equality Act 2010 introduces a new public sector duty which extends this coverage to age, sexual orientation, pregnancy and maternity, and religion or belief. The law requires that this duty to pay 'due regard' be demonstrated in the decision making process. It is also important to note that public authorities subject to the equality duties are also likely to be subject to the obligations under the Human Rights Act and it is therefore wise also to consider the potential impact that decisions could have on human rights as part of the same process.

Carmarthenshire's approach to Equality Impact

In order to ensure that the council is considering the potential equality impact of its proposed policies and practices, and in order to evidence that we have done so, every proposal will be required to be supported by the attached Equality Impact Assessment. Where this assessment identifies a significant impact then more detail may be required.

Reporting on assessments

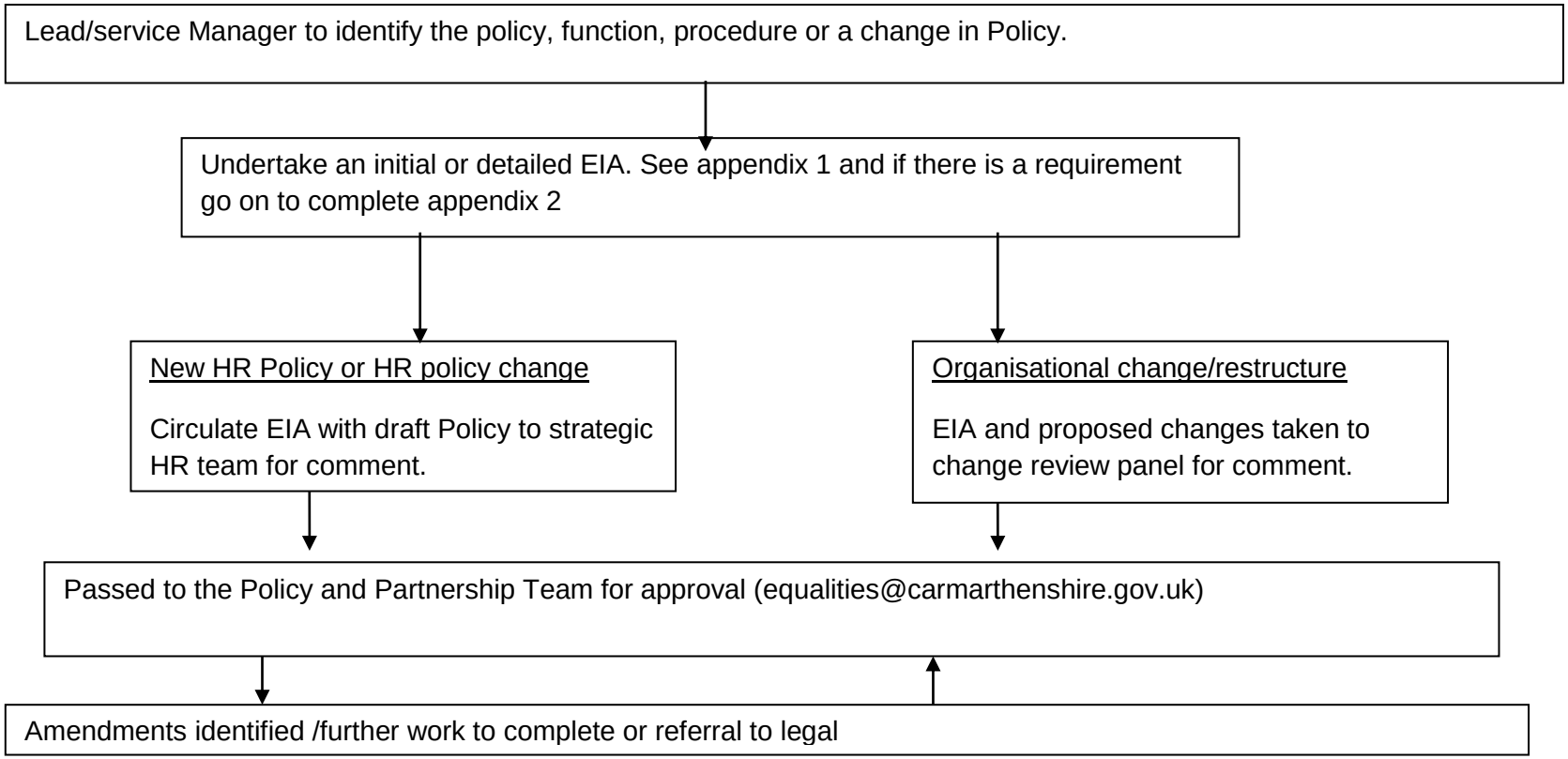
Where it is clear from the assessment that the likely impact on the authority's ability to meet the general duty is substantial, then it must publish a report.

Initial and Detailed Equality Impact Assessments

The initial EIA (appendix 1) is a simple and quick method of assessing the effect of a policy, function, procedure, decision including financial cuts on one or more of the protected characteristics.

The Service Manager responsible for the relevant new or revised policies, functions, procedures and financial decisions must undertake, at least, an initial EIA and where relevant a detailed Equality Impact Assessment (appendix 2); EIA must be attached as background paper with reports to Executive and Scrutiny .

Equality impact assessment – Process to follow where HR implications have been identified



Initial Equalities Impact Assessment Template **Appendix 1**

Department:	**Completed by (lead):**	**Date of initial assessment:**
Sport and Leisure	Berian Allcock	**15/05/2016** **Revision Dates: 25/07/2016; 31/03/2017; 30/11/2017; 24/1/18**
Area to be assessed: (i.e. name of p*olicy, function, procedure, practice or a financial decision)*	Gwendraeth Leisure Centre, Drefach Site	
Is this existing or new function/policy, procedure, practice or decision?	Existing Function	

What evidence has been used to inform the assessment and policy? (please list only)

Regular meetings with East CCC Property Group (inc. Education and Corporate Property) on all actions relating to the Drefach site, Meetings with Maes y Gwendraeth Senior Management Team and Governing Body, Sport & Leisure Staff Meetings, Customer Survey.

A Gwendraeth user consultation 15/06/17-10/07/16 was carried via a SNAP Survey (Online and hard copy at site), with the majority of impacts on the existing users have been mitigated by officer action.

Consultation with local councillors via the Efficiency Proposal Process and their subsequent endorsement for the proposal to feature in the Public Budget Consultation, which was endorsed by the public.

A further Insight session by Councillors agreed that closure of Gwendraeth is justifiable given the close proximity of alternative facilities at the school and It was suggested that the squash club should take on the squash courts should they wish to continue usage

Formation of Community Group to explore Lease and Community Asset Transfer options.

1. Describe the aims, objectives or purpose of the proposed function/policy, practice, procedure or decision and who is intended to benefit.		Following consultation on the proposed closure of Gwendraeth Sports centre, this has now been supported by the Public Consultation and endorsed by Council. This proposal aims to ensure the efficient running of sport and leisure facilities in the Gwendraeth Area and throughout Carmarthenshire. It transpires that the authority has been able to asset transfer the facility to a local management group, thus retaining access to the facility.			
The Public Sector Equality Duty requires the Council to have "due regard" to the need to:- **(1)** eliminate unlawful discrimination, harassment and victimisation; **(2)** advance equality of opportunity between different groups; and **(3)** foster good relations between different groups (see guidance notes)		**2. What is the level of impact on each group/ protected characteristics in terms of the three aims of the duty?** **Please indicate high (H) medium (M), low (L), no effect (N) for each.**	**3. Identify the risk or positive effect that could result for each of the group/protected characteristics?**		**4. If there is a disproportionately negative impact what mitigating factors have you considered?** **Existing squash users may have to travel around 11 miles to continue playing squash.** **The consultation will identify whether staff/users with protected characteristics are disproportionately affected. This EIA will be updated accordingly, and any necessary mitigating actions will be identified.**
			Risks **Existing squash users may have to travel around 11 miles to continue playing squash**	**Positive effects** **Newer and more diverse sporting facilities will be available to the people of the Gwendraeth**	
Protected characteristics	**Age**	**Medium**	Older customers may have mobility issues that could impact on their ability to travel further to take part in physical activity.	Newer and more diverse sporting facilities will be available to the people of the Gwendraeth, improving the quality of the experience and access to the facilities.	All survey respondents were aged between 25 and 75 years, therefore no specific age group will be disproportionally affected. Use by children was captured through feedback from adults.
	Disability	**Medium**	Customers with a disability may have	Newer and more diverse sporting facilities will be	5% considered themselves to have a

		mobility/carer issues that could impact on their ability to travel further to take part in physical activity.	available to the people of the Gwendraeth, improving the quality of the experience and access to the facilities.	Disability. Access remains the same as previous with asset transfer
Gender reassignment	**Low**	Low risk with limited impact on this protected characteristic group	Low risk with limited impact on this protected characteristic group	N/A
Race	**Low**	Low risk with limited impact on this protected characteristic group	Low risk with limited impact on this protected characteristic group	A minimum of 95% of members taking part in the consultation described themselves as White British.
Religion/Belief	**Low**	Low risk with limited impact on this protected characteristic group	Low risk with limited impact on this protected characteristic group	30% had a Religion or belief.
Pregnancy and maternity	**Low**	Low risk with limited impact on this	Low risk with limited impact on this	N/A

		protected characteristic group	protected characteristic group	
Sexual Orientation	**Low**	Low risk with limited impact on this protected characteristic group	Low risk with limited impact on this protected characteristic group	84% Heterosexual and 16% preferred not to say.
Sex	**Low**	Low risk with limited impact on this protected characteristic group	Low risk with limited impact on this protected characteristic group	32% Female and 68% male.
Welsh language	**Low**	Low Risk, as alternatives facilities located at Carmarthenshire CC school, who are required to adhere to the same Welsh Language standards.	Low Risk, as alternatives facilities located at Carmarthenshire CC school, who are required to adhere to the same Welsh Language standards.	N/A
Any other area	**N/A**	N/A	N/A	N/A

5. Has there been any consultation/engagement with the appropriate protected characteristics?	**YES X** **NO ☐**	

6. What action(s) will you take to reduce any disproportionately negative impact, if any?

No disproportionate impact has been identified however actions are in place to mitigate any impact which include:

- Ensure that there is smooth transition of the existing clubs that use the Drefach Site over to the new Cefneithin Site.
- The three part time staff members were placed at risk, placed on the redeployment register and received a redundancy package (two chose VR and the third continues to work for CCC under two posts within Education and Leisure) as a result of the decision to close the Drefach site, in line with CCC policy.
- We have completed dialogue with the community stake-holders and agreed a lease via Community Asset Transfer for the site, (short term licence agreement as an interim measure to keep the facility open to the community).
- Liaison with management staff at Maes Y Gwendraeth regarding their charging policy, in order to advise on appropriate facility charges.

7. Procurement

Following collation of evidence for this assessment, are there any procurement implications to the activity, proposal, service.

N/A

8. Human resources

Following collation of evidence for this assessment, are there any Human resource implications to the activity, proposal or service?

The three part time staff members were laced at risk, placed on the redeployment register and received a redundancy package (two chose VR and the third continues to work for CCC under two posts within Education and Leisure) as a result of the initial decision to close the site the Drefach site, in line with CCC policy. The site now operates with no paid staff.

9. Based on the information in sections 2 and 6, should this function/policy/procedure/practice or a decision proceed to Detailed		

Impact Assessment? (recommended if one or more H under section 2)		**NO X**
Approved by: Head of Service	**Ian Jones**	**Date: 31/03/2017**

Carmarthenshire County Council

Assessing Impact

The Equality Act 2010

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The Act includes a new public sector equality duty (the 'general duty'), replacing the separate duties on race, disability and gender equality. This came into force on 5 April 2011.

What is the general duty?

The aim of the general duty is to ensure that public authorities and those carrying out a public function consider how they can positively contribute to a fairer society through advancing equality and good relations in their day-to-day activities. The duty ensures that equality considerations are built into the design of policies and the delivery of services and that they are kept under review. This will achieve better outcomes for all.

The duties are legal obligations. Failure to meet the duties may result in authorities being exposed to legal challenge.

Under equality legislation, public authorities have legal duties to pay 'due regard' to the need to eliminate discrimination and promote equality with regard to race, disability and gender, including gender reassignment, as well as to promote good race relations. The Equality Act 2010 introduces a new public sector duty which extends this coverage to age, sexual orientation, pregnancy and maternity, and religion or belief. The law requires that this duty to pay 'due regard' be demonstrated in the decision making process. It is also important to note that public authorities subject to the equality duties are also likely to be subject to the obligations under the Human Rights Act and it is therefore wise also to consider the potential impact that decisions could have on human rights as part of the same process.

Carmarthenshire's approach to Equality Impact

In order to ensure that the council is considering the potential equality impact of its proposed policies and practices, and in order to evidence that we have done so, every proposal will be required to be supported by the attached Equality Impact Assessment. Where this assessment identifies a significant impact then more detail may be required.

Reporting on assessments

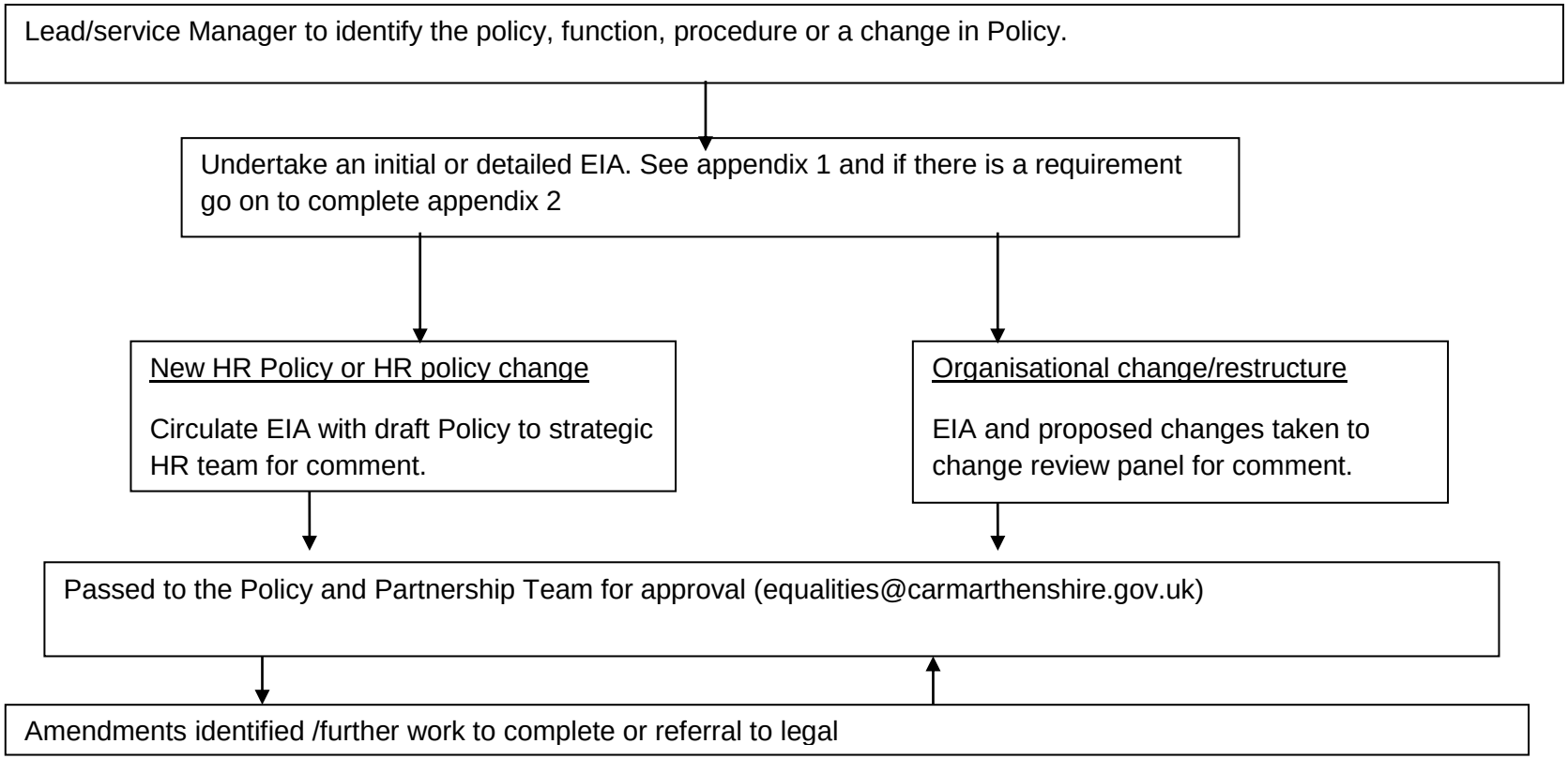
Where it is clear from the assessment that the likely impact on the authority's ability to meet the general duty is substantial, then it must publish a report.

Initial and Detailed Equality Impact Assessments

The initial EIA (appendix 1) is a simple and quick method of assessing the effect of a policy, function, procedure, decision including financial cuts on one or more of the protected characteristics.

The Service Manager responsible for the relevant new or revised policies, functions, procedures and financial decisions must undertake, at least, an initial EIA and where relevant a detailed Equality Impact Assessment (appendix 2); EIA must be attached as background paper with reports to Executive and Scrutiny .

Equality impact assessment – Process to follow where HR implications have been identified



Initial Equalities Impact Assessment Template

Appendix 1

Department:	**Completed by (lead):**	**Date of initial assessment:**
Leisure	Jane Davies	25th Jan 2018 **Revision Dates:**
Area to be assessed: (i.e. name of p*olicy, function, procedure, practice or a financial decision)*	Y Gat, St Clears	
Is this existing or new function/policy, procedure, practice or decision?	Existing function	

What evidence has been used to inform the assessment and policy? (please list only)

- Review of the provision of Cultural activity through Leisure Management Team meetings;
- Cultural services and arts management meetings
- Discussion with St Clears Town Council

1. Describe the aims, objectives or purpose of the proposed function/policy, practice, procedure or decision and who is intended to benefit.	We are seeking to consult on future delivery models for Y Gat to include potential development opportunities for this hub of cultural activity, with the aim of reducing the subsidy to the facility over a period of time.

The Public Sector Equality Duty requires the Council to have "due regard" to the need to:- **(1)** eliminate unlawful discrimination, harassment and victimisation; **(2)** advance equality of opportunity between different groups; and **(3)** foster good relations between different groups (see guidance notes)		**2. What is the level of impact on each group/ protected characteristics in terms of the three aims of the duty?** **Please indicate high (H) medium (M), low (L), no effect (N) for each.**	**3. Identify the risk or positive effect that could result for each of the group/protected characteristics?**		**4. If there is a disproportionately negative impact what mitigating factors have you considered?**
			Risks Existing Centre users may have to travel between 5 and 11 miles to participate in similar arts activities in Carmarthen and library activities in Whitland. Not all arts activities are available in Carmarthen.	**Positive effects** More diverse library facilities will be available to those travelling to Carmarthen. Arts and gallery facilities are also available in Carmarthen.	The consultation will identify whether staff/users with protected characteristics are disproportionately affected. This EIA will be updated accordingly, and any necessary mitigating actions will be identified
Protected characteristics	**Age**	Medium	Older customers may have mobility issues that could impact on their ability to travel further to take part in artistic activity.		The consultation will identify whether staff/users with protected characteristics are disproportionately affected. This EIA will be updated accordingly, and any necessary mitigating actions will be identified.
	Disability	Medium	Disabled customers may have mobility issues that could impact on their ability to travel further to take part in artistic activity.	Alternative library facilities have disability access.	The consultation will identify whether staff/users with protected characteristics are disproportionately affected. This EIA will be updated accordingly, and any necessary mitigating actions will be identified.

		The gallery in Carmarthen is not fully access compliant although there are proposals for improvement		
Gender reassignment	Low	Low risk with limited impact on this protected characteristic group	Low risk with limited impact on this protected characteristic group	N/A
Race	Low	Low risk with limited impact on this protected characteristic group	Low risk with limited impact on this protected characteristic group	N/A
Religion/Belief	Low	Low risk with limited impact on this protected characteristic group	Low risk with limited impact on this protected characteristic group	N/A
Pregnancy and maternity	Low	Low risk with limited	Low risk with limited	N/A

		impact on this protected characteristic group	impact on this protected characteristic group	
Sexual Orientation	Low	Low risk with limited impact on this protected characteristic group	Low risk with limited impact on this protected characteristic group	N/A
Sex	Low	Low risk with limited impact on this protected characteristic group	Low risk with limited impact on this protected characteristic group	N/A
Welsh language	Medium	There will be a need to ensure that service users are able to access services in the language of their choice. Welsh language requirements will	There will be a need to ensure that service users are able to access services in the language of their choice. Welsh language requirements will need to be met and the	Any alternative service delivery model developed will need to ensure that Welsh language provision is catered for.

			need to be met and the service delivery model adopted will need to deliver Welsh Government policy requirements.	service delivery model adopted will need to deliver Welsh Government policy requirements.	
	Any other area	Low	Low risk with limited impact on this protected characteristic group	Low risk with limited impact on this protected characteristic group	N/A

5. Has there been any consultation/engagement with the appropriate protected characteristics?	**YES** ☐ **NO** ☐ A user consultation is planned and will inform future updates of this assessment
6. What action(s) will you take to reduce any disproportionately negative impact, if any? ***** To be determined following user consultation and initial consideration of what the alternative delivery models might be; * Initial proposals involve the consideration of increased revenue streams and consultation with the Town Council and other Community stakeholders around developing a sustainable future for the venue;	
7. Procurement	

Following collation of evidence for this assessment, are there any procurement implications to the activity, proposal, service. **Please take the findings of this assessment into your procurement plan. Contact the corporate procurement unit for further advice.** **N/A**
8. Human resources **Following collation of evidence for this assessment, are there any Human resource implications to the activity, proposal or service?** • **We are looking to develop a sustainable future for the venue following stakeholder consultation and exploration of alternative income streams;** • **There are 3 members of staff directly employed at the site that could be impacted by the proposals**

9. Based on the information in sections 2 and 6, should this function/policy/procedure/practice or a decision proceed to Detailed Impact Assessment? (recommended if one or more H under section 2)	**YES** ☐	**NO** ☐ **Not at this stage**

Approved by: Head of Service		**Date:**

Detailed Equalities Impact Assessment Template **Appendix 2**

Department:	Please see initial impact assessment
Completed by (lead):	
Date of Detailed assessment:	
Area to be assessed: (*Policy, function, procedure, practice or a financial decision))*	Please see initial impact assessment
Is this existing or new function/policy/Procedure/ practice	Please see initial impact assessment

1. Describe the aims, objectives or purpose of the function/policy, practice or procedure and who is intended to benefit.	Please see initial impact assessment

2. Please list any existing documents, evidence, research which have been used to inform the Detailed equality impact assessment. (This must include relevant data used in this assessment**)**				
3. Has any consultation, involvement been undertaken with the protected characteristics to inform this assessment? (please provide details, who and how consulted)				
4. What is the actual/likely impact?				
5. What actions are proposed to address the impact? *(The actions needs to be specific, measurable and outcome based)*	**What are we going to do**	**Who will be responsible**	**When will it be completed**	**How will we know we have achieved our objective**

6. How will actions be monitored?				
Approved by: Head of Service		Date:		

Thank you for completing this assessment.

For further information regarding Assessing Impact, please contact the -

Policy & Partnership Team

Chief Executive's Department

01267 22(4914) / (4676)

equalities@carmarthenshire.gov.uk

Please send a copy of the assessment to the above e-mail address upon completion.

Initial Equalities Impact Assessment Template

Department:	**Completed by (lead):**	**Date of initial assessment:**
Environment	Daniel W John, Waste Services Manager	**Revision Dates:**
Area to be assessed: (i.e. name of p*olicy, function, procedure, practice or a financial decision)*	Financial savings: £164,000 (by 2019/20) The cleansing service provides the sweeping and de-littering of streets and footways. It includes mechanical sweeping of highways, footways and pedestrianised town centre areas, hand litter picking and emptying bins, chewing gum removal, graffiti and illegal poster removal, clearing up illegal dumping of rubbish and dog mess.	
Is this existing or new function/policy, procedure, practice or decision?	No	
What evidence has been used to inform the assessment and policy? (please list only)		
Budget Budget consultation 2013/14; 2014/15; 2015-18; 2016-19.		

1. Describe the aims, objectives or purpose of the proposed function/policy, practice, procedure or decision and who is intended to benefit.	Review and reconfigure routine schedule of mechanical sweeping in residential areas with a view to undertaking sweeping and cleansing work on a reactive basis in the future, potentially adopting a zoned approach. In order to achieve the savings identified, the number of mechanical sweepers will need to be reduced, together with a number of drivers through voluntary severance. This will affect all residents of Carmarthenshire and anyone who visits the county on business or within tourism as it will result in a higher level of litter on the streets. Furthermore a decrease in the cleansing index scores.

The Public Sector Equality Duty requires the Council to have "due regard" to the need to:- **(1)** eliminate unlawful discrimination, harassment and victimisation; **(2)** advance equality of opportunity between different groups; and **(3)** foster good relations between different groups (see guidance notes)		2. What is the level of impact on each group/ protected characteristics in terms of the three aims of the duty? Please indicate high (H) medium (M), low (L), no effect (N) for each.	3. Identify the risk or positive effect that could result for each of the group/protected characteristics?		4. If there is a disproportionately negative impact what mitigating factors have you considered?
			Risks	Positive effects	
Protected characteristics	**Age**	(1) N (2) N (3) N	N/A	N/A	N/A
	Disability	(1) N (2) N (3) N	N/A	N/A	N/A
	Gender reassignment	(1) N (2) N (3) N	N/A	N/A	N/A
	Race	(1) N (2) N (3) N	N/A	N/A	N/A
	Religion/Belief	(1) N (2) N (3) N	N/A	N/A	N/A
	Pregnancy and maternity	(1) N (2) N (3) N	N/A	N/A	N/A
	Sexual Orientation	(1) N (2) N (3) N	N/A	N/A	N/A
	Sex	(1) N (2) N (3) N	N/A	N/A	N/A
	Welsh language	(1) N (2) N (3) N	N/A	N/A	N/A
	Any other area	(1) N (2) N (3) N	N/A	N/A	N/A

5. Has there been any consultation/engagement with the appropriate protected characteristics?	**YES** ☒ **NO** ☐ A public consultation took place between November 2014 and January 2015. 44% of consultees were in disagreement with the proposal whilst only 33% were in favour. 23% were neutral to the proposal. It was felt that the emphasis should be on 'Standards not schedules'; potential impact on civic pride, public health and reputation of county, thwarting efforts to attract tourists and businesses. There was concern that the service is not adequate in rural areas and that the proposal may lead to a rise in fly-tipping and anti-social behaviour. Some said that it was fair compromise assuming obligations are met and that communities should take more responsibility for keeping their area clean. Suggestions include: increase littering fines; better monitoring in town centres; charge nominal fee for blue recycling bags and invest money in cleansing services; outsource costs; responsibility to be taken up by businesses (e.g., fast food), local communities / local councils, JSA claimants / offenders, or volunteers. Another public consultation took place between November 2015 and January 2016 which included some additional Environmental Enforcement proposals. On that occasion 46% of consultees were in disagreement with the proposals with only 32% in favour. 22% were neutral to the proposal. Key themes from the consultation were similar to the previous exercise with the general view that the degree of savings does not justify probable impacts. Routine street cleaning and emptying bins of litter is an important Council function, irrespective of area and that poor cleanliness standards will lead to more littering.
6. What action(s) will you take to reduce any disproportionately negative impact, if any? N/A	
7. Procurement	

Following collation of evidence for this assessment, are there any procurement implications to the activity, proposal / service. **Please take the findings of this assessment into your procurement plan. Contact the corporate procurement unit for further advice.** N/A			
8. Human resources **Following collation of evidence for this assessment, are there any Human resource implications to the activity, proposal or service?** N/A			
9. Based on the information in sections 2 and 6, should this function/policy/procedure/practice or a decision proceed to Detailed Impact Assessment? (recommended if one or more H under section 2)		**YES** ☐	**NO** ☒
Approved by: Head of Service	Ainsley Williams	**Date:** 12th January, 2017	

Initial Equalities Impact Assessment Template

Department: Environment	**Completed by (lead):** Ainsley Williams	**Date of initial assessment:** 15/01/2018 **Revision Dates:** Ongoing
Area to be assessed: (i.e. name of p*olicy, function, procedure, practice or a financial decision)*	The proposal is to collect clinical waste as part of the black bag collection at the kerbside instead of renewing the contract. This proposal would save £218,000.	
Is this existing or new function/policy, procedure, practice or decision?	New Policy	
What evidence has been used to inform the assessment and policy? (please list only)		
Budget Budget consultation 2018-20.		

1. Describe the aims, objectives or purpose of the proposed function/policy, practice, procedure or decision and who is intended to benefit.	Items used to dispose of urine, faeces and other bodily secretions or excretions including: disposable bed pans, bed pan liners, incontinence pads, stoma bags, and urine containers. This type of waste can be placed in black bags.		
The Public Sector Equality Duty requires the Council to have "due regard" to the need to:- **(1)** eliminate unlawful discrimination, harassment and victimisation; **(2)** advance equality of opportunity between different groups; and	**2. What is the level of impact on each group/ protected characteristics in terms of the three aims of the duty?** **Please indicate high (H) medium (M), low (L), no effect (N) for each.**	**3. Identify the risk or positive effect that could result for each of the group/protected characteristics?** **Risks** / **Positive effects**	**4. If there is a disproportionately negative impact what mitigating factors have you considered?**

(3) foster good relations between different groups (see guidance notes)					
Protected characteristics	**Age**	M	The service currently provides clinical waste collections to those who are elderly, infirm or disabled with personal care needs. The proposal is to use the black bag waste collection service to collect this waste. However, there will be about half a dozen properties that currently receive an assisted domestic waste collection service through this contract, which we will not be able to be served in future. The Council will make alternative arrangements to ensure that the existing assisted lift domestic clients currently provided by this contractor will be catered for internally. There will be a loss of		This waste is suitable for collection as part of our residual black bag waste collection service. The proposal is to terminate the current contract and co-collect with our domestic waste at the kerbside.

		recycling to the extent of approximately 0.25%.		
Disability	M	The service currently provides clinical waste collections to those who are elderly, infirm or disabled with personal care needs. The proposal is to use the black bag waste collection service to collect this waste. However, there will be about half a dozen properties that currently receive an assisted domestic waste collection service through this contract, which we will not be able to be served in future. The Council will make alternative arrangements to ensure that the existing assisted lift domestic clients currently provided by this contractor will be catered for internally. There will be a loss of recycling to the extent of approximately		This waste is suitable for collection as part of our residual black bag waste collection service. The proposal is to terminate the current contract and co-collect with our domestic waste at the kerbside.

			0.25%.		
	Gender reassignment	L			
	Race	L			
	Religion/Belief	L			
	Pregnancy and maternity	L			
	Sexual Orientation	L			
	Sex	L			
	Welsh language	L			
	Any other area	L			

5. Has there been any consultation/engagement with the appropriate protected characteristics?	**YES** ☐ **NO** ☒ A public consultation took place between November 2017 and January 2018. 75% of the consultees agreed with the proposal (including those who strongly agreed) and just 9% disagreed. Many respondents raised concerns regarding the hazards that can be created if this proposal was accepted, it can be dangerous for individuals and animals alike. Mixing hypodermic syringes with black bag waste would be dangerous and could be public health issue. Concerns were also raised in respect of pests opening bags creating dangerous hazards for children playing.

6. What action(s) will you take to reduce any disproportionately negative impact, if any?

This waste is suitable for collection as part of our residual black bag waste collection service. The proposal is to terminate the current contract and co-collect with our domestic

waste at the kerbside.			
7. Procurement **Following collation of evidence for this assessment, are there any procurement implications to the activity, proposal, or service.** **Please take the findings of this assessment into your procurement plan. Contact the corporate procurement unit for further advice.**			
8. Human resources **Following collation of evidence for this assessment, are there any Human resource implications to the activity, proposal or service?**			
9. Based on the information in sections 2 and 6, should this function/policy/procedure/practice or a decision proceed to Detailed Impact Assessment? (recommended if one or more H under section 2)	**YES** ☐	**NO** ☒	
Approved by: Head of Service	Ainsley Williams	**Date:** 15/01/2018	

Detailed Equalities Impact Assessment Template

Department:	Please see initial impact assessment
Completed by (lead):	
Date of Detailed assessment:	
Area to be assessed: (*Policy, function, procedure, practice or a financial decision))*	Please see initial impact assessment
Is this existing or new function/policy/Procedure/ practice	Please see initial impact assessment

1. Describe the aims, objectives or purpose of the function/policy, practice or procedure and who is intended to benefit.	Please see initial impact assessment

2. Please list any existing documents, evidence, research which have been used to inform the Detailed equality impact assessment. (This must include relevant data used in this assessment**)**				
3. Has any consultation, involvement been undertaken with the protected characteristics to inform this assessment? (please provide details, who and how consulted)				
4. What is the actual/likely impact?				
5. What actions are proposed to address the impact? *(The actions needs to be specific, measurable and outcome based)*	**What are we going to do**	**Who will be responsible**	**When will it be completed**	**How will we know we have achieved our objective**

6. How will actions be monitored?				
Approved by: Head of Service		Date:		

Thank you for completing this assessment.

For further information regarding Assessing Impact, please contact the -

Policy & Partnership Team

Chief Executive's Department

01267 22(4914) / (4676)

equalities@carmarthenshire.gov.uk

Please send a copy of the assessment to the above e-mail address upon completion.

Initial Equalities Impact Assessment Template

Department: Environment	**Completed by (lead):** Ainsley Williams	**Date of initial assessment:** 15/01/2018 **Revision Dates: Ongoing**
Area to be assessed: (i.e. name of p*olicy, function, procedure, practice or a financial decision)*	The collection of trade waste from commercial premises.	
Is this existing or new function/policy, procedure, practice or decision?	New Policy	
What evidence has been used to inform the assessment and policy? (please list only)		
Budget Budget consultation 2018-20.		

1. Describe the aims, objectives or purpose of the proposed function/policy, practice, procedure or decision and who is intended to benefit.	The current service is running at a loss. If the collection service is transferred to CWM i.e. the client list only, the existing plant can be sold off / hired and operatives will be placed within vacancies in the department. This loss (of £156,000) would then be negated and CWM could provide the service at more attractive commercial rates in line with their wider business model.			
The Public Sector Equality Duty requires the Council to have "due regard" to the need to:- **(1)** eliminate unlawful discrimination, harassment and victimisation; **(2)** advance equality of opportunity between different groups; and	**2. What is the level of impact on each group/ protected characteristics in terms of the three aims of the duty?** **Please indicate high (H) medium (M), low (L), no effect (N) for each.**	**3. Identify the risk or positive effect that could result for each of the group/protected characteristics?**		**4. If there is a disproportionately negative impact what mitigating factors have you considered?**
		Risks	**Positive effects**	

(3) foster good relations between different groups (see guidance notes)					
Protected characteristics	**Age**	L			
	Disability	L			
	Gender reassignment	L			
	Race	L			
	Religion/Belief	L			
	Pregnancy and maternity	L			
	Sexual Orientation	L			
	Sex	L			
	Welsh language	L			
	Any other area	L			

5. Has there been any consultation/engagement with the appropriate protected characteristics?	**YES** ☐ **NO** ☒ A public consultation took place between November 2017 and January 2018. 74% of the consultees agreed with the proposal (including those who strongly agreed) and 9% disagreed.

	Whilst most respondents agreed with the proposal, some questioned how the service was running at a loss and it was felt that there was insufficient detail to give an opinion. Concerns were raised that if prices were to increase it could lead to an increase in fly tipping. Respondent suggested that increasing the cost of trade waste collection would generate income.

6. What action(s) will you take to reduce any disproportionately negative impact, if any?

7. Procurement

Following collation of evidence for this assessment, are there any procurement implications to the activity, proposal, or service.

Please take the findings of this assessment into your procurement plan. Contact the corporate procurement unit for further advice.

8. Human resources

Following collation of evidence for this assessment, are there any Human resource implications to the activity, proposal or service?

9. Based on the information in sections 2 and 6, should this function/policy/procedure/practice or a decision proceed to Detailed Impact Assessment? (recommended if one or more H under section 2)	**YES** ☐	**NO** ☒

Approved by:		**Date:**
Head of Service	Ainsley Williams	15/01/2018

Detailed Equalities Impact Assessment Template

Department:	Please see initial impact assessment
Completed by (lead):	
Date of Detailed assessment:	
Area to be assessed: (*Policy, function, procedure, practice or a financial decision))*	Please see initial impact assessment
Is this existing or new function/policy/Procedure/ practice	Please see initial impact assessment

1. Describe the aims, objectives or purpose of the function/policy, practice or procedure and who is intended to benefit.	Please see initial impact assessment

2. Please list any existing documents, evidence, research which have been used to inform the Detailed equality impact assessment. (This must include relevant data used in this assessment**)**				
3. Has any consultation, involvement been undertaken with the protected characteristics to inform this assessment? (please provide details, who and how consulted)				
4. What is the actual/likely impact?				
5. What actions are proposed to address the impact? *(The actions needs to be specific, measurable and outcome based)*	**What are we going to do**	**Who will be responsible**	**When will it be completed**	**How will we know we have achieved our objective**

6. How will actions be monitored?				
Approved by: Head of Service		Date:		

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Initial Equalities Impact Assessment Template

Department: Environment	**Completed by (lead):** Ainsley Williams	**Date of initial assessment:** 15/01/2018 **Revision Dates:** Ongoing
Area to be assessed: (i.e. name of p*olicy, function, procedure, practice or a financial decision)*	Age Cymru recycling information and assist with glass collection from the domestic residency to a nearby recycling centre by Age Cymru volunteers.	
Is this existing or new function/policy, procedure, practice or decision?	New Policy	
What evidence has been used to inform the assessment and policy? (please list only)		
Budget Budget consultation 2018-20.		

1. Describe the aims, objectives or purpose of the proposed function/policy, practice, procedure or decision and who is intended to benefit.	Since 2011 the Authority has had a Service Level Agreement in place with Age Cymru to assist with access to recycling facilities in the County. The main focus was to provide recycling information and assist with glass collection from the domestic residency to a nearby recycling centre by Age Cymru volunteers. The savings for this would be £11,000.		
The Public Sector Equality Duty requires the Council to have "due regard" to the need to:- **(1)** eliminate unlawful discrimination, harassment and victimisation; **(2)** advance equality of opportunity between different groups; and	**2. What is the level of impact on each group/ protected characteristics in terms of the three aims of the duty?** **Please indicate high (H) medium (M), low (L), no effect (N) for each.**	**3. Identify the risk or positive effect that could result for each of the group/protected characteristics?** **Risks** / **Positive effects**	**4. If there is a disproportionately negative impact what mitigating factors have you considered?**

(3) foster good relations between different groups (see guidance notes)					
Protected characteristics	**Age**	M	The service provides assistance and advice to residents aged 50 and over who find it difficult to recycle glass. There is a risk that these individuals would be unable to recycle glass as some are housebound or do not have access to transport.		The service will continue to be delivered but in a more efficient manner by working in a joined up approach with Social Care to avoid a duplication of efforts and cost.
	Disability	L			
	Gender reassignment	L			
	Race	L			
	Religion/Belief	L			
	Pregnancy and maternity	L			
	Sexual Orientation	L			
	Sex	L			
	Welsh language	L			

	Any other area	L			

5. Has there been any consultation/engagement with the appropriate protected characteristics?	**YES** ☐ **NO** ☒ A public consultation took place between November 2017 and January 2018. 71% of the consultees agreed with the proposal (including those who strongly agreed) and just 16% disagreed. Many comments were received expressing concerns that older people and vulnerable individuals are unable to dispose of glass themselves due to transport issues. Some concerns were raised that individuals struggling to dispose of glass properly, may result in an increase in fly tipping. Many commented raising concerns for individuals whom are house bound as they would be unable to access the collection facilities.

6. What action(s) will you take to reduce any disproportionately negative impact, if any?

Our Contact Centre and Customer Service centre have all the information required to fully inform residents of their requirements either by face to face, telephone or leaflets and electronic methods of communication. We also have community recycling advisors who would be able to visit if the resident could not use the aforementioned facilities. This element of the Service Level Agreement is fully covered in-house. In respect of the glass recycling we have recycling facilities at over 150 recycling centres across the county and many are located at supermarket locations where residents carry out their daily / weekly grocery shop and would allow for residents or their carers/ aids to take one or two items on a frequent basis allowing for ease of disposal. The service currently has 52 clients and currently operating at approximately £350/client.

7. Procurement

Following collation of evidence for this assessment, are there any procurement implications to the activity, proposal, or service.

Please take the findings of this assessment into your procurement plan. Contact the corporate procurement unit for further advice.

8. Human resources

Following collation of evidence for this assessment, are there any Human resource implications to the activity, proposal or service?

9. Based on the information in sections 2 and 6, should this		

function/policy/procedure/practice or a decision proceed to Detailed Impact Assessment? (recommended if one or more H under section 2)	**YES** ☐	**NO** ☒

Approved by: Head of Service	Ainsley Williams	**Date:** 15/01/2018

Detailed Equalities Impact Assessment Template

Department:	Please see initial impact assessment
Completed by (lead):	
Date of Detailed assessment:	
Area to be assessed: (*Policy, function, procedure, practice or a financial decision))*	Please see initial impact assessment
Is this existing or new function/policy/Procedure/ practice	Please see initial impact assessment

1. Describe the aims, objectives or purpose of the function/policy, practice or procedure and who is intended to benefit.	Please see initial impact assessment

2. Please list any existing documents, evidence, research which have been used to inform the Detailed equality impact assessment. (This must include relevant data used in this assessment**)**				
3. Has any consultation, involvement been undertaken with the protected characteristics to inform this assessment? (please provide details, who and how consulted)				
4. What is the actual/likely impact?				
5. What actions are proposed to address the impact? ***(The actions needs to be specific, measurable and outcome based)***	**What are we going to do**	**Who will be responsible**	**When will it be completed**	**How will we know we have achieved our objective**

6. How will actions be monitored?				
Approved by: Head of Service		Date:		

Thank you for completing this assessment.

For further information regarding Assessing Impact, please contact the -

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Chief Executive's Department

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equalities@carmarthenshire.gov.uk

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Initial Equalities Impact Assessment Template

Department: Environment	**Completed by (lead):** Ainsley Williams	**Date of initial assessment:** 15/01/2018 **Revision Dates:** Ongoing
Area to be assessed: (i.e. name of p*olicy, function, procedure, practice or a financial decision)*	At Town Hall Grounds in Llanelli successional bedding has always been planted i.e. Spring Bedding and Summer Bedding.	
Is this existing or new function/policy, procedure, practice or decision?	New Policy	
What evidence has been used to inform the assessment and policy? (please list only)		
Budget Budget consultation 2018-20.		

1. Describe the aims, objectives or purpose of the proposed function/policy, practice, procedure or decision and who is intended to benefit.	The proposal would cease the supply and planting of Spring Bedding, leaving the bed fallow. Non planting of spring bedding will result in colourful flower displays through the summer months only, saving £10,000.		
The Public Sector Equality Duty requires the Council to have "due regard" to the need to:- **(1)** eliminate unlawful discrimination, harassment and victimisation; **(2)** advance equality of opportunity between different groups; and	**2. What is the level of impact on each group/ protected characteristics in terms of the three aims of the duty?** **Please indicate high (H) medium (M), low (L), no effect (N) for each.**	**3. Identify the risk or positive effect that could result for each of the group/protected characteristics?** **Risks** / **Positive effects**	**4. If there is a disproportionately negative impact what mitigating factors have you considered?**

(3) Foster good relations between different groups (see guidance notes)					
Protected characteristics	**Age**	L			
	Disability	L			
	Gender reassignment	L			
	Race	L			
	Religion/Belief	L			
	Pregnancy and maternity	L			
	Sexual Orientation	L			
	Sex	L			
	Welsh language	L			
	Any other area	L			

5. Has there been any consultation/engagement with the appropriate protected characteristics?	**YES** ☐ **NO** ☒ A public consultation took place between November 2017 and January 2018. 67% of the consultees agreed with the proposal (including those who strongly agreed) and just 20% disagreed.

	Whilst the majority of comments were in favour of the proposal, many raised concerns about the lack of pride towards our civic establishments. Some reported that Llanelli looks 'run down' as it is and one seasonal bedding a year could further damage the image of the town. Many suggested using perennial plans and evergreen shrubs in order to reduce planting and retain an acceptable standard of visual image. It was suggested that local businesses be asked if they would be prepared to sponsor flower beds.

6. What action(s) will you take to reduce any disproportionately negative impact, if any?
7. Procurement **Following collation of evidence for this assessment, are there any procurement implications to the activity, proposal, or service.** **Please take the findings of this assessment into your procurement plan. Contact the corporate procurement unit for further advice.**
8. Human resources **Following collation of evidence for this assessment, are there any Human resource implications to the activity, proposal or service?**

9. Based on the information in sections 2 and 6, should this function/policy/procedure/practice or a decision proceed to Detailed Impact Assessment? (recommended if one or more H under section 2)	**YES** ☐	**NO** ☒

Approved by: Head of Service	Ainsley Williams	**Date:** 15/01/2018

Detailed Equalities Impact Assessment Template

Department:	Please see initial impact assessment
Completed by (lead):	
Date of Detailed assessment:	
Area to be assessed: (*Policy, function, procedure, practice or a financial decision))*	Please see initial impact assessment
Is this existing or new function/policy/Procedure/ practice	Please see initial impact assessment

1. Describe the aims, objectives or purpose of the function/policy, practice or procedure and who is intended to benefit.	Please see initial impact assessment

2. Please list any existing documents, evidence, research which have been used to inform the Detailed equality impact assessment. (This must include relevant data used in this assessment**)**				
3. Has any consultation, involvement been undertaken with the protected characteristics to inform this assessment? (please provide details, who and how consulted)				
4. What is the actual/likely impact?				
5. What actions are proposed to address the impact? *(The actions needs to be specific, measurable and outcome based)*	**What are we going to do**	**Who will be responsible**	**When will it be completed**	**How will we know we have achieved our objective**

6. How will actions be monitored?				

Approved by: Head of Service		Date:

Thank you for completing this assessment.

For further information regarding Assessing Impact, please contact the -

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Chief Executive's Department

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equalities@carmarthenshire.gov.uk

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Initial Equalities Impact Assessment Template

Department: Environment	**Completed by (lead):** Stephen Pilliner	**Date of initial assessment:** 15/01/2018 **Revision Dates:** Ongoing
Area to be assessed: (i.e. name of p*olicy, function, procedure, practice or a financial decision)*	Remove School Crossing Patrols from sites below the risk threshold	
Is this existing or new function/policy, procedure, practice or decision?		
What evidence has been used to inform the assessment and policy? (please list only)		
Budget Budget consultation 2015–18; 2018-20.		

1. Describe the aims, objectives or purpose of the proposed function/policy, practice, procedure or decision and who is intended to benefit.	Efficiencies can be gained by deselecting school crossing patrol sites using the criteria for the assessment of school crossing patrol sites, published in RoSPA's School Crossing Patrol national guidance document.		
The Public Sector Equality Duty requires the Council to have "due regard" to the need to:- **(1)** eliminate unlawful discrimination, harassment and victimisation; **(2)** advance equality of opportunity between different groups; and	**2. What is the level of impact on each group/ protected characteristics in terms of the three aims of the duty?** **Please indicate high (H) medium (M), low (L), no effect (N) for each.**	**3. Identify the risk or positive effect that could result for each of the group/protected characteristics?** **Risks** / **Positive effects**	**4. If there is a disproportionately negative impact what mitigating factors have you considered?**

(3) Foster good relations between different groups (see guidance notes)					
Protected characteristics	**Age**	M	The service is provided to reduce the risk of road injury to children on their way to and from school. The age range of schoolchildren affected by the withdrawal of the service would be 4 years to 17 years. The service also provides a safer crossing facility for pedestrians of all ages during its period of operation. This service is particularly welcomed by the more vulnerable/elderly pedestrians.		55% of sites where SCPs are deployed do not meet the national threshold criteria and could be removed. All sites are subject to a risk assessment. Road Safety education is undertaken with school pupils Promotion of active travel options to support healthier living and reducing harmful emissions around school sites.
	Disability	L			
	Gender reassignment	L			
	Race	L			

	Religion/Belief	L			
	Pregnancy and maternity	L			
	Sexual Orientation	L			
	Sex	L			
	Welsh language	L			
	Any other area	L			

5. Has there been any consultation/engagement with the appropriate protected characteristics?	**YES** ☐ **NO** ☒ A public consultation took place between November 2017 and January 2018. 45% of the consultees disagreed with the proposal (including those who strongly disagreed) and 44% agreed. The majority of comments related to concerns about the dangers to children crossing the roads. Many noted that even low risk areas continue to pose a risk. Some suggested that if this was only implemented in 'low-risk' areas it would be acceptable. Some suggested increasing education within schools regarding road safety, making it a part of the curriculum. Councillors felt that they needed further information about school crossing proposal before being able to comment. The proposal affects approx. 50% of schools but would need to make decision based on findings of individual risk assessments.
6. What action(s) will you take to reduce any disproportionately negative impact, if any?	
7. Procurement	

Following collation of evidence for this assessment, are there any procurement implications to the activity, proposal, service. **Please take the findings of this assessment into your procurement plan. Contact the corporate procurement unit for further advice.**		
8. Human resources **Following collation of evidence for this assessment, are there any Human resource implications to the activity, proposal or service?**		
9. Based on the information in sections 2 and 6, should this function/policy/procedure/practice or a decision proceed to Detailed Impact Assessment? (recommended if one or more H under section 2)	**YES** ☐	**NO** ☐

Approved by: Head of Service	Stephen Pilliner	**Date:** 15/01/18

Detailed Equalities Impact Assessment Template

Department:	Please see initial impact assessment
Completed by (lead):	
Date of Detailed assessment:	
Area to be assessed: (*Policy, function, procedure, practice or a financial decision))*	Please see initial impact assessment
Is this existing or new function/policy/Procedure/ practice	Please see initial impact assessment

1. Describe the aims, objectives or purpose of the function/policy, practice or procedure and who is intended to benefit.	Please see initial impact assessment

2. Please list any existing documents, evidence, research which have been used to inform the Detailed equality impact assessment. (This must include relevant data used in this assessment**)**				
3. Has any consultation, involvement been undertaken with the protected characteristics to inform this assessment? (please provide details, who and how consulted)				
4. What is the actual/likely impact?				
5. What actions are proposed to address the impact? *(The actions needs to be specific, measurable and outcome based)*	**What are we going to do**	**Who will be responsible**	**When will it be completed**	**How will we know we have achieved our objective**

6. How will actions be monitored?				
Approved by: Head of Service		Date:		

Thank you for completing this assessment.

For further information regarding Assessing Impact, please contact the -

Policy & Partnership Team

Chief Executive's Department

01267 22(4914) / (4676)

equalities@carmarthenshire.gov.uk

Please send a copy of the assessment to the above e-mail address upon completion.

Initial Equalities Impact Assessment Template

Department: Environment	**Completed by (lead):** Stephen Pilliner	**Date of initial assessment:** 15/01/2018 Updated 26.01.2018 **Revision Dates:** Ongoing
Area to be assessed: (i.e. name of p*olicy, function, procedure, practice or a financial decision)*	Review of Road Safety Education Options	
Is this existing or new function/policy, procedure, practice or decision?	New Policy	
What evidence has been used to inform the assessment and policy? (please list only)		
Budget Budget consultation 2018-20.		

1. Describe the aims, objectives or purpose of the proposed function/policy, practice, procedure or decision and who is intended to benefit.	Review of Road Safety Education Options to deliver efficiency including income generation and sponsorship.			
The Public Sector Equality Duty requires the Council to have "due regard" to the need to:- **(1)** eliminate unlawful discrimination, harassment and victimisation; **(2)** advance equality of opportunity between different groups; and	**2. What is the level of impact on each group/ protected characteristics in terms of the three aims of the duty?** **Please indicate high (H) medium (M), low (L), no effect (N) for each.**	**3. Identify the risk or positive effect that could result for each of the group/protected characteristics?**		**4. If there is a disproportionately negative impact what mitigating factors have you considered?**
		Risks	**Positive effects**	

(3) foster good relations between different groups (see guidance notes)					
Protected characteristics	**Age**	L			
	Disability	L			
	Gender reassignment	L			
	Race	L			
	Religion/Belief	L			
	Pregnancy and maternity	L			
	Sexual Orientation	L			
	Sex	L			
	Welsh language	L			
	Any other area	L			

5. Has there been any consultation/engagement with the appropriate protected characteristics?	**YES** ☐ **NO** ☒ A public consultation took place between November 2017 and January 2018. 50% of the consultees agreed with the proposal (including those who strongly agreed) and 32% disagreed.

	Many respondents felt that there was insufficient details in the proposal for them to give an opinion. Many felt that this was an important service and suggested transferring the role to the police, whilst others thought that it should be the responsibility of the school. During an Insight Session it was suggested that safety lessons for motorcyclists and older adults should be self-funded and not paid for by the council.

6. What action(s) will you take to reduce any disproportionately negative impact, if any?

7. Procurement

Following collation of evidence for this assessment, are there any procurement implications to the activity, proposal, service.

Please take the findings of this assessment into your procurement plan. Contact the corporate procurement unit for further advice.

8. Human resources

Following collation of evidence for this assessment, are there any Human resource implications to the activity, proposal or service?

9. Based on the information in sections 2 and 6, should this function/policy/procedure/practice or a decision proceed to Detailed Impact Assessment? (recommended if one or more H under section 2)	**YES** ☐	**NO** ☐

Approved by:		**Date:**
Head of Service	Stephen Pilliner	15/01/2018

Initial Equalities Impact Assessment Template

Department: Environment	**Completed by (lead):** Stephen Pilliner	**Date of initial assessment:** 15/01/2018 **Revision Dates:** Ongoing
Area to be assessed: (i.e. name of p*olicy, function, procedure, practice or a financial decision)*	Introduce search charges to generate income of £10,000	
Is this existing or new function/policy, procedure, practice or decision?	New Policy	
What evidence has been used to inform the assessment and policy? (please list only)		
Budget Budget consultation 2018-20.		

1. Describe the aims, objectives or purpose of the proposed function/policy, practice, procedure or decision and who is intended to benefit.	Introduce search charges to generate income of £10,000. Fees would be introduced for Local Land Charges and Official Searches (LLC1 and Con29). Personal searches made by members of the public would remain free of charge.		
The Public Sector Equality Duty requires the Council to have "due regard" to the need to:- **(1)** eliminate unlawful discrimination, harassment and victimisation; **(2)** advance equality of opportunity between different groups; and	**2. What is the level of impact on each group/ protected characteristics in terms of the three aims of the duty?** **Please indicate high (H) medium (M), low (L), no effect (N) for each.**	**3. Identify the risk or positive effect that could result for each of the group/protected characteristics?** **Risks** / **Positive effects**	**4. If there is a disproportionately negative impact what mitigating factors have you considered?**

(3) Foster good relations between different groups (see guidance notes)					
Protected characteristics	**Age**	L			
	Disability	L			
	Gender reassignment	L			
	Race	L			
	Religion/Belief	L			
	Pregnancy and maternity	L			
	Sexual Orientation	L			
	Sex	L			
	Welsh language	L			
	Any other area	L			

5. Has there been any consultation/engagement with the appropriate protected characteristics?	**YES** ☐ **NO** ☒ A public consultation took place between November 2017 and January 2018. 65% of the consultees agreed with the proposal (including those who strongly agreed) and just 11% disagreed.

	Most of the respondents agreed with the proposal stating that it would not impact on the majority of the county. Some comments did state that whilst they agreed with the proposal, they felt that the charges should not be excessive.

6. What action(s) will you take to reduce any disproportionately negative impact, if any?

7. Procurement

Following collation of evidence for this assessment, are there any procurement implications to the activity, proposal, or service.

Please take the findings of this assessment into your procurement plan. Contact the corporate procurement unit for further advice.

8. Human resources

Following collation of evidence for this assessment, are there any Human resource implications to the activity, proposal or service?

9. Based on the information in sections 2 and 6, should this function/policy/procedure/practice or a decision proceed to Detailed Impact Assessment? (recommended if one or more H under section 2)	**YES** ☐	**NO** ☒

Approved by:		**Date:**
Head of Service	**Stephen Pilliner**	**15/01/2018**

Detailed Equalities Impact Assessment Template

Department:	Please see initial impact assessment
Completed by (lead):	
Date of Detailed assessment:	
Area to be assessed: (*Policy, function, procedure, practice or a financial decision))*	Please see initial impact assessment
Is this existing or new function/policy/Procedure/ practice	Please see initial impact assessment

1. Describe the aims, objectives or purpose of the function/policy, practice or procedure and who is intended to benefit.	Please see initial impact assessment

2. Please list any existing documents, evidence, research which have been used to inform the Detailed equality impact assessment. (This must include relevant data used in this assessment**)**				
3. Has any consultation, involvement been undertaken with the protected characteristics to inform this assessment? (please provide details, who and how consulted)				
4. What is the actual/likely impact?				
5. What actions are proposed to address the impact? *(The actions needs to be specific, measurable and outcome based)*	**What are we going to do**	**Who will be responsible**	**When will it be completed**	**How will we know we have achieved our objective**

6. How will actions be monitored?				

Approved by: Head of Service		Date:

Thank you for completing this assessment.

For further information regarding Assessing Impact, please contact the -

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Chief Executive's Department

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Initial Equalities Impact Assessment Template

Department: Environment	**Completed by (lead):** Stephen Pilliner	**Date of initial assessment:** 15/01/2018 **Revision Dates:** Ongoing
Area to be assessed: (i.e. name of p*olicy, function, procedure, practice or a financial decision)*	Carmarthenshire's highway asset consists of some 16 million square metres of carriageway. The highway maintenance function is delivered via Area Maintenance Units based at four operational depots located throughout the County. The service is wide ranging and has the greatest daily customer exposure across all the Authorities service areas. The specific area to be assessed is the reduction in frequency of verge mowing on the county's highways.	
Is this existing or new function/policy, procedure, practice or decision?	New policy / contract stipulation / budget saving	
What evidence has been used to inform the assessment and policy? (please list only)		
Budget Budget consultation 2013/14; 2014/15; 2015-18; 2018-20.		

1. Describe the aims, objectives or purpose of the proposed function/policy, practice, procedure or decision and who is intended to benefit.	Currently there are four cuts per year to the county's verges against a four year contract period. Upon renewal, the contract will specify three cuts per year in the first year followed by two cuts per year ongoing. Town and Community Councils will be approached to take over on asset transfer terms to undertake addition cuts where needed. The intention is to reduce the cost of cyclic / routine maintenance in order to save £50,000.		
The Public Sector Equality Duty requires the Council to have "due regard" to the need to:- **(1)** Eliminate unlawful discrimination, harassment	**2. What is the level of impact on each group/ protected characteristics in terms of the three aims of the duty?**	**3. Identify the risk or positive effect that could result for each of the group/protected characteristics?**	**4. If there is a disproportionately negative impact what mitigating factors have you considered?**

and victimisation; **(2)** advance equality of opportunity between different groups; and **(3)** foster good relations between different groups (see guidance notes)		**Please indicate high (H) medium (M), low (L), no effect (N) for each.**	**Risks**	**Positive effects**	
Protected characteristics	**Age**	L			
	Disability	L			
	Gender reassignment	L			
	Race	L			
	Religion/Belief	L			
	Pregnancy and maternity	L			
	Sexual Orientation	L			
	Sex	L			
	Welsh language	L			
	Any other area	L			

5. Has there been any consultation/engagement with the appropriate protected characteristics?	**YES** ☐ **NO** ☒ A public consultation took place between November 2017 and January 2018. 46% of the consultees

	disagreed with the proposal (including those who strongly disagreed) and 44% were in agreement. Many respondents raised concerns regarding safety issues which included danger to cyclists, pedestrians and increased risk of traffic collisions due to visibility. Some residents noted that as long as it is maintained efficiently, this would be acceptable.

6. What action(s) will you take to reduce any disproportionately negative impact, if any?

Verge cutting is service valued by all road users, and as such there is no specific data available on the people who use grass verges or who are dependent on them being cut. There are no health and safety implications to a reduced verge cutting service; however, reduced visual appeal may be a consideration.

7. Procurement

Following collation of evidence for this assessment, are there any procurement implications to the activity, proposal, or service.

Please take the findings of this assessment into your procurement plan. Contact the corporate procurement unit for further advice.

8. Human resources

Following collation of evidence for this assessment, are there any Human resource implications to the activity, proposal or service?

9. Based on the information in sections 2 and 6, should this function/policy/procedure/practice or a decision proceed to Detailed Impact Assessment? (recommended if one or more H under section 2)	**YES** ☐	**NO** ☒

Approved by: Head of Service	Stephen Pilliner	**Date:** 17/01/2018

Detailed Equalities Impact Assessment Template

Department:	Please see initial impact assessment
Completed by (lead):	
Date of Detailed assessment:	
Area to be assessed: (*Policy, function, procedure, practice or a financial decision))*	Please see initial impact assessment
Is this existing or new function/policy/Procedure/ practice	Please see initial impact assessment

1. Describe the aims, objectives or purpose of the function/policy, practice or procedure and who is intended to benefit.	Please see initial impact assessment

2. Please list any existing documents, evidence, research which have been used to inform the Detailed equality impact assessment. (This must include relevant data used in this assessment**)**				
3. Has any consultation, involvement been undertaken with the protected characteristics to inform this assessment? (please provide details, who and how consulted)				
4. What is the actual/likely impact?				
5. What actions are proposed to address the impact? *(The actions needs to be specific, measurable and outcome based)*	**What are we going to do**	**Who will be responsible**	**When will it be completed**	**How will we know we have achieved our objective**

6. How will actions be monitored?				
Approved by: Head of Service		Date:		

Thank you for completing this assessment.

For further information regarding Assessing Impact, please contact the -

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Chief Executive's Department

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equalities@carmarthenshire.gov.uk

Please send a copy of the assessment to the above e-mail address upon completion.

Initial Equalities Impact Assessment

Department: Education & Children	**Completed by (lead):** Helen Bailey / David Astins	**Date of initial assessment:** 5th November 2014 **Revision Dates:** 14th December 2015, 19th December 2016, 10th November 2017
Area to be assessed: (i.e. name of p*olicy, function, procedure, practice or a financial decision)*	School meals service • 2016-17 £100k (already delivered) • 2017-18 £100k (already delivered) • 2018-19 £70k • 2019-20 £50k • 2020-21 £50k	
Is this existing or new function/policy, procedure, practice or decision?	An extension of an existing approach to charging which has seen the cost of school meals rise above inflation in April 2014 (to £2.20 for a primary meal), April 2015 (to £2.30), April 2016 (to £2.40) & April 2017 (to £2.50).	
What evidence has been used to inform the assessment and policy? (please list only)		
• Charging comparisons with other Local Authorities in Wales • Close monitoring of take-up and income following previous price increases – a small (1-2%) decline in take-up has been noted looking at Carmarthenshire as a whole		

1. Describe the aims, objectives or purpose of the proposed function/policy, practice, procedure or decision and who is intended to benefit.	Increasing the price of a primary school meal by 10p per year for 3 years (to £2.60 in April 2018, £2.70 in April 2019, and £2.80 in April 2020), with equivalent price rises in secondary school cafeterias. This is expected to generate an additional £170k of net income over the 3 years, provided there is not a significant drop in take up &/or increases in costs (e.g. food, prices of which can be volatile).		
The Public Sector Equality Duty requires the Council to have "due regard" to the	**2. What is the level of impact on each group/ protected characteristics in terms of the three**	**3. Identify the risk or positive effect that could result for each of the group/protected characteristics?**	**4. If there is a disproportionately negative impact what mitigating**

need to:- **(1)** eliminate unlawful discrimination, harassment and victimisation; **(2)** advance equality of opportunity between different groups; and **(3)** foster good relations between different groups (see guidance notes)		**aims of the duty?** **Please indicate high (H) medium (M), low (L), no effect (N) for each.** **H / M / L**	**Risks**	**Positive effects**	**factors have you considered?**
Protected characteristics	**Age**	M	Further price increases could have a negative impact on take-up. Some families in 'working poverty', who do not qualify for free school meals, might not be able to afford school meals.		Promote the benefits of school meals to maximise take-up Publicise the availability of Free School Meals so that all who are entitled are aware
	Disability	N			
	Gender reassignment	N			
	Race	N			
	Religion/Belief	N			
	Pregnancy and maternity	N			
	Sexual Orientation	N			

	Sex	M	If take-up drops as a consequence of price increases, staff hours overall will reduce and this will affect women predominantly due to the gender profile of the service		Promote the benefits of school meals to maximise take-up
	Welsh language	N			
	Any other area	N			

5. Has there been any consultation/engagement with the appropriate protected characteristics?	**YES** ☐ **X** **NO** ☐ Through the Council's budget consultation we have engaged families and also young people through the *Insight* programme.

6. What action(s) will you take to reduce any disproportionately negative impact, if any?

We will continue to demonstrate that a school meal is still good value for money, being of good nutritional quality.

7. Procurement

Following collation of evidence for this assessment, are there any procurement implications to the activity, proposal, service.

Procurement of good value products can help keep the costs within the school meals service down, but food prices in particular are volatile.

Please take the findings of this assessment into your procurement plan. Contact the corporate procurement unit for further advice.

8. Human resources

Following collation of evidence for this assessment, are there any Human resource implications to the activity, proposal or service?

A fall in take-up / income could lead to a loss in overall hours in the service. This is managed on a location by location basis already, with hours at each location determined by the number of meals served, reviewed 3 times each year.		
9. Based on the information in sections 2 and 6, should this function/policy/procedure/practice or a decision proceed to Detailed Impact Assessment? (recommended if one or more H under section 2)	**YES** ☐	**NO** ☐ **X**
Approved by:	David Astins Strategic Development Manager	**Date:** 10th November 2017

Initial Equalities Impact Assessment

Department: Education & Children	**Completed by (lead):** Helen Bailey / David Astins	**Date of initial assessment:** 14th December 2015 **Revision Dates:** 20th December 2016
Area to be assessed: (i.e. name of p*olicy, function, procedure, practice or a financial decision)*	Free School Breakfast service • 2016-17 £100k (already given up) • 2017-18 £10k	
Is this existing or new function/policy, procedure, practice or decision?	Existing practice / decision	
What evidence has been used to inform the assessment and policy? (please list only)		
• Changing approaches by other Local Authorities in Wales • The need to focus on statutory responsibilities		

1. Describe the aims, objectives or purpose of the proposed function/policy, practice, procedure or decision and who is intended to benefit.	Remodel provision for Free Breakfasts in primary schools to ensure the staffing levels and times match the demand for breakfasts and no more		
The Public Sector Equality Duty requires the Council to have "due regard" to the need to:- **(1)** eliminate unlawful discrimination, harassment and victimisation; **(2)** advance equality of opportunity between different groups; and **(3)** foster good relations between different groups	**2. What is the level of impact on each group/ protected characteristics in terms of the three aims of the duty?** **Please indicate high (H) medium (M), low (L), no effect (N) for each.** **H / M**	**3. Identify the risk or positive effect that could result for each of the group/protected characteristics?** **Risks**	**Positive effects**	**4. If there is a disproportionately negative impact what mitigating factors have you considered?**

(see guidance notes)					
Protected characteristics	**Age**	M	Some settings may potentially become unviable due to the availability of staff willing to work for shorter periods.		In such settings discussions will be held with the Governing Body to assess options for retaining the provision as we would not wish to see any setting become unviable.
	Disability	N			
	Gender reassignment	N			
	Race	N			
	Religion/Belief	N			
	Pregnancy and maternity	N			
	Sexual Orientation	N			
	Sex	N			
	Welsh language	M	There is a small risk that breakfast provision in small Welsh medium schools could become unviable		If a reduction in hours will potentially make the service unviable at a particular setting it will be reviewed with the Governing Body to seek alternative options (which will include not reducing the hours).
	Any other area	N			

5. Has there been any consultation/engagement with the appropriate protected characteristics?	**YES** ☐ **X** **NO** ☐

6. What action(s) will you take to reduce any disproportionately negative impact, if any?

Discussions with Governing Bodies and staff.

7. Procurement

Following collation of evidence for this assessment, are there any procurement implications to the activity, proposal, service. No.

Please take the findings of this assessment into your procurement plan. Contact the corporate procurement unit for further advice.

8. Human resources

Following collation of evidence for this assessment, are there any Human resource implications to the activity, proposal or service?

An overall reduction in staff hours will affect women more than men due to the profile of the workforce. However the majority of breakfast staff go on to work in the kitchen preparing and serving school meals so the loss for most will be minimal. If a reduction in hours will potentially make the service unviable at a particular setting, it will be reviewed with the Governing Body to seek alternative options (which will include not reducing the hours). In the first year of delivering this initiative, the vast majority of settings have adapted to changes and the only change has been a slight reduction in staff hours. In a handful of settings this has threatened the viability of the provision, but all have been maintained to date with the support of the school and staff.

9. Based on the information in sections 2 and 6, should this function/policy/procedure/practice or a decision proceed to Detailed Impact Assessment? (recommended if one or more H under section 2)	**YES** ☐	**NO** ☐ **X**

Approved by:	David Astins Strategic Development Manager	**Date:** 20th December 2016

Initial Equalities Impact Assessment Template

Department: Education & Children	**Completed by (lead):** Andi Morgan	**Date of initial assessment:** 16.11.17 **Revision Dates:**
Area to be assessed: (i.e. name of p*olicy, function, procedure, practice or a financial decision)*	Speech and Language Therapy SLA 2018/19 £50k	
Is this existing or new function/policy, procedure, practice or decision?	New policy decision	
What evidence has been used to inform the assessment and policy? (please list only)		
Consultative discussions with: Director of Education and Children's Services; DMT; Departmental Colleagues		

1. Describe the aims, objectives or purpose of the proposed function/policy, practice, procedure or decision and who is intended to benefit.	The department currently operates a 3 year Service Level Agreement with the Health Board to provide Speech and Language Therapy (SLT) support via 5 SLT therapists for all Carmarthenshire schools. This work includes crucial support for language programmes such as ChATT, ELKLAN and improving behaviour strategies. The proposal outlines a potential reduction in therapists from five to four.		
The Public Sector Equality Duty requires the Council to have "due regard" to the need to:- **(1)** eliminate unlawful discrimination, harassment	**2. What is the level of impact on each group/ protected characteristics in terms of the three aims of the duty? Please indicate high (H) medium (M), low (L), no**	**3. Identify the risk or positive effect that could result for each of the group/protected characteristics?**	**4. If there is a disproportionately negative impact what mitigating factors have you considered?**

and victimisation; **(2)** advance equality of opportunity between different groups; and **(3)** foster good relations between different groups (see guidance notes)		**effect (N) for each.**	**Risks**	**Positive effects**	
Protected characteristics	**Age**	H	High risk of lack of progress (in line with peers) due to reduced service provision.	N/A	Facilitate ongoing consultation between school leaders and officers in an attempt to realign provision delivery, thus eradicating a disproportionate negative impact.
	Disability	N			
	Gender reassignment	N			
	Race	N			
	Religion/Belief	N			
	Pregnancy and maternity	N			
	Sexual Orientation	N			
	Sex	N			
	Welsh language	N			

Any other area	N			

5. Has there been any consultation/engagement with the appropriate protected characteristics?	**YES** ☐ **x** **NO** ☐
6. What action(s) will you take to reduce any disproportionately negative impact, if any? **Consult with school leaders and officers to address negative impacts arising as a result of reduced staffing for this service.**	
7. Procurement **Following collation of evidence for this assessment, are there any procurement implications to the activity, proposal, service. NO**	
8. Human resources **Following collation of evidence for this assessment, are there any Human resource implications to the activity, proposal or service?** **There are potential implications for the current employees.**	

9. Based on the information in sections 2 and 6, should this function/policy/procedure/practice or a decision proceed to Detailed Impact Assessment? (recommended if one or more H under section 2)		**YES** ☐	**NO** ☐**X**
Approved by: Head of Service	Andi Morgan	**Date:** **18.12.17**	

Detailed Equalities Impact Assessment Template **(only complete if answer YES to question 9!)**

Department:	
Completed by (lead):	
Date of Detailed assessment:	
Area to be assessed: (*Policy, function, procedure, practice or a financial decision))*	
Is this existing or new function/policy/Procedure/ practice	

1. Describe the aims, objectives or purpose of the function/policy, practice or procedure and who is intended to benefit.	

2. Please list any existing documents, evidence, research which have been used to inform the Detailed equality impact assessment. (This must include relevant data used in this assessment**)**				
3. Has any consultation, involvement been undertaken with the protected characteristics to inform this assessment? (please provide details, who and how consulted)				
4. What is the actual/likely impact?				
5. What actions are proposed to address the impact? *(The actions needs to be specific, measurable and outcome based)*	**What are we going to do**	**Who will be responsible**	**When will it be completed**	**How will we know we have achieved our objective**

6. How will actions be monitored?		
Approved by: Head of Service		

Thank you for completing this assessment.

For further information regarding Assessing Impact, please contact the -

Policy & Partnership Team

Chief Executive's Department

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equalities@carmarthenshire.gov.uk

Initial Equalities Impact Assessment Template

Department:	**Completed by (lead):**	**Date of initial assessment:**
Education & Children	Andi Morgan	16.11.17 **Revision Dates:**
Area to be assessed: (i.e. name of p*olicy, function, procedure, practice or a financial decision)*	Speech and Language Therapy SLA 2018/19 £50k	
Is this existing or new function/policy, procedure, practice or decision?	New policy decision	
What evidence has been used to inform the assessment and policy? (please list only)		
Consultative discussions with: Director of Education and Children's Services; DMT; Departmental Colleagues		

1. Describe the aims, objectives or purpose of the proposed function/policy, practice, procedure or decision and who is intended to benefit.	The department currently operates a 3 year Service Level Agreement with the Health Board to provide Speech and Language Therapy (SLT) support via 5 SLT therapists for all Carmarthenshire schools. This work includes crucial support for language programmes such as ChATT, ELKLAN and improving behaviour strategies. The proposal outlines a potential reduction in therapists from five to four.		
The Public Sector Equality Duty requires the Council to have "due regard" to the need to:- **(1)** eliminate unlawful discrimination, harassment	**2. What is the level of impact on each group/ protected characteristics in terms of the three aims of the duty? Please indicate high (H) medium (M), low (L), no**	**3. Identify the risk or positive effect that could result for each of the group/protected characteristics?**	**4. If there is a disproportionately negative impact what mitigating factors have you considered?**

and victimisation; **(2)** advance equality of opportunity between different groups; and **(3)** foster good relations between different groups (see guidance notes)		**effect (N) for each.**	**Risks**	**Positive effects**	
Protected characteristics	**Age**	H	High risk of lack of progress (in line with peers) due to reduced service provision.	N/A	Facilitate ongoing consultation between school leaders and officers in an attempt to realign provision delivery, thus eradicating a disproportionate negative impact.
	Disability	N			
	Gender reassignment	N			
	Race	N			
	Religion/Belief	N			
	Pregnancy and maternity	N			
	Sexual Orientation	N			
	Sex	N			
	Welsh language	N			

Any other area	N			

5. Has there been any consultation/engagement with the appropriate protected characteristics?	**YES** ☐ **x** **NO** ☐
6. What action(s) will you take to reduce any disproportionately negative impact, if any? **Consult with school leaders and officers to address negative impacts arising as a result of reduced staffing for this service.**	
7. Procurement **Following collation of evidence for this assessment, are there any procurement implications to the activity, proposal, service. NO**	
8. Human resources **Following collation of evidence for this assessment, are there any Human resource implications to the activity, proposal or service?** **There are potential implications for the current employees.**	

9. Based on the information in sections 2 and 6, should this function/policy/procedure/practice or a decision proceed to Detailed Impact Assessment? (recommended if one or more H under section 2)		**YES** ☐	**NO** ☐**X**
Approved by: Head of Service	Andi Morgan	**Date:** **18.12.17**	

Initial Equalities Impact Assessment

Department: Education & Children	**Completed by (lead):** Stefan Smith	**Date of initial assessment:** 10th January 2018 **Revision Dates:**
Area to be assessed: (i.e. name of p*olicy, function, procedure, practice or a financial decision)*	Department for Education & Children, Childrens Services Respite centres	
Is this existing or new function/policy, procedure, practice or decision?	New decision	
What evidence has been used to inform the assessment and policy? (please list only)		
A review of the assessment and resource allocation in relation to services for children with complex disabilities.		

1. Describe the aims, objectives or purpose of the proposed function/policy, practice, procedure or decision and who is intended to benefit.	• 2017-18 £200k decrease in demand , reduction of service provision • 2018-19 £200k decrease in demand , reduction of service provision The decrease in funding will be driven by a revised assessment and resource allocation process. It is intended that families will be engaged in a transparent process that encourages them to consider alternative less intrusive family support which meets their needs and is therefore needs led rather than service led.		
The Public Sector Equality Duty requires the Council to have "due regard" to the need to:- **(1)** eliminate unlawful discrimination, harassment and victimisation; **(2)** advance equality of opportunity between different groups; and **(3)** foster good relations between different groups (see guidance notes)	**2. What is the level of impact on each group/ protected characteristics in terms of the three aims of the duty?** **Please indicate high (H) medium (M), low (L), no effect (N) for each.**	**3. Identify the risk or positive effect that could result for each of the group/protected characteristics?** **Risks** There is a risk that the level of respite decreases without sufficient opportunities developed elsewhere. Risk of family breakdown as a result	**Positive effects** Increased community engagement and coproduction of services. Greater control and flexibility for the service users.	**4. If there is a disproportionately negative impact what mitigating factors have you considered?** The proposed level of reduction would make it difficult to mitigate the negative impact if new services were not delivered or available

Protected characteristics					
	Age	N			
	Disability	Y			
	Gender reassignment	N			
	Race	N			
	Religion/Belief	N			
	Pregnancy and maternity	N			
	Sexual Orientation	N			
	Sex	N			
	Welsh language	N			
	Any other area	N			

5. Has there been any consultation/engagement with the appropriate protected characteristics?	**YES** ☐ Meetings with parents groups have taken place and they have expressed some concern at the size of the proposed efficiency; whilst at the same time expressing a willingness to engage in taking the service forward

6. What action(s) will you take to reduce any disproportionately negative impact, if any?

Develop alternative provision over time that allows the movement away from a dependency on residential respite.

7. Procurement **Following collation of evidence for this assessment, are there any procurement implications to the activity, proposal, service.** No. **Please take the findings of this assessment into your procurement plan. Contact the corporate procurement unit for further advice.**		
8. Human resources **Following collation of evidence for this assessment, are there any Human resource implications to the activity, proposal or service** Yes; staff retraining and redistribution as staff would move away from residential provision to supporting families in the community		
9. Based on the information in sections 2 and 6, should this function/policy/procedure/practice or a decision proceed to Detailed Impact Assessment? (recommended if one or more H under section 2)	**YES** ☐	**NO** ☐**x**
Approved by: Head of Service	Stefan Smith	**Date:** 10/01/ 2018

Initial Equalities Impact Assessment Template

Department: Education & Children	**Completed by (lead):** David Astins	**Date of initial assessment:** 23rd January 2018 **Revision Dates:**
Area to be assessed: (i.e. name of p*olicy, function, procedure, practice or a financial decision)*	School Admission Policy - £500k 2019/20	
Is this existing or new function/policy, procedure, practice or decision?	A new proposal to change existing policy	
What evidence has been used to inform the assessment and policy? (please list only)		
• Issues created by our current policy (additional costs) • Policies of neighbouring local authorities (nb. this is likely to be the focus of a Scrutiny Task & Finish Group in 2018)		

1. Describe the aims, objectives or purpose of the proposed function/policy, practice, procedure or decision and who is intended to benefit.	Change the current admissions policy in primary schools so that children start full time the term after their 4th birthday, not the term they turn 4, saving one part-time term per pupil. This would bring Carmarthenshire's policy in line with that of neighbouring local authorities			
The Public Sector Equality Duty requires the Council to have "due regard" to the need to:- **(1)** eliminate unlawful discrimination, harassment and victimisation; **(2)** advance equality of opportunity between different groups; and **(3)** foster good relations between different groups (see guidance notes)	**2. What is the level of impact on each group/ protected characteristics in terms of the three aims of the duty? Please indicate high (H) medium (M), low (L), no effect (N) for each.**	**3. Identify the risk or positive effect that could result for each of the group/protected characteristics?**		**4. If there is a disproportionately negative impact what mitigating factors have you considered?**
		Risks	**Positive effects**	
Age	N			

	Disability	N			
	Gender reassignment	N			
	Race	N			
	Religion/Belief	N			
	Pregnancy and maternity	N			
	Sexual Orientation	N			
	Sex	N			
	Welsh language	N			
	Any other area	N			

5. Has there been any consultation/engagement with the appropriate protected characteristics?	**YES** ☒ **NO** ☐ As part of the Council's budget consultation process
6. What action(s) will you take to reduce any disproportionately negative impact, if any? N/A	
7. Procurement **Following collation of evidence for this assessment, are there any procurement implications to the activity, proposal, service.** None **Please take the findings of this assessment into your procurement plan. Contact the corporate procurement unit for further advice.**	
8. Human resources **Following collation of evidence for this assessment, are there any Human resource implications to the activity, proposal or service?** Yes, there will be implications (to be quantified) on school staffing structures, but equally there will be opportunities for childcare providers.	

9. Based on the information in sections 2 and 6, should this function/policy/procedure/practice or a decision proceed to Detailed Impact Assessment? (recommended if one or more H under section 2)	**YES** ☐	**NO** ☐x

Approved by: Head of Service	**Gareth Morgans, Director of Education & Children's Services**	**Date: 23rd January 2018**

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	ORIGINAL TARGETS			
	2018/19	2019/20	2020/21	Total
	£'000	£'000	£'000	£'000
Chief Executive	570	563	483	1,616
Education & Children	1,285	1,270	1,088	3,643
Schools Delegated	4,989	4,933	4,226	14,148
Corporate Services	254	251	215	720
Community Services	3,646	3,605	3,088	10,339
Environment	1,783	1,763	1,510	5,056
	12,527	**12,385**	**10,610**	**35,522**

Original Proposals

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		MANAGERIAL				EXISTING POLICY PROPOSALS				NEW POLICY PROPOSALS				TOTAL PROPOSALS				Variance ORIGINAL Target
		2018/19	2019/20	2020/21	Total	2018/19	2019/20	2020/21	Total	2018/19	2019/20	2020/21	Total	2018/19	2019/20	2020/21	Total	
	Sheets	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Chief Executive	1 - 4	453	445	285	1,183	0	0	0	0	0	0	0	0	453	445	285	1,183	-434
Education	5 - 6	740	260	235	1,235	70	0	0	70	250	300	50	600	1,060	560	285	1,905	-1,738
Schools Delegated		0	0	0	0	4,989	4,062	4,381	13,432	0	500	0	500	4,989	4,562	4,381	13,932	-216
Corporate Services	7	227	271	222	720	0	0	0	0	0	0	0	0	227	271	222	720	0
Community Services	8 - 9	2,455	1,423	1,233	5,111	0	0	0	0	365	304	274	943	2,820	1,727	1,507	6,054	-4,285
Environment	10 - 11	1,351	1,018	496	2,865	0	165	455	620	110	289	578	977	1,461	1,472	1,529	4,462	-594
		5,225	**3,417**	**2,471**	**11,113**	**5,059**	**4,227**	**4,836**	**14,122**	**725**	**1,393**	**902**	**3,020**	**11,009**	**9,037**	**8,209**	**28,255**	**-7,267**

	REVISED TARGETS			
	2018/19	2019/20	2020/21	Total
	£'000	£'000	£'000	£'000
Chief Executive	453	502	482	1,437
Education & Children	1,060	1,175	1,128	3,363
Schools Delegated	2,326	4,562	4,381	11,269
Corporate Services	227	251	241	719
Community Services	3,007	3,334	3,202	9,543
Environment	1,471	1,630	1,566	4,667
	8,544	**11,454**	**11,000**	**30,998**

Current Proposals

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		MANAGERIAL				EXISTING POLICY PROPOSALS				NEW POLICY PROPOSALS				TOTAL PROPOSALS				Variance REVISED Target
		2018/19	2019/20	2020/21	Total	2018/19	2019/20	2020/21	Total	2018/19	2019/20	2020/21	Total	2018/19	2019/20	2020/21	Total	
	Sheets	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Chief Executive	1 - 4	453	445	285	1,183	0	0	0	0	0	0	0	0	453	445	285	1,183	-255
Education	5 - 6	740	260	235	1,235	70	0	0	70	250	300	50	600	1,060	560	285	1,905	-1,458
Schools Delegated		0	0	0	0	2,326	4,062	4,381	10,769	0	500	0	500	2,326	4,562	4,381	11,269	0
Corporate Services	7	227	271	222	720	0	0	0	0	0	0	0	0	227	271	222	720	1
Community Services	8 - 9	2,455	1,423	1,233	5,111	0	0	0	0	365	304	274	943	2,820	1,727	1,507	6,054	-3,489
Environment	10 - 11	1,351	1,018	496	2,865	0	165	455	620	110	289	578	977	1,461	1,472	1,529	4,462	-205
		5,225	**3,417**	**2,471**	**11,113**	**2,396**	**4,227**	**4,836**	**11,459**	**725**	**1,393**	**902**	**3,020**	**8,346**	**9,037**	**8,209**	**25,592**	**-5,406**

** Assumes Yr 1 proposals changed*

Chief Executive

Department	2017-18 Budget £'000	FACT FILE	'2018-19 Proposed £'000	'2019-20 Proposed £'000	'2020-21 Proposed £'000	Total £'000	EFFICIENCY DESCRIPTION
Chief Executive							
Chief Executive	300	Business Support function.	32			**32**	Severance as part of departmental admin review
Total Chief Executive			**32**	**0**	**0**	**32**	
Information Technology							
Information Technology	4,359	ICT Services underpins and contributes towards all that the Council delivers both internally as an organisation and externally to service users and communities, independently or in partnership. It is a vital function providing innovative opportunities for improving services and achieving our priorities in an efficient and effective way. IT Services is pivotal as an enabler of change and a vehicle for driving froward transformational improvement to all services. We have a workforce of 72.3 FTE's which has reduced over the last 5 years from 109 FTE's and we have delivered £2.08m in efficency savings over that period. The FTE's being put forward as savings are from applications for severence and we are looking to contunally rationalise the systems we support to provide further efficiencies.	135	160	150	**445**	2018/19 - Three FTE leaving under the Authorities severence scheme (£123K) and £12k operational costs. 2019/20 - £119 will be delivered by rationalising the software maintenance contracts we have in ICT Services and reduced travelling costs and £41k from operational costs. 2020/21 - Over the years the BT technology has been superseded with modern Internet Protocol based solutions. ICT Services will be replacing this aging infrastructure in order to utilise the latest technology which in turn will deliver the £150k revenue efficiencies
Total Information Technology			**135**	**160**	**150**	**445**	
People Management & Performance							
Human Resources	760	HR provides advice and guidance to people managers as well as ensuring the Authority is compliant with employment legislation . Employment Policy framework development and maintenance. The service is currently being reviewed with a view to providing a more integrated HR/Payroll Support service to its users and meet the challenges of the Education agenda and collaborative working.	35	38		**73**	18/19 Severance, 19/20 income generation ie Pembs OH service
Learning & Development	492	The service is currently responsible for meeting the corporate, generic learning & development needs of Carmarthenshire County Council's workforce & through a strategic partnership enabling the needs of the social care sector workforce in Carmarthenshire to be met. All corporate L&D programmes are developed to meet the needs of the organisation by closely aligning with the vision, objectives & priorities of the organisation. Social care workforce development is closely aligned with WAG/Care Council/SSIW regulations, guidance & frameworks and the needs of changing service provision, in particular the integration of Health & Social Care. It coordinates the Investors in People programme supporting the organisation via the IiP Steering group to maintain IiP recognition	35	0	35	**70**	18/19 The service is being re-aligned to include the Consultancy element of the People Management function. Part of this realignment will refocus the learning and development provision across the authority with the aim of reducing training adminstration and delivering effective collaboration with partner agencies to provide value for money and improve the evaluation/outcomes of investment in learning. 20/21 SCWDP regional working
Total People Management & Performance			**70**	**38**	**35**	**143**	
Administration & Law							
Net Departmental Administration	456	The Unit discharges the budget monitoring and acts as the support role for the services of the department based at County Hall, i.e. Chief Executive, Regeneration and Policy and Administration and Law, together with departmental staffing functions and business support including the central mail service and the management of access to buildings under the Council's Security Card System and the issuing of identification cards.	26.5	25	50	**101.5**	2018/19 - £18k release of post as part of the departmental admin review and £8.5k reduction in supplies and services. 2019-20 - Realignment of service area to focus on wider departmental services within Chief Executives; 2020-21 - £50k savings from sale of Parc Amanwy/Nant y Ci as part of the agile working agenda.
Departmental Democratic	504	The Democratic Services Unit provides a high quality procedural and administrative support service for 74 elected Councillors and is located at County Hall, Carmarthen. It provides a dedicated support service for the Chair of Council, Leader of the Council, Executive Board Members and the Leader of the Main Opposition Group to include diary co-ordination, daily correspondence, and research and information gathering.	20	0	0	**20**	2018/19 - Possible Reduction in Working hours/EVR
Total Administration & Law			**47**	**25**	**50**	**122**	
Total Chief Executive, IT, PMP & Administration & Law			**284**	**223**	**235**	**742**	

Department	2017-18 Budget	FACT FILE	'2018-19 Proposed	'2019-20 Proposed	'2020-21 Proposed	Total	EFFICIENCY DESCRIPTION
	£'000		£'000	£'000	£'000	£'000	
Regeneration, Policy & Property							
Customer Focus & Policy							
Registrars	128	Carmarthenshire Registration Service is a single district civil registration authority, co-terminous with the county boundary, called Carmarthenshire Sir Gaerfyrddin district 822. The district is managed and delivered by Carmarthenshire Registration Service. The Carmarthenshire Registration Service consists of 26 members of staff, who work across the county as one team with three offices open to the public in Carmarthen, Llanelli and Ammanford. In any given year the service registers approximately 500 marriages / civil partnerships, 2700 births and 2300 deaths.	0	9		**9**	Reduce expenditure by reviewing casual staff hours. Increase income by continuing to increase the number of available appointments for registration. Home Office legislation is changing in 2017 where some current statutory services will change and new fees will be introduced.
Policy	465	Corporate Policy - this Service is responsible for developing and monitoring delivery of the Council's corporate policies as well as liaising and advising Council departments on ensuring compliance and implementation in a number of different policy areas including well-being of future generations, equalities, Welsh language and tackling poverty. The Service supports the Council's approach to consultation and engagement and directly facilitates and supports the Carmarthenshire Citizens' Panel and Carmarthenshire 50+ Network. The Service also works with various Council departments to provide information and data on Carmarthenshire's demographics and undertakes further research as required. The Service also facilitates the corporate response to matters relating to the Armed Forces.	35	0		**35**	Supporting of severance application
Performance Management	516	The Performance Management Unit is responsible for providing a corporate lead on performance management for the Council that ensures a strong ethos of continuous improvement runs through everything the Council does.	0	5		**5**	2019-20 Income generation from provision of Performance Management software to other Authorities
Marketing and Media (contact centres, press, communiciation, translation and customer services)	1,605	Newly formed business unit comprising of translation, marketing and tourism, contact centres, customer services, press and communications.	86	96		**182**	Year 1 - Service review and potentially reducing opening times. Possibility of moving to an appointments only service with as much traffic as possible encouraged towards on-line self service, or failing that, to the telephone, and wider distribution of simple services e.g. blue bag provision via libraries and other outlets (£40k) and supporting severance application (£46k); Year 2 Continued service review within the newly formed Marketing and Media section (this also to include contact centres and customer services)
Total Customer Focus & Policy			**121**	**110**	**0**	**231**	
Regeneration							
3 T's Community Regeneration	297	The Community Regeneration Unit has historically supported local communities to develop projects that alleviate poverty and improve quality of life. This has been achieved through working in partnership with key agencies and community members to improve existing services and develop new ones. During 2015 we will continue to develop our new key account management system supporting new and existing social enterprises and those organisations delivering vital services in our communities, supporting them to grow and become sustainable. Another key aspect of our work is working with local authority departments to identify opportunities for the delivery of services via the third sector, from asset transfer to public sector out-sourcing. Our core grants continue to support via one discretionary enterprise finance fund. Supporting third sector led projects that make a real difference in our communities and contribute to economic outputs and outcomes and a high return on investment. We have a successful track record of sourcing external funding for our communities, levering in over £8 million additional community investment into Carmarthenshire per year. Our Community Bureau continues to be a one stop shop for all information and funding enquiries for community, voluntary groups and third sector as a whole, supporting over 600 organisations per year. We also administer other grants for the authority and external partners including Welsh Church Fund and Mynydd Y Betws Community Benefit Fund. We also lead on the theme of digital inclusion for the authority.	48	0		**48**	Severance of post. Responsibilities being re distributed as part of ongoing Regeneration service realignment.
West Wales European Centre	111	The External Funding Team is responsible for overseeing CCC's external grant funding activities. It plays an instrumental role in ensuring that Carmarthenshire is able to maximise the potential benefits for its citizens and communities through its lobbying and advocacy role and through highly successful funding applications. External funding is sourced from the wide range of different European and domestic funding pots. The External Funding Team developed the new Local Development Strategy 2014-2020 for Carmarthenshire. WWEC has been responsible for developing the new Local Development Strategy for rural Carmarthenshire and will be responsible for managing the LEADER programme in Carmarthenshire for the 2014-2020 period. The unit has also secured a contract with WEFO to lead on the South West Wales Regional Engagement Team for the new European programmes. The Centre takes a leading role in advising project teams throughout the authority on project development and grants management at each stage of the project cycle.	0	40		**40**	Supporting of severance application
Economic Development	Specific budgets yet to be identified	Economic Development Division forms part of Carmarthenshire County Council's Chief Executive Department. Led by the Director of Regeneration and Policy , it plays a fundamental role in regenerating both Carmarthenshire and the Region through investment and support. Economic Development is an extremely proactive service which has to constantly change to address the needs of Carmarthenshire's businesses and communities through the Integrated Community Strategy as well as addressing and contributing to the delivery of the policies and strategies of the newly formed Swansea Bay City Region, European Commission, UK and Welsh Governments.	0	72		**72**	Continue to work with external funding partners to maximise income streams. Continue to review the contributions to current programmes and activities.
Regeneration, Policy and Property	No specific budgets				50	**50**	Continue to review all busines units within portfolio
Total Regeneration			**48**	**112**	**50**	**210**	
Total Regeneration, Policy & Property			**169**	**222**	**50**	**441**	
Chief Executive Total			**453**	**445**	**285**	**1,183**	

Department	2017-18 Budget	FACT FILE	'2018-19 Proposed	'2019-20 Proposed	'2020-21 Proposed	Total	EFFICIENCY DESCRIPTION
	£'000		£'000	£'000	£'000	£'000	
Education & Children							
Director & Management Team							
Departmental - cross cutting		Casual travel budgets across the Department	25	25	25	**75**	Reduce all casual mileage budgets by approximately 5% per annum through better journey planning, challenging the need for journeys, and utilising cheaper travel options including use of pool cars
Departmental - cross cutting		Budgets for supplies & services across the Department	75	50	25	**150**	Reduce budgets for supplies and services across the Department (e.g. training, stationery)
Departmental - cross cutting		Cross-departmental support costs including adminstration, financial processing, & premises management		100	100	**200**	Root & branch review of support services across the Department in order to realise savings and increase flexibility
Director & Management Team	788	Funds the management team including Director, Heads of Service & 2 senior management posts	30			**30**	Reduction in senior management costs
Total Director & Management team			**130**	**175**	**150**	**455**	
Strategic Development & Schools' Catering							
Catering Services	817	The management & administration of school meals income and banking	45	55	45	**145**	Provide the ability for parents to pay online for school meals (& other school payments, e.g. trips). Introduce electronic meal registers in primary schools, removing paper based systems. The changes will likely mean the removal of the School Meal Clerical role.
Catering Services	817	• The Catering Service provides school meals in all Carmarthenshire primary schools and 11 of our 12 secondary schools. • The budget, including primary breakfasts, is some £7.7m. Taking account of income and Welsh funding for Free School Meals, the net cost of the service to the Council is in excess of £200k, not including indirect costs (such as Human Resources support, Health & Safety support etc). • Based on current charges for a primary school meal, Carmarthenshire prices are the joint highest in Wales. • Costs have been saved over recent years by reducing staffing levels and smarter purchasing of food and other supplies.			40	**40**	Remodel the central Catering Services Management Team in light of changes to school meal payment processes (reducing the full time equivalent)
Business Support	448	The central Business Support Team provides a range of support services to the Department and Building 2 at St. David's Park, Carmarthen. This includes reception duties, management of meeting rooms, management of pool cars, processesing applications for Free School Meals, School Milk, and School Clothing Grants, and processing creditor payments across the Department	50	30		**80**	Release of 4 staff members through severance.
Participation & Children's Rights	122	A team of 2 that leads on the statutory duty for children and young people to participate in decisions that affect them, including support for the Carmarthenshire Youth Council & School Councils, as well as promoting awareness of the United Nations Convention on the Rights of the Child	10			**10**	Remodel of service following resignation of staff member
Total Strategic Development & Schools' Catering			**105**	**85**	**85**	**275**	
Education Services & Inclusion							
Strategic Management	161	Supports statutory & strategic education requirements - WJEC, ADEW contributions, legal fees, Copyright licence	10			**10**	Reductions across supplies & service areas - printing & postages (documents accessed on line), meetings expenses & reduced demand on legal costs.
Education Systems	688	The Education Systems Team support services across the department, incldung grant administration.	25			**25**	Reduction of match-funding requirement for EIG
Youth Support Services	840	YSS is an integrated service bringing together youth work and statutory youth justice provision. This allows for an holistic approach to youth support delivery for children, young people and young adults (aged 8-25 years) in Carmarthenshire, ranging from open access to specialised support.	40			**40**	Transfer some posts from core to grant funded; make others term-time only.
Home Tuition / EHE	1903	EHE Advisor currently paid on a daily rate. Efficiencies can be achieved by reviewing scope and magnitude of the role	10			**10**	Review EHE Advisor Post requirements & job profile
Educational Psychology	900	The educational psychology service provides advice to schools in relation to the educational needs of children with additional learning needs.	40			**40**	Review of staffing and workloads within service
Early Years Education	469	This budget funds the statutory requirement to fund '10 hours free education' in non-maintained settings for 3 year olds.	30			**30**	Reduce budget as a result of reduced demand, forecasting underspend in current year
Early Years Education	469	The Early Years Team provides support and guidance provision for all Carmarthenshire non-maintained settings.	30			**30**	Reprioritising part of Education Improvement Grant from Early Years Advisory Teachers to Athrawon Bro. Restructuirng of the service could provide additional support for the development of our Welsh continuum via the Athrawon Bro Team.
Total Education Services & Inclusion			**185**	**0**	**0**	**185**	
Children's Services							
Education Welfare	387	The Education Welfare Service supports schools and families in securing regular school attendance. The service has been restructured to include the Young Carers service and enhance the capacity of both service areas, therefore, the reduction of one FEW post is not expected to affect the level of service provided.	25			**25**	Review of staffing structure
Independent Reviewing Service	6,468	The Independent Reviewing Officers review all children in the care of the local authority. This is a statutory role required under regulation	60			**60**	Remodel of Independent Reviewing Service. Management responsibility for the service has been remodelled and as a result the manager of this service has been redeployed and the reviewing officers now directly report to the service manager.
Children's Services	6,468	There is potential to utilise grant funding; particularly in relation to Supporting People, to offset core funded activity	235			**235**	Make better use of existing grants in care services (support for care leavers etc). Additional funding to be drawn down from Supporting People. Maximise the benefit of current year grants being transferred into RSG.
Total Children's Services			**320**	**0**	**0**	**320**	
Education & Children Total			**740**	**260**	**235**	**1,235**	

Department	2017-18 Budget		'2018-19 Proposed	'2019-20 Proposed	'2020-21 Proposed	Total	EFFICIENCY DESCRIPTION
	£'000		£000	£000	£000	£000	
Corporate Services							
Financial Services							
Accountancy	1,410	The provision of a decentralised accounting and financial management service, covering: • Technical Accounting (Preparation of final accounts, corporate accounting and taxation), • Management Accounting (Month end close, maintenance of financial records and budgeting) • Strategic Finance functions (projects, planning and financial advice to members)	70	90	120	**280**	2018-19 £30k Acc Technician post, £20k reduction in external audit fees £20k reduction in subscriptions; 2019-20 - Review of SLA's £25k, additional income from receivership work £25k, reduction in external audit fees £20k, £20K reduction in subscriptions; 2020-21 Structure realignment £120k
Treasury Management	108	Management of Treasury Management and Pension Fund Investments Service including statistical and legislative research and development work			9	**9**	2020-21 Structure Realignment
Revenues & Benefits	2,559	Revenue Services Unit is responsible for the administration, billing and collection of Council Tax and Non Domestic Rates from householders and businesses, respectively. The unit also undertakes on behalf of all the Authority's departments, the billing, collection and recovery of miscellaneous income (known as Sundry Debts) as well as having responsibility for operating the Councils full time cash offices with the associated back-office income functionsIn addition to these income collection functions, the unit is responsible for the administration of Council Tax Reduction scheme (formerly Council Tax Benefit) and Housing Benefit schemes which help low income households meet their rent and /or Council Tax. Although the Housing Benefits Fraud Investigation function formerly undertaken within the unit transferred the Department for Work & Pensions in 2015/16 the service continues to investigate Council tax Reduction fraud	10	87	33	**130**	2018-19 £10k misc budgets; 2019-20 Realignment of Management Structure £57k, £30k Misc Budgets; 2020-21 Structure Realignment
Payroll	221	Payroll: administering pay for all employees and members, managing payroll records and providing a number of returns and statistics on staffing.The corporate Payments Service provides a range of payment solutions that support both internal and external clients in the settlement of supplier invoices relating to the receipt of goods and services.	0	40		**40**	2019-20 Structure realignment & postage
Pensions / NI / AVC			100			**100**	Savings on NI contributions re:AVCs
Total Financial Services			**180**	**217**	**162**	**559**	
Audit, Risk & Procurement							
Audit& Risk	719	The Division's costs are primarily made up of staffing costs: Head of Division (1 FTE), Internal Audit (10.8 FTE), Risk Management / Insurance (3 FTE), Corporate Procurement Unit (8.8 FTE) and Corporate Services Business Support Unit (2.6 FTE). Audit Committee have made consistent representations to maintain and strengthen the Internal Audit provision which currently stands at 10.4 FTE. The Risk Unit maintains the Corporate Risk Register and co-ordinates the approach to Risk Management across the Authority whilst also dealing with the Authority's Insurances (including management of all "live claims" made against the Council by employees and the public). The Corporate Procurement Unit supports Departments in ensuring cost effective legally compliant procurement of the array of goods and services utilised by the Authority's various Services (savings emanating from better procurement are shown in Departmental savings). Finally a small Departmental Business Support Unit supports the whole Corporate Services Department's approach to Performance & Development work and the range of administrative requirements including FOIA and Appraisal Monitoring.	40	0	60	**100**	2018-19 & 2020-21 Structure Realignment
Procurement	509		7	54		**61**	Structure Realignment
Total, Audit Risk & Procurement			**47**	**54**	**60**	**161**	
Corporate Services Total			**227**	**271**	**222**	**720**	

Department	2017-18 Budget		'2018-19 Proposed	'2019-20 Proposed	'2020-21 Proposed	Total	
	£'000		£'000	£'000	£'000	£'000	
Community Services							
Housing, Public Protection & Care and Support							
Advice & Tenancy Support							
Temporary Accommodation	93	The Housing Options and Advice Team receive over 30,000 calls a year for housing related advice. One of the duties of the team is to assist homeless households with rehousing. Interim accommodation is used whilst completing an investigation into our statutory duty to rehouse. B&Bs were historically used to provide temporary accommodation while the investigation was undertaken. However, this was costly and often not the most appropriate type of accommodaton. We now procure/lease properties from the private rented sector which is better vale and allows us to place households in appropriate accommodation. Lease contracts are currently being reviewed so that they are fit for purpose and provide better value for money. There are also identified opportunties to increase the income of the section through fees and recharges.	10	0		**10**	Procurement of temporary accommodation
Advice & Tenancy Support - staff	174	This section helps owner occupiers, landlords and tenants to improve housing standards. This includes services such as area renewal, energy efficiency advice, general housing standards and dealing with empty homes. The 2014 Housing Act places a duty on local authorities to conduct homelessness reviews and introduce a homelessness strategy to provide help for people who are homeless or who are threatened with becoming homeless.	60	0	30	**90**	18/19 - Additional income from Simple Lettings business model £30k, staffing to be part funded by an HRA recharge £15k and additional income from landlord advice and enforcement £15k . 20/21 - Additional income from empty homes work £20k and from landlord advice and prevention duties £10k.
Business & Consumer Affairs							
Business & Consumer affairs - financial investigator	632	Trading Standards enforce around 40 Acts of Parliament and over 1,000 associated regulations, which impact on all aspects of life, from the safety of children's toys, to the honesty of property descriptions when buying a home. It is responsible for ensuring that sales are carried out within the law. Trading Standards list a number of local handypersons and gardeners on the Registered Traders Scheme.	25			**25**	Addional income due as part of enforcing the Proceeds of Crime Act 2002 in relation to criminal confiscation and cash seizures.
Increase in fees / reduction in sampling budget	632		10		10	**20**	Income from checkatrade services. Income from financial literacy products. Reduction in sampling budgets and increase in fees.
Care and Support							
Domiciliary Care - in-house service	5,535	Domiciliary Care Services, also known as Homecare, provide practical or personal care for someone in their own home. This could be because health or mobility is declining, or a person may have been in hospital or they have a long term health condition. As at the end of August 2017 there were 1,041 clients receiving a Domiciliary Service.	30	30	30	**90**	Due to the nature fo the business, shifts have to be covered in times of staff sickness. We aim to continually reduce the annual level of sickness and therefore staffing costs making the business more efficient. We can also make further efficiencies - ie travel logistics, with better rotaring (especially following the planned IT investment).
Domiciliary Care - in-house night service	5,535	The "Through the Night Domiciliary Service" works in conjunction with other night services providing non-medical personal care to people living in the community through the Community Alarm Service. For the period April 2016 to September 2016 the department carried out 3906 planned night calls and 355 unplanned night calls.	30			**30**	Following a joint review of the service by ourselves and the NHS, it has been agreed to deliver this service in a different way. The proposal brings together the existing service with the accute response team provided by the health service. This will lead to be a better integrated service and reduce costs for both organisations.
Reablement	1,658	The reablement service encourages service users to regain their confidence and skills following a period of illness or an injury. The programme is agreed by a multidisiplinary team and supports individuals to meet their expressed goals to return to a level of independence and includes support with daily living activities and other practical tasks. The programme may last up to 6 weeks.	126			**126**	Reduction of 200 hours / 8 posts to reflect changing service demands and alternative service provision form the NHS. Although these posts are currently vacant they are budgeted for.
Residential Homes	2,890	People may move into a care home because they have gradually found it more difficult to manage at home, or because an illness or accident has affected their ability to live independently. Residential care homes offer services such as laundry and meals and help with personal care. Some homes offer short-term stays but normally they provide more long-term or permanent care. As of the 30th September 2017 there were 858 clients funded in a Residential Care Home across all sectors.	175			**175**	Addiontal income by reshaping existing service to residential reablement and relase of underutilised beds. Beds previously commissioned by Local Health Board for convalescence will be used for Social Care commissioning.
Care and Support Management	854	Ensuring resliant management of Care and Support services for residential homes,reablement, domicilary care and sheltered hosuing services.	20			**20**	Additonal recharge to the HRA folllwing divisional restructure to increase management and usage of sheltered housing stock and too complement residential care.
Environmental Protection							
Reduction in sampling	428	Environmental protection are are responsible for monitoring, by means of sampling, the shellfish beds in the Burry Inlet and Three Rivers for commercial gathering. The beds are controlled by the Natural Resources Wales for the former and Welsh Government for the latter. There is a legal requirement on the Local Authority to establish and monitor the classification of the beds to ensure that the shellfish is within a 'safe' limit (bacterial and toxin) for processing and consumption. In addition to this, the section also take food samples to routinely check that businesses are producing 'safe' foods. A single food team is being established across environmental health and trrading standards which will lead to organisational efficiencies over time. Following demand frm members and the public we have re-introduced pest treatments. As officers have to visit to investigate possible infestation, it makes sense to offer immediate treatments. This service will be run on a full cost recovery basis.	10	10	30	**50**	Reduction in food and other sampling costs across public protection services. Potential reduction in staffing costs following the establishment of a single food team in Environmental Protection.
Pest control	75	Since the removal of the pest control service, the Public Health team have continued to give advice on pest control including means of elimitation and removal of sources and harbourage. As a result of feedback on recurring pest problems in Council Home occupants, these visits have recently also include treatments for rats and mice in addition to providing advice. This will improved the health and wellbeing of the tenants	10	10	10	**30**	Increased income from pest control services
Primary authority / services income	1,396	Primary Authority enables businesses to form a legal partnership with one local authority, which then provides assured and tailored advice on complying with relevant food safety, standards and health and safety that other local regulators must respect. There is a charge associated with the partnership.	6	10	10	**26**	Agreement with businesses to charge for advice from local authority

Department	2017-18 Budget £'000	FACT FILE	'2018-19 Proposed £'000	'2019-20 Proposed £'000	'2020-21 Proposed £'000	Total £'000	EFFICIENCY DESCRIPTION
Divisional							
Savings from new IT systems across division	2,257	The division has a number of business critical IT systems for its main services. This includes APP for the Public Protection Service, Northgate OHM's for Housing services and Jontek for Care and Support Services. In line with the council's do it online and digitlisation/agile working vision, all systems are being repaced		50	50	**100**	Savings as a result of investment in new I.T. system. There will be a requirement to replace/upgrade existing systems which will require investment.
Divisional Staffing costs	2,257	The staffing complement of Housing (Council Fund) ,Public Protection and Support & care services total nearly 400 FTE's with a pay budget of over £8M. Reviews of service provision will include staffing as part of that process, which will produce savings over the medium term. This also includes acceptance of severance requests.	160	50	80	**290**	Amend staff budgets to reflect vacancy factor 2018-2019 £30k; Divisional restructure to include on-going severences for Housing, Public Protection and Care & Support Services.
Divisional supplies & services	2,257	The Housing and Public Protection Division has non-staff controllable budgets of approx £1.826m. The Deapartment has identified that some of these budgets will not have an inflationary uplift and budgets will be held at the same level as the year before.	0	35	15	**50**	Reduction in supplies, transport and premises etc.
Total Housing, Public Protection and Care & Support Services			**672**	**195**	**265**	**1,132**	
Integrated Services							
Domiciliary Care	5,535	Domiciliary Service, also known as home care, provides practical or personal care for someone in their own home. This could be because health or mobility is declining, or a person may have been in hospital or they have a long term health condition. As at the end of August 2016 there were 1041 clients receiving a Domiciliary Service	500	130	0	**630**	Reduce % of Double handed care to match best performing authorities' performance by March 2020. Reduce % of people receiving 4 calls+ per day. Halve the number of small packages of care by 2020. Note that scope to reduce Dom Care will be very limited by Year 3.
Divisional Supplies	854	Services provided to Older People and Physical Diabilities client groups have non-staff controllable budgets of approx £34m. The Deapartment has identified that some of these budgets will not have an inflationary uplift and budgets will be held at the same level as the year before.	122	0	0	**122**	No inflationary uplift.
Management & Support - staffing reductions	854	Management and operational workforce	60	60	60	**180**	Review of staffing
Information Advice & Assistance	7,008	The provision of an Information, Advice and Assistance (IAA) service is a new duty under the Social Services and Wellbeing(Wales) Act. Evidence has demonstrated that providing a robust IAA service to the public empowers individuals to find solutions to support their needs. This focus on prevention helps people to maintain their own independence and wellbeing and can reduce demand on formal care services	0	90	90	**180**	Support people to manage their difficulties without care. This PBB has been delayed until 2019/20, as the service is still under development.
Residential Placements	10,171	Residential care is provided in local authority and private sector care homes for individuals who can no longer live independently in the community. Depending on the nature of their needs, their placement may be made by the local authority or jointly with the health board, or entirely by the health board if they qualify for free continuing health care (CHC).	145	340	286	**771**	Manage the demand from hospitals for residential & nursing placements (including CHC)
Total Integrated Services			**827**	**620**	**436**	**1,883**	
Learning Disabilities							
Residential Care, Supported Accommodation an Community Packages - reshaping and reproviding services	6,596	People may move into a care home because they have gradually found it more difficult to manage at home, or because an illness or accident has affected their ability to live independently. Residential care homes offer services such as laundry and meals and help with personal care. Some homes offer short-term stays but normally they provide more long-term or permanent care. As of the 30th September 2016 there were 185 Mental Health & Learning Disability clients funded in a Private Residential Care Home.Supported living is a type of residential support that helps vulnerable adults, including people with learning disabilities, to live independently in the community. Supported living arrangements are very flexible and are designed to give each person choice and control over their home and the way they live their life. As of the 30th September 2016 there were 146 Mental Health & Learning Disability clients receiving supported accommodation.	482	75	50	**607**	Reviewing and right sizing of residential placements; Stepping down to supported living/Shared Lives; De registration of residential homes to supported living; Collaborative funding opportunities; Recommissioning; Positive behavioural interventions; alternative community provision; costing model in residential care; right sizing of individual packages; implementation of capped rate; maximising potential of assistive technology; releasing time to care; Ordinary Residence issues.
Day Services	2,845	During the review and transformation of MH&LD day services we have identified individuals who are spending a long time on transport, at times travelling across the county past services which could support their needs. The current arrangement incurs increased costs and can have a detrimental effect on the person due to th length of time on transport. We will review those identified and propose alternative shorter and mor efficient arrangments which may include individuals having to use their own transport funded by their mobility allowance.	20			**20**	Undertake review of transport in day services with view to establishing more cost effective arrangements
Direct payments	1,306	Citizen directed co-operatives are a key theme of the SS&WA. The use of direct payments allows individuals to have more independence when deciding how they achieve what is important to them and increases the oportunity for them to have their support needs met within their community and maximise their own assets. We are currently changing the focus of day services in order to provide more specialist outcome focussed interventions, this will include moving some individuals on from the building based services and into the community with their support being tailored to their specific outcomes and supported via direct payments. Where appropriate at this will include pooled payments based on communities of interest in order to ensure effective use of funds.	48	125	125	**298**	Develop social enterprise, citizen centred cooperatives for Direct payments
Divisional Staffing	383	An ammended divisional structure will be developed for agreement viathe appropriate process to deliver the new service proposals, with less building based services and a change in function we envisage there will be a reduction in managerial posts.	100	140	115	**355**	Divisional staffing costs linked to above Service proposals, ongoing severences and Divisional restructure
Total Learning Disabilities			**650**	**340**	**290**	**1,280**	
Support Costs							
Commissioning Team	1,181	The service provides business support for Social Care. The functions include payment of creditors, management of transport and premises; the assessment and collection of income for residential and non residential services; and general business support	47	46	39	**132**	reduction in staffing
Support Services	1,673	The service provides business support for Social Care. The functions include payment of creditors, management of transport and premises; the assessment and collection of income for residential and non residential services; and general business support	79			**79**	Supplies and Services (Postage + tel + meetings) £34k, Transport £12K , Staffing - part time reduced hours £13k, staffing - re-structure
Total Support Costs			**126**	**46**	**39**	**211**	

Department	2017-18 Budget £'000	FACT FILE	'2018-19 Proposed £'000	'2019-20 Proposed £'000	'2020-21 Proposed £'000	Total £'000	EFFICIENCY DESCRIPTION
Leisure							
Outdoor Recreation							
Burry Port Harbour	24	Burry Port Harbour has huge potential to develop even further as a key tourist attraction in the middle of Carmarthen Bay and as part of the regeneration plan for the harbour area. With 350 pontoons and direct access to the Wales Coastal path, it forms part of the 17Km Milennium Coastal Park situated between Llanelli Town and Pembrey Country Park. The Harbour forms part of a necklace of such facilities around the coast of Wales.	55			**55**	Reduction in net cost of dredging
Pembrey Country Park	57	Pembrey Country Park has been transformed into one of Wales's top visitor attractions providing a unique blend of coast and countryside. Eight miles of golden sands set against the spectacular backdrop of the Gower Peninsula and overlooking the coastal scenery of Carmarthen Bay. There is everything from caravan and camping (with electric), 550 acres of idyllic woodlands, 130m long dry ski slope to the longest toboggan run in Wales - all providing a perfect family day out or a relaxing holiday in idyllic surroundings.		40		**40**	Additional income as a result of Invest to Save funding for intrastructure improvements at Pembrey Caravan Park. Last repayment to the Development Fund due in 2018-2019
Pembrey Country Park	57	Pembrey Country Park has been transformed into one of Wales's top visitor attractions providing a unique blend of coast and countryside. Eight miles of golden sands set against the spectacular backdrop of the Gower Peninsula and overlooking the coastal scenery of Carmarthen Bay. There is everything from caravan and camping (with electric), 550 acres of idyllic woodlands, 130m long dry ski slope to the longest toboggan run in Wales - all providing a perfect family day out or a relaxing holiday in idyllic surroundings.	30	30	20	**80**	Increased Income (charges / car park / accommodation / F&B)
Pendine Outdoor Education Centre	150	Pendine Outdoor Education Centre offers residential opportunities for primary schools from Carmarthenshire and beyond to experience Outdoor recreation, catering for up to 120 children at any given time. The service has an excellent reputation with schools and often provides the first opportunity for children to spend time away from their family on a residential basis.		50	50	**100**	Additional income following redevelopment of services at Pendine
Waste Management procurement	57	Our Country Parks generate significant quantities of waste, especially at the caravan and campsite in Pembrey. Whilst every effort is made to minisimse and re-cycle waste, the are opportunities to be more efficient in this area	5			**5**	Review of cesspool emtying contracts
Sport & Leisure							
Leisure Centres	682	There are 6 Leisure Centres in Carmarthenshire. Llanelli, Carmarthen, Ammanford, Llandovery, St Clears and Newcastle Emlyn. A variety of activities at your local leisure centre such as; Swimming, Diving, Canoeing, Fitness, Cycling, Badminton, Tennis, Table Tennis, Squash, Hockey, Netball, Basketball, Football, Rugby, Cricket, Gymnastics, Birthday Parties, Holiday programmes. There were over a million visits to the Leisure facilities in 2015/2016.	40	12	15	**67**	Increased income (higher charges / more activity)
Salix loan ending (for energy saving initiatives)	682	Salix funding has been secured to invest in more energy efficient lighting and the installation of swimming pool covers to reduce overnight heat loss at our leisure centres	9	13	7	**29**	Additional income as a result of Invest to Save funding for energy saving initiatives. Last repayment to the Development Fund due in 2017-2018
Dinefwr Bowls	10	The Indoor Bowls in Ammaford is being managed by a local management board on a reducing subsidy from the authority.	5			**5**	Last year of reducing subsidy
Bro Myrddin Bowls	8	Bro myrddin Bowls Centre transferred to the local Authority in approx 2004, reason being the management committee could no longer sustain the costs on operating the centre. After a number of years within Leisure services we negotiated an asset transfer back to the members(2015) whom created a trust with charitable status enabling opportunities to draw down grants etc. part of the agreement is a reduced subsidy over three years. We are now in the second year and accounts from the club show excellent results. The club membership is growing and signs that long term sustainability is achievable!	5			**5**	Last year of reducing subsidy
Llanelli Leisure Centre	152	A new Leisure Centre is planned as part of the Wellness village at Delta Lakes Llanelli. It is anticipated that additional income and reduced building running costs will improve the net revenue funding position for the centre			85	**85**	New Llanelli LC improved trading position
Culture							
Carbon trust energy savings	1,941	We are planning to undertake carbon trust energy assessments of all Cultural buildings, with a view to reducing costs through more efficient use and management of energy.			16	**16**	Carbon trust energy savings
Theatres	800	Carmarthenshire Theatres manages the Miners' Ammanford, Lyric Carmarthen and Ffwrnes Llanelli and promotes a broad range of events and productions throughout the year for all age groups and interests. During 2015/16 a total in excess of 100,000 paying customers and participants visited and made use of our facilities. As Carmarthenshire's flagship theatre The Ffwrnes is increasingly establishing itself as one of Wales's leading Cultural and Entertainment venue. 266 visiting companies and hirers 400 performances/events 74,130 attendances 33,805 participants	11	20	10	**41**	Reduced agency costs & Increased income in Theatres
Libraries	2,337	Carmarthenshire libraries provides an extensive choice of books, DVDs, CDs, online services, newspapers and magazines, there is something for everyone! With over half a million books on offer between 3 regional, 13 branch and mobile libraries you're never too far away from a centre of knowledge. Public access computers and Wi-Fi are available at all libraries. Keeping up to date with technology there is now the Playstation 4 available at Llanelli, Carmarthen and Ammanford library. Carmarthenshire is the 4th busiest Library in Britain. There have been over 600,00 issues of books per year. Promoting a new mobile service in January 2017 as an out of reach service, linking up with various partners to deliver this new service.	20	57		**77**	Procurement, cost efficiencies and income
Total Leisure			**180**	**222**	**203**	**605**	
Community Services Total			**2,455**	**1,423**	**1,233**	**5,111**	

Department	2017-18 Budget £'000		'2018-19 Proposed £'000	'2019-20 Proposed £'000	'2020-21 Proposed £'000	Total £'000	EFFICIENCY DESCRIPTION
Environment							
Business Support and Performance							
Operational compliance training	604	The Policy and Performance Division provides support and advice to all sections of the Department by providing a variety of financial, administrative, democratic, business support and performance management services.	15	0		**15**	To generate external income through the provision of Operational compliance training.
Business Support review		A review of business support within the department is currently ongoing with a view to streamlining processes and functions.	100	0		**100**	Efficiencies generated as a result of the implementation of the Business support review recommendations.
Total Business Support and Performance division			**115**	**0**	**0**	**115**	
Waste & Environmental Services							
Waste Treatment	6,226	Targeted campaigns to reduce waste and increase the awareness and use of all recycling schemes/initiatives. It is anticipated that this will result in the diversion of waste from the residual waste stream to the the recycling waste stream, thereby realising savings due to the differential in the treatment costs as set out.	70	100	0	**170**	Year One: Diversion from Residual Waste to Food Recycling @ 550t - gate fee saving = £26k Diversion from Residual Waste to Blue Bag Recycling @ 550t increase - gate fee saving = £18k Diversion from Residual Waste to Green/Garden Waste Recycling @ 375t increase - gate fee saving = £26k Year Two: By undertaking waste minimisation activities realising an overall reduction in Residual Waste by 500t saving = £53k Further diversion of food waste @ 500t - gate fee saving = £24k Further diversion into Blue Bag Recycling @ 350t - saving = £11k Further diversion to Green/Garden Waste @ 175t - saving = £12k
Closed landfill Sites	231	We currently manage the ongoing aftercare at two former refuse landfill sites - Nantycaws (Phase 1) in Carmarthen and Wern Ddu in Ammanford. This includes dealing with leachate from the landfill sites and ensuring the adequacy and functionality of the infrastructure, including drainage systems.	30	0	0	**30**	Negotiation of reduced licensing fees and reduced effluent disposal costs will realise savings.
Enforcement	551	The Environmental Enforcement section is responsible for providing enforcement activity in relation to environmental crime. This includes matters relating to dog fouling, litter, fly tipping, waste carrier offences, domestic and business waste offences, abandoned vehicles, anti-social behaviour for example graffitti, highways offences and skips and scaffolding. Enforcement is effected by means of formal notices, fixed penalty fines and prosecutions.	11	0	0	**11**	Review, procure and tender the abandoned vehicle service collaboratively working with Fleet Management. Review current pool and lease car arrangements with the aim of reducing the number. Abandoned Vehicle Saving - £7,175 Removal of Lease Car Saving - £4,000
Flood Defence and Coastal	335	Overall management and delivery of arrangements to ensure the integrity of assets associated with mitigating risks associated with flooding and coastal erosion.	30	15	15	**60**	Reduction in minor improvement works programme - this can be accommodated since investment over previous years has addressed main flooding issues. Funding will continue to be required to maintain assets and to upgrade defective culverts.
Communications expenditure reduction		This budget is allocated to raise awareness and education of the waste services operating to Carmarthenshire residents. Promoting the kerbside dry recyclate and food waste service, home composting, bring sites and household waste recycling centres. Advising on methods of re use and waste minimisation. Information in variouse formats have been used to encourage participation in variouse schemes in order to assist with the overall objective of meeting our recycling targets.	30	0	0	**30**	By bringing more focus to specific messages and target audiences, following the corporate vision of channel shift and taking advantages of the changes within the communication method medium, we can further enhance communication at a reduced cost. Social media and website based data provision can be used further as a method of focussed communication. Developing and enhancing relationships with established volunteer community groups and non-government organisation and linking in on their social media platforms to expand on capturing our target audience will reduce the requirement/ frequency of using traditional communication methods. Cutting back on printed materials and streamlining information leaflets will also reduce print re print/ graphics costs. Capturing data such as email addresses and mobile telephone numbers from residents who authorise the use of said contact details in order to join the text messaging service and dot-mailer facility reducing postage costs on mass mailing.
CWM Contract	as above-waste treatment line	CWM Environmental are responsible for provding a service that treats, recycles and disposes of Carmarthenshire's municipal waste.	0	200	320	**520**	The contract with CWM is currently under review. It is expected that a new contract will be in place in 2018 and the proposed new arrangement will realise cost savings over the two year period. See Gate fee savings working paper for information
Grounds - Plant rationalisation	1,364	The Grounds Maintenace Section incorporates the direct responsibility of managing and maintaining parks and playgrounds, inland water areas and a large number of public open spaces within Carmarthenshire. It also maintains grounds for many other departments of the County Council such as Social Care and Housing, Cultural Services, Education and many individual schools. The Section also has numerous external clients such as Town and Community Councils and private sports clubs.	18	0	0	**18**	Review of Fleet Replacement Programme - due to the success of the Community Asset Transfer programme and resulting rationalisation of plant, some items of plant due for renewal within the Fleet Renewal Programme can be disposed of instead of replaced.
Grounds - management of open water facilities - B line provision	as above	The Grounds Unit is responsible for some inland water areas. Part of this responsibility is to ensure that where buoyancy aid type safety equipment (floatation B-Lines) are installed, that these are maintained and are fit for purpose. Installation and equipment type depends on the specific risk assessment that is undertaken on each site.	7.5	0	0	**7.5**	The buoyancy aid B Lines that are installed often get damaged or stolen. There is an ongoing cost to replace these items. We will source a different product that meets our requirements for a reduced cost.
Asset Transfers - Parks	as above	Transfer of Parks, Playgrounds and Amenity areas to Town Councils, Community Councils or Sports organisations.	141	179	0	**320**	Reduction in maintenance costs following the transfer of assets to Town/Community Councils or sports organisations.
Review of Divisional structures	divisional budget		30	0	0	**30**	Divisional review to be undertaken following the departmental re-alignment with a view to rationalising service provision.
PCs and Cemetery	514	Operation and maintenance of Public Conveniences and Ammanford Cemetery facility..	10			**10**	Review of general expenditure budgets
Total Waste & Environmental Services division			**377.5**	**494**	**335**	**1,206.5**	

Department	2017-18 Budget £'000		'2018-19 Proposed £'000	'2019-20 Proposed £'000	'2020-21 Proposed £'000	Total £'000	EFFICIENCY DESCRIPTION
Highways & Transport							
General - Public & School Transport	8,681	The County Council provides financial support to enable the provision of socially necessary bus and community transport services where the commercial sector does not provide. Over 1.07 million passenger journeys are supported each year. The bus network covers 13,658 kms every day. 55% of the overall network is subsidised to sustain access for communities. The Authority also provides school and college transport for 8,258 pupils/students who are eligible for assistance. Circa 3.07 million passenger journeys per annum are undertaken on the school/college network of services.	150	0		**150**	Supply chain efficiencies across transport networks. We will continually review routes to esnure the most efficient routing and loading of vehicles is achieved. Demand will also be managed in accordance with the Authority's sttautory obligations and policy on provision. Routes will also be subject to competiiton.
Highways & Transport division	divisional budget	The Highways and Transportation services merged into a single division in August 2016. This will provide an opportunity to reduce areas of duplication.	35	0		**35**	Divisional review to be undertaken following the departmental re-alignment with a view to rationalising service provision.
Highway Lighting	1,267	The County Council provides and maintains Street Lighting to help facilitate the safe movement of goods and people. There are over 19.700 columns across the highway network with a further 800 units located on industrial estates and car parks. The street lighting network is currently being modernised via a 3 year investment plan. LED lamps are replacing the previous Sodium lamps.	107	0		**107**	Saving in energy consumption arising from investment in LED lighting and installation of timers for part night illumination. WG invest 2 Save funding has been approved. Proposal is to reduce operating costs without turning lights off. Delivery programme is underway.
Highways	8,047	The County Council maintains 3,371 km of highway in Carmarthenshire. It is the second largest length of highway network in Wales. The Authority has a statutory duty to maintain the network to a safe standard to facilitate the safe movement of goods and people. Over fifty five percent of the Gross Expenditure relates to supplies and services.	292	292		**584**	Improving the efficiency across the supply chain from supplies and services, programme management and works delivery.
Civil Design	-432		80	80	0	**160**	Reconfigure Design to increase income
Service reconfiguration	divisional budget		0	0	40	**40**	Reconfiguration of services within the division
Total Highways & Transport division			**664**	**372**	**40**	**1,076**	
Property							
Admin Buildings	2,426	Energy, rates, telephone and cleaning costs for Administrative Office buildings including St David's Park	121	114	31	**266**	Savings on the running costs of the Council's office accommodation following vacation and subsequent sale or rental(In 18/19 this was as a consequence of agile working).
Industrial Premises	-922	Rental income and costs of managing the Coucnil's 400 industrial units, which provide business accommodation supporting 2,000 jobs in the County	5	10	0	**15**	Above-inflation increase in income target
Carbon Reduction Programme	271	Payments under the Governmetn's Carbon Reduction Commitment	0	0	75	**75**	Reduction in CRC payments
Total Property division			**126**	**124**	**106**	**356**	
Planning							
Development Management	141	• The Development Management Unit manages the statutory planning application process (including pre application and also discharge of conditions and variation of conditions post approval). • The Unit deals with between 1700 and 1900 applications on average each year (roughly 150 cases per annum per Officer). • The unit is also responsible for planning enforcement matters including enforcement of planning conditions and unauthorised development and built conservation matters, dealing with roughly 500 cases per annum.	30	12.5	10	**52.5**	2018/19 - £20k : Savings have been identified in terms of staffing. This is part of an overall reconfiguration of posts within the Development Management section aimed at improving resiliency and efficiency and re-targeting of resources within the Business Unit; £10k : predicted income from new Pre-application service (new fee system yet to be agreed through Council). 2019/20 - £10k : additional predicted income from new Pre-application service; £2.5k : reduction in meeting costs; 2020/21 - £10k : additional predicted income from new Pre-application service.
Minerals & Waste	137	• The Team ensure that the significant aggregate resources and waste within Carmarthenshire are provided and managed in a sustainable way. • This involves dealing with applications for waste and mineral workings/sites, dealing with enforcement matters relating to such sites and also required monitoring regarding the operation of such sites. • The Team also undertake the above functions in whole or in part for another 7 Local Authorities in South and West Wales.	15	5	5	**25**	Increase in income through various Service Level Agreements coupled with some savings to be made through reconfiguration of the Team which is aimed at improving the resilience of the Team going forward.
Forward Planning	435	• Division responsible for producing and assisting with implementation, including on-going monitoring of plan delivery and on-going revision of evidence base, of all development plans which cover or part cover Carmarthenshire. • These plans include: o Spatial plans – the potential for plans to span more than one (or part of) County in future years o the Local Development Plan which was adopted for Carmarthenshire in 2014 and o Development Briefs for specific sites and areas - a number of which have now been produced for the County. • Also involved in assisting with development and or disposal of Council owned land/property in relation to advising on potential uses and providing consultancy role regarding preparation of planning applications on behalf of the Council.	6.5	3.5	0	**10**	General savings identified within the Forward Planning budget which are not related to the production of the LDP.
Rural Conservation	287		5	2	0	**7**	2018/19 - Predicted income from new Common Lands procedure for charging titles etc. ; 2019/20 - reduction in travel costs.
Planning Admin.	365		6	5.3	0	**11.3**	2018/19 - Increase in Street name and numbering income; 2019/20 - Reduction in translation and postage budgets.
Building Control	139		5.5	0	0	**5.5**	Dangerous structure - temporary payments are dealt with
Total Planning division			**68**	**28**	**15**	**111**	
Environment Total			**1,351**	**1,018**	**496**	**2,865**	

Department	17-18 Budget £'000	FACT FILE	'2018-19 Proposed £'000	'2019-20 Proposed £'000	'2020-21 Proposed £'000	Total £'000	EFFICIENCY DESCRIPTION
Education & Children							
Catering Services - School Meals	817	• The Catering Service provides school meals in all Carmarthenshire primary schools and 11 of our 12 secondary schools. • The budget, including primary breakfasts, is some £7.7m. Taking account of income and Welsh funding for Free School Meals, the net cost of the service to the Council is in excess of £200k, not including indirect costs (such as Human Resources support, Health & Safety support etc). • Based on current charges for a primary school meal, Carmarthenshire prices are the joint highest in Wales. • Costs have been saved over recent years by reducing staffing levels and smarter purchasing of food and other supplies.	70			**70**	Increase the cost of a primary school meal price to £2.60* in April 2018, £2.70 in April 2019 and £2.80 in April 2020. There will be similar increases in charges for food in secondary schools. The price has increased by 10p per meal for several years in a row. There has been a reduction in the number of children having school meals following recent price increases. In addition to this a £50k efficiency has been included in year 2 for the introduction of a charge for the care element of primary school breakfast provision (more work needed to model potential income and costs of collection). **The school meal price will increase by 2.3% inflation taking it to £2.56 in 2018-19 therefore the efficiency proposal is 4p per meal*
Delegated school budget	108,746	• This is the budget delegated to every school under the Fair Funding formula. • The budget is to meet all the costs associated with running a school e.g. staff costs, premises costs, SEN specialist support, Service Level Agreements for specific services such as HR, IT, legal, grounds maintenance, music.	2,326	4,062	4,381	**10,769**	•The 2018/19 proposal is to provide a cash neutral budget to schools • Reduced school budgets will lead to schools having to review their spending and to consider staffing levels, class sizes and provision. • To manage this level of reduction there will be an impact on staffing as a high % of a school's budget is used to employ staff. • Schools have been encouraged to work in partnership and collaborate with other schools in matters of resourcing and employment, however the scale of the budget reduction will result in some redundancies. • Reduced provision could impact on the high standards achieved by Carmarthenshire's learners and the support provided for vulnerable/disabled pupils.
Education & Children Total			**2,396**	**4,062**	**4,381**	**10,839**	
Environment							
Parking Services	-1,639	The County Council provides off street car parking facilities in towns and villages to support the expeditious movement of traffic to enable town centres to function. Parking supports these wider transport policy objectives and enables the authority to maintain highway and public transport services. There are 57 car parks across the county.	0	100	0	**100**	Increase charges by 10p per band to allow investment in new parking technology and payment systems and to support investmenet in transportation and highway related services.
School transport policy review	8,078	The County Council provides school and college transport for 8,258 pupils/students who are eligible for assistance. Circa 3.07 million passenger journeys per annum are undertaken on the school/college network of services. Elements of the service are provided on a non statutory basis - many authorities have chosen to restrict free school/college transport provision to the statutory requirements.	0	65	455	**520**	Review of non statutory service provision
Environment Total			**0**	**165**	**455**	**620**	

Department	2017-18 Budget	FACT FILE	'2018-19 Proposed	'2019-20 Proposed	'2020-21 Proposed	Total	EFFICIENCY DESCRIPTION
	£'000		£'000	£'000	£'000	£'000	
Education & Children							
Catering Services - School Meals	817	• The Catering Service provides school meals in all Carmarthenshire primary schools and 11 of our 12 secondary schools. • The budget, including primary breakfasts, is some £7.7m. Taking account of income and Welsh funding for Free School Meals, the net cost of the service to the Council is in excess of £200k, not including indirect costs (such as Human Resources support, Health & Safety support etc). • Based on current charges for a primary school meal, Carmarthenshire prices are the joint highest in Wales. • Costs have been saved over recent years by reducing staffing levels and smarter purchasing of food and other supplies.		50	50	**100**	Increase the cost of a primary school meal price to £2.70 in April 2019 and £2.80 in April 2020. There will be similar increases in charges for food in secondary schools. The price has increased by 10p per meal for several financial years in a row. During 2015-16 & 2016-17 there has been a reduction in the number of children having school meals, likely in significant part due to the price increases. These include inflationary increases.
Catering Services - primary school breakfasts	817	The Catering Service delivers the Welsh Government's free primary breakfast initiative to all those primary schools in Carmarthenshire that reqest it (which is the majority). Savings have been delivered in the last 2 financial years by remodelling the staffing levels, and in some cases, the time that the provision is available, so that it sufficient to manage the breakfast provision but not extended to care wherever possible.		50		**50**	Introduce charge for care element of primary school breakfast provision (more work needed to model potential income and costs of collection, based on previous changes made)
Inclusion Service	363	The sevice provides a wide range of support, guidance and resources to all settings and areas of Additional Learning Needs including Sensory Impairment, Special Educational Needs (SEN), SEN Management, Dyslexia & Autistic Units.	50			**50**	Reduce support and provision for schools via revised Speech and Language Therapy SLA agreement. This will result in less input and impact within schools across the range of services currently provided (specialist S&L provision, support for key programmes such as ELKLAN, ChATT and behaviour management).
Respite Centres	884	The centres provide respite to families with children with very complex disabilities.	200	200		**400**	Consultancy (IPC) engaged in full review of disability services. This suggests that families would benefit from greater flexibility of service and more personal discretion would lead to a more diverse range of respite provision thereby requiring less residential respite.
Delegated School Budget	108,746	• This is the budget delegated to every school under the Fair Funding formula. • The budget is to meet all the costs associated with running a school including staff, premises, SEN specialist support, Service Level Agreements for specific services such as HR, IT, legal, grounds maintenance, music.		500		**500**	Change the current admissions policy in primary schools so that children start full time the term after their 4th birthday, not the term they turn 4, saving one part-time term per pupil. This would bring Carmarthenshire's policy in line with that of neighbouring local authorities
Education & Children Total			**250**	**800**	**50**	**1,100**	

Department	2017-18 Budget	FACT FILE	'2018-19 Proposed	'2019-20 Proposed	'2020-21 Proposed	Total	EFFICIENCY DESCRIPTION
	£'000		£'000	£'000	£'000	£'000	
Community Services							
Care and Support							
Day Services	1,027	Day opportunities (Services) in Carmarthenshire provide a chance for people to take part in activities outside of the home whilst also providing a break for carers.Some day opportunities are for people with mental health needs, learning disabilities and/or physical disabilities. As of the 30th September 2016 there were 550 clients receiving a Day Service.	50	25		**75**	Reshaping provision at Llys y Bryn. Assumption September 2018
Integrated Services							
Learning Disabilities							
Day Services - Opportunities	2,845	LD & MH day services currently provide support for approximately 300 individuals across the county utilising 9 different sites. The services provide opportunities for individuals to receive therapy, maintain their health and wellbeing, gain skills, socialise whilst also providing respite for carers. The review of day services has highlighted the need to develop community options and specialist services which will see a decline in the use of building based services. This will provide opportunities for us to develop intergenerational sevices in partnership with adult services within Coleshill and Manor rd and vacate the premisis at Crosshands.	285	245	250	**780**	Development and re-commissioining services jointly with Older Pople's Services, the third sector and leisure (currently working on options appraisal)
Day Services - Complex Needs	2,845	Complex needs day services provide support for individuals with profound and multiple disabilities often requiring 1-1 support. We currently rely on external domicilary care agencies to provide the 1-1 support for some individuals due to a lack of capacity witnin the services existing budgets. With movement of individuals into community support options there will be increased capacity within building ased services which will replace the third sector provision.	30			**30**	Review third party provision within complex needs day services
Leisure							
Gwendraeth Leisure Centre	11	Gwendraeth Sports Centre has a 4 court hall, 2 squash courts;and mulit function room. Management has recently been transferred to a community group generating savings of circa £16k. Future community asset transfer via long term lease will deliver further savings.		11		**11**	Gwendraeth LC - saving from already agreed asset transfer
Y Gât	47	Y Gât (formerly known as St. Clears Craft Centre) is an arts facility that also hosts the local library and a franchise catering operator. The facility has an open gallery / shop area along with conference rooms facilities and studio spaces for local artisits to hire.		23	24	**47**	Development and re-provision of Y Gât(St Clear's)
Community Services Total			**365**	**304**	**274**	**943**	

Department	2017-18 Budget £'000	FACT FILE	'2018-19 Proposed £'000	'2019-20 Proposed £'000	'2020-21 Proposed £'000	Total £'000	EFFICIENCY DESCRIPTION
Environment							
Waste & Environmental Services							
Cleansing	1,752	The County Council maintain over 3,500km of roads throughout the County. The Cleansing Service provides for the sweeping and de-littering of streets and footways. The service includes mechanical sweeping of highways, footways and pedestrianised town centre areas, hand litter picking and emptying bins, chewing gum removal, graffiti and illegal poster removal, clearing up illegal dumping of rubbish and dog mess. On average the County Council removes around 40 tonnes of litter every week, the equivalent of 5 elephants.	0	0	164	**164**	Review and re-configure the routine scheduled mechanical sweeping of residential areas with a view to undertaking sweeping/cleansing work on a reactive basis in the future, potentially adopting a zoned approach. In order to achieve the saving identified, the number of mechanical sweepers will need to be reduced, together with the number of drivers through voluntary severance.
Clinical Waste Collections	221	The collection of hygene waste is currently undertaken by a third party contractor. The contract comes to an end in November 2018. Hygiene waste includes the following types of waste: Items used to dispose of urine, faeces and other bodily secretions or excretions including: Disposable bed pans Bed pan liners Incontinence pads Stoma bags Urine containers This type of waste can be placed in black bags.	54	164	0	**218**	This waste is suitable for collection as part of our residual black bag waste collection service. The proposal is to terminate the current contract and co-collect with our domestic waste at the kerbside. There will be a loss of recycling to the extent of approximately 0.25%.
Trade Waste		The collection of trade waste from commercial premises.	0	0	156	**156**	The current service is running at a loss. If the collection service is transferred to CWM i.e. the client list onl. The existing plant can be sold/offhired and operatives will be placed within vacancies within the department. This loss would then be negated and CWM could provide the service at more attractive commercial rates in line with their wider business model.
Age Cymru		Since 2011 the Authority has had a service level agreement in place with Age Cymru to assist with access to recycling facilities in the County. The main focus was to provide recycling information and assist with glass collection from the domestic residency to a nearby recycling centre by age cymru volunteers.	11			**11**	Our Contact Centre and Customer Service centre have all the information required to fully inform residents of their requirements either by face to face, telephone or leaflets and electronic methods of communication. We also have community recycling advisors who would be able to visit if the resident could not use the aforementioned facilities. This element of the SLA is fully covered in house. In respect of the glass recycling we have recycling facilities at over 150 recycling centres across the county and many are located at supermarket locations where residents carry out their daily/ weekly grocery shop and would allow for residents or their carers/ aids to take one or two items on frequent basis allowing for ease of disposal. The service currently has 52 clients and currently operating at approx.£350/client.
Grounds - at Town Hall		At Town Hall Grounds in Llanelli successional bedding has always been planted i.e. Spring Bedding and Summer Bedding.	10			**10**	We propose to cease with the supply and planting of Spring Bedding, leaving the bed fallow.Non planting of spring bedding will result in colourful flower displays through the summer months only.
Total Waste & Environmental Services division			**75**	**164**	**320**	**559**	
Highways & Transport							
Parking Services	-1,639	The County Council provides off street car parking facilities in towns and villages to support the expeditious movement of traffic to enable town centres to function. Parking supports these wider transport policy objectives and enables the authority to maintain highway and public transport services. There are 57 car parks across the county.	0	100	100	**200**	Increase charges by 10p per band to allow investment in new parking technology and payment systems and to support investmenet in transportation and highway related services.
School Crossing Patrols	127		0	0	38	**38**	Remove School Crossing Patrols from sites below the risk threshold
Road Safety	146		0	0	120	**120**	Review of Road Safety Education Options
Searches			10	0	0	**10**	Searches charges
Highways			25	25	0	**50**	Reduction in frequency of verge mowing
Total Highways & Transport division			**35**	**125**	**258**	**418**	
Environment Total			**110**	**289**	**578**	**977**	

Demographic, Legislative or continuing pressures

	2018-2019 £'000	2019-2020 £'000	2020-2021 £'000	Description	Proposed Allocation 2018-2019 £'000
Chief Executive's					
Income target in CE policy	60			Income target from efficiency propsal from 5 years ago simply not acheivable	
Counter Terrorism	**Unknown**			Counter Terrorism -Presently the responsibility for coordinating PREVENT rest with the Police although there is a growing demand to take responsibility for areas such as training, translation of material and case management being placed on the Local Authority. Should the Dovetail project be implemented then budgets will have to be established. Hopefully the additional responsibilities will result in funding from the Home Office and Welsh Government but as this is currently unknown.	
IT Income	47			Cessation of grant via Education Dept. Previously contributed to the cost of providing ADSL/BB to Primary Schools. Facility still being provided and income target still in the IT budget	
IT Income	40			Decrease in schools SLA income due to school closures and mergers. Costs are based on a site fee as well as pupil numbers.	
IT Income	23			Decrease in MWWFA SLA. Costing model was revised in Jan 2017 resulting in a reduction in income.	150
Firmstep Platform	64			Additional revenue cost of the Firmstep application platform. Firmstep is the product chosen by the organisation to facilitate the move to a fully integrated Customer Relationship Management system (CRM). This integration with core back office systems enables us to provided citizens with a single point of contact and authentication for all online service activity and transactions. The 2 members of staff who've traditionally supported our current CRM have left making the current situation unsustainable. Firmstept allows us to absorb that loss whilst continuing to develop and improve digital customer services. PBB's associated to those 2 members of staff have been relinquished. Firmstep is the application platform chosen to deliver our "Channel Shift" agenda and many initiatives aligned to the Digital Transformation Strategy. It will be used to deliver a 21st century, 24/7 digital experience to customers, to automate and digitise processes and procedures and to facilitate efficiencies across the organisation.	
Land Charges	37			Restructure of Land Charges unit to meet current demand	
Legal	39			Upgrading 0.5 Legal Assistant post to full time Assistant solicitor in Property section to meet workload	
Total Chief Executive's	**310**	**0**	**0**		**150**
Eductation and Children					
Childrens Services	**423**	**100**	**50**	Fostering rates and WG planned all Wales rates. New rates effective from Oct 17. As we currently pay the lowest, the impact will be greater for CCC.	
Additional Learning Needs reform	**50**	**100**	**150**	WG have not quantified to date but hard to see how this won't need financial support	
WESP	**50**			CCC's impact on one million welsh speakers won't progress without funding.	
Behaviour Support Services Review Recommendations	**50**	**100**		Changing the nature & location of provision to meet pupil needs across the County through cluster bases, training, etc. report will be coming to CMT and will also link to MEP Band B.	**350**
School meals	**60**			Food cost increases (above general inflation validation)	
Schools	**45**			A number of schools need to be closed to rationalise across the Authority – Corporate Approach. Possible 'invest to save' for resource into MEP team	
Music Service	**100**			Struggling to get to self-funded, not Statutory but well supported politically	
Total Eductation and Children	**778**	**300**	**200**		**350**

Demographic, Legislative or continuing pressures

	2018-2019 £'000	2019-2020 £'000	2020-2021 £'000	Description	Proposed Allocation 2018-2019 £'000
Corporate Services					
Housing Ben Admin Grant	65			Grant is being reduced annually. Any shortfall currently potentially covered by a HB reserve but this is not a sustainable solution	0
Total Corporate Services	**65**	**0**	**0**		**0**
Communities					
Demographic pressures 3.9% growth in over 75's	1,656	1,656	1,656	Based on anticipated increase in demand on residential and domiciliary care related to population growth	
National Living Wage	1,763	1,862	2,095	Current estimate on commissioned services if Govt make mandatory increases in hourly rate of Dom care and res care	
Out of Hours Social Work Team	75			Cost of new team across children and adults to end reliance on overtime/standby social work	
Deprivation of Liberty Standards (DoLS) backlog / Social Services and Well-being Act	150	150	150	Cost of new legislative requirements on mental health teams to complete required assessments	
	-150	-150	-150	Offset by potential additional income resulting from Welsh Government decision to raise capped rate for Domiciliary Care charges (2017-2018 weekly charge from £60 to £70; assumtion for next 3 years - £10 increase	1,750
Mental Health and Learning Disability	250			Greater diagnosis of disability and life span of service users	
Citizen's Advice Bureau (CAB)	35				
Total Communities	**3,779**	**3,518**	**3,751**		**1,750**
Environment					
Waste strategy	453	711		as per Waste strategy costings.	
Potential reduction in SWM Grant	170	170	170	Estimated shortfall in the Single Revenue grant based on the reduction between 16/17 and 17/18.	
Kerbside Glass Collection			200	Potential net cost of introducing kerbside glass collection (offset by reduction in Bring Site provision).	
Potential New HWRC in northern sector of County.	50			Running costs for potential new HWRC in the northern sector of the County, over current and previous provision.	
Eradication of Japanese knotweed	25			Statutory obligation to remove the knot weed from Council land	
Transport					
Cycle routes maintenance	180			Highways maintenance of cycle routes plus on road C class routes to support the Cycling strategy.	
Detrunking of A477	96			Increased highways maintenance following the de-trunking of the A477 on the 6th of June 2017. Currently seeking funding from WG for remediation works.	
School transport	200	200	200	Market pressures, Demographic growth and MEP pressures. Review of profiling to be undertaken.	
Public rights of way	80	80	80	ROWIP commitments	
Tywi Valley path			50	Maintenance of the Tywi valley path	750
Active Travel Act	20			Requirements of the Active Travel Act as a legislative demand, particularly given the future shape of LTF funding; we currently spend Circa £15-£20 p.a. on the administration elements (this does not include scheme delivery that recognises our requirement to demonstrate continuous improvement)	
Property					
Property Condition survey on non-Housing properties- responding to Grenfell Tower fire				unknown	
Planning					
Local Development Plan	75			Additional funding required to meet the ongoing costs associated with the legislative requirements arising from the review and preparation of the Local Development Plan including ICT requirements, evidence gathering and examination costs.	
Ecological Impact of the Environment Act 2016	43			To tackle the increased requirements brought in through Env Act 2016 on statutory duty to assess ecological implications of planning applications (now approx. covering 900 applications a year).	
Total Environment	**1,392**	**1,161**	**700**		**750**
Authority Total	**6,324**	**4,979**	**4,651**		**3,000**

COUNCIL FUND REVENUE ACCOUNT

TABLE 1

SUMMARY STATEMENT

2017/18 Approved Budget £	2017/18 Provisional Outturn £		2018/19 Proposed Budget £	2019/20 Indicative Budget £	2020/21 Indicative Budget £
12,923,493	13,089,605	Chief Executive	12,724,919	12,777,009	12,992,579
161,024,377	161,937,116	Education & Childrens Services	161,765,112	159,990,126	158,445,152
23,521,601	23,187,854	Corporate Services	25,678,364	28,278,521	29,531,926
89,887,582	90,760,854	Communities	96,131,313	98,042,645	100,193,985
49,073,071	49,718,292	Environment Services	51,742,727	52,087,248	52,382,820
		Savings to be identified		-2,417,000	-5,208,000
336,430,124	**338,693,721**	**Departmental Expenditure**	**348,042,435**	**348,758,549**	**348,338,463**
-11516726	-12616726	Capital Charges/Asset Management Acc	-11,988,725	-11,738,725	-11,488,725
		Levies and Contributions			
9,348,665	9,348,665	Mid & West Wales Fire Authority	9,582,382	9,821,941	10,067,490
138,494	138,494	Brecon Beacons National Park	141,956	145,505	149,143
334,400,557	**335,564,154**	**Net Expenditure**	**345,778,048**	**346,987,270**	**347,066,370**
	-487,112	Contribution from Balances	0	0	0
-200,000	-200,000	Transfer to/from Departmental Balances/Earmarked Reserves			
334,200,557	**334,877,042**	**NET BUDGET**	**345,778,048**	**346,987,270**	**347,066,370**
		TO BE FINANCED FROM:			
-251,176,206	-251,176,206	Aggregate External Finance	-259,439,648	-256,793,364	-252,941,463
83,024,351	**83,700,836**	**CALL ON TAXPAYERS**	**86,338,400**	**90,193,907**	**94,124,907**
1145.61		**Band D Tax**	1,196.60	1,241.83	1,287.46
		Council Tax Increase	4.45%	3.78%	3.67%

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County Council
21st February 2018

FIVE YEAR CAPITAL PROGRAMME (COUNCIL FUND) – 2018/19 TO 2022/23

EXECUTIVE BOARD RECOMMENDATIONS:

1. the Five Year Capital Programme and funding, as detailed in Appendix B to the report, with 2018/19 being a hard budget and 2019/20 to 2022/23 soft/indicative budgets be approved;

2. the 2021/22 budget be reviewed over the coming year in order to address the funding shortfall;

3. the programme be reviewed, as usual, if anticipated External or, County Council funding did not materialise.

REASONS:

To enable the Authority to agree a Five Year Capital Programme 2018/19 to 2022/23.

Relevant Scrutiny Committee Consulted	**YES**
Exec Board Decision Required	**YES**
Council Decision Required	**YES**

Directorate: **Corporate Services** **Report Author:** **Chris Moore**	**Designation:** **Director of Corporate Services**	**Telephone: (01267) 224120** **E-mail address:** **cmoore@carmarthenshire.gov.uk**

EXECUTIVE SUMMARY
COUNTY COUNCIL
21ST FEBRUARY 2018

FIVE YEAR CAPITAL PROGRAMME (COUNCIL FUND) – 2018/19 TO 2022/23

The report brings together the latest proposals for the Five Year Capital Programme 2018/19 to 2022/23. The report also takes account of the consultation exercise undertaken and the revenue implications arising from the capital programme.

The capital programme proposed gross expenditure for 2018/19 is £51.531m with the projected funding of the programme being £34.796m from the County Council through the use of borrowing, capital receipts, reserves and general capital grant. The balance of funding of £16.735m will come from external sources.

The capital programme is projected to be fully funded over the first 3 years from 2018/19 through to 2020/21 and final year of 2022/23 while the 4th year of 2021/22 shows a shortfall which will be reviewed over the coming year.

DETAILED REPORT ATTACHED?	YES

INTEGRATION

I confirm that the Community Strategy Integration Tool has:

Not been used to appraise the subject of this report as it is not appropriate to do so.

Signed: C. Moore **Director of Corporate Services.**

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: C. Moore **Director of Corporate Services.**

Policy and Crime & Disorder	Legal	Finance	ICT	Risk Management Issues	Organisational Development	Physical Assets
NONE	**NONE**	**YES**	**NONE**	**NONE**	**NONE**	**YES**

Finance

The updated Capital Programme is projected to be fully funded for years 2018/19 through to 2020/21 and the year 2022/23 but 2021/22 has a funding shortfall of £1.462m which will be reviewed over the coming year. If any of the currently anticipated funding does not materialise, the Capital Programme will need to be revisited.

Physical Assets

New assets created from the Capital Programme will be added to the Council's portfolio. In addition the Programme proposes expenditure to improve the existing assets and comply with statutory responsibilities.

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CONSULTATIONS

I confirm that the appropriate consultations have taken in place and the outcomes are as detailed below
Signed: C. Moore **Director of Corporate Services**

1.Local Member(s) N/A.
2.Community / Town Council N/A
3.Relevant Partners Full consultation has been undertaken
4.Staff Side Representatives and other Organisations Full consultation has been undertaken

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
2017-22 Capital Programme		Corporate Services Dept, County Hall, Carmarthen
2018-23 Capital Programme		Corporate Services Dept, County Hall, Carmarthen

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REPORT OF DIRECTOR OF CORPORATE SERVICES

EXECUTIVE BOARD

5th FEBRUARY 2018

FIVE YEAR CAPITAL PROGRAMME – 2018/19, 2019/20, 2020/21, 2021/22 and 2022/23

HEAD OF SERVICE & DESIGNATION	DIRECTORATE	TELEPHONE NO.
C Moore, Director of Corporate Services	Corporate Services	01267 224120
AUTHOR & DESIGNATION	**DIRECTORATE**	**TELEPHONE NO.**
C Moore, Director of Corporate Services	Corporate Services	01267 224120

1. INTRODUCTION

1.1. Executive Board on the 18th December 2017 considered and endorsed the draft five year Capital Programme 2018/19 to 2022/23 report for consultation purposes.

1.2. This report updates members on the latest position taking account of the consultation results and aims to establish the Authority's five year Capital Programme.

1.3. The Authority is required to approve a rolling capital programme each year as part of the budget process. This facilitates forward planning, is consistent with the requirements of the Prudential Code in terms of financial planning and funding, and assists officers in bidding for external funding.

1.4. The Executive Board needs to consider the detailed proposals within the report and approve the recommendations in accordance with Council policy.

2. CONSULTATION

2.1. The budget consultation exercise was launched with the approval of the three year budget strategy by executive board on 27th November 2017. The detailed provisional Capital Programme (Appendix B) was then endorsed for consultation by Executive Board on 18th December 2017 and has subsequently been presented to the Policy and Resources Scrutiny Committee on 12th January 2018 to seek its views on the five year proposals. The relevant minute of the Committee meeting is attached in Appendix A for review and comprehensive feedback on the wider consultation is detailed within the Revenue Budget report which is being presented to the same meeting.

3. FUNDING

3.1. The final settlement, received on 20th December 2017 from the Welsh Government (WG) indicates capital funding of £9.423m for the Authority in 2018-19. There is no change from the provisional settlement, and is made up of Supported Borrowing of £5.858m and General Capital Grant of £3.565m.

3.2. The level of capital receipts funding included within the programme has been revised in line with latest estimates. General capital receipts of £10.5m are forecasted over the 5 year period. In addition a further £1.33m of earmarked Education receipts is expected from the sale of surplus school buildings. It should be noted that there may be a need to amend future capital programmes if there is a shortfall in expected receipts.

3.3. Use of earmarked reserves was approved as part of previous year's reports and were included as funding for the current capital programme. In total some £35m of reserve funding is included over the five years of the programme.

3.4. Within the Modernising Education Programme (MEP), additional resources have been approved in recent years for the Band A 21st Century Schools projects. (This was in response to a request by WG to bring forward their Band A projects for completion by 2018/19.) This investment includes supported borrowing, earmarked reserves and capital receipts and is part of the Authority's 50% match funding contribution towards the Band A projects with the balance in funding coming from WG.

WG have recently approved the Authority's outline Band B programme submission running from 2019 to 2026, with an estimated programme value of £129.5m for Carmarthenshire. This will require a forecast Authority contribution in the region of £52m capital funding of which £19m is allocated in the programme to 2023. In addition, the £129.5m allocation includes £25m for the Mutual Investment Model (MIM) projects for which the Authority is required to contribute 25% from revenue funding. The Mutual Investment Model is an alternative funding model developed by WG, which takes account of the whole life costs of the education building and is revenue funded with a 75% WG / 25% Authority split. The Authority will need to monitor closely the development of this programme in order to ensure that funding is available to cover the projects as they are committed.

3.5. Funding from external parties in the form of grants for the duration of the capital programme is currently expected to be in the region of £55m.

4. CAPITAL PROGRAMME 2018/19 TO 2022/23

4.1. When the capital programme was approved by County Council on 22nd February 2017 it was fully funded to the end of the 4th year but showed a shortfall of in 2021/22. This shortfall was subsequently addressed at

the 2016/17 financial year end, where funds were allocated to balance the five year programme.

4.2. Both existing projects and new proposals have been reviewed and the revised capital programme is set out for consideration.

Community Services

4.3. Within Community Services the main additions include a further £1m for Pembrey Country Park developments and £500k for Carmarthen Museums Collections. Parc Howard museum is allocated £500k (2019/20).

4.4. Included within the Social Care section, is the budget of £6.8m for the Llanelli Area Review. This budget will be used in conjunction with the £0.2m allocated in 2016/17. Thereby the total budget for this scheme is unchanged at £7.0m.

4.5. In 2022/23 within Private Sector Housing, funding is provided for Disabled Facility Grants of £2m, while in Leisure the Rights of Way Improvement Programme is allocated £50k.

Environment

4.6. WG announced on 16th January additional funding for "roads refurbishment". Carmarthenshire will receive £2.252m which will help address priority schemes in 2018/19. Details of individual schemes are not currently available pending specific grant terms and conditions.

4.7. For 2022/23 further allocations to existing rolling programmes of work are included such as Highway Improvements £600k, Bridge Maintenance £400k and Road Safety Improvement £350k.

4.8. Funding is also allocated in 2022/23 to specific road projects such as the Cross Hands Economic Link Road Phase 2, with £750k of Authority funding being allocated.

4.9. A further phase of the redevelopment of the Glanamman Industrial Estate at £1m is included within the programme. The continuation and ongoing investment into Capitalised Maintenance of £2.9m is proposed for 2022/23.

4.10. A 5 year Fleet Replacement Programme for £9.722m is included to ensure that vehicles and plant machinery assets are replaced when they reach the end of their viable economic life. The funding for this capital spend will be provided directly from revenue budgets of the service users via prudential borrowing.

Education and Children

4.11. In the Education and Children capital programme the MEP includes the continuation of the Band A 21st Century Schools improvement

programme. The programme has been re-profiled to reflect updated costs and the phasing of work. Schemes are funded jointly by Welsh Government grant and the Authority.

4.12. Further funding has been allocated for the next stage of the 21st Century Schools improvement programme – Band B. £19m has been earmarked from County Council resources to match fund this investment up to 2023.

Welsh Government have recently approved a programme of schemes totalling £129.5m for Carmarthenshire, which includes Capital Grant funding and the Mutual Investment Model.

Chief Executive

4.13. IT services have £2.5m allocated across the programme. Priority of projects is to be reviewed by the service to ensure that the authority's needs are managed.

Regeneration

4.14. The Transformation Strategy Project Fund has been allocated £1.5m for 2022/23, along with allocations in 2019/20 for Rural Enterprise Fund of £1m and the Commercial Property Development Fund £1.5m to meet demand on existing grant schemes for 3rd party businesses and commercial developments to create new employment opportunities and encourage economic growth.

5. WELLBEING OF FUTURE GENERATIONS (WALES) ACT 2015

5.1. In considering the capital programme, members need to take into consideration the requirements of the Wellbeing of Future Generations (Wales) Act 2015. The Act requires the public bodies to carry out development sustainably, improving the economic, social, environmental and cultural well-being of Wales.

'… 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'

5.2. In doing so, we must demonstrate the following five ways of working:

i. Looking at the long-term so that we do not compromise the ability of future generations to meet their own needs

ii. Understanding the root causes of issues to prevent them recurring

iii. Taking an integrated approach so that we look at all well-being goals and objectives of other services and partners

iv. Working with others in a collaborative way to find shared sustainable solutions

v. Involving a diversity of population in decisions that affect them

5.3. The Act identifies seven well-being goals and provide a shared vision for public bodies to work towards. We must work towards achieving all of them.

i. A prosperous Wales

ii. A resilient Wales

iii. A healthier Wales

iv. A more equal Wales

v. A Wales of cohesive communities

vi. A Wales of vibrant culture and thriving Welsh Language

vii. A globally responsible Wales

5.4. Our well-being objectives are designed to maximise our contribution to achieving the seven well-being goals of the Act.

5.5. All additions to the programme to the programme have been assessed and scored with the five ways of working, the seven goals and our corporate well-being statement in mind.

6. SUMMARY

The table below gives a breakdown of the expenditure by departments and the sources of funding.

Capital Programme Summary

	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000
Expenditure					
Community Services	10,204	15,185	13,100	3,708	2,100
Environment	17,896	9,110	8,956	13,865	7,215
Education & Children	12,492	24,584	15,205	9,167	2,253
Chief Executive	1,136	250	250	900	0
Regeneration	9,808	8,390	4,500	4,500	4,500
Total Expenditure	**51,536**	**57,519**	**42,011**	**32,140**	**16,068**
Grants and Contributions					
External Funding	16,735	14,180	14,665	6,525	3,165
Net Expenditure to be funded by CCC	**34,801**	**43,339**	**27,346**	**25,615**	**12,903**
CCC Funding					
Supported Borrowing	5,858	5,858	5,858	5,858	5,858
Unsupported Borrowing	250	5,000	0	0	0
General Capital Grant	3,565	3,565	3,565	3,565	3,565
Additional Borrowing - Highways	325	0	500	0	0
Capital Receipts	4,745	5,931	5,007	1,500	1,500
Capital Reserves	12,246	14,349	6,450	2,250	0
Additional Borrowing – MEP	4,401	4,987	0	0	0
Prudential Borrowing - Fleet Replacement	447	549	366	6,380	1,980
MEP Reserve/DRF	2,364	0	5,000	4,000	0
Joint Venture Funding Llanelli Leisure Centre	0	2,500	0	0	0
Direct Revenue Funding	600	600	600	600	0
Overall Net Position : Surplus (+) / Deficit (-)	**0**	**0**	**0**	**-1,462**	**0**

6.1. To summarise the overall position, the capital programme is funded for the first 3 years from 2018/19 to 2020/21 and year 5. There is currently a small shortfall of £1.462m in the 4th year of the programme 2021/22.

6.2. The total cost of the programme is £199m of which £143m is to be funded by the County Council and £55m is funded from external grants and contributions.

6.3. The full detail of the proposed five year capital programme is attached in Appendix B.

7. REVENUE IMPLICATIONS

7.1. No revenue implications have been validated within the revenue budget and if funding is required, departments will need to find resources from within their existing budgets.

8. RECOMMENDATIONS

8.1. That Executive Board consider and recommend to County Council:

8.1.1 The five year Capital Programme and funding as detailed in Appendix B, with 2018/19 being a hard budget and 2019/20 to 2022/23 soft/indicative budgets.

8.1.2. That the 2021/22 budget be reviewed over the coming year in order to address the funding shortfall.

8.1.3. That the programme be reviewed, as is usual, if anticipated External or County Council funding does not materialise.

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APPENDIX A

REPORT OF DIRECTOR OF CORPORATE SERVICES

EXECUTIVE BOARD

5th FEBRUARY 2018

Capital Budget Consultation

DESIGNATION.	DIRECTORATE	TELEPHONE NO.
C Moore, Director of Corporate Services	Corporate Services	01267 224120
AUTHOR & DESIGNATION	**DIRECTORATE**	**TELEPHONE NO**
C Moore, Director of Corporate Services	Corporate Services	01267 224120

SCRUTINY COMMITTEE – BUDGET CONSULTATIONS COMMENTS

POLICY AND RESOURCES SCRUTINY COMMITTEE – 12th JANUARY 2017
FIVE YEAR CAPITAL PROGRAMME 2018/19 - 2022/23

The Committee considered the 5 year capital programme which had been approved by the Executive Board for consultation on the 18th December 2017. It was noted that feedback from the consultation process, along with the outcome of the final settlement, would inform the final budget report which would be presented to members for consideration in February, 2018. The proposed capital programme was a capital spend of some £199m over the next 5 years and current funding proposals included external funding of £55m. The report highlighted the final settlement received from the Welsh Government which indicated capital funding of £9.423m for the Authority in 2018-19. The funding was made up of Supported Borrowing of £5.858m and General Capital Grant of £3.565m. In summary, the overall position of the capital programme was funded for the first 3 years from 2018/19 to 2020/21 with a current small shortfall of £1.462m in the 4th year of the programme 2021/22.

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

- In response to a question it was confirmed that funding for the Glanamman workshops was included in the 2018/19 and 2019/20 Capital Programme proposals;
- It was pointed out that other than the proposed leisure centre and care home the proposed Delta Lakes schemes within the Wellness and Life Science Village were not part of the capital programme;
- It was noted that the proposed new Heol Goffa School to be built within the Penrhos School site was included within the MEP Programme.

UNANIMOUSLY RESOLVED that the Five Year Capital Programme 2018/19 – 2022/23 be endorsed.

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Five Year Capital Programme Proposals 2018/19, 2019/20, 2020/21, 2021/22 and 2022/23

Capital Programme

COUNCIL FUND	County Council Funding	External Funding	Total Scheme	County Council Funding	External Funding	Total Scheme	County Council Funding	External Funding	Total Scheme	County Council Funding	External Funding	Total Scheme	County Council Funding	External Funding	Total Scheme
	2018/19			2019/20			2020/21			2021/22			2022/23		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
COMMUNITIES															
Private Sector Housing															
Disabled Facility Grants	2,000		2,000	2,000		2,000	2,000		2,000	2,000		2,000	2,000		2,000
Social Care															0
Llanelli Area Review	100		100	5,000		5,000	1,500		1,500	158		158			0
Leisure															0
Sports & Leisure															0
Llanelli Leisure Centre	1,000		1,000	4,000	1,000	5,000	7,000	2,500	9,500		1,000	1,000			0
AstroTurf Pitch (ATP) replacement at CLC										250		250			0
Cwmamman AFC Ground Improvements	45		45												
Parks & Countryside															0
Rights of Way Improvement Programme	50	50	100	50	50	100	50	50	100	50	250	300	50	50	100
Pembrey Country Park Masterplan	1,218		1,218	500		500									
Carmarthen Leisure Centre & Track	400		400												
Amman Valley Leisure Centre Masterplan	500		500	500		500									
Burry Port Harbour Dredging	602		602												
Burry Port Harbour Wall Works	875		875	985		985									
Libraries & Museums															
Parc Howard Museum Masterplan				500		500									
Carmarthenshire County Museum Abergwili	1,012		1,012	150		150									
Carms Museums Collections	250		250	250		250									
Carmarthenshire Archive Relocation	2,102		2,102	200		200									
Total Communities	**10,154**	**50**	**10,204**	**14,135**	**1,050**	**15,185**	**10,550**	**2,550**	**13,100**	**2,458**	**1,250**	**3,708**	**2,050**	**50**	**2,100**
ENVIRONMENT															
Street Scene															
Highways Infrastructure															0
- Highways	600	2,252	2,852	600		600	600		600	600		600	600		600
- Bridges	854		854	400		400	400		400	400		400	400		400
Street Lighting Replacement & Upgrade	360		360												0
Pantyglyn Retaining Wall & Culvert	375		375												0
Transportation															0
Multi Storey Car Park, Llanelli	60		60	60		60	60		60	60		60	60		60
Road Safety Improvement Schemes	250		250	275		275	350		350	375		375	350		350
Cross Hands Economic Link Road Phase 2	2,000	1,500	3,500	0	100	100	300	1,280	1,580	750	0	750	750		750
Tywi Valley Path	325	878	1,203	550	750	1,300	500	750	1,250	500	750	1,250			0
Ammanford Distributor Road Phase 2				100	50	150	150	25	175		150	150			0
Llanelli Rail Station															0
Walking & Cycling Linkages	25	275	300	100	300	400	100	325	425	100	375	475	100		100
Transport Interchange & Bus Corridor Improvements		25	25		5	5		100	100		100	100			0
Safe Routes in the Communities			0		225	225	0	225	225	0	225	225			0
Wind St/Tirydail Junction Ammanford	25	1,925	1,950		90	90									0
A476 Hendy Link Road	25	425	450	100	275	375	25	250	275		150	150	50		50
Highway Junction Improvements/Signals Upgrade	25	110	135	25	135	160	25	110	135	25	25	50	25		25
Carmarthen West New Road - Developer Contribution	1,204	110	1,314												0
Fleet Replacement - Prudential Borrowing	447		447	549		549	366		366	6,380		6,380	1,980		1,980
Property			0			0			0			0			0
Agile Working	861		861	521		521	115		115			0			0
Capital Maintenance	2,900		2,900	2,900		2,900	2,900		2,900	2,900		2,900	2,900		2,900
St Davids Park	35		35												
Glanamman Industrial Estate Redevelopment	25		25	1,000		1,000									
Total Environment	**10,396**	**7,500**	**17,896**	**7,180**	**1,930**	**9,110**	**5,891**	**3,065**	**8,956**	**12,090**	**1,775**	**13,865**	**7,215**	**0**	**7,215**

Appendix B

Five Year Capital Programme Proposals 2018/19, 2019/20, 2020/21, 2021/22 and 2022/23

Capital Programme

COUNCIL FUND	County Council Funding	External Funding	Total Scheme	County Council Funding	External Funding	Total Scheme	County Council Funding	External Funding	Total Scheme	County Council Funding	External Funding	Total Scheme	County Council Funding	External Funding	Total Scheme
	2018/19			2019/20			2020/21			2021/22			2022/23		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
EDUCATION & CHILDREN															
Modernising Education Programme															
Penrhos	818		818			0	0	0	0			0			
Trimsaran	90		90	144		144	0	0	0			0			
Parc Y Tywyn	1,575		1,575	170		170	0	0	0			0			
St John Lloyd Phase 1	252	17	269												
Llangadog	150	2,100	2,250	1,550		1,550	124	0	124			0			
Laugharne	100		100	500	500	1,000	300	500	800	63		63			
Gorslas	850	1,000	1,850	1,975	2,525	4,500	305		305			0			
Pontyberem	500	1,500	2,000	400		400									
Y Castelll	95		95	100		100	100		100	1,850		1,850			
Pembrey	395	500	895	5,000	500	5,500	1,100		1,100	200		200			
Five Roads	642	1,068	1,710	1,325	1,675	3,000	136		136			0			
Llandeilo	20		20	20		20	20		20	2,500	250	2,750	1,115	115	1,230
Ammanford Primary	20		20	20		20	20		20	2,500	250	2,750	1,000		1,000
Dewi Sant	250		250	1,000	1,000	2,000	2,450	3,550	6,000	192		192			
Heol Goffa New School	500		500	2,000	2,000	4,000	3,000	2,000	5,000	480		480			
Rhys Prichard	50		50	1,750		1,750	1,550		1,550	832		832	23		23
Llanybydder/Llanllwni			0	10		10	10		10	10		10			
Gwendreath Valley North			0	10		10	10		10	10		10			
Cross Hands Area			0	10		10	10		10	10		10			
Gwendreath Valley Central			0	10		10	10		10	10		10			
Llandybie CP			0	10		10	10		10	10		10			
To be delivered via MIM															
Ammanford Primary			0			0			0						
Gwenllian			0			0			0			0			
Hendy			0			0			0			0			
Catering															
Ysgol Griffith Jones Kitchen Refurbishment				130		130									
Emlyn Comprehensive Kitchen Refurbishment				150		150									
Brynsaron Kitchen Refurbishment				100		100									
Total Education & Children	**6,307**	**6,185**	**12,492**	**16,384**	**8,200**	**24,584**	**9,155**	**6,050**	**15,205**	**8,667**	**500**	**9,167**	**2,138**	**115**	**2,253**
CHIEF EXECUTIVE															
IT Strategy Developments															
Enhancements to County Backbone Network	591		591												
Public Sector Network (PSN) Central Initiatives & Secure Comms	5		5												
Licence Management	50		50												
E Government / Service Transformation Developments	75		75												
IT Security Provision	61		61												
Cisco Replacement	4		4												
Systems Consolidation	50		50												
Mobile Developments	50		50												
Applications Interfacing	50		50												
Virtual Unix Replacement										110		110			
IT Strategy Developments				250		250	250		250						
Information Security and Governance										60		60			
Virtualised Server & Storage Environment Replacement										315		315			
Digital Transformation										75		75			
Disaster Recovery										190		190			
Legacy Network & Telephony Equipment Replacement										150		150			
Digital Transformation - Scheme development	200		200												
Total Chief Executive	**1,136**	**0**	**1,136**	**250**	**0**	**250**	**250**	**0**	**250**	**900**	**0**	**900**	**0**	**0**	**0**

Appendix B

Five Year Capital Programme Proposals 2018/19, 2019/20, 2020/21, 2021/22 and 2022/23

Capital Programme

COUNCIL FUND	County Council Funding	External Funding	Total Scheme	County Council Funding	External Funding	Total Scheme	County Council Funding	External Funding	Total Scheme	County Council Funding	External Funding	Total Scheme	County Council Funding	External Funding	Total Scheme
	2018/19			2019/20			2020/21			2021/22			2022/23		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
REGENERATION															
Transformation Strategy Project Fund	670	1,000	1,670	1,230	500	1,730	1,500	3,000	4,500	1,500	3,000	4,500	1,500	3,000	4,500
Rural Enterprise Fund	922		922	1,000		1,000									
Cross Hands East Phase 2	611		611			0									
Transformation Commercial Property Development Fund	2,377		2,377	1,500		1,500									
Pendine Iconic International Visitors Destination	830	2,000	2,830	1,660	2,500	4,160									
Ammanford Town Centre Regeneration	348		348												
Cross Hands East Enabling Fund	1,050		1,050												
Total Regeneration	**6,808**	**3,000**	**9,808**	**5,390**	**3,000**	**8,390**	**1,500**	**3,000**	**4,500**	**1,500**	**3,000**	**4,500**	**1,500**	**3,000**	**4,500**
Total Council Fund	**34,801**	**16,735**	**51,536**	**43,339**	**14,180**	**57,519**	**27,346**	**14,665**	**42,011**	**25,615**	**6,525**	**32,140**	**12,903**	**3,165**	**16,068**
County Council Funding															
Supported borrowing	4,112			5,306			358			5,858			5,858		
Supported borrowing-MEP	1,746			552			5,500								
Unsupported borrowing	250			5,000											
Additional Borrowing (Highways)	325						500								
General Capital Grant	3,565			3,565			3,565			3,565			3,565		
Capital Receipts	3,545			5,801			5,007			1,500			1,500		
Reserves	12,246			14,349			6,450			2,250					
Borrowing MEP	4,401			4,987											
Joint Venture Funding Llanelli Leisure Centre				2,500											
MEP Reserve Contribution	2,364						5,000			4,000					
Education Capital Receipts	1,200			130											
Direct Revenue Financing	600			600			600			600					
Prudential Borrowing - Fleet Replacement	447			549			366			6,380			1,980		
Total County Council Funding	**34,801**			**43,339**			**27,346**			**24,153**			**12,903**		
Net Position (Minus = Shortfall)	**0**			**0**			**0**			**-1,462**			**0**		

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COUNTY COUNCIL
21ST FEBRUARY 2018

Housing Revenue Account Budget 2018/19 to 2020/21 and Housing Rent Setting for 2018/19

EXECUTIVE BOARD RECOMMENDATIONS

1. To increase average housing rent as per WG Social Housing Rents Policy (low end target).

    - Properties at target rents will increase by 3.5% (CPI + 0.5%) and
    - Properties where rent is below target rent, rent will increase by 3.5% (CPI + 0.5%) plus a maximum progression of £1.62
    - Those rents above target are frozen until such time that they meet the target.

    This will produce an increase on the average housing rent of 4.34% or £3.55
    This will produce a sustainable Business Plan, maintain CHS+, resource our Affordable Homes programme and is supported by DCHS Steering Group.

2. To implement maximum progression of £1.62, for rents below target, until target rents are achieved.
3. That garage rents are not increased for 2018/19 and held at the same level as current year, with the rents being set for garages at £9.00 per week and garage bases to £2.25 per week.
4. To apply the service charge policy to ensure tenants who receive the benefit from specific services pay for those services
5. To increase charges for using our sewerage treatment works in line with rent increase.
6. To approve the proposed Capital Programme and applicable funding for 2018/19 and the indicative spends for the future years 2018/19 to 2020/21 as set out in Appendix A.
7. To approve the Housing Revenue Account Budget for 2018/19 (with 2019/20 and 2020/21 being soft budgets) as set out in Appendix B.

REASONS:

To enable the Authority to set its Housing Revenue Account Budget and the Housing Rent levels for 2018/19.

Relevant scrutiny committee to be consulted	**Yes**
Exec Board Decision Required	**Yes**
Council Decision Required	**Yes**

EXECUTIVE BOARD MEMBER PORTFOLIO HOLDER:- Cllr David Jenkins (Resources)
Cllr Linda Evans (Housing)

Directorate: Corporate Services	Designations:	Tel No's / E Mail Addresses:
Name of Director: Chris Moore	Director of Corporate Services	01267 224160 CMoore@carmarthenshire.gov.uk
Report Author: Andrea Thomas	Group Accountant	01267 228742 AndThomas@carmarthenshire.gov.uk

EXECUTIVE SUMMARY
COUNTY COUNCIL
21ST FEBRUARY 2018

Housing Revenue Account Budget and Housing Rent Setting for 2018/19

This report has been prepared in conjunction with officers from the Communities Department and brings together the latest proposals for the Revenue and Capital Budgets for the Housing Revenue Account 2018/19 to 2020/21. The report has been presented to the Community Scrutiny Committee on the 30th January 2018 as part of the budget consultation process.

Executive Board on 5th February 2018 considered the Housing Revenue Account Budget and Housing Rent Setting for 2018/21.

The report has been prepared reflecting the latest proposals contained in the Housing Revenue Account (HRA) Business Plan, which is the primary financial planning tool for delivering the Carmarthenshire Homes Standard *Plus* (CHS+) for the future. The proposals produce an average rent increase of 4.34% / £3.55 per week. The proposed investment within the current business plan delivered the CHS by 2015 (to those homes where tenants agreed to have work undertaken), provides investment to maintain CHS+ and commences investment for our Affordable Housing Commitment.
Appendix A provides the proposed Capital Programme for 2018/19 to 2020/21.
Appendix B of this report provides the proposed Revenue Account Budget for 2018/19 to 2020/21

The full report considered by the Executive Board is appended to this report as follows:

Appendix	Document
1	Report on Housing Revenue Account Budget and Housing Rent Setting 2018/19
A	Proposed capital Programme 2018/21
B	Revenue Account Budget for 2018/21
C	Scrutiny Consultation

DETAILED REPORT ATTACHED ?	**YES**

Cyngor Sir Gâr Carmarthenshire County Council
EICH CYNGOR arleinamdani
www.sirgar.llyw.cymru
YOUR COUNCIL doitonline
www.carmarthenshire.gov.wales

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: Chris Moore **Director of Corporate Services**

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

FINANCE

The report details the HRA proposals to be considered by Executive Board. If the proposals are agreed the budget for the HRA will be set for 2018/19 with an expenditure level of £48M.
The average rent will increase from £81.72 to £85.27 (4.34% or £3.55).

The proposed Capital Programme will be £19.7M for 2018/19, £18.6M for 2019/20 and £18.1M for 2020/21.

PHYSICAL ASSETS

The capital programme continues the works to bring the housing properties up to/maintain the Carmarthenshire Home Standard+ as per the 30 year business plan.

CONSULTATIONS

I confirm that the appropriate consultations have taken in place and the outcomes are as detailed below
Signed: Chris Moore **Director of Corporate Services**

1.Local Member(s) - Not applicable
2.Community / Town Council – Not applicable
3.Relevant Partners - Not applicable
4.Staff Side Representatives and other Organisations – Not applicable

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
Social Housing Rents Policy		**Financial Services, County Hall, Carmarthen**
30 year Housing Business Plan		**Financial Services , County Hall, Carmarthen**

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REPORT OF DIRECTOR OF CORPORATE SERVICES

EXECUTIVE BOARD

5th FEBRUARY 2018

Housing Revenue Account Budget 2018/19 to 2020/21 and Housing Rent Setting for 2018/19

DESIGNATION.	DIRECTORATE	TELEPHONE NO.
C Moore, Director of Corporate Services	Corporate Services	01267 224120
AUTHOR & DESIGNATION	**DIRECTORATE**	**TELEPHONE NO**
A Thomas, Group Accountant	Corporate Services	01267 228742

1. INTRODUCTION

1.1. This report explains the proposed 2018/19 Housing Revenue Account (HRA) budget for both revenue and capital. It has been prepared in conjunction with officers from the Communities Department. The Community Scrutiny Committee considered the HRA budget on 30th January 2018 as part of the budget consolation process. The views expressed by Community Scrutiny are attached to this report (Appendix C).

1.2. The HRA budget for 2018/19 is being set to reflect:

- Social Housing Rent Policy (set by WG)
- Proposals contained in the Carmarthenshire Homes Standard *Plus* (CHS+)
- Affordable Homes Delivery Plan

1.3. The HRA budget is prepared to maintain the CHS(+) Business Plan, deliver our affordable homes aspirations and manage and maintain our homes on a daily basis. As a ring fenced account this expenditure is balanced by income primarily generated through rents charged to tenants. Supporting the CHS(+) Business Plan is a 30 years financial model which is submitted to and scrutinised/approved by WG (as part of the Major Repairs Allowance application).

Carmarthenshire County Council along with the other 10 local authorities (LAs) in Wales who retained their Housing Stock, exited the Housing Revenue Account Subsidy (HRAS) system on 1/4/15.

Part of the agreement to exit included LAs with retained stock were required to adopt the new Social Housing Rents Policy set by the Welsh Government (WG). It aimed to develop a coherent and consistent rent policy framework that would apply to all social landlords, reflect local variations in affordability and housing market values, providing for a more equitable distribution of rents for social sector tenants across Wales, while at the same time ensuring the viability of individual social landlords. County Council approved the implementation of the policy on 24/02/15.

1.4 Capital investment

A capital investment of £231m has been undertaken to deliver the CHS+ by 2015. This includes £117million of unsupported borrowing. This investment is being funded by Major Repairs Allowance received from the WG, capital receipts from the sales of land and dwellings, HRA revenue funding, external grants and borrowing. This ensured the delivery of work programmes to all our tenants homes (with the exception of where the work was declined by tenants).Since achieving the CHS, a further £21M will have been spent on maintaining the standard and £13M on providing additional affordable homes in the HRA by the end of 2017/18.

The (CHS+) Business Plan 2018-21 highlights the approach that will be taken over the next three years and will be presented by the Head of Homes and Safer Communities in this meeting. It includes further investment over the next 3 years of £30million to maintain the CHS+ and £26million for our affordable homes programme. This is supported by an on-going cost certainty exercise to ensure our investment is targeted to maintain the CHS+ and deliver our Affordable Homes targets.

The timing and method of sale of HRA land is being kept under review to ensure that receipts are maximised to support the Business Plan. It is recognised that CHS+ supports the building of new council homes and utilising existing Council land for future housing opportunities.

The profile of capital expenditure required to maintain the CHS+ and invest in affordable homes is detailed in appendix A. The plan is extremely sensitive to change and is currently being fully reviewed every 6 months, with ongoing monthly monitoring to identify any potential issues.

2. BUSINESS PLAN ASSUMPTIONS

2.1. There are many assumptions within the Business Plan, including future rental levels, interest rates, inflation etc. Business Plan guidance from the WG (received 21/12/17 for 2018/19) requires submission of a viable plan by 30/03/2018.

Underpinning the CHS(+) Business Plan is the 30 year financial model which has many assumptions including:

- **Rents** The WG Social Housing rents policy aims to harmonise the rents within the social housing sector and therefore every year the WG notifies LAs of the targeted rent increase. The increase in target rent for 2018/19 has been notified as CPI (3%) plus 1.5% totalling 4.5%, and for those properties below the target rent a maximum of £2 per week increase until the target rent is reached (this was the policy agreed by County Council for 2015/16). They will also review the locational indices which can vary the weighting between authorities in relation to the average increase of CPI plus 1.5%.**This equated to an average increase of 5.49% for our tenants.** However on 11/12/17 WG took the unusual step of informing Local Authorities that they may wish to consider lower increases than would normally result from full implementation of the Social Housing Rents Policy which was introduced by the Welsh Government (WG) for 2015/16.
- **Major Repairs Allowance (MRA)** is a grant from WG which is provided to support our works in maintaining the standard and is audited annually. This has not been increased for future years, but has been varied for changing stock numbers. Our MRA is estimated to be £6million for 2018/19.
- **Capital Receipts** We have suspended our Right to Buy for tenants so there are no planned receipts from sales of houses. We expect receipts from the sale of land in the current year to be £620k, which can be used to fund capital expenditure. The programme of land sales was re-profiled in 2016 with fewer sales planned and none from 2018/19 to 2020/21. This strategy allows us to consider what is required for our Affordable Homes ambitions.
- **Void Loss** incurred on dwellings currently set at 2.1% in line with current performance and is unchanged from 2017/18. In 2012/13 it was 3% but has been reducing over several years as a result of our investment in dealing with empty properties
- **Central Support Costs** are based on services received by departments, these have been validated accordingly.
- **Stock Numbers** have been updated based on affordable homes delivery plan.
- **Interest on Balances** is estimated to be £66k based on an interest rate of 0.6% (average interest earned).

2.2. Members will be aware that exiting the HRAS produced a borrowing cap for each LA. This was set at £228M for us and has not increased since its introduction. This is being managed within the financial model. Details of our proximity to the borrowing cap are detailed below:-

Year as at 31/3	Borrowing cap £'M	Capital Financing Requirement £'M
2018/19	228.3	217.3
2019/20	228.3	216.4
2020/21	228.3	218.9

Table 1: Proximity to Borrowing Cap

As most of the schemes delivering Housing projects have a significant lead in time, there will be an ongoing review of what is needed to maintain CHS+ and deliver our Affordable Housing ambitions, which will utilise the borrowing available as we develop our plans.

3. EXPENDITURE

The expenditure levels in the Business Plan have been set in anticipation of the Business Planning guidance

Maintenance and Stock Improvement

Revenue repairs and maintenance expenditure is forecast to be £9.5million in 2017/18. This is an increase on the 2017/18 budget (£9.28million) which reflects local building costs, forecast outturn for 2017/18 and changes in stock numbers.

The capital programme provides resources to:-

- maintain our stock to the CHS+ (including carrying out improvements to previously declined properties)
- deliver our Affordable Homes commitment

Maintain our Stock

For 2018/19 the capital programme to maintain the CHS(+) is £10.5million. This gives an overall spend of £20million on stock improvement and maintenance (the total for 2017/18 was £18.64million)

Affordable Housing Commitment

WG have indicated the availability of Housing Finance Grant (HFG2) funding for new affordable housing .This will provide £6.9million extra funding in the capital programme which is 58% funded by WG and 42% funded by the HRA, which is planned as part of the 5 year programme. The anticipated funding will be provided as a revenue source, requiring the authority to borrow the money and WG repaying the capital charges. Further clarification on how the resources will be given to LA's is outstanding from WG.
We have set aside £26million over the next three years as part of the capital programme to increase the supply of affordable homes. Within 2018/19 £9.2million has been identified for the Delivery Plan (including development costs).

The capital programme and funding sources for this programme up to 2020/21 are detailed in Appendix A.

Validation

The proposed Business Plan includes the following validations for 2018/19, which is in line with the proposed budget strategy:

- general payroll costs are +2% with a greater up lift on the lower pay bands (as per the current national employers pay offer).
- general inflation has been accommodated at +2.3%
- Electricity, gas & oil at +5%
- Increased pension costs from 17.7% to 17.8%

Capital Financing and Subsidy

The capital financing costs reflect the borrowing requirement inclusive of the exit from HRAS.
Details of the budget for Housing Revenue Account for the period up to 2020/21 is shown in Appendix B

4. INCOME

4.1. Previously we have applied the WG Social Housing Rent Policy to progress to the mid-point target rent (County Council approved on 24/02/15). Rent policy has not changed but WG have indicated that LA's may wish to consider using a lower option.

Applying the policy as in previous years for 2018/19 at 4.5% rent increase plus £2 progression would produce an average rent of £86.21 (increase of 5.49% or £4.49).

- Carmarthenshire's current average rent is £81.72 per week, which leaves us between the low-end WG target rent level of £80.44 and the mid-point target £84.67. Housing Association rents in Carmarthenshire average £85.96 for 2017/18. In the private sector median rents for 2 bedrooms are £107 and 3 bedrooms are £118 as

at December 2017. At the present time there are about 248 homes above target rent, 3,760 homes below this level with the remainder at target rent. All these properties were required to progress towards the target rent set by WG. Notification of rent increases for 2018/19 was received on 11/12/17. WG took the unusual step of informing Local Authorities that they may wish to consider lower increases than would normally result from full implementation. This letter emphasised:

- Reduced rents of 1% for England and that CPI is currently high
- LA's need to consider affordability for all tenants.
- flexibility and freedom within the policy to implement an increase lower than maximum rent increase without penalty or criticism
- Freedom is constrained by policy requirement to set rents within the target rent band, however exceptional circumstances would be looked at on a case by case basis.

The proposed rent increases within the HRA budget for 2018/19 seeks to recognise the squeeze on household budgets as wage increases have not kept pace with rising price inflation. Rent increases are therefore minimised as far as possible, utilising the flexibility outlined by WG whilst still complying with WG policy target rent band.

For those properties <u>at target rent</u> the increase will be:-

Consumer Price Index (CPI for September 2017 @ +3%) + 0.5% = 3.5%.

For those properties where <u>rent is below target</u> the increase can be:

Consumer Price Index (CPI for September 2017 @ +3%) + 0.5% = 3.5%

plus a maximum of £1.62 progression in order to achieve an average rent at the low-end target set by WG of £85.27.

Those rents <u>above target</u> are **frozen** until such time that they meet the target. When a property becomes empty it is placed in the target rent band.

The above principles reduce the burden on all tenants from 4.5% to 3.5% average increase and limit the progression towards target to £1.62 compared with the maximum permissible of £2**.This is the <u>lowest permissible</u> average increase compliant with the current WG policy.**

Based on applying the above for 2018/19 at 3.5% rent increase plus £1.62 progression this would produce an average rent of £85.27 (increase of 4.34% or £3.55).

The target rents provided by WG, due to changes in the locational indices, allowed for Carmarthenshire's rents to increase by an average of 6%.

Details of the rent increases on individual households are:-

Receive an increase of :-	4.34% increase
No increase	248
up to £2.00	101
£2.00 to £2.99	1,785
£3.00 to £3.99	3,207
£4.00 to £4.99	2,786
£5+	931
	9,058

Table 2 : No .of Householders affected by average increases.

Currently 34% of tenants are on full Housing Benefit (HB), 31% are on partial HB and 35% in receipts of no HB.

The formula used for future annual rent increases has been set by the WG in the Social Housing Rents Policy which commenced in 2015/16 and is fixed for a 5 year period. However, WG have brought forward the review of this policy to late 2017 but no clarity has been received on when the review will be complete. From December 2017 most tenants under 21 years of age who are new Universal Credit claimants, they will not be eligible for housing costs to cover their rent. Further details of the impact on Carmarthenshire tenants will be brought to members as the situation is clarified.

4.2. Transitional Protection (as per WG policy)

The additional £1.62 maximum progression increase gives protection to tenants particularly if they are not in receipt of Housing Benefits. The maximum £1.62 per week has been included to restrict rent increases should some homes be significantly below target rent at the present time. If we need to increase average weekly rent so that it falls within the target rent band, transitional protection for tenants will apply. Legally, the rent for an individual tenant cannot be increased by more than £2 per week, in addition to the agreed annual rate of rent increases.

4.3. Target Rents for Carmarthenshire

Current targets and those for 2018/19 are set out overleaf:-

	Houses and Bungalows (£)					**Flats(£)**				**Bedsits (£)**
	1Bed	2Bed	3Bed	4Bed	5+Bed	1Bed	2Bed	3Bed	4+Bed	

Target Rent 2017/18	75.67	84.08	92.49	100.90	109.31	68.47	76.07	83.68	91.29	60.86
Target Rent 2018/19 as notified by WG	80.22	89.13	98.04	106.95	115.87	72.58	80.64	88.70	96.77	64.51

WG policy rent band, 2018-19		
Low end (£ per week)	**Mid point** (£ per week)	**High end** (£ per week)
85.27	89.76	94.25

Table 3 : Comparison of Current Average Weekly Rents to Target Rents over 52 weeks and Rent Bands

For Carmarthenshire our average target rent for 2018/19 is £89.76 (mid point) with the all Wales average being £93.61 .Carmarthenshire's 2017/18 actual rent is the 3rd lowest of eleven stock retaining authorities.

The policy does give scope to amend rents in areas of high and low demand while remaining within the rent envelope.

The second part of the policy requires us to harmonise our rents. Though we will achieve target rent we still have a number of properties that do not fall within the rent harmonisation banding on property type. The proportion of dwellings below target rents is 41% as a result of the £2 progression implemented last year and the target rent being charged as a result of properties becoming vacant. This was over 85% when we began the harmonisation process.

4.5. Garage Rental Income

The HRA currently receives a net rental income of £125k per annum. This equates to a weekly charge of £9.00 per week. The average rental for garages in the private sector is about £8 per week, dependant on location. It is proposed that garage rents are unchanged for 2018/19. Garage bases will be also unchanged at £2.25 per week.

4.6. Service and Heating charges

Service charges are calculated in line with the policy adopted in 2011. These charges are made to cover the additional services we provide as a

landlord that are not covered within the rent and to ensure that all communal areas are kept in a good condition.

These charges will vary annually as they are based on actual expenditure from the previous financial year. By implementing the Service Charge Policy we are ensuring that tenants who receive additional services pay for them in a fair and transparent way.

As part of the calculations for 2018/19 over half our tenants (58%), who pay a service charge, will see an overall reduction in their service charges. This compares with around 46% last year.

The impact on tenants is outlined in the table below :-

Service Charge Weekly Increase	Number of Householders Affected	
	2017/18	2018/19
Capped at £3.30	68	5
Rise of between £2 and £3.30	92	98
Rise of between £1 and £2	93	73
Rise of less than £1	289	377
Properties added in year	13	5
No Change	157	5
Reduced by less than £1	401	306
Reduced by between £1 and £2	76	119
Reduced by greater than £2	130	336
Total	**1,319**	**1,324**

Table 4 : No .of Householders affected by service charge changes.

4.7 Sewerage Treatment Works

We have 15 pumping stations serving approx. 154 properties, the cost of running and maintaining the stations falls on the HRA. We also have 8 cesspits. It is proposed for 2018/19 that current charges are increased as per our rent increase. In the meantime Officers are reviewing the future use and running of the Works as part of the Asset Management Plan.

4.8 Commission on Collection of Water Rates

In addition to the rent collection process we act as an agent on behalf of Dwr Cymru/Welsh Water, which generates an income of £583k in the form of commission.

4.9 Universal Credit

The roll out of universal credit will impact on tenants and residents of Carmarthenshire. From a business plan point of view, evidence from the pilots has shown that rent arrears will increase in the short to medium term and we have allowed for this within this plan in terms of our bad debt provision. Currently there is a working group of officers from communities department, corporate resources as well as department of works & pensions and job centre plus mapping the potential impact and how to best support our tenants. Also officers are investigating the information technology solutions on the market to aid welfare reform impact analysis, poverty tracking and aiding front line staff to give best advice.

The CHS+ Business Plan presents more detail on this, including the actions that are being undertaken to mitigate the impact for Council tenants.

5. BALANCES

5.1. Based on an overall rental increase of 4.34%, the overall proposed budget will result in a deficit on the Housing Revenue Account of £5.8million for the year, in line with the 30 year HRA business plan. It should also be noted in Appendix B that balances are required to support the current strategy of funding our capital expenditure and continue to make our business plan affordable over a 30 year period.

6. That Executive Board consider the following and recommend to County Council.

1. To increase average housing rent as per WG Social Housing Rents Policy (low end target).

    - Properties at target rents will increase by 3.5% (CPI + 0.5%) and
    - Properties where rent is below target rent, rent will increase by 3.5% (CPI + 0.5%) plus a maximum progression of £1.62
    - Those rents above target are frozen until such time that they meet the target.

    This will produce an increase on the average housing rent of 4.34% or £3.55

    This will produce a sustainable Business Plan, maintain CHS+, resource our Affordable Homes programme and is supported by DCHS Steering Group.

2. To implement maximum progression of £1.62, for rents below target, until target rents are achieved.
3. That garage rents are not increased for 2018/19 and held at the same level as current year, with the rents being set for garages at £9.00 per week and garage bases to £2.25 per week.
4. To apply the service charge policy to ensure tenants who receive the benefit from specific services pay for those services
5. To increase charges for using our sewerage treatment works in line with rent increase.
6. To approve the proposed Capital Programme and applicable funding for 2018/19 and the indicative spends for the future years 2018/19 to 2020/21 as set out in Appendix A.
7. To approve the Housing Revenue Account Budget for 2018/19 (with 2019/20 and 2020/21 being soft budgets) as set out in Appendix B.

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Department for Communities
Homes and Safer Communities
HRA - Capital Programme Budget 2018/19 - 2020/21
Appendix A

CAOITAL SPENDING TO:-	**Budget 2018/19** (£000s)	**Budget 2019/20** (£000s)	**Budget 2020/21** (£000s)
Maintain the standard:			
Internal works - kitchens, bathrooms, electrics, heating etc.	1,030	1,183	1,000
EWI, Render and Fascia (inc. gardens)	2,096	1,775	2,739
Roofing	924	1,052	1,086
Boiler replacements	90	87	88
Declined Co & smoke detctors	600	0	0
Structural works - Estates and boundary walls (inc.identified structural works)	1,084	315	260
Voids and Major Works to homes	2,118	2,155	2,200
Support Tenant and Residents:			
Sheltered Schemes Investment (incl. Boilers)	518	1,025	500
Adaptations	1,400	1,500	1,500
Environmental works	298	303	309
Provide more affordable homes:			
Housing Development Programme	9,162	8,905	8,104
Support the delivery of CHS+:			
Programme management	195	198	200
Stock condition information	150	100	100
TOTAL	**19,665**	**18,598**	**18,086**

CAPITAL FUNDING FROM:	**Budget 2018/19** (£000s)	**Budget 2019/20** (£000s)	**Budget 2020/21** (£000s)
Welsh Government Grant-MRA	6,190	6,190	6,190
Receipts which we can use from sales	0	0	0
Direct Revenue Financing	13,475	8,956	8,443
External Borrowing	0	3,452	3,453
TOTAL	**19,665**	**18,598**	**18,086**

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Department for Communities

Homes and Safer Communities

Housing Revenue Account 2018/19 - 2020/21

Appendix B

REVENUE SPENDING TO:	**Budget 2018/19 (£000s)**	**Budget 2019/20 (£000s)**	**Budget 2020/21 (£000s)**
Repair and maintain homes	9,495	9,842	10,223
Supervision and management	8,355	8,519	8,686
Support services e.g. legal and finance	1,560	1,560	1,560
Direct Revenue Financing - Capital projects	13,475	8,956	8,443
Provision for Bad debts	494	591	784
Capital charges	14,205	14,309	13,936
TOTAL	47,584	43,777	43,632
REVENUE FUNDING FROM:	**Budget 2018/19 (£000s)**	**Budget 2019/20 (£000s)**	**Budget 2020/21 (£000s)**
Tenant rents	39,729	41,463	43,959
Service charges	750	774	798
Interest received	68	61	69
Income from other departments	340	347	354
Housing Finance Grant 2	0	246	246
Water rates commission	498	508	518
Grants / Other	356	356	357
TOTAL	41,741	43,755	46,301
HRA END OF YEAR POSITION:	**Budget 2018/19 (£000s)**	**Budget 2019/20 (£000s)**	**Budget 2020/21 (£000s)**
Balance brought forward from last year	-16,299	-10,456	-10,434
HRA budgeted surplus (-)/ deficit (+)	5,843	22	-2,669
BALANCE CARRIED FORWARD	-10,456	-10,434	-13,103

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APPENDIX C

REPORT OF DIRECTOR OF CORPORATE SERVICES

COUNTY COUNCIL

21st FEBRUARY 2018

Housing Revenue Account Budget 2018/19 to 2020/21 and Housing Rent Setting for 2018/19

DESIGNATION.	DIRECTORATE	TELEPHONE NO.
C Moore, Director of Corporate Services	Corporate Services	01267 224120
AUTHOR & DESIGNATION	**DIRECTORATE**	**TELEPHONE NO**
A Thomas, Group Accountant	Corporate Services	01267 228742

SCRUTINY COMMITTEE – BUDGET CONSULTATION COMMENTS

1. COMMUNITY SCRUTINY COMMITTEE – 30th JANUARY 2018 (Draft Minutes)

HOUSING REVENUE ACCOUNT BUDGET AND HOUSING RENT SETTING FOR 2018/19

The Committee considered the Housing Revenue Account (HRA) Budget and Housing Rent Setting for 2018/19, being presented as part of the budget consultation process and brought together the latest proposals contained in the revenue and capital budgets for the Housing Revenue Account 2018/19 to be presented to the Executive Board and Council for determination.

The Director of Corporate Services advised that the report had been prepared reflecting the latest proposals contained within the Housing Revenue Account Business Plan, being the primary financial planning tool for delivering the Carmarthenshire Homes Standard *Plus* (CHS+) for the future. The proposed investment within the current business plan delivered the CHS by 2015 (to those homes where the tenants agreed to have work undertaken) provided investment to maintain CHS+ and continued investment for the Authority's Affordable Homes Commitment.

The Director of Corporate Services reminded the Committee that with regard to the setting of the Housing Rents, the Authority had previously adopted the Welsh Government's Social Housing Rent Harmonisation Policy with the aim of progressing to the mid-point target rent. For 2018/19, the Welsh Government had notified local authorities that the increase in target rent would be the Consumer Price Index (CPI) of 3% plus 1.5% totalling

4.5%, and for those below the target rent, a maximum of £2 per week increase would be applied until the target rent was reached, equating to an average increase of 5.49% for the Council's tenants. However, whilst that policy had not changed, the Welsh Government had taken the unusual step of informing local authorities that due to a relatively high CPI of 3%, they may wish to consider using a lower option for 2018/19.

Having regard to the Welsh Government's indication, and recognising the squeeze on household budgets as wage increases had not kept pace with rising price inflation, it was being proposed that the Council's rent increase for 2018/19 be minimised as far as possible, utilising the flexibility outlined by the Welsh Government, whilst still complying with its policy target rent band. If the Council was to endorse that proposal, it would result in its rent being set at the lowest allowable level representing a 3.5% increase for all tenants, with a reduced maximum progression of £1.62, producing an average rent of £85.27 representing an increase of 4.34% or £3.55.

The Director of Corporate Services advised that if the Committee was minded to endorse the report's recommendations to the Executive Board and Council, it should note that unlike in previous years when rents for garage / garage bases had been increased, the current budget strategy did not include any proposals for their increase in 2018/19.

The following issues were raised in relation to the report:-

- Clarification was sought on whether proposed 3.5% average increase for all tenants, with some paying in excess of that, could result in the lowest paid facing the higher payments.

  The Director of Corporate Services advised there was no correlation between the two and the proposed increase was not linked to affordability.
- In response to a question on the council's policy for the provision of affordable housing and the use of Section 106 Planning Agreements, the Director of Corporate Services reminded the Committee of the policy for the delivery of additional social housing within Carmarthenshire via various means including, the proposals for the establishment of a council owned arms-length local Housing Company. Those proposals also included for the purchase of private homes for rent or constructing new properties.

  The Head of Homes and Safer Communities endorsed the Director's comments and advised that to date the Authority had purchased 70 privately owned properties which had then become available for rent. The establishment of the Local Housing Company would also provide the Council with alternative options for the delivery of affordable homes be that via homes for rent or new build. With regard to the use of a Section 106 Agreement, that related to planning legislation requiring a housing developer to ensure a certain percentage of homes constructed on a site were affordable or that they paid a commuted sum to the authority in lieu of that provision, which could then be used to facilitate the purchase of homes for rent.

UNANIMOUSLY RESOLVED that the report and the following proposals be endorsed for submission to the Executive Board:-

5.1 to increase the average housing rent as per the Welsh Government's Social Housing Rents Policy (low end target) i.e.:-

- **Properties at target rents to increase by 3.5%(CPI + 0.5%)**
- **Properties where rent was below target rent to increase by 3.5% (CPI + 0.5%) plus a maximum progression of £1.62**
- **Properties above target rent be frozen until such time as they met the target**

thereby producing an average housing rent increase of 4.34% or £3.55, producing a sustainable Business Plan, which maintains CHS+ and resources the Affordable Homes Programme, as supported by the Carmarthenshire Home Standards Steering Group;

5.2 To implement the maximum progression of £1.62 for rents below target, until target rents were achieved;

5.3 To apply the service charge policy to ensure tenants who received the benefit from specific services paid for those services;

5.4 To increase charges for using the Council's sewerage treatment works in line with the rent increase.

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COUNTY COUNCIL
21ST FEBRUARY, 2018

THE CARMARTHENSHIRE HOMES STANDARD *PLUS* (CHS+) Business Plan 2018-21

Purpose:

- To explain the vision and detail of the Carmarthenshire Homes Standard Plus over the next three years, and what it means for tenants.
- To confirm the financial profile, based on current assumptions, for the delivery of the CHS+ over the next three years.
- To produce a business plan for the annual application to Welsh Government for Major Repairs Allowance (MRA) for 2018/19, equating to £6.1m

EXECUTIVE BOARD RECOMMENDATIONS:

- To confirm the vision of the CHS+ and the financial and delivery programme over the next three years.
- To confirm the submission of the plan to Welsh Government.

Reasons:

- To continue our CHS+ vision to deliver what really matters to tenants.
- To continue to support tenants by maintaining and further improving the CHS+, with an overall investment of £29m over the next three years.
- To continue to deliver our Affordable Homes Plan with a range of solutions, including council new build, with a further £26m investment over next three years.
- To make members' aware that the delivery of the Plan is dependent on an average rent increase of 4.34% for 2018/19.
- To enable submission to the WG to access £6.1m of MRA for 2018/19

Relevant Scrutiny Committee to be consulted: YES – Community Scrutiny Committee – 30th January, 2018

Community Scrutiny Committee recommended to Executive Board that the report be accepted.

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

Executive Board Decision Required: Yes- 5th February, 2018

Council Decision Required: Yes- 21st February, 2018

EXECUTIVE BOARD MEMBER PORTFOLIO HOLDER:-

Cllr. Linda Evans (Housing Portfolio Holder)

Cllr Hazel Evans (Environment Portfolio Holder)

Cllr David Jenkins (Resources Portfolio Holder)

Directorate: Communities **Name of Head of Service:** Robin Staines	**Designations:** Head of Homes and Safer Communities	**Tel Nos./ E Mail Addresses:** RStaines@carmarthenshire.gov.uk (01267) 228960
Report Author: Angie Bowen	Investing in Homes Lead	AnBowen@carmarthenshire.gov.uk (01554) 899292

EXECUTIVE SUMMARY
COUNTY COUNCIL
21ST FEBRUARY, 2018

SUBJECT:
THE CARMARTHENSHIRE HOMES STANDARD *PLUS* (CHS+)
Business Plan 2018-21

What is the purpose of the plan?

- To explain the vision and detail of the Carmarthenshire Homes Standard Plus over the next three years, and what it means for tenants.
- To confirm the financial profile, based on current assumptions, for the delivery of the CHS+ over the next three years.
- To produce a business plan for the annual application to Welsh Government for Major Repairs Allowance (MRA) for 2018/19, equating to £6.1m.

What is the context?

Since 2006, we have been working to deliver the published work programmes to our tenants' homes. We called this the CHS+ and achieved this to homes where tenants agreed to have the work done during 2015. We fully acknowledge, however, that this is not the end of the journey and want to do more. This plan sets out how we will do this, confirming the financial and delivery programme over the next three years.

Our commitment to CHS+ remains firmly on track, building on what has already been achieved and trying to be as ambitious as we can.

We continue to challenge and review the stock information we hold and how it is collated. The importance we place on our strategic asset management arrangements enables us to provide the foundation for our investment plans. It also confirms the future expenditure needed to maintain the standard, and what money will be available for our affordable homes delivery programme. Through careful programme management we are able to spend in excess of £55m over the next three years on these projects.

This year, we are also proposing that we keep the rent increase for 2018/19 to the minimum allowed under the current Welsh Government's social housing rents policy i.e. 4.34%

Supporting Tenants and Residents

As part of the CHS+, we continue to support tenants and residents in everything we do. As a result we will:

- Develop our vision on Tenant Participation with TPAS Cymru. The vision will provide a structure so that all tenants and residents within our communities have the opportunity to be involved and influence the service they wish to receive;

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- Focus on providing more advice and support to tenants in managing their monthly budgets. We will deliver a range of support and services to help tenants cope with the cultural change of Universal Credit, and mitigate the impact as much as we are able.
- Create a pre-tenancy service to provide support and training to applicants and potential new tenants of Carmarthenshire County Council before a tenancy begins. We will focus on pre-tenancy work to minimise rent arrears, maximise income for both us and tenants and improve tenancy sustainability.
- Continue to work with tenants to see what improvements they would like to see to CHS+ in the future.

Two key themes have been identified in terms of future investment. These are:

THEME 1- Investing in our Homes' and the Environment.

This plan confirms work that will be undertaken to maintain the standard and what our key principles are to support our future approach to managing the homes and gardens, land, garage areas and the environment. Over £29m will be invested.

Included in this Plan is how we will:

- Make sure our stock information is as good as it can be, and fill in any existing gaps, in order that we know where we need to maintain and improve the CHS+;
- Make sure we update electrical systems e.g. hard wired smoke and carbon mon-oxide detectors in homes where tenants have previously refused works;
- Continue to review and update our annual work programmes based on evidence and need, only replacing components nearer to the time of failing and not time;
- Develop a specific investment plan, by working with a range of partners to install solar photo voltaic panels and other low energy home improvements on our housing stock;
- Continue to make void properties available for letting as quickly as possible, minimising rent loss and maximising the housing available, whilst striving to meet customers' expectations;
- Provide a customer focussed responsive repairs service, which achieves high levels of performance, customer satisfaction and good value for money;
- Continue to provide homes better suited to tenants needs by:
  - investing in adapting homes;
  - understanding the future investment needs for our sheltered housing stock, linking in with our Care Home development programme; and
  - completing options appraisals on sites that may need changing/ converting into homes that can better meet housing need.

THEME 2 - Providing more homes.

This Plan confirms how we plan to further increase the supply of affordable housing, building on what has already been achieved. This plan will deliver over 600 additional affordable homes with over £26m being invested. In addition the establishment of the housing company will deliver a

mix of new affordable homes for sale or rent, and will offer families an alternative to social housing. It will also offer opportunities on a much wider scale, in terms of innovation, standards and specifications, geographically and the type of activities where it can bring major benefits.

Included in this Plan is how we will:

- Continue to provide a range of solutions to deliver more affordable homes, including purchasing private sector homes to increase the Council's housing stock in the areas of greatest housing need; and managing private sector homes through the 'Simple Lettings Agency'; and
- Align with the Housing Company in terms of future opportunities around new build homes

The plan also sets out some different approaches and new developments/opportunities. These include:

- Setting out our future approach to supporting prospective tenants;
- Developing a regular planned programme to estates in terms of painting and where lichen growth has become an issue; and
- Firming up our plans in terms of low energy improvements to homes and solar PV that will reduce bills for tenants and make them more energy efficient.

On a wider scale the opportunities that the Swansea Bay City Deal can offer in terms of housing investment and jobs is also highlighted.

Finally we set out what the key assumptions are to make sure the plan remains viable, what we will spend the money on and how it is funded. As part of this we will continue to be pro-active in identifying funding opportunities that further support the delivery of the plan.

Recommendations:

1. **To confirm the vision of the CHS+ and the financial and delivery programme over the next three years.**
2. **To confirm the submission of the Plan to Welsh Government for the 2018/19 MRA Application.**

DETAILED REPORT ATTACHED?	**YES – Carmarthenshire Homes Standard PLUS (CHS+) Business Plan 2018/2021**

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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: Robin Staines Head of Homes and Safer Communities

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

1. **Policy, Crime and Disorder and Equalities**
   The CHS+ will act as the framework for policy development across housing services delivery and will contribute to wider agendas.

2. **Legal**
   The Housing (Wales) Act 2014 sets out our statutory duty to maintain the Welsh Housing Quality Standard (our version is the Carmarthenshire Homes Standard *PLUS*) in our existing stock.

3. **Finance**
   Delivering the CHS+ will continue to present significant financial challenges and risks to the County Council.

   We have spent over £230m to achieve the standard, with nearly £120m of this spend has been funded through a prudential borrowing programme.

   Through careful management, the financial model remains viable to not only maintain the CHS+, but also deliver more affordable homes. A summary of costs to this over the next three years is included in the Plan.

   A general rent increase of 4.34% for 2018/19 is also assumed in the plan.

4. **Risk Management**
   The CHS+ programme is identified as moderate risk in the Council's Risk Management Plan. A risk management plan has been developed to mitigate and review all risks associated with the programme.

   Failure to deliver a viable Business Plan to Welsh Government by the end of March 2018 will mean the MRA of £6.1m for 2018/19 being withdrawn.

5. **Physical Assets**
   The CHS+ will involve the management, maintenance and improvement of the Council's housing stock. This will be carried out within the context of our asset management principles which are defined within the plan. Any decision to acquire, convert or dispose of homes, land and/or garage areas will be considered in line with these principles.

   This plan will also result in an increase in the Council housing stock through the new build and purchasing homes in the private sector initiatives.

CONSULTATIONS

I confirm that the appropriate consultations have taken in place and the outcomes are as detailed below **Signed: Robin Staines Head of Homes and Safer Communities**

1. Scrutiny Committee

The report was received by Community Scrutiny Committee on 30th January, 2018.

2.Local Member(s) n/a

3.Community / Town Council n/a

4.Relevant Partners

Engagement with stakeholders and partners has taken place in order to develop this Plan, including stakeholder events, 1-2-1 interviews and various meetings.

5.Staff Side Representatives and other Organisations

Engagement with tenants, has taken place in order to develop this Plan, including stakeholder events, 1-2-1 interviews, visits and events in communities, and various meetings.

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.	Location that the file is available for public inspection
Carmarthenshire Homes Standard PLUS (CHS+) **Business Plan 2018/2021**	**Housing General Files**	**Council website- Democratic Services**

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Carmarthenshire Homes Standard PLUS (CHS+) Business Plan 2018/2021

21st February 2018

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Foreword by the Executive Board Members

The Carmarthenshire Homes Standard (CHS+) continues to move forward to deliver services and projects that really matter to our tenants, members and key partners.

We are all aware of our significant, and proud achievement, of delivering the CHS+ during 2015 - an investment of over £200m since 2007. We are sure that this investment has had a really positive impact on our tenants' health and well-being. This will be demonstrated shortly by the publication of our major Health Impact Study, in conjunction with Cardiff and Swansea Universities.

Through careful financial management we continue to make significant investments. During the last 12 months we have spent over £20m in maintaining these improvements as well as ensuring we delivered much needed additional affordable homes.

As everyone will be aware it is still a time of significant challenge. It is also, however, a time of optimism and opportunity, and our plans have been developed to reflect this. Firstly, we have been able to keep the rent increase for 2018/19 to the minimum allowed under the current Welsh Government's social housing rents policy.

We will continue to prioritise maintaining the CHS+ to existing council homes and plan to invest over £29m in the next three years to do this. We recognise, however, that it is not just about the physical improvements themselves, but also making sure the homes are affordable to run and have a positive impact on people's health and well-being.

The imminent introduction of Universal Credit will present a major challenge for us in terms of future income but, more importantly, for tenants across all tenures in managing their money. We will be pro-active in ensuring that we fully support our tenants with these new arrangements, reducing any impact by as much as possible.

Our Affordable Homes Delivery Plan has already delivered over 400 homes during the first two years, making sure we are well on target of achieving 1000 additional homes we promised. We want, however, to do more. The recent establishment of our Housing Company, will not only deliver even more new build homes across the County, but will also enable us to increase the range of housing options available, offering alternatives to social housing. Over £26m has been earmarked to support affordable home delivery in this plan.

We appreciate that our plans are ambitious, but we are very confident that by working together we can deliver these ambitions and continue to make a real difference in our communities.

Linda Davies Evans **Executive Board Member for Housing**	**Cllr Hazel Evans** **Executive Board Member for Environment**	**Cllr David Jenkins** **Executive Board Member for Resources**

Introduction

Introduction

The Welsh Housing Quality Standard (WHQS) is the Welsh Government (WG) standard of social housing quality. The WHQS was first introduced in 2002 and aimed to ensure that all homes are of good quality and suitable for the needs of existing and future residents. WG set a target for all social landlords to improve their housing stock to meet the WHQS as soon as possible, but in any event by 2020.

Carmarthenshire's tenants developed their own standard, called the CHS+, and this was successfully delivered in 2015, well in advance of the WG timescales.

Purpose of the CHS+ Plan

The purpose of this Plan is to explain the vision and detail of the CHS+, and what it means for tenants. It also confirms the financial profile, based on current assumptions, for the delivery of the CHS+ over the next three years. The approved Plan enables us to submit our annual application to WG for Major Repairs Allowance (MRA) for 2018/19, which amounts to £6.1m.

Development of the CHS+ Plan

Tenants and stakeholders have been consulted and their views taken into account in preparing this Plan. The Plan is updated annually taking into account these views, the latest stock condition information, updated financial information, WG Guidance and any revised Council policies.

All actions in this Plan will be monitored on a bi-monthly basis by the CHS+ Steering Group. This group provides strategic direction and corporate leadership to ensure appropriate progression on the initiatives included. The CHS+ Steering Group is also responsible for monitoring progress, reviewing and managing the overall 30 year financial plan that supports our planned investment.

How this plan links with our corporate priorities, together with the overall governance structure is set out in Appendix A.

Achievements and Priorities

The previous CHS+ Business Plan 2017-2020 has achieved a number of notable successes over the last 12 months:-

2017/18 main achievements:

- Over £29m spent to maintain the CHS+ in tenants homes;
- Over 200 additional affordable homes delivered during our second year of delivery;
- Over 500 adaptations completed, with over £1m being invested to ensure tenants homes suited to their needs;
- Over £240,000 spent on 37 Environmental Improvement Projects;
- Continuing our time credit initiative with over 50,000 of total volunteer hours being given and covering over 1500 members;
- Restructured our housing service to create a pre-tenancy team to work with tenants to minimise rent arrears, maximise income for both us and tenants and improve tenancy sustainability;
- Delivered a "Rent Matters" campaign that has resulted in a reduction of rent arrears;
- Housed over 70 households who have specific needs through our Accessible Housing Register (AHR);
- Gained support and agreement to introduce a Choice Based Letting approach that will give tenants more choice and make tenancies more sustainable; and
- Attained two national Energy Advice awards helping to promote fuel clubs. The average savings from all 17 fuel clubs amount to £1215 per month.

2018/19 priorities:

During 2017/18 we have continued to engage with tenants and other stakeholders in a number of ways. One of the key questions we asked throughout the year was

"What was important to you in terms of future priorities?"

The top six priorities were:

- Maintaining and improving the current standard;
- Advice with bills and benefits;
- Help and support to maintain a tenancy;
- Providing additional council homes;
- Grounds Maintenance and grass cutting; and
- Increase the energy efficiency of homes that have low energy performance ratings.

In terms of these specific priorities **we will be**:

- Making sure our stock information and analysis, and our approach to asset management, is as good as it can be in order that we know where we need to maintain and improve the CHS+;

- Developing and delivering real actions on the ground to mitigate the impact of Universal Credit;
- Providing more focus on pre-tenancy work through our housing service re-structure;
- Delivering additional affordable homes through a range of solutions, including the recently established Housing Company;
- Reviewing the grounds maintenance and grass cutting contract to ensure it offers better choice and meets tenants expectations; and
- Working with a range of partners to identify opportunities to install solar photo voltaic panels and other low energy home improvements in our housing stock.

During 2018/19 we will also publish the results of our major health impact study (in conjunction with Swansea and Cardiff Universities funded through Public Health Research programme). This study has tracked tenants' health and well-being through the period when we were carrying out the investment programmes to homes.

The following sections will provide the context to, and detail of, what we plan to deliver over the next three years, including how we intend paying for it, the community benefits and verifying what we have done.

The importance of strategic asset management in providing the foundation for our investment plans, as well as the central role of supporting tenants and residents in everything we do, is also highlighted. Leading on from this, we will cover two key themes that have been identified in terms of future investment. These are:

1. **THEME 1- Investing in our Homes' and the Environment.**

2. **THEME 2 - Providing more homes.**

Context

The CHS+ Business Plan

This Plan covers all housing services and assets contained within the Housing Revenue Account (HRA), and sets out the objectives of the CHS+ and what this means for tenants and leaseholders across a range of housing activities.

The Council has:

- Over 9,000 homes;
- Over 1,400 garages (including bases);
- Areas of land

Details of our housing assets and the profile of our tenants and applicants are provided in Appendix B.

This Plan confirms the delivery programmes of repair, maintenance and improvement, as well as setting the framework for the potential redevelopment of some of the most uneconomic stock. This is set in the context of maintaining its 100% compliance against WG's WHQS, and we will continue to do this through the CHS+.

This Plan demonstrates our commitment to sustained investment and shows how the investment in the existing stock is delivered, as well as a significant affordable homes programme. We have also ensured a balance of investment across the entire housing stock so that our capital and revenue spend is complementary, enabling tenants to receive best value services.

We will invest £29m in our existing homes over the next three years. This is based on current assumptions, together with a three year revenue provision of £9m for planned and responsive repairs and maintenance. We have also identified a further £26m to continue to deliver more affordable homes.

The delivery of the above investment, however, must be built on a robust approach to managing our housing assets.

Our approach to managing assets

Managing housing assets goes beyond just investing in good repair and improvements. Asset management is also about reviewing and potentially changing the asset base to end up with the right accommodation in the right location, supported by excellent, flexible services for our tenants. It must consider quality and value for money, particularly the whole life of a home and how running costs will affect tenants.

By applying an effective asset management strategy to our 9,000 plus homes, it will also enable us to meet our legal requirement of maintaining the CHS+ in the future.

Consequently our approach is underpinned by the following principles:

- Carrying out regular stock condition surveys to assess condition, use and required investment;
- A planned maintenance programme achieving economies by replacing components e.g. kitchen, bathrooms etc. based on need, not time;
- A regular cyclical maintenance programme for certain components in a home e.g. heating appliances, electrical upgrades and external painting;
- A continual programme of works to meet Health and Safety requirements e.g. asbestos removal and structural repairs ;
- A maintenance service to respond to unplanned failures in homes and to prevent deterioration in their condition e.g. boiler replacements;
- An efficient and effective voids repair service, helping to quicken the repairs process and save money by carrying out CHS+ works when a home becomes empty (or as soon afterwards), if the prospective tenant requests it;
- A programme of environmental estate improvements that is strategically targeted;
- A basic check to all homes on an annual basis through our existing visits;
- A more in-depth visit to homes where there are potential issues in terms of condition, tenancy or welfare issues;
- Continuing to invest in adapting homes to suit the needs of tenants;
- Understanding the future investment needs for our sheltered housing stock, linking in with our Care Home development programme;
- Completing individual options appraisals if homes are no longer fit for purpose to determine the best course of action, including considering demolishing homes, or disposing of them;
- Completing options appraisals on sites that may need changing/ converting into homes that can better meet housing need; and
- Delivering the targets within the Affordable Homes Delivery Plan.

When considering the above we will:

- Engage with tenants and Members;
- As far as is possible, meet tenants aspirations and priorities;
- Maximise our assets and minimise liabilities;
- Seek value for money in all investment decisions and contract procurement;
- Comply with current and future regulations;
- Create good neighbourhoods for council tenants and their neighbours; and
- Provide assurance to the council's auditors and regulators that its housing service is well managed.

We fully recognise that in order to achieve the above we must ensure that:

- The right structures, skills, resources and capacity are in place to manage future programmes, procurement and contract management effectively;

- Robust stock condition information, data and analysis is in place to produce programmes of investment that will appropriately maintain and improve standards, as well as services to tenants;
- Our data is further enhanced and regularly validated by feedback from all programmed and cyclical repairs, and maintenance activities; and
- We complete our cost certainty exercise for our overarching 30 year financial plan.

Over the next 12 months we will be specifically focusing on ensuring that asset management resources, both people and systems, are challenged to make sure they are in the right areas for the future. Our joined-up approach will enable us to:

- Commence a stock condition survey to verify our cost certainty business plan, identify gaps and provide independent verification;
- Understand why work has not been completed within the stock e.g. the tenant has requested that no work be carried out. These are called "Acceptable Fails" (see Appendix C); and
- Review our Asset Management Systems and Strategy to ensure all stock is fit for both current and emerging needs.

Ensuring our assets are economical to maintain and meet our strategic objectives

Homes

Every year there are a small number of homes that need major work. Generally these are homes where the previous tenants have declined the CHS+ works, or where structural works are identified in tenanted homes.

Before committing to do the work we need to ensure that the level of expenditure, and the housing need can be demonstrated. This is important to avoid major investment being made in a home that could remain empty longer than we would expect. It is necessary to have a consistent approach, and this is known as an MSCA (Most Satisfactory Course of Action).

Similarly, when we identify a number of similar repair issues in homes, in a particular area, we will consider whole site appraisals. This enables us to gather whole life costs for our homes in a defined area so that we can consider longer term solutions. Where high investment is required and there is low demand for homes in the area, tenants, leaseholders and stakeholders will be involved in the option appraisal process.

Garages

We will continue to actively gather information on the types of agreements used and the condition of garages, in order to:

- Deal with garages that are unsafe and need demolishing on health and Safety grounds;
- Establish who uses garages and bases;
- Standardise agreements; and
- Consult on future options for garage sites.

Land

We have areas of land across the County. As part of our commitment to Affordable Housing we have identified areas of land that could be used for development, prioritising the ones in areas of greatest need.

Where we have identified areas, however, which have no use and cost us to maintain we shall include them in a programme for sale. The receipts from sale contribute to maintaining the CHS+.

Sewer Treatment Works

We currently have 15 sewer treatment works and 8 septic tanks. Over the next 12 months we will be reviewing the charging arrangements and the condition of these facilities in order to consider future options and arrangements for all tenures.

Supporting Tenants and Residents

The commitment and support of our tenants' and Members' continues to be important to us to ensure that we maintain and improve on the CHS+ going forward.

Tenant and residents' engagement and communication

Tenant and community engagement has always underpinned the delivery of the CHS+, but we want to do more. We want to get better by engaging as widely as possible and maximising opportunities to help build stronger communities.

For the development of this year's plan we have engaged via meetings, forums and surveys, together with fun days and fashion shows, environmental projects, Time Credits and Fuel Clubs. This has allowed us to gather information on what really matters to our tenants and key stakeholders in terms of ***"What a good housing service looks like?"***

We believe that this approach is helping to broaden engagement, and is showing improvements for both individuals and the community, on a social and economic level. We know, however, that we are not attracting a wider range of people, particularly younger tenants on a consistent basis, and those involved tend to be unrepresentative of our tenants as a whole. As a result, **we will**:

- Develop our vision on Tenant Participation with TPAS Cymru. The vision will provide a structure so that all tenants and residents within our communities have the opportunity to be involved and influence the service they wish to receive;
- Continue to provide feedback via our regular Tenants to Tenants (T2T) newsletters;
- Liaise with residents to develop a more targeted programme of environmental estate improvements;
- Provide updated annual information about the CHS+ improvement programmes to tenants; and
- Introduce a pilot scheme targeting those in fuel poverty by installing energy efficient LED lighting to tenants' homes.

As well as giving their views on general engagement activities, tenants and residents have also highlighted other priorities in terms of supporting them. They have told us that they would like us to focus on providing more advice and support for them with bills and benefits that will help them to maintain their accommodation. We will be addressing these priorities in a number of areas.

Responding to Universal Credit

Universal Credit (UC) is a new monthly payment for people who are either unemployed, or working, but on a low income. It will eventually replace six legacy benefits, including Housing Benefit.

In June 2018 Carmarthenshire will become a full service UC area. Currently we have 3,284 tenants below pensionable age in receipt of Housing Benefit that would naturally migrate to UC if they have a qualifying change of circumstances. A managed migration programme will then begin to move all remaining claimants over to UC by 2022. This will mean that for any tenant claiming UC, payments for their housing support will be paid directly to them as opposed to it automatically being paid into their rent accounts.

All claims for UC must be done electronically and all tenants will need to have access to a bank account and an e-mail address.

Experience from the UC pilots has identified it is a huge cultural change for many tenants in managing their monthly budgets and we must support as much as we are able. We know that our tenants have a negative view of UC, and the current 4-8 week delays in processing and receiving payments can cause significant anxiety.

Private sector tenants who go onto UC are also likely to require support and may face issues with their landlords due to length of time taken to assess claims.

From a business point of view, evidence from the pilots has shown that rent arrears will increase in the short to medium term and we have allowed for this within this plan in terms of our bad debt provision.

In order to mitigate the impact we will:

- Regularly update our communication plan, ensuring that tenants are aware of what help we, or our partner organisations can offer;
- Visit all of the tenants we believe may be affected;
- Continue to work with floating support providers to ensure that they are ready to provide support to our tenants;
- Increase the range of Direct Debit (DD) payment dates available to tenants. Tenants will be able to choose any date within the month between 1 and 28;
- Enable tenants to use the new 'My Account' facility to view their rent balance and recent rent transactions. It will also allow them to pay their rent, order a new payment card and request a direct debit form;
- Work closely with Welsh Water to encourage tenants to make an application under the 'HelpU' tariff which helps low income households to reduce their water bill;
- Target our prevention fund to help the most vulnerable tenants;
- Map the UC application process, and identifying triggers and interventions;
- Develop guidance documents and procedures to assist in staff training;
- Change the rent letters to inform tenants of the changes;
- Introduce payment reminder e-mails and Texts for individual tenants; and
- Build close partnerships with Housing Benefit, Job Centre Plus and DWP staff.

Focusing on Pre tenancy work

A review carried out by the Housing Quality Network (HQN) recommended that more detailed pre – tenancy work should be carried out with tenants to minimise rent arrears, maximise

income for both us and tenants and improve tenancy sustainability. We have supported this recommendation by creating a pre-tenancy service as part of our Homes and Safer Communities realignment.

We know that at present tenants are allocated homes with no prior insight into what a tenancy actually involves. Many are young, with no previous experience of running a home, living on a small budget. Unsurprisingly many end up going into rent arrears, cause noise or disturbance to their neighbours and ultimately lose or end their tenancy within the first year or two.

We have set up 'The Home Ready' project which provides support and training to applicants and potential new tenants of the Council before a tenancy begins. The project aims to:

- Provide applicants with the most relevant and tailor made training to make them more confident and knowledgeable in gaining and sustaining their tenancy;
- Ensure that applicants will be more financially aware in their future day to day lives such as learning how to live on a budget, understand the benefits of their local credit unions, be more aware of what running and maintain a home and tenancy involves and the benefits of saving; and
- Provide applicants with training that will focus on understanding the terms of their tenancy, being a good neighbour and the importance of paying their rent.

This will enable us to:

- Identify Support needs earlier and make referrals to the appropriate agencies;
- Reduce the level of rent arrears and the number of tenancies that fail within the first 12 months;
- Reduce the level of Tenancy Management issues such as anti-Social Behaviour (ASB), and property condition for new tenants; and
- Have a greater understanding of what matters to new tenants and promote tenant engagement and personal development.

Our approach to this year's rent increase

For 2018/19, through careful financial planning we have been able to keep the rent increase to the minimum allowed under the current WG's social housing rents policy. We believe this is the right thing to do this year. At the same time, we have also been able to maintain our significant investment in existing homes as well as providing much needed, additional affordable homes.

Theme 1 – Investing in Homes' and the Environment

Maintaining the Carmarthenshire Homes Standard Plus (CHS+)

In 2015 we achieved the CHS+ to homes where tenants have agreed to have work completed - well before WG's target of 2020. This is in line with our agreed assumptions that the standard of our homes will be to the CHS+; and replacement programmes will be based on condition, not time.

Tenants tell us that getting repairs done on time and maintaining homes to a good standard is important to them. Maintaining the standard is now a statutory duty, and the Council has made a commitment to achieve and maintain the CHS, which states that all homes will be:

- in a good state of repair;
- free from damp;
- free from significant condensation;
- structurally stable;
- in safe and attractive environments;
- suitable for the household; and
- managed to the CHS+

Our on-going consultation with tenants has identified five key themes in this area in terms of ***"What a good housing service looks like?"***

- **Repairs and Maintenance** - proper and timely maintenance, consistent service, maintain homes to a high standard, continue to improve the housing stock;
- **Internal Works and Servicing** – heating, bathroom and kitchens, soundproofing in flats, remove old plumbing and electrics, option of newer kitchen;
- **External Works and the Environment** - roofs, removal of moss, rendering, dampness, paths, solar panels; responding to requests for paths, provide a home that is secure, , fencing, painting of outside of houses, garden walls, improve communal areas;
- **Voids -** standards to be applied to every home, finish the CHS programme;
- **Improving Standards** - improvements which result in tenants maximising their income/saving money on utilities, a standard that doesn't stand still, service improvement.

The actions identified to address these themes are set out below. The resultant investment requirements have been built into the HRA Capital Programme 2018/2021.

Repairs and Maintenance: The objective of the repairs service is to provide a customer focussed responsive repairs service, which achieves high levels of performance, customer satisfaction and good value for money. The priorities to achieve this objective are:

- Making appointments for all repairs;
- Getting the job done right first time as quickly as possible;

- Using tenant views to shape the service; and
- Carrying out as many repairs in a pre-planned way as possible.

The responsive repairs service has more contact with tenants and customers than any other maintenance service, and is therefore used as an important measure of how effective, both the Housing and Property services are, by the majority of customers.

We will achieve this by:

- Advising tenants when they report minor repairs how quickly we can carry out the repairs. We will always prioritise emergency and urgent repairs. For larger repair requests, we will often assess the problem first before letting tenants know how long the works will take.
- Carrying out repairs in the timescales we have set out or at a time that is more convenient for the tenant. Sometimes, however, there may be delays because we cannot get materials, or we need to carry out further investigations or the work is weather dependent.
- Continuing to develop our responsive repairs service, using mobile technology, to make appointments with tenants at a time convenient for them, including online and text services.
- Monitoring trends in reported repairs to identify works where it is prudent to take a planned approach for a larger number of properties using a condition-based programme.

Internal Works and Servicing - The objective of the CHS+ is to maintain the standard on a condition-based programme. For internal components such as kitchens, bathrooms, electrical upgrading and central heating, by replacing components nearer to the time of failing, the challenge is in assessing the condition both correctly and consistently. Cyclical maintenance can assist this assessment. The priorities to achieve this objective are:

- Cyclical servicing based on statutory requirements;
- Continue to identify properties where tenants have refused part or all of the intended CHS+ works.

We will achieve this by:

- Contacting tenants who have previously declined CHS+ works to discuss any issues they have and agree with them when works are to be programmed;
- Continuing our annual programme of safety checks on gas fires, and gas or oil boilers, and only replace boilers with energy-efficient condensing boilers, when defective and no longer economical to run; and
- Checking homes have the appropriate smoke alarms, heat detectors or carbon monoxide devices, and discuss with tenants how we can upgrade these to improve the fire safety within their homes.

External Works and the Environment: : - whilst it is known that our homes are generally in good condition and meet the CHS+, our objective is to achieve economies of scale by only

replacing components nearer to the time of failing; and thus saving tenants money. The priorities to achieve this objective are:

- Identify programmes suitable for a planned approach;
- Identify opportunities for low energy home improvements on our housing stock.

We will achieve this by:

- Continuing to review and update our annual programme of roof and render component replacement including providing exterior wall insulation (EWI), based on evidence and need, and not time;
- Working with a range of partners to identify opportunities to install solar photo voltaic panels and other low energy home improvements on our housing stock to try to save tenants money on their energy bills, improve the comfort tenants' homes and reduce pollution in the environment;
- Developing a painting and maintenance planned programme including rectifying the impact of estate wide Lichen growth on homes; and
- Developing a garden and outhouse planned programme to ensure sheds and outhouses, gardens, paths and fencing are safe.

Empty homes (Voids): The objective of the void process is to make void homes available for letting as quickly as possible, striving to meet customers' expectations. The priorities to achieve this objective are:

- Provide a safe and secure home;
- Improve re-let timescales;
- Provide a re-let standard that meets customers' expectations; and
- Introduce a Choice Based Letting approach that will give tenants more choice and make tenancies more sustainable.

We will achieve this by:

- Completing individual options appraisals if homes are no longer fit for purpose to determine best course of action, including considering demolishing homes, or disposing of them;
- Making sure that homes are maintained to our standards and any repairs from previous tenants have been carried out before a new tenant moves in, together with making sure gardens are clear of rubbish and safe to use;
- Bringing all homes up to the CHS+ where the tenant wishes the work to be carried out. When a tenant is happy to move into a property without all the works being completed, tenants will be provided with an indicative timescale for completing the outstanding works; and
- Enhancing Home Information packs for all new tenants, to include information on boiler inspections, Asbestos advice, Energy Performance Certificates, electrical tests and an indication of when any outstanding CHS+ work will be carried out.

Improving Standards - Tenants have told us they do not want a standard that stands still. Our priorities to achieve this objective are:

- Involving tenants in setting future standards;
- Improving the energy performance of homes; and
- Ensure homes are suitable for the household.

We will achieve this by:

- Asking tenants how they would like to be part of the process.
- Developing a programme of energy saving measures based on the information obtained from EPC surveys, including those where tenants have previously declined works to improve the energy efficiency of their homes.
- Continuing our programme of providing adaptations for our tenants to ensure that our homes meet their needs. Adaptations range from a simple grab rail at the side of a doorway to a bathroom converted into a wet room to a purpose built bedroom and wet room extension.
- Continuing to utilise our stock in an efficient manner through the Accessible Housing Register (AHR), where a void property with existing adaptations is matched to a client on the AHR whose needs will be met.

Type of work to be completed in 2018/19

We know the following work may be required to maintain the standard in 2018/19.

Type of work/components	Target homes to be completed in the full year 2018-19
Kitchens	83
Bathrooms	85
Central heating Systems	49
Electrical Systems	79
Mains Powered Smoke Detectors	79
Adaptations	250 (small < £1,000) 190 (>£1,000)
Roofs	110
Render and Fascia	439
Windows	0
External Doors	0
Gardens and outhouse planned programme	New Programme
Painting and maintenance planned programme	New Programme
Energy Rating (SAP=65)	40+

The above figures represent target homes to be completed through the planned programme of works. Additional works to homes will also be completed throughout the year as part of void and major works delivery.

Further Development and new opportunities

Health and Safety - Servicing & compliance

We have recently reviewed our approach to fire safety across all our stock, and our approach to when tenants have requested not to have work carried out. We believe that it is in the best interest of tenants, and to protect our investment, that tenants will no longer have the option to decline electrical works including the installation of hard wired smoke detectors and Carbon Monoxide (CO) detectors.

For homes where we believe the above work has not been upgraded, we will:

- Check homes have the appropriate smoke alarms, heat detectors or carbon monoxide devices, and discuss with tenants how we can upgrade these;
- Gain access to ensure that the necessary works are completed; and
- Install servicing timers when we gain access (where a tenant repeatedly does not give us access), to help tenants understand and manage their responsibilities under their tenancy agreement and help us to protect the lives of tenants.

Health & Safety - Approach to Fire Management

We have now further reviewed the Fire Risk Assessments on all of our purpose built blocks of Flats, including sheltered schemes. Our approach has been to assess the likelihood of fires occurring, and any person(s) who may be put at risk from a fire. When carrying out the assessment we have also taken into consideration that fires can be started accidentally, through carelessness or started deliberately.

For each block of flats, where we have identified improvements to be made, an action plan has been developed. This provides a record of present risks, together with an indication of the scope of the changes and/or improvements which need to be provided to minimise the risks present. The risk assessments are monitored by the 'Investing in our Homes' Group, as set out in our Governance Structure.

Investing in Sheltered Housing

Demand for our Sheltered Housing remains high generally, but we need to ensure that the right type of support is in the right schemes. Some schemes are very popular whilst others less so because of things like their location and/or access to amenities.

We will be clearly defining the purpose of each Sheltered Scheme and will tailor our approach to future needs. We will assessing current standards and challenging whether they will meet the expectations of future residents over the next 10 to 20 years.

We will align this approach with our investment programme for the Council's existing Care Homes, making sure the accommodation meets future needs and standards.

Potential for Solar photovoltaic (PV) systems

Our Property division have been working with WF as part of the Green Growth Wales programme, to explore opportunities and models for a housing-based solar and battery storage project on the Council's housing stock.

This could be a no-cost community 'rent-a-roof' model with the provision of roof mounted solar PV, combined with a battery storage system, and may be exclusive to a single property (e.g. solar PV on the roof and small battery system for the property). It could also be a community based system where the solar PV and/or battery is on a community basis to help maximise benefits and direct use of energy generated.

We have run a market information exercise to help understand the range of offers available for Carmarthenshire and on behalf of the wider Swansea Bay City Deal area. We shall be analysing the feedback received, and consulting with tenants on any schemes that we feel are viable. If successful this will helping tenants to reduce their energy bills.

Low energy home improvements

As part of the programme of works to refurbish housing we are assessing the potential benefits of including works that will help tenants to further reduce their energy bills, improve the comfort of their homes and reduce pollution in the environment.

We are working with the Welsh School of Architecture at Cardiff University as part of its Low Carbon Built Environment (LCBE) project. Consultation has commenced with tenants on determining the level of interest. If we are able to identify a scheme, tenants will be asked to participate by completing a questionnaire to find out a little bit about them and their family, their home and how they use it. We will also install some discreet monitoring equipment to measure the environmental conditions and energy use in the home before and after the work has been carried out.

Assisting with regeneration plans

The Council would like to work with local residents, and other key stakeholders, to develop a masterplan for the potential regeneration of the Station Road area in the Tyisha ward, Llanelli. Our approach would be to firstly carry out co-ordinated, extensive engagement and consultation with residents. This will involve all relevant services across the Council.

Station Road is located between Llanelli Town Centre and the proposed Well-Being village in Machynys. There are ambitious and exciting plans for both areas and we want to make sure that the Station Road area benefits from sustainable change that will have an impact over the next 10-20 years.

We also want to maximise the impact of the ***Swansea Bay City Region Deal*** "Delivering Homes as Power Stations" project. We see this as a huge opportunity for Carmarthenshire as it will target both new build projects and the retro-fit of existing homes and buildings. Whilst initially targeting the public sector it will, over the next five years, roll out to private sector landlords and owner occupiers. The delivery will not only reduce fuel poverty and have a positive impact on people's health and well-being, but will kick start a major construction programme and the associated benefits in terms of jobs.

Theme 2 – Providing more homes

Affordable Homes

In March 2016, Carmarthenshire produced its first Affordable Homes Delivery Plan. The plan aims to deliver over 1,000 affordable homes by 2021, investing nearly £100m into our communities, with over £31m coming directly from the HRA.

Tenants told us then that delivering a wide range of housing to meet demands, and us buying and building new suitable homes is important to them. This is also in line with the feedback we received from tenants again this year.

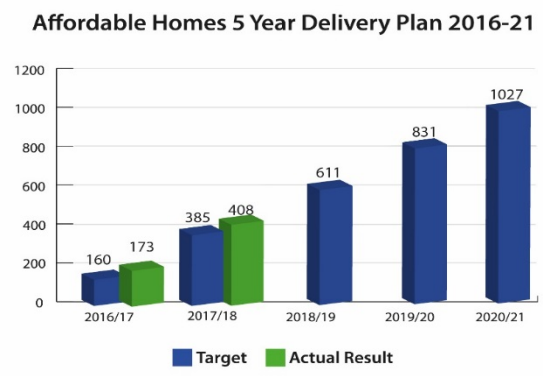
As a result we will continue to:

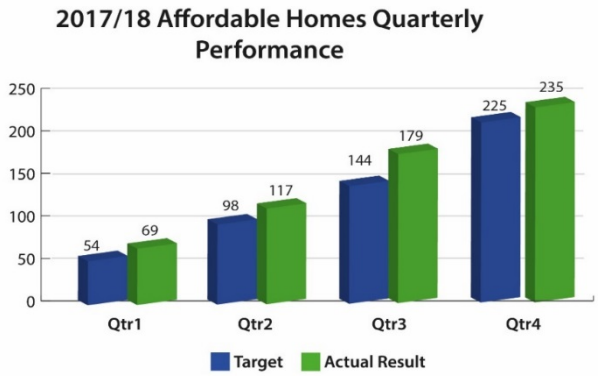
- Deliver new build council homes directly through the HRA;
- Develop a wider range of homes and regeneration options through our recently established Housing Company;
- Purchase private sector homes to increase the Council's housing stock in the areas of greatest housing need;
- Continue to manage private sector homes, for Private Landlords, through the 'Simple Lettings Agency'; and
- Bring empty homes back into use to increase choice and accessibility of homes in the areas of greatest housing need;

Current affordable homes delivery

In our first year of delivery (2016/17) we exceeded our target, and delivered 173 additional affordable homes. We are on course again to exceed our target in our second year of delivery, by delivering a further 235 homes in 2017/18.

The following graphs show the accumulative targets for the five years of our plan, and our progress to date.





Housing Company

We also recently announced plans for hundreds of new homes through the establishment of a Housing Company. The Company will deliver a mix of homes including homes for rent, low cost home ownership, rent to own and open market sales, as an alternative to social rented housing. This will be across the County, based on housing need.

It will support local developers who are set to benefit from a further boost in the construction industry, with new jobs and training opportunities on the horizon.

The establishment of the Housing Company will not only ensure that we continue to maximise our ability to build more homes but will offer opportunities on a wider scale, in terms of innovation, standards and specifications, geographically and the type of activities where it can bring major benefits.

It is important to note, however, that the Housing Company **is not** stock transfer in any form. All 9,000 current council homes will continue to be managed by the Council.

The detailed business plan for the Company will be confirmed in Spring 2018, confirming the planned programme of activity over the next five years.

Plans for the future

As a result of the above activity we will, over the next three years:

- Deliver over 630 affordable homes throughout the county and achieve the targets set in the Delivery Plan, through:

    - Delivering over 50 two and four bedroom homes in phase 1 of our Council new build programme (Dylan in Bynea and Garreglwyd in Pembrey);
    - Purchasing over 100 private sector homes and continuing to increase the Council's housing stock in the areas of greatest housing need;
    - Managing an additional 150 private sector homes through the Simple Lettings Agency;
    - Bringing over 160 empty homes back into use;
    - Working with our Housing Association (HA) partners to deliver over 200 new build HA homes, maximising the use of Housing Finance Grant, Social Housing Grant and HA private finance; and
    - Maximising developer contributions through the planning system and creating over 50 homes for rent and low cost home ownership.

- Continue to maximise the use of external funding opportunities including Affordable Housing Grant and Innovative Housing Programme Funding and ensure that we have schemes on the shelf ready to go when additional funding becomes available;

- Align with the Housing Company to deliver additional affordable homes; and

- Develop a new Affordable Homes Delivery Plan which will continue to create affordable homes in the areas of greatest need post 2021.

Community Benefits and Procurement

Community Benefits

The Council is committed to:

- Contributing to the social, economic and environmental well-being of the wider community;
- Asking tenderers to deliver Community Benefits in our tendering activities through the delivery of the contracts or frameworks awarded;
- Maximising the value for every pound we spend, applying a Community Benefits approach to any tender valued over £1million; and
- Capturing and recording Community Benefits utilising WG's Community Benefits Measurement Tool.

For contracts completed in 2016/17, three contractors were used through the South West Wales Contractors Framework. Over £2million of CHS+ works were called collectively, achieving the following:

- For every £1 spent, £1.80 was reinvested into the Welsh economy;
- 11 people were hired during this period who were previously unemployed, and who will continue to be employed;
- Over 84 weeks of training was provided, including:
  - 12 Apprenticeships started and over 50 weeks carried out; and
  - 10 Traineeships completed amounting to over 30 weeks in total.

Since June 2017, Carmarthenshire County Council and Pembrokeshire County Council entered into a Joint Procurement Shared Service for a period of two years. The aim of the Shared Service is to deliver regional benefits and efficiencies through shared use of resources.

Funding and Risk Management

Major Repairs Allowance

Every year we receive £6 million from Welsh Government to support our capital investment. The grant comes with clear guidance on what it can and cannot be used for. The main condition is that is must be spent on property within the HRA. It cannot be used for repairs or maintenance, demolishing costs, repayment of borrowing etc. A full breakdown can be found in our MRA Acceptance issued by Welsh Government.

The MRA makes a significant contribution towards achieving and maintaining the CHS. It is currently reviewed annually by Welsh Government and, as such, it is regularly under scrutiny. A reduction or end of the MRA could have a significant impact on our future investment plans.

Planning Assumptions

To help us plan our investments, we must make certain assumptions. Changes to our assumptions may mean that we have to re-visit the objectives included in this plan.

INCOME	
Major Repairs Allowance (MRA) ***i.e. the amount of capital funding we get from the Welsh Government***	**£6m** each year. This is on the basis that we receive £673 for each home.
Rent increase 2018/19	**4.34% average**
Future rent increase levels ***Based on Welsh Government Policy***	Rent increases continue in line with current policy.
Borrowing *i.e. the amount we need to borrow to support our investment*	Additional £7m over next 3 years

OTHER	
Expenditure/income inflation	Employees' pay at 1% per year for the next three years (as per assumptions for Council Fund).
Right to Buy receipts *i.e. Money we get from tenants' buying their home*	No receipts from 1st April 2015 following suspension of Right to Buy
Balances on the revenue account ***i.e. the amount of money we need to keep in reserve***	Minimum of £1.359m (based on £150 per property)

SPENDING		
Assumed Borrowing costs ***i.e. the amount it costs to borrow money***	Cost of existing and new debt: 2018/19: 4.72% 2019/20: 4.57% 2020/21: 4.41	Cost of exiting HRAS: Average of 4.57%
Provision for Bad debt *i.e. debt that we will be unable to recover*	2018/19: £494k 2019/20: £591k 2020/21: £784k	

Delivering efficiencies

This current business plan is supported by a drive to improve value for money over the next three years and enhance service delivery.

Over the next 12 months we will develop measures to ensure that value for money can be demonstrated in terms of cost and quality, whilst striving to meet tenants' expectations on service improvements.

CAPITAL SPENDING TO:

	Budget 2018/19 (£000s)	Budget 2019/20 (£000s)	Budget 2020/21 (£000s)
Maintain the standard:			
Internal works - kitchens, bathrooms, electrics, heating etc.	1,030	1,183	1,000
EWI, Render and Fascia (inc. gardens)	2,096	1,775	2,739
Roofing	924	1,052	1,086
Boiler replacements	90	87	88
Declined CO & smoke detectors	600	0	0
Structural works - Estates and boundary walls (inc. identified structural works)	1,084	315	260
Voids and Major Works to homes	2,118	2,155	2,200
Support Tenant and Residents:			
Sheltered Scheme Investment (inc. boilers)	518	1,025	500
Adaptations	1,400	1,500	1,500
Environmental works	298	303	309
Provide more affordable homes:			
Housing Development Programme	9,162	8,905	8,104
Support the delivery of CHS+:			
Programme management	195	198	200
Stock condition information	150	100	100
TOTAL	**19,665**	**18,598**	**18,086**

CAPITAL FUNDING FROM:	Budget 2018/19 (£000s)	Budget 2019/20 (£000s)	Budget 2020/21 (£000s)
Welsh Government Grant-MRA	6,190	6,190	6,190
Receipts which we can use from sales	0	0	0
Direct Revenue Financing	13,475	8,956	8,443
External Borrowing	0	3,452	3,453
TOTAL	**19,665**	**18,598**	**18,086**

REVENUE SPENDING TO:	Budget 2018/19 (£000s)	Budget 2019/20 (£000s)	Budget 2020/21 (£000s)
Repair and maintain homes	9,495	9,842	10,223
Supervision and management	8,355	8,519	8,686
Support services e.g. legal and finance	1,560	1,560	1,560
Direct Revenue Financing - Capital projects	13,475	8,956	8,443
Provision for Bad debts	494	591	784
Capital charges	14,205	14,309	13,936
TOTAL	**47,584**	**43,777**	**43,632**

REVENUE FUNDING FROM:	Budget 2018/19 (£000s)	Budget 2019/20 (£000s)	Budget 2020/21 (£000s)
Tenant rents	39,729	41,463	43,959
Service charges	750	774	798
Interest received	68	61	69
Income from other departments	340	347	354
Housing Finance Grant 2	0	246	246
Water rates commission	498	508	518
Grants / Other	356	356	357
TOTAL	**41,741**	**43,755**	**46,301**

HRA END OF YEAR POSITION:	Budget 2018/19 (£000s)	Budget 2019/20 (£000s)	Budget 2020/21 (£000s)
Balance brought forward from last year	-16,299	-10,456	-10,434
HRA budgeted surplus (-)/ deficit (+)	5,843	22	-2,669
BALANCE CARRIED FORWARD	**-10,456**	**-10,434**	**-13,103**

Risk Management

Each year, as part of the HRA Business Planning process, we identify, assess and prioritise potential risks and consider the likelihood and impact of each. This exercise is undertaken by each service delivery area. Once this has been done, we identify ways in which we can reduce or manage the potential risk and impact. These are recorded corporately and monitored regularly.

Three of the greatest risks identified in delivering this plan are:

- Maintaining up to date asset information with regards to our stock;
- Uncertainty of the impact of market conditions with regard to inflation, pricing and availability of workforce, to inform the 30 year cost certainty exercise; and
- The impact of Universal Credit on tenants' ability to maintain their responsibilities and obligations to pay their total rent in advance for the week ahead.

All risks will be monitored by the CHS+ Steering Group on a regular basis.

Compliance, Verification and Monitoring

Compliance and Acceptable Fails

Recording compliance and acceptable fails is not a simple collection of condition information for things like kitchens, bathrooms, electrics etc. It is a combination of occupancy and property condition information. Surveying of homes, collating of information, how we manage our data, and the ability to report 100% accurate information, are all data-hungry activities. The details of our compliance and acceptable fails are set out in Appendix C.

Acceptable Fails

An acceptable fail occurs when an individual component e.g. a kitchen or bathroom, has not been completed for one or more of the following reasons:

- Cost of remedy;
- Timing of remedy;
- Residents' choice; and
- Physical constraint"

Energy Efficiency

We have had a number of different programmes running to improve the energy efficiency of homes. These programmes have helped save tenants money on their heating costs and improve the SAP rating of or homes. The average SAP across our stock is 65 out of 100.

Independent Verification

Whilst we believe that we are, and will continue to, accurately report compliance in achieving and maintaining the CHS+, we will also back this up with further verification by:

- Demonstrating compliance by ensuring there is a clear separation of duties between CCC staff reporting compliance and those staff responsible for delivering the CHS+;
- Using internal staff in conjunction with Internal Audit to undertake desktop reviews;
- Agreeing and commencing a sample programme of stock condition visits every year, carried out by an independent verifier;
- Asking tenants how they would like to be part of the process of verification;
- Continuing to use service reviews to assess compliance. Some data is already independently collected, e.g. boiler inspections, EPC's and electrical tests; and
- Introducing Home Information packs for all new tenants, informing them of boiler inspections, Asbestos advice, Energy Performance Certificates, electrical tests and when any outstanding CHS+ work will be carried out.

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Carmarthenshire Homes Standard+ (CHS+) HRA Business Plan

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Appendix A: *The Well-being of Future Generations (Wales) Act 2015*

We are committed to delivering the CHS+ in a sustainable way as outlined in the Well-being Act. We do this by:

Looking at the long term so that we do not compromise the ability of future generations to meet their own needs

- The Business Plan contributes to this by planning for the next 3 years and also over the longer term of 30 years. We do this by analysing our asset data and market conditions to enable us to maintain our existing stock, and plan our affordable housing delivery. We set out our plans to deliver a pre-tenancy service to enable tenants to sustain their tenancies as long as possible.

Understanding the root causes of the issues to prevent them reoccurring

- The Business Plan identifies the key issues that tenants have highlighted to us. We also monitor the demand for reactive repairs. All this information enables us to plan programmed works to resolve issues and prevent them reoccurring.

Taking an intergrated approach so that we look at all well-being goals and objectives of other services and partners

- The Business Plan highlights how we contribute to the well-being of our tenants. Examples of this include delivering adaptations to meet the needs of tenants, re-housing tenants through the adapted home register to more suitable accommodation, working with Swansea and Cardiff University to carry out a health impact study, and carrying out estate improvement works to the local environment.

Collaboration - Working with others in a collaborative way to find shared sustainable solutions

- The Business Plan is delivered in a Partnership approach between Housing and Property Services. It sets out our ambition to work with partners locally and regionally to deliver energy efficiency measures to existing and new homes to reduce fuel poverty for our tenants. Our procurement process is delivered through a collaborative approach ensuring community benefits are maximised.

Involving a diversity of population in decisions that affect them

- Tenant involvement in the delivery of the Business Plan is an overarching principle. We have set out our plans to produce a tenant engagement strategy and widen our support and advice services for both preventative services and to mitigate the impact of Welfare Reform. Tenants will continue to contribute to the development of both the CHS+ and the Environmental Improvement Programme.

The CHS+ business plan contributes to the seven Well-being goals under the sustainable development principles in the following way:

A Prosperous Wales

Carmarthenshire has a stronger and more prosperous economy:

We will focus on:

- Ensuring long-term economic and social benefits for Carmarthenshire through the Swansea Bay City Region and future European and external funding avenues.

A Healthier Wales

People in Carmarthenshire are healthier:

We will focus on:

- Increasing the availability of rented and affordable homes to support the needs of local people by building new homes, bringing empty homes back into use and ensuring an allocation of affordable homes on new developments;
- Mitigating the local impacts of welfare reform by supporting affected residents through the changes;
- Supporting residents suffering from fuel poverty and introducing renewable energy technology to our tenants' homes in order to save them money on energy costs.

A Wales of Cohesive Communities

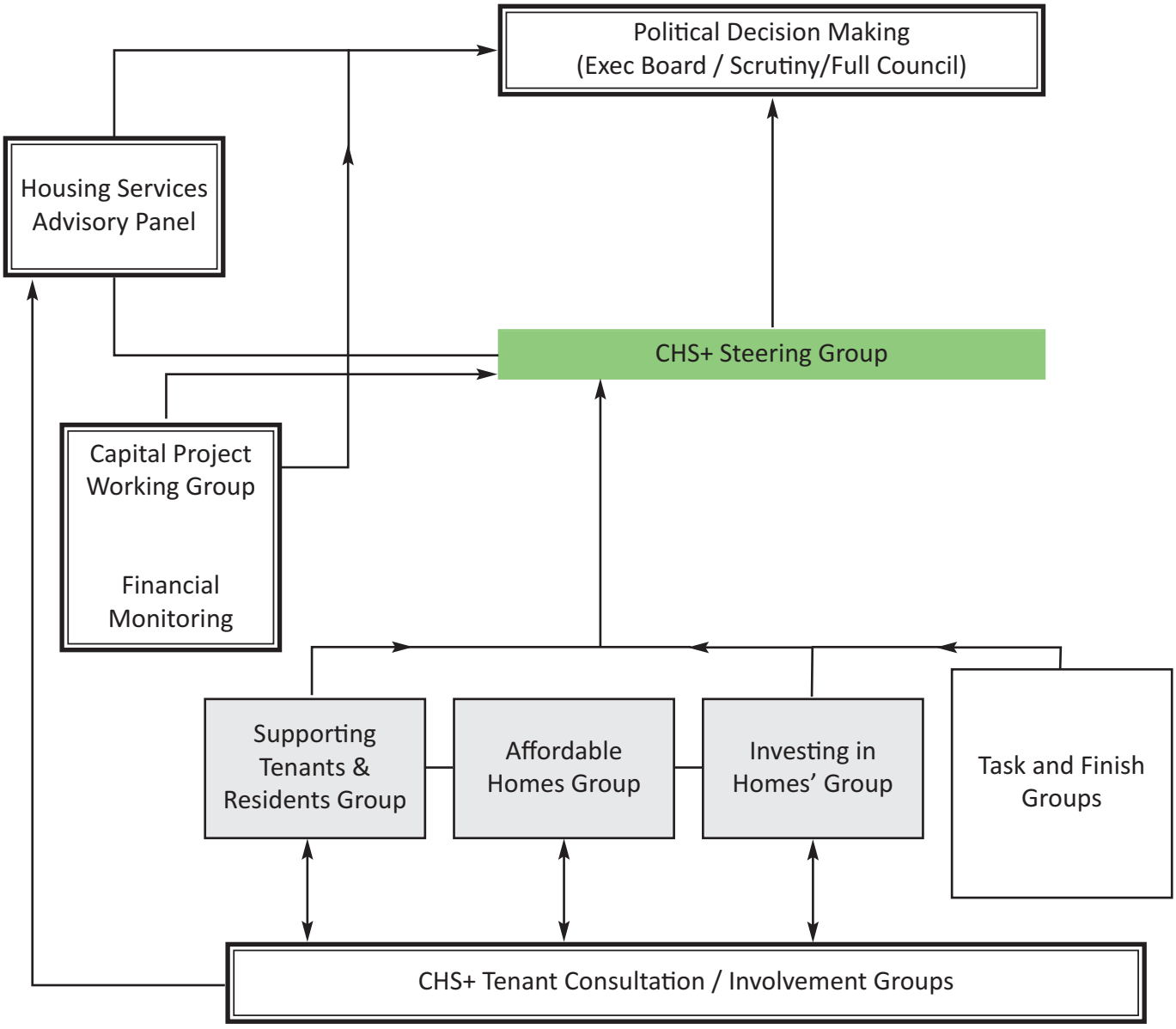
People who live, work and visit Carmarthenshire are safe and feel safer:

We will focus on:

- Reducing anti-social behaviour by working in partnership with other agencies and communities to tackle local problems.

Governance Structure

All actions in this Plan will be monitored on a bi-monthly basis by the CHS+ Steering Group. This group provides strategic direction and corporate leadership to ensure appropriate progression on the initiatives included.



Appendix B: *Stock, Tenant and Housing Choice Register Profile*

Stock 30/11/17 Stock Return

Type	No. of Homes	Sheltered Homes
House	4913	
Bungalows	2169	
Flats	1923	508
Maisonettes	41	
Bedsit	22	
Total	9068	

Stock Make Up

Carmarthenshire County Council's HRA stock (as set out below) comprises 9,068 homes, including 508 sheltered homes, and an additional 229 leasehold homes.

The following table sets out the HRA housing stock by Ward:

Ward	Homes	Ward	Homes
Abergwili	40	Llandybie	209
Ammanford	143	Llanegwad	43
Betws	72	Llanfihangel Aberbythych	20
Bigyn	385	Llanfihangel Ar Arth	123
Burry Port	161	Llangadog	46
Bynea	260	Llangeler	180
Carmarthen Town North	403	Llangennech	243
Carmarthen Town South	175	Llangunnor	172
Carmarthen Town West	120	Llangyndeyrn	193
Cenarth	59	Llannon	263
Cilycwm	26	Llansteffan	46
Cynwyl Elfed	62	Llanybydder	138
Cynwyl Gaeo	13	Lliedi	272
Dafen	223	Llwynhendy	614
Elli	56	Manordeilo & Salem	22
Felinfoel	254	Pembrey	223
Garnant	140	Penygroes	73
Glanamman	151	Pontaman	141
Glanymor	515	Pontyberem	185
Glyn	105	Quarter Bach	204
Gorslas	240	Saron, Ammanford	257
Hendy	101	St Clears	101
Hengoed	225	St Ishmael	48
Kidwelly	198	Swiss Valley	16
Laugharne	90	Trelech	29
Llanboidy	19	Trimsaran	207
Llanddarog	80	Tycroes	84
Llandeilo	103	Tyisha	291
Llandovery	122	Whitland	84

The housing stock comprises 4,913 houses and 2,169 bungalows, with the remainder made up of 1,478 flats, bedsits and maisonettes. The majority of the stock is 2 and 3 bedroom homes. 90 of the homes have 4 bedrooms, and only two, are 5 and 6 bedrooms.

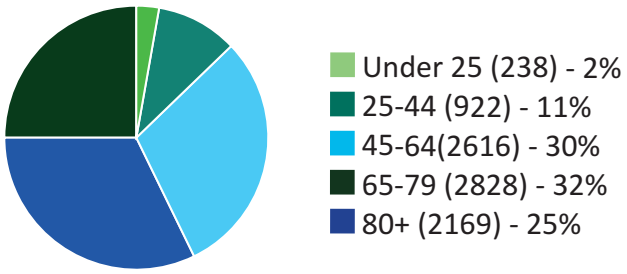
Type of Home	Bedrooms							Total
	0	1	2	3	4	5	6+	
Flats		639	769	7				1415
Bedsits	21	1						22
Maisonettes			10	31				41
Bungalows		362	1776	30	1			2169
House	3	19	1098	3703	88	1	1	4913
Sheltered flats	1	462	38	6	1			508
Total	25	1483	3691	3777	90	1	1	9068

Tenant Profile

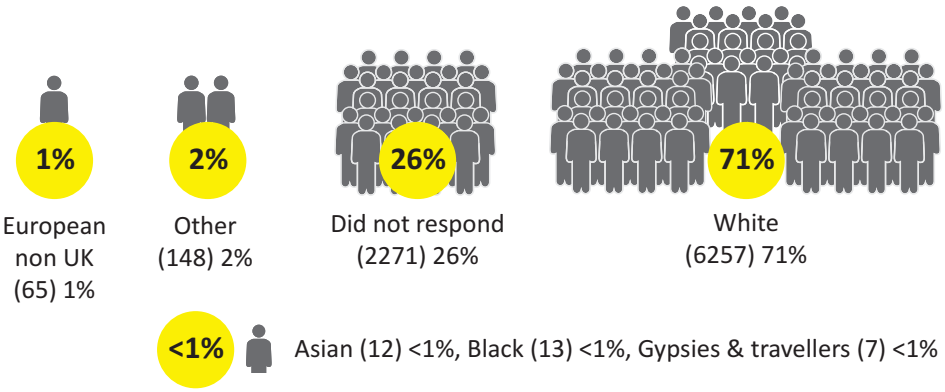
We know that 25% of our lead tenants are aged 80 or over and a further 32% are aged 65 to 80. As a result, 57% of our lead tenants are 65 or above. Only 3% of our lead tenants are under 25, the remaining 40% are aged 45 to 65.

We know that 71% of our lead tenants are white British. A further 26% did not provide information about their ethnic group.

Number of Council tenancies by age group



Number of Council tenancies by ethnic group

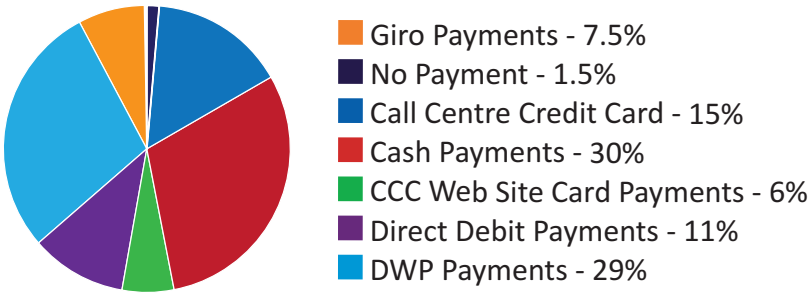


Universal Credit Tenant Payment Profile

For tenants currently claiming Universal Credit, we know that only 11% are paying their rent by direct debit. A further 29% are still receiving DWP direct payments, and 1.5% are making no payments.

Universal Credit Accounts
TENANT Payment METHODS

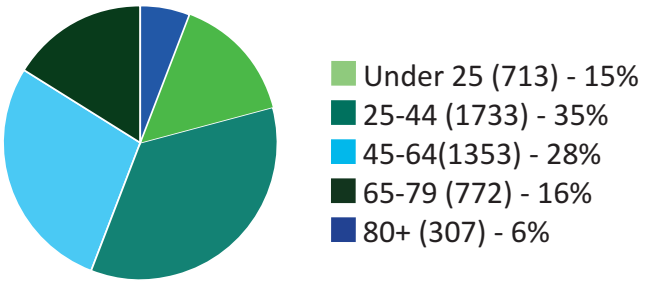
Payment methods by type



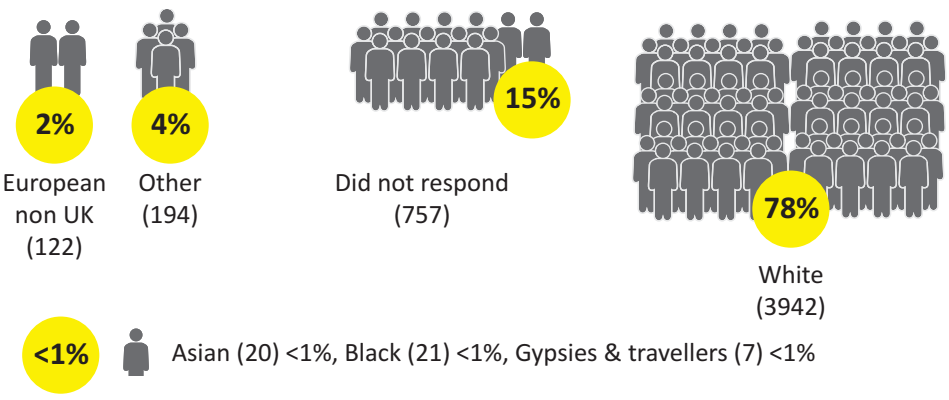
Housing Choice Applicants Profile

We know that 35% of our lead applicants are aged 25 to 44. 6% are aged 80+ and the remaining 44% are aged 45 to 79. We know that 78% are white British and a further 15% of our lead applicants did not provide information about their ethnic group.

Housing Choice Register applicants by age



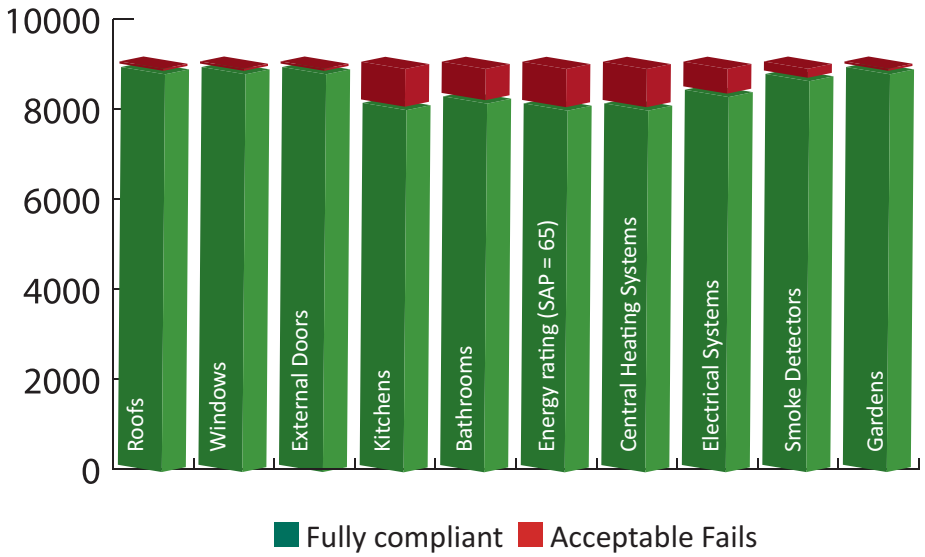
Housing Choice Register applicants by ethnic group, November 2017



Appendix C: *WHQS Compliance*

The following tables set out our achievement of meeting the CHS+ in 2015 by components, together with the annual programme to maintain compliance of the CHS+.

WHQS Compliance by Component

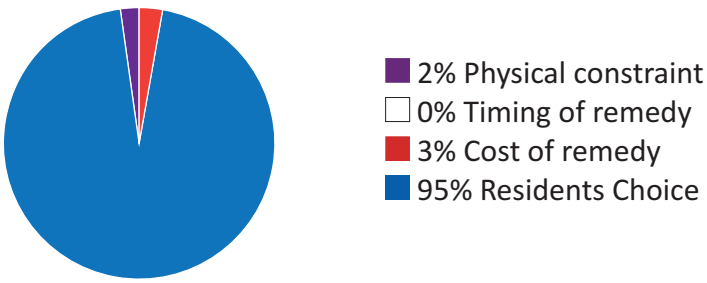


Acceptable Fails

The Welsh Government Outlines 'acceptable fails' as a home which meets the standard but has not had all works carried out to make it fully compliant. There are different reasons for why these acceptable fails would occur.

Some tenants have chosen not to have the work done (Residents' choice) because they were happy with their homes, have made their own improvements or some, particularly older tenants, do not want the disruption. This is, by far, the main reason why homes do not currently meet the standard.

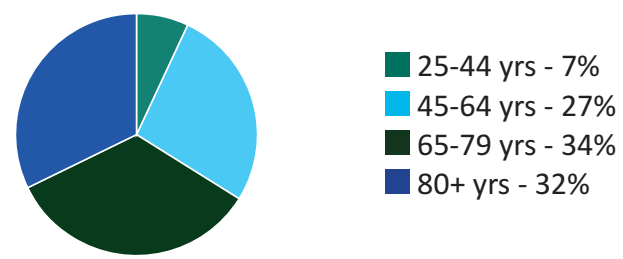
Acceptable Fails by Reason



We know that 95% of our acceptable fails are as a result of residents' choice. The remaining 5% being the cost of the remedy or physical constraints.

We also know that 32% of the residents who chose not to have the CHS+ works completed are aged 80 or over and a further 34% are between the age of 65 and 79.

Residents Choice Fails



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COUNTY COUNCIL
21ST February 2018

Subject

Purpose: Treasury Management Policy and Strategy 2018-19

EXECUTIVE BOARD RECOMMENDATIONS:

1. the Treasury Management Policy and Strategy for 2018-19 and the recommendations contained therein be approved,
2. the Treasury Management Indicators, Prudential Indicators, Minimum Revenue Provision Statement and recommendations therein be approved.

Reasons:

To comply with the Revised CIPFA Prudential Code and the Revised CIPFA Treasury Management Code of Practice 2017.

Relevant scrutiny committee to be consulted

YES

Scrutiny committee and date

Policy & Resources Scrutiny Committee 7th February 2018

Exec Board Decision Required	YES
Council Decision Required	YES

EXECUTIVE BOARD MEMBER PORTFOLIO HOLDER:- Cllr. D.M. Jenkins

Directorate: Corporate Services		
Name of Director: Chris Moore	Designation: Director of Corporate Services	Tel No. 01267 224120; E Mail: CMoore@carmarthenshire.gov.uk
Report Author: Anthony Parnell	Designation: Treasury and Pension Investments Manager	Tel No. 01267 224180; E Mail: AParnell@carmarthenshire.gov.uk

EXECUTIVE SUMMARY
COUNTY COUNCIL
21ST February 2018

Treasury Management Policy and Strategy 2018-19

1. BRIEF SUMMARY OF PURPOSE OF REPORT.

It is a requirement of the revised CIPFA Code of Practice on Treasury Management, which Council have adopted, that

a. The Council maintains a Treasury Management Policy which states the policies and objectives of the Authority's treasury management activities
and

b. The Council approves a Treasury Management Strategy annually before the start of the financial year to which it relates.

In addition, under the Local Government Act 2003 the Council approves the Treasury Management Indicators for the coming year.

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: C Moore Director of Corporate Services

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

Council has adopted the revised CIPFA Code of Practice on Treasury Management, one of the requirements is that an annual Treasury Management Policy and Strategy be approved by Council before the commencement of the year to which it relates.

2. Legal

Under the Local Government Act 2003 and the revised CIPFA Code of Practice on Treasury Management, local authorities must set out their Treasury Management Indicators that relate to the Authority's capital spending and its borrowing.

3. Finance

The Treasury Management Policy and Strategy details the procedures that the Authority adheres to in managing its treasury management function.

Interest paid and earned has a direct impact on the Authority's Revenue Budget. The estimated projections are included in the Budget which is to be presented to Council on 21st February 2018.

CONSULTATIONS

I confirm that the appropriate consultations have taken in place and the outcomes are as detailed below
Signed: C Moore Director of Corporate Services

1. Scrutiny Committee

Policy and Resources Scrutiny Committee will be consulted on the 7th February 2018.

2.Local Member(s) Not Applicable

3.Community / Town Council Not Applicable

4.Relevant Partners Not Applicable

5.Staff Side Representatives and other Organisations Not Applicable

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
The Local Government Act 2003		County Hall, Carmarthen
Guidance issued by Welsh Government		County Hall, Carmarthen
Revised CIPFA Treasury Management Code of Practice and Cross-Sectoral Guidance Notes		County Hall, Carmarthen
Revised CIPFA Prudential Code for Capital Finance in Local Authorities		County Hall, Carmarthen

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MEETING OF THE EXECUTIVE BOARD
DATE: 5th FEBRUARY 2018

REPORT OF THE DIRECTOR OF CORPORATE SERVICES

TREASURY MANAGEMENT POLICY AND STRATEGY 2018-2019

A. INTRODUCTION

This Council carries out its treasury management activities in accordance with the Prudential Code of Practice first developed for public services in 2002 by the Chartered Institute of Public Finance and Accountancy (CIPFA). This Code was last revised in 2017. The Council also carries out its treasury management activities in accordance with the CIPFA Treasury Management Code of Practice 2017.

The revised Code identifies three key principles:

1. The Council should put in place formal and comprehensive objectives, policies and practices, strategies and reporting arrangements for the effective management and control of their treasury management activities.

2. The Council's policies and practices should make clear that the effective management and control of risk are prime objectives of their treasury management activities and that responsibility for these lies clearly within their Council. The Council's appetite for risk should form part of its annual strategy and should ensure that priority is given to security and liquidity when investing funds.

3. The Council should acknowledge that the pursuit of value for money in treasury management, and the use of suitable performance measures, are valid and important tools for responsible Councils to employ in support of their business and service objectives; and that within the context of effective risk management, the Council's treasury management policies and practices should reflect this.

B. CIPFA PRUDENTIAL CODE AND CIPFA TREASURY MANAGEMENT CODE OF PRACTICE

1. This Council has adopted the Revised CIPFA Prudential Code 2017 and the Revised CIPFA Treasury Management Code of Practice 2017.

   This Revised CIPFA Treasury Management Code of Practice 2017 stipulates that there should be Member scrutiny of the treasury policies, Member training and awareness and regular reporting.

   The objectives of the Revised Prudential Code 2017 are to ensure, within a clear framework, that the capital expenditure plans of local authorities are affordable, prudent and sustainable, and that treasury management decisions are taken in accordance with good professional practice and in full understanding of the risks involved and how these risks will be managed to levels that are acceptable to the organisation.

   The Council has adopted the four clauses shown in 1.1 as part of its financial procedure rules and the Policy and Resources Scrutiny Committee is responsible for ensuring effective scrutiny of the treasury management strategy and policies, before making recommendations to Council.

   The policies and parameters within this report provide an approved framework within which the officers undertake the day to day treasury activities.

1.1 The four clauses adopted are:

   (1) This Council will create and maintain, as the cornerstones for effective treasury management:

   - A treasury management policy statement, stating the policies, objectives and approach to risk management of its treasury management activities

   - Suitable Treasury Management Practices (TMPs), setting out the manner in which the Council will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities

   (2) The Council is required to receive and approve, as a minimum, three main reports each year, which incorporate a variety of policies, estimates and actuals.

   This Council will therefore receive reports on its treasury management policies, practices and activities, including an annual strategy in advance of the year, a mid year review report and a year end annual report, in the form prescribed in its TMPs. This treasury management policy and strategy report includes the prudential indicators (Appendix D) and the minimum revenue provision (MRP) policy (Appendix E).

   (3) This Council delegates responsibility for the implementation and monitoring of its treasury management policies and practices, and the quarter 1 and quarter 3 monitoring reports to the Executive Board, and for the execution and administration of treasury management decisions

to the Director of Corporate Services, who will act in accordance with the Council's policy statement and TMPs and CIPFA's Standard of Professional Practice on Treasury Management.

(4) The Council nominates the Policy and Resources Scrutiny Committee to be responsible for ensuring effective scrutiny of the treasury management strategy and policies.

1.2 **Treasury Management Practices (TMPs)**

The Schedule of TMPs is shown in Appendix A.

C. TREASURY MANAGEMENT POLICY

1. This Council defines its Treasury Management activities as:

   The management of the Council's borrowing, investments and cash flows, its banking, money market and capital market transactions and the effective control of the risks associated with those activities, and the pursuit of optimum performance consistent with those risks.

   'Investments' in the definition above covers all the financial assets of the organisation, as well as other non-financial assets which the organisation holds primarily for financial returns, such as investment property portfolios. This may therefore include investments which are not managed as part of normal treasury management or under treasury management delegations. All investments require an appropriate investment management and risk management framework under this Revised CIPFA Treasury Management Code of Practice 2017.

2. This Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the Council.

   The key principle of control of risk and optimising returns consistent with the organisation's risk appetite should be applied across all investment activities, including more commercially based investments.

3. This Council acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management and to employing suitable comprehensive performance measurement techniques, within the context of effective risk management.

This policy holds indefinitely until circumstances dictate that a change is necessary. Any changes must be done before the beginning of the financial year to which it relates, or in exceptional circumstances within the year if approved by Council.

It is the Director of Corporate Services responsibility to implement and monitor the Treasury Management Policy, revising and re-submitting the Policy for consideration to the Executive Board and the Council if changes are required.

D. TREASURY MANAGEMENT STRATEGY 2018-19

1. INTRODUCTION

1.1 The Treasury Management Strategy provides details of the expected activities of the Treasury Management function in the financial year 2018-19.

1.2 The Council's financial procedure rules require an annual strategy to be reported to Council outlining the expected treasury activity for the forthcoming year. A key requirement of this report is to explain both the risks, and the management of the risks, associated with the treasury service. Further treasury reports will be produced during the year if the strategy needs updating and a year-end annual report on actual activity for the year.

1.3 The strategy covers:

- Treasury Indicators and Limits on Activity
- Prospects for interest rates
- Borrowing Strategy
- Investment Strategy
- Debt Rescheduling and Premature Repayment of Debt
- Performance Indicators
- Treasury Management Advisers
- Member and Officer Training

2. TREASURY INDICATORS AND LIMITS ON ACTIVITY

2.1 Under the Local Government Act 2003 and the Prudential Code for Capital Finance in Local Authorities (revised in 2017), local authority capital spending and its borrowing to fund that spending is limited by what is affordable, prudent and sustainable. The Prudential Code sets out a number of indicators that enables the authority to assess affordability and prudence. The Prudential Indicators that related to Treasury Management were reclassified as Treasury Indicators in recent revisions of the Codes and are:

- Upper Limit for Fixed Rate Exposure
- Upper Limit for Variable Rate Exposure
- Limits on the Maturity Structure of Borrowing
- Limits on Total Principal Sums Invested Long Term

In addition the Prudential Code requires that the total external debt does not exceed the Authorised Limit for external debt and only exceeds the Operational Boundary for external debt temporarily on occasions due to variation in cash flow. Full Council when approving the Budget sets the Authorised Limit and the Operational Boundary.

2.2 The Treasury Management Indicators for 2018-19 are:

2.2.1 Interest rate exposure limits for 2018-19 are estimated as follows:

Estimated Average Position for 2018-19			
	Fixed Interest Rate	Variable Interest Rate	Total
	£m	£m	£m
Borrowed	+420	+3	+423
Invested	(20)	(30)	(50)
Net Debt	**+400**	**(27)**	**+373**
Proportion of Total Net Debt	**+107%**	**(7%)**	**+100%**

It is recommended that the following exposure limits are adopted:

	Fixed Interest Rate	**Variable Interest Rate**
Proportion of Total Net Debt	**125%**	**5%**

2.2.2 **It is recommended that the following exposure limits for 2018-19, 2019-20 and 2020-21 are adopted:**

Interest Rate Exposures	**2018-19**	**2019-20**	**2020-21**
	Upper	**Upper**	**Upper**
	£m	**£m**	**£m**
Limits on fixed interest rates based on net debt	**467**	**472**	**466**
Limits on variable interest rates based on net debt	**47**	**47**	**47**

2.2.3 **It is recommended that the Council sets upper and lower limits for the maturity structure of its borrowing as follows:**

	Upper Limit	**Lower Limit**
Under 12 months	**15%**	**0%**
12 months to 2 years	**25%**	**0%**
2 years to 5 years	**50%**	**0%**
5 years to 10 years	**50%**	**0%**
10 years to 20 years	**50%**	**0%**
20 years to 30 years	**50%**	**0%**
30 years to 40 years	**50%**	**0%**
40 years and above	**50%**	**0%**

2.2.4 **Maximum principal sums invested longer than 365 days:**

	2018-19	2019-20	2020-21
	£m	£m	£m
Maximum principal sums invested longer than 365 days	**10**	**10**	**10**

3. PROSPECTS FOR INTEREST RATES

Based on the average projection from a number of sources we can expect the trend in the Bank Rate, set by the Monetary Policy Committee, over the next three years to be as follows:

	Current	2018-19	2019-20	2020-21
	%	%	%	%
Average Bank Rate	0.50	0.63	0.88	1.19

4. BORROWING STRATEGY 2018-19 – 2020-21

4.1 Economic and interest rate forecasting remains difficult with so many external influences weighing on the UK. The above forecasts (and MPC decisions) will be liable to further amendment depending on how economic data and developments in financial markets transpire over the next year. Geopolitical developments, especially in the EU, could also have a major impact. Forecasts for average investment earnings beyond the three-year time horizon will be heavily dependent on economic and political developments.

The overall balance of risks to economic recovery in the UK is probably to the downside, particularly with the current level of uncertainty over the final terms of Brexit.

The uncertainty over future interest rates increases the risks associated with treasury activity. As a result the Council will continue to take a cautious approach to its treasury management strategy.

Against this background and the risks within the economic forecast, caution will be adopted with the 2018-19 treasury operations. The Director of Corporate Services will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances.

The Director of Corporate Services, under delegated powers, will take the most appropriate form of borrowing depending on the prevailing interest rates at the time, taking into account the risks shown in the forecast above. It is likely that shorter term fixed rates may provide lower cost opportunities in the short/medium term.

The option of delaying borrowing and running down investment balances is likely to continue for the time being. However, this will be carefully reviewed to avoid incurring higher borrowing costs in later years due to an overall current trend of falling rates. This strategy reduces counterparty risk and hedges against any expected fall in investment returns.

The Council continues to maintain an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as investment returns are low and counterparty risk is still an issue that needs to be considered.

The timing of any action is important and the Director of Corporate Services and treasury advisers will monitor prevailing rates for any opportunities during the year.

Swansea Bay City Deal – the Council will be borrowing for the three Carmarthenshire led projects within the partnership over the next 5 years, Life Science & Wellbeing Village £40m, Creative Digital Cluster – Yr Egin £5m and Skills and Talent initiative £10m. There is sufficient headroom available for this borrowing within the prudential indicators set in Appendix D.

4.2 **The Council's agreed policy is to raise funding only from the following**:

Public Works Loan Board (PWLB)
Market Long-Term including European Investment Bank (EIB)
Market Temporary
Local Authorities
Overdraft
Internal Capital Receipts and Revenue Balances
Leasing
Welsh Government and Central Government

4.3 **Borrowing in advance of need**

The Council has some flexibility to borrow funds in advance of future years.

The Director of Corporate Services may do this under delegated power where, for instance, a sharp rise in interest rates is expected, and so borrowing early at fixed interest rates will be economically beneficial or meet budgetary constraints. Whilst the Director of Corporate Services will adopt a cautious approach to any such borrowing, where there is a clear business case for doing so borrowing may be undertaken to fund the approved capital programme or to fund future debt maturities.

Borrowing in advance will be made within the constraints that:

- It will be limited to no more than 50% of the expected increase in borrowing needed (CFR) over the three year planning period; and
- Not to borrow more than 12 months in advance of need.

Risks associated with any advance borrowing activity will be appraised in advance and subsequently reported through the quarterly reporting mechanism.

5. INVESTMENT STRATEGY 2018-19 – 2020-21

5.1 INTRODUCTION

5.1.1 The Investment Strategy has been prepared with due regard to:

The Local Government Act 2003

Regulations made under the Local Government Act 2003 (as amended)

2017 Revised Prudential Code for Capital Finance in Local Authorities

The Local Authorities (Capital Finance and Accounting) (Wales) (Amendment) Regulations 2008

Guidance issued by the Welsh Government

2017 Revised CIPFA Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes

5.1.2 **Key Objectives**

The Council's investment strategy primary objectives are:

- safeguarding the repayment of the principal and interest of its investments on time
- ensuring adequate liquidity
- the investment return being the final objective

Following the interest rate views above, the current investment climate has counterparty security risk as the over-riding risk consideration. While there is so much uncertainty around the Brexit negotiations, consumer confidence, and business confidence to spend on investing, it is far too early to be confident about how the next two to three years will actually pan out. As a result of concerns over Eurozone sovereign debt and the potential negative impact on the banking industry, officers have implemented detailed operational procedures which are included in the treasury management procedure manual. These procedures tighten the controls already in place in the approved investment strategy.

5.1.3 **Risk Benchmarking**

A development in the revised Codes and the WG Investment Guidance is the consideration and approval of security and liquidity benchmarks. Yield benchmarks are currently widely used to assess investment performance. Discrete security and liquidity benchmarks are new requirements to the Member reporting, although the application of these is more subjective in nature. The approach taken is attached at Appendix B.

5.2 DEFINITIONS

5.2.1 A credit rating agency is one of the following three companies: Fitch Ratings Limited (Fitch), Moody's Investors Service Limited (Moody's) and Standard and Poors (S&P).

5.2.2 An investment is a transaction that relies upon the power in section 12 of the Local Government Act 2003 and is recorded in the balance sheet under the heading of investments within current assets or long-term investments.

5.3 INVESTMENT COUNTERPARTIES

The Director of Corporate Services maintains a counterparty list in compliance with the following criteria and revises the criteria and submits them to Council for approval as necessary. This criteria is separate to that which approves Specified and Non-Specified investments as it selects which counterparties the Council will approve rather than defining what its investments are. The rating criteria use the lowest common denominator method of selecting counterparties and applying limits. This means that the application of the Council's minimum criteria will apply to the lowest available rating for any institution. For instance if an institution is rated by all three agencies, one meets the Council's criteria, the others do not, the institution will fall outside the lending criteria.

5.3.1 Investment Counterparty Selection Criteria

The primary principle governing the Council's investment criteria is the security of its investments, although the yield or return on the investment is also a key consideration. To meet this main principle the Council will ensure:

- It maintains a policy covering both the categories of investment types it will invest in, criteria for choosing investment counterparties with adequate security, and monitoring their security. This is set out in the Specified and Non-Specified investment sections.
- It has sufficient liquidity in its investments. For this purpose it will set out procedures for determining the maximum periods for which funds may prudently be committed. These procedures also apply to the Council's prudential indicators covering the maximum principal sums invested.

5.3.2 **UK Banks 1 (Upper Limit) –** This Council will use banks which have at least the following Fitch, Moody's and Standard & Poors ratings:

Short Term – F1, P-1, A-1

Long Term – AA-, Aa3, AA-

UK Banks 2 & UK Building Societies (Middle Limit) – This Council will use all UK Banks and Building Societies which have at least the following Fitch, Moody's and Standard & Poors ratings:

Short Term – F1, P-1, A-1

Long Term – A, A2, A

UK Banks Part Nationalised – Royal Bank of Scotland Group plc (Royal Bank of Scotland and National Westminster Bank). These banks will be included if they continue to be part nationalised or they meet the ratings above.

The UK Government (HM Treasury) holds 72.9% stake within Royal Bank of Scotland Group.

UK part nationalised banks which are significantly owned by the UK Government will be included as investment counterparties, as long as they continue to have appropriate UK Government support. UK Government backing provides a credit quality overlay above that provided by the credit rating agencies. The Royal Bank of Scotland Group plc will be monitored for any material reduction in state ownership or deterioration of the credit rating which suggests a reduction of its use or suspension from the counterparty list.

UK Banks 3 – The Council's banker for transactional purposes if it falls below the above criteria. Balances will be minimised in both monetary size and time.

Money Market Funds – The Council will use AAA rated money market funds (MMFs) that are credit rated by at least two of the three credit rating agencies. These are pooled investment funds whose primary aims are liquidity and security and allow daily access to funds when required. Their operations are strictly regulated by the credit rating agencies and are operated by a financial institution but do not form part of that institutions assets, should the sponsoring institution fail the MMF is entirely separate, effectively owned by the investors. These types of funds invest in a range of instruments and institutions and therefore provide a low risk spread of investments.

The Money Market Fund reforms in Europe coming into force on 21st July 2018 will provide the Council the opportunity to invest into Public Debt Constant Net Asset Value ("CNAV") MMFs and Low Volatility NAV ("LVNAV") MMFs. This is consistent with our current strategic approach.

UK Government (including gilts and the DMADF)

Local Authorities (including Police & Fire Authorities)

5.3.3 **Use of additional information other than credit ratings**

Under the Revised CIPFA Treasury Management Code of Practice 2017 the Council is still required to supplement credit rating information. Whilst the above criteria relies primarily on the application of credit ratings to provide a pool of appropriate counterparties for officers to use, additional operational market information will be applied before making any specific investment decision from the agreed pool of counterparties. The market information (for example, negative rating watches/outlooks, individual/viability and support ratings) will be applied to compare the relative security of differing investment counterparties.

The UK Government, like other Western governments, are initiating market regulations which will mean they may not bail out financial institutions in the future. This will not be initiated until corresponding rules and regulations are in place so that institutions are much stronger and less likely to fail. Whilst not an immediate concern, officers will continue to monitor the situation and changes to future investment strategies are likely.

5.3.4 The time and monetary limits for institutions on the Council's Counterparty List are shown below: (Specified and Non-Specified Investments)

	Fitch	Moody's	Standard & Poors	Money Limit	Time Limit
Upper Limit Category - Short Term and Long Term	F1 AA-	P-1 Aa3	A-1 AA-	£10m	3 years
Middle Limit Category - Short Term and Long Term	F1 A	P-1 A2	A-1 A	£7m	1 year
Part Nationalised	-	-	-	£7m	1 year
Council's Banker (not meeting criteria above)	-	-	-	£3m	1 day
Other Institution Limits:					
- Any One Local Authority (including Police & Fire authorities)	-	-	-	£10m	3 years
- Any AAA Rated Money Market Fund CNAV	-	-	-	£5m	Daily Liquidity
- Any AAA Rated Money Market Fund LVNAV	-	-	-	£5m	Daily Liquidity
- Debt Management Account Deposit Facility (DMO)	-	-	-	£40m	6 months (max term specified by DMO)

5.3.5 There are two types of investments – Specified and Non Specified

5.3.5.1 Specified Investments

These investments are sterling investments of not more than one-year maturity. These are low risk assets where the possibility of loss of principal or investment income is small. These would include investments with:

(1) The UK Government (such as the Debt Management Office, UK Treasury Bills or a Gilt with less than one year to maturity).
(2) A local authority, police authority and fire authority.
(3) Pooled investment vehicles (such as money market funds) that have been awarded a high credit rating by a credit rating agency.
(4) A body that has high credit quality (which may include a high credit rating by a credit rating agency) such as a bank or building society. For this purpose a body with a short term rating of F1, P-1 or A-1 will be considered high quality.

5.3.5.2 Non Specified Investments

These investments are any other type of investment (i.e. not defined as Specified in 5.3.5.1 above).
The maximum sum and time limit for non specified investments is £5m per counterparty with a limit of 3 years.

Non specified investments will only be made in local authorities, bodies with a minimum long-term credit rating of AA– and in AAA rated money market funds.

Note: Barclays Bank plc are the Council's current bankers. If the bank's credit rating falls and it no longer meets the criteria for a specified investment no deposits will be made with the exception of the bank's overnight (Moneymaster) account. The average day to day operational balance on the account will not exceed £3m in these circumstances. See 5.3.4 above.

In the normal course of the council's cash flow operations it is expected that both Specified and Non-specified investments will be utilised for the control of liquidity as both categories allow for short term investments.

The use of longer term instruments (greater than one year from inception to repayment) will fall in the non-specified investment category. These instruments will only be used where the Council's liquidity requirements are safeguarded.

5.3.6 The Monitoring of Investment Counterparties

The credit ratings of counterparties are monitored regularly. The officers receive credit rating information (changes, rating watches and rating outlooks) from the treasury management advisers as and when ratings change, and counterparties are checked promptly. Occasionally ratings may be downgraded when an investment has already been made. The criteria used are such that a minor downgrading should not affect the full receipt of the principal and interest. Any counterparty failing to meet the criteria will be removed from the list immediately by the Director of Corporate Services, and if required new counterparties which meet the criteria will be added to the list.

The criteria for choosing counterparties set out above provide a sound approach to investment in "normal" market circumstances. Whilst Members are asked to approve this base criteria above, under exceptional current market conditions the Director of Corporate Services will temporarily restrict further investment activity to those counterparties considered of higher credit quality than the minimum criteria set out for approval. These restrictions will remain in place until the banking system returns to "normal" conditions. Similarly the time periods for investments will be restricted.

Further restrictions would be the greater use of the Debt Management Account Deposit Facility (DMADF – an account within the Government Debt Management Office (DMO) which accepts local authority deposits), Money Market Funds, guaranteed deposit facilities and strongly rated institutions offered support by the UK Government. The credit criteria have been amended to reflect these facilities.

The present Schedule of Approved Counterparties for Lending 2018-19 is shown in Appendix C.

5.4 LIQUIDITY OF INVESTMENTS

Investments are made for periods which coincide with the Council's cash flow requirements.

When investing (within the risk criteria mentioned above), the aim is to achieve a level of return greater than would be secured by internal investments. The "7 day LIBID rate" is the recognised rate which the Council aims to improve on when lending money.

5.5 INVESTMENTS THAT ARE NOT PART OF TREASURY MANAGEMENT ACTIVITY

This Council recognises that investment in other financial assets and property primarily for financial return, taken for non-treasury management purposes, requires careful investment management. Such activity includes loans supporting service outcomes, investments in subsidiaries, and investment property portfolios.

This Council will ensure that all the organisation's investments are covered in the investment strategy or equivalent, and will set out, where relevant, the organisation's risk appetite and specific policies and arrangements for non-treasury investments. It will be recognised that the risk appetite for these activities may differ from that for treasury management.
The council will maintain a schedule setting out a summary of existing material investments, subsidiaries, joint ventures and liabilities including financial guarantees and the organisation's risk exposure.

Prior to making these investments, appropriate financial review procedures will be undertaken, including Profit and Loss, Balance Sheet and cash flow monitoring, as appropriate.

This Council acknowledges that it is critical that due diligence processes and procedures reflect the additional risk an organisation is taking on. Due diligence procedures should ensure effective scrutiny of proposed investments, identification of risk to both capital and returns, any external underwriting of those risks, and the potential impact on the financial sustainability of the organisation if those risks come to pass. Where necessary independent and expert advice should be sought to ensure due diligence is suitably robust.

6. DEBT RESCHEDULING AND PREMATURE REPAYMENT OF DEBT

As short term borrowing rates are likely to be considerably cheaper than longer term fixed interest rates, there may be potential opportunities to generate savings by switching from long term debt to short term debt. However, these savings will need to be considered in the light of the current treasury position and the size of the cost of debt repayment (premiums incurred).

The reasons for any rescheduling to take place will include:

- the generation of cash savings and / or discounted cash flow savings
- helping to fulfil the treasury strategy
- enhance the balance of the portfolio (amend the maturity profile and/or the balance of volatility).

Consideration will also be given to identify if there is any residual potential for making savings by running down investment balances to repay debt prematurely as short term rates on investments are likely to be lower than rates paid on current debt.

All rescheduling will be reported to the Council at the earliest meeting following its action.

7. PERFORMANCE INDICATORS

The Code of Practice on Treasury Management requires the Council to set performance indicators to assess the adequacy of the treasury function over the year. These are distinct historic indicators, as opposed to the prudential indicators, which are predominantly forward looking. Examples of performance indicators used for the treasury function are:

- Debt (Borrowing) – New borrowing rate to outperform the average PWLB rate for the year
- Debt – Average weighted debt rate movement year on year
- Investments – Return on Investments to outperform the average "7 day LIBID rate"

The results of these indicators will be reported in the Treasury Management Annual Report for 2018-19.

8. TREASURY MANAGEMENT ADVISERS

The Council uses Link Asset Services (formally Capita Asset Services), Treasury solutions as its external treasury management advisors.

Link provides a range of services which include:

- Technical support on treasury matters, capital finance issues and the drafting of Member reports
- Economic and interest rate analysis
- Debt services which includes advice on the timing of borrowing
- Debt rescheduling advice surrounding the existing portfolio
- Generic investment advice on interest rates, timing and investment instruments
- Credit ratings/market information service comprising the three main credit rating agencies

Under current market rules and the Revised CIPFA Treasury Management Code of Practice 2017 the responsibility for treasury management decisions remains with the Council at all times ensuring that undue reliance is not placed upon the external service providers.

The Council also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review.

9. MEMBER & OFFICER TRAINING

The increased member consideration of treasury management matters and the need to ensure officers dealing with treasury management are trained and kept up to date requires a suitable training process for members and officers. This Council has addressed this important issue by:

- Reviewing the treasury management function and ensuring officers are suitably qualified
- Arranging external training for officers
- Arranging training for those members charged with governance of the treasury management function

RECOMMENDATIONS

1. **That Council formally approves the Treasury Management Policy and Strategy for 2018-19 and recommendations therein.**

2. **That Council formally approves the Treasury Management Indicators, Prudential Indicators, the MRP Statement and recommendations therein.**

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TREASURY MANAGEMENT PRACTICES (TMPs)

TMP1 RISK MANAGEMENT

General Statement

This Council regards a key objective of its treasury management activities to be the security of the principal sums it invests. Accordingly, it will ensure that robust due diligence procedures cover all external investment.

The Director of Corporate Services or those persons to which delegation has been made will design, implement and monitor all arrangements for the identification, management and control of treasury management risk, will report at least annually on the adequacy/suitability thereof, and will report, as a matter of urgency, the circumstances of any actual or likely difficulty in achieving the organisation's objectives in this respect, all in accordance with the procedures set out in TMP 6 Reporting requirements and management information arrangements. In respect of each of the following risks, the arrangements which seek to ensure compliance with these objectives are set out below.

1.1 Credit and Counterparty Risk Management

Explanation

The risk of failure by a third party to meet its contractual obligations to the Council under an investment, borrowing, capital, project or partnership financing, particularly as a result of the third party's diminished creditworthiness, and the resulting detrimental effect on the Council's capital or current (revenue) resources.

Council Action

This Council regards a key objective of its treasury management activities to be the security of the principal sums it invests. Accordingly, it will ensure that its counterparty lists and limits reflect a prudent attitude towards organisations with whom funds may be deposited, and will limit its investment activities to the instruments, methods and techniques referred to in TMP4 Approved instruments, methods and techniques and listed in the Annual Treasury Management Policy and Strategy Statement. It also recognises the need to have, and will therefore maintain, a formal counterparty policy in respect of those organisations from which it may borrow, or with whom it may enter into other financing arrangements.

A detailed list of counterparties to which the Council will lend is appended to the Annual Treasury Management Policy and Strategy Statement.

1.2 **Liquidity Risk Management**

Explanation

The risk that cash will not be available when it is needed, that ineffective management of liquidity creates additional budgeted costs, and that the organisation's business/service objectives will therefore be compromised.

Council Action

The Council through its Treasury Management officers will ensure that at all times there will be a surplus of cash available which can be called upon at a moment's notice. Through its investments the Council holds cash on call account(s) which is available at any time. By the use of an effective projected cash flow exercise the likelihood of cash being not readily available when required would be rare.
Robust daily, weekly, monthly and annual cash flow forecasting is in place. Call accounts and fixed term investments are utilised to their full potential.
This Council will only borrow in advance of need where there is a clear business case for doing so and will only do so for the current capital programme or to finance future debt maturities.

1.3 **Interest Rate Risk Management**

Explanation

The risk that fluctuations in the levels of interest rates create an unexpected or unbudgeted burden on the organisation's finances, against which the organisation has failed to protect itself adequately.

Council Action

This Council will manage its exposure to fluctuations in interest rates with a view to containing its interest costs, or securing its interest revenues, in accordance with the amounts provided in its budgetary arrangements as amended in accordance with TMP6 Reporting requirements and management information arrangements.

It will achieve this by the prudent use of its approved financing and investment instruments, methods and techniques, primarily to create stability and certainty of costs and revenues, but at the same time retaining a sufficient degree of flexibility to take advantage of unexpected, potentially advantageous changes in the level or structure of interest rates. This should be the subject to the consideration and, if required, approval of any policy or budgetary implications.

1.4 **Exchange Rate Risk Management**

Explanation

The risk that fluctuations in foreign exchange rates create an unexpected or unbudgeted burden on the organisation's finances, against which the organisation has failed to protect itself adequately.

Council Action

Currently the Council only invests in sterling products. Hence, there is no exchange rate risk.

1.5 **Inflation Risk Management**

Explanation

Inflation risk, also called purchasing power risk, is the chance that the cash flows from an investment won't be worth as much in the future because of changes in purchasing power due to inflation.

Council Action

The Council will keep under review the sensitivity of its treasury assets and liabilities to inflation, and will seek to manage the risk accordingly in the context of the whole Council's inflation exposures.

1.6 **Refinancing Risk Management**

Explanation

The risk that maturing borrowings, capital project or partnership financing cannot be refinanced on terms that reflect the provisions made by the organisation or those refinancings, both capital and current (revenue), and/or that the terms are inconsistent with prevailing market conditions at the time.

Council Action

This Council will ensure that its borrowing, private financing and partnership arrangements are negotiated, structured and documented, and the maturity profile of the monies so raised are managed, with a view to obtaining offer terms for renewal or refinancing, if required, which are competitive and as favourable to the

Council as can reasonably be achieved in the light of market conditions prevailing at the time. It will actively manage its relationships with its counterparties in these transactions in such a manner as to secure this objective, and will avoid overreliance on any one source of funding if this might jeopardise achievement of the above.

1.7 **Legal and Regulatory Risk Management**

Explanation

The risk that an organisation itself, or a third party with which it is dealing in its treasury management activities, fails to act in accordance with its legal powers or regulatory requirements, and that the organisation suffers losses accordingly.

Council Action

This Council will ensure that all of its treasury management activities comply with its statutory powers and regulatory requirements. It will demonstrate such compliance, if required to do so, to all parties with whom it deals in such activities. In framing its credit and counterparty policy under TMP 1 credit and counterparty risk management it will ensure that there is evidence of counterparties' powers, authority and compliance in respect of the transactions they may effect with the organisation, particularly with regard to duty of care and fees charged.

This Council recognises that future legislative or regulatory changes may impact on its treasury management activities and, so far as it is reasonably able to do so, will seek to minimize the risk of these impacting adversely on the Council.

1.8 **Fraud, Error and Corruption, and Contingency Management**

Explanation

The risk that an organisation fails to identify the circumstances in which it may be exposed to the risk of loss through fraud, error, corruption or other eventualities in its treasury management dealings, and fails to employ suitable systems and procedures and maintain effective contingency management arrangements to these ends. It includes the area of risk commonly referred to as operational risk.

Council Action

This Council will ensure that it has identified the circumstances which may expose it to the risk of loss through fraud, error, corruption or other eventualities in its treasury management dealings. Accordingly, it will employ suitable systems and procedures, and will maintain effective contingency management arrangements, to these ends.

1.9 **Price Risk Management**

Explanation

The risk that, through adverse market fluctuations in the value of the principal sums the organisation invests, its stated treasury management policies and objectives are compromised, against which effects it has failed to protect itself adequately.

Council Action

This Council will seek to ensure that its stated treasury management policies and objectives will not be compromised by adverse market fluctuations in the value of the principal sums it invests, and will accordingly seek to protect itself from the effects of such fluctuations.

TMP2 PERFORMANCE MEASUREMENT

Explanation

Performance measurement is a process designed to calculate the effectiveness of a portfolio's or manager's investment returns or borrowing costs and the application of the resulting data for the purposes of comparison with the performance of other portfolios or managers, or with recognised industry standards or market indices.

Council Action

This Council is committed to the pursuit of value for money in its treasury management activities, and to the use of performance methodology in support of that aim, within the framework set out in its treasury management policy statement.

Accordingly, the treasury management function will be the subject of ongoing analysis of the value it adds in support of the Council's stated business or service objectives. It will be the subject of regular examination of alternative methods of service delivery, of the availability of fiscal or other grant or subsidy incentives, and of the scope of other potential improvements.

TMP3 DECISION MAKING AND ANALYSIS

Explanation

It is vital that the treasury management decisions of organisations in the public service should be subjected to prior scrutiny. The treasury management strategy is approved annually by full council and supplemented by the provision of monitoring information and regular review by councillors in both executive and scrutiny functions. In addition all records should be kept of the processes and the rationale behind those decisions. In respect of each decision made the Council should:

3.1 ensure that its results are within the limits set in the Prudential Indicators.

3.2 be clear about the nature and extent of the risks to which the Council may become exposed.

3.3 be certain about the legality of the decision reached and the nature of the transaction, and that all authorities to proceed have been obtained.

3.4 be content that the documentation is adequate both to deliver the Council's objectives and protect the Council's interest, and to deliver good housekeeping.

3.5 ensure that third parties are judged satisfactorily in the context of the Council's credit worthiness policies, and that limits have not been exceeded.

3.6 be content that the terms of any transactions have been fully checked against the market, and have been found to be competitive.

3.7 in respect of borrowing the Council should evaluate the economic and market factors that influence the manner and timing of any decision to fund.

3.8 consider the merits and demerits of alternative forms of funding, including funding from revenue, leasing and private partnerships.

3.9 consider the alternative interest rate bases available, the most appropriate periods to fund and repayment profiles to use and, if relevant, the opportunities for foreign currency funding.

3.10 consider the ongoing revenue liabilities created, and the implications for the Council's future plans and budgets.

3.11 in respect of investment decisions, the Council should consider the optimum period, in the light of cash flow availability and prevailing market conditions.

3.12 consider the alternative investment products and techniques available, especially the implications of any which may expose the Council to changes in the value of its capital.

Council Action

This Council will maintain full records of its treasury management decisions, and of the processes and practices applied in reaching those decisions both for the purposes of learning from the past, and for demonstrating that reasonable steps were taken to ensure that all issues relevant to those decisions were taken into account at the time.

TMP4 APPROVED INSTRUMENTS, METHODS AND TECHNIQUES

Explanation

It is important that the Council is clear about the treasury management instruments, methods and techniques used as one of the main issues to be taken into account when reaching decisions in the need to protect public funds. This treasury management practice requires that the Council is equipped with the skills and experience to evaluate and control the risks and advantages associated with using the instruments available to it before including them in the approved list. Only instruments that the organisation has the skills and experience to evaluate should be included in their approved list, even if they are legally permitted to do so. This principle applies to investment, borrowing and other means of raising capital and project finance, and to the use of one off-market or financial derivative instruments such as interest rate swaps. The consideration of skills and experience is particularly critical where organisations request to be treated as professional clients under MIFID II. Designation under MIFID II should be endorsed by the treasury management strategy and regularly reviewed to ensure that designation remains appropriate.

Council Action

This Council will undertake its treasury management activities by employing only those instruments, methods and techniques detailed in the policy, and within the limits and parameters defined in Treasury Management Practice 1 Risk Management.

This Council has reviewed its classification with financial institutions under MIFID II and has set out in the schedule to this document those organisations with which it is registered as a professional client and those with which it has an application outstanding to register as a professional client.

TMP5 ORGANISATION, CLARITY AND SEGREGATION OF RESPONSIBILITIES, AND DEALING ARRANGEMENTS

Explanation

It is considered vital that there should be a clear division of responsibilities, included in a written statement of the duties of each post engaged in Treasury Management. It is especially important that staff responsible for negotiating and closing deals are not responsible for recording them, or for maintaining the cash book. This is in order to create a framework for internal check, and reflects both the variety of activities in treasury management and the very often large sums involved.

Council Action

This Council considers it essential, for the purposes of the effective control and monitoring of its treasury management activities, for the reduction of the risk of fraud or error, and for the pursuit of optimum performance, that these activities are structured and managed in a fully integrated manner, and that there is at all times a clarity of treasury management responsibilities.

The principle on which this will be based is a clear distinction between those charged with setting treasury management policies and those charged with implementing and controlling these policies, particularly with regard to the execution and transmission of funds, the recording and administering of treasury management decisions, and the audit and review of the treasury management function.

If and when this Council intends, as a result of lack of resources or other circumstances, to depart from these principles, the responsible officer will ensure that the reasons are properly reported in accordance with Treasury Management Practice 6 Reporting requirements and management information arrangements, and the implications properly considered and evaluated.

The Director of Corporate Services will ensure that there are clear written statements of the responsibilities for each post engaged in treasury management, and the arrangements for absence cover.

The Director of Corporate Services will ensure there is a proper documentation for all deals and transactions, and that procedures exist for the effective transmission of funds.

TMP6 REPORTING REQUIREMENTS AND MANAGEMENT INFORMATION ARRANGEMENTS

Explanation

It is recommended that the Council's treasury management policy statement should specify formal reporting arrangements by the Director of Corporate Services to full Council, to include at a minimum annual reports both before, mid-year and after the year-end.

Council Action

This Council will ensure that regular reports are prepared and considered on the implementation of its treasury management policies, on the effects of decisions taken and transactions executed in pursuit of those policies, on the implications of changes, particularly budgetary, resulting from regulatory, economic, market or other factors affecting its treasury management activities and on the performance of the treasury management function.

The following reporting process has been agreed by the Council:

6.1 Annual Reporting Requirements before the start of the year:

- Review of the Council's approved clauses, treasury management policy statement and practices
- Strategy report on proposed treasury management activities for the year
- Proposed Treasury Management and Prudential Indicators

6.2 Quarter 1 and Quarter 3 Reporting Requirements during the year which will be presented to both Executive Board and Policy and Resources Scrutiny Committee:

- Activities undertaken
- Variations (if any) from agreed policies/practices
- Performance report
- Performance against Treasury Management and Prudential Indicators

6.3 Mid Year Reporting Requirements during the year which will be presented to Council, Executive Board and Policy and Resources Scrutiny Committee:

- Activities undertaken
- Variations (if any) from agreed policies/practices

- Performance report
- Performance against Treasury Management and Prudential Indicators

6.3 Annual Reporting Requirements after the year end

- Transactions executed and their revenue (current) effects
- Report on risk implications of decisions taken and transactions executed
- Compliance report on agreed policies/practices, and on statutory/regulatory requirements
- Performance report
- Report on compliance with Revised CIPFA Treasury Management Code of Practice 2017 recommendations
- Performance against Treasury Management and Prudential Indicators

By undertaking the above it will ensure, as a minimum, that those with ultimate responsibility for the treasury management function appreciate fully the implications of treasury management policies and activities, and that those implementing policies and executing transactions have properly fulfilled their responsibilities with regard to delegation and reporting.

TMP7 BUDGETING, ACCOUNTING AND AUDIT ARRANGEMENTS

Explanation

It is recommended that the Council brings together for budgeting and management control purposes, all of the costs and revenues associated with the Council's treasury management activities, regardless of how the Council has actually organised the treasury management function. In this context the Council's treasury management budgets and accounts should clearly identify.

- Manpower numbers and related costs
- Premises and other administrative costs
- Interest and other investment income
- Debt and other financing costs (or charges for the use of assets)

- Bank and overdraft charges
- Brokerages, commissions and other transaction-related costs
- External advisers' and consultants' charges

It is normal practice for the external auditor to have access to all papers supporting and explaining the operation and activities of the treasury management function. The auditor will be expected to enquire as to whether the Revised CIPFA Treasury Management Code of Practice 2017 has been adopted, and whether its principles and recommendations have been implemented and adhered to. Any serious breach of the recommendations of the Revised CIPFA Treasury Management Code of Practice 2017 should be brought to the external auditor's attention.

Council Action

The Director of Corporate Services will prepare, and this Council will approve and, if necessary, from time to time will amend, an annual budget for treasury management, which will bring together all of the costs involved in running the treasury management function, together with associated income. The matters to be included in the budget will at minimum be those required by statute or regulation, together with such information as will demonstrate compliance with TMP1 Risk management, TMP2 Performance Measurement, and TMP4 Approved instruments, methods and techniques. The Director of Corporate Services will exercise effective controls over this budget, and will report upon and recommend any changes required in accordance with TMP6 Reporting requirements and management information arrangements.

The calculation and compliance of Treasury Management and Prudential Indictors will be examined by the Wales Audit Office.
This Council will account for its treasury management activities, for decisions made and transactions executed, in accordance with appropriate accounting practices and standards, and with statutory and regulatory requirements in force for the time being. This Council will ensure that its auditors, and those charged with regulatory review, have access to all information and papers supporting the activities of the treasury management function as are necessary for the proper fulfillment of their roles, and that such information and papers demonstrate compliance with external and internal policies and approved practices.

TMP8 CASH AND CASH FLOW MANAGEMENT

Explanation

The preparation of cash flow projections on a regular and timely basis provides a sound framework for effective cash management. Procedures for their preparation and review/modification, the periods to be covered, sources of data etc. should be an integral part of the schedules to the Council's approved treasury management practices.

Council Action

Unless statutory or regulatory requirements demand otherwise, all monies in the hands of the Council will be under the control of the Director of Corporate Services and will be aggregated for cash flow and investment management purposes. Cash flow projections will be prepared on a regular and timely basis, and the Director of Corporate Services will ensure that these are adequate for the purposes of monitoring compliance with Treasury Management Practice 1 (2) liquidity risk management.

TMP9 MONEY LAUNDERING

Explanation

Money Laundering has the objective of concealing the origin of money generated through criminal activity. Legislation has given a higher profile to the need to report suspicions of money laundering. Also, organisations such as Councils that undertake business under the Financial Services Act, or engage in certain specified activities, are required to set up procedures to comply with Money Laundering Regulations 2007. These require Councils:

- To set up procedures for verifying the identity of clients
- To set up record-keeping procedures for evidence of identity and transactions
- To set up internal reporting procedures for suspicions, including the appointment of a money laundering reporting officer
- To train relevant employees in their legal obligations
- To train those employees in the procedures for recognising and reporting suspicions of money laundering

The Council should establish whether the Money Laundering Regulations 2007 apply to them. And it is for individual organisations to evaluate the prospect of laundered

monies being handled by them, and to determine the appropriate safeguards to be put in place. It is the legal responsibility of every person engaged in treasury management to make themselves aware of their personal responsibilities, but the Revised CIPFA Treasury Management Code of Practice 2017 recommends that Councils bring them to their staff's attention and consider the appointment of a member of staff to whom they can report any suspicions.

Council's Action

This Council is alert to the possibility that it may become the subject of an attempt to involve it in a transaction involving the laundering of money. Accordingly, it will maintain procedures for verifying and recording the identity of counterparties and reporting suspicions, and will ensure that staff involved in this are properly trained.

TMP10 TRAINING AND QUALIFICATIONS

Explanation

All Councils should be aware of the growing complexity of treasury management. Modern treasury management demands appropriate skills, including a knowledge of money and capital market operations, an awareness of available sources of funds and investment opportunities, an ability to assess and control risk, and an appreciation of the implications of legal and regulatory requirements.

Every Council should provide the necessary training, having assessed the professional competence of both those involved in the treasury management function, and those with a policy, management or supervisory role. If necessary, they should ensure that access exists to the necessary expertise and skills from external sources. Arrangements to ensure the availability of suitable skills and resources should recognize the prospect that staff absences may, at times, demand that others step in who do not normally have involvement on a day-to-day basis with the treasury management function.

When feasible in the context of the size of a particular organisation and its treasury management function, career progression opportunities should be provided and succession issues should be properly addressed. Secondments of senior management to the treasury management function for appropriate periods may benefit the effectiveness of the function as a whole.

Council Action

This Council recognises the importance of ensuring that all staff involved in the treasury management function are fully equipped to undertake the duties and responsibilities allocated to them. It will therefore seek to appoint individuals who are both capable and experienced and will provide training for staff to enable them to acquire and maintain an appropriate level of expertise, knowledge and skills. The

Director of Corporate Services will recommend and implement the necessary arrangements.

The Director of Corporate Services will ensure that council members tasked with treasury management responsibilities, including those responsible for scrutiny, have access to training relevant to their needs and those responsibilities.

Those charged with governance recognise their individual responsibility to ensure that they have the necessary skills to complete their role effectively.

TMP11 USE OF EXTERNAL SERVICE PROVIDERS

There are a number of service providers available to support the treasury management activities of public service organisations.

Perhaps the most active and long-standing of these have been the money-broking companies, whose role it is to act as intermediaries, making introductions between the prospective parties to transactions.

It is not the role of brokers to provide advice on the creditworthiness of those organisations to which public service organisations may lend. They may provide information already in the public domain, but may not interpret it. The use of brokers is a matter for local decision. But it is considered good practice, if their services are used, to ensure that business is spread between a reasonable number of them, and certainly no fewer than two. And it is not uncommon for their services to be the subject of a competitive tendering process every few years.

Direct dealing with principals is a not uncommon feature of treasury management in the public services which, if nothing else, can provide a useful check on brokers' performance.

An issue that causes some debate is whether it is necessary or desirable for public service organisations to tape conversations with brokers and principals. This is a matter for local discretion, particularly in the context of the costs involved, but is generally to be recommended.

Most public service organisations require the services of clearing bankers, and a growing number make use of the services of a wider group of banks, particularly to meet their need for private finance and partnership funding. The principles of competition need to be recognised here, too. Certainly, it is highly desirable to subject clearing banking services to competition, perhaps as frequently as every three or four years.

There has also been a growing tendency for public service organisations to employ external advisers and consultants, often for the purposes of a general treasury management advisory service, but also for specific purposes, such as the securing and structuring of funding and for partnership arrangements. These, too, should be the subject of regular competitive tendering.

Further, many public service organisations employ the services of external investment managers to help manage their surplus cash and, where relevant, their pension fund, trust fund or endowment fund assets.

CIPFA advises all organisations using the services of external service providers to document comprehensively the arrangements made with them.

Council Action

The Council recognises that responsibility for treasury management decisions remain with the Council at all times. It recognises the potential value of employing external providers of treasury management services, in order to acquire access to specialist skills and resources. When it employs such service providers, it will ensure it does so for reasons which will have been submitted to a full evaluation of the costs and benefits. It will also ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review. And it will ensure, where feasible and necessary, that a spread of service providers is used, to avoid overreliance on one or a small number of companies. Where services are subject to formal tender or re-tender arrangements, legislative requirements will always be observed. The monitoring of such arrangements rests with the Director of Corporate Services.

TMP12 CORPORATE GOVERNANCE

The Revised CIPFA Treasury Management Code of Practice 2017 recommends that public service organisations state their commitment to embracing the principles of corporate governance in their treasury management activities, notably openness and transparency.

It is CIPFA's view that:

- adoption of the principles and policies promoted in the Revised CIPFA Treasury Management Code of Practice 2017 and in these guidance notes will in itself deliver the framework for demonstrating openness and transparency in an organisation's treasury management function

- publication of and free access to information about an organisation's treasury management transactions and other public documents connected with its treasury management activities will further assist in achieving this end

- establishing clear treasury management policies, the separation of roles in treasury management and the proper management of relationships both within and outside the organisation will establish the integrity of the function

- robust treasury management organisational structures, together with well-defined treasury management responsibilities and job specifications, will enhance accountability

- equality in treasury management dealings, absence of business favouritism and the creation of keen competition in treasury management will lay the groundwork for fairness.

The following paragraphs further emphasise the practices that CIPFA believes an organisation should employ to ensure the principles of corporate governance are successfully implemented.

Procedural responses

The policies, strategies of treasury management should link clearly to the organisation's other key policies and strategies. In the management of risk, in particular, treasury risk management should be an integral part of its overall risk management processes, culminating in a well-defined, organisation-wide strategy for the control of risk and contingency planning.

The management and administration of treasury management should be robust, rigorous and disciplined. Over the years, some of the most significant examples of treasury mismanagement, in both the public services and the private sector, have resulted from procedural indiscipline. This has frequently been as a result of a failure to apply otherwise well-documented management and administration systems, or through failures in transmission, documentation or deal recording processes.

Reporting arrangements should be applied so as to ensure that those charged with responsibility for the treasury management policy have all the information necessary to enable them to fulfil openly their obligations; and that all stakeholders are fully appraised of and consulted on the organisation's treasury management activities on a regular basis.

The procedures for monitoring treasury management activities through audit, scrutiny and inspection should be sound and rigorously applied, with an openness of access to information and well-defined arrangements for the review and implementation of recommendations for change.

The application and interpretation of performance data should be clear, concise and relevant to the organisation's treasury management activities.

Stewardship responsibilities

The Director of Corporate Services should ensure that systems exist to deliver proper financial administration and control, and a framework for overseeing and reviewing the treasury management function.

As regards a control framework, an organisation's formal policy documents should define clearly procedures for monitoring, control and internal check.

With regard to delegation it is vitally important that those involved in the implementation of treasury management policies and the execution of transactions are unambiguously empowered to undertake their tasks, and that reporting lines are well-defined.

An organisation's adoption of and adherence to the Revised CIPFA Treasury Management Code of Practice 2017 should be widely broadcast, as should the principles of the Revised CIPFA Treasury Management Code of Practice 2017 and the method of its application in the organisation.

The organisation's procedures for reviewing the value of the treasury management function, and the implementation of opportunities for improvement, should be both continuous and open to examination.

The governance of others

In respect of the organisation's dealings with counterparties, external service providers and other interested parties, clear procedures should exist to enable the organisation, as far as is practicable, to monitor their adherence to the legal or regulatory regimes under which they operate.

Council Action

This Council is committed to the pursuit of proper corporate governance throughout its businesses and services, and to establishing the principles and practices by which this can be achieved. Accordingly, the treasury management function and its activities will be undertaken with openness and transparency, honesty, integrity and accountability.
In respect of external service providers appropriate financial review procedures will be undertaken, including Profit and Loss, Balance Sheet and cash flow monitoring, as appropriate.
This Council has adopted and has implemented the key recommendations of the Revised CIPFA Treasury Management Code of Practice 2017. This is considered vital to the achievement of proper corporate governance in treasury management, and the Director of Corporate Services will monitor and, if and when necessary, report upon the effectiveness of these arrangements.
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SECURITY, LIQUIDITY AND YIELD BENCHMARKING

Member reporting on the consideration and approval of security and liquidity benchmarks will continue. These benchmarks are targets and so may be breached from time to time. Any breach will be reported, with supporting reasons in the Annual Treasury Management Report.

1. Security

In context of benchmarking, assessing security is a subjective area to assess. Security is currently evidenced by the application of minimum credit quality criteria to investment counterparties, primarily through the use of credit ratings supplied by the three main credit rating agencies (Fitch, Moody's and Standard and Poor's). Whilst this approach embodies security considerations, benchmarking levels of risk is more problematic. One method to benchmark security risk is to assess the historic level of default against the minimum criteria used in the Council's investment strategy.

The table below shows average defaults for differing periods of investment grade products for each Fitch/Moody's and Standard & Poor's long term rating category.

Long term rating	1 year	2 years	3 years
AAA	**0.04%**	**0.10%**	**0.18%**
AA (includes AA- and AA+)	**0.02%**	**0.04%**	**0.10%**
A	**0.06%**	**0.16%**	**0.29%**
BBB	**0.17%**	**0.47%**	**0.81%**
BB	**0.74%**	**2.08%**	**3.59%**
B	**3.03%**	**7.20%**	**10.87%**
CCC	**19.62%**	**27.53%**	**33.20%**

The Council's minimum long term rating criteria is currently "AA-" for any investment greater than one year and "A" for any investment up to one year. The average expectation of default for a one, two or three year investment in a counterparty with a "AA-" long term rating would be 0.05% of the total investment and the average expectation of default for a one year investment in a counterparty with a "A" long term rating would be 0.06% of the total investment. This is only an average, any specific counterparty loss is likely to be higher, but these figures do act as a proxy benchmark for risk across the portfolio.

The Council's maximum security risk benchmark for the whole portfolio, when compared to these historic default tables, is:

- **0.18% historic risk of default when compared to the whole portfolio.**

In addition, the security benchmark for each individual year is:

	1 year	2 years	3 years
Maximum	**0.06%**	**0.10%**	**0.18%**

These benchmarks are embodied in the criteria for selecting cash investment counterparties and these will be monitored and reported to Members in the Annual Treasury Management Report. As this data is collated, trends and analysis will be collected and reported. Where a counterparty is not credit rated a proxy rating will be applied.

2. **Liquidity**

This is defined as "having adequate, though not excessive cash resources, borrowing arrangements, overdrafts or standby facilities to enable it at all times to have the level of funds available to it which are necessary for the achievement of its business/service objectives" (Revised CIPFA Treasury Management Code of Practice). In respect of this area the Council seeks to maintain:

- Bank overdraft facility - £0.5m
- Liquid short term deposits of at least £10m available immediately on call

The availability of liquidity and the term risk in the portfolio can be benchmarked by the monitoring of the Weighted Average Life (WAL) of the portfolio – shorter WAL would generally embody less risk. In this respect the proposed benchmark is to be used:

- **WAL benchmark is expected to be 0.5 years, with a maximum of 1 year**.

3. **Yield**

Benchmarks are currently widely used to assess investment performance. The local measure of the yield benchmark is:

- Investments – Return on Investments to outperform the average 7 day LIBID rate

Security and liquidity benchmarks are intrinsic to the approved treasury strategy through the counterparty selection criteria and some of the prudential indicators. Proposed benchmarks for the cash type investments are shown above and form the basis of reporting in this area.

Appendix C

Schedule of Approved Counterparties for Lending 2018-2019
(as at 5th January 2018)

	Fitch		Moody's		Standard and Poors		Money	Time
	Short Term	Long Term	Short Term	Long Term	Short Term	Long Term	Limit £'m	Limit years
Upper Limit	**F1**	**AA-**	**P-1**	**Aa3**	**A-1**	**AA-**	**10**	**3**
UK Banks								
HSBC Bank Plc	F1+	AA-	P-1	Aa3	A-1+	AA-	10	3
Middle Limit	**F1**	**A**	**P-1**	**A2**	**A-1**	**A**	**7**	**1**
UK Banks								
Banco Santander Central Hispano Group								
- Santander UK Plc	F1	A	P-1	Aa3	A-1	A	7	1
Barclays Bank	F1	A	P-1	A1	A-1	A	7	1
Lloyds Banking Group								
- Bank of Scotland Plc	F1	A+	P-1	Aa3	A-1	A	7	1
- Lloyds Bank	F1	A+	P-1	Aa3	A-1	A	7	1
UK Building Societies								
Nationwide	F1	A+	P-1	Aa3	A-1	A	7	1
UK Banks Part Nationalised								
Royal Bank of Scotland Group								
- National Westminster Bank Plc							7	1
- Royal Bank of Scotland Plc							7	1
Council's Banker							3	1 day
Other Institution Limits								
Local Authorities								
Any One Local Authority (including police and fire authority)							10	3
Money Market Funds								
Any AAA Rated Money Market Fund CNAV							5	1
Money Market Funds								
Any AAA Rated Money Market Fund LVNAV							5	1
Debt Management Office							40	6 months (max term specified by DMO)

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1. THE PRUDENTIAL INDICATORS

The following indicators are based on the figures put forward within the Capital and Revenue Plans set out in this report.

1.1. Affordability

1.1.1. Estimates of ratio of financing costs to net revenue stream

This indicator identifies the trend in the cost of capital (borrowing and other long term obligation costs net of investment income) against the net revenue stream.

	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
Non-HRA	5.15%	5.44%	5.87%
HRA (inclusive of settlement figure)	34.39%	32.89%	30.04%

The estimates of financing costs include current commitments and the proposals in this budget report.

The indicators show the proportion of income taken up by capital financing costs. Indicative Aggregate External Finance (AEF) for 2019/2020 is a 1% decrease on 2018/2019 and for 2020/21 a 2% estimated decrease on 2019/2020.

1.2. Prudence

1.2.1. The Capital Financing Requirement (CFR)

This prudential indicator is the Council's Capital Financing Requirement (CFR). The CFR is the total outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's underlying borrowing need. The capital expenditure above, which has not immediately been paid for, will increase the CFR.

The Council is asked to approve the CFR projections below:

£m	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
Non-HRA	271	277	272
HRA	142	142	143
HRAS	74	73	71
TOTAL	**487**	**492**	**486**

1.2.2. The Gross Borrowing and Capital Financing Requirement indicator

The control mechanism to limit external debt.

Estimated gross borrowing for the four years starting with the last full year (2016/17) must not exceed the CFR in the medium term, but can in the short term due to cash flows.

Ensures borrowing is only for approved capital purposes.

The Director of Corporate Services reports that the authority complied with this requirement in 2016/17 and does not envisage difficulties for the future. This view takes into account current commitments, existing plans, and the proposals in the budget report.

Details of Gross Borrowing:

£m	2016/17 Actual	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
Debt at 1st April	376	388	413	431	456
Expected Change in Debt	12	25	18	25	7
Gross debt at 31st March	**388**	**413**	**431**	**456**	**463**
CFR	**471**	**491**	**487**	**492**	**486**
Under / (Over) borrowing	**83**	**78**	**56**	**36**	**23**

1.2.3. External Debt

The Authorised Limit and the Operational Boundary:

The Authorised Limit prudential indicator represents a control on the overall level of borrowing. This represents a limit beyond which external debt is prohibited, and this limit needs to be set or revised by full Council. It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the longer term. This is the statutory limit determined under section 3(1) of the Local Government Act 2003. The Government retains an option to control either the total of all councils' plans, or those of a specific council, although no control has yet been exercised.

£m	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
Borrowing	535.5	540.5	534.5
Other Long-Term Liabilities	0.5	0.5	0.5
Total	536.0	541.0	535.0

The Operational Boundary for external debt is based on the same estimates as the authorised limit, but without the additional headroom for unusual and unexpected cash movements, and equates to the level of projected external debt. This is clearly subject to the timing of borrowing decisions.

£m	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
Borrowing	486.9	491.9	485.9
Other Long-Term Liabilities	0.1	0.1	0.1
Total	487.0	492.0	486.0

The Council is asked to approve both the Authorised Limit and the Operational Boundary shown above.

1.2.4. Actual External Debt

The Council's actual external debt at 31st March 2017 was £388m. The actual external debt is not directly comparable to the authorised limit and operational boundary because the actual external debt reflects the position at a point in time.

It is recommended that the above Prudential Indicators are adopted and that the Director of Corporate Services is given delegated authority by Council to change the balance between borrowing and other long-term liabilities.

Other long-term liabilities are other credit arrangements, which are, in the main, finance leases.

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Appendix E

MINIMUM REVENUE PROVISION (MRP) STATEMENT

The Council is required to pay off an element of the accumulated General Fund capital spend each year (the CFR) through a revenue charge (the minimum revenue provision – MRP), although it is also allowed to undertake additional voluntary payments if required (voluntary revenue provision – VRP).

Welsh Government regulations were issued with effect from 1st April 2010 which require the full Council to approve a Minimum Revenue Provision (MRP) Statement in advance each year. A variety of options were provided to councils to replace the existing Regulations, as long as there is a prudent provision.

Council have already approved the following approaches for calculating MRP:

Supported Borrowing and Capital Expenditure

Based on CFR

The calculation is based on 4% of the opening Capital Financing Requirement (CFR) each year.

Supported borrowing and expenditure incurred before 1st April 2008, as at 31st March 2016 - to be charged to revenue over 40 years (2.5 % straight line basis).

Unsupported Borrowing

Asset Life Method

The future borrowing value of unsupported borrowing is to be charged to revenue over 40 years or by the estimated economic life of the asset if shorter, please see below.

Capital Expenditure on the Modernising Education Programme (MEP) and Local Government Borrowing Initiative (LGBI) 21st Century Schools is classed as Unsupported Borrowing. It is estimated that asset lives within these programmes are 30 years and this is the period that will be used to determine the MRP.

Asset lives within the Fleet Programme range from 1 to 10 years, these are the periods that will be used to determine the MRP.

Local Government Borrowing Initiative (LGBI) Highways. It is estimated that asset lives within this programme are 20 years and this is the period that will be used to determine the MRP.

Housing Revenue Account

The calculation is based on 2% of the opening Capital Financing Requirement (CFR) each year.

Council is recommended to approve the following MRP Statement for 2018/2019:

For Supported and Unsupported Capital Expenditure, the MRP policy will continue to follow the approaches above.

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EXECUTIVE BOARD

Monday, 5 February 2018

PRESENT: Councillor E. Dole (Chair)

Councillors:
L.D. Evans, D.M. Jenkins, L.M. Stephens, J. Tremlett, P. Hughes-Griffiths, G. Davies and C.A. Campbell

Also in attendance:
Councillor J.S. Edmunds, J.D. James, R. James, K. Lloyd, J.G. Prosser, B.A.L. Roberts and B. Thomas

The following Officers were in attendance:
M. James, Chief Executive
J. Morgan, Director of Community Services
C. Moore, Director of Corporate Services
G. Morgans, Director of Education & Children's Services
R. Mullen, Director of Environment
W. Walters, Director of Regeneration & Policy
L.R. Jones, Head of Administration and Law
D. Hockenhull, Marketing and Media Manager
J. Morgan, Acting Head of Homes & Safer Communities
K. Thomas, Democratic Services Officer

Chamber, County Hall, Carmarthen - 10.00 - 10.50 am

1. APOLOGIES FOR ABSENCE.

Apologies for absence were received from Councillors H.A.L. Evans and P.M. Hughes.

2. DECLARATIONS OF PERSONAL INTEREST.

There were no declarations of personal interest.

3. TO SIGN AS A CORRECT RECORD THE MINUTES OF THE MEETING OF THE EXECUTIVE BOARD HELD ON THE 8TH JANUARY 2018

UNANIMOUSLY RESOLVED that the minutes of the meeting of the Executive Board held on the 8th January, 2018 be signed as a correct record.

4. QUESTIONS ON NOTICE BY MEMBERS

The Chair advised that no questions on notice had been submitted by Members.

5. PUBLIC QUESTIONS ON NOTICE

The Chair advised that no public questions on notice had been received.

6. REVENUE BUDGET STRATEGY 2018/19 TO 2020/21

The Executive Board considered a report which brought together the latest proposals for the Revenue Budget 2018/2019, provided indicative figures for the 2019/2020 and 2020/2021 financial years and summarised the latest budgetary position giving an update on the budget validation, spending pressures, the Welsh Government final settlement and the responses from the budget consultation.

The Executive Board Member – Resources outlined to the Board a number of factors influencing the budget, including, the final settlement received from the Welsh Government on the 20th December, 2017 which had been more favourable than originally anticipated thereby enabling the Council to revisit some of its initial budget proposals and consider further options including taking account of the latest pay award offer. Whilst the final settlement for this authority had increased by 0.2%, amounting to an additional £1.48m on the provisional settlement, it still represented a reduction in funding in real terms having regard to inflation and other price movements. The settlement also came with extra responsibilities including, increasing the capital limits for residential care, targeted relief for small businesses, which would be pass-ported to those services, together with an additional £399k for homelessness prevention. In addition, whilst a number of gaps had been transferred into the final settlement, confirmation was still awaited on a proportion of those which would support the budget plan, and until such time as those had been announced an element of risk existed on the current plan.

The Executive Board Member - Resources referred to the validation costs within the strategy totalling £8.8m, and advised the most significant thereof related to the pay award offer for staff of 2% plus the bottom loading of the lower pay scales. If implemented, that would result in a bottom pay point of £8.68 from April 2018 (an increase of 8.98%) increasing to £9.18 in April 2019 (a further 5.76% increase) together with the introduction of a new pay spine from April 2019 consolidating some of the existing spinal points and “ironing out” some of the current random grants between pay points. It was noted, however, that the pay offer did not apply to teachers who were covered by a separate national pay arrangement set at 2% from September 2018.

The Executive Board Member – Resources also drew the Board’s attention to the Council’s current three year budget proposal, set in February 2017, which assumed no protection for schools for 2018/19. However, having regard to the need to support schools wherever possible, and as a consequence of additional funding received from the Welsh Government as part of the settlement, it had once again been possible to protect schools and not reduce their budgets, with the 2018/19 delegated budget being held at £108.7m. In addition, and to support schools further with the work being undertaken by the Transformation, Innovation and Change Team, it was proposed to establish a ‘Schools Development Fund’ to operate on an “invest to save” basis similar to the Council’s Development Fund.

The Executive Board Member - Resources advised that in light of the Authority having benefitted from a more positive settlement than originally anticipated and changes in validation together with an element of one-off funding, an opportunity had arisen for the initial proposed efficiencies to be reviewed in light of the consultation responses and to make some critical adjustments to the Strategy. As a result, the following amendments were proposed to be made to some of the report’s budget and efficiency proposals:-

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- The proposed reduction of £50k in the budget for Inclusion services be removed;
- The proposal for the Care and Support Day Services be revisited resulting in a reduction in the proposed efficiencies of £50k for 2018/19 and a further £25k for 2019/20;
- The Respite Centre proposal be reviewed and the department give further consideration to service provision options resulting in a reversal in budget of £200k in 2018/19 and £200k in 2019/20;
- A schools Development Fund of £0.5m be established to support schools to look at invest to save projects thereby strengthening the opportunities for the Schools Efficiency Officer to work with the schools to identify effective alternative ways to deliver the service.

In concluding, the Executive Board Member recommended that the Council Tax increase for 2018/19 be set at 4.45% to enable the Council to deliver the strategy whilst having regard to the above amendments.

UNANIMOUSLY RESOLVED TO RECOMMEND TO COUNCIL:-

6.1 that the Budget Strategy for 2018/19, be approved subject to the amendments and proposals detailed above;

6.2 that the Band D council Tax for 2018/19 be set at £1,196.60 (an increase of 4.45% for 2018-2019);

6.3 That a School Development Fund of £0.5m be established from the "one-off" funding made available in 2018-19 and it be operated on a similar basis to the General Development Fund;

6.4 That the allocation of the £148k one-off funding balance identified in paragraph 3.23 and the £77k identified in paragraph 7.1 of the report be utilised in full to support the proposed amendments and proposals detailed above;

6.5 That the provisional medium term financial plan be approved as a basis for future years planning.

7. FIVE YEAR CAPITAL PROGRAMME (COUNCIL FUND) - 2018/19 TO 2022/23

The Executive Board considered a report which brought together the latest proposals for the Five Year Capital Programme (Council Fund) 2018/19 to 2022/2023 taking into account the consultation exercise undertaken and the revenue implications arising from the capital programme.

The Board noted that the capital programme proposed gross expenditure for 2018/19 of £51.531m, with projected funding of £34.976m from the County Council through the use of borrowing, capital receipts, reserves and general capital grant and the balance of £16.735m coming from external sources. The Board was advised that the capital programme was projected to be fully funded over the first 3 years from 2018/19 through to 2020/21 and the final year of 2022/23. The fourth year, 2021/2022, showed a £1.5m shortfall which would be reviewed over the coming year.

The Executive Board Member – Resources informed the Board that, in total, the five year rolling programme would realise investment of nearly £200m (County Council funding estimated at £143m and £55m external funding) and the Authority,

as part of that programme, had included additional new projects important to the county, for example the Community Department's new schemes for Pembrey Country park, Carmarthen Museums Collection, Parc Howard and the continuation of support for private Sector Housing in 2022/23. The Environment Department would receive continued support for Highway Improvement, Bridge Maintenance and Road Safety Schemes into 2022/23. Coupled with that, as a consequence of additional Welsh Government Funding, the spend on roads refurbishment for 2018/19 would increase by an additional £2.2m

UNANIMOUSLY RESOLVED TO RECOMMEND TO COUNCIL THAT

7.1 the Five Year Capital Programme and funding, as detailed in Appendix B to the report, with 2018/19 being a hard budget and 2019/20 to 2022/23 soft/indicative budgets be approved;

7.2 the 2021/22 budget be reviewed over the coming year in order to address the funding shortfall;

7.3 the programme be reviewed, as usual, if anticipated External or, County Council funding did not materialise.

8. HOUSING REVENUE ACCOUNT BUDGET 2018/19 TO 2020/21 AND HOUSING RENT SETTING FOR 2018/19

The Executive Board considered a report prepared by the Director of Corporate Services, in conjunction with officers from the Communities Department that brought together the latest proposals for the Revenue and Capital Budgets for the Housing Revenue Account 2018/19 to 2020/21. It was noted that the report had been considered, and endorsed, by the Community Scrutiny Committee at its meeting held on the 30th January 2018 as part of the budget consultation process.

The Executive Board Member – Resources advised that the report had been prepared reflecting the latest proposals contained in the Housing Revenue Account (HRA) Business Plan, being the primary financial planning tool for delivering the Carmarthenshire Homes Standard *Plus* (CHS+) for the future. It was noted that the proposed investment within the current business plan had delivered the CHS by 2015 (to those homes where tenants had agreed to have the work undertaken) provided investment to maintain the CHS+ and commenced investment for the Council's Affordable Housing Commitment.

The Executive Board Member – Resources advised that by the end of 2017/18 over £250m of capital had been invested to deliver the Carmarthenshire Homes Standard to date, and the current business plan proposed to invest £30m in maintaining and upgrading the stock over the next three years coupled with £26m to support the Affordable Housing Programme

The Executive Board Member- Resources reminded the Board that with regard to the setting of the Housing Rents, the Authority had previously adopted the Welsh Government Social Housing Rent Harmonisation Policy with the aim of progressing to the mid-point target rent. However, whilst that policy had not changed, the Welsh Government had indicated that due to a relatively high CPI of 3%, local authorities may wish to consider using a lower option for 2018/19. Having regard to the Welsh Government's indication, it was being proposed that the Authority set its rent at the lowest allowable level representing a 3.5% increase

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plus £1.62 progression producing an average rent of £85.27 resulting in an increase of 4.34% or £3.55.

The Executive Board having considered the recommendations of the Carmarthenshire Homes Standard Steering group

UNANIMOUSLY RESOLVED TO RECOMMEND TO COUNCIL TO:-

8.1 increase the average housing rent as per the Welsh Government's Social Housing Rents Policy (low end target) i.e.:-

- **Properties at target rents to increase by 3.5%(CPI + 0.5%)**
- **Properties where rent was below target rent to increase by 3.5% (CPI + 0.5%) plus a maximum progression of £1.62**
- **Properties above target rent be frozen until such time as they met the target**

thereby producing an average housing rent increase of 4.34% or £3.55, producing a sustainable Business Plan, which maintains CHS+ and resources the Affordable Homes Programme;

8.2 To implement the maximum progression of £1.62 for rents below target, until target rents were achieved;

8.3 That garage rents be not increased for 2018/19 and be held at the same level as 2017/18 with the rents being set for garages at £9.00 per week and garage bases at £2.25 per week;

8.4 Apply the service charge policy to ensure tenants who received the benefit from specific services paid for those services;

8.5 Increase charges for using the Council's sewerage treatment works in line with the rent increase;

8.6 Approve the proposed Capital Programme, and applicable funding, for 2018/19 and the indicative spends for future years 2018/19 to 2020/21, as set out in Appendix A to the report,

8.7 Approve the Housing Revenue Account Budget for 2018/19 (with 2019/20 and 2020/21 being soft budgets), as set out in Appendix B to the report

9. THE CARMARTHENSHIRE HOMES STANDARD PLUS (CHS+) BUSINESS PLAN 2018-21

The Executive Board considered the Carmarthenshire Homes Standard Plus (CHS+) Business Plan 2018-2021 plan the purpose of which was to:

- explain the vision and detail of the Carmarthenshire Homes Standard Plus over the next three years, and what it meant for tenants;
- confirm the financial profile, based on current assumptions, for the delivery of CHS+ over the next three years; and
- produce a business plan for the annual application to Welsh Government for Major Repairs Allowance (MRA) for 2018/19 equating to £6.1m.

The Executive Board Member for Housing advised that if the report and its recommendations were to be adopted, it would result in some £56m being spent

over the next three years in maintaining and further improving the CHS+ (£30M) and delivering the Affordable Homes Plan (£26m) through a range of solutions including, new build.
UNANIMOUSLY RESOLVED TO RECOMMEND TO COUNCIL THAT:-

9.1 The vision of CHS+ and the financial and delivery programme over the next three years be confirmed;
9.2 the submission of the Plan to the Welsh Government be confirmed.

10. TREASURY MANAGEMENT POLICY AND STRATEGY 2018-19

The Executive Board was reminded that as part of the requirements of the revised CIPFA Code of Practice on Treasury Management, the Council had agreed to maintain a Treasury Management Policy detailing the policies and objectives of the Authority's treasury management activities and to also approve a Treasury Management Strategy annually before the start of the financial year to which it related. In addition, under the Local Government Act 2003, the Council was required to approve the Treasury Management Indicators for the coming year.

In accordance with the above requirements, the Executive Board considered the Council's Treasury Management Policy and Strategy for the 2018-19 financial year prior to its formal submission to the Council for final adoption.

UNANIMOUSLY RESOLVED TO RECOMMEND TO COUNCIL that:-

10.1 the Treasury Management Policy and Strategy for 2018-19 and the recommendations contained therein be approved,
10.2 the Treasury Management Indicators, Prudential Indicators, Minimum Revenue Provision Statement and recommendations therein be approved.

CHAIR **DATE**

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