

# Document Pack



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**FRIDAY, 25 SEPTEMBER 2015**

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

I HEREBY SUMMON YOU TO ATTEND A MEETING OF THE **POLICY & RESOURCES SCRUTINY COMMITTEE** WHICH WILL BE HELD IN THE **CHAMBER, COUNTY HALL, CARMARTHEN AT 10.00 AM. ON MONDAY, 5TH OCTOBER 2015** FOR THE TRANSACTION OF THE BUSINESS OUTLINED ON THE ATTACHED AGENDA

*Mark James*

**CHIEF EXECUTIVE**



PLEASE RECYCLE

|                                 |                                       |
|---------------------------------|---------------------------------------|
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# **POLICY & RESOURCES SCRUTINY COMMITTEE**

## **13 MEMBERS**

### **PLAID CYMRU GROUP – 5 MEMBERS**

- |                      |                               |
|----------------------|-------------------------------|
| <b>1. Councillor</b> | <b>A. Davies</b>              |
| <b>2. Councillor</b> | <b>G. Davies (Vice-Chair)</b> |
| <b>3. Councillor</b> | <b>A. Lenny</b>               |
| <b>4. Councillor</b> | <b>D. Price</b>               |
| <b>5. Councillor</b> | <b>D.E. Williams</b>          |

### **INDEPENDENT GROUP – 4 MEMBERS**

- |                      |                                |
|----------------------|--------------------------------|
| <b>1. Councillor</b> | <b>T. Bowen</b>                |
| <b>2. Councillor</b> | <b>W.J.W. Evans</b>            |
| <b>3. Councillor</b> | <b>A.G. Morgan</b>             |
| <b>4. Councillor</b> | <b>D.W.H. Richards (Chair)</b> |

### **LABOUR GROUP – 4 MEMBERS**

- |                      |                     |
|----------------------|---------------------|
| <b>1. Councillor</b> | <b>D.M. Cundy</b>   |
| <b>2. Councillor</b> | <b>J.S. Edmunds</b> |
| <b>3. Councillor</b> | <b>A.W. Jones</b>   |
| <b>4. Councillor</b> | <b>J. Williams</b>  |

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**POLICY & RESOURCES  
SCRUTINY COMMITTEE  
5<sup>th</sup> OCTOBER 2015**

**Forthcoming items for next meeting –  
Wednesday 25th November 2015**

| <b>Discussion Topic</b>   | <b>Background</b>  |
|---|--|
| Future Generations Bill – LSB Review                                    | This Bill introduced in 2014 (previously the Sustainable Development Bill), is seen by Welsh Government as an opportunity to help tackle the generational challenges Wales faces in a more joined up and integrated way – ensuring Welsh public services make key decisions with the long term well being of Wales in mind. This item will also provide the Committee with an opportunity to have sight of the review of the current Local Service Board and provide feedback prior to any final decisions on the way forward being taken. |
| ICT Strategy Update   | The Committee was consulted during 2014/15 on the development of this strategy and has a key role to play in monitoring the progress being made in terms of rolling it out. This update will include details of the E-mail Usage and Monitoring policy.  |
| Welsh Language Scheme Annual Report 2014/15                             | The Committee has responsibility for monitoring Authority's Welsh Language Scheme and receives an annual update. From 2015/16 this will be superseded by the Welsh Language Standards Compliance Strategy, the development of which will be consulted upon.  |
| Combined Spend on Private Sector and Third Sector Services – TIC review | The Committee has previously requested that an update be provided on both reviews. This item will combine both TIC reviews in one.   |

| <b>Discussion Topic</b>   | <b>Background</b>  |
|---|--|
| Draft Strategic Equality Plan 2016-20                               | <p>The Council is required to publish this Plan by April 2016 to outline how it will meet the requirements of the Equality Act 2010 and the Specific Duties for Wales in its role as an employer, a provider of services and as a community leader. Public bodies are required to have due regard to the need to:</p> <ul style="list-style-type: none"> <li>• Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Act</li> <li>• Advance equality of opportunity between people who share a relevant protected characteristic and those who do not</li> <li>• Foster good relations between people who share a protected characteristic and those who do not.</li> </ul> <p>This will be an opportunity for the Committee to input into the development of the Plan before it is agreed by the Council.</p> |
| Half-Yearly Performance Monitoring Report 2015/16                   | <p>This is a standard 6-monthly report which allows members to undertake their monitoring role in relation to the relevant services within the Committee's remit. This item will also include details of the compliments and complaints received by the relevant services.</p>   |
| Budget Monitoring 2015/16   | <p>This is a standard item which allows members to undertake their monitoring role of the departmental and corporate budgets.</p>  |
| Quarterly Treasury Management & Prudential Indicator Report 2015/16 | <p>This is a standard quarterly update in relation to Treasury Management / Prudential Indicator.</p>  |
| Actions & Referrals Update  | <p>This quarterly report provides an update on progress made in relation to actions and requests from previous meetings.</p>   |

## Policy & Resources Scrutiny Committee – Forward Work Programme 2015/16 (as at 24th September 2015)

| 11 June 2015   | 24 July 2015                                  | 5 October 2015   | 25 November 2015  | 6 January 2016   | 3 February 2016                                  | 16 March 2016                | 22 April 2016                                    |
|--|---|--|---|--|--|------------------------------|--|
| Revised Corporate Strategy                               | EOY Performance / Monitoring 2014/15          | Spend on external expertise – to include legal expertise (Annual Report) | Combined Spend on Private Sector and Third Sector Services – TIC Review | 3-year Revenue Budget Consultation 2016/17 to 2018/19    | Budget Monitoring 2015/16                        | Tackling Poverty Action Plan | Asset Transfer Annual Report                     |
| Draft CCC Improvement Plan 14/15 and Annual Report 13/14 | Treasury Management Annual Report 2014/15     | TIC Review (Wales Audit Office report)                                   | ICT Strategy (including e-mail usage and monitoring)                    | 5-year Capital Programme Consultation 2016/17 to 2020/21 | Compliance Strategy for Welsh Language Standards | LSB Annual Report 2015       | Council's Engagement Mechanisms (T&F Monitoring) |
| P&R Scrutiny Committee Annual Report 2014/15             | EOY Budget Monitoring 2014/15                 | Budget Monitoring 2015/16  | Welsh Language Scheme Annual Report                                     |  | Treasury Management Policy & Strategy 2016/17    | Revised Procurement Strategy | TIC Annual Review 2015                           |
| P&R Scrutiny Committee FWP 2015/16                       | Treasury Management 2015/16 (Q1)              | Carmarthenshire Ageing Well Plan   | Draft Strategic Equality Plan 2016-20                                   |  | Treasury Management 2015/16 (Q3)                 | Budget Monitoring 2015/16    | People Strategy – monitoring report              |
|  | Strategic Equality Plan Annual Report 2014/15 |  | Treasury Management 2015/16 (Q2)  |  | Asset Management Plan                            | Actions & Referrals Update   |  |
|  | Actions & Referrals Update                    |  | Budget Monitoring 2015/16   |  |  |                              |  |
| Page 7   |   |  | Performance / Monitoring 2015/16 Quarter 2                              |  |  |                              |  |
|  |   |  | Future Generations Bill – LSB Review                                    |  |  |                              |  |

**Policy & Resources Scrutiny Committee – Forward Work Programme 2015/16**  
*(as at 24th September 2015)*

|          |             |              |                            |                  |                |                 |               |               |
|----------|-------------|--------------|----------------------------|------------------|----------------|-----------------|---------------|---------------|
| 8<br>age | 1 June 2015 | 24 July 2015 | 5 October 2015             | 25 November 2015 | 6 January 2016 | 3 February 2016 | 16 March 2016 | 22 April 2016 |
|          |             |              | Actions & Referrals Update |                  |                |                 |               |               |

*Procurement Annual Report 2014/15 – To be confirmed*



**POLICY & RESOURCES  
SCRUTINY COMMITTEE  
5<sup>th</sup> OCTOBER 2015**

**WALES AUDIT OFFICE'S ASSESSMENT OF  
CARMARTHENSHIRE COUNTY COUNCIL'S  
TRANSFORM, INNOVATE AND  
CHANGE PROGRAMME**

**To consider and comment on the following issues:**

- That the scrutiny committee considers and comments on the Wales Audit Office's assessment of Carmarthenshire County Council's Transform, Innovate and Change Programme.

**Reasons:**

- To ensure that any areas of concern are identified and relevant action taken.
- To enable members to exercise their scrutiny role.

**To be referred to the Executive Board for decision: NO**

**Executive Board Member Portfolio Holder:**

Cllr. Mair Stephens (Human Resources, Efficiencies & Collaboration)

|   |   |   |
|---|---|---|
| <p><b>Directorate:</b><br/>Communities</p> <p><b>Name of Head of Service:</b><br/>Robin Staines</p> <p><b>Report Author:</b><br/>Jeremy Evans</p> | <p><b>Designations:</b></p> <p>Head of Housing &amp; Public Protection (TIC Head of Service Lead)</p> <p>Performance Audit Lead</p> | <p><b>Tel Nos. / E-Mail Addresses:</b></p> <p>01267 222960<br/><a href="mailto:rstaines@carmarthenshire.gov.uk">rstaines@carmarthenshire.gov.uk</a></p> <p><a href="mailto:jeremy.evans@audit.wales">jeremy.evans@audit.wales</a></p> |
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## EXECUTIVE SUMMARY

# POLICY & RESOURCES SCRUTINY COMMITTEE 5<sup>th</sup> OCTOBER 2015

### Wales Audit Office's assessment of Carmarthenshire County Council's Transform, Innovate and Change Programme

The Wales Audit Office undertook a review of the Council's TIC Programme during 2014/15 and published its findings in May 2015.

The Wales Audit Office has requested that its report be presented to the Policy & Resources Scrutiny Committee for its consideration.

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:          Robin Staines          Head of Housing & Public Protection (TIC Head of Service Lead)**

|   |             |             |             |                        |                       |                 |
|---|-------------|-------------|-------------|------------------------|-----------------------|-----------------|
| Policy, Crime & Disorder and Equalities | Legal       | Finance     | ICT         | Risk Management Issues | Staffing Implications | Physical Assets |
| <b>NONE</b>                             | <b>NONE</b> | <b>NONE</b> | <b>NONE</b> | <b>NONE</b>            | <b>NONE</b>           | <b>NONE</b>     |

## CONSULTATIONS

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

**Signed:          Robin Staines          Head of Housing & Public Protection (TIC Head of Service Lead)**

- 1. Local Member(s) – N/A**
- 2. Community / Town Council – N/A**
- 3. Relevant Partners – N/A**
- 4. Staff Side Representatives and other Organisations – N/A**

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

**THERE ARE NONE**

| Title of Document | File Ref No. / Locations that the papers are available for public inspection |
|-------------------|--|
|                   |  |

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# Assessment of Transform, Innovate and Change Programme

## **Carmarthenshire County Council**

**Audit year:** 2014-15

**Issued:** May 2015

**Document reference:** 257A2015

# Status of report

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This document has been prepared for the internal use of Carmarthenshire County Council as part of work performed in accordance with the statutory functions.

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The team who delivered the work comprised Alison Lewis, Gareth W Lewis and Jeremy Evans.

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The Council is clear in broad terms about what it wants to achieve from TIC but individual project business cases are not detailed enough 5

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The TIC programme has a robust governance model with appropriate contributions from officers and members. Programme and project management is generally good but consideration of risk is not sufficiently robust 6

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The Council has an established performance management framework, which has been extended to support TIC. The framework provides significant business intelligence but is not always used effectively to manage improvement 7

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# Summary report

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Transform, Innovate and Change (TIC) has robust governance, clear objectives and is contributing to better outcomes and financial savings; however, there is scope to strengthen business cases, risk management, use of performance information and financial analysis

1. Carmarthenshire County Council (the Council) established the Transform, Innovate and Change (TIC) team as part of its response to the significant financial challenges faced by the Council. The TIC team is made up of four dedicated officers. The team is supplemented by officers in the areas where change projects are taking place and are tasked with supporting and progressing the Council's programme of organisational change.
2. The TIC team staff are all experienced in business analysis, and in particular, the 'Vanguard Systems Thinking'<sup>1</sup> approach. The TIC team is expected to help identify opportunities to enable the Council to drive out waste and inefficiency, thereby delivering more purposeful and cost-effective services. The TIC programme, as stated in the *Annual Report 13/14 & Improvement Plan 14/15*, is focused on delivering eight key themes:
  - putting customers first;
  - improving and re-designing services;
  - challenging existing ways of working;
  - reducing waste;
  - delivering efficiencies;
  - facilitating and driving organisational change;
  - sharing learning and knowledge; and
  - seeking and exploiting opportunities for collaboration.

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<sup>1</sup> [www.systemsthinking.co.uk/1.asp](http://www.systemsthinking.co.uk/1.asp). Vanguard has pioneered the translation of Taiichi Ohno's ideas behind the Toyota Production System for service organisations. The Vanguard Method transfers expertise to people (managers and staff) in the organisation. Vanguard uses sensei to apply the method, people who are experts in both intervention theory (how you make a change) and systems theory (how to analyse and design work).



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3. To monitor progress and to assess success, the Council has to demonstrate and evidence how the expected benefits and service improvement have been achieved. This process needs to be objective and the benefits accurate and 'real'; as such the Council needs:
    - a robust model of governance;
    - a robust system for identifying the likely benefits of a TIC project;
    - a reliable process for assessing the viability of a TIC project before it commences; and
    - a robust method for assessing the benefits delivered by TIC projects.
  4. To provide assurance that the Council has these arrangements and processes in place and to assess whether the Council's published performance is fair and balanced, we have asked the question: **are the TIC projects effectively delivering the stated financial savings/benefits/improved outcomes reported by the Council?**
  5. We concluded that: **the TIC has robust governance, clear objectives and is contributing to better outcomes and financial savings; however, there is scope to strengthen business cases, risk management, use of performance information and financial analysis.**
  6. Our detailed findings are set out below.

### The Council is clear in broad terms about what it wants to achieve from TIC but individual project business cases are not detailed enough

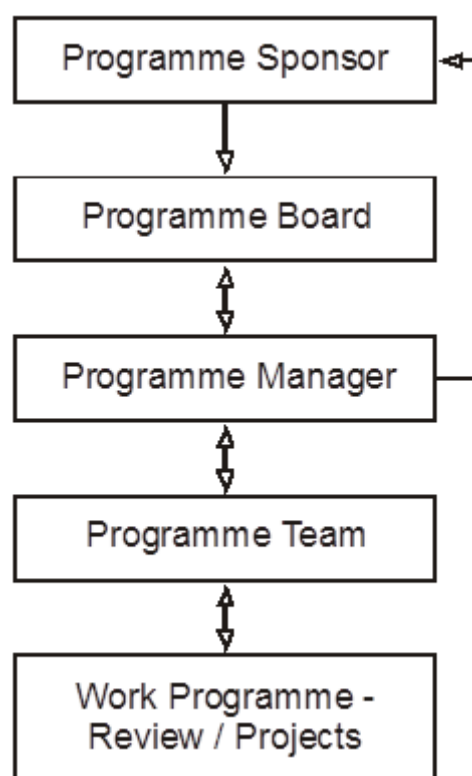
7. The Council is clear in broad terms about what it wants to achieve from its TIC programme; this is set out in its *Delivering Transformation, Innovation and Change Our Way* document and this includes the eight key themes noted above. Within this high-level approach, the Council develops scoping and business cases for each individual project.
8. These individual project business cases are variable in the level of detail they contain. The business cases include general expectations of financial savings but are not clear about how the savings are calculated. It is therefore difficult to assess whether all the financial factors have been included. The business cases are also not detailed enough to communicate the full range of potential benefits and dis-benefits; this seems particularly noticeable in finance/savings driven projects.
9. It is unclear how the links between projects and their potential impact on other areas of the Council is considered; for example, to ensure that savings in one area do not have a detrimental effect on others.

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The TIC programme has a robust governance model with appropriate contributions from officers and members. Programme and project management is generally good but consideration of risk is not sufficiently robust

10. The TIC programme uses a standard programme/project structure which is clearly defined in the *Delivering Transformation, Innovation and Change Our Way* document. The Council states that its governance model is set to:
- encourage and promote creativity;
  - develop flexibility and learning across the organisation;
  - provide sustainable change and transformation; and
  - deliver a comprehensive project and performance management approach.

Exhibit 1: TIC Governance Structure



- 
11. The TIC Programme Board is chaired by the Chief Executive whose visibility and support to the TIC programme provides significant impetus. The Executive Board member with responsibility for human resources, efficiencies and collaboration attends the monthly TIC meetings and the bimonthly TIC Programme Board meetings. The involvement and oversight from the Executive Board member provides challenge and a mechanism to channel information to the Executive Board and engage portfolio holders in TIC projects in their subject areas. To strengthen engagement of members, the TIC team intend to host a members' seminar in 2015 to provide the opportunity for all elected members to become more aware of the TIC programme in detail.
  12. Each project within the overall programme has its own team of officers from the service area being reviewed; each team is supported by one of the dedicated TIC officers. Overall, project management within the TIC programme is generally robust.
  13. All change/transformation projects bring with them an element of inherent risk. However, the Council does not fully consider or document the potential risks associated with individual projects, in particular the impact they might have on service users. In addition, these projects have the potential to impact on other related functions or services of the Council, with subsequent service user impact.
  14. Initially the TIC projects were tightly scoped and well contained in specific areas. However, as more projects are started, there is greater potential for individual TIC projects to impact on one another. It is unclear if the Council has the mechanisms in place to manage these interdependencies and the associated risks that might arise as it does not have a strategic forward work plan for future TIC initiatives. There are therefore opportunities to strengthen risk management at both programme and project level whilst maintaining the appetite for change.

**The Council has an established performance management framework, which has been extended to support TIC. The framework provides significant business intelligence but is not always used effectively to manage improvement**

15. The Council has an established performance management framework, which has been extended to support TIC projects. There are a number of good examples of new measures, one notable example are those measures associated with non-housing maintenance which, amongst others, details the demand and costs of maintenance jobs by property over time.

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16. The framework provides significant business intelligence. The performance monitoring used to support the lean systems approach is good; however, whilst this provides members and officers with a wealth of data, it is not always used effectively to manage improvement. The Council does not undertake sufficiently detailed analysis of the data recorded, limiting its ability to use this data to support service change and to drive further service improvement. For example, in relation to property maintenance jobs, the Council could use the data relating to properties already maintained under the new scheme to predict the likely demand associated with bringing in further properties. This could enable the Council to assess their capacity to bring more properties on board and also enable it to undertake better financial modelling.

**The TIC programme is helping to deliver improved outcomes for citizens, more efficient services and financial savings but analysis of financial benefits has not been completed with sufficient rigour**

17. The TIC programme is helping to deliver improved outcomes for citizens, more efficient services and financial savings. For example, the Council has reduced the time taken to re-let social housing, the time taken to deliver adaptations through the disabilities funding grant, the time between initial contact and services being delivered to meet the needs of older vulnerable people, the cost of its vehicle fleet and has undertaken more property maintenance at lower cost.
18. In its *Annual Report 13/14 & Improvement Plan 14/15*, the Council stated that ‘the TIC approach had assisted in identifying approximately £2m of efficiency savings’. Like all councils in Wales, Carmarthenshire is facing unprecedented financial constraints and is making difficult choices in terms of what services it delivers for its citizens and how it delivers them.
19. Whilst financial savings have not been the main driver for the majority of projects, the Council is interested in the amount of cash savings they generate. The Council is looking at a range of financial benefits, such as cashable savings, costs avoided, productivity improvements, and new income generated. Whilst we acknowledge the difficulty in identifying savings within a ‘systems thinking’ approach, there is a lack of detail within the Council’s calculations which makes it difficult to assess how accurate the Council’s reported savings are.

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## Proposals for improvement

- P1 The Council should develop a strategic forward work plan for the TIC programme which recognises the increasing scale of the work taking place and the greater level of interdependencies between individual TIC projects; the plan should reflect the risks, benefits and dis-benefits of the projects within the overall programme.
- P2 The Council should review the mechanisms in the TIC programme to ensure that project identification and the business cases put forward for selection of TIC projects are sufficiently detailed for the Programme Board to take informed decisions. In particular, they should include:
- clear aims and objectives;
  - identify financial targets;
  - identify performance outcomes; and
  - in addition, consider the impact of projects on the wider Council functions.
- P3 The Council should ensure that there are clear processes for the calculation and collation of actual savings (or other benefits) achieved and that these are verified prior to being reported to TIC Programme Board.

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**POLICY & RESOURCES  
SCRUTINY COMMITTEE  
5<sup>th</sup> OCTOBER 2015**

**Revenue & Capital Budget  
Monitoring Report 2015/16**

**To consider and comment on the following issues:**

- That the scrutiny committee receives the Authority's Corporate Budget Monitoring Report and the Chief Executive's and Corporate Services departmental reports and considers the budgetary position.

**Reasons:**

- To provide the Committee with an update on the latest budgetary position, as at 30th June 2015, in respect of the 2015/16 financial year.

**To be referred to the Executive Board for decision: NO**

**Executive Board Member Portfolio Holders:**

- Cllr. David Jenkins (Resources)
- Cllr. Mair Stephens (Human Resources, Efficiencies & Collaboration)
- Cllr. Pam Palmer (Communities)

|   |   |  |
|---|---|--|
| <p><b>Directorate:</b><br/>Corporate Services</p> <p><b>Name of Director:</b><br/>Chris Moore</p> <p><b>Report Author:</b><br/>Owen Bowen</p> | <p><b>Designations:</b></p> <p>Director of Corporate Services</p> <p>Interim Head of Financial Services</p> | <p><b>Tel Nos. / E-Mail Addresses:</b></p> <p>01267 224160<br/><a href="mailto:cmoore@carmarthenshire.gov.uk">cmoore@carmarthenshire.gov.uk</a></p> <p>01267 224886<br/><a href="mailto:obowen@carmarthenshire.gov.uk">obowen@carmarthenshire.gov.uk</a></p> |
|---|---|--|

## EXECUTIVE SUMMARY

# POLICY & RESOURCES SCRUTINY COMMITTEE 5<sup>th</sup> OCTOBER 2015

## Revenue & Capital Budget Monitoring Report 2015/16

The monitoring exercise for the period to the 30th June 2015 is attached and indicates that:

### Revenue Budgets

#### Corporate Revenue Budget (Appendix A)

Overall, the monitoring report forecasts an end of year overspend of £690k on the Authority's net revenue budget with an overspend at departmental level of £2,200k.

**Department for Education & Children** – The Department is forecasting an overspend of £602k for the year.

The main adverse budget variations relate to school based EVR and redundancy costs (+£631k); Residential and Respite Units (+£348k); EOTAS (Education other than at School) (+£252k); Adult & community learning (+£176k); Youth Service (+£75k); Out of Hours Service (+£64k); Educational Psychology (£43k); Legal fees in respect of care proceedings (£33k) and FACT & Family Aide Services (£24k).

These are partially offset by underspends across the department in: Staff vacancies, secondments and maximising use of grant funding (-£713k); Out of County Care Placements (-£132k); Payments to private early years providers (-£98k); Fostering services & support (-£62k); Children's Services management & support (-£37k).

**Department for Communities** – The Department is forecasting an overspend of £ 679k for the year.

The Older People / Physical Disabilities Division has an overspend on Direct Payments £58k for additional placements/packages due to increased demand and £458k non achievement of efficiency savings re Older People Day Centres offset by an underspend of -£200k in Residential Homes due to early closure of Glanmarlais, -£30k Physical Disability Group Homes / Supported Living and -£28k Physical Disability Community Support.



The Learning Disability / Mental Health Division has an overspend on residential and supported living placements of £148k due to a slower than anticipated reduction required to meet efficiency savings which is currently being addressed. There is an overspend on additional packages for Direct Payments £232k and a Community Support overspend of £201k.

The departmental overspend is reduced by savings of -£161k due to staff vacancies.

The Housing Services & Public Protection Division is forecasting a nil budget variance overall.

The Leisure Services Division is forecasting a nil budget variance overall.

**Environment Department** – The department is showing an anticipated overspend of £352k at year end.

The Transport & Engineering Division is showing a net overspend of £105k for the year. Civil design is showing an overspend of £50k due to under recovery of income as a result of a vacant post, Car Parks an overspend of £117k due to a delay in implementing the increased charges that were included in the efficiency proposals and Park and Ride is overspent by £42k. These are partly offset by a £70k underspend in School Crossing Patrols as a result of a number of vacant posts and various sections are showing smaller underspends due to service efficiencies.

The Property Services Division has an overall anticipated overspend of £222k. Building Maintenance is expecting to be £393k overspent due to not achieving their income target due to a reduction in the Carmarthenshire Housing Standard related work. This is offset by a £187k underspend in the Grounds Maintenance section due to ongoing efficiency savings.

The Street-Scene Division is expecting to break even at year end.

The Policy & Development Division is anticipating a £52k overspend mainly due a £36k severance efficiency not being delivered as well as a £9k overspend on out of hours allowances.

The Planning Division anticipates an underspend of £27k despite a projected overspend of £153k on Development Management due to non achievement of planning fee income. This overspend is offset by a £121k saving on vacant posts within the division as well as 2 members of staff being charged out to an externally funded scheme (£47k).

### Chief Executive's and Corporate Services Revenue Budget (Appendix B)

The Chief Executive's Department is showing a projected overspend at year end of £619k. Corporate Savings proposals of £400k on Standby Costs and £100k on Health & Safety provision have not yet been implemented and there has been slippage of £37k on the printer rationalisation programme.

The Translation Unit is projecting an overspend of £40k due to an increase in demand for the service and Fitness for Work a projected overspend of £53k due to an inability to meet their budgeted income target.

The Regeneration Business Unit is also anticipating an overspend of £34k due to a previous year efficiency to sell the property at Nant-y-Ci which remains unsold. These overspends are offset by vacant posts within Economic Development of £52k and an overachievement of income within Land Charges of £17k.

The Corporate Services Department is anticipating an underspend at year end of £52k due mainly to a reduction in the cost of annual subscriptions.

### Capital Budgets

#### Corporate Capital Programme Monitoring 2015/16 (Appendix C)

Approved Budget for 2015/16 is £52.563m compared to a projected total expenditure of £48.326m, which gives a variance on the approved budget of -£4.237m (underspend).

#### Chief Executive and Corporate Services Capital Programme Monitoring (Appendix D)

There are no variances to report.

*A list of the main variances is attached to this report.*

**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 |
| NONE                                    | NONE  | YES     | NONE | NONE                   | NONE                  | NONE            |

**3. Finance**

Revenue – Overall, the Authority is forecasting an overspend of £690k.

Capital – The reported under spend of £4.237m will be incorporated into future years of the Capital Programme.

## 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) – N/A
2. Community / Town Council – N/A
3. Relevant Partners – N/A
4. Staff Side Representatives and other Organisations – N/A

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

**THESE ARE DETAILED BELOW:**

| Title of Document | File Ref No. / Locations that the papers are available for public inspection |
|-------------------|--|
| 2015/16 Budget    | Resources Department, County Hall, Carmarthen                                |

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**POLICY AND RESOURCES SCRUTINY - 5<sup>TH</sup> OCTOBER 2015**  
**COUNCIL'S BUDGET MONITORING REPORT - 2015/16**

|   |                                     |   |  |                                     |
|---|-------------------------------------|---|--|-------------------------------------|
| Director<br><b>C Moore</b> Director of Corporate Services | Telephone No<br><b>01267 224160</b> | Author & Designation<br><b>O Bowen</b> Interim Head of Financial Services | Directorate<br><b>Corporate Services</b> | Telephone No<br><b>01267 224886</b> |
|---|-------------------------------------|---|--|-------------------------------------|

Table 1

Forecasted for year to 31 March 2016

| Service                                   | Working Budget                    |                              |                               |                    | Actual                            |                              |                               |                    | Variance For Year<br>£'000 |
|---|-----------------------------------|------------------------------|-------------------------------|--------------------|-----------------------------------|------------------------------|-------------------------------|--------------------|----------------------------|
|   | Controllable Expenditure<br>£'000 | Controllable Income<br>£'000 | Net Non Controllable<br>£'000 | Total Net<br>£'000 | Controllable Expenditure<br>£'000 | Controllable Income<br>£'000 | Net Non Controllable<br>£'000 | Total Net<br>£'000 |                            |
| Chief Executive                           | 18,110                            | -6,190                       | -1,320                        | 10,600             | 19,319                            | -6,780                       | -1,320                        | 11,219             | 619                        |
| Education & Childrens Services            | 176,930                           | -38,514                      | 21,011                        | 159,427            | 178,509                           | -39,491                      | 21,011                        | 160,029            | 602                        |
| Corporate Services                        | 88,120                            | -55,724                      | -9,482                        | 22,914             | 87,668                            | -55,324                      | -9,482                        | 22,862             | -52                        |
| Communities                               | 125,130                           | -46,147                      | 11,873                        | 90,856             | 125,393                           | -45,731                      | 11,873                        | 91,535             | 679                        |
| Environment Services                      | 110,778                           | -73,541                      | 8,361                         | 45,598             | 98,825                            | -61,236                      | 8,361                         | 45,950             | 352                        |
| <b>Departmental Expenditure</b>           | <b>519,068</b>                    | <b>-220,116</b>              | <b>30,443</b>                 | <b>329,395</b>     | <b>509,714</b>                    | <b>-208,562</b>              | <b>30,443</b>                 | <b>331,595</b>     | <b>2,200</b>               |
| Capital Charges/Asset Man. Acc.           |                                   |                              |                               | -3,535             |                                   |                              |                               | -4,035             | -500                       |
| Pension Reserve Adjustment                |                                   |                              |                               | -5,085             |                                   |                              |                               | -5,085             | 0                          |
| Accumulated Leave                         |                                   |                              |                               |                    |                                   |                              |                               |                    | 0                          |
| <b>Levies and Contributions:</b>          |                                   |                              |                               |                    |                                   |                              |                               |                    |                            |
| Brecon Beacon National Parks              |                                   |                              |                               | 147                |                                   |                              |                               | 147                | 0                          |
| Fire Authority                            |                                   |                              |                               | 9,067              |                                   |                              |                               | 9,067              | 0                          |
| <b>Net Expenditure</b>                    |                                   |                              |                               | <b>329,989</b>     |                                   |                              |                               | <b>331,689</b>     | <b>1,700</b>               |
| Outcome Agreement Grant                   |                                   |                              |                               | -570               |                                   |                              |                               | -570               | 0                          |
| Contribution from Balances                |                                   |                              |                               | -138               |                                   |                              |                               | -138               | 0                          |
| Transfer from Balances/Earmarked Reserves |                                   |                              |                               | -1,060             |                                   |                              |                               | -1,060             | 0                          |
| Transfers to/from Departmental Reserves   |                                   |                              |                               |                    |                                   |                              |                               |                    |                            |
| - Chief Executive                         |                                   |                              |                               | 0                  |                                   |                              |                               | -82                | -82                        |
| - Education & Children's Services         |                                   |                              |                               | 0                  |                                   |                              |                               | -602               | -602                       |
| - Corporate Services                      |                                   |                              |                               | 0                  |                                   |                              |                               | 26                 | 26                         |
| - Communities                             |                                   |                              |                               | 0                  |                                   |                              |                               | 0                  | 0                          |
| - Environment                             |                                   |                              |                               | 0                  |                                   |                              |                               | -352               | -352                       |
| <b>Net Budget</b>                         |                                   |                              |                               | <b>328,221</b>     |                                   |                              |                               | <b>328,911</b>     | <b>690</b>                 |

## Main Variance Summary

The following are items contributing to the variances identified for each department in the summary above:

|  | Variance<br>£000 |
|--|------------------|
| <b>Chief Executives Department</b>   |                  |
| Corporate Savings Target - Standby £400k, Health & Safety £100k and Printing Rationalisation £37k (efficiencies not yet delivered)   | 537              |
| People Management & Performance - Corporate Serv - Translation - Staff levels over and above the budgeted structure to meet demand for the service   | 40               |
| People Management & Performance - Fitness For Work - Income target will not be achieved  | 53               |
| Economic Development - Business Support Unit - Efficiency saving was identified for 14/15 in relation to premises costs at Nant Y Ci, with the intention of selling the property. This sale is currently on hold so savings have not been released at this point.  | 34               |
| Economic Development Management - Vacant post  | -32              |
| Economic Development - Business Services Salaries - Member of staff on maternity leave, with no planned maternity cover  | -20              |
| Other  | 7                |
| <b>Chief Executive - Net Variance</b>  | <b>619</b>       |
| <b>Education &amp; Childrens Services</b>  |                  |
| Director & Management Team - Utilisation of grant income which ends March 2016   | -65              |
| Education Services - School Expenditure not currently delegated - WJEC reviewed and reduced fees for 2015-16   | -31              |
| Education Services - School Redundancy & EVR - Additional cost of School related EVR and redundancies  | 631              |
| Education Services - Governor Support & Admissions - Expenditure relating to the updating of school plans less than estimated  | -19              |
| Education Services - Early Years Non-Maintained Provision - Reduction in demand for 10 hours free education for 3 year olds in non maintained settings   | -98              |
| Education Services - Special Educational Needs - Vacant posts and utilisation of grant. The underspend is being managed in conjunction with the current pressures within Home Tuition below  | -290             |
| Education Services - EOTAS (Education Other Than At School) & Behaviour Services - Projected overspend in the cost of the EOTAS, specifically the home tuition service   | 252              |
| Education Services - Rhydygors Day Centre - Vacant posts within the day centre are being considered within the review of provision   | -35              |
| Education Services - Educational Psychology - Additional staffing costs due to increased service demand - recharges are being reviewed to reduce this pressure   | 43               |
| Learner Programmes - Youth Service - Additional staffing costs £37k, URDD £15k, Evolve Licence £5k, transport & travel £14k, and contribution towards communications team £4k  | 75               |
| Learner Programmes - Adult & Community Learning - Forecast overspend due to maintaining & subsidising four Community Centres which are only used in part for the ACL classes £10k and the cost of course tuition exceeding the franchise income by £166k   | 176              |
| Children's Services - Commissioning and Social Work - In year vacancies across the Social Care Teams   | -266             |
| Children's Services - Fostering Services & Support - Savings anticipated on Boarded out payments -£95k, partially offset by salary overspend on fostering services £20k and transport of children by taxis to maintain stability whenever possible £13k  | -62              |
| Children's Services - Out of County Placements (CS) - Savings anticipated on Out of County placements based on current levels, with a contingency for a further case that is being progressed  | -132             |
| Children's Services - Residential & Respite Units - Forecast overspend in staffing at Garreglwyd £66k, Blaenau £22k & Llys Caradog £10k. In addition, the planned additional contribution from the LHB is unlikely to be achieved in 2015-16 £250k   | 348              |
| Children's Services - Direct Payments - Increasing number of direct payments processed. This should result in savings across other service areas   | 19               |
| Children's Services - Preventative incl Section 17 Payments - Underspend based on current level of payments  | -17              |
| Children's Services - FACT and Family Aide Services - Additional staffing costs for court duties   | 24               |
| Children's Services - Out of Hours Service - Increasing number of referrals being handled by the out of hours service for Children Services & Communities Department   | 64               |
| Children's Services - Children's Services Management and Support Service (incl Care First) - Part year vacant posts in Policy -£41k, staff travelling & other minor efficiencies in management team -£18k partially offset by an increase in SLA costs for Carefirst £22k however there is a potential for additional contribution from Adult Services | -37              |
| Children's Services - Legal Fees - Overspend on legal fees based on current level of cases   | 33               |
| Other  | -11              |
| <b>Education and Children's Services - Net Variance</b>  | <b>602</b>       |

|  |            |
|--|------------|
| <b>Corporate Services</b>  |            |
| Livestock Markets - Non Achievement of income target for Llandeilo Mart  | 16         |
| Miscellaneous Services - Reduction in subscriptions  | -49        |
| Other  | -19        |
| <b>Corporate Services - Net Variance</b>   | <b>-52</b> |
| <b>Social Care, Health, Housing &amp; Leisure</b>  |            |
| Older People - LA Homes - Early closure of Glanmarlais -£200k (probable efficiency savings slippage of £230k will be met from contract renegotiation savings)  | -200       |
| Older People - Private/Vol Homes - Additional packages £91k (potential additional cost due to annual contract negotiation with private providers)  | 91         |
| Older People - Direct Payments - Additional packages   | 94         |
| Older People - Day Services - Efficiency saving slippage from 2014. Proposal paper to CMT to reduce spend with significant reshape of service  | 458        |
| Physical Disabilities - Private/Vol Homes - Reduction in Packages  | -91        |
| Physical Disabilities - Group Homes/Supported Living - Additional packages, partly offset by additional income   | -30        |
| Physical Disabilities - Community Support - Reduction in Packages  | -28        |
| Physical Disabilities - Direct Payments - Reduction in Packages  | -36        |
| Learning Disabilities - Private/Vol Homes - Slower than anticipated reduction in placements required to meet efficiency savings, work underway to address  | 204        |
| Learning Disabilities - Direct Payments - Additional packages  | 216        |
| Learning Disabilities - Group Homes/Supported Living - Additional funding from Health (joint funding) and ILF grant  | -249       |
| Learning Disabilities - Adult Respite Care - Staff Vacancies   | -35        |
| Learning Disabilities - Transition Service - Staff Vacancies   | -36        |
| Learning Disabilities - Community Support - Additional Packages  | 162        |
| Learning Disabilities/Mental Health - Ssmss - Staff vacancies  | -79        |
| Mental Health - Commissioning - Additional staffing costs regarding out of hours service   | 20         |
| Mental Health - Private/Vol Homes - Additional packages resulting in an over commitment on a very volatile budget  | 193        |
| Mental Health - Direct Payments - Additional Placements  | 16         |
| Mental Health - Community Support - Additional care contracts  | 38         |
| Mental Health - Substance Misuse Team - Underspend on salaries   | -33        |
| Public Protection - Civil Law - Savings due to Graduate trainee salary costs being covered Corporately   | -17        |
| Public Protection - Safety - Underachievement of fee income anticipated for 15/16  | 17         |
| Home Improvement (Non HRA) - Vacant posts offset by small overspends in other Home Improvement services  | -22        |
| Leisure - Millenium Coastal Park - Part year vacancies in Service  | -22        |
| Leisure - Carmarthen Leisure Centre - Part year vacancies in Service   | -22        |
| Leisure - Bro Myrddin Indoor Bowling Club - Delay in asset transfer  | 16         |
| Leisure - Amman Valley Leisure Centre - Projected shortfall in income to budget  | 17         |
| Country Parks General - Part year vacancies in Service   | -60        |
| Pembrey Country Park - Projected shortfall in income to budget   | 51         |
| Entertainment Centres General - Part year vacancies in Service   | -26        |
| Leisure - Llanelli Leisure Centre - Mainly due to income shortfall as a result of cafe refurbishment   | 38         |
| Other  | 34         |
| <b>Social Care, Health, Housing and Leisure - Net Variance</b>   | <b>679</b> |
| <b>Environment Services</b>  |            |
| Policy & Development - Emergency Planning - Severance efficiency savings not delivered £36k and overspend on out of hours service £11k   | 47         |
| Street Scene - Public Conveniences - PC's - Full savings will not be realised until after phased 3 year programme  | 44         |
| Street Scene - Waste Services - On going review of waste strategy has produced savings   | -35        |
| Transport - Civil Design - Under recovery of income due to vacant Technician post, a review of income is underway  | 50         |
| Bus Stations/Community Transport/Concessionary Fares Grant - Service adjustments undertaken to manage budget pressures   | -32        |
| Car Parks - No commitment for efficiency target of £109k in respect of a 20p increase in parking charges and the introduction of evening parking charges which is yet to be implemented pending political endorsement. | 117        |
| Nant y Ci Park & Ride - Major development funding ceased in 12/13 - the modified service is currently being trialled with the LHB to generate additional revenue to cover the shortfall                                | 42         |

|   |             |
|---|-------------|
| School Crossing Patrols - posts are being advertised but unable to fill the vacancies   | -70         |
| Property Services - Building Maintenance - Unachievable income target not met due to reduction in Carmarthenshire Homes Standard works  | 393         |
| Property Services - Grounds Maintenance Service - Effect of ongoing efficiency savings within the grounds maintenance service   | -187        |
| Planning Admin Account - Underspend anticipated through maintaining vacant posts and planned general reduced spending on administration to offset the reduction in fees generated by the division | -63         |
| Planning - Minerals - Underspend mainly due to proposed charging out of 2 members of staff to externally funded projects as a 'direct cost'   | -47         |
| Planning - Policy - Development Planning - Underspend mainly due to maintaining vacant posts to partly meet the reduction in planning application fee income                                      | -58         |
| Planning - Development Management - Overspend mainly due to projected non-achievement of planning fee income  | 153         |
| Other   | -2          |
| <b>Environment Services - Net Variance</b>  | <b>352</b>  |
| <b>Capital Charges</b>  |             |
| Reduced borrowing (interest savings)  | <b>-500</b> |



**Policy & Resources Scrutiny Report**

**Appendix B**

**Revenue Budget Monitoring 2015/16**

Forecasted for year to 31 March 2016

| Service  | Working Budget                    |                              |                               |                    | Forecasted                        |                              |                               |                    | Variance For Year<br>£'000 | Note |
|--|-----------------------------------|------------------------------|-------------------------------|--------------------|-----------------------------------|------------------------------|-------------------------------|--------------------|----------------------------|------|
|  | Controllable Expenditure<br>£'000 | Controllable Income<br>£'000 | Net Non Controllable<br>£'000 | Total Net<br>£'000 | Controllable Expenditure<br>£'000 | Controllable Income<br>£'000 | Net Non Controllable<br>£'000 | Total Net<br>£'000 |                            |      |
| <b>Chief Executive's Department</b>              |                                   |                              |                               |                    |                                   |                              |                               |                    |                            |      |
| <b>Chief Executive</b>                           |                                   |                              |                               |                    |                                   |                              |                               |                    |                            |      |
| Chief Executive-Chief Officer                    | 341                               | 0                            | -464                          | -122               | 341                               | 0                            | -464                          | -122               | 0                          |      |
| Corporate Savings Target                         | -802                              | 0                            | 0                             | -802               | -265                              | 0                            | 0                             | -265               | 537                        | 1    |
| <b>Chief Executive Total</b>                     | <b>-461</b>                       | <b>0</b>                     | <b>-464</b>                   | <b>-924</b>        | <b>76</b>                         | <b>0</b>                     | <b>-464</b>                   | <b>-387</b>        | <b>537</b>                 |      |
| <b>People Management &amp; Performance</b>       |                                   |                              |                               |                    |                                   |                              |                               |                    |                            |      |
| TIC Team   | 90                                | -90                          | 0                             | 0                  | 90                                | -90                          | 0                             | 0                  | 0                          |      |
| Corporate Serv-Translation                       | 290                               | -15                          | -275                          | -0                 | 350                               | -35                          | -275                          | 40                 | 40                         | 2    |
| SCWDP  | 639                               | -408                         | 0                             | 231                | 639                               | -408                         | 0                             | 231                | 0                          |      |
| Practise Placements                              | 64                                | -67                          | 0                             | -3                 | 112                               | -107                         | 0                             | 5                  | 8                          |      |
| Business Support                                 | 186                               | -1                           | -184                          | 0                  | 185                               | -1                           | -184                          | -0                 | -1                         |      |
| Personnel Management                             | 711                               | -251                         | -363                          | 97                 | 711                               | -251                         | -363                          | 97                 | 0                          |      |
| Consultancy & Development                        | 286                               | -13                          | -271                          | 2                  | 286                               | -13                          | -271                          | 1                  | -0                         |      |
| Job Evaluation                                   | 88                                | -4                           | -83                           | 1                  | 88                                | -4                           | -83                           | 1                  | -0                         |      |
| Fitness For Work                                 | 575                               | -328                         | -247                          | -0                 | 621                               | -321                         | -247                          | 53                 | 53                         | 3    |
| Corporate Learning & Development                 | 516                               | -12                          | -403                          | 101                | 631                               | -126                         | -403                          | 102                | 1                          |      |
| Admin HR   | 348                               | 0                            | -319                          | 29                 | 348                               | 0                            | -319                          | 29                 | 0                          |      |
| DBS Checks                                       | 154                               | 0                            | 0                             | 154                | 154                               | 0                            | 0                             | 154                | 0                          |      |
| <b>People Management &amp; Performance Total</b> | <b>3,948</b>                      | <b>-1,190</b>                | <b>-2,147</b>                 | <b>611</b>         | <b>4,215</b>                      | <b>-1,356</b>                | <b>-2,147</b>                 | <b>712</b>         | <b>101</b>                 |      |
| <b>Customer Focus and Policy</b>                 |                                   |                              |                               |                    |                                   |                              |                               |                    |                            |      |
| Corp. Mgmt ( Chief Exec)                         | 22                                | 0                            | 570                           | 593                | 22                                | 0                            | 570                           | 593                | 0                          |      |
| Democratic                                       | 1,832                             | 0                            | 2,635                         | 4,467              | 1,832                             | 0                            | 2,635                         | 4,467              | -0                         |      |
| Executive Board Support                          | 6                                 | 0                            | 0                             | 6                  | 6                                 | 0                            | 0                             | 6                  | -0                         |      |
| Civic Ceremonial                                 | 47                                | 0                            | 67                            | 114                | 47                                | -0                           | 67                            | 114                | 0                          |      |
| Registrars                                       | 373                               | -232                         | 133                           | 275                | 391                               | -250                         | 133                           | 275                | -0                         |      |
| Welsh Language                                   | 174                               | 0                            | -174                          | 0                  | 174                               | 0                            | -174                          | 0                  | -0                         |      |
| Communications                                   | 16                                | 0                            | -16                           | 0                  | 16                                | 0                            | -16                           | 0                  | 0                          |      |
| Press  | 115                               | -7                           | -109                          | -0                 | 230                               | -121                         | -109                          | -0                 | -0                         |      |
| Direct Communications                            | 556                               | -296                         | -264                          | -5                 | 512                               | -256                         | -264                          | -8                 | -3                         |      |
| Customer Services                                | 68                                | -6                           | -66                           | -4                 | 68                                | -6                           | -66                           | -4                 | -0                         |      |
| Carbon Reduction Programme                       | 405                               | 0                            | 0                             | 405                | 405                               | 0                            | 0                             | 405                | 0                          |      |

Policy & Resources Scrutiny Report

Appendix B

Revenue Budget Monitoring 2015/16

Forecasted for year to 31 March 2016

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| Service                                | Working Budget                    |                              |                               |                    | Forecasted                        |                              |                               |                    | Variance For Year<br>£'000 | Note |
|--|-----------------------------------|------------------------------|-------------------------------|--------------------|-----------------------------------|------------------------------|-------------------------------|--------------------|----------------------------|------|
|  | Controllable Expenditure<br>£'000 | Controllable Income<br>£'000 | Net Non Controllable<br>£'000 | Total Net<br>£'000 | Controllable Expenditure<br>£'000 | Controllable Income<br>£'000 | Net Non Controllable<br>£'000 | Total Net<br>£'000 |                            |      |
| Performance Management                 | 476                               | -19                          | -460                          | -2                 | 476                               | -19                          | -460                          | -2                 | 0                          |      |
| Chief Executive-Policy                 | 559                               | -55                          | -448                          | 56                 | 559                               | -55                          | -448                          | 56                 | 0                          |      |
| Complaints and Compliments Team        | 94                                | 0                            | 27                            | 121                | 94                                | 0                            | 27                            | 121                | -0                         |      |
| Police and Crime Commissioner          | 0                                 | 0                            | 0                             | 0                  | 14                                | -14                          | 0                             | 0                  | 0                          |      |
| Older People's Partnership Fund        | 0                                 | 0                            | 24                            | 24                 | 0                                 | 0                            | 24                            | 24                 | 0                          |      |
| Community Safety Fund                  | 48                                | -48                          | 74                            | 74                 | 48                                | -48                          | 74                            | 74                 | 0                          |      |
| CCTV Operators                         | 2                                 | 0                            | 23                            | 25                 | 2                                 | 0                            | 23                            | 25                 | -0                         |      |
| Local Service Board Activity           | 9                                 | 0                            | 10                            | 19                 | 9                                 | 0                            | 10                            | 19                 | -0                         |      |
| Equalities                             | 5                                 | 0                            | 33                            | 38                 | 5                                 | 0                            | 33                            | 38                 | 0                          |      |
| Community Safety-Revenue               | 29                                | 0                            | 0                             | 29                 | 29                                | 0                            | 0                             | 29                 | 0                          |      |
| LSB Co-ordinator                       | 0                                 | 0                            | 0                             | 0                  | 37                                | -36                          | 0                             | 0                  | 0                          |      |
| Local Support Service Framework        | 0                                 | 0                            | 0                             | 0                  | 37                                | -37                          | 0                             | -0                 | -0                         |      |
| Corporate Serv-Democratic              | 328                               | 0                            | -290                          | 38                 | 328                               | 0                            | -290                          | 38                 | -0                         |      |
| Corporate Serv-Administration          | 188                               | -0                           | -175                          | 13                 | 188                               | -0                           | -175                          | 13                 | -0                         |      |
| Local Duplicating Centre               | 25                                | -63                          | 20                            | -18                | 25                                | -63                          | 20                            | -18                | 0                          |      |
| Central Mailing                        | 28                                | 0                            | 22                            | 49                 | 28                                | 0                            | 22                            | 49                 | 0                          |      |
| Customer Services Centres              | 548                               | -287                         | -306                          | -46                | 548                               | -287                         | -306                          | -46                | 0                          |      |
| Contact Centre                         | 594                               | -79                          | -473                          | 42                 | 594                               | -79                          | -473                          | 42                 | 0                          |      |
| Careline Chief Exec                    | 1,033                             | -1,069                       | 192                           | 156                | 1,033                             | -1,069                       | 192                           | 156                | 0                          |      |
| Sustainable Development                | 1                                 | 0                            | 0                             | 1                  | 1                                 | 0                            | 0                             | 1                  | 0                          |      |
| <b>Customer Focus and Policy Total</b> | <b>7,581</b>                      | <b>-2,161</b>                | <b>1,049</b>                  | <b>6,469</b>       | <b>7,758</b>                      | <b>-2,341</b>                | <b>1,049</b>                  | <b>6,466</b>       | <b>-3</b>                  |      |
| <b>Admin and Law</b>                   |                                   |                              |                               |                    |                                   |                              |                               |                    |                            |      |
| Land Charges Administration            | 74                                | -273                         | 84                            | -116               | 74                                | -290                         | 84                            | -132               | -17                        |      |
| Corporate Serv-Legal                   | 1,362                             | -303                         | -1,030                        | 29                 | 1,362                             | -303                         | -1,030                        | 29                 | -0                         |      |
| Corporate Serv-Land Charges            | 62                                | 0                            | -62                           | -0                 | 62                                | 0                            | -62                           | -0                 | 0                          |      |
| RCF Shared Legal Services              | 0                                 | 0                            | 0                             | 0                  | 106                               | -106                         | 0                             | 0                  | 0                          |      |
| <b>Admin and Law Total</b>             | <b>1,498</b>                      | <b>-576</b>                  | <b>-1,009</b>                 | <b>-87</b>         | <b>1,604</b>                      | <b>-699</b>                  | <b>-1,009</b>                 | <b>-104</b>        | <b>-17</b>                 |      |

Forecasted for year to 31 March 2016

| Service | Working Budget           |                     |                      |           | Forecasted               |                     |                      |           | Variance For Year | Note |
|---------|--------------------------|---------------------|----------------------|-----------|--------------------------|---------------------|----------------------|-----------|-------------------|------|
|         | Controllable Expenditure | Controllable Income | Net Non Controllable | Total Net | Controllable Expenditure | Controllable Income | Net Non Controllable | Total Net |                   |      |

**Policy & Resources Scrutiny Report**

**Appendix B**

**Revenue Budget Monitoring 2015/16**

|   | £'000      | £'000     | £'000      | £'000      | £'000      | £'000     | £'000      | £'000      | £'000     | £'000 |
|---|------------|-----------|------------|------------|------------|-----------|------------|------------|-----------|-------|
| <b>Statutory Services</b>                             |            |           |            |            |            |           |            |            |           |       |
| Elections-County Council                              | 0          | 0         | 139        | 139        | 2          | 0         | 139        | 141        | 2         |       |
| Registration Of Electors                              | 120        | -2        | 254        | 373        | 119        | -1        | 254        | 373        | -0        |       |
| Coroners  | 284        | 0         | 18         | 302        | 284        | 0         | 18         | 302        | -0        |       |
| Electoral Services - Staff                            | 253        | 0         | -253       | 0          | 252        | 0         | -253       | -2         | -2        |       |
| Individual Electoral Registration                     | 0          | 0         | 0          | 0          | 5          | -5        | 0          | -0         | -0        |       |
| <b>Statutory Services Total</b>                       | <b>657</b> | <b>-2</b> | <b>159</b> | <b>814</b> | <b>662</b> | <b>-7</b> | <b>159</b> | <b>814</b> | <b>-0</b> |       |
| <b>Special Projects (Corporate)</b>                   |            |           |            |            |            |           |            |            |           |       |
| Sustainability  | 0          | 0         | 49         | 49         | 0          | 0         | 49         | 49         | 0         |       |
| <b>Special Projects (Corporate) Total</b>             | <b>0</b>   | <b>0</b>  | <b>49</b>  | <b>49</b>  | <b>0</b>   | <b>0</b>  | <b>49</b>  | <b>49</b>  | <b>0</b>  |       |
| <b>Economic Development</b>                           |            |           |            |            |            |           |            |            |           |       |
| Europe Direct (E)                                     | 32         | -32       | 4          | 4          | 1          | -1        | 4          | 4          | 0         |       |
| WVEC Matchfunding for Future Schemes                  | 1          | 0         | 14         | 15         | 1          | 0         | 14         | 15         | 0         |       |
| SETs Technical Assistance (E)                         | 46         | -46       | 3          | 3          | 24         | -24       | 3          | 3          | -0        |       |
| RDP Axis 3 Local Partnership (E)                      | 116        | -116      | 3          | 3          | 77         | -77       | 3          | 3          | 0         |       |
| West Wales European Centre                            | 446        | -306      | 97         | 237        | 236        | -96       | 97         | 237        | -0        |       |
| Marketing Tourism Development                         | 490        | -20       | 59         | 528        | 476        | -7        | 59         | 528        | 0         |       |
| Visitor Information                                   | 66         | -9        | 14         | 71         | 61         | -5        | 14         | 71         | 0         |       |
| Llanelli Community                                    | 40         | 0         | 25         | 65         | 40         | 0         | 25         | 65         | -0        |       |
| Communities First - CCC Cluster (E)                   | 616        | -616      | 33         | 33         | 676        | -676      | 33         | 33         | 0         |       |
| Communities First Match - Pupil Deprivation Grant (E) | 49         | -49       | 0          | 0          | 49         | -49       | 0          | -0         | -0        |       |
| Communities First Lift                                | 92         | -92       | 0          | 0          | 92         | -92       | 0          | 0          | 0         |       |
| Amman Gwendraeth Community                            | 94         | 0         | 12         | 106        | 94         | 0         | 12         | 106        | 0         |       |
| 3 T's Community Dev Core Budget                       | 287        | 0         | 31         | 318        | 294        | -7        | 31         | 318        | -0        |       |
| Betws wind farm community fund (E)                    | 117        | -117      | 2          | 2          | 117        | -117      | 2          | 2          | -0        |       |
| Community Grants                                      | 173        | 0         | 5          | 177        | 173        | 0         | 5          | 177        | -0        |       |
| Rural Carmarthenshire                                 | 29         | 0         | 5          | 34         | 29         | 0         | 5          | 34         | 0         |       |
| Physical Regeneration                                 | 374        | 0         | 49         | 423        | 376        | -2        | 49         | 423        | -0        |       |
| Amman Gwendraeth Regeneration                         | 27         | 0         | 2          | 29         | 27         | 0         | 2          | 29         | -0        |       |
| Llanelli Regeneration                                 | 27         | 0         | 3          | 30         | 27         | 0         | 3          | 30         | 0         |       |
| Llanelli Coast Joint Venture                          | 134        | -134      | 5          | 5          | 134        | -134      | 5          | 5          | -0        |       |

**Forecasted for year to 31 March 2016**

| Service | Working Budget                    |                              |                               |                    | Forecasted                        |                              |                               |                    | Variance For Year<br>£'000 | Note |
|---------|-----------------------------------|------------------------------|-------------------------------|--------------------|-----------------------------------|------------------------------|-------------------------------|--------------------|----------------------------|------|
|         | Controllable Expenditure<br>£'000 | Controllable Income<br>£'000 | Net Non Controllable<br>£'000 | Total Net<br>£'000 | Controllable Expenditure<br>£'000 | Controllable Income<br>£'000 | Net Non Controllable<br>£'000 | Total Net<br>£'000 |                            |      |
|         |                                   |                              |                               |                    |                                   |                              |                               |                    |                            |      |

## Policy & Resources Scrutiny Report

**Appendix B**

### Revenue Budget Monitoring 2015/16

|  |               |               |               |               |               |               |               |               |            |   |
|--|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|------------|---|
| BDP Axis 4 LAG (E)                         | 27            | -27           | 1             | 1             | 27            | -27           | 1             | 1             | 0          |   |
| The Beacon                                 | 123           | -123          | 8             | 9             | 123           | -123          | 8             | 9             | 0          |   |
| Local Investment Fund (LIF) (E)            | 25            | -24           | 11            | 11            | 63            | -62           | 11            | 11            | 0          |   |
| Support for Carmarthenshire Businesses     | 0             | 0             | 1             | 1             | 0             | 0             | 1             | 1             | 0          |   |
| SWW Property Development Fund (E)          | 70            | -70           | 2             | 2             | 88            | -88           | 2             | 2             | -0         |   |
| Regional Learning Partnership RCF (E)      | 0             | 0             | 0             | 0             | 307           | -307          | 0             | -0            | -0         |   |
| ADREF (E)                                  | 70            | -70           | 2             | 2             | 110           | -110          | 2             | 2             | 0          |   |
| Crosshands East SES (E)                    | 63            | -63           | 4             | 4             | 38            | -38           | 4             | 4             | -0         |   |
| Carmarthen town centre partnership (E)     | 54            | -54           | 0             | 0             | 54            | -54           | 0             | 0             | 0          |   |
| Ammanford town centre partnership (E)      | 36            | -36           | 0             | 0             | 37            | -37           | 0             | 0             | 0          |   |
| Regen Core & Policy Performance            | 150           | 0             | 39            | 189           | 150           | 0             | 39            | 189           | 0          |   |
| Regen & Leisure Business Support Unit      | 308           | -107          | 307           | 508           | 331           | -95           | 307           | 543           | 34         | 4 |
| Match Funding Earmarked for Future Schemes | 7             | 0             | 249           | 255           | 7             | 0             | 249           | 255           | 0          |   |
| Economic Development Management            | 173           | 0             | -1            | 172           | 141           | 0             | -1            | 140           | -32        | 5 |
| Business Support Projects                  | 71            | 0             | 27            | 98            | 86            | -7            | 27            | 107           | 9          |   |
| UN Sir Gar                                 | 154           | -117          | 0             | 37            | 163           | -120          | 0             | 44            | 6          |   |
| Business Services Salaries                 | 168           | 0             | 20            | 188           | 148           | 0             | 20            | 168           | -20        | 6 |
| Sector Development                         | 61            | 0             | 6             | 67            | 66            | 0             | 6             | 72            | 5          |   |
| Events                                     | 71            | -32           | 3             | 42            | 61            | -24           | 3             | 40            | -2         |   |
| <b>Economic Development Total</b>          | <b>4,887</b>  | <b>-2,261</b> | <b>1,043</b>  | <b>3,669</b>  | <b>5,003</b>  | <b>-2,377</b> | <b>1,043</b>  | <b>3,669</b>  | <b>0</b>   |   |
| <b>Chief Executive's Department Total</b>  | <b>18,110</b> | <b>-6,190</b> | <b>-1,320</b> | <b>10,600</b> | <b>19,319</b> | <b>-6,780</b> | <b>-1,320</b> | <b>11,219</b> | <b>619</b> |   |

Transfer to/from Departmental Reserves

-82

Net Forecasted End of Year Variance

537

| <b>Main Variance Summary</b>            |   | <b>£'000</b> |
|---|---|--------------|
| 1                                       | Corporate Savings Target - Standby £400k, Health & Safety £100k and Printing Rationalisation £37k (efficiencies not yet delivered)  | 537          |
| 2                                       | People Management & Performance - Corporate Serv - Translation - Staff levels over and above the budgeted structure to meet demand for the service  | 40           |
| 3                                       | People Management & Performance - Fitness For Work - Income target will not be achieved   | 53           |
| 4                                       | Economic Development - Business Support Unit - Efficiency saving was identified for 14/15 in relation to premises costs at Nant Y Ci, with the intention of selling the property. This sale is currently on hold so savings have not been released at this point. | 34           |
| 5                                       | Economic Development Management - Vacant post   | -32          |
| 6                                       | Economic Development - Business Services Salaries -Member of staff on maternity leave, with no planned maternity cover  | -20          |
|   | Other   | 7            |
| <b>Forecasted end of year variance:</b> |   | <b>619</b>   |
|   | Contribution to/from Departmental Reserves  | -82          |
| <b>Chief Executive's Net Variance</b>   |   | <b>537</b>   |

**Policy & Resources Scrutiny Report**

**Appendix B**

**Revenue Budget Monitoring 2015/16**

Forecasted for year to 31 March 2016

| Service                                    | Working Budget                    |                              |                               |                    | Forecasted                        |                              |                               |                    | Variance For Year<br>£'000 | Note |
|--|-----------------------------------|------------------------------|-------------------------------|--------------------|-----------------------------------|------------------------------|-------------------------------|--------------------|----------------------------|------|
|  | Controllable Expenditure<br>£'000 | Controllable Income<br>£'000 | Net Non Controllable<br>£'000 | Total Net<br>£'000 | Controllable Expenditure<br>£'000 | Controllable Income<br>£'000 | Net Non Controllable<br>£'000 | Total Net<br>£'000 |                            |      |
| <b>Corporate Services Department</b>       |                                   |                              |                               |                    |                                   |                              |                               |                    |                            |      |
| <b>Financial Services</b>                  |                                   |                              |                               |                    |                                   |                              |                               |                    |                            |      |
| Chief Officer                              | 325                               | -42                          | -286                          | -3                 | 325                               | -42                          | -286                          | -3                 | 0                          |      |
| Accountancy                                | 2,101                             | -385                         | -1,716                        | -0                 | 2,101                             | -385                         | -1,716                        | -0                 | 0                          |      |
| Treasury and Pension Investment Section    | 211                               | -109                         | -97                           | 4                  | 211                               | -109                         | -97                           | 4                  | -0                         |      |
| Local Taxation                             | 879                               | -711                         | 585                           | 754                | 879                               | -711                         | 585                           | 754                | -0                         |      |
| Housing Benefits Admin                     | 1,411                             | -1,147                       | -518                          | -254               | 1,411                             | -1,147                       | -518                          | -254               | 0                          |      |
| Housing Advances Admin                     | 0                                 | 0                            | 3                             | 3                  | 0                                 | 0                            | 3                             | 3                  | 0                          |      |
| Revenues                                   | 866                               | -124                         | -716                          | 25                 | 866                               | -124                         | -716                          | 25                 | 0                          |      |
| Benefits Fraud                             | 148                               | 0                            | -160                          | -11                | 148                               | 0                            | -160                          | -11                | 0                          |      |
| Payroll                                    | 536                               | -338                         | -198                          | 0                  | 536                               | -338                         | -198                          | 0                  | -0                         |      |
| Payments                                   | 387                               | -71                          | -304                          | 12                 | 387                               | -71                          | -304                          | 12                 | 0                          |      |
| Pensions                                   | 842                               | -796                         | -35                           | 12                 | 842                               | -796                         | -35                           | 12                 | -0                         |      |
| <b>Financial Services Total</b>            | <b>7,708</b>                      | <b>-3,723</b>                | <b>-3,443</b>                 | <b>542</b>         | <b>7,708</b>                      | <b>-3,723</b>                | <b>-3,443</b>                 | <b>542</b>         | <b>-0</b>                  |      |
| <b>Audit Risk &amp; Procurement</b>        |                                   |                              |                               |                    |                                   |                              |                               |                    |                            |      |
| Procurement                                | 330                               | -5                           | -325                          | 0                  | 324                               | -5                           | -325                          | -6                 | -6                         |      |
| Audit                                      | 542                               | -20                          | -521                          | 0                  | 542                               | -20                          | -521                          | 1                  | 0                          |      |
| Risk Management                            | 126                               | -2                           | -113                          | 12                 | 127                               | -2                           | -113                          | 12                 | 1                          |      |
| <b>Audit Risk &amp; Procurement Total</b>  | <b>998</b>                        | <b>-27</b>                   | <b>-959</b>                   | <b>12</b>          | <b>993</b>                        | <b>-27</b>                   | <b>-959</b>                   | <b>7</b>           | <b>-5</b>                  |      |
| <b>ICT</b>                                 |                                   |                              |                               |                    |                                   |                              |                               |                    |                            |      |
| Information Technology                     | 3,656                             | -428                         | -3,099                        | 128                | 3,621                             | -394                         | -3,099                        | 128                | 0                          |      |
| Central Telephone Network                  | 1,167                             | -351                         | -806                          | 9                  | 1,156                             | -340                         | -806                          | 9                  | 0                          |      |
| <b>ICT Total</b>                           | <b>4,823</b>                      | <b>-780</b>                  | <b>-3,906</b>                 | <b>137</b>         | <b>4,777</b>                      | <b>-734</b>                  | <b>-3,906</b>                 | <b>137</b>         | <b>0</b>                   |      |
| <b>Performance &amp; Development</b>       |                                   |                              |                               |                    |                                   |                              |                               |                    |                            |      |
| Business Support Unit                      | 140                               | 0                            | -151                          | -12                | 140                               | 0                            | -151                          | -11                | 1                          |      |
| Resources Training                         | 101                               | 0                            | -101                          | -0                 | 101                               | 0                            | -101                          | -0                 | 0                          |      |
| <b>Performance &amp; Development Total</b> | <b>240</b>                        | <b>0</b>                     | <b>-252</b>                   | <b>-12</b>         | <b>241</b>                        | <b>0</b>                     | <b>-252</b>                   | <b>-11</b>         | <b>1</b>                   |      |

Forecasted for year to 31 March 2016

**Policy & Resources Scrutiny Report**

**Appendix B**

**Revenue Budget Monitoring 2015/16**

Page 33

| Service                                    | Working Budget                    |                              |                               |                    | Forecasted                        |                              |                               |                    | Variance For Year<br>£'000 | Note |
|--|-----------------------------------|------------------------------|-------------------------------|--------------------|-----------------------------------|------------------------------|-------------------------------|--------------------|----------------------------|------|
|  | Controllable Expenditure<br>£'000 | Controllable Income<br>£'000 | Net Non Controllable<br>£'000 | Total Net<br>£'000 | Controllable Expenditure<br>£'000 | Controllable Income<br>£'000 | Net Non Controllable<br>£'000 | Total Net<br>£'000 |                            |      |
| <b>Corporate Property</b>                  |                                   |                              |                               |                    |                                   |                              |                               |                    |                            |      |
| Corporate Property Division                | 1,081                             | -183                         | -914                          | -16                | 1,084                             | -184                         | -914                          | -14                | 2                          |      |
| Operational Depots                         | 328                               | 0                            | -328                          | -0                 | 329                               | 0                            | -328                          | 0                  | 0                          |      |
| Administrative Buildings                   | 3,263                             | -624                         | -2,642                        | -4                 | 3,131                             | -499                         | -2,642                        | -11                | -7                         |      |
| Commercial Property                        | 100                               | -633                         | 1,471                         | 938                | 43                                | -576                         | 1,471                         | 939                | 0                          |      |
| Industrial Premises                        | 344                               | -1,281                       | 705                           | -232               | 342                               | -1,283                       | 705                           | -237               | -4                         |      |
| Rural Estate                               | 75                                | -309                         | 423                           | 189                | 70                                | -305                         | 423                           | 189                | 0                          |      |
| Provision Markets                          | 569                               | -714                         | 432                           | 286                | 410                               | -555                         | 432                           | 287                | 0                          |      |
| Livestock Markets                          | 42                                | -169                         | 23                            | -105               | 46                                | -158                         | 23                            | -89                | 16                         | 1    |
| <b>Corporate Property Total</b>            | <b>5,802</b>                      | <b>-3,914</b>                | <b>-832</b>                   | <b>1,056</b>       | <b>5,455</b>                      | <b>-3,560</b>                | <b>-832</b>                   | <b>1,064</b>       | <b>7</b>                   |      |
| <b>Other Services</b>                      |                                   |                              |                               |                    |                                   |                              |                               |                    |                            |      |
| Audit Fees                                 | 362                               | -84                          | 4                             | 282                | 362                               | -84                          | 4                             | 282                | 0                          |      |
| Bank Charges                               | 61                                | 0                            | 1                             | 62                 | 56                                | 0                            | 1                             | 57                 | -5                         |      |
| Council Tax Benefits                       | 15,317                            | 0                            | 61                            | 15,378             | 15,317                            | 0                            | 61                            | 15,378             | 0                          |      |
| Rent Allowances                            | 47,077                            | -47,090                      | 1,318                         | 1,304              | 47,077                            | -47,090                      | 1,318                         | 1,304              | -0                         |      |
| Miscellaneous Services                     | 5,733                             | -107                         | -1,475                        | 4,151              | 5,684                             | -107                         | -1,475                        | 4,102              | -49                        | 2    |
| <b>Other Services Total</b>                | <b>68,549</b>                     | <b>-47,280</b>               | <b>-91</b>                    | <b>21,178</b>      | <b>68,495</b>                     | <b>-47,280</b>               | <b>-91</b>                    | <b>21,124</b>      | <b>-54</b>                 |      |
| <b>Corporate Services Department Total</b> | <b>88,120</b>                     | <b>-55,724</b>               | <b>-9,482</b>                 | <b>22,914</b>      | <b>87,668</b>                     | <b>-55,324</b>               | <b>-9,482</b>                 | <b>22,862</b>      | <b>-52</b>                 |      |

|   |           |
|---|-----------|
| <b>Transfer to/from Departmental Reserves</b> | <b>26</b> |
|---|-----------|

|  |            |
|--|------------|
| <b>Net Forecasted End of Year Variance</b> | <b>-26</b> |
|--|------------|

| <b>Main Variance Summary</b>                      |   | <b>£'000</b> |
|---|---|--------------|
| 1   | Livestock Markets - Non Achievement of income target for Llandeilo Mart | 16           |
| 2   | Miscellaneous Services - Reduction in subscriptions                     | -49          |
|   | Other   | -19          |
| <b>Forecasted end of year variance:</b>           |   | <b>-52</b>   |
|   | Contribution to/from Departmental Reserves                              | 26           |
| <b>Corporate Services Department Net Variance</b> |   | <b>-26</b>   |

# Capital Programme 2015/16

## Appendix C

### Capital Budget Monitoring - Report for June 2015

|                           |                               | Working Budget    |                |               | Forecasted        |                |               | Variance for Year £'000  | Comment |
|---------------------------|-------------------------------|-------------------|----------------|---------------|-------------------|----------------|---------------|--|---------|
| Net Exp to Jun 2015 £'000 | Department                    | Expenditure £'000 | Income £'000   | Net £'000     | Expenditure £'000 | Income £'000   | Net £'000     |  |         |
| 533                       | Private Housing               | 3,890             | -775           | 3,115         | 3,906             | -791           | 3,115         | 0 No Main Variances  |         |
| 5,942                     | Regeneration                  | 11,085            | -3,200         | 7,885         | 13,660            | -5,527         | 8,133         | 248 <b>Main Variances:</b> Opportunity Street <b>-£446k</b> utilising external funding initially with Internal funding carrying forward to 16/17, "Use it or Lose it" - Llanelli Area <b>-£406k</b> Project at early stages and awaiting Welsh Government approval, Cross Hands East Strategic Employment site <b>+£1,100k</b> Due to increased scheme costs                             |         |
| 61                        | Leisure                       | 798               | -300           | 498           | 776               | -278           | 498           | 0 No Main Variances  |         |
| 386                       | Environment                   | 7,214             | -4,077         | 3,137         | 7,199             | -4,062         | 3,137         | 0 No Main Variances  |         |
| 1,708                     | Social Care                   | 3,367             | 0              | 3,367         | 3,139             | 0              | 3,139         | -228 <b>Main Variances :</b> - Learning Disabilities Centres <b>-£228k</b> due to options being considered on council buildings  |         |
| 5,909                     | Education & Children Services | 40,932            | -12,816        | 28,116        | 37,732            | -13,873        | 23,859        | -4,257 <b>Main Variances :</b> - Ysgol Maes Y Gwendraeth <b>+£456k</b> Reprofile required due to delays in 14/15 works carried forward to 15/16, Seaside School <b>-£3,000k</b> delay in approving outline business case by Welsh Government, Ysgol Trimsaran <b>-£664k</b> Delay due to site selection issues, MEP External Funding <b>-£1,057k</b> Additional External funding secured |         |
| 1,225                     | Corporate Services            | 6,445             | 0              | 6,445         | 7,399             | -954           | 6,445         | 0 No Main Variances  |         |
| 15,764                    | <b>TOTAL</b>                  | <b>73,731</b>     | <b>-21,168</b> | <b>52,563</b> | <b>73,811</b>     | <b>-25,485</b> | <b>48,326</b> | <b>-4,237</b>  |         |

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# Corporate Services and Chief Executives

Appendix D

## Capital Budget Monitoring - Scrutiny Report for June 2015

| Net Exp to June 2015 £'000 | Scheme                              | Target Date for Completion | Working Budget    |              |              | Forecasted        |              |              |
|----------------------------|-------------------------------------|----------------------------|-------------------|--------------|--------------|-------------------|--------------|--------------|
|                            |                                     |                            | Expenditure £'000 | Income £'000 | Net £'000    | Expenditure £'000 | Income £'000 | Net £'000    |
| 0                          | Redevelopment - Old Mart Carmarthen | Mar-16                     | 37                | 0            | 37           | 37                | 0            | 37           |
| 0                          | St Davids Park                      | Mar-17                     | 450               | 0            | 450          | 450               | 0            | 450          |
| 752                        | IT Strategy Developments            | Ongoing                    | 1,513             | 0            | 1,513        | 1,513             | 0            | 1,513        |
| 0                          | Rural Estates Capital Schemes       | Mar-16                     | 300               | 0            | 300          | 300               | 0            | 300          |
| 741                        | Capital maintenance                 | Ongoing                    | 3,550             | 0            | 3,550        | 3,550             | 0            | 3,550        |
| 118                        | Cross Hands West                    | Ongoing                    | 979               | -861         | 118          | 979               | -861         | 118          |
| 0                          | Refurbishment Works Ty Elwyn        | Ongoing                    | 333               | 0            | 333          | 333               | 0            | 333          |
| 0                          | East Gate Development               | Sep-15                     | 263               | 0            | 263          | 263               | 0            | 263          |
| 1,611                      | <b>NET BUDGET</b>                   |                            | <b>7,425</b>      | <b>-861</b>  | <b>6,564</b> | <b>7,425</b>      | <b>-861</b>  | <b>6,564</b> |

| Variance for Year £'000 | Comment |
|-------------------------|---------|
| 0                       |         |
| 0                       |         |
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**POLICY & RESOURCES  
SCRUTINY COMMITTEE  
5<sup>th</sup> OCTOBER 2015**

**Ageing Well in Wales –  
Local Ageing Well Plans**

**To consider and comment on the following issues:**

- That the scrutiny committee considers and comments on the draft Ageing Well plan for Carmarthenshire County Council.

**Reasons:**

- To fulfil obligations arising from signing the Dublin Declaration on Age Friendly Cities and Communities.
- To outline a local response to the Ageing Well in Wales programme and Welsh Government's Strategy for Older People.
- To formulate views for submission to the Executive Board for consideration.

**To be referred to the Executive Board for decision: YES**

**Executive Board Member Portfolio Holders:**

- Cllr. Linda Evans (Housing and Older People)
- Cllr. Jane Tremlett (Social Care & Health and 50+ Champion)

|   |   |  |
|---|---|--|
| <p><b>Directorate:</b><br/>Chief Executive's</p> <p><b>Name of Head of Service:</b><br/>Wendy Walters</p> <p><b>Report Author:</b><br/>Kevin Pett</p> | <p><b>Designations:</b></p> <p>Assistant Chief Executive<br/>(Regeneration &amp; Policy)</p> <p>Policy, Consultation &amp;<br/>Engagement Officer</p> | <p><b>Tel Nos. / E-Mail Addresses:</b></p> <p>01267 224112<br/><a href="mailto:wswalters@carmarthenshire.gov.uk">wswalters@carmarthenshire.gov.uk</a></p> <p>01267 224676<br/><a href="mailto:kpett@carmarthenshire.gov.uk">kpett@carmarthenshire.gov.uk</a></p> |
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## EXECUTIVE SUMMARY

# POLICY & RESOURCES SCRUTINY COMMITTEE 5<sup>th</sup> OCTOBER 2015

## Ageing Well in Wales – Local Ageing Well Plans

A local ageing well plan meets two key strategic drivers – the Ageing Well in Wales programme and The Strategy for Older People in Wales. It is complementary to, and supportive of, the 'Vision for Sustainable Services for Older People', under development within Social Care. It supports the 2015 Wellbeing of Future Generations Act, through contributing towards sustainable communities that enable people to age 'in-place'.

### Ageing Well in Wales

Officially launched in October 2014, this programme has five key outcomes:

- Age Friendly Communities;
- Falls Prevention;
- Dementia Supportive Communities;
- Opportunities for Learning and Employment; and
- Loneliness and Isolation.

The focus locally is on Council functions that support the independence of older people who are not users of social services.

Carmarthenshire-specific research has been undertaken on Ageing Well, through the 50+ Forum. At the request of the Older People's Commissioner, this information has been shared with the Ageing Well in Wales Programme Board.

### Strategy for Older People in Wales

Originally launched in 2003, the Strategy was updated in 2013 to cover the period until 2023. The Strategy is fundamentally concerned with promoting 'wellbeing' in a broadly conceived sense and is organised through consideration of the social, environmental and financial resources necessary to the achievement of wellbeing.

## A Local Plan for Carmarthenshire County Council

The Plan considers each of the five Ageing Well themes in turn, detailing:

- Its relevance to the ageing society
- Available evidence
- What older people have told us
- The action the Council will take

A number of case studies are included to reflect current good practice.

This Plan will also be considered by the Social Care & Health Scrutiny Committee at its next meeting, scheduled for the 19th November 2015.

**DETAILED REPORT ATTACHED?**

**YES**

## IMPLICATIONS

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

Signed: **Wendy Walters** Assistant Chief Executive (Regeneration & Policy)

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

### 1. Policy, Crime & Disorder and Equalities

The ageing society is a reality and from a policy perspective it is imperative that the discharge of Council functions is considered 'in the round' in relation to the objective of supporting older people to lead fulfilling and independent lives.

In future years the Ageing Well Plan should be combined with the Sustainable Services for Older People.

### 3. Finance

The Plan is cost neutral. Maximising the contribution other services make to supporting the independence of older people will lead to cost savings for older people's services.

### 5. Risk Management Issues

None in short term. Services must plan on the basis of population projections to achieve best allocation of resources.

### 6. Staffing Implications

Maintaining an age-diverse workforce; encouraging retirees to contribute through volunteering.

## CONSULTATIONS

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

Signed: Wendy Walters Assistant Chief Executive (Regeneration & Policy)

1. **Local Member(s)** – Via the scrutiny committees.
2. **Community / Town Council** – N/A
3. **Relevant Partners** – Carmarthenshire 50+ Forum (476 responses).
4. **Staff Side Representatives and other Organisations** – N/A

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

**THESE ARE DETAILED BELOW:**

| Title of Document                              | File Ref No. / Locations that the papers are available for public inspection  |
|--|---|
| Ageing Well in Wales Programme                 | <p><b>Cymraeg:</b><br/> <a href="http://www.ageingwellinwales.com/Libraries/Documents/AWF inalWelsh.pdf">http://www.ageingwellinwales.com/Libraries/Documents/AWF inalWelsh.pdf</a></p> <p><b>English:</b><br/> <a href="http://www.ageingwellinwales.com/Libraries/Documents/AWF inalEnglish.pdf">http://www.ageingwellinwales.com/Libraries/Documents/AWF inalEnglish.pdf</a></p>         |
| The Strategy for Older People in Wales 2013-23 | <p><b>Cymraeg:</b><br/> <a href="http://gov.wales/docs/dhss/publications/130521olderpeoplestr ategygy.pdf">http://gov.wales/docs/dhss/publications/130521olderpeoplestr ategygy.pdf</a></p> <p><b>English:</b><br/> <a href="http://gov.wales/docs/dhss/publications/130521olderpeoplestr ategygyen.pdf">http://gov.wales/docs/dhss/publications/130521olderpeoplestr ategygyen.pdf</a></p> |

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# Ageing Well Plan

(Incorporating Strategy for Older People)

2015-2018



**EICH CYNGOR arleinamdani**  
[www.sirgar.llyw.cymru](http://www.sirgar.llyw.cymru)

**YOUR COUNCIL doitonline**  
[www.carmarthenshire.gov.wales](http://www.carmarthenshire.gov.wales)

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# Contents

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| Dementia friendly communities |      |
| Falls prevention              |      |
| Employment and new skills     |      |
| Loneliness and isolation      |      |

# Foreword

It gives us great pleasure to introduce Carmarthenshire County Council's first ever Ageing Well plan. This plan is complementary to 'Carmarthenshire's Vision for Sustainable Services for Older People for the Next Decade', but focuses instead on the wider functions of the Council in supporting independent living.

At least two dramatic influences are shaping public services in Carmarthenshire. The first of these is budget restraint – a result of UK Government decisions aimed at tackling the budget deficit - which is having a significant impact upon what the Council is able to deliver. As a result of year on year reductions, the Council is reducing expenditure and constantly seeking new cheaper and more imaginative ways of helping meet the needs of people in Carmarthenshire – including older residents.

The second is a shift in the County's demographic makeup. In common with Wales, the UK and the wider developed world, older people now make up a greater proportion of the population. Media attention has tended to focus on the negative – the 'demographic time bomb', and the 'grey tsunami' – the focus firmly on the dependency of older people. This is something of a partial presentation of the issue. For example, while some older people will require support, 61% of unpaid carers are aged 50 or over.

These influences give us an opportunity to reconsider our approach to the issue of demographic change. A different emphasis is needed. We need to help communities harness the assets that help older people live in their communities. We need to work with older people as partners, to help and support them in maintaining their independence and quality of life - reducing their need for expensive health and social care interventions. This empowerment is at the heart of Welsh Government intentions behind the Social Services and Well-being Act (2014).

This Ageing Well Plan explains how the activities of the Council – including those beyond mainstream 'social care' – can make important contributions to the overarching aim of making Carmarthenshire a good place to age.

Councillor Linda Davies: 50+ Champion, Executive Board Member for Housing

Councillor Jane Tremlett: 50+ Champion, Executive Board Member for Communities

# Introducing the Plan

People, Living Longer, Ageing Well: namely, to ensure that all older people in Wales have the financial, environmental and social resources to Age Well.

It is structured according to the five priority areas of the Ageing Well in Wales programme:

**Age Friendly Communities:** taking action to make sure communities meet the needs of all sections of the community. Making sure facilities – such as transport, and opportunities for interaction, recreation and leisure - are open to older people, generally makes them more accessible to all.

**Dementia Supportive Communities:** considering the ways in which people with dementia can continue to be independent within communities. Dementia comes with a stigma of 'decline', 'burden' and 'deficit'; but communities can do much to help independence and self-esteem. Communities can value the contribution of people with dementia.

**Falls prevention:** recognising the negative, and in some cases, irreversible effect fall events can have on older people, and doing what is possible to prevent fall events.

**Opportunities for employment and new skills:** maximising the benefits of work, volunteering and learning for older people, and the wider economy. Older people should be able to develop their employability, skills and interests; and free to continue contributing to communities.

Loneliness and isolation: doing what can be done to help people who are lonely develop beneficial relationships that support their self-worth, and addressing isolation. Some older people, especially those living in rural areas, are isolated from access to services. Isolation can contribute to loneliness, or can deprive people of access to essential basic services.

**The plan considers each theme in turn. For each theme, the plan explains:**

- The importance of the theme to the 'ageing society'
- The key evidence we have available
- What older people have told us
- The things the Council will do about the theme

Taken as a whole, this plan demonstrates the contribution the Council can make to Ageing Well in Carmarthenshire – through its activities as an employer, service provider and community leader.

### About Ageing Well in Wales (AWW):

Led by the Commissioner for Older People, the initiative aims to make Wales a good place for everyone to grow older. The initiative acknowledges that achieving this depends on people, communities and organisations taking action to improve the experience of older age, by focusing on the importance of ‘wellbeing’.

Most Welsh councils have signed the ‘Dublin Declaration’, which commits signatories to the development of local ageing well plans. Carmarthenshire County Council has taken this opportunity to also reflect the requirements of the Welsh Government Strategy for Older People.

Before considering the five themes in turn, evidence relating to the general theme of the ageing society will be described, followed by what the Carmarthenshire 50+ Forum has said about the Ageing Well programme. This is to provide an overall context for understanding the Plan.

### Evidence:

People 50 and over now make up a larger proportion of the population. This proportion is likely to continue growing, as standards of living and health interventions continue to improve. This fact is reflected across the western world. Using 2013 data from Stats Wales, the table below shows that Wales has a higher percentage of people 50 and over than the UK. In turn, Carmarthenshire has a higher percentage than Wales. The table shows that the same trend is in evidence for the 75 and over age group:

|       | Total Population | Population Aged 50+ | % Population Aged 50+ | Population Aged 75+ | % Population Aged 75+ |
|-------|------------------|---------------------|-----------------------|---------------------|-----------------------|
| UK    | 64,105,654       | 22,292,821          | 34.8                  | 5,101,203           | 8                     |
| Wales | 3,082,412        | 1,191,741           | 38.6                  | 271,137             | 8.8                   |
| Carms | 184,681          | 78,513              | 42.5                  | 18,272              | 9.9                   |

Based on actual figures for 2011, population projections for Carmarthenshire suggest substantial future growth in the numbers of people in both the 50 and over, and 75 and over categories. The 50+ population is expected to grow from 76,552 (2011) to 93,469 by 2036 – a rise of nearly 17,000, or 22%. An even greater proportionate increase is expected for those 75+: from 17,899 (2011) to 32,191 by 2036 – a rise of just over 14,000 people, or more starkly, 80%.



<sup>1</sup> 2013 mid-year estimates, Stats Wales

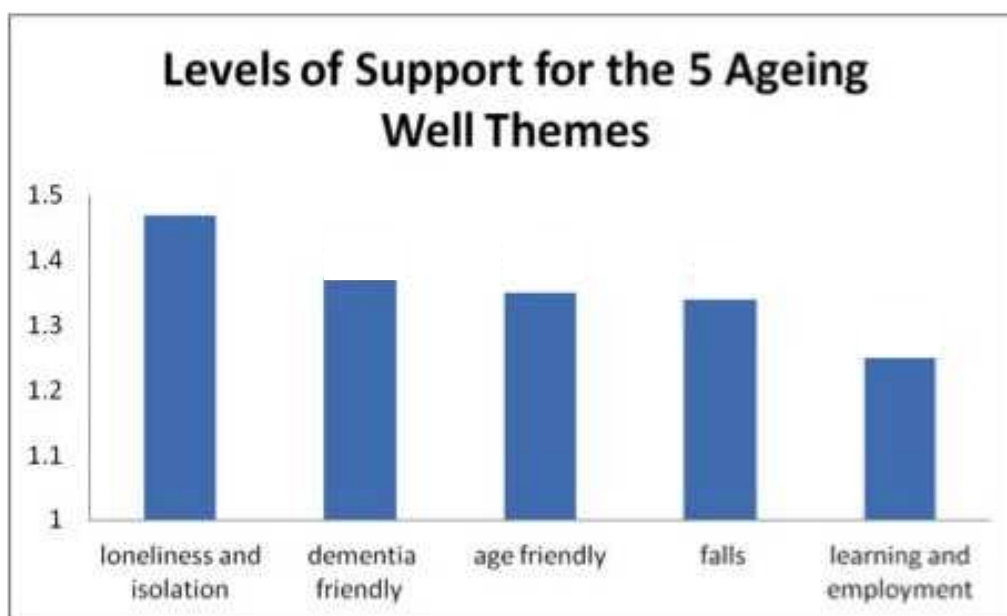
<sup>2</sup> Stats Wales

The changing demography means the needs of people must be delivered in new ways and with a much greater emphasis on prevention of ill health. The Council's older people's services default aim is to support the independence of older people in their communities, rather than to 'institutionalise' people in homes. The implementation of this Ageing Well Plan will help people keep healthy and at a lower level of need, maximising the assets a community has to support older people.

## What older people have told us:

The views of older people are essential to the development of this plan.

A consultation exercise on the Ageing Well programme took place with the Carmarthenshire 50+ Forum in September 2014. The exercise resulted in 476 responses. More recently, the Council received 478 responses to its consultation on older people's services, which sought to identify the support people need as they age. The views of over 950 people are taken into consideration in the formulation of this plan, with key findings detailed throughout.



The Ageing Well consultation asked for people to indicate how far they agreed with each of the five themes. A technique known as the Average Index Score was used to generate values between 2 (strongly support) and -2 (strongly against). Though there was strong support for all, the chart shows 'loneliness and isolation' has the greatest overall support.

The research shows that this ranking is consistent for women and men, as well as across age groups. It is striking that addressing loneliness and isolation had the highest support, with recent research suggesting that loneliness can have a health impact equivalent to smoking 15 cigarettes a day.

The consultation results relating to each theme will be described later in the relevant section of the Plan. In closing this section of the Plan, it is important to report the suggestions and comments made by 50+ Forum members about the Ageing Well in general.

<sup>3</sup> Holt-Lunstad J, Smith TB, Layton JB (2010) Social Relationships and Mortality Risk: A Meta-analytic Review.

<sup>4</sup> See: <http://www.campaigntoendloneliness.org/about-loneliness/>

<sup>5</sup> Carmarthenshire 50+ Forum, survey 14, March 2015

The following suggestions and comments were made by 50+ Forum members about the Ageing Well in general.

- Raise the public profile of the Ageing Well programme to capitalise on the ideas and enthusiasm of people and communities
- A need to improve the availability of community and public transport, particularly in rural areas
- The essential role of public toilets in helping people get 'out and about'
- The availability of purposeful things to do (e.g., clubs and activities), together with adequate publicity / information
- Around six in ten felt they would in future need support. 'maintaining one's home' and 'getting out and about'



#### **About Carmarthenshire 50+ Forum:**

With support from Carmarthenshire County Council, the 2400-member Forum is one of the largest of its kind in Wales. Members benefit from regular opportunities to have their say on important issues and receive an informative magazine twice a year. Functioning as the voice of older people

in the County, the Forum is led by a steering group and chairman, elected from the wider Forum membership.

The Forum was a partner in the development of the Carmarthenshire Healthy Ageing Action Plan and takes an active role in responding to consultations from Carmarthenshire County Council and other public sector organisations. It also contributes to all-Wales discussions concerning older people and has an identified research lead officer who ensures input into the work of universities.

The Forum involves itself as part of the solution to issues it identifies through consulting with members. Recent successes include sponsorship of 'get on-line' initiatives, information events and joint work with the Council's Road Safety section to promote driver awareness amongst older people. The Forum also hosts the successful Walking Well Carmarthenshire project.



## Age Friendly Communities:

“To make Carmarthenshire a county of age-friendly communities”

The concept of ‘age friendly’ places (initially applying to cities) began in 2007 and had its origins as an initiative of the World Health Organisation (WHO). Eight domains are defined as relevant to the wellbeing of older people:

- Outdoor space and buildings
- Transport
- Housing
- Social participation
- Respect and social inclusion
- Civic participation and employment
- Communication and information
- Community support and health services

## Importance to the Ageing Society:

- Communities need to be ready to meet the needs and opportunities of having more older people
- The Council needs to consider how its activities can support the capacity of communities to be ‘age friendly’
- The Council needs to ensure its own policy and practices support the needs of all age groups

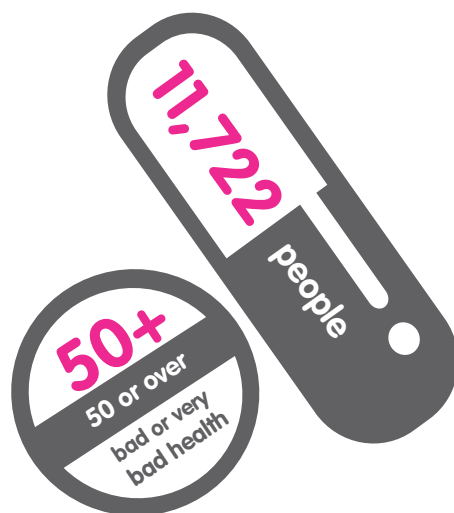
### Evidence:

It is recognised that health will have an impact on all five themes of the Ageing Well Programme, though health status greatly affects the ability of people to successfully age where they live.

Carmarthenshire has 11,722 people 50 or over reporting ‘bad’ or ‘very bad’ health (2011 Census). This represents 16% of those in this age group.

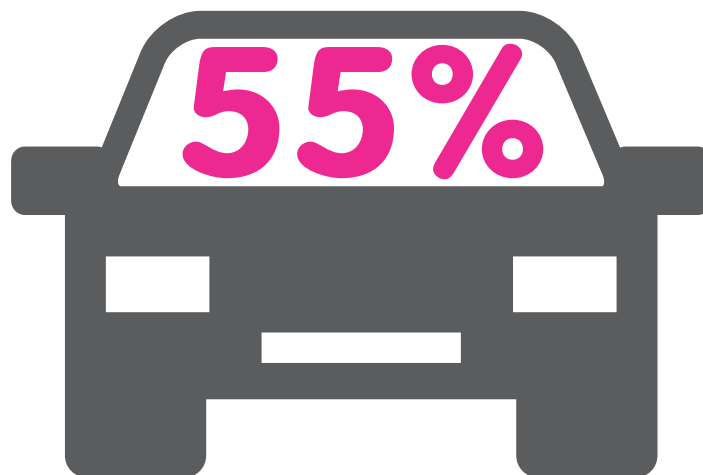
Personal mobility is an important consideration for Age Friendly Communities. Data from Daffodil is used to measure people aged 65 and over who are unable to manage at least one mobility activity on their own. 7375 Carmarthenshire residents fit this category and the County is ranked 4th in Wales. This is set to rise to 10,865 by 2030, an increase of 47%.

As expected, amongst those 65 and over, the numbers with poor mobility increase with age. Those 65-69 make up the smallest proportion at 15%, whereas in contrast the 85 and over group make up 33% of the total. A very similar picture emerges when data for the population 65 and over unable to manage at least one self care activity is considered, with 27% being 85 or over.



In a rural county like Carmarthenshire, the ability to live a fulfilled life depends on accessing services and activities, many of which will be unavailable in close proximity. This is evidenced by data from the 2014 Welsh Index of Multiple Deprivation (WIMD), which shows that over half - 58 - of Carmarthenshire's 112 Lower Super Output Areas (LSOAs) are within the 30% most deprived in Wales for 'Access to Services'.

Private **transport** fulfils an often essential function, particularly in rural areas. It is notable that of 23,274 Carmarthenshire residents who do not have access to a car or van 11,632, or 50%, are 50 or over (2011 Census). Only 55% of those 80 or over have access to a car or van, showing increased association into older age.



of those **80** or over  
have access to a  
**car or van**



#### **About Driver Awareness courses:**

As a result of ageing, older drivers may lose confidence in their driving ability; need to get back behind the wheel following the loss of a partner who was the main driver and/or wish to seek reassurance that they are a safe and competent driver.

In partnership with the 50+ Forum, the Road Safety Unit offered free driver refresher courses to 110 older drivers during 2014/15. The course consisted of a theory and practical session with a qualified driving instructor, and was found to improve confidence in negotiating roundabouts, executing a parking manoeuvre, identifying hazards and suchlike. 99% of participants said they felt more confident in their ability following the course. These courses can therefore help reduce the demands on public transport, and, more critically, maintain personal mobility and independence in old age.

<sup>6</sup> Daffodil is a web-based system developed by the Institute of Public Care (IPC) for the Welsh Assembly Government. See: <http://www.daffodilcymru.org.uk/>

<sup>7</sup> 2013 data from Daffodil

<sup>8</sup> The Access to Services domain considers the average public and private travel times to a number of key destinations such as food shops, GP Surgeries, schools etc.

**Community based services** are important supports for people to continue to age well within their communities. Such services can mean the difference between a person staying independent at home or alternatively, entering residential care. In Carmarthenshire, 2,589 people 65 and over are supported in this way (ranked 5th in Wales).

1424 people 50 or over live in **Communal establishments** (including care homes and hospitals), the 5th highest local authority in Wales. While this type of provision is most appropriate for some, the further development of age friendly communities will help support as many people in their own homes for as long as possible.

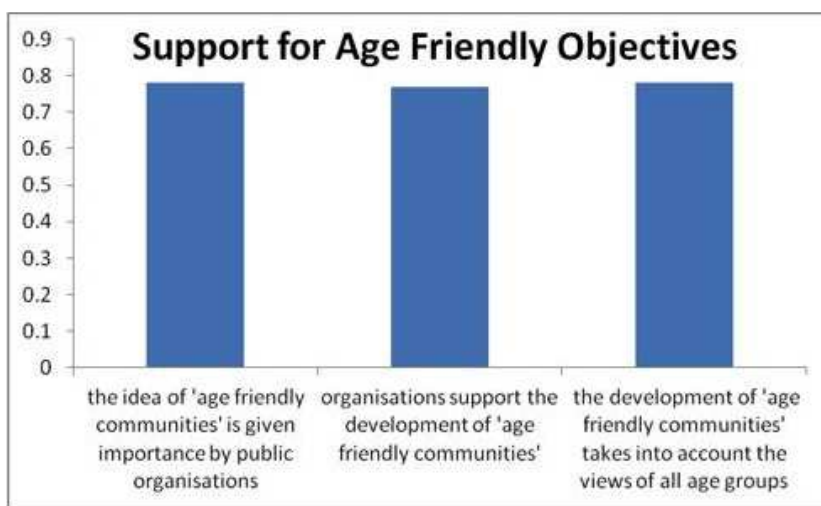
## What older people have told us:

Consultation with the Carmarthenshire 50+ Forum undertaken in September 2014 revealed strong support for each of the three objectives.

In addition, 190 comments were made about 'age friendly communities'

**Access to services emerged as a key theme. Services need to be made available 'in-place', or where this is not possible, transport provision (public, private or community-based) is needed. Some suggestions included:**

- Mobile provision, including shops and libraries
- Fitting appointments (hospital, GP, etc.) with bus timetables



**A wide range of suggestions were made about things under the Council's control, including:**

- Covered bus shelters and adequate public seating
- Public toilets are important to encouraging older people to go out and about
- Good street lighting and even pavements can reduce hazard
- Providing truly accessible information

**A number of comments were made about things the Council could influence:**

- Encourage local business to be 'age friendly' (e.g., seats in shops)
- The publicising of existing clubs and activities taking place in localities
- The development of local 'good neighbour' schemes

A key message was the need to publicise the 'age friendly communities' theme, so that people can take the initiative forward in their communities.

<sup>9</sup> Ranked 1st is Caerphilly, with 4,524 receiving community based services

<sup>10</sup> Values range from 2 (strongly positive) to -2 (strongly negative)

Independent living was a common thread in the Council's recent consultation on older people's services. Over three quarters of respondents said that maintaining independence was important to them. To allow this to take place, it was felt that support at home, support to recover (i.e., upon discharge) and the provision of advice and information would be required.

### **Action – we will:**

- Develop and implement a publicity campaign to promote public awareness of the Ageing Well programme
- Continue to deliver the Bwcabus service in the rural area around Newcastle Emlyn (subject to securing funding)
- Continue to support and fund the Country Cars project for providing essential journeys
- Continue to support and promote the County's public transport network
- Deliver and promote concessionary travel in line with Welsh Government requirements
- Implement the Carmarthenshire Home Standard across the Council's housing stock
- Provide inclusive leisure and learning opportunities, including the National Exercise Referral Scheme
- Take steps to help alleviate poverty and promote inclusion through raising awareness of available benefits and voluntary services
- Deliver age-friendly awareness training to staff directly serving customers
- Deliver pre-retirement sessions, outlining options for participation in learning, activities and volunteering
- Engage a wide range of people, including older people, in customer feedback on the Council's website
- Help older people contribute to recycling through: 'assisted lift' for people unable to take waste to the kerbside; a glass collection service (with Age Cymru Sir Gar); special arrangements to help people in sheltered housing; and provide advice and guidance to older people and their groups
- Continue to integrate community-based health and social services so that customers can move smoothly between the systems.



#### **About Bwcabus:**

Bwcabus is a bus service operating alongside normal scheduled services in an area of northern Carmarthenshire. Users ring the day before to book a journey.

Users include Mary Jennings of Rhyd Lewis, who said "healthcare is an issue to me right now and access to appointments is very important...If Bwcabus didn't exist, I would have to move. Now, I have the freedom to go where I want, when I want. Without the service, my independence would be severely cut".

As the Commissioner for Older People, Sarah Rochira, comments, "Bwcabus is so clearly more than transport: it's a place where people meet, catch up with each other and the local news...Bwcabus keeps so many older people healthy, safe and well because that's what this service does".

# Dementia Friendly Communities:

“To make Carmarthenshire a county where communities are dementia-friendly”

Making sure communities support people with dementia is essential for preserving independent living. While specific services for older people are critical, people with dementia can face everyday difficulties due to attitudes and discrimination, as well as difficulties in accessing services and maintaining hobbies, interests and relationships. Dementia friendly communities and organisations have high levels of awareness and understanding of dementia.

## Importance to the Ageing Society:

- People can continue to live well with dementia, particularly with early diagnosis
- People with dementia should be able to continue living in their communities. This can be helped by ‘low level’ support
- Changing attitudes towards the condition can help communities and organisations offer greater support to people with dementia
- Dementia can have an impact on loneliness and isolation

## Evidence:

Dementia is set to increase in line with the growing numbers of the oldest old. In 2013, the number of Carmarthenshire residents 65 and over diagnosed with dementia was 2783. By 2030, it is predicted that this number will reach 4371, a rise of 1588, or 57% (in line with the figure for Wales overall).

In 2013, the number of Carmarthenshire residents 65 and over diagnosed with dementia was

2785

By 2030, it is predicted that this number will reach

4371

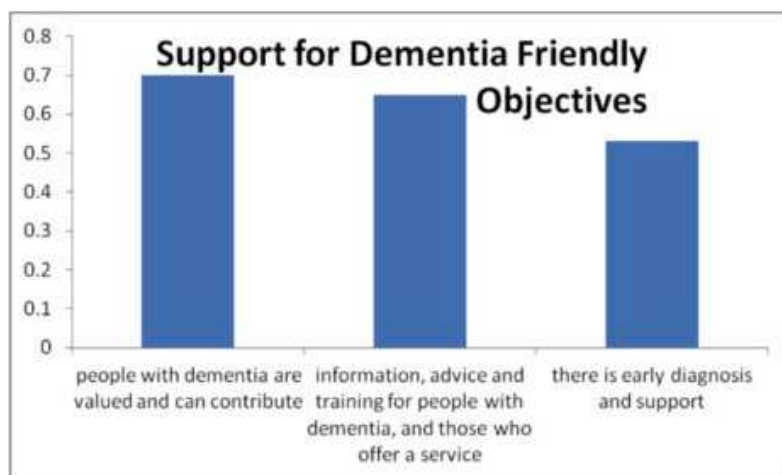


It is estimated that the number of people who actually have dementia is far higher than the number diagnosed. For Wales, the formal diagnosis is 17661, compared against an estimated total 45529, meaning only 39% have been diagnosed.

## What older people have told us:

Consultation with the Carmarthenshire 50+ Forum undertaken in September 2014 revealed strong support for each of the three objectives. The importance of people with dementia being able to contribute and feel valued is reflected by this being the most strongly supported objective.

In addition, 166 comments were made about 'dementia friendly communities'.



A key issue was information and awareness of the condition and the need for a public awareness campaign. This should tackle the stigma of the condition, improve the readiness of services and stress the value and contribution of those with dementia.

Further issues included the importance of early diagnosis, the development of 'good neighbour' schemes and the provision of stimulating activities for people with dementia.

When asked about the future role of the Council, a common view expressed in its older people's services consultation was a need to foster closer links with the Health Service, provide better advice and information and offer greater support to carers.

### Action – we will:

- Develop and implement a publicity campaign to promote public awareness of dementia friendly communities, as a component of the Ageing Well programme
- Roll out 'dementia friends' awareness training to county councillors, in partnership with the Alzheimer's Society
- Deliver dementia awareness training to 'front line' staff, giving priority to staff with customer service responsibilities
- Provide dementia friendly information, including information packs for people diagnosed with dementia
- Ensuring Welsh language care provision is available to first language Welsh speakers with dementia
- Encourage the implementation of the lessons learnt from the Pontyberem Dementia Supportive Community initiative in communities across Carmarthenshire
- Support the work of the Alzheimer's Society's Dementia Friendly Communities Co-ordinator

<sup>11</sup> According to the Welsh Government, this is particularly so where there is early diagnosis and appropriate support is given. See: <http://gov.wales/docs/dhss/publications/110302dementiaen.pdf>

<sup>12</sup> Data produced on 22/05/15 11:35 from [www.daffodilcymru.org.uk](http://www.daffodilcymru.org.uk) version 5.0

<sup>13</sup> see: [www.Alzheimers.org.uk](http://www.Alzheimers.org.uk)

<sup>14</sup> Values range from 2 (strongly positive) to -2 (strongly negative)

### **About dementia-friendly Pontyberem**

In 2012, Carmarthenshire was selected by the Social Services Improvement Agency as a site to take forward service transformation for older people. Led by the multi-agency Carmarthenshire Dementia Action Board, a pilot project was set up to develop a dementia friendly and supportive community in Pontyberem.

Working closely with the Alzheimer's Society, the project involved developing a high level of public awareness and understanding of dementia, so that the community can help and support people with the condition. Because of this community awareness and support, people with dementia are better able to remain independent and to exercise choice and control over their lives. In recognition of the benefits of early diagnosis, the project has been successful in improving the diagnosis rate. It has also delivered awareness training to local businesses. An environmental audit has been undertaken and improvements made to help improve access to the various amenities.

## **Falls Prevention:**

“To make Carmarthenshire a county where the risk of falling is reduced”

Falls can lead to a downward spiral for people: from a position of relative independence towards higher dependency and an increased risk of becoming institutionalised. Falls can result in a loss of confidence, fracture, head injury, and the costs to individuals and care organisations are high. Evidence does suggest that as many as 15-30% of falls can be prevented through use of well organised services.<sup>15</sup>



### **Importance to the Ageing Society:**

- Falls can trigger loss of independence together with significant personal and social costs
- Many different things can make someone more likely to fall, some of which are preventable
- Falls are not an inevitable part of ageing

<sup>15</sup> See [www.1000livesplus.wales.nhs.uk/falls](http://www.1000livesplus.wales.nhs.uk/falls)



## Evidence:

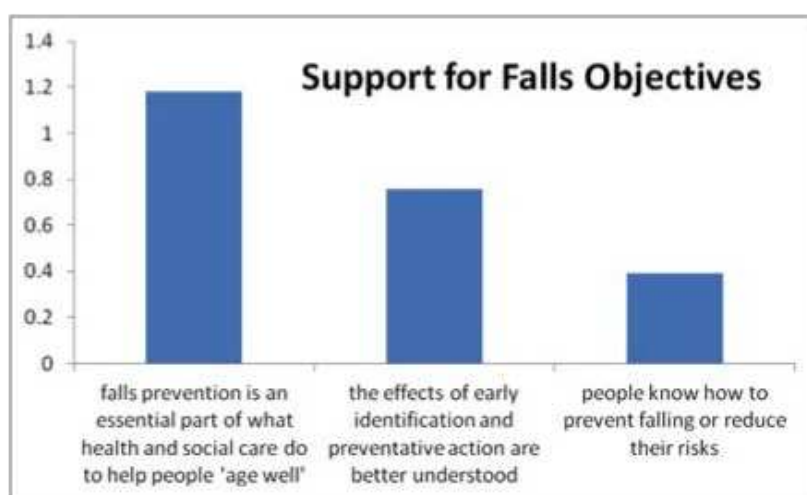
Though falling isn't inevitable, there is an association between increasing age and likelihood of serious falls. In 2013, 1,065 people 65 or over were admitted to hospital because of a fall, (of whom 44% were aged 85 or over). The number is set to rise to 1,645 by 2030; an increase of 54%.

Binge drinking affects fall likelihood and general health. Of the 38,329 Carmarthenshire residents aged 16 or over predicted to binge drink in 2013, 10,355 or 27% were 55 or over. By 2030 the total for those 75 or over is expected to rise from 758 in 2013 to 1238 in 2030 – an increase of 63%.

## What older people have told us:

Consultation with the Carmarthenshire 50+ Forum undertaken in September 2014 revealed support for each of the three objectives.

It is significant to note the very strong support for the first objective: ensuring falls prevention is an essential part of what health and social care do to help people 'age well'. This shows a clear expectation of the role of care services in preventing falls.



In addition, 218 comments were made (the most made about any of the five themes). Uneven pavements, roads, loose paving slabs, poor lighting and the role of street furniture were all noted as hazards. Improving public awareness may help ensure shops and other premises remove potential hazards. The role of strengthening exercise was noted as a way of making people less prone to falling.

Consultation on alcohol and substance misuse was undertaken with the 50+ Forum in March 2015. A key result involved the most preferred sources of information or advice, should people develop a substance misuse problem. 'GPs' were most preferred, followed by 'specialist drug and alcohol services' and 'a friend'. The least preferred was 'carer', followed by 'pharmacist' then 'older people's organisation'. Women were more likely to seek support from friends, while men were more likely to approach family members.

The consultation also asked how important a number of considerations were in encouraging older people to drink excessively. 'Stress' was the highest ranked consideration, followed by 'loneliness and loss of a partner or loved one'. This suggests that harm due to substance misuse can be linked to the loneliness and isolation theme of the Ageing Well plan.

<sup>16</sup> Source: [www.daffodilcymru.org.uk](http://www.daffodilcymru.org.uk)

<sup>17</sup> Source: [www.daffodilcymru.org.uk](http://www.daffodilcymru.org.uk)

<sup>18</sup> Values range from 2 (strongly positive) to -2 (strongly negative)

<sup>19</sup> Other factors were illness or ill health, caring responsibilities, boredom and retirement. All were considered important in encouraging people to drink excessively.



## Action – we will:

- (Refer to sessions led by Bex Townley – PSI & OTAGO; see NERS: Simon Davies)
- Support the all-Wales 'Steady on' falls prevention campaign by distributing leaflets and posters to the 50+ Forum and other networks.
- Continue to implement our protocol for dealing with falls in care homes
- Give information about how falls can be prevented to members of the 50+ Forum and other networks of older people
- Take action on alcohol misuse by working with Public Health Wales to deliver Make Every Contact Count (MECC) and Alcohol Brief Intervention (ABI) training to domiciliary staff across the sector
- [kelvin Barlow business plan – substance misuse services – further actions]

### About the National Exercise referral Scheme (NERS)

NERS is Funded by Public Health Wales and run in partnership with the Council. It aims to reduce those at risk of developing heart problems, increase physical activity, and improve mental health & wellbeing.

NERS also focuses on increasing the health and physical activity levels for referrals with a wide range of medical conditions, including: asthma, muscular skeletal, diabetes, obesity, cancer, and those at risk of falling. In 2012 Carmarthenshire was voted best scheme in Wales

NERS Scheme exit survey data (2014) shows:

- 70% of referrals reported they had improved their health & wellbeing and felt happier
- 60% of referrals reported they had more energy/walking better/enjoy meeting new people
- 80% of referrals reported they had achieved one or more of their goals

Between 65 and 75 sessions a week are run (depending on the time of year). The sessions give the opportunity to exercise in a structured, safe, appropriate and enjoyable environment. The sessions take place in both leisure centres and community venues, which allows all residents, (provided that are medically safe to exercise), to access the scheme. Up to 15 sessions each week are delivered in community venues, such as church and village halls.

Sessions are delivered by highly qualified exercise professionals. NERS is initially a 16 week programme but referrals are encouraged to remain active long term and a 12 month follow up appointment is carried out.

### **Action – we will:**

- Continue to offer between 65 and 75 NERS sessions per week (depending on the time of year)
- Inspect Highways, footways and lighting infrastructure on a regular basis to identify any defects posing a danger or hazard to the public. Safety defects are rectified as soon as practicable and less serious defects are programmed for maintenance work within the scope of available budgets.
- Support the all-Wales 'Steady on' falls prevention campaign by distributing leaflets and posters to the 50+ Forum and other networks.
- Continue to implement our protocol for dealing with falls in care homes
- Give information about how falls can be prevented to members of the 50+ Forum and other networks of older people
- Take action on alcohol misuse by working with Public Health Wales to deliver Make Every Contact Count (MECC) and Alcohol Brief Intervention (ABI) training to domiciliary staff across the sector
- Provide specialist training to identified Community Resource Team (CRT) staff, with other CRT staff receiving general awareness training and briefings

#### **About South Carmarthenshire Rapid Access Multi-disciplinary Service (SCRAMS):**

It is widely recognised that hospitals are not always the best setting for people with long term or multiple conditions. Based at Prince Phillip Hospital, the SCRAMS service takes a co-ordinated approach, involving a single assessment, to meeting the needs of frail older people. The Comprehensive Geriatric Assessment is used, which leads to a plan for treatment and long term follow up on a multi-disciplinary basis. Medicines management, which can be a cause for some falls, is an important part of the service.

Concentrating on people with high frailty, the service has been successful in supporting independent living in the community, thus avoiding distressing hospital stays. It also makes an important contribution to the quality of life for users.

# Opportunities for Employment and New Skills:

“To make Carmarthenshire a county where older people can contribute fully”

Older people have much to contribute, yet are often cast in the media as a burden. In an employment sense, older people need new opportunities to learn new skills, whereas learning can have wider benefits for wellbeing and sense of worth. Learning can help overcome loneliness and isolation as well as helping with challenges such as the move to ‘digital by default’.

## Importance to the Ageing Society:

- Older workers have a wealth of skills and experience to contribute to the workplace
- An age diverse workplace is a productive workplace
- Older people need opportunities to learn new things
- The contribution of older people as volunteers and carers should be supported and celebrated

## Evidence:

A total of 2,150 people claimed Job Seekers Allowance, of whom 505 people were aged 50-64 (July 2015). Of long term claimants (over a year), 165 or 29% were 50 or over.



1,430 people in Carmarthenshire receive Incapacity Benefit or Severe Disablement Allowance, of whom 870 or 61% are aged between 50 and State Pension age (November 2014 data).<sup>21</sup>

15,320 people in Carmarthenshire receive Disability Living Allowance, of whom 10,670 or 70% are 50 or over (November 2014 data).

40,334 people in Carmarthenshire have no qualifications, 30,645, or 76% are 50 or over (2011 Census).

<sup>21</sup> Source: Nomis

## What older people have told us:

Consultation with the Carmarthenshire 50+ Forum undertaken in September 2014 revealed support for each of the three objectives.

Strongest support was given to the objective: 'older people continue to participate in things like work and learning opportunities'. The second most supported objective involves income maximisation whereby older people can maintain their standard of living. Third, though still having support, is the need for older people to plan for their futures.

Themes in relation to employment included: perceived employer discrimination; the need for skills and knowledge transfer; older employee requirements in terms of health and caring responsibilities; and the need for specific support for older job seekers.

The availability of learning opportunities was stressed, with a greater range beyond computing and Welsh. Many supported the value of volunteering and the need to promote the benefits to a greater extent.



### Action – we will:

- Pre-retirement planning sessions – highlight the benefits of continued employment, volunteering and learning
- Recognising that the majority of learners are 50 or over, continue to deliver the Adult Continuing Learning programme for 2015-16
- Deliver computer classes at libraries throughout the County
- Develop comprehensive information about providers in order to 'signpost' older people to suitable digital inclusion training sessions
- Support volunteer-led digital inclusion sessions in sheltered housing schemes
- Consider the feasibility of using mobile libraries to run digital inclusion sessions
- Consider the feasibility of installing superfast broadband in community venues throughout the County
- Encourage commissioned services to recruit and value volunteers
- Develop a county-wide time banking scheme to support voluntary participation in beneficial activities



**About Time banking:**

The Council’s Housing Section works with an organisation called Spice, which delivers a time credit project. This gives people a credit for contributing time to their community or service. They then ‘spend’ Time Credits to access events, training and leisure services. The system is sustainable as spending opportunities often make use of spare capacity of facilities such as theatres and swimming pools.

Lis Duffy, a resident of Yr Aelwyd Sheltered Scheme, is part of the Taf/Myrddin Tenant network. She has earned Time Credits by putting on a monthly film night for other residents in the sheltered scheme, and sharing her views and experiences in meetings with the Tenant Network and Council Housing department. Last year, with the help of the Carmarthenshire Time Credits Facilitator, she also hosted a Big Lunch.

“Holding a Big Lunch seemed the ideal vehicle to engage the community, break the ice and for people to volunteer and earn credits in the process. It was great to meet so many new people and encourage the tenants to get involved in more events.”

Time Credits can work to encourage volunteering, but can also encourage people to become more involved – potentially making them less likely to become lonely or isolated.

# Loneliness and Isolation:

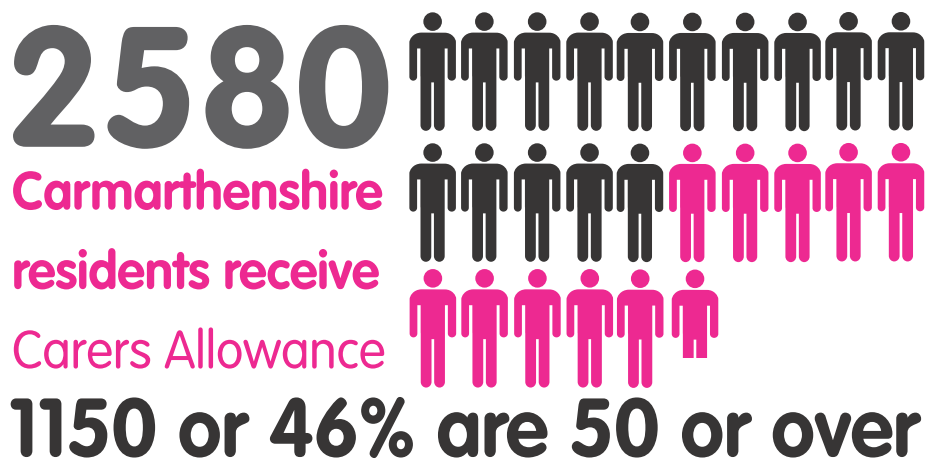
“To reduce levels of loneliness and isolation in Carmarthenshire”

Loneliness and isolation seriously impact upon personal health and wellbeing. While the issue can be complex, attention needs to be given to identifying and tackling root causes. Loneliness is associated with mortality, morbidity, depression, suicide and health service use.

## Importance to the Ageing Society:

- Loneliness is a public health issue - as well as being a personal tragedy
- Poor health can be a trigger that is associated with further loneliness and isolation
- Isolation (and loneliness) can be made worse by rurality
- The lack of community facilities, including shops, public toilets and benches can encourage people to ‘cut themselves off’
- Changes in family organisation (location and generational relationships) may make the issue more common in future

## Evidence:



2580 Carmarthenshire residents receive Carers Allowance, of whom 1150 or 46% are 50 or over (November 2014 data).

23989 people provide unpaid care in Carmarthenshire, of whom 14,573, or 61%, are 50 or over (2011 Census). Of those Carers who are 50 or over, 35% provide at least 50 hours of care a week.

36,064 Carmarthenshire residents 50 or over have a limiting long term illness (2011 Census). Of those, 67% are 65 and over.

Overall, 10,928 people 50 and over are widowed, while 24,578 are married (2011 Census). For the 75-84 and 85+ age categories, there are more people widowed than married.

17,534 people 50 and over live in single occupancy households.

<sup>23</sup> See: [www.campaigntoendloneliness.org/threat-to-health/](http://www.campaigntoendloneliness.org/threat-to-health/)

### **About support for community assets:**

Community assets are essential for helping older people continue to live well where they live, giving opportunities to socialise and undertake beneficial activity. Where the Council can no longer afford to run facilities, it successfully works with community organisations to help ensure the asset can continue to meet the needs of older people.

Ysdradowen Day Centre is a good example of where the Council has worked collaboratively to ensure the continuation of the service. Through the opportunities this has opened, the community group have expanded their services to include keep fit classes. Members have developed new skills, have produced a business plan and are contributing directly to the development of their local community.

Men's Sheds – an organisation giving purposeful opportunities for men to work together on projects of interest – has been accommodated in Ferryside at the site of former community education facilities.

Further work has included an agreement with the Bowling Association to continue the provision of bowling green's in the County.

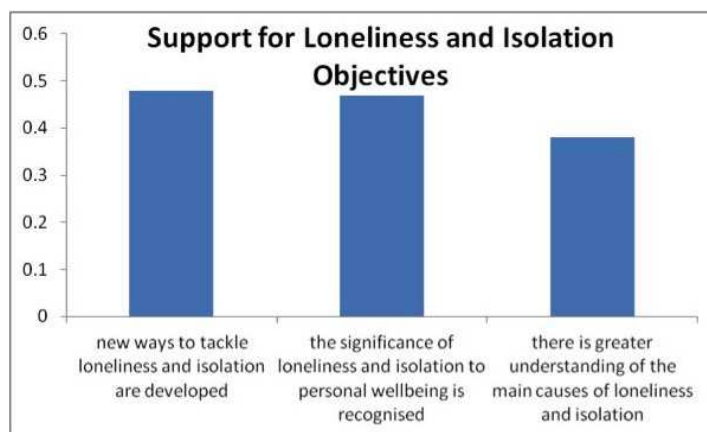




## What older people have told us:

Consultation with the Carmarthenshire 50+ Forum undertaken in September 2014 revealed strong support for each of the three objectives.

The response shows that people think new ways must be found to tackle loneliness and isolation (objective 1) and that the significance of loneliness and isolation to personal wellbeing should be recognised (objective 2). There is also support for the third objective to develop greater understanding of the main causes of loneliness and isolation.



194 comments were made on the topic. Local opportunities for socialising, together with available transport were important themes, as was the need for befriending opportunities. Suggestions included good neighbour schemes, encouraging pet ownership, using the Internet, and supporting churches to expand their role in the community.

The need to provide social activities for older age cohorts was strongly emphasised in the Council's recent older people's services consultation, with respondents noting 'opportunities to socialise', 'trips and outings' and 'clubs' would be of value in old age. All have in common spending some time away from the everyday surroundings of the home and interacting with others, and can be taken as preventative measures to combat loneliness and isolation.

### About Carmarthenshire Therapy Dogs:

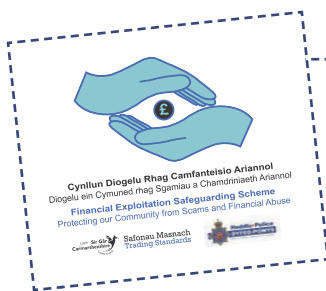
With support from the Carmarthenshire Third Sector Broker project, the Therapy Dogs initiative involves volunteer dog owners undertaking visits to older people's care homes. The visits involve suitable dogs interacting with residents and can act as a catalyst for people to re-engage. As Sue Smith, third sector broker, comments:

"There was evidence to show the therapeutic value of cuddling and petting a receptive dog had amazing benefits for those unable to own a dog themselves. There are opportunities to visit residential homes or even people in their own homes for those prepared to share the love of their pet dogs. Dogs big and small have this calming and nurturing affect and build up a wonderful rapport"



## Action – we will:

- Continue to offer theatre concessions to people 60 or over and further develop our loyalty and concessionary offers
- Further develop activity of interest to older people at Council theatres, including: matinee performances; tea dance sessions; and a programme of classic and vintage films
- Based at leisure centres, develop the Actif Sir Gar programme to support healthy lifestyles and provide opportunities to make friends and socialise.
- Continue to support community transport, Bwcabus and Country Cars
- Support inclusion by ensuring all sheltered housing residents continue to benefit from wifeless internet provision and IT training
- Continue to provide extra care accommodation, including 61 self-contained flats in Carmarthen and 50 in Ammanford
- Further develop the Third Sector Broker project to support the social and activity needs of people who do not require formal social or health services
- Continue to raise awareness of adult safeguarding and take action when rights are violated



### About the Financial Exploitation Safeguarding scheme (FESS):

Though there are many other factors, scammers may focus financial abuse upon those people who are lonely or isolated. FESS is a partnership between the Council's Trading Standards section and Dyfed Powys Police and has a key role in supporting independent community living.

FESS works with susceptible people to protect them from financial abuse, which may take the form of telephone filtering, intelligence-led home visits, and no cold calling zones. The issue of 'rogue traders' is tackled through the Registered Handyperson and Gardeners Scheme, where the details of vetted companies are made available.

Further initiatives include the Don't Get Caught scams awareness campaign and Vulnerable Consumer Advice Interventions, where specialist consumer advice and advocacy is made available to vulnerable people.

FESS and other Trading Standards services help maintain personal resilience and the ability of older people to remain independent – a 'helping hand', where personal support networks may be lacking. In protecting people from financial abuse, the Scheme plays an important safeguarding role.

# Monitoring and review

Monitoring will be achieved through annual progress reports to the 50+ Forum and relevant Council scrutiny committees.

This Ageing Well plan will be reviewed in 2018, in line with the revision of the overarching Ageing Well in Wales programme.

**POLICY & RESOURCES  
SCRUTINY COMMITTEE  
5<sup>th</sup> OCTOBER 2015**

**Explanation for non-submission  
of scrutiny reports**

| <b>ITEM</b>  | <b>RESPONSIBLE OFFICER(S)</b>                    | <b>EXPLANATION</b>  | <b>REVISED SUBMISSION DATE</b> |
|--|--|---|--------------------------------|
| Procurement Annual Report 2014/15                    | Phil Sexton / Alan Aitken                        | Work on this report is on-going due to a delay in receiving key information from the National Procurement Service.                      | To be confirmed                |
| Spend on Private Sector Services – TIC review        | Jon Owen   | Work on this review is on-going and a combined Private and Third Sector spend report will be presented at the Committee's next meeting. | 25th November 2015             |
| Spend on Third Sector Services – TIC Update          | Jon Owen   | Work on this review is on-going and a combined Private and Third Sector spend report will be presented at the Committee's next meeting. | 25th November 2015             |
| Spend on External Expertise including legal services | Owen Bowen<br>Phil Sexton<br>Linda Rees<br>Jones | The report was not ready in time for the agenda despatch due to delays in obtaining the relevant information from all departments.      | To be confirmed                |



Agenda Item 10

**POLICY & RESOURCES SCRUTINY COMMITTEE**  
**24<sup>th</sup> JULY 2015**

**(NOTE: THESE MINUTES ARE SUBJECT TO CONFIRMATION BY THE COMMITTEE AT ITS NEXT MEETING)**

**Present: Councillor D.W.H. Richards (Chair)**

**Councillors:, D.M. Cundy, A. Davies, G. Davies (Vice-Chair), J.S. Edmunds, A.W. Jones, A. Lenny, D. Price, D.E. Williams, J. Williams.**

**Councillor S. Allen – Substitute for Councillor T. Bowen**  
**Councillor E.G Thomas – Substitute for Councillor W.J.W. Evans**

**Also in attendance:**

**Councillor P.A. Palmer – Executive Board Member (Community Champion, Customer Focus & Policy, Anti-Poverty Champion)**

**Councillor L.M. Stephens – Executive Board Member (Human Resources, Efficiencies & Collaboration and Welsh Language Champion)**

**The following officers were in attendance:**

Mrs. L. Rees-Jones – Head of Administration & Law

Mr. P. Sexton – Head of Audit, Risk & Procurement

Mr. P.R. Thomas – Assistant Chief Executive (ACE) (People Management & Performance [PMP])

Mrs. G. Ayers – Corporate Policy & Partnership Manager

Mrs. S. Bennett – Joint IT Manager

M. N. Daniel – Performance & Information Manager

Mrs. H. Font – Fitness for Work Manager (for item 5)

Mr. A. Parnell – Treasury & Pension Investments Manager

Mrs. L. Evans – Policy & Partnership Officer (for item 4)

Ms. B. Dolan – Senior Consultant

**Venue: Chamber, County Hall, Carmarthen (10:00am – 12:45pm)**

**1. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors T. Bowen, W.J.W. Evans and A.G. Morgan.

Apologies for absence were also received from Councillor L.D Evans, Executive Board Member (Equalities) and Mrs. W. Walters, Assistant Chief Executive (Customer Focus & Policy).

The Chair announced that he would be leaving the meeting at 12:00pm and that the Vice-Chair would take the chair at that point.

**2. DECLARATIONS OF PERSONAL INTEREST**

There were no declarations of personal interest.

**3. DECLARATION OF PROHIBITED PARTY WHIPS**

There were no declarations of prohibited party whips.

# **POLICY & RESOURCES SCRUTINY COMMITTEE**

## **24<sup>th</sup> JULY 2015**

### **4. STRATEGIC EQUALITY PLAN ANNUAL REPORT 2014-15**

The Committee considered the 2014-15 annual report for the Strategic Equality Plan which was approved in March 2012. It was advised that the People Strategy Steering Group was now taking the lead on equalities and improving diversity. The Committee was also advised that the Council will need to prepare its second Strategic Equality Plan by 2 April 2016.

The following issues were discussed during consideration of the report:

Concerns were expressed that local members had not been consulted with over increasing car parking spaces for disabled people that had lessened the spaces available for the general public. The Policy & Partnership Officer agreed to request the evidence basis for the increase from the Head of Service.

The new corporate website was commended as being more accessible, particularly with the introduction of Browse Aloud for those visually impaired. The importance of not having bilingual information on either the English or Welsh websites was noted to allow this software to function correctly. The Policy & Partnership Officer agreed this was a challenge and also to circulate the numbers using Browse Aloud and downloading audio files.

It was noted that older people/disabled bus passes could also be used for the County Cars service. It was asked where this was publicised. The Policy & Partnership Officer agreed to obtain the information.

The number of young carers in the county was requested. The Policy & Partnership Officer agreed to circulate the information.

It was asked what risks were associated with completion of equalities impact assessments. The Policy & Partnership Officer advised that these were needed as policies and new projects were developed and had to give due consideration to protected characteristics and the Welsh language. Training workshops had been held with managers to ensure all were aware of their statutory responsibilities.

**UNANIMOUSLY RESOLVED to:**

**4.1 Endorse the Strategic Equality Plan annual report 2014-15.**

### **5. END OF YEAR CORPORATE PERFORMANCE MANAGEMENT REPORT – 1ST APRIL 2014 TO 31ST MARCH 2015**

The Committee considered the report, which provided an overview of how the Authority was performing. The report included information regarding: Improvement Plan Monitoring – Actions & Measures (Report A); Outcome Agreement Grant (OAG) Monitoring (Report B); Sickness Absence (Report C); and Compliments / Complaints (Report D). The Committee was advised that a meeting with Welsh Government to discuss the OAG was being arranged and the team were confident that the grant for 2014/15 would be given in full. Targets had been agreed for

# **POLICY & RESOURCES SCRUTINY COMMITTEE**

## **24<sup>th</sup> JULY 2015**

2015/16 which would be the last year of the OAG, as the funding would become part of the Revenue Support Grant going forward.

The following issues were discussed during consideration of the report:

The financial costs associated with sickness absence were requested. The ACE (PMP) advised that the notional savings associated with the improved out-turn position of 9.6 FTE days lost from last year's performance, were approximately £500k. His team had worked closely with services with high absence rates and significant improvements had been seen. Absence in schools continued to be an issue and meetings had been held with headteachers and Governing Bodies. Progress was being made although there were still some 30 schools that had not yet adopted a good sickness absence policy. There was also potential to save a considerable amount in terms of insurance for supply cover. The Fitness for Work Manager added that it was important that departments maintained their performance whilst the team worked closely with schools.

It was asked what the target for sickness absence was for the current year. The Fitness for Work Manager stated that it was 9.3 FTE days lost. This had been set bearing in mind the significant changes ahead and the potential impact on stress and mental health of staff.

A question was asked about the reduction in absence due to stress, mental health and fatigue. The Fitness for Work Manager advised that this had been 21% since last year and the new stress management policy, training for managers and the suite of available support had all contributed to this.

It was asked why not all schools had taken up the Service Level Agreement (SLA) with PMP. The ACE (PMP) stated that it had been revised to reflect the level of support given to schools. Whilst the cost had gone up, the implications of getting people management wrong were far higher in terms of the cost of investigations and tribunals.

It was noted that there was still some reasons for absence stated as unknown. The Fitness for Work Manager agreed that this was frustrating as the PMP team had to analyse individual cases. Further work was needed to prevent this type of recording.

The potential to ask managers to attend where sickness absence levels were high was noted. The ACE (PMP) agreed that this would be useful however it would also be beneficial to invite managers where sickness absence levels had improved.

**UNANIMOUSLY RESOLVED that the monitoring report be received.**

# **POLICY & RESOURCES SCRUTINY COMMITTEE**

## **24<sup>th</sup> JULY 2015**

### **6. END OF YEAR DEPARTMENTAL PERFORMANCE MANAGEMENT REPORT – 1ST APRIL 2014 TO 31ST MARCH 2015**

The Committee considered the performance management report which provided an overview of how the Chief Executive's and Resources Departments had performed last year. The report included information relating to:

- Heads of Service Overview of Performance (Report A)
- Improvement Plan Monitoring – Combined Actions and Measures Report (Report B)

The following issues were discussed during consideration of the report:

It was asked why the percentage of complaints responded to within 10 days had declined. The Performance & Information Manager advised that there had been a reduction in the number of staff dealing with complaints and they were increasingly complex. The team also redirected the issues raised where appropriate as many contacts did not want to make a formal complaint.

It was asked if the recommendations from Ombudsman's s16 report had been implemented. The Head of Administration & Law stated that they had and the Ombudsman had been written to accordingly.

A question was asked about the potential impact of the new Welsh language standards on the Translation Unit. The ACE (PMP) advised that the requirement to produce all reports bilingually would have a significant impact on the Unit's workload which had just lost a member of staff. The industry standard was 2,000 words translated in a day and a typical agenda could be more than 300,000 words. One option would be to limit the number of reports and words produced however it was likely that additional translators would be needed which would have a significant cost. The standards would also require development mechanisms for staff wishing to learn or improve their Welsh linguistic skills during the working day.

It was suggested that more could be done to raise awareness of the webcasts of Council meetings, given the decline in viewing numbers. The Head of Administration & Law agreed that more could be done as currently they were only promoted through the corporate website.

It was asked why there had been a large increase in the number of education appeals. The Head of Administration & Law advised that she would ask the Education & Children department to respond however there was a heavy administrative burden on the democratic team as a result.

The comments about the performance of the Dyfed Pension Fund were queried given there was a shortfall. The Treasury & Pension Investments Manager stated that it was currently 89% funded which placed in the top ten in the UK. The major impact was increasing longevity rather than contributions.

It was noted that there had been a significant decrease in IT staff over the last few years. It was asked if the new joint arrangement with Pembrokeshire would realise



# **POLICY & RESOURCES SCRUTINY COMMITTEE**

## **24<sup>th</sup> JULY 2015**

any savings. The Head of Audit, Risk & Procurement stated that the new Joint IT Manager would work with the new Joint Head of Service to identify systems which could be merged during the next 12 months. The Joint IT Manager added that back office, communications and IT networks would be under consideration. It was anticipated that £2m savings over the next 5 years could be made.

The comments about the National Procurement Service (NPS) were noted and its claim to have saved £6m on an all Wales basis. The Head of Audit, Risk & Procurement advised that none of the Authority's contracts were linked yet to the NPS. They were trying to work with the NPS to understand their work programme and the implications for our procurement and wider implications for local businesses. He agreed to send the NPS's published work programme to the Committee. It was important to try to influence the NPS in terms of regional lots to ensure local suppliers had a chance to bid. Whilst the NPS was claiming savings, they would charge 0.5% on turnover regardless of whether an authority made savings. There were concerns about existing regional frameworks which were working well, such as legal, would be subsumed and ending up costing more. Insurance was another area where the cost was likely to be higher.

Additional detail was requested in relation to difficult to let industrial units. The Performance & Information Manager stated that he would ask the Head of Corporate Property to respond to the query.

It was asked how much money was saved through the installing renewable energy technologies in the Authority's non-domestic buildings. The Head of Audit, Risk & Procurement advised that he would ask the Acting Head of Property Maintenance & Construction to respond to the query.

A question was asked about the numbers using food banks in the county. The Executive Board Member (Community Champion, Customer Focus & Policy, and Anti-Poverty Champion) stated that, whilst the Authority has no responsibility for the food banks, it kept contact with them on a regular basis. Across Wales there had been a 44% increase in use, with a high proportion being people in work. She agreed to try to get figures for the county. She noted there had been a 50% increase in use at one food bank last December. She reminded the Committee of the annual toy appeal and urged members to assist with the distribution this year.

Concerns were expressed about the format and length of report B. It was also felt that the information was out of date by the time the Committee considered it. The Performance & Information Manager advised that members had requested a move from exception based reporting to a balanced and comprehensive format several years ago. He would however accept changing the format back to exception based although this would need to be agreed by the Chairs and Vice Chairs of Scrutiny Forum following consultation with other committees. He reminded members that they had full access to the PIMS system at any time and could generate reports within it. The roll-out of tablets to members would also improve matters and he could review PIMS with IT services to see how the format of the report could be improved in the longer term.

# **POLICY & RESOURCES SCRUTINY COMMITTEE**

## **24<sup>th</sup> JULY 2015**

### **UNANIMOUSLY RESOLVED:**

- 6.1 That the monitoring report be received.**
- 6.2 That other Scrutiny Committees are offered the opportunity to receive Performance Management Report B on an exception basis.**
- 6.3 That the Chairs and Vice-Chairs of Scrutiny Forum review the format of Report B.**

*Councillor D.W.H. Richards (Chair) left the meeting during the above debate and Councillor G. Davies (Vice-Chair) took the chair.*

## **7. REVENUE AND CAPITAL BUDGET MONITORING REPORT 2014/15**

The Committee considered the monitoring report that outlined the budgetary position for the 2014/15 financial year. The report included:

- Corporate Revenue Budget (Appendix A);
- The Chief Executive's and Resources Revenue budget (Appendix B);
- Corporate Capital Programme 2014/15 (Appendix C) and
- The Chief Executive's and Resources Capital Programme 2014/15 (Appendix D)

The Chair reminded the Committee that each Scrutiny Committee monitored the service budgets within their remits and that the corporate overview was presented to this Committee in light of its overarching role.

It was asked if the over spends within the People Management and Performance Division were likely to recur in the current year. The ACE (PMP) advised that the revised SLA with schools had resolved under-recovery of costs in previous years. The Departmental Management Team had resolved the over spend within Fitness for Work.

The basis for departmental reserves was requested. The Treasury & Pension Investments Manager stated that 50% of any departmental underspend was retained by the department and the remainder returned to the corporate pot.

The slippage of £1.411m on the capital programme was noted. It was asked how this was utilised. The Treasury & Pension Investments Manager advised that surplus cash was invested and kept available for the capital programme.

It was asked what the reason was for the reduced cost of the footfall counter scheme in Carmarthen market. The Treasury & Pension Investments Manager did not have the answer to hand and agreed to follow up the query after the meeting

**RESOLVED to accept the report**

# **POLICY & RESOURCES SCRUTINY COMMITTEE**

## **24<sup>th</sup> JULY 2015**

### **8. ANNUAL TREASURY MANAGEMENT AND PRUDENTIAL INDICATOR REPORT 2014-2015**

The Committee considered the Annual Report listing the treasury management activities which occurred during 2014-2015 in line with the Treasury Management Policy and Strategy 2014-2015 that was adopted by Council on the 19th February 2014.

The following issues were discussed during consideration of the report:

A question was asked about the changes in credit ratings of banks and how this risk was mitigated. The Treasury & Pension Investments Manager advised that a maximum of £10m was lent and the majority of funds were available on call. Also the majority of fixed terms were with major banks or building societies in the UK and other local authorities. In response to an additional question about counterparties, he stated that borrowing from other authorities was cheaper than going to the Public Works Loan Board.

The Committee commended the work of the team in such challenging times.

**UNANIMOUSLY RESOLVED to:**

**8.1 Endorse the annual report**

**8.2 Pass the Committee's thanks to the Treasury & Pension Investments staff.**

### **9. QUARTERLY TREASURY MANAGEMENT AND PRUDENTIAL INDICATOR REPORT – 1ST APRIL TO 30TH JUNE 2015**

The Committee considered the report which outlined the activities within the Treasury Management Function for the period 1st April 2015 to 30th June 2015, in line with the requirements of the Treasury Management Policy and Strategy approved by Full Council on the 24th February 2015.

**UNANIMOUSLY RESOLVED that the report be received.**

### **10. EXPLANATION FOR NON-SUBMISSION OF SCRUTINY REPORT**

The Committee received an explanation for the non-submission of the Carmarthenshire Ageing Well Plan.

**UNANIMOUSLY RESOLVED that the reason be noted.**

# **POLICY & RESOURCES SCRUTINY COMMITTEE**

## **24<sup>th</sup> JULY 2015**

### **11. POLICY & RESOURCES SCRUTINY COMMITTEE ACTIONS AND REFERRALS UPDATE**

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

### **12. FORTHCOMING ITEMS**

The Committee was provided with a list of forthcoming items to be considered at its next scheduled meeting on Monday, 5th October 2015. It noted the length of the agenda. Dissatisfaction was expressed at the number of officers who were not present today and the number of queries left unanswered.

**UNANIMOUSLY RESOLVED** that:

**12.1 The agenda items for the forthcoming meeting be endorsed.**

**12.2 Agenda items are deferred if the relevant officers are not present at the meeting.**

### **13. TO SIGN AS CORRECT RECORD THE MINUTES OF THE MEETING OF THE COMMITTEE HELD ON THE 11<sup>th</sup> JUNE 2015**

**UNANIMOUSLY RESOLVED** that the minutes of the previous meeting held on Thursday 11th June 2015, be signed as a correct record.

**SIGNED:** \_\_\_\_\_ (Chair)

**DATE:** \_\_\_\_\_