Document Pack

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WEDNESDAY 1ST JUNE 2016

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

I HEREBY SUMMON YOU TO ATTEND A MEETING OF THE **POLICY & RESOURCES SCRUTINY COMMITTEE** WHICH WILL BE HELD IN THE **CHAMBER, 3 SPILMAN STREET, CARMARTHEN** AT **10:00AM** ON **THURSDAY 9TH JUNE 2016,** 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

1.	Councillor	G. Davies (Vice-Chair)
2.	Councillor	J.K. Howell
3.	Councillor	A. Lenny
4.	Councillor	D. Price
5.	Councillor	D.E. Williams

INDEPENDENT GROUP – 4 MEMBERS

1.	Councillor	S.M. Allen
2.	Councillor	W.J.W. Evans
3.	Councillor	A.G. Morgan
4.	Councillor	D.W.H. Richards (Chair)

LABOUR GROUP – 4 MEMBERS

1.	Councillor	T. Devichand
2.	Councillor	J.S. Edmunds
3.	Councillor	A.W. Jones
4.	Councillor	R. Thomas

AGENDA

1.	APOLOGIES FOR ABSENCE	
2.	DECLARATIONS OF PERSONAL INTEREST	
3.	DECLARATION OF PROHIBITED PARTY WHIPS	
4.	PUBLIC QUESTIONS (NONE RECEIVED)	
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9.	CARMARTHENSHIRE COUNTY COUNCIL'S ANNUAL REPORT 2015/16 AND IMPROVEMENT PLAN 2016/17	129 - 202
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POLICY & RESOURCES SCRUTINY COMMITTEE
9th JUNE 2016

Third Sector Funding Review

To consider and comment on the following issues:

- That the Committee considers and comments on the attached Third Sector Funding Review update.

Reasons:

- To present an update on Third Sector Funding Review findings following the initial presentation to Policy & Resources Scrutiny Committee in April 2015.
- To enable members to exercise their scrutiny role in relation to performance monitoring.

To be referred to the Executive Board / Council for decision: NO

Executive Board Member Portfolio Holder:
Cllr. Mair Stephens (Human Resources, Efficiencies & Collaboration Portfolio Holder)

Directorate: Chief Executive's	**Designations:**	**Tel Nos. / E-Mail Addresses:**
Name of Head of Service: Wendy Walters	Assistant Chief Executive (Regeneration & Policy)	01267 224112 wswalters@carmarthenshire.gov.uk
Report Author: Jayne Pritchard	Community Regeneration Officer	01269 590256 jpritchard@carmarthenshire.gov.uk

EXECUTIVE SUMMARY

POLICY & RESOURCES SCRUTINY COMMITTEE 9th JUNE 2016

Third Sector Funding Review

During a TIC Programme Board meeting in September 2013, a request was made to investigate how much money the authority spent annually on the Third Sector. This was as a result of some anecdotal information being received with regards to a lack of co-ordination of spend and strategic focus in this area.

Information suggested that the Authority facilitated funding in the region of £16.7m to the sector during 2014/15. This ranged in size from payments of less than £100 to over £1m.

The focus of the review to date has been to:

- Identify key areas of spend
- Identify duplication of services
- Identify efficiencies and maximising the value of every £ spent in the sector
- Ensure consultation and engagement with key stakeholders throughout the process

This report provides an up-to-date position statement on the progress of the Third Sector Funding Review and details of the handover from the TIC Team to a new centralised function to meet the recommendations of the review.

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	**YES**	**YES**	**NONE**	**YES**	**YES**	**NONE**

1. Policy, Crime & Disorder and Equalities

Equalities issues evaluated via individual Impact Assessment Questionnaires for each organisation.

2. Legal

Any changes to existing or ongoing contracts as a result of this review will involve close liaison with our Legal Team.

3. Finance

Some reductions on funding to the Third Sector

5. Risk Management Issues

- Ensuring the continuation of support for the vulnerable within our communities should support programmes from the Third Sector cease as a result of the project.
- Ensuring the funding is targeted at the most in need.

6. Staffing Implications

The Community Bureau, based within Economic Development has been tasked with setting up a new team to deliver the recommendations of the TIC Team.

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) – N/A

2. Community / Town Council – N/A

3. Relevant Partners – Third Sector organisations have been consulted as part of the review and will continue to be consulted where appropriate.

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
Third Sector Spend Review (Policy & Resources Scrutiny Committee – 30th April 2015)	**Agenda** http://online.carmarthenshire.gov.uk/agendas/eng/POLI20150430/index.asp **Minutes** http://online.carmarthenshire.gov.uk/agendas/eng/POLI20150430/MINUTES.HTM

Third Sector Funding Review Update – 9th June 2016

1.0 Report Purpose

The purpose of this report is to provide an up-to-date position on the review of funding to the 3rd sector

2.0 Definition of 3rd sector

For the purposes of this project the definition of 3rd sector shall be non-governmental and non-profit-making organisations or associations, including charities, voluntary and community groups, cooperatives etc.

3.0 Project scope

To review all spend facilitated by the authority to the 3rd sector, and in doing so, ensure services are strategically commissioned and targeted at identified needs within the community to maximise return on investment.

4.0 Background

During a TIC Programme Board meeting in September 2013 a request was made to investigate how much money the authority spent annually on the 3rd sector. This was as a result of some anecdotal information being received with regards to a lack of co-ordination of spend and strategic focus in this area.

5.0 Magnitude of Review

Information suggested that the authority facilitated funding in the region of £16.7 million to the sector during 14/15. This ranged in size from payments of less than £100 to over £1million.

6.0 Key areas of work

The focus of the review to date has been to identify:

- Key areas of spend
- Duplication of services
- Efficiencies & Maximising the value of every £ spent in the sector
- Ensuring consultation and engagement with key stakeholders throughout the process

7.0 Governance

The review has progressed on a day to day basis by an officer working group made up of representatives from each department alongside members of the TIC team. The officer working group feeds into a steering group set up to be a challenge forum for the project. This group is made up of representatives from the voluntary sector, each of the 3 main political groups and

senior officers from the authority. The overall responsibility for decision making lies with the TIC Programme Board.

8.0 Progress to date

The review has;

- Worked with group accountants and budget managers to agree a financial baseline for the project
- Worked with budget managers and key stakeholders to develop a governance structure for the project
- Undertaken a significant consultation and communication exercise with budget managers, organisations and selected stakeholders
- Undertaken an assessment of organisations within the top 50 spend using an impact assessment framework agreed by key stakeholders
- Identified areas of duplication both in funding and services for further investigation

9.0 Financial picture

The review has found the financial arrangements within the 3rd sector to be complex, particularly when defining what is classed as 3rd sector. For the purposes of the review it was agreed that the 3rd sector would be as per the definition discussed earlier in this paper. This represents funding in the region of £16.7m for 14/15. The officer working group has focused its attentions on the top 50 3rd sector organisations in terms of spend. This was due to capacity of the working group and the relatively low level of funding to groups outside of the top 50 (the top 50 represents 97.37% of overall spend in the sector).

10.0 Savings identified to date

Whilst the review had a target of reducing funding to the 3rd sector by £1million it has become clear that certain areas of spend have been difficult to influence when services have been statutory in nature and particularly demand led. The group however has identified reductions of £742,075 (or 34%), which is a significant achievement. It should be noted that these savings have been achieved due to early dialogue with the organisations and awareness raising of the project. The majority of reductions above have been factored within each department's PBB's.

Looking forward, further reductions within the 3rd sector have already been identified for delivery in 16/17 of £285k and £164k in 17/18.

11.0 Recommendations

To address the issues identified the following recommendations are made (in priority order):

Recommendation 1

That a small team be pulled together to specifically focus on funding within the sector. The purpose of this team would be to;

- Improve co-ordination of funding to the sector
- Increase value for money / added value
- Ensure funding supports the authority in delivering its key strategies

- Maximise collaboration opportunities
- Ensure clear funding exit strategies are in place.
- Ensure all payments comply with grant, financial and procurement regulations/ procedures.
- Regularly report to a Challenge panel

Draft terms of reference for this group can be found in **Appendix A.** The staff for this new team will be found from existing resources on a proportional basis from each dept involved in working with the sector. It should be noted that the actual budget will remain the responsibility of the depts.

Recommendation 2

Once the challenge panel is firmly established, all funding to the sector will be facilitated by the new team and information provided to the Challenge panel chaired by the Head of Audit & Procurement for review and authorisation on future funding awards.

Recommendation 3

That clear links are made between the 3rd sector funding group and the TIC Procurement project to progress the Welfare Benefits Advice Workstream. These links will be facilitated by the Head of Audit & procurement supported by the TIC team.

Recommendation 4

A contracts register be developed which is accessible to all budget managers / commissioners to improve contract management, co-ordination and central oversight

Recommendation 5

Review of contracts. A significant number of contracts will need to be re-negotiated to better align them with the needs of the authority. A number will need to be prioritised as they have not been reviewed for some time. Initial focus should be given to core funded activities.

Recommendation 6

Identify cross cutting themes for central review in order to rationalise activities.
There are a number of organisations that deliver similar services yet do not necessarily link in with each other and therefore may not be providing the authority with best value for money. Examples identified within this project have included general advice services and welfare benefit advice.

Recommendation 7

Training is provided to budget managers / commissioners. This should improve the consistency of commissioning, procurement and contract management across the authority.

Appendix A

Third Sector Spend - Knowledge Hub

Terms of Reference

Introduction

The Third Sector Spend - Knowledge Hub will provide a centralised, coordination function for third sector spend within the authority to ensure a consistent approach, avoid duplication and ensure value for money, including key principles of project management and grant compliance.

The Third Sector Spend Knowledge Hub will ensure that organisations funded by the Authority are targeted at agreed strategic priorities of the Integrated Community Strategy.

A Third Sector Spend Review Panel will be established to assess all funding to ensure transparency and opportunities for collaboration.

Remit of Third Sector Spend Knowledge Hub

1. To be the 'first contact point' for information and intelligence of all third sector spend in the authority

2. Monitoring, guiding and installing confidence in budget managers on areas of good practice in the key principles of project management to include:

   - Outputs and impacts in line with the Integrated Community Strategy
   - Capturing 'added value' e.g. economic impacts and job creation
   - Value for money
   - Processes for avoiding duplication
   - Maximising levered and other external funding
   - Opportunities for collaboration
   - Exploiting funding opportunities and partnerships with other public sector organisations e.g. Health
   - Ensure links established for grant compliance, finance and procurement procedures
   - Exit strategies

3. Coordinating data on total spend to third sector

4. Coordinating data on total outputs /impacts as a result of spend to third sector

5. Facilitating opportunities for areas of collaboration

6. Identifying opportunities for external funding to reduce LA core funding e.g. Lottery, WREN, Communities Facilities Programme, to maximise investment in the County

7. Promoting, and sharing good practice with budget managers to achieve cultural change in the approach to more efficient spend with the third sector.

8. Inform Corporate Management Team of spend analysis.

9. Promoting effective communication within budget managers to avoid duplication.

10. Sharing knowledge with departments on future spend with the third sector.

11. Enhance opportunities for knowledge exchange and exploitation.

Third Sector Spend Review Challenge Panel

A panel will be established that will review all third sector spend with the view of ensuring spend is line with the authority's objectives as noted above. A key element will be 'the challenge' and ensuring value for money, consistent cultural approach to third sector spends.

Membership of Panel

Representations from the following departments are currently envisaged: (Chaired by Head of Audit & Procurement).

Education
Social Care
Finance
Regeneration and Policy
TIC Team

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POLICY & RESOURCES SCRUTINY COMMITTEE
9th JUNE 2016

Asset Transfer Annual Report 2015/16

To consider and comment on the following issues:

- That the Committee considers and comments on the annual update on progress of Community Asset Transfers.

Reasons:

- Following the resolution of the Policy & Resources Scrutiny Committee on 30th April 2015 to include an update in its Forward Work Programme.
- To enable members to exercise their scrutiny role in relation to performance monitoring.

To be referred to the Executive Board / Council for decision: NO

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

Directorate: Environment	**Designations:**	**Tel Nos. / E-Mail Addresses:**
Name of Head of Service: Jonathan Fearn	Head of Property	01267 246244 jfearn@sirgar.gov.uk
Report Author: Stephen Morgan	Strategic Asset manager	01267 246247 smmorgan@sirgar.gov.uk

EXECUTIVE SUMMARY

POLICY & RESOURCES SCRUTINY COMMITTEE 9th JUNE 2016

Asset Transfer Annual Report 2015/16

Following the Community Asset Transfer progress report provided to the Policy & Resources Scrutiny Committee on 30th April 2015, it was resolved that an update be provided to members as part of the Committee's forward work programme. The purpose of this report therefore is to bring members up to date with the present position in relation to all Community Asset Transfers in the County.

This annual report includes details of progress on all property types that are the subject of asset transfer discussions. It is not the purpose of this report to go into great detail on individual cases, but to provide Members with an overview of the present position and future direction on Community Asset Transfer.

A copy of the Council's adopted Procedures for Community Asset Transfer is included at Appendix 1. This document, together with those from other local authorities, has recently been reviewed by the Welsh Government's National Assets Working Group and a Best Practice Guide was published at the beginning of April 2015. This has recently been updated and is included at Appendix 2. The Council's Property staff contributed to the production of this national guidance and case studies.

The Asset Transfer process is not new, however, in recent years, due to the financial climate, it has gained greater prominence. It has been highlighted as one way forward to ensure that assets are retained and used for the benefit of the communities they serve, both now and for future generations.

A cross-departmental Asset Transfer Team, Chaired by the Head of Property, co-ordinates and ensures a consistent, corporate approach to asset transfer discussions.

Appendix 3 documents the Transfers that have taken place to date, together with a brief synopsis of transfer discussions that are presently ongoing with Community and Town Councils and other interested organisations, which mainly relate to parks and playgrounds.

Members will be aware that heightened interest in the Transfers of parks, playgrounds and amenity areas has been prompted by the proposal in 2014 to increase charges for use of sporting facilities. Discussions on asset transfers have been ongoing for some time alongside proposals from the Grounds Maintenance Section to restructure payments with the relevant sporting organisations. It is not within the remit of this report to provide an update on the revised fee structure for sporting facilities.

A report is due to be taken to the Executive Board on 20th June 2016 in relation to Parks, Playgrounds and Amenity areas, highlighting the Town and Community Councils that have expressed an interest (EOI) in taking transfers of assets in their respective areas. The report also notes the wards and assets that had not been the subject of EOIs.

With regard to the recreational assets, of 27 Town and Community Councils with relevant assets, 18 (66%) have submitted an EOI covering 81 assets. That leaves 9 Community Councils involving 35 assets where no expressions have been received or an initial interest has been lodged but subsequent correspondence indicates otherwise. An additional 13 expressions of interest have also been submitted by various sporting groups for a range of assets. There are a further 30 Community Council areas where recreation assets are already managed locally rather than by the County Council.
The Council is in various stages of discussion with the range of Community Councils and groups that have expressed an interest in the facilities. Some transfers have been undertaken on licence pending completion of issues raised by the Coal Industry Social Welfare Organisation (CISWO) such as Pontyberem Park and Parc Stephens, Kidwelly. CISWO has a legal interest in these facilities. The majority of transfers are currently in the hands of solicitors, with others remaining at an early discussion stage.

Members will be aware that, in order to support the transfer of these assets the Council resolved to provide a Maintenance Grant equal to twice the previous year's direct maintenance cost. In addition the Executive Board earmarked an Asset Transfer Fund of around £250,000 to provide Improvement Grants capped of up to £10,000 per organisation. Both the Maintenance and Improvement Grants can potentially be used by organisations as match-funding for grant applications for improvements or new facilities on the property transferred.

The Executive Board report on 20th June will set out the position in relation to recreational facilities following the EOI deadline of 31st March 2016. The report will highlights the properties that have not been the subject of an EOI and seek a decision on the future process and timing for dealing with these assets, together with the future availability of Maintenance Grants.

In summary, some good progress is now being made with various Community and Town Councils, however, it is appropriate to consider the implications of not receiving expressions of interest and incentivising transfers where discussions are in their early stages. There have been delays in the process mainly due to:

- Legal issues and in particular land held on trust - transferring certain assets is not straightforward, with the Council in many instances holding the land as trustees for the benefit of defined beneficiaries (in most instances the local community). The terms of these Trusts require specific legal processes to be followed.

- Poor condition of assets - there is limited condition information available and interested parties often have to undertake their own assessment of need based on their future intentions for the premises. In some instances a condition survey will be dealt with as part of preliminary work in connection with grant related schemes to upgrade facilities.

• Linked to the above issue is a reluctance to take on assets that are perceived to be liabilities and the desire to deal with all outstanding issues whether directly or indirectly related to the premises in advance of Transfer. The Property Division, working with officers from across the Council, continues to focus efforts on progressing transfers to ensure that services and provision important to local communities for current and future users are retained.	
DETAILED REPORT ATTACHED?	**NO** but following appendices are included: **Appendix 1 –** Carmarthenshire County Council's Community Asset Transfer Procedures 2013/16 **Appendix 2 –** Community Asset Transfers in Wales: A Best Practice Guide by the National Assets Working Group (NAWG), March 2016 **Appendix 3 –** Carmarthenshire Community Asset Transfers: Present position on current discussions

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: Jonathan Fearn Head of Property

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

1. Policy, Crime & Disorder and Equalities

Contributes to the Making Better Use of Resources Theme. In the event that the Council receives no interest in taking a transfer of a particular recreation asset, a suitable consultation process would be required and equalities impact assessment to determine future provision.

2. Legal

Requires legal input to formalise the agreements. Asset transfers, in accordance with the adopted Procedures, are undertaken on a long-leasehold basis.

3. Finance

Asset Transfer provides for greater efficiency and subsequent revenue savings.

5. Risk Management Issues

Asset transfers would normally pass insurance responsibility via the lease to the tenant, reducing the County Council's liability.

7. Physical Assets

Asset transfers ensure the continued use of the assets concerned for the benefit of present and future generations.

CONSULTATIONS

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

Signed: Signed: Jonathan Fearn Head of Property

1. Local Member(s) – Consulted as part of the asset transfer process and prior to any disposal.

2. Community / Town Council – Various consultations / workshops and meetings held.

3. Relevant Partners – Various consultations / workshops and meetings held with sporting groups and third sector bodies.

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
Asset Review	Property Division, Environment Department
Asset Transfer and Co-Location (Policy & Resources Scrutiny Committee – 30th April 2015)	**Agenda** http://online.carmarthenshire.gov.uk/agendas/eng/POLI20150430/index.asp **Minutes** http://online.carmarthenshire.gov.uk/agendas/eng/POLI20150430/MINUTES.HTM
Community Asset Transfer Committee Papers	**Agendas and Minutes** http://democracy.carmarthenshire.gov.wales/mgListCommittees.aspx?bcr=1

Carmarthenshire County Council

Community Asset Transfer Procedures

2013-2016

Corporate Property

Cyngor Sir Gâr
Carmarthenshire
County Council

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Appendices

Appendix 1 Community Asset Transfer Process Flow Chart

Appendix 2 Expression of Interest for Community Asset Transfer

Carmarthenshire County Council
Community Asset Transfer Procedures

Introduction

Carmarthenshire County Council believes that community asset transfer is fundamentally about giving local people and community groups greater control in the future of their area and their community.

Communities are often best placed to manage facilities in their local environment. They make extensive use of volunteers and their local knowledge and hands on management of the asset is likely to result in better value-for-money, as well as a more intensive use of the asset.

Community management and ownership of assets empowers local communities, puts local organisations in control, encourages pride of place, enhances the local environment and raises local people's aspirations.

What is meant by Community Asset Transfer?

Community Asset Transfer is the transfer of land or buildings from the Council to the stewardship and / or ownership of a local organisation.

Purpose of these Procedures

- These Procedures describes how the Authority will work with communities to support the transfer of Authority-owned land and buildings to local people, for the benefit of the community.

- These Procedures explains what is meant by the term community asset transfer and sets out how it will be achieved. It provides a clear framework to support the transfer of land and buildings from the Authority to local people. Transfer to a town / community council or a strong community based group of local people will maximise the likelihood that the transfer will be successful and sustainable in the longer term.

- These Procedures are not intended to cover property that is surplus to the Authority's requirements; such property would continue to be disposed of in accordance with existing policies.

The local context

Carmarthenshire County Council believes that community based groups are key partners in the delivery of services and provide a vital link with local people. It recognises that working in partnership with community based groups can help us achieve some of the outcomes of our Integrated Community Strategy and help promote the social, environmental and economic well being of the County.

The Authority recognises that:

- The way its physical assets are managed can have a very positive impact on the long-term strength of local communities and the third sector more generally.

- Through asset ownership or management, community based groups can grow and become more secure, gaining access to sources of additional investment that the Authority itself may not be able to access.

- Successful asset transfer requires a long-term partnership approach between the Authority and the community based groups that take over the management of an asset.

Aims of Community Asset Transfer

The Authority's land and buildings are used for a variety of different social, community and public purposes. For some of these assets community management and ownership could deliver benefits to the local community; benefits for community based groups; and benefits to the Authority and other public sector service providers.

Public assets could often be used more frequently and more effectively. Changing ownership or management offers opportunities to extend the use of a building or piece of land, increasing its social value in relation to the numbers of local people that benefit and the range of opportunities it offers. Community-led ownership offers additional opportunities to secure resources within a local area and to empower local people and communities.

Rationalisation of Assets

In 20010/11 The Authority undertook a comprehensive review of its assets and held seminars with local groups and town & community councils in various areas of the County. There has subsequently been an ongoing rationalisation programme. As part of this process, The Council has identified buildings and land holdings which are currently or potentially surplus.

Through discussion with various organisations the Authority is also aware of properties that could be run and managed by community groups, Town and Community Councils and other local groups.

These Procedures are intended to cover those assets which are being used for current service delivery and could be managed more effectively by local groups. Those assets which have been, and will in the future be identified as surplus to the County Council's requirements, will continue to be disposed of in accordance with existing policies, which are described in the next Section.

Given financial pressures on the public sector it is anticipated that a number of non-statutory services will need to be delivered in different ways and it is expected that the delivery of these services by community based organisations (and the assets necessary to deliver those services) will play a significant role in reducing future costs.

Disposal of Surplus Assets

The Authority has previously adopted a policy for disposal of surplus property as a result of the schools modernisation programme but these principles are now used for all assets:

- Where the Authority's assets are identified as surplus to requirements they will generally be sold on the open market.

- In exceptional circumstances it may be appropriate to consider community use of the property. Such a use would only be approved if there is a clear identified need for such use in the area and where there is a Business Plan in place which demonstrates the viability of the alternative use - both in terms of the availability of capital funding for any conversion / refurbishment costs, and also for the ongoing revenue funding of the project.

- In assessing any application under this exceptions policy it will also be necessary to identify whether any requirements can reasonably be accommodated in other facilities serving the community (e.g. a

proposed new extended school, local community halls, play areas, recreation grounds, public houses, churches etc).

- Where a surplus asset is let or sold for community use the use of the property would be restricted to community use only. Commercial uses may also be considered, subject to the funds raised being used to support community activities. The County Council would have an option to repurchase for the original purchase price if the community use ceased, or a building was unused for 6 months or more.

- All applications for surplus assets to be made available for community use will be evaluated by the Head of Corporate Property in consultation with appropriate departmental heads. Following this appraisal, the terms of any proposed disposal for community purposes would generally be at open market value for the restricted use but would be determined by the Head of Corporate Property. Any disposal which has not been openly marketed and at less than market value would require Executive Board approval.

- If community use is agreed then the County Council would offer community development advice and assistance and access to funding opportunities for feasibility/business planning support, on a similar basis to other community groups

Community Asset Transfer – Key Principles

The Authority's procedures on community asset transfer are underpinned by the following principles: -

- Transfer will only be approved of property required for continuation of a service;

- Any proposed asset transfer must promote social, economic or environmental wellbeing and/or support the aims and priorities of the Authority;

- The Authority will encourage collaboration between community based groups and the sharing of assets to optimise social value and value for money;
- Asset transfers to community based groups will be in exchange for agreement by the community based groups to deliver agreed benefits for local people;

- The proposed use of the asset is genuinely for the benefit of the community, and would offer real opportunities for successful and

independent, community or third sector organisations to become more sustainable in the long term;

- The proposed use would enable communities to have more access to facilities and/or opportunities that respond to their local needs.

Who can apply?

Expressions of interest (see Appendix 2) will be welcomed from individuals, community and voluntary sector groups or Town / Community Councils. Ideally interested parties should meet the following criteria:

- They should be community-led, with strong links with the local community. Local people must be able to control the organisation's decision making processes;

- Their primary purpose must be to enhance service provision to the local community;

- The organisation and key individuals, managing the asset and associated project, have appropriate skills, knowledge and expertise to sustain the project in the long term.

- They must be open to and demonstrate an inclusive approach to members of the wider community.

- They must not duplicate activities, services or facilities already provided in the local community.

The basis of transfer

- The Council will normally transfer on a leasehold basis to ensure continuation of use. In the event that the use ceases the asset would return to the Authority.

- The Authority will discuss with interested parties what length of lease would be most suitable to meet the needs and expectations of the groups and local people. Funding bodies may have requirements that must be met if a community based group is to be eligible to receive grant monies. Freehold transfers may be appropriate in exceptional circumstances e.g. specific funding requirements however, the approval of the Council would be required to such a transfer.

- During the lease period the Authority will normally expect the community organisation to be responsible for the running costs of the building, including repairs, maintenance and all insurances. Transfer discussions that have taken place to date have sometimes offered specific financial or other assistance in the transfer process which reflect specific categories of property to be transferred. While the process of evaluation will be consistent it is probable that each request will have specific issues. Each request will therefore be dealt with on a case by case basis.

- The Authority will share with any interested parties all available information regarding the condition and operating costs of any asset that may be transferred. In some cases, the Authority may be willing to invest some money towards improving the condition of the transferring asset. The community organisation will, however, be expected to satisfy the Authority that they will be able to maintain the building satisfactorily after transfer. The level of any Authority contribution (if any) would need to be proportionate to the likely future community benefits resulting from the transfer of the asset having regard to the current condition of the asset and its likely economic life. It should be noted that the Authority's funds are limited and contributions may not be available in all cases. Any group taking on an asset will be expected to take a lead role in putting and keeping the asset into repair.

- The Authority will encourage collaboration between community based groups and the sharing of assets to optimise social value and value for money.

- There may be competing groups interested in the same asset. In such cases the Authority will expect community groups to work together and organise themselves in such a way that sharing and use of the asset is optimised between them. If a joint approach is not agreed, the Authority will balance the merits of the different organisations' proposals and decide to which group (if any) the asset should be transferred. Failure of competing interested community organisations to collaborate on a joint approach may make it less likely that any acceptable proposal for asset transfer will be achievable. Town or Community Councils may have a role in such cases to take the lead in managing the asset on behalf of a number of users.

- The transfer would normally be at market value for the proposed use of the asset, but transfer at below market value would be considered as part of the business case.

How Applications are Assessed and Decisions Made

The Council has established a cross-departmental team of officers to deal with transfer requests, co-ordinated by the Corporate Property Division.

Individuals, groups or Town / Community Councils applying for asset transfer will need to set out the following:

- Proposals for the use and maintenance of the asset
- Benefits to the Authority, the community based group and the wider/community, together with planned outcomes
- Consideration of whether there are, and will continue to be, any conflicts/overlap of other similar facilities in the locality
- Capacity of the community based group(s) to manage (and insure) the asset
- Some form of business plan, the detail of which will reflect the scale of asset being transferred
- A community governance structure (how local people will be involved in decision making in relation to the asset and its use)
- Evidence of financial support for future development
- Liabilities and how these will be addressed

The Authority is keen for Community Asset Transfer to succeed in Carmarthenshire and will provide community groups with guidance and support from its officers to help applicants through the transfer process.

The table below summarises the process the Authority will follow where an asset transfer request has been made:-

Stage	**Who is responsible**	**Timescale**
Expression of interest submitted for consideration (Appendix 2)	Community Group	
Application form appraised and recommendations made	CCC Asset Transfer Team	6 weeks
Business plan submitted (if deemed necessary)	*Community Group*	*To be agreed, depending on the circumstances*
Appraisal of business plan (if deemed necessary)	*CCC Asset Transfer Team*	*6 weeks*
Decision on whether to proceed with transfer (with Executive Board/Local Member involvement as necessary)	CCC Asset Transfer Team	6 weeks
Detailed terms agreed and transfer completed	CCC Asset Transfer Team	12 weeks

Qualifications to the Illustrative Timetable Above

(1) These timescales run consecutively. They will be monitored and where insufficient progress is made the Authority may withdraw from the transfer process and dispose of the asset in accordance with its Disposal Policy. The Authority will be prepared to consider reasonable requests for extensions of time to facilitate proposals.

(2) Whilst community based groups are expected to take their own advice the Authority will try to help and support them as appropriate through the application process. It will make appropriate resources available to provide that support and to appraise applications within the target timescales. In return it expects applications for transfer to contain, at each stage, sufficient information to enable appraisals to be completed and decisions made.

(3) The Authority's assessment of an asset transfer request and any subsequent decision to proceed will take into account the physical condition of the building, the availability of other suitable premises from

which the proposed activities could take place, support required from the Authority to enable the transfer to proceed.

(4) Where there is little or no likelihood of a community based group taking over a building or area of land that has been identified for transfer and it is not considered viable for the Authority to continue running/maintaining it, then the asset will normally be considered for disposal in line with the Authority's Disposal
Policy.

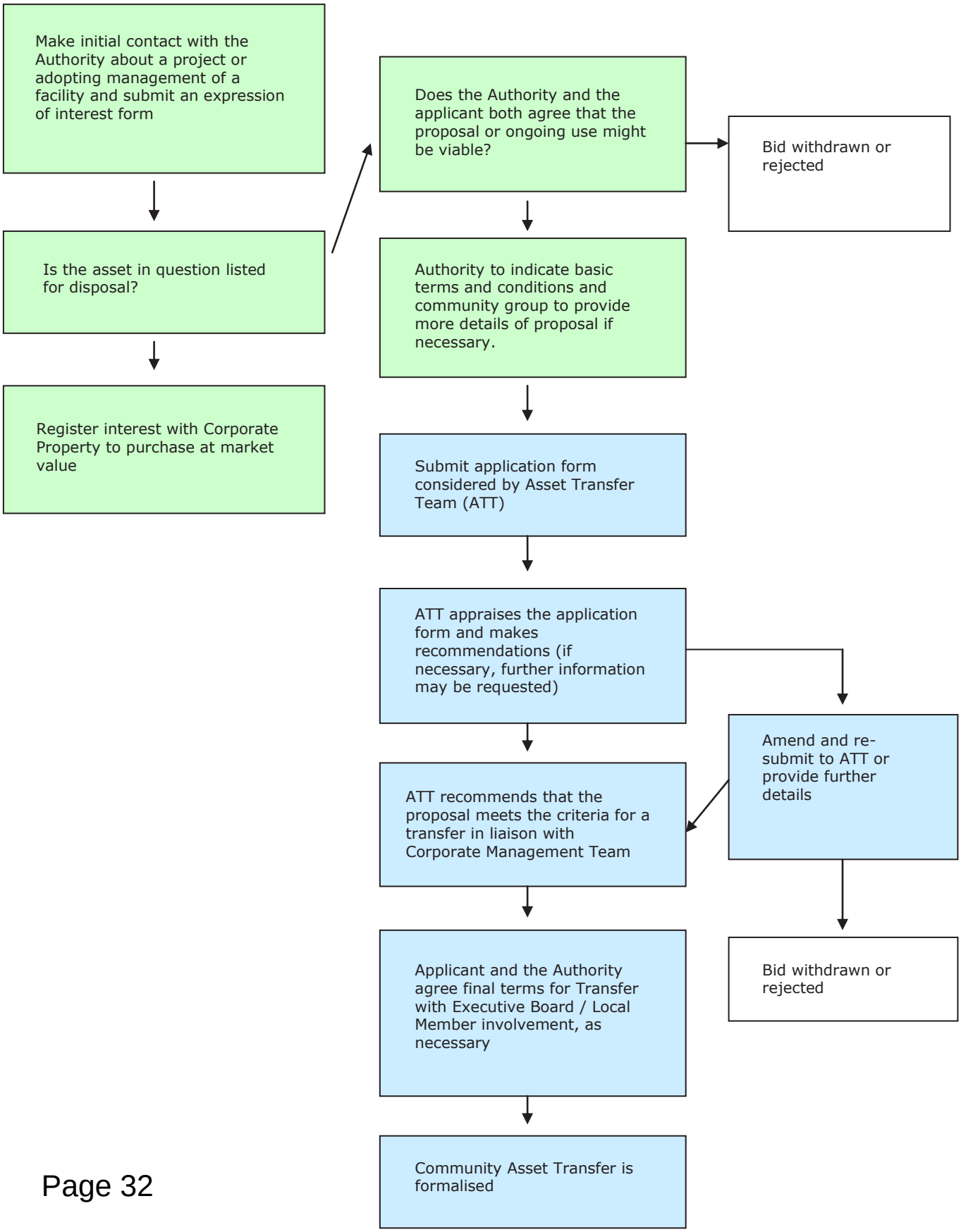
Useful Links and documents: -

The Community Sport Asset Transfer Toolkit: - this toolkit should be the first point of information on asset transfer from a sports perspective for National Governing Bodies, County Sports Partnerships, community and voluntary sector groups (including community sports organisations), local authorities and other sport partners.
http://www.sportengland.org/facilities-planning/tools-guidance/asset-transfer/

CCC Disposal Policy
http://online.carmarthenshire.gov.uk/agendas/eng/exeb20050711/REP03_01.HTM

APPENDIX 1

Community Asset Transfer Process Flow Chart



EXPRESSION OF INTEREST FOR TRANSFER OF ASSETS FOR COMMUNITY USE

Your expression of interest form should be completed in full. If your form has not been completed, cannot be read or is not on an appropriate form, it will be returned to you to update / complete before assessment commences.

Council officers will then process and review your proposal. If the asset is suitable for transfer and the proposal is considered viable, you may be asked to supply further details in relation to the proposal.

DATA PROTECTION STATEMENT
We require the information requested in this form to allow us to process your application. All information provided in support of an application, including personal details, will be held in a database. Carmarthenshire County Council complies with strict security procedures in the storage and disclosure of your information. These procedures are in accordance with the principles of the Data Protection Act 1998.

For office use only:

Reference No:
Date Received:

EXPRESSION OF INTEREST FORM FOR TRANSFER OF ASSETS FOR COMMUNITY USE

Please complete all elements of the form

A ABOUT YOUR ORGANISATION

1. Name of organisation

2. Contact Details

Main contact for this application – this must be someone who knows about your project

Title:

First Name:

Surname:

Position held in organisation:

Address for correspondence:

Postcode:

Is the above your: Organisation address ☐ Home address ☐

Telephone Number:

Mobile Telephone Number:

Email address:

Fax Number:

3. Status of your Organisation

What type of organisation / group are you? Tick/fill in whichever boxes apply

Charity	☐		
Community group/club/society	☐	Town/Community Council	
Company Limited by guarantee	☐	Company Reg. Number	
Community Interest Company	☐	Other please give details	

4. When was your organisation set up?

Year

5. Governance

Does your organisation have a written constitution, governing document or set of rules?

Yes No comments

How many people are involved in your organisation?

Management committee Paid staff full-time

Paid staff part-time Volunteers

Please mark which of the following insurance cover your organisation holds (or plans to put in place) and provide levels?

Public Liability

Employer Liability

Professional Indemnity

6. What is the purpose and main aims of your organisation?

Please also provide any relevant background documents

B ABOUT YOUR PROPOSAL

7. Title of Project (please keep this short):

8. Please provide details of the asset (building or land) you are interested in (name, address etc).
It is essential that you clearly identify the asset – if you have plans or drawings please forward copies.

Or if no land or building has been identified – please provide details of requirements, including size and location:

9. Please state the length of lease required. *Please consider whether this meets the likely requirements of current or future grant funder(s).*

10. Please provide a brief description of your proposal, including the reason why you are applying for a council asset and what the intended use will be:

11. Please outline how the amenity or facility will be maintained after the project has been completed / land has been transferred:

12. How will the community benefit from the proposal? *Please attach any supporting documentation or further notes, if applicable.*

COMMUNITY BENEFITS	YES / NO	IF 'YES', PLEASE GIVE FURTHER DETAILS
Will your proposal enable access by all members of the community?		
Will your proposal maintain an existing service or activity in the local community?		
Will your proposal create a new service or activity in the local community?		
Will your proposal have wider community benefits?		
Will your proposal create opportunities for local organisations to work together?		
Will your proposal bring additional financial investment into the area (e.g. through grants unavailable to the Council)?		
Will your proposal create the opportunities for developing local enterprise or additional employment?		

13. Will the project present a conflict / overlap with other similar facilities in the locality?
Consider whether there are any similar facilities already in the vicinity and whether this project may have a negative impact on these.

14. What is your evidence of need for your project and who have you consulted with?

This application refers to asset transfer only and is not an application for financial assistance.

C) SIGNATURE

I confirm that, to the best of my knowledge and belief, all the details in this application are accurate. I understand that the council may ask for additional information at any stage of the application process and that you may check this with other sources.

Signed Date

Name

Please return completed form to:

Corporate Property Division
Building 8, St David's Park
Job's Well Road
Carmarthen
SA31 3HB

Email: smmorgan@carmarthenshire.gov.uk

Phone: (01267) 246247

Llywodraeth Cymru
Welsh Government

National Assets Working Group – NAWG

Making Better Use of Our Public Assets

Community Asset Transfers in Wales – A Best Practice Guide

March 2016

Mae'r ddogfen yma hefyd ar gael yn Gymraeg.
This document is also available in Welsh.

OGL Digital ISBN 978 1 4734 6004 1 © Crown copyright 2016 WG28275

Foreword

We are facing a continued, unprecedented and difficult financial climate for our public services and the third sector in Wales. The UK Government's ongoing policies of fiscal austerity mean that the Welsh Budget will be 11 per cent lower by 2019-20 than it was in 2010-11. It is imperative therefore that we continue to work in collaboration to safeguard the services of value to our communities across Wales, helping to build a prosperous Wales for current and future generations.

Finding better ways to use our public land and buildings will be critical to helping us face these challenges and will help us to deliver services in a more efficient and joined up way. Working collaboratively, innovatively and being open-minded to working in different ways will also be important.

Since the original publication of the Guide, I have sought to demonstrate leadership in this area by highlighting Community Asset Transfers as a means of empowering communities to secure services that are important to them. I have visited several sites across Wales transferred via this process, and I have seen at first hand the challenges that recipients have to face and overcome; the commitment and drive demonstrated by all parties to a transfer, which so often makes the difference in achieving a successful and sustainable outcome and opening up opportunities for new ventures.

At Carnegie House in Bridgend we are able to see how the transfer of a Grade II listed building to the Town Council has enabled a ripple effect of benefits to the wider community; in Dalton Road in Neath Port Talbot we have seen the safeguarding of an important facility for the provision of training and community based projects, to develop the skills and expertise of the local population; in Gwesty Seren in Llan Ffestiniog we have a very special facility that is able to provide an important respite opportunity to people with challenging circumstances, their families and carers. Community Asset Transfer can provide a unique means for unlocking the potential of an asset to deliver services that are not only valued but valuable to the people that live and work around them.

As new models of public service delivery emerge, there will be a greater emphasis on community bodies becoming involved in the delivery of local services and taking responsibility for local assets. There will therefore be an obligation on the Welsh Government and public bodies to support this wherever possible and to ensure that the transfer of assets and services takes place on a sustainable basis. Integrating the expertise and skill of the public and third sector; community and social enterprise organisations who are often directly engaged with the communities served by our public sector assets; provides a perspective that a public authority might not be able to develop in isolation. Working in an integrated way, the public sector can engage local people in the development and sustainment of a thriving and diverse locality as well as securing the long-term use of property assets and services of value to these communities across Wales.

The Community Asset Transfer approach which the guide promotes fully aligns with the 'Wellbeing of Future Generations (Wales) Act 2015', which comes into force in April 2016. The Act is about improving the social, economic, environmental and cultural wellbeing of

Wales and making public bodies in Wales think more about the long term, working better with people and communities and by taking a holistic approach to solving problems and avoiding future ones.

We know that successfully managing a building or service carries risks, which can be particularly challenging to third sector and community-led organisations with limited experience and funding behind them. However, risk should not be seen as a barrier to transfer as long as all parties are open about the risks and willing to work together to find ways forward for managing and mitigating them. This guidance is intended to help support a step-change in enabling communities to take on these roles, as well as encouraging public authorities to engage openly and innovatively with their communities on the future of the assets to the benefit of all.

Jane Hutt AM
Minister for Finance & Government Business

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1. Introduction

Community Asset Transfer, for Community Ownership and Asset Development is not new to Wales and we already have many successful cases. However, there are equally examples where factors such as lack of experience, or insufficient research and preparatory work have turned an asset into a liability.

This Guide is intended to help manage the process and minimise the risks associated with such transfers by:

- setting out the background to land and building Community Asset Transfers (CATs);
- listing some of the more common risks and suggesting ways that these can be minimised and managed;
- providing 'sign posts' to already published resources and organisations that can be utilised by Local Authorities and community-based organisations to bring forward schemes;
- highlighting some practical examples where properly managed transfers have been successfully delivering local benefits; and
- identifying key factors for success.

The *White Paper Reforming Local Government* published in July 2014 included proposals for greater collaboration and co-operation across the public sector and third sectors to deliver community services. These themes were further developed in the *White Paper Reforming Local Government: Power to Local People* published in February 2015, which contained specific proposals to facilitate greater community participation and asset transfer to communities.
This, together with the financial pressures which public services across Wales are currently facing and expect to face in the foreseeable future, has lead to an expectation that the number of community asset transfers is likely to increase. It is therefore essential that there is clarity around the process of transfer and that those communities which wish to, are supported to take on these assets and develop a thriving and sustainable long-term viability for these property assets and services.

There are great models across Wales where assets have been transferred and services and enterprises are being run successfully by communities. The support for this was evident from responses to the consultation on Protecting Community Assets, which ran from May to September 2015. As new models for public service delivery emerge, there will be an obligation on public bodies to ensure that the transfer of assets and services continues on a sustainable basis.

1.1 Setting the Context

Public authorities in Wales are not currently obliged to undertake community asset transfers and, in relation to Local Authorities, the process of transfer has to be initiated by them.
However, the *White Paper Reforming Local Government: Power to Local People* proposes that eligible community bodies should be able initiate a transfer process. These new powers, if enacted in legislation, will provide important rights for communities which wish to take on responsibility for community assets. It is also hoped that by opening the process up for positive proposals from communities, a wider range of opportunities will be taken up and there will be greater potential for innovation.

There has been interest and engagement in this agenda for some time. Many public authorities are seeking different ways of getting local services delivered, concentrating on

efficiencies and cost savings as public spending is under pressure. For many Community Councils, community-based organisations, social enterprises and voluntary organisations, this will create opportunities to take on some control/management/ownership of facilities (including their maintenance) and in so doing create strong foundations for future growth by bringing in local skills and understanding.

Public bodies may consider asset transfer due to financial pressure or changes in strategy. As with any proposed changes there are a number of risks to be mitigated, but there are also a significant number of opportunities. CATs could enable a public building to thrive or turn a marginal service into a viable community resource and enterprise. However, it is also important to emphasise that CATs may **not** be appropriate for all communities, as much will depend on local circumstances and the viability of the asset that is being transferred, but when it is appropriate, a range of benefits can be realised.

Throughout the CAT process it should be remembered that CAT is a methodology that must be centred on mutual benefit with a joined up vision to achieve a shared goal. The transfer of a property resource is therefore one where the community group and the public body need to progress together not independently of each other. In developing this approach, the ambition is that all Councils will be activist Councils engaged in delivering better services through greater levels of engagement and in conjunction with their communities. This should open up opportunities for communities to own and manage local services where this is appropriate, looking to the Welsh tradition of cooperatives and mutuals.

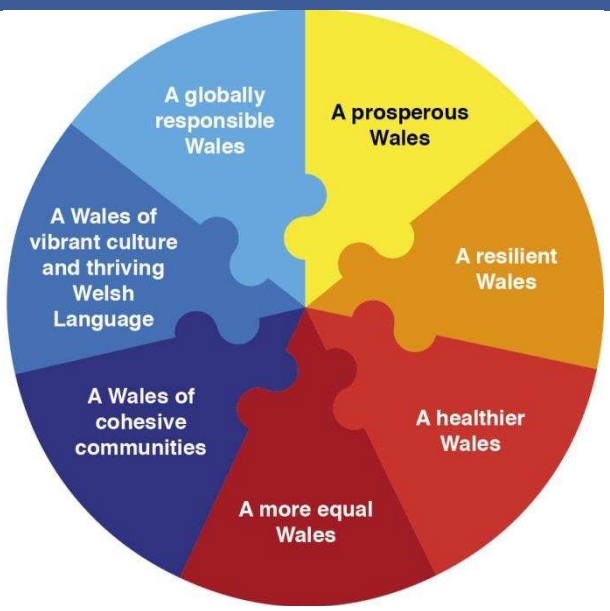
There remains uncertainty on the future structure of Local Government and the delivery of public services, but it is likely to accelerate the current direction of travel by moving decisions closer to local communities, empowering local people to secure better fit services and develop self reliance through the management of community assets and enterprises. In terms of CAT, this will simply accentuate the need for community bodies or organisations to demonstrate the viability of their proposals and their capacity and capability to appropriately manage and develop the asset.

Wellbeing of Future Generations (Wales) Act 2015

At its heart, the public service is there to help make the lives of the most vulnerable people in our society better, now and in the future; to give them opportunities that they might not otherwise have been afforded; and in doing so improving the prospects and opportunities for all. We can all recognise that to be most effective in delivering against this aspiration we must work together towards shared goals if we are to maximise the positive impact we have.

The Wellbeing of Future Generations (Wales) Act 2015 (‘the Act’) is one of the key levers to help public bodies come together to deliver improvements for the wellbeing of people and communities across Wales.

The Act comes into force on the 1st April 2016. It is about improving the social; economic; environmental and cultural wellbeing of Wales; and sustainable development. It will make the public bodies listed in the Act think more about the long-term; work better with people; communities and each other; look to better capture and manage their impacts and recourses, to prevent problems and take a more joined-up approach to solving existing problems.



In making decisions, public bodies will need to take into account not only the impact they could have on people living in Wales now, but also the impact of their decision making on people living in Wales in the future.

To ensure we are all working towards the same vision, the Act puts in place seven wellbeing goals. It is not just about working to achieve one or two of these goals, instead, public bodies must think about how they can maximise the positive impact that they have on all of these goals. The Act also puts in place a 'sustainable development principle' which guides organisations on how to go about meeting their duty under the Act. These are the five ways of working. Public bodies need to ensure that in the course of their decision making, they account for the impact they could have on future generations; therefore organisations will need to demonstrate how they are using the ways of working as part of their decision making. The seven wellbeing goals and five ways of working will have to be a major influence on the leaders of public services in Wales, as they think about what they and their organisations are trying to achieve.

To further support this work, the Welsh Government has developed the concept of 'One Welsh Public Service' which articulates the values and behaviours that individuals should apply to promote and reinforce the commitment to improving the wellbeing of people and communities in Wales. The Act encourages organisations to work in a different way and to engage with partners to help solve some of the big problems Wales faces. This means that rather than thinking as individual organisations, we should instead come together to consider what a collective solution might be and the impact this could have on our communities across Wales.

By engaging with communities, third sector and social enterprise organisations regarding the future of assets of value to their communities, public authorities can benefit from a perspective that they may not ordinarily have been able to develop in isolation. An integrated approach that accounts for the widest possible alternatives for service delivery, engaging communities, for the benefit of those communities, could help secure solutions that safeguard against problems both now and for future generations.

From a practical perspective, it will be important to support asset recipients to understand how they can use the five ways of working to ensure their contribution to the goals of the Act, thereby continuing to maximise a positive impact following a Community Asset

Transfer.

1.2 The Framework

Local Authorities have the power to dispose of land in various ways. However official guidance such as *Managing Welsh Public Money* and that from Cabinet Office and HM Treasury all require that a public authority disposal, by any means, is appropriately handled and accounted for.

The disposal of public assets will usually be carried out on a commercial basis. This is due to a general legal requirement that a public authority must achieve best value for the property, sometimes known as a 'best consideration' value.

However, it has been acknowledged that there will be circumstances where it is appropriate for a Local Authority to dispose of an asset at below full market value; permitted under the 'General Disposal Consent' (Wales) December 2003 provisions under the Local Government Act 1972. These circumstances are when such a disposal will secure a benefit to the community through the "promotion or improvement" of the economic, social or environmental well-being of the area. The Authority can therefore evidence it has achieved best value whilst perhaps not obtaining the maximum capital receipt.

The National Assets Working Group (NAWG) has recommended that public bodies should highlight asset availability within the wider public sector prior to offering the asset to the open market. However, that would not preclude community groups proactively approaching councils if they have an interest which might lead to a business proposition. This may be through highlighting an interest in a specific asset; by being made aware of the likelihood of disposal by way of information published on the Local Authority website; through local advertisements; or from information on *Available Public Property in Wales* on Space Cymru (https://www.epims.ogc.gov.uk/SpaceCymru/Home.aspx).

There will still be a need to consider the legalities surrounding State Aid. State Aid is a European Commission term which refers to assistance from a publicly funded body, given selectively to organisations engaged in economic activity. However, providing all parties are aware of the regulatory framework there will often be a proportionate solution on how best to proceed. The Welsh Government website provides more information and advice. http://gov.wales/funding/state-aid/?lang=en

1.3 Who is the guidance for?

This Guide is provided for decision-makers in Local Government; the wider public and third sector as well as the wide variety of community bodies such as voluntary organisations; co operatives; mutuals; social enterprises and Community Councils who may be considering applying for a CAT. It will also seek to sign-post to other relevant published guidance.

The key message from this Guide is that both parties to any potential transfer enter into the process, in a transparent way, with a mutual understanding of the long term implications and opportunities, as well as the fullest picture of the impact of these implications on the potential future success or failure of the venture.

2. What is a Community Asset Transfer (CAT)?

A community asset transfer (CAT) occurs when a public sector body, e.g. a Local Authority, passes on the management and/or ownership of a property asset to a community council or third sector/community group. Often, but not always this includes the delivery of any associated service as well. A point to note is that, in addition to Local Authorities, assets can be transferred from any public sector body and considering the Social Services and Wellbeing Act this could also include the health sector.

CAT should not be a route to surplus asset disposal but should be seen as an opportunity to help develop thriving and diverse communities sustaining the long-term use in communities across Wales, of property assets and services. The ultimate aim of CAT is community empowerment – ensuring that land, buildings or services are retained or transformed and then operated for public benefit through community asset ownership and management.

Welsh Government has published guidance on how public bodies may transfer assets between themselves (Land Transfer Protocol (LTP) (www.assetscymru.org.uk)). However, the LTP predominantly deals with processes that occur after the decision to sell/or transfer has been made. It does not deal with the wider issues that occur prior to that decision. However, parts of the LTP may offer assistance to organisations moving forward with a CAT.

The spectrum of transfer options can vary widely, but community control or ownership of an asset or service will mean some form of registerable title, occupation agreement and/or management arrangement created in favour of the new asset holder.

2.1 Who can apply?

(i) Community and Town councils are the grassroots level of local governance in Wales. There are currently over 730 Community and Town councils throughout Wales although they do not cover the whole of the country. Some represent populations of fewer than 200 people, others populations of over 45,000 people; but they all work to improve the quality of life and environment for citizens in their area. Community and Town councils are accountable to local people and have a duty to represent the interests of the different parts of the community equally. About 8,000 people in Wales give voluntary service as Community and Town councilors. Provision of support and advice on CATs for Community Councils is available via One Voice Wales who run bespoke training courses on service devolution.

(ii) The third sector comprises independent, non-government organisations that are value driven and motivated by social, cultural or environmental objectives first; rather than to simply make a profit. Any surpluses are reinvested to further their social aims for the benefit of the people and communities they serve. These organisations have a myriad of different legal structures including charities, voluntary/community organisations, social enterprises and mutual associations.

(iii) Community based groups.

It is important that in general terms guidance on CAT defines the type of organisations that applications will be accepted from, and clearly sets out minimum requirements in terms of:

- Governance structures;
- Skills and capacity;
- Mandatory documents required e.g. constitution, annual reports and accounts.

Whilst applicants will include well-established Community Councils or Third Sector organisations, they may also include new organisations specifically formed to take on a particular community asset. CAT policies should be sufficiently flexible and should not exclude such organisations providing they meet any required governance, legal and sustainability criteria. It must be noted that in such cases where the legal structure is new, with no history or track record; this can present unique challenges with respect to risk, procurement and due diligence considerations. However, this should not exclude new organisations from getting involved in the CAT process and Local Authorities, being mindful of this, should ensure that their procedures are flexible enough to incorporate such a scenario.

If the proposals in the White Paper, Reforming Local Government: Power to Local People, are enacted, smaller Community councils will be able to participate in asset transfer where this is initiated by Local Authority. However, only larger Community councils and other community organisations which meet certain eligibility criteria will be able to **initiate** community asset transfer themselves. The scope of the asset transfer can be tailored to reflect the relative maturity and experience of the organisation.

Third sector organisations whether well-established or formed specifically for the purpose of taking over a specific asset can access support and guidance for CAT from their local/regional County Voluntary Council and/or from the Wales Council for Voluntary action (WCVA); the Development Trust Association Wales; Wales Cooperative Centre and other social enterprise support bodies. This will include lessons learned from organisations which have already taken over an asset within their community.

3. Guidance for the Transferring Authority/Body

3.1 As a matter of good practice, a CAT policy (Appendix 4) as a means of managing an asset, should form part of the asset management planning process. As part of any strategy around potential transfers or disposal, an Authority should alert their local Community Council; third sector organisations and community groups; at an early stage, to the fact that the Authority has in mind to dispose of an asset of potential community value. This is necessary to give interested parties the time to consider whether or not the asset, and potentially the services which are delivered through it, are something they might wish to apply to take over; and to organise accordingly. This is commensurate with the ambition to empower local people to secure better services and to strengthen decision making at a community level.

3.2 Consideration should be given to how the Policy will link to the authority's existing policy framework and planning process. This will include corporate plans such as Single Integrated Plans and property strategies including Corporate Asset Management Plans, Acquisitions and Disposals policies. Given the current uncertainty on a future structure for Local Government, it would be expected that corporate plans developed in the future should incorporate a policy or formal guidance in respect of Community Asset transfers.

3.3 When considering an asset transfer to a Community Council, community group or third sector organisation, the Authority should ensure that it has a robust but flexible policy and that the application of that policy is relevant and consistent. It will also be the case that potential asset transfers will vary in type and scale. As an example a small community centre with little need for capital works would have different requirements to an older larger asset that requires significant work and investment by the recipient.

3.4 Although the principle of a community group taking over a service or building may appear attractive, the Authority has a duty to ensure that the proposal accords with the Authority's strategy and that any Community Council, community group or third sector organisation expressing an interest is fully aware of the liabilities and responsibilities it will face.

3.5 The Welsh language is an official language in Wales and is spoken in all communities in the country. Welsh language standards in accordance with the Welsh Language (Wales) Measure 2011 come into force for Local Authorities on 31 March 2016. The Welsh language standards are in five fields of work and include service delivery standards, policy making standards, operational standards, promotion standards and record keeping standards. This will mean that services delivered by Local Authorities in accordance with service delivery standards must be provided to the public in Welsh and English. Policy making standards will require Local Authorities to consider what effects a policy decision would have on opportunities for people to use the Welsh language, or treating the Welsh language no less favourably than the English language; how a decision could be made so that it has positive effects, or increased positive effects, and how a decision could be made so that it does not have adverse effects, or has decreased adverse effects Welsh Language (Wales) Measure 2011.

3.6 This section will help explain what these may be and why they are important to protect the community and the Local Authority.

Strategic Context

Ensure that any asset transfer proposal supports the transferring authority's aims and priorities, and that it accords with the financial priorities against which it will be judged.

Due Diligence

Ensure that due diligence has been carried out. This will help protect not only the transferring Authority but also the community group/Third Sector organisation, its clients and the community.

Key elements of the due diligence process is detailed below:

Is the asset one which can be CAT transferred? If not, state this at the outset.

Has the Authority considered the effect of a CAT on the opportunities for people to use the Welsh language; or how the Welsh language will be treated no less favourably than the English language? Has consideration been given to how the decision could be made so that it has a positive or increased positive effects; or so that it does not have adverse effects or a decreased adverse effect on the opportunities for people to use the Welsh language. How can it be assured that the Welsh language is treated no less favourably than the English language post transfer?

Has the Authority undertaken a risk assessment to assess whether a CAT is the right process for managing the asset; and what would happen to the asset if recipient of the transferred asset were to cease to exist in the future?

Is there a proven need in the community for the proposed use of the asset; is there proven support from the community for the proposal; and how would the community benefit?

Is there any service provision currently provided through the medium of Welsh, how will the Local Authority ensure that these services will continue to be provided through the medium of Welsh and that the Welsh language is treated no less favourably than the English language? What measures could be put in place ahead of the transfer to safeguard this, such as contract terms; covenants; assessment of ability of the recipient organisation to provide services in Welsh. How will this be monitored post transfer?

How would a transfer impact on any future opportunities for use of adjoining Council assets?

Ensure the Community Council/community group/third sector organisation is relevant, coherent and sustainable; so as to provide some reassurance of their ability to manage the asset and deliver the desired benefits.

Check factors like governance, relevant knowledge and skills on the Community Group and experience of delivering in the community and financial resilience:

- This is for guidance only as actual running costs could vary as particular groups may have the ability to reduce some outgoings such as using volunteers for cleaning/ caretaking or being entitled to a reduction in rates;
- To accurately forecast any future costs, recipients should also be provided with condition surveys; historical maintenance and running costs; and the energy rating and consumption data for the asset;
- Ensure that any repairing responsibilities, planning conditions, restricted covenants, access requirements etc are clear and are fully understood by the group, particularly the legal liabilities.

The Transferring Authority should expect to see an outline EOI and business plan from the Community Council, community group or third sector organisation setting out its plans for future use management or ownership; governance and funding of the venture.

Request written documentation to demonstrate that they have considered all factors and have planned for them such as business rates, maintenance, insurances, staff payments, pension requirements, and on-costs; including TUPE obligations, utilities, vandalism risks

and statutory compliance, including State Aid and VAT.

- Ensure this is done in a way which is relevant and proportionate to the nature/size of the opportunity i.e.: EOI, full Business Case or written submission;
- Ask that proof of funding is provided as part of any written document, and that this covers both capital and revenue outgoings, the latter for either 3 or 5 years (dependent upon the length of lease), to ensure that the community group has properly considered finances and is not, for example, relying solely on an up front capital grant.

Consider clearly the differences between Leasehold and Freehold options and their application:

- Individual Authorities have differing approaches but must be clear about what is offered and why.

Make sure that adequate time is allowed to research ownerships and any restrictions/ covenants that may exist. Do not build up expectations; ensure this information is correct at the start. The Local Authority is encouraged to share this information with the applicant where feasible.

- Consider adding covenants, claw backs or restrictions to any transfers to protect the interests of the Transferring Authority and community in the future, albeit this requires careful consideration as their inclusion can have unintended consequences. In the case of projects requiring significant capital investment, asset recipients often have to assemble complex funding packages, which will often include loan finance. In these instances should the transferor place a restrictive covenant, or require first charge, the lenders are unlikely to lend because:

  (i) In the case of restrictive covenants they would have limited disposal options should the loan default;

  (ii) In the case where the first charge goes to the transferor, they would be unlikely to recover their capital in the case of default;

  (iii) Many lenders require a minimum lease term for a transfer, before they would consider financing an asset. It is therefore important to understand the potential impact of issuing a lease that is too short to allow the recipient to raise funds to develop and improve the asset;

  (iv) For some lenders and grant providers, attaching the above can actually make them ineligible for said funding, therefore an impact assessment of the possible unintended consequences of the above, should be carried out.

These issues would be of particular importance to social enterprises, mutuals etc:

- Consider issues such as open space advertising which will add a cost and time element to any transfer;
- Ensure that the property is not subject to any funding claw backs;
- Consider whether the proposal will require State Aid Assessment;
- There needs to be an appreciation that some transfers can take some time to be completed. This will particularly apply to large projects, which may be subject to complex funding packages. A transfer could take anywhere between 12-24 months to resolve all issues and finalise funding packages.

The Authority must identify and deal with any staff matters such as TUPE, redundancy and management of change issues. They must ensure that all relevant information is appropriately shared in a transparent and timely fashion to aid the decision making of the

recipient organization regarding the future of the asset.

The Authority must take a consistent approach. There are other factors that could be included here. It is important to be prepared to face potential challenges, either in application of policy or legally, if an incident occurs and someone is injured, for example or a community enterprise ends up in financial difficulties.

When a Local Authority is considering transferring premises or land it must satisfy itself the community group fully understands what they will be taking on in terms of:

- the likely cost;
- their ability to resource it;
- the legal liabilities that they would face in the event of failing to make the initiative financially viable;
- other legal liabilities associated with the transfer such as responsibility for compliance issues together with health and safety.
- risk assessments and mitigation should be considered for some types of assets e.g. swimming pools and playing fields have a higher risk of possible serious injury or even death. Recipient bodies need to be aware of all their responsibilities and obligations e.g. corporate manslaughter; the Local Authority must also be satisfied that its ability to transfer the premises/land is clear; and
- that the responsibility for any service delivery (SLA/contracts for delivery) is clearly understood by all parties and appropriately documented.

Links to Service Delivery

In these challenging times of financial pressure, Community groups, Town or Community Councils will often consider, indeed will be encouraged, to take on a service from a public body to sustain local services. There are already good examples of community led service delivery, but as with taking on an asset, a number of questions which are detailed below should be answered before community groups/organisations consider taking over a service transfer and the running of a particular service, linked to a specific asset transfer:

- Who will be the target audience/beneficiary of the service?
- How will the community group/organisation ensure that it provides services and opportunities to members of the community through the medium of Welsh and treats the Welsh language no less favourably than the English language?
- How will modernisation and improvements to the service be achieved?
- Is the service statutory or non-statutory?
- Are there any legal standards for delivery of the service, such as those in relation to the Welsh Language (Wales) Measure 2011?
- What level of accommodation is required?
- What budget is available and how are building running costs likely to be met?
- Are there any other buildings (public or privately owned) that might facilitate the service delivery more appropriately?
- How are premises costs going to be met? (provide the existing provision and costs as a guide for the community group or Town/Community council).
- What budget savings or efficiencies, if any, will the Service achieve from the proposal?
- What property cost savings will the Council achieve, if any, from the CAT? (i.e. reduction in backlog of maintenance).

Will there be any on-going financial, legal or management support from the transferring authority – this is particularly important if there are any on-going liabilities linked to the

transfer such as annual maintenance, depreciation costs or TUPE liabilities including future redundancy and pension liabilities. The point regarding TUPE is not to be underestimated as this can place an unsustainable burden on recipient organisations and present significant management issues post transfer that they may not be equipped or funded to deal with. Therefore it is imperative that transferring Authorities should endeavor to resolve TUPE matters prior to the transfer of an asset.

Strong Communities

The transfer of assets into community ownership and management is recognised as a means of investing in regeneration and delivering positive social economic and environmental change. There is no doubt that the ability and opportunity for the community to take control of the things that matter to it, is an essential and welcome step forward in delivering efficient services across Wales. Support to build strong, self reliant and resilient communities comes in many forms and community asset transfers have a large part to play in this.

Appropriate due diligence by the transferring Authority ought not to be seen as a hindrance but a positive action to ensure long term resilience of the Asset and as a support for stronger, more sustainable and enterprising communities.

Corporate Improvement Plans

Strong communities benefit everyone and contribute towards a sustainable and inclusive local economy. It is vital that all services within an Authority are aware of the potential benefits to a community of carrying out asset transfers and how individual transfers can support the Corporate Improvement Plans or Local Plans.

This is time consuming, however if done correctly and if the appropriate planning and resources are provided, workable solutions can emerge. For example, a community or Town/ Community council may extend the range of services currently being delivered and be more able to develop links to other community initiatives or local businesses.

A robust process is vital however, and Local Authorities should follow due process and are encouraged to work with groups where proposals are at an early stage of development. Changes can be beneficial and now, more than ever, Local Authorities/public bodies have the ability to make radical but important changes to the way services are delivered, meeting the needs more appropriately of the communities they serve.

4. Community Asset Transfer Process

It is important that each Local Authority/appropriate public body either has a Community Asset Transfer Policy or at the very least has guidance that sets out a transparent framework as to how they will consider and process community asset transfer applications.

4.1 Application Process

The Policy should set out clearly the application process to be followed and provide approximate timescales for each step. A two step formal application process is recommended and standard application forms should be provided to ensure consistency and transparency.

A two step process is beneficial to the applicant and the Local Authority/transferring body. It ensures valuable resources are not spent on preparing and assessing a full business case that has little chance of succeeding. It also provides an early opportunity to highlight areas of weakness that could be strengthened to improve the chances of the full business case succeeding.

Pre-application discussions should be encouraged to discuss options, suitability and the potential scope of any transfer. This should be followed by submission of an initial Expression of Interest (EOI). An EOI should provide the Local Authority with enough information to enable them to make a decision as to whether the application should be taken further. It should also not involve the applicant organisation in a huge amount of work. The information requested in the EOI should include as a minimum:

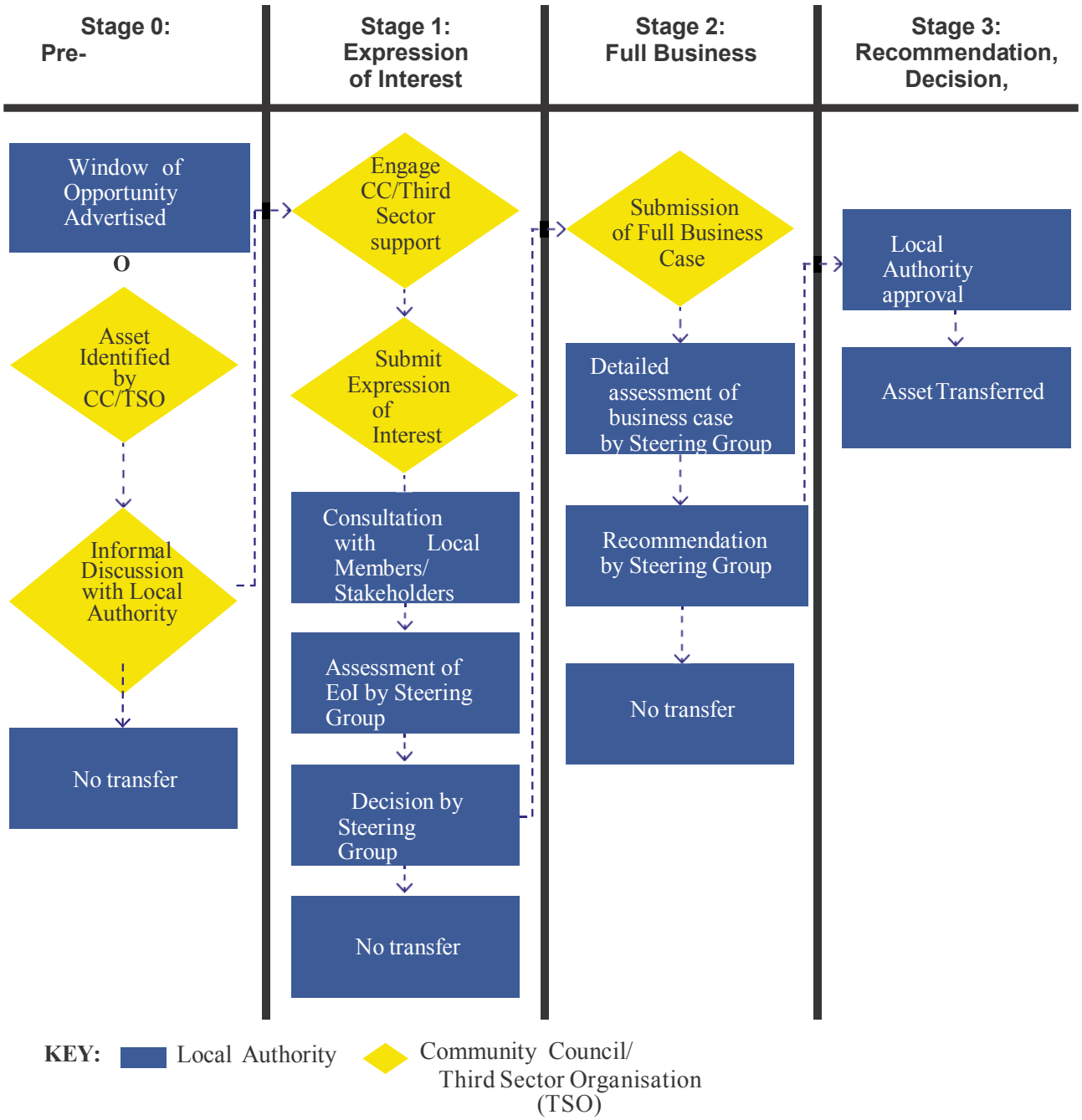
- contact details of the organisation and a nominated project lead;
- type of organisation;
- structure and purpose of organisation;
- details of the asset and type of transfer;
- proposed use of asset;
- benefits to the organisation, community and Local Authority;
- partners, collaborators and stakeholders; and
- evidence of engagement with the community.

4.2 Timescales

The timescales should be realistic, and provide the applicants with sufficient time to prepare any required documentation such as a business plan. Whilst not achievable in all circumstances, an overall timescale of 6 months from submission of the EOI to an Executive/ Cabinet or delegated approval decision to transfer is not unreasonable, although it is recognised this is the most ambitious timeline. Flexibility is again important, as the timescales may also link to external dependencies such as decisions on grant funding. It is acknowledged and must be recognised by all parties that large transfers can take between 12-24 months to resolve complex issues and develop complete funding packages.

Appendix 1 provides further detail in respect of a suggested process and indicative timescales to ensure that it is dealt with in a timely manner.

Community Asset Transfer Process



Appendix 1 provides some more details to the various stages of the process.

The procedure will differ within each Local Authority or public body. Factors will include local property market conditions, internal resources and availability of external support from Community councils, CVCs and other third sector support organisations. The purpose of this section is not to prescribe a set process, but to highlight areas for consideration and suggest good practice in order to try and encourage consistency across authorities. The guidance also seeks to set recommendations for timescales to minimise the risk of lost opportunities due to protracted and lengthy processes.

4.3 Decision Making

It is important that any decision process around CAT is transparent and applications are assessed against clear criteria. This is particularly important when dealing with competing applications from different organisations for the same asset. It is recommended that a dedicated CAT Steering Group is established within the Local Authority to make any required decisions and recommendations around CAT. These will of course be subject to any existing approvals process within the Acquisitions and Disposals Policy as well as the policy making standards relevant to Local Authorities in accordance with the Welsh Language (Wales) Measure 2011.

It is suggested that the Steering Group should be chaired by the Local Authority officer who has ultimate management responsibility for the community asset transfer process. This is often the Chief Estates Officer or equivalent. Representation should also include relevant Council officers to advise on legal, financial, HR (TUPE), planning and any service related issues. It is also recommended that the Steering Group includes representation from at least one of the third sector support organisations and that One Voice Wales, as a sector representative, be kept abreast of developments to enable support to be made available as necessary. The appointment of a Member "champion" for community asset transfer to the Steering Group should also be considered.

When assessing whether a Stage 1 Expression of Interest application should proceed to a Stage 2 full business case, relevant criteria should include:

- benefits for the community, the third sector organisation and how they relate to delivering Council priorities;
- ability to provide services through the medium of Welsh;
- governance, structure and history of the organisation;
- potential loss of capital receipt and existing income or other opportunity cost to the Council arising from the transfer;
- potential benefits in terms of added value, social, economic, environmental and cultural benefits;
- proposed level of discount and terms of transfer; and
- any legal issues arising such as title restrictions.

It is important that any decisions are communicated to the applicant in a timely manner, and if there are insufficient grounds to proceed to Stage 2, that clear reasons are provided. The Stage 2 full business plan should also be evaluated by the Steering Group with a recommendation on whether to proceed to transfer or not. In addition to a more detailed assessment of the criteria considered in the EOI this should include:

- risks in relation to financial and organisational capacity, Governance and ability to manage the asset;
- track record of delivering similar community services projects and enterprises;
- how far the proposed use will ensure extensive reach into the community engagement;
- how opportunities to ensure sustainability will be maximised e.g. income generation;
- financial management arrangements;
- on larger and other transfers, which would include income generating schemes, there should be the availability of additional support from people/bodies with a business background to help assess the viability of the proposal;
- compliance with State Aid, Transfer of Undertakings (Protection of Employment) Regulations (TUPE) and EU Procurement Rules if applicable;
- any legal restrictions to be imposed e.g. restrictive covenants and clawback

provisions; and

- monitoring and evaluation arrangements e.g. Service Level Agreements.

5. Guidance for the Applicant

Any organisation or Community Group wishing to apply for a Community Asset Transfer should familiarise themselves with the issues that the transferring authority considered as part of the process to agree the transfer of a public asset. This should be considered a critical part of the upskilling required prior to a potential transfer. See section 3.

Another key consideration for any organisation undertaking a CAT and the management of any associated service delivery is to be mindful of the scale of the commitment required to maintain the asset successfully post transfer and sustain the organisation in the long term. This is very different to the effort required to secure the transfer of the asset from an Authority. Focus is rightly concentrated at the outset, on the transfer process itself; however a number of initially successful CATs have run into difficulty in the medium term due to "burn out" at the Board level within their organisations, as well as in community disengagement post transfer. Transferring Authorities should give careful consideration as to whether measures should be established post transfer to support recipient organisations; thereby supporting their organisational sustainability and longevity into the medium and long term; and as a consequence, the longevity of the service provision enabled by the transferred asset.

5.1 The Application Criteria

In the first instance the applicant will need to consider the following: –

a) **The Applicant must be:**

A Community/Town Council (CC) or a Third Sector organisation (TSO), which satisfies the following criteria:

- Legal entity that is incorporated and provides limited liability for the stakeholders involved, this would usually be in the form of a not for profit company ltd by guarantee; society; CIO (Charitable Incorporated Organisation) or CIC (Community Interest Company). It must have the Powers to enable the management and ownership of buildings, for trading and the provision of services;
- Exist for community/social/environmental benefit;
- Non-profit distributing – any surpluses must be reinvested to further its community benefits/social aims;
- Demonstrate good governance through open and accountable processes, with appropriate financial and audit controls;
- Demonstrate engagement with the community;
- Demonstrate it has the skills and capacity within or has access to such, to effectively deliver its services and manage the asset;
- Provide services or engage in activities that deliver economic, environmental or social benefits to the community;
- Provide copies of the organisation's Annual Report and accounts if available.

and be Community-led

- Strong links with the local community and directly benefit the people of the County;
- Benefit as wide and diverse a range of local people as possible and demonstrate an inclusive approach to all members of the community, including

b) **The Asset**

- A legal interest owned by the Transferring Authority from which the organisation can demonstrate community benefit;
- The asset is in the freehold/leasehold ownership of the Council;
- Applications for multi-uses and co-location of services should be encouraged. Single interest uses will only be considered where there is a significant business case to do so.

c) **Proposed Use**

- There is both a need and demand for the proposed activities and consideration is given as to whether or not this is being satisfactorily addressed by another organisation;
- The proposed use will support the delivery of the Council's Single Integrated Plan and corporate priorities;
- The proposed use will maximise opportunities for income generation to ensure sustainability;
- The CC or TSO has established how much space it requires to deliver its proposals, and how they will make optimum use of the asset;
- The proposed use will deliver extensive and inclusive reach into the community and will be open to all.

d) **Business Plan and Finance**

A robust business plan clearly stating the operation and service provision and financial and organisational capacity of the organisation to deliver the proposed services/activities and manage the asset is critical to the success of any transfer.

A Business Plan and Financial Forecast template, with guidelines, is provided at Appendix 3.

The extent and detail of the business case will vary with the type of assets/services being transferred. The due diligence process needs to be proportionate to the proposed asset/service transfer; the proposed use of the asset; current Governance model; capacity and track record of the recipient community organisation.

5.2 How can assets suitable for transfer be identified?

Third sector organisations have identified issues with understanding which assets are available within Local Authorities for asset transfer. If specific assets are to be excluded from the CAT Policy then these should be clearly identified; for example some Local Authorities specifically exclude properties held for economic development purposes such as industrial units. Expectations should also be managed within the Policy in respect of assets that have the potential to generate significant capital receipts if sold on the open market. For example, reference could be made to the Local Authority's need to generate capital receipts to help fund capital projects. Suitable assets can be identified in various ways and the Policy should be flexible enough to deal with all circumstances.

Asset Management Planning Processes

Local Authorities should have a robust asset management planning process in place including regular reviews of their property holdings. Service need for assets, including opportunities for alternative methods of service delivery, will influence their requirement for assets. The potential for assets identified as surplus to requirements to be transferred to

the community should form part of the Local Authorities' disposals process.

Where appropriate, assets identified as suitable for community transfer should be flagged through a "Window of Opportunity" process to ensure fairness and transparency. The NAWG and the Welsh Government's Land Transfer Protocol recommend highlighting availability on e-PIMS. Interested organisations should be offered the opportunity to submit an Expression of Interest (see below) within a defined time period. The time period will be dependent on the asset and nature of transfer. This may be on a restricted basis to specific organisations, particularly if an element of service delivery is to also be transferred. However, there will also be circumstances where the Local Authority wishes to engage with one organisation only such as a Town Council or Community Council and the Policy should make provision for such cases.

Applications from Existing Tenants

Community asset transfer is not new to Local Authorities and many organisations already utilise their buildings as community assets. Applications will be received from community organisations already in occupation of a Local Authority building looking to vary their terms of occupation, for example by increasing the lease term to meet grant funding requirements or formalising licence arrangements. If the community organisation is not in sole occupation of the asset, or the use is narrow and restrictive, Local Authorities may wish to reserve the right to offer it as a restricted or general "Window of Opportunity" to encourage collaboration and co-location. An example is single use sports pavilions such as rugby, football and bowls which may offer the potential for more intensive use by creating a multi-disciplinary Sports Association.

Exploratory Applications

Local Authorities may receive enquiries from community organisations, in relation to assets that have not been previously identified as available for transfer. The CAT Policy should be flexible enough to deal with such applications, again considering the potential for the "Window of Opportunity" process to ensure transparency and fairness.

A suggested template for a pre- application is provided at Appendix 2.

5.3 Terms of Transfer

CAT usually involves a transfer at less than full market value, either at a reduced cost or nominal consideration. However, there may be situations where a Local Authority will require a market value. An "asset" can include land or buildings. The type of tenure to be granted can include:

- management agreement;
- licence to occupy;
- short lease;
- long lease;
- freehold transfer.

Many organisations taking on the asset will be reliant on grant funding to support the development of the asset. Some grant funders will require a certain tenure or length of lease. They may also require that the asset transfer is at a nil consideration. Most community assets are transferred on full repairing and insuring terms and this can be included as a presumption within the CAT Policy. However, there may be circumstances whereby responsibility for some repairs, usually external, is retained by the Local Authority in exchange for a reduced rent rather than a nil consideration. It is therefore recommended that the Policy is flexible rather than prescriptive in terms of both tenure, value of the transfer and repairing obligations.

This flexibility will also provide the opportunity for the Local Authority to suggest alternative terms of occupation if the applicant does not meet all their criteria. This could include for example a shorter lease term than originally requested, particularly if the organisation is newly established or there are concerns over longer term sustainability and funding.

The transferring body needs to give consideration to the length of lease or whether it's appropriate to transfer the freehold. This decision should be influenced by the amount of capital that the incorporated body would need to raise to develop the building and the business idea. If a large loan is needed then the loan provider would expect to take a charge on an asset to protect its investment.

5.4 Engagement and Consultation

Applicants are encouraged to engage with national and/or local Third Sector support organisations to prepare their EOIs and full business plans. These organisations will have specialist staff that can advise on issues such as development and viability of the asset, governance, sustainability, energy efficiency, the business model, funding and investment finance.

This will help to reduce the number of applications that are unlikely to succeed and improve the quality of applications and assist community organisations in determining whether the asset is viable and fit for purpose. These organisations can also help to promote opportunities for asset transfers within their membership.

Organisations providing advice and support include:

- Wales Council for Voluntary Action (WCVA);
- County Voluntary Councils (CVCs);
- Communities First;
- Coalfields Regeneration Trust;
- Wales Co-operative Centre;
- Development Trusts Association (DTA) Wales.

Engagement and support of elected Members is important. They will have links with local groups and evidence of community need and demand. It is also important that they understand the consequences of community ownership of assets, particularly the importance of sustainability. It is recommended that Local Authorities involve Members in the development of their Policies, and provide training and information to explain how the process works in practice.

It is also recommended that Local Authorities consult with Town Councils and Community Councils in respect of their community asset transfer proposals. Ideally this should initially be at a strategic level as part of the Local Authorities asset management and review processes. This will enable them to better plan strategically which assets, and possibly services, they may be interested in rather than having to respond reactively to individual opportunities for transfer. They should also be consulted normally on individual EOI applications that are received within their boundaries.

5.5 A Partnership Approach to Community Asset Transfer

Local Authorities/public bodies are encouraged to develop a partnership approach to community asset transfer. This will support the creation of stronger, more cohesive and more sustainable communities. Officers from a wide range of services will be actively working with community groups to build capacity and provide them with the confidence and skills to take on the ownership and management of assets. **It is important that Local Authorities ensure that all relevant information regarding an asset is made available**

to interested parties sufficiently early to inform planning and decision making on the future operation of said asset and the likely implications on the recipient body. This will include details of its condition, running and maintenance costs and title deed restrictions.

5.6. Funding

This document is not intended to provide detailed advice on funding mechanisms. There however are a number of possible sources of funding available. Some sources of advice are detailed below:

Charity Bank (http://www.charitybank.org/) is a savings and loans bank with a mission to use money for the common good. They offer loans of up to £2.5m to community enterprises and organisations with a social purpose in Wales. Loans are available to help buy property; develop community facilities; fund social projects; and assist day-to-day operations as you wait for grant funding to arrive.

Robert Owen Community Banking (https://rocbf.co.uk/) is a not-for-profit finance company working to build more resilient local economies in Wales. They provide loan and investment finance opportunities across Wales to create assets and legacies for local communities and help to unlock sustainable income streams.

Welsh Government Community Facilities Programme (http://gov.wales/topics/people-and-communities/communities/grants/community-facilities-programme/?lang=en) is a £10 million capital fund to tackle poverty across Wales.
The programme enables community and voluntary groups, as well as social enterprises, to bid for capital grants of up to £500,000 to improve community facilities which provide services for vulnerable local people.

Triodos Bank (http://www.triodos.co.uk) seeks to make money work for positive social, environmental and cultural change.

Grant Finder (http://www.grantfinder.co.uk/) allows you to subscribe to it's services in order to find a grant that may be applicable to you.

Unity Trust Bank and **WCVA's Community Investment Fund (CIF)**, which is a loan scheme with Unity Trust Bank.

It is also the case that high street banks will also be a source of funding for projects, particularly when they offer strong commercial potential.

The Big Lottery Fund in 2015 (https://www.biglotteryfund.org.uk/CAT2) commenced a second phase of the Community Asset Transfer funding (CAT 2) for community organisations. This provides for both capital and revenue grants, peer and mentor support; with a total funding pot of £9 million. Crucially, the application process is also phased: successful applicants at stage 1 of the process can access funds to further develop their capital bids to attempt and secure funding at a stage 2. The aspiration is that their bids should be much more developed and robust as a result.

Building Communities Trust (http://www.bct.wales/)
https://www.biglotteryfund.org.uk/buildingcommunities

A new Trust that supports people and places in disadvantaged communities in Wales to develop solutions to local issues and create stronger communities through a £ 15 million Trust Fund.

Heritage Lottery Fund https://www.hlf.org.uk/looking-funding/where-we-fund

CADW http://cadw.gov.wales/historicenvironment/help-advice-and-grants/grants/?lang=en

The Architectural Heritage Fund http://www.ahfund.org.uk

Co-operative and Community Finance https://coopfinance.coop

Lend to those that practice the principles of co-operation, social ownership and sustainable development

Community Shares http://communityshares.org.uk

Could also provide a potential source of finance for third sector and community organisations; and the Wales Co-operative Centre and DTA Wales can provide guidance on the application of this and for community shares initiatives involving a CAT.

It is also the case that high street banks could also be a source of funding for projects, particularly when they offer strong commercial potential.

Appendix 1 – Example of Community Asset Transfer Process

Stage	Requirements	Decision Maker
PRE-APPLICATION EXPRESSION OF INTEREST (EoI) Submitted to Local Authority or Local CVC, where it will be assessed and, if necessary, further advice and assistance in preparing a full and formal expression of Interest, with a comprehensive Business Plan, will be provided. In the interests of transparency and fair play to the entire community, the submission of an Outline Business Case will trigger the Council to advertise the availability of the relevant property for a period of no more than 4 weeks, following which Outline Business Case's from all interested parties will have to be submitted and considered and invites willbe issued to acceptable organisations to proceed to the formal Stage1.	**OUTLINE BUSINESS CASE** (Document: Community Asset Transfer Outline Business case) • Background of the Community Council (CC) or Third Sector Organisation (TSO) • Ability and experience of providing services to the public through the medium of the Welsh language; • Why the asset is needed • Benefits to community, TSO and Council • An Organisational Health Check • Support from Community, Partners & Stakeholders If the original Outline Business Case is initially rejected the TSO will be advised as to the reasons and, if applicable, support from Local CVC Economic Development Officer will be made available in order to improve the submission to the standard required. The Local Authority/Local CVC will also supply the support in order to ensure the CC/TSO provides a Detailed Business Plan in the correct format including	Local Authority/ Local CVC **Timescales** No more than 4-6 weeks

Stage	Requirements	Decision Maker
STAGE 1: FORMAL EXPRESSION OF INTEREST On recommendation Local Authority or Local CVC a Formal Expression of Interest will be submitted to the Head of Estates and Strategic Asset Management by the Community Council/ TSO/Community Group.	**BUSINESS PLAN** A detailed business plan, in the proper format, with a minimum of 3 years financial forecasts, sustainability plan and a consultation survey has to be submitted as part of the Formal Expression of Interest. If all the documents are in order the TSO will be invited to proceed to Stage 2. If the application is not supported a full explanation will be	Local Authority/ Local CVC Head of Estates and Strategic Asset Management **Timescales** No more than 1 week
STAGE 2: FULL ASSESMENT OF DETAILED BUSINESS PLAN	**SUBMISSION AND ASSESMENT OF DETAILED BUSINESS PLAN** Assessment of Detailed Business Plan with specific attention on: • Needs analysis and projected utilisation • Type of transfer sought and why • Planned outcomes and benefits and how they will be measured/monitored • Ability and experience of organization in providing services to the public through the medium of the Welsh language • Details of any proposed partnership/collaborativ e working • Track record for delivering service/managing property • Capacity to	**Head of Estates and Strategic Asset Management** In consultation with: • Head of Community Regeneration • Relevant Head(s) of Service • Ward Members • Executive Member

Stage	Requirements	Decision Maker
	Report to Corporate Strategic Asset Management Board with a detailed assessment of: • Benefits for community, the TSO and how they relate to delivering Council priorities • Risks in relation to financial and organisational ability to manage the asset • Potential loss of capital receipt and existing income or other opportunity cost to the Council arising from the transfer • Establish level of discount (if applicable) • Terms of transfer and any legal issues	**Corporate Strategic Asset Management Board** following consultation with: • Head of Community Regeneration • Relevant Head(s) of Service • Head of Legal and Corporate Compliance • Chief Finance Officer
		Timescales No more than 8 weeks
STAGE 3: RECOMMENDATION, DECISION AND COMPLETION	Delegated approval or report to Scrutiny Committee and Executive in line with Disposals and Acquisition Policy	**Head of Legal and Corporate Compliance.** **Scrutiny Committee**
		Timescales Dependent on complexity 8-16 weeks
		TOTAL TIMESCALE 21-31 weeks

Note:

It is important that timelines should be realistic, and provide the applicants with sufficient time to prepare any required documentation such as a business plan. Flexibility is important, as the timescales may also link to external dependencies such as decisions on funding packages. It is acknowledged and must be recognised by all parties that large transfers can take between 12 -24 months to resolve complex issues and develop complete funding packages.

Appendix 2 - Community Asset Transfer Outline Business Case Pre-Application Expression of Interest (EOI)

This is a template that can be used to capture the information needed to consider requests for the transfer of asset for community use. It can be modified or amended where considered appropriate and additional information included where relevant.

Please complete this form, attach additional information and send for appraisal, in the first instance, to:

The Local Authority/Local CVC

Organisation	
Applicant	
Contact details	
Date	

1. Introduction	
The Outline Business Case	
a.	Is this a request to take possession of a specific asset? If yes, please provide details.
b.	Have you been invited to make a request by Local Authority? If yes, please provide details.
c.	Is this an exploratory request? If yes, please provide details of your requirements.
d.	Other reason? If yes, please provide details.

2. Background	
Describe your organisation	
a.	The services provided
b.	The area of service provision
c.	People numbers and organisational structure
d.	The accommodation you currently use
e.	How your organisation is funded
f	How your organisation provides services to the public through the medium of the Welsh language.

3. Why the asset is needed	
Is your existing accommodation	
a.	Unsuitable?
b.	In the wrong location?
c.	Too costly or you have received notice to vacate?
d.	Is your service expanding?
e.	Are you providing additional services?

4. Benefits	
Provide details of the benefits that you consider could be achievable. **You should include benefits to your organisation, to the community and to The County.**	
a.	Will the asset enable service improvements?
b.	Will additional services be provided?
c.	Will the service become more visible?
d.	Will the service become more accessible?
e.	Will the asset complement other services or organisations or enable collaborative working?
f.	Will it safeguard services?
g.	Will there be any financial savings?

5. Organisational Health Check	
Consider your Organisations ability to maintain services delivery and deliver benefits	
a.	Do you have a mission and objectives?
b.	What are your governance arrangements?
c.	Do you have a written constitution or Memorandum & Articles of Association Please provide Company/Society registration number and/or Charity registration number
d.	Do you publish an annual report? If yes, please provide the most recent copy.
e.	What financial package is in place to support your proposal and how secure is the funding?

6. Partners, Collaborators and Stakeholders	
Are you proposing any arrangements with the council or other public or third sector organisations?	
a.	Provide details and state the scope of their involvement
b.	Are they supportive of this proposal?

Appendix 3.1 – Finance Plan Template

Another Community Centre – Income & Expenditure Forecast Years 1-5

		Phase 1	Phase 2		Phase 3		
Note:	**Income**	**Current**	**Yr 1**	**Yr 2**	**Yr 3**	**Yr 4**	**Yr 5**
1	Local authority 'start-up' grant						
2	Other grant aid						
3	Rent & room hire						
	Large Hall						
	Small Hall						
	MUGA						
4	Other income						
	Vending machines						
	Café & shop sales						
	Other						
5	Volunteer time in kind						
6	Own fundraising						
	Total						
	Expenditure	**Current**	**Yr 1**	**Yr 2**	**Yr 3**	**Yr 4**	**Yr 5**
7	Staff salaries & on-costs						
	Centre Manager						
	Caretaker						
	Cleaner(s)						
	Volunteer time in kind						
8	Staff & volunteer training & devt						
9	Caretaking / cleaning costs						
	Cleaning materials						
	Refuse collection						
	Security						
10	Utilities						
	Water						
	Electricity						
	Gas						
11	Rates						
12	Repairs and maintenance						
13	Transport & travel						
14	Centre supplies						
	Tools & materials						
	Equipment hire						
	Office furniture & IT						
	Medical, clothing & PPE						

14	Telephones						
	Internet						
15	Centre promotion						
	Printing & publicity material						
	Advertising						
16	Vending machine rental & supplies						
17	Insurances and professional						
	Property insurance						
	Public liability insurance						
	Performing rights soc. Fees						
	Accountancy fees						
	Legal fees						
	Architects fees						
	Consultancy fees						
18	Other – sundries & miscellaneous						
	Total						
	Surplus (deficit)						
	Accumulated reserves						

The above template is not exhaustive and could also include information regarding committed or required capital expenditure; both statutory and non-statutory scheduled maintenance (from a condition survey) and how funding needs to be raised to cover any deficit in the Profit and Loss.

Appendix 3.2 – Business Plan Template

Business Plan – Contents

Executive summary p.5

1. Our project p.7

- About AN Other Community Organisation
- Our values and the mission of our organisation
- The aims and objectives of our community project

2. The market p.9

- About our community
- Existing & target markets
- Results of community consultations
- Knowledge of other existing community services & facilities
- Opportunities to build partnerships

3. Business growth and development p.11

- A review of our organisation (SWOT Analysis)
- Our business development strategy
  - Phase 1 – Project design (Year 0)
  - Phase 2 – Centre development (Years 1 – 3)
  - Phase 3 – Centre expansion (Years 4 & 5)

4. Centre management p.13

- Our management committee
- Staffing and the role of community volunteers
- Development of community activities
- Service delivery & programming
- Policies & procedures
- Day-to-day operations

5. Centre development p.14

- Current facilities
- Potential opportunities for refurbishment & expansion

6. Marketing plan	**p.14**
• Building our profile • Promoting our services	
7. Financial plan	**p.15**
• Five year income & expenditure (cashflow projection) • Income generation (sales forecasts) • Fundraising strategy	
8. Risk analysis	**p.17**
• Risk log • Plan for minimising risks	

Appendices:

Appendix 1: Community Consultation and Engagement Plan

Appendix 2: Desk top survey of other community facilities

Appendix 3: SWOT Analysis of AN Other Community Organisation

Notes:

The finance and business plan templates provided are extracts from 'Stepping Up: A toolkit for developing and managing services and assets'. 'The Stepping Up Toolkit has been developed by City of Cardiff Council as part of their ongoing strategic Community Asset Transfer programme'.

Appendix 4 – Community Assets Transfer Policies by Authority

Blaenau Gwent County Borough Council: http://democracy.blaenau-gwent.gov.uk/aksblaenau_gwent/images/att2765.pdf

Bridgend County Borough Council – AMP 2021: Community Asset Transfer Guidance document
http://www1.bridgend.gov.uk/media/299476/cat-guidance-oct-15.pdf

Cardiff Council – Stepping up Toolkit
http://www.cardiff.gov.uk/ENG/Your-Council/Council-finance/Council-Budget/2015-16/Documents/Stepping%20Up%20Toolkit.pdf

Carmarthenshire County Council – Community Asset Transfer Procedures 2013 – 2016 http://www.carmarthenshire.gov.wales/media/1109397/Community-Asset-Transfer-Procedures-2013-16.pdf

Conwy County Borough Council - Asset Management Delivery Plan 2012-2017
http://modgoveng.conwy.gov.uk/Published/C00000171/M00002713/AI00031895/$AMP20122017DeliveryPlanv6.doc.pdf

Flintshire County Council – http://www.flintshire.gov.uk/en/Resident/Community-Asset-Transfer-(CAT)/Community-Asset-Transfer-(CAT).aspx

Merthyr County Borough Council – http://www.merthyr.gov.uk/media/1881/corporate-asset-management-plan-2014-19-v2.pdf

Monmouthshire County Council – http://www.monmouthshire.gov.uk/home/local-democracy-and-councillors/policies-and-procedures/asset-management-plan

Neath Port Talbot County Borough Council – Property Asset Management Plan 2011 – 2016 – http://www.npt.gov.uk/PDF/Asset_Management_Plan_2011_16.pdf

Vale of Glamorgan County Borough Council –
http://www.valeofglamorgan.gov.uk/Documents/Our%20Council/Achieving%20our%20vision/Corporate-Asset-Management-Plan-2015-2018.pdf

Appendix 5 – Further Information

Community Matters

Community Matters is the national membership and support organisation for the community sector. They champion voluntary and community action at neighbourhood level, as a means of local people taking control of issues in their area and fostering community spirit. http://www.communitymatters.org.uk/content/583/6-Community-Asset-Transfer

DTA Wales

DTA Wales supports development trusts, community organisations and people across Wales, to build resilient communities and take control of their lives, through community enterprise, social action and community ownerships.

The DTA Wales portal is for a wide range of people and organisations who may be interested in the development of land and building assets that can be used for community or public benefit. http://assetsportal.dtawales.org.uk

Community Rights

http://mycommunity.org.uk/resources/understanding-community-asset-transfer/

Locality

The Asset Transfer Unit (ATU) promotes and supports community asset transfer – the transfer of land and buildings from public bodies to community and voluntary organisations.

http://locality.org.uk/our-work/assets/asset-transfer-unit/ http://locality.org.uk/resources/hold/ http://locality.org.uk/resources/fa-guide-asset-transfers/ http://locality.org.uk/resources/empowering-communities-making-local-assets-officers- guide/ http://locality.org.uk/resources/making-local-assets-councillors-guide/ http://locality.org.uk/wp-content/uploads/Civic-Buildings-the-show-must-go-on.pdf http://locality.org.uk/resources/pillars-community-transfer-local-authority-heritage- assets/ http://locality.org.uk/blog/income-generation-public-libraries-practical-guide-library- service/ http://locality.org.uk/resources/community-led-spaces/ http://locality.org.uk/resources/making-buildings-work-community/ http://locality.org.uk/resources/guidance-community-owned-managed-swimming- pools/

Wales Council for Voluntary Action

WCVA support and represent Wales' third sector. They represent and campaign for voluntary organisations, volunteers and communities.
http://www.wcva.org.uk

Big Lottery Fund –
https://www.biglotteryfund.org.uk/wales

National Association of Local Councils in England and Wales
http://www.nalc.gov.uk/

One Voice Wales
http://www.onevoicewales.org.uk

Community Land Advisory Service Cymru

The Community Land Advisory Service in Wales (CLAS Cymru), which aims to help community growing groups, landowners – plus others involved in land access – to work together to make more land available for community growing. http://wl.communitylandadvice.org.uk/en/home%20/

Welsh Government: A Toolkit for the Transfer of Community Assets for Sport, Arts and Cultural

To assist community groups considering the acquisition of community assets for sport, arts and cultural purposes. http://gov.wales/topics/people-and-communities/communities/community-asset-transfer/?lang=en

Wales Co-operative Centre

The Wales Co-operative Centre supports the development and growth of social entrepreneurship, social enterprises and co-operatives in Wales. http://www.walescooperative.org

The Coalfields Regeneration Trust supports community asset transfer and development in former coalfield communities with coordinated development support and grant funding. http://www.coalfields-regen.org.uk

Appendix 6 – Case Studies

Ebbw Vale Institute

Ebbw Vale Institute is the oldest Institute in Wales. It is a Grade II listed building and was built in 1849. It was in danger of being lost due to the need for extensive repair and refurbishment, which the owner, Blaenau Gwent CBC, could not commit funding. In 2007, ProMo-Cymru approached the Council to take on the major task of saving and restoring the historic Institute building and turning it into a sustainable cultural centre of community activity and learning; which was its original function when it opened its doors as the first educational institute in Wales in The journey to restore the Institute to its former glory began with initial funding from the Heads of the Valley Project. Following the launch of the Big Lottery's Community Asset Transfer Fund, ProMo-Cymru then approached the Council for a freehold community asset transfer. The transfer was completed in May 2012 and a £750,000 Big Lottery grant secured, with support from DTA Wales, to complete the restoration.

Business

ProMo-Cymru Ltd, a registered charity, was established in 1982 as South Wales Co-operative Development Association to develop, train and support business, utilising co-operative principles and community development aspects wherever possible. The underpinning themes of ProMo-Cymru's work are to empower, sustain and develop young people and to sustain and work in partnership with others in the social and economic context for lifelong learning, personal and community development. The Ebbw Vale Institute & Cultural Centre Project (EVi) is a landmark initiative of ProMo-Cymru.

Details

The Institute provides the following services:

- **Cafe** – open to the public and offering snacks and meals with free wifi access;
- **Training and Workshops** – courses include music tuition, event management, art classes and photography. Training facilities can be used for private hire;
- **Venue with Licensed Bar** – events, concerts, wedding receptions and parties;
- **Conference Facilities** – full conference facilities including boardroom meeting spaces and breakout rooms;
- **Recording Studio** – state of the art recording facilities available for tuition, workshops and private hire;
- **Rehearsal Rooms** – fully equipped music rehearsal rooms and dance studios;
- **Video Editing** – Apple based video editing suite available for training workshops and private hire;

- **Business Incubation** – providing hot desk spaces, professional facilities and support for businesses looking to develop and grow.

The building is now used for a wide variety of functions including award ceremonies, business meetings, weddings, musical events, training and education, community socialising and much more. ProMo-Cymru work in partnership with a wide range of groups and organisations including Blaenau Gwent CBC, Communities First, Princes Trust, WEA, Gwent Association of Voluntary Organisations, BRFM (community radio station), The Rotary Club, Encore Academy, Blaenau Gwent Young Stars, Ebbw Vale Operatic Society and Coleg Gwent.

Benefits

The primary benefits of Promo Cymru taking ownership of the Ebbw Vale Institute are: –

- The building has been saved as a community facility;
- The change of ownership meant that grant funding could be applied for to not only carry out immediate and necessary work to save the building, but also to refurbish the interior to a high standard including the installation of a café restaurant, a state of the art recording studio, a Main Hall venue for events serving the community and local businesses and training rooms and facilities for educational purposes. As a charity Promo-Cymru have much more flexibility in what they can offer in terms of service.
  They also have the freedom to apply for grant funding to help maintain and sustain the facility. This includes the setting up and running of a wide variety of projects including music, drama, adult education and community courses both certificated and for pleasure.

Lessons Learned

- Be flexible in respect of the tenure to transfer;
- The community asset transfer of EVi required the Council to be more flexible on the tenure they were prepared to transfer. Initially they would only consider a leasehold transfer. However, the conditions for grant funders investing significant funds such as the Big Lottery specified a freehold transfer. The Council subsequently ensured that their Community Asset Transfer Policy, whilst making a presumption that transfers would be made on a leasehold basis, still provided the flexibility for a freehold transfer in exceptional circumstances for example where significant grant funding depended on it.

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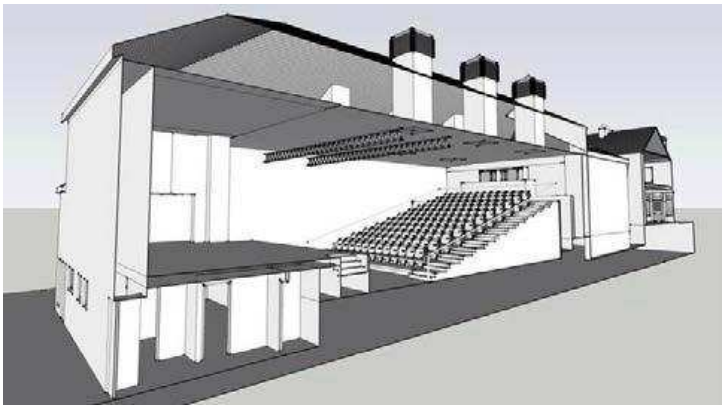
Neuadd Ogwen

In September 2012, Gwynedd Council, Estates Department accepted a recommendation to transfer the freehold of arts and music centre, Neuadd Ogwen, to the responsibility of a social enterprise Tabernacl (Bethesda) Cyf. The transfer included a parcel of land adjacent to the building. The purpose of the transfer was to secure finance to redevelop the centre.



Business

Tabernacl social enterprise was established 20 years ago to celebrate the local arts scene of Bethesda, home to a number of successful Welsh artists including internationally renowned musician Gruff Rhys, the lead singer of Super Furry Animals. Tabernacl had access to funding not available to the local authority. It had secured £600k grant from the Big Lottery Fund (BLF) Community Asset Transfer programme to redevelop Neuadd Ogwen. In addition it had secured £312k from the local Môn Menai Regeneration fund for the building project.

Details

The transfer of the asset took place for a nominal sum of £1. This was due to the restriction on its use in the lease, the Council's intention to include a 'clawback clause' in the transfer terms and finally, that the building was already let to Tabernacl.

Benefits

On paper, the transfer of Neuadd Ogwen to a social enterprise business was a straightforward process. There were a number of factors that aided the transfer process for Gwynedd Council and for Tabernacl.

- Transferring a public liability into a community asset;
- A local authority champion;
- Social enterprise peer-to-peer mentoring.

Tabernacl had not been successful in its first bid to the BLF for a Community Asset Transfer grant. In preparation for its bid to the final application round, the social enterprise was supported by a peer mentor, Promo Cymru facilitated by DTA Wales. The mentor had previously been successful in its bid for grant money and was able to provide guidance and knowledge to Tabernacl.

Lessons Learned

Local Authorities and social enterprises considering an asset transfer should consider the following issues:

- Responsibilities of both parties involved in an asset;
- Encourage measured risk-taking and innovation;
- Appropriate and successful joint working between the stakeholders;
- Legal fees to be eligible in grant applications.

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Aneurin Leisure

Blaenau Gwent County Borough Council began initial discussions regarding alternative models of service delivery for Leisure services during 2012. The key drivers were to sustain the delivery of Leisure's social objectives, meet the requirements of the Council's Medium Term Financial Strategy, including the achievement of NNDR savings for the Council. In January 2013, an external consultancy company was brought in during the early stages to contribute to the development of a business case having supported the set-up of multiple charitable trusts across the UK and they later formed part of a project board which was set up in August 2013.

The project board comprised of key officers from within the Council e.g. Chief Leisure Officer, Head of Legal, Head of Estates, Finance Officer and an external consultancy partner which also included legal advice. A Scrutiny Task and Finish Group was also set up to engage with political members throughout this process.

Details

The following timescale outlines the key decisions that were made in order to achieve a successful transfer:

- 19 December 2012 – Executive Committee approved the appointment of external consultants to identify alternative service delivery options for Leisure Services;
- January 2013 – RPT Consultants appointed to support the development of the alternative service delivery model for Leisure Services;
- Autumn 2013 – An options appraisal was presented to the Council's Executive Committee during the Autumn 2013, outlining the following options:
  - In-house model;
  - New Not for Profit Distributing Organisation (NPDO);
  - Existing NPDO;
  - Hybrid NPDO;
  - Private Sector;
- The Council's Executive Committee endorsed the recommendation to establish a new Not for Profit Distributing Organisation (N.P.D.O.);
- 18 December 2013 – Executive Committee accepted the Revenue Budget 2014/15 and Medium Term Financial Strategy 2014/15 – 2019/20 (which included the Trust transfer proposal);
- 19 December 2013 – Council approved the Revenue Budget 2014/15 and Medium Term Financial Strategy 2014/15 – 2019/20; and
- 12 March 2014 – Council's Executive Committee endorsed the business case to establish a Non Profit Distributing Organisation (N.P.D.O.) for Leisure Services;
- Trust live date – 1 October 2014.

The original deadline for implementing the new Trust was June 1 2014, so the final Council decision made in March 2014 left a relatively short period of time to establish the new organisation and resolve some critical areas, such as the legal documentation, the funding arrangements, the estates transfer etc. It's important not to underestimate the complexity of these issues, which were addressed in a relatively short period of time. Throughout the transfer process it needs the two parties to commit to maintain their commitment to continue to negotiate even when there is disagreement over particular issues. The parties have to be prepared to find common ground, agreement, and at times compromise during the detailed process of getting to a position of transfer.

Business

Aneurin Leisure (AL) is a charitable company limited by guarantee and consists of 350 staff, all of which transferred to the new organisation as part of a TUPE transfer. The contract between AL and BGCBC is 20 years (2014-2034) and a 5 year business plan (2014-19) has been developed, which will be reviewed annually and renewed every 5 years. The contract is underpinned by a management fee from BGCBC, which is on a fixed sliding scale over the 5 year business plan. Whilst the management fee is fixed, the Council can request a change in service at any time throughout the contract, which can impact on the budget allocated to the new Trust.

AL is the largest provider of leisure services in Blaenau Gwent and consists of three main services, which are traditional Leisure (Sports Centres), Culture and Learning. There are twenty one building assets which sit within these three services and operate on a peppercorn lease agreement. Services offered by AL are:

- 3 Sports Centres;
- Sports Development;
- National Exercise Referral;
- Parc Bryn Bach;
- Bedwellty House and Park Tredegar;
- Adult and Community Learning;
- Libraries;
- Heritage and Urban Conservation;
- Arts Development and Venues (Beaufort Theatre/ Abertillery Metropole Centre);
- Brynmawr Community Centre.

The Trust has entered into a number of SLA's with the Council over a 3 year period and these will be monitored monthly for compliancy and reviewed annually. The Trust will comply with TUPE law at the end of the 3 year agreement.

Benefits

Following the transfer on the 1st October 2014, there has been a great deal of energy and focus by all staff in driving the commercial aspects of the business. Considerable work has also been carried out on developing new partnerships in both the commercial and charitable sector, whilst maintaining strong links with the Council. A Retained Leisure Manager has been appointed within the Council and monthly meetings take place with the newly appointed Managing Director to monitor the contract. Trust staff have been invited to attend Council scrutiny meetings as and when required as expert witnesses, to support the presentation of Trust related reports. New contracts have been sourced during this initial trading period, which will allow the Trust to test its ability to stretch its capabilities moving forward. Like any new Trust model, a key challenge will be to identify new investment opportunities to grow the business whilst maximising existing income streams and delivering on social outcomes.

A key area for organisations seeking alternative Leisure delivery models is to ensure all governance arrangements are in place e.g. HR transactional work, payroll, financial platforms prior to the date of transfer. The success of this work will depend on whether an appropriate timescale has been considered for the transfer.

Lessons Learned

- Identify high risks of the project early e.g. pension guarantor, insurance and bank set

up;

- Early recruitment of the role of MD, and other key posts;
- Early recruitment of quality board members and effective Chair, so they are embedded prior to transfer;
- Two local Authority nominees as part of the Trust Board;
- The separation of advice, guidance and responsibilities between the Trust and the Council to ensure objectivity leading up to the transfer;
- Regular communication with all staff transferring (and those still in the Council) to ensure staff have a clear understanding of the direction of the transfer;
- Ensure open and honest dialogue between both the Council and Trust;
- Ensure there are clear lines of accountability between internal and external solicitors;
- Ensure all policies and governance arrangements, particularly organisational development are implemented prior to the Trust transfer;
- Ensure adequate time (12-18 months) is allowed for a successful transfer to take place; and
- Recognition that the Trust still has a close relationship with the Local Authority's funding arrangements and the on-going impact of austerity measures.

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Hay-on-Wye Cheese Market

Hay-on-Wye Cheese Market – a Grade II listed landmark building which required substantial investment and had been declared surplus to Powys County Council (PCC) requirements.

The Hay-on-Wye Community Enterprise CIC (HCECIC) wished to be granted a lease at a nominal rent. The granting of such a lease would allow the organisation to apply for a Community Asset Transfer grant under the Big Lottery Fund/Heritage Lottery Fund and restore the building into a community facility. They completed a PCC Business Case and Structural Survey The property was acquired originally by the Urban District Council of Hay and is subject to a number of restrictive covenants limiting its use.

Details

The HCECIC planned to renovate the building, creating community space on the ground floor whilst renovating the first floor into a holiday let which would provide vital revenue income. The initial request for a CAT was made to PCC in 2009.

The Council, having considered the Business Case, agreed to the granting of a long lease at nominal rental, this allowed the group to formalise its grant applications.

A long lease was completed in the summer of 2013 following the confirmation of funding.

Business

In response to the public consultation carried out in 2008 there was a clear mandate by the people of Hay-on-Wye to support Powys County Council's transfer of the Cheese Market building, at a nominal amount, to Hay-on-Wye Community Enterprise CIC to ensure its continuous use for the benefit of local residents and visitors. The building will enable Hay on Wye Community Enterprise CIC to raise further inward investment that will support the local economy and job creation in the short term.

Using the Cheese Market building as a launch for the other initiatives, Hay-on-Wye Community Enterprise CIC plan will, in the medium to long term, secure further inward investment and enable a number of viable job creating enterprises to be established that, over time, will support a thriving local economy.

In addition to the economic benefits, the cheese market building will bring social benefits from the initiatives that the building will host that will benefit all the residents of Hay and visitors.

They intended to renovate the building using environmentally sustainable materials and methods and use this as an example of good practice within the constraints of renovating a Grade II listed building.

Benefits

- A landmark listed building has been sensitively preserved evidencing traditional building methods;
- The scheme involved comprehensive community engagement via numerous events;
- A landmark building has been preserved for community use and enjoyment.

Lessons Learned

With the challenges of dealing with a listed building requiring repair and one subject to legal restrictions, never under estimate the time it will take to reach key milestones. This project has taken over 4 years to complete and is now at a stage where the group can start to realise its goals.

Contact:

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Gwesty Seren

This Community Asset Transfer has enabled a closed residential home for the elderly owned by Gwynedd Council; to be re-opened as a hotel aimed at providing respite adventure holidays for people with learning disabilities, their families and carers.

Gwesty Seren in Llan Ffestiniog is owned and managed by Seren Ffestiniog Cyf, a social enterprise; and is open to all members of the public, as well as providing respite adventure holidays for a specific audience.

The Community Asset Transfer was competed in 2011-12 and funded by the Big Lottery Fund; Magnox; Welsh Government (Visit Wales); Snowdonia National Park Authority; Gwynedd Social housing; and by Seren Ffestiniog's investments and borrowings. Support from the Big Lottery Fund included both capital and revenue support.

Business

Gwesty Seren is a not-for-profit project; the hotel includes facilities such as a hydrotherapy room and a sensory room; as well as other features which are not commonplace in hotels. It works with a range of local businesses to offer adventure and leisure activity throughout Snowdonia. The adaptations made to the hotel, to accommodate guests facing a range of mobility and disability related challenges; represents a significant investment from Seren Ffestiniog Cyf to enable them to market their facility with a particular social benefit.

Established in 1996, Seren Ffestiniog Cyf supports and employs people with learning disabilities. With in excess of 60 full time and part time employees, Seren Ffestiniog Cyf is the second largest employer in Blaenau Ffestiniog. They also own and operate a number of social enterprises in Gwynedd.

Details

The property was bought from Gwynedd Council at a discount to the District Valuer's and Specialist Valuer's valuation and opened in April 2014, generating a small profit in its first year. The facility has also received a capital grant from the Big Lottery Fund and a further revenue grant tapered over a 5 year period.

Benefits

It is a unique and innovative project aimed at supporting people with disabilities and challenging circumstances and visibility via the Booking.com and links to a number of tailored holiday companies has meant that the facility has been able to increase sustain a wide reach.

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Dafydd Jones
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NSA Afan

The success of this Community Asset Transfer has been to facilitate a target for community engagement and cohesion around a range of community development aims. The NSA Afan is a community driven regeneration charity based in Sandfields, Port Talbot. It is a lead delivery body for the Communities First programme for Sandfields and Aberafan, and receives funding from Welsh European Funding Office (WEFO) for its training work for the unemployed. For its Community Asset Transfer from the Neath Port Talbot County Borough Council of the facility at Dalton Road, it received funding from the Big Lottery Fund. The facility also hosts two anchor tenants.

Business

The charity dates back to 1996 and is the result of a merger between several community bodies – New Sandfields Aberafan and a charity focused on the Afan Valley. It has been working with Communities First since 2003. The charity delivers activities in the community around three themes:

- Prosperous Communities;
- Learning Communities;
- Healthier Communities.

Details

The Dalton Road Employment Academy hosts PC Care services; employment training; community access and conference facilities team with onsite catering. The community also utilise the facility for a range of fitness and health initiatives. Another key area of work facilitated by the Dalton Road facility is the provision of a free energy advice service for householders in Sandfields and Aberavon to encourage the community to save energy in the home by installing energy efficiency measures; promoting the Welsh Government's energy efficiency grant programmes.

The Dalton Road facility houses a 35kW photovoltaic (PV) array mounted on the roof of the building, which generates around 18,000 kW annually and provides free electricity to the building as well as generating an income from the Feed in Tariff of around £60,000 annually.

The charity's facility PC Care, supplies and supports the provision of refurbished ICT equipment and website design. The service provides a free drop-in service offering advice and training to the community on the use of ICT.

Via the Communities First programme a key focus for the charity is to increase the uptake of available training and to improve the skills attainment of the community. Their activities include training aimed at people to improve their confidence and skills ability to address barriers to employment and training; sports activities for young people; a youth club for 11-25 year olds; and advice for other community groups on accessing funding.

Benefits

The transfer has provided stability in securing a key facility for the organisation to continue to deliver existing services; as well as allowing them to host/enable other partner organisations with complimentary social and economic objectives to deliver their services to the target area.

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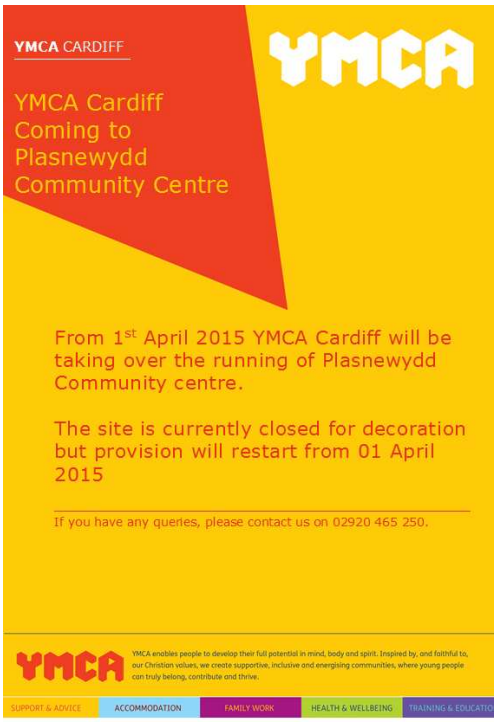
Plasnweydd Community Centre

The CAT of the Plasnewydd Community Centre in Roath, Cardiff has enabled the YMCA to widen its work in Cardiff and to expand its service provision in the future.

The YMCA is one of the oldest youth charities in the UK. In Cardiff, the YMCA has been working with young people and the wider community throughout the city since 1852. They are therefore well established with resources and a track record of delivery.



They currently provide a range of projects supporting young people throughout Cardiff and the Vale of Glamorgan including projects supporting young carers across the two counties; and specialist sexual health advice to young people throughout the county in partnership with Public Health Wales. They also provide homeless accommodation and support to vulnerable young adults, with over 100 beds available throughout the city. Within Cardiff, the YMCA portfolio includes two gymnasiums, a theatre and community rooms, which are made available to local clubs and groups as part of their wider community engagement initiatives.

The YMCA was interested in the Community Asset Transfer of the Plasnewydd Community Centre, as it allowed the charity to widen its work in Cardiff beyond their main site in the Walk; and to strengthen the Charity's work with the community and young people throughout the city.

The Plasnewydd Community centre has been a valuable community resource in the local area for some time, with residents, groups and other families historically using the site. Therefore the CAT has provided an opportunity to capitalise on this engagement to target improvements at both existing and new potential users.

Details

In late 2013-14 as part of their Budget setting process, Cardiff Council identified that it wanted to seek expressions of interest regarding the possible Community Asset Transfer of the Plasnewydd Community Centre. Whilst they acknowledged that they did not have the resources to continue to operate the Centre and had therefore earmarked it for closure; they were clear that there was a continued demand and need for the Centre and so, proposed to find a solution via the asset transfer process. Following Cabinet approval, it took a approximately 12 months of negotiation before the transfer was concluded in April 2015.

The conditions of the Community Asset Transfer were:

1. 99 year lease as the Council were not able to release the freehold for the site;
2. Rent free for first 25 years;
3. Rent agreed to be set at ground rent level;
4. Site must remain for community use.

Lessons

Both parties have learnt a lot through the transfer process and had to compromise to make the transfer achievable. At the time of transfer, there was no established toolkit within Cardiff County Council for asset transfers. Despite this, the success of the transfer has been due to the mutual commitment to collaboration, with both parties prepared to take some degree of risk by compromising to resolve issues. Two particular areas of contention that took some time to work through were that TUPE transfer of staff and the lease agreement.

In October 2014, Cardiff County Council published their 'Stepping Up' Toolkit to support their process for applying to take over the management of a community service or asset formerly run by a public body in the Cardiff area.

Benefits

The Community Asset Transfer has facilitated the redevelopment of the site; and enabled the YMCA to create a hub building in partnership with partners that will have a focus on health and wellbeing programmes; childcare provision and access to community resources.

They have taken the view that this re-development is in the long term interests of the YMCA, the people they support and the community. The asset transfer has secured a facility at Plasnewydd that provides a target for community engagement and cohesion around a range of community development aims. It has allowed the Cardiff YMCA to progress a 5 year strategic investment programme for the site, rejuvenating their service provision across their portfolio in Cardiff.

Contact:

Community Support Coordinator, City of Cardiff Council
steppingup@cardiff.gov.uk

Andrew Templeton
Chief Executive
YMCA, Cardiff
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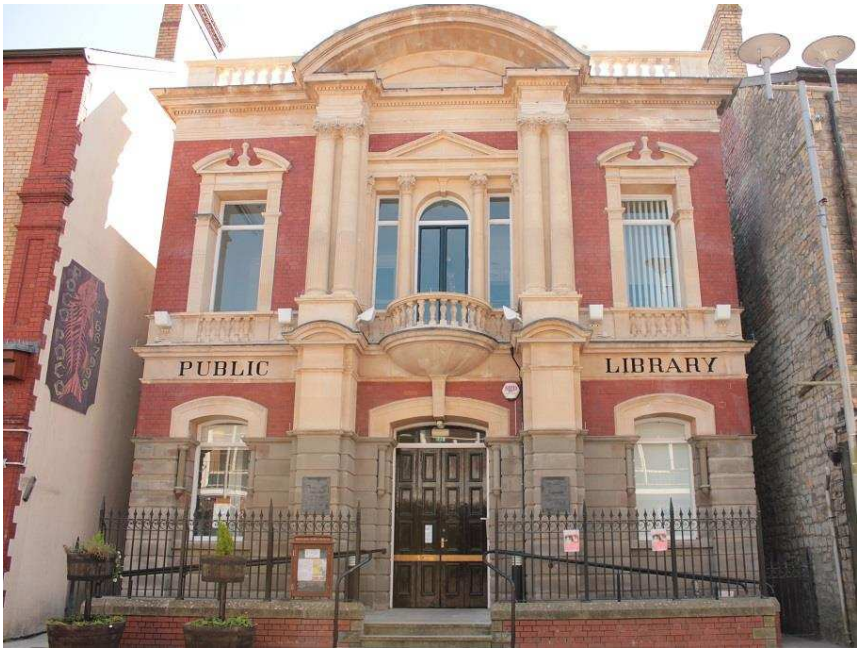
Carnegie House



During 2013, Bridgend Town Council began planning to relocate its Council Chamber to a former public library building in Bridgend Town Centre. Alongside this, the local arts organisation Bridgend Arts Ltd had identified that the town centre lacked an arts venue and could not offer space for local artists to meet and present their work. Members of Bridgend Arts Ltd met with Bridgend Town Council to present a vision for how the old town library might be used to respond creatively to this situation.

Through collaboration and following detailed discussions with Bridgend County Borough Council, the Town Council relocated to the former public library building in Wyndham Street, Bridgend in January 2014. The building was originally a library founded by Andrew Carnegie. With permission from the Carnegie Trust and to pay tribute to the past, the building was renamed Carnegie House/Ty Carnegie.

Business

The aim of Carnegie House is to provide a high standard of art and cultural events and activities. This includes a programme of professional events as well as community and educational activities that encourage local people to get involved in the arts in all its different aspects. Events hosted at the venue include live performance, arts classes, workshops, musical events and exhibitions.

The 1st floor of the building accommodates the Town Council Chamber, Board Room and staff office; whilst the ground floor and small gallery area on the 1st floor are designated for the Arts.

The Town Council has used its funds to undertake refurbishment of the building. This has included replacing the heating system, renovating and redecorating the ground and first floor rooms (in Edwardian colours), replacing the flooring in the entrance hall, stairs and throughout the first and the main hall.

In September 2014, the Town Council was awarded a grant from the Arts Council of Wales to develop a programme of events at the venue through 2015. Additional funding was later secured for an events programme for 2016.

In order to enhance the delivery of the new arts programme, the Arts Council of Wales awarded capital funding, match funded by the Town Council. This is proposed to be used to further improve the facilities and equipment in the building – providing a stage, lighting, PA system and display boards as well as making significant alterations to the main hall. The internal works will improve audience sight lines by reducing the size of the central pillars and improving the acoustics in the room by removing the suspended ceiling. This project is due to commence in January 2016.

A project to repair and restore the exterior stone work of the building was funded by a Heritage Lottery Grant with match funding provided by Bridgend County Borough Council and Bridgend Town Council.

Details of Services

By the end of the 2015 programme, the Hub had programmed:

- 17 events for Artists' Development;
- 18 professional arts events, including drama and theatre, literature and storytelling, spoken word and comedy, music and visual arts;
- A range of activities, including performances and workshops for 4 seasonal events;
- A range of events which engage specific audiences - children and young people, adults and older people, families, Welsh language families and children with disabilities.

Benefits

The Town Council with Carnegie House sought to engage and inspire the people, audiences and artists in Bridgend by providing opportunities for people to be creative, enjoy new cultural experiences and engage in community life.

The Community Asset Transfer from Bridgend County Borough Council has returned a civic building into public use, taking an historical building and making it relevant by providing a focal point for the arts and creative media in the area.

The library that was relocated from Carnegie House has also benefited by moving into a more purposeful space adjacent to the town centre; with appropriate amenities, alongside other leisure facilities being provided in a multi-use setting at the leisure centre. The Halo Trust manages the leisure facility and has spent a substantial sum on refurbishing the space. Footfall to the library has increased following the relocation, despite its move out of the town centre.

The building that had originally housed Bridgend Town Council and Bridgend County Borough Council on the outskirts of town has been sold to a private developer who will be redeveloping the site.

The Town Council is now positioned within a central location that has raised its profile and increased both its visibility and accessibility; and Bridgend County Borough Council has consolidated its presence alongside other Council functions.

Contact:

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Nigel Kinsey
Town Clerk, Bridgend Town Council
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Muni Arts Centre

The Muni Arts Centre is a recent Community Asset Transfer from Rhondda Cynon Taff County Borough Council to a community social business enterprise. It re-opened in September 2015 after a successful campaign against its closure which included high profile supporters such as playwright Frank Vickery and comedian Max Boyce.

The asset transfer was between the Council and the Muni Working Group and was agreed in November 2014. The Muni Working Group comprises membership from Pontypridd Town Council, Cylch Cymreig, Artis Community, Coalfields Regeneration Trust and the YMCA.

Business

The new Muni provides a range of regular classes for the community and hosts musical and theatrical productions from local schools; touring contemporary dance programme; as well as rock and pop concerts. The regular classes held at the venue comprise:

- Creative dance;
- Ballet and tap dance;
- Theatre and music theatre;
- Aikido and martial arts;
- Fitness sessions.

The New Muni also offers a drop in centre and support for armed forces veterans, which is funded by an Armed Forces Covenant Grant. The support provided includes training; workshops; support groups; and arts projects, as well as work and trade opportunities.

The Bradleys@theMuni café is a social enterprise in its own right, operating a service from the facility, this is in line with the Muni's aspiration to develop and support opportunities for small social enterprises to start-up and develop as result of the Muni being in place. Recently the Muni has taken on the provision of a day centre service from the Council, providing hot meals for the 50+ forum. This has proved exceptionally popular and placed the Muni at the heart of the community, helping it to engage with a wider audience again.

Benefits

Whilst all parties would acknowledge that they were relatively new to Community Asset Transfer; early on all parties were aware of the opportunities that could be realised through collaboration. This lead to a consortium of a number of community focused organisations joining together to prepare a proposal that would secure the Muni; meet the needs of the wider community; as well as preparing for potential future community based initiatives within the Pontypridd area.

A key benefit has been the joint learning that has occurred and informed the subsequent engagement between officers and officials at RCT and the Muni Working Group.

Contacts:

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Jonathan Huish
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Galeri Caernarfon

Galeri Caernarfon Cyf is a not for private profit community enterprise operating as a development trust in the historic town of Caernarfon in Gwynedd, North Wales. It was established in 1992 (under its previous name Cwmni Tref Caernarfon) to "pursue social, economic and environmental projects for the benefit of the community in Caernarfon and its environs" by the current Chief Executive Gwyn Roberts in partnership with colleagues from a variety of private businesses and community groups, together with the Local Authority.

The centre of Caernarfon is now a World Heritage Site, but in the mid 1980s over half the properties within the walled town were derelict, vacant or for sale. Cwmni Tref Caernarfon's first brief was to buy and then completely refurbish a selection of the most important of those buildings. They had a clear social enterprise vision from the outset and to date have renovated and refurbished over 28 neglected and vacant properties in the town, which are now occupied by tenants, including shops, offices, flats, two cafes, a music training centre and a pub.

The development of the 'Galeri Creative Enterprise Centre' has been the largest and most ambitious of the Trust's projects to date. It is a brand new £7.5m Creative Enterprise Centre, which opened its doors in the town's Victoria Dock on 7 March 2005. The centre houses a flexible 400 seat auditorium, which also doubles up as a cinema (the first live entertainment venue in Caernarfon in over 20 years), several rehearsal and practice studios, art space, café bar, rooms for hire, conference facilities and 27 enterprise units, which currently house 15 creative companies all engaged in artistic or creative work.

GALERI
CAERNARFON
www.galericaernarfon.com

Benefits

- Bringing people back into the town centre as residents, shoppers or tourists;
- Regeneration was a catalyst for the economic regeneration of Caernarfon, creating new retail and office premises and improving the built environment with high quality refurbishment and renovation of these properties;
- The community is empowered and supported in becoming key stakeholders for the project;
- As a social enterprise and development trust, Galeri is truly independent and driven by its social, cultural and economic mission. 20 properties have been restored since 1922, including commercial, residential buildings and a pub. Many were listed buildings within the walled town and the town has now achieved World Heritage Status;
- The benefits, experience and track record in Caernarfon centre were built upon and transferred to the 5 slate mining valleys surrounding Caernarfon, which were suffering significant social, physical and economic neglect;
- The success of the Caernarfon Arts Projects (SBARC) helped build the case and need for the Galeri Creative Enterprise Centre;
- Rents secured on each completed property help to pay for subsequent restorations. Financial surpluses help to fund the new Galeri Creative Enterprise Centre.

- Grand visions can be achieved –with a lot of motivation and determination but also flexibility;
- When planning your project, build in asset development and income generation from the start of the planning process;
- The increase in staff from 4 people in 2002 to 40 staff in 2006 required;
- organisational, HR and skills development. Many staff have grown and been retained within the organisation with increased roles or responsibilities;
- Ensure that your ideas are seen as carefully constructed, effective, best value and (most importantly) attractive to statutory or private sector investors;
- Work with local individuals, groups and organisations so that your local community is involved in what is happening;
- Never give up even if the key partners do not follow through with commitment to your vision.

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Carmarthenshire Community Asset Transfers Present position on current discussions		
Completed Transfers		
Organisation	**Asset/s**	**Position to date**
Amman Utd RFC	Amman Rugby Field	Transferred on lease
Ammanford Town Council	Maes y Coed Playground	Transferred on lease
	Ammanford Public Convenience (PC)	Following Task and Finish review on PC's
	Ammanford Park Splash Pad	Following grant funded refurbishment
Bromyrddin Bowls Club	Transfer of Carmarthen Bowling Club	Transferred on lease
Burry Port AFC	Burry Port Playing Field	Transferred on lease
Carmarthen Town Council	Carmarthen Park	Transferred on lease
	Allotments	Transferred on lease
Cwmamman Town Council	Gelliwerdd Playground	Transferred on lease
	Glanamman Public Convenience (PC)	Following Task and Finish review on PC's
	Cwmamman Park MUGA	Following grant funded refurbishment
Cwmamman UTD AFC	Playing Field at Cwmamman	Transferred on lease
Ferryside Social Enterprise Group	Former Education Centre - Ferryside	Transfer on lease
Garnant Golf Club Members	Garnant Golf Club	Transferred on lease
Gorslas Community Council	Gorslas Public Convenience (PC)	Following Task and Finish review on PC's
Hendy AFC	Hendy Playing Field	Transferred on lease
Hendy RFC	Hendy Rugby Field	Transferred on lease
Kidwelly Park Sports Association	Parc Stephens Playing Fields	Licence Completed
Kidwelly Town Council	Kidwelly Quay	Following regeneration scheme
Llanboidy Community Council	Llanboidy Public Convenience (PC)	Following Task and Finish review on PC's
Llanddowror and Llanmiloe Community Council	Llanddowror Public Convenience (PC)	Following Task and Finish review on PC's
Llandeilo Fawr Civic Hall Trust Ltd	Llandeilo Civic Hall	Transferred with grant funding in initial years on sliding scale
Llandyfaelog Community Council	Land within village	Held on a 21 year lease
Llanedi Community Council	Hendy MUGA	Following grant funded refurbishment
Llanelli Rural Council	Bryngolau Playground	Transferred on lease
	Swiss Valley Playground	Transferred on lease
	Llwynhendy MUGA	Transferred on lease
	Playing Fields at Tir Eynon, Llwynhendy	Transferred on lease
Llanfynydd Community Council	Abergorlech Public Convenience (PC)	Following Task and Finish review on PC's
Llangyndeyrn Community Council	Meinciau Public Convenience (PC)	Following Task and Finish review on PC's
Llanfihangel Rhos-y-Corn Community Council	Brechfa Public Convenience (PC)	Following Task and Finish review on PC's

Newcastle Emlyn Bowls Club	Bowling Green	Transferred on lease
Newcastle Emlyn Tennis Club	Tennis Courts	Transferred on lease
Pembrey AFC	Pembrey Playing Field	Transferred on lease
Pembrey and Burry Port Town Council	Burry Port MUGA & Playground	Following grant funded refurbishment
	Pembrey Community Education Centre	Held on Trust - Transfer Complete
Pontyberem Community Council	Pontyberem Recreational Ground	Licence Completed
St Clears RFC	Playing Field at St Clears	Transferred on lease
The Amman Centre Community Venture Ltd	Amman Centre - Ammanford	Transferred with grant funding in initial years on sliding scale
Towy Community Church	Xcel Bowling Centre	Transferred with external and one-off CCC grant funding
Whitland Town Council	Whitland Public Convenience (PC)	Following Task and Finish review on PC's
Ystradowen Community Centre Ltd	Ystradowen Day Centre	Transferred with various external grant funding
Expressions of Interest Received		
Organisation	**Asset/s**	**Position to date**
Abergwili Community Council	Peniel Playground	Discussions ongoing with the Community Council.
Ammanford Bowls Club	Ammanford Bowling Green and Pavilion	Discussions ongoing with the Bowls Club.
Betws Community Council	Betws Park	Discussions ongoing with the Community Council.
	Maesquarre Playground	
Burry Port Bowls Club	Burry Port Bowls Club	Discussions ongoing with the Bowls Club.
Carmarthen Town	Penllwyn Park	Discussion ongoing regarding various assets. Recent correspondence from new Clerk indicated willingness to formalise present management arrangements on several parks, playgrounds and amenity areas.
	Park Hinds	
	Johnstown Park	
	Russell Terrace Ball Park	
	Allt Ioan Playground	
	Maes y Wennol Playground	
Cwmamman Town Council	Penybont Park	With Legal. Lease at Penybont Park to Cwmamman Utd AFC needs to be resolved. Town Council will take a head lease of the asset.
	Maesybedol Playground	
	Grenig Park	
	Cwmamman Park	
	Golwg yr Amman Park	
	Bishops Road Playground	
	Highfield Playground	
	Penyrallt Playground	
	Parc Bryn Rhos Playground	
	Glanamman Community Education Centre	Discussions ongoing with Town Council.

Cwmamman Utd AFC	Additional Football Pitch	Discussions ongoing with the Football Club. Executive Board decision required.
Cynwyl Elfed Community Council	Cynwyl Elfed Public Convenience (PC)	With Legal
Dinefwr Indoor Bowls (Trustees)	Dinefwr Indoor Bowls, Ammanford	With Legal - Transfer nearing completion.
Felinfoel Rugby Club	Rugby Pitch at Penygaer Playing Fields	Rugby pitch is currently used by the Rugby Club who pay CCC for maintenance. It is essential for the Club to retain this asset as it is used extensively for their seconds, youth and junior rugby teams.
Kidwelly Town Council	Parc Stephens Recreational Ground	Sports Association have taken on the Playing Fields, Tennis Courts and Pavilions at Parc Stephens. Town Council to take over playgrounds.
	Ger y Castell Playground	
	Ger y Gwendraeth Playground	
	Parc Pendre Playground	
	Mynyddygarreg Playground	
	Kidwelly Public Convenience (PC)	Discussions ongoing with the Town Council.
Laugharne Town Council	Amenity area near castle	With Legal
Llandeilo Town Council	Park Le Conquet	With Legal
	Penlan Park	
Llandovery Community Sports Association	Castle Fields	With Legal. Sports Association are taking on the Playing Fields, Tennis Courts, Bowling Green and Buildings.
Llandybie Community Council	Bancyddraenen Recreational Ground	Discussions ongoing with the Community Council.
	Llandybie Recreational Ground	
	Llandybie Park	
	Penybanc Playground	
	Saron Park	
	Spien Road Playground	
	Penygroes Park	
Llanedi Community Council	Tycroes Park	With Legal
	Hendy Park	
	Coopers Playground	
	Bronallt Playground	
	Squirrels Walk Playground	
Llanelli Rural Council	Pwll Park	Expressions of Interest confirmed for Dafen Park, Pwll Recreation Ground, Trallwm Recreational Ground, Clos Cilsaig Playground, Heol Llanelli Playground and Clos y Gelli Playground. **Dan y Banc and Maengwynne Playgrounds not included within current transfer discussions.**
	Dafen Park	
	Clos y Gelli Playground	
	Trallwm Recreational Ground	
	Clos Cilsaig Playground	
	Heol Llanelli Playground	
	Llwynhendy MUGA	
	Dan y Banc Playground	
	Maengwynne Playground	

Llanelli Wanderers Rugby Club	Parc y Dre - Rugby Ground and Changing Rooms	Club keen to take over the rugby pitch and changing rooms. Pitch is currently used by the Rugby Club who pay CCC for maintenance.
Llanfihangel ar Arth Community Council	Llanfihangel ar Arth Public Convenience (PC)	Discussions ongoing with the Community Council.
Llangadog Community Council	Rhyd y Fro Playground	With Legal
Llannon Community Council	Tumble Park	With Legal
	Singleton Playground	
	Cross Hands Park	
	Caeglas Playground	
	Llannon Park	
	Maesyffynnon Playground	
Llanybydder Community Council	Rhydcymerau Playground - HRA Land	Discussions ongoing with the Community Council.
	Llanybydder Public Convenience (PC)	With Legal
New Dock Stars Rugby Club	Llanerch Playing Fields	Ongoing discussions with the Rugby Club. Club is keen to take over the playing fields for their junior and mini rugby teams.
Pembrey and Burry Port Town Council	Burry Port Memorial Park	Discussions ongoing with the Town Council.
	Burrows Park	
	Tyle Teg Park	
	Penybryn Playground	
	Tanybryn Playground	
	Cwm Eglwys Playground	
	Waun Sidan Playground	
	Trem y Mynydd Playground	
Penygroes Rugby Club	Rugby Facilities	Discussions ongoing with the Rugby Club.
Quarter Bach Community Council	Maes Elwyn Recreational Ground	With Legal. **Community Council no longer wish to take over the running of Felinfach Playground.**
	Bryn Avenue Recreational Ground	
	Ystradowen Recreational Ground	
	Felinfach Playground	
Trelech a'r Betws Community Council	Playground - Trelech	Discussions ongoing with the Community Council.
Trimsaran RFC	Rugby Changing Rooms - (Car Park)	With Legal
Tumble RFC	Rugby Facilities - Tumble Park	With Legal
Tumble Utd AFC	Football Facilities - Tumble Park	With Legal
Whitland Town Council	Bryngwenllian Playground - HRA Land	Discussions ongoing with the Town Council.
Talley Community Council	Talley Public Convenience (PC)	Legal title issue to resolve prior to transfer.

No Expressions of Interest Received for Transfer of Parks and Playgrounds		
Organisation	**Asset/s**	**Position to date**
Ammanford Town Council	Ammanford Park	Town Council initially expressed an interest in taking over various assets together with Sporting Association. Discussions have stalled with the Town Council now considering offering partial financial support for future maintenance of facilities.
	Ammanford Recreation Ground	
	Norman Road Playground	
	Pantyffynnon Playground	
	Pantyffynnon Recreational Ground	
	Riverway Playground	
Llandovery Town Council	Castle Fields Playground and Skate Park	Town Council emailed on the 6th December 2015 informing CCC that they were no longer in a position to proceed.
	Maesglas Playground	
	Green Lodge Playground	
Llanegwad Community Council	Maesawelon Playground (Cwrt Henri) - HRA Land	Community Council confirmed in an email dated 8th April 2016 that they did not wish to proceed.
Llanelli Town Council	Parc y Dre (Peoples Park)	No interest at present in Asset Transfer but considering offering partial financial support for future maintenance of facilities.
	Sandy Bridge Park (part of Parc y Dre)	
	Dolau Fawr Playground	
	Clos yr Ysgol Playground	
	Parc Howard	
	Crown Park	
	Havelock Park	
	Penygaer Playing Fields	
	Penyfan Park	
	Nightingale Court Playground	
	Morfa Park	
	Land at Gelli - Onn	
	Land at Bigyn	
	Town Hall Square Gardens	
Llangeler Community Council	Pentre Cwrt Playground, Llangeler - HRA Land	No response received.
Llangennech Community Council	Maes Tŷ Gwyn Playground	Email received from CC on the 24th March 2016 informing CCC that a reply by the 31st March 2016 was not possible. Community Council in discussions with Grounds Maintenance regarding possible transfer but would expect that all areas are put into reasonable condition before their adoption.
	Bryn Park	
	Parc yr Hendre	
	Heol Plas Isaf Playground	
Llangunnor Community Council	Llangunnor Recreation Ground	No formal response received.
Llansteffan and Llanybri Community Council	Llansteffan Beach Playground	Community Council confirmed in a letter dated 8th March 2016 that they were not in a position to proceed.
Trimsaran Community Council	Trimsaran Welfare Park	No response received.

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POLICY & RESOURCES SCRUTINY COMMITTEE
9th JUNE 2016

Amendments to the Email Usage & Monitoring Policy

To consider and comment on the following issues:

- That the Committee considers and comments on the amended policy.

Reasons:

- The amendments are proposed in order to strengthen the policy enabling it to meet statutory obligations.
- At its meeting in March 2014, the Policy & Resources Scrutiny suggested that the amended policy clearly define email filtering and access authorisation to email.
- To formulate views for submission to Executive Board for consideration.

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

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

Directorate: Chief Executive's	**Designations:**	**Tel Nos. / E-Mail Addresses:**
Name of Head of Service: Noelwyn Daniel	Interim ICT Manager	01267 226270 ndaniel@carmarthenshire.gov.uk
Report Author: John M Williams	ICT Security Officer	01267 226311 jmwilliams@carmarthenshire.gov.uk

EXECUTIVE SUMMARY

POLICY & RESOURCES SCRUTINY COMMITTEE 9th JUNE 2016

Amendments to the Email Usage & Monitoring Policy

A review of the policy has been undertaken to ensure it meets all current legislative requirements. Following a suggestion made by the Policy & Resources Scrutiny, additional information has been provided on email filtering & monitoring. Certain section of the policy have been amended, and an additional section added.

The amendments being proposed are:

Amendment to **Section 3.1** to include reference to the Regulation of Investigatory Powers Act 2000.

Amendment to **Section 5.7** following advice from Human Resources from:

'No employee, elected member, consultant or contractor will send, forward or receive emails that in any way may be interpreted as insulting, disruptive or offensive by any other person, or company, or which may be harmful to staff morale. Examples of prohibited material include but are not limited to'

To:

'No employee, elected member, consultant or contractor will send, forward or receive emails that in any way may be interpreted as insulting, disruptive or offensive by any other person, or company, or which contravene the ***Authority's Behavioural Standards in the Workplace policy'****.*

Amendment to **Section 7** heading from 'Monitoring principles' to 'Automated monitoring and filtering'. This is to define that email filtering is an automated process.

Section 8: *'Requests for information, investigations and tracking'* has been added to clarify who has authorisation to access staff and members email for the purpose of information, investigation and tracking of emails.

DETAILED REPORT ATTACHED?	**YES – Policy attached**

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: Noelwyn Daniel Interim ICT Manager

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

1. Policy, Crime & Disorder and Equalities

This policy governs the Council's approach to managing its email facilities, ensuring the best interests of both staff and the Council are upheld.

2. Legal

Certain breaches of the Data Protection Act are criminal offences (e.g. selling personal data) for which an individual can be prosecuted. Other breaches of the DPA can involve civil penalties against the authority. Breaches of FOIA and RIPA could give rise to civil claims against the authority.

5. Risk Management Issues

There is a risk that Council emails could purposely or inadvertently be accessed by unauthorised users if this policy is not adhered too.

6. Staffing Implications

Staff and Members will be expected to comply with the amendments to the policy. Employee consultation has taken place.

CONSULTATIONS

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

Signed: **Noelwyn Daniel** **Interim ICT Manager**

1. Local Member(s) – N/A

2. Community / Town Council – N/A

3. Relevant Partners – N/A

4. Staff Side Representatives and other Organisations – Yes, employee consultation with trade unions on 22nd October 2015.

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
Regulation of Investigatory Powers Act 2000	http://www.legislation.gov.uk/ukpga/2000/23/contents
Review of Email Usage and Monitoring Policy (Policy & Resources Scrutiny Committee – 24th March 2014)	**Agenda** http://online.carmarthenshire.gov.uk/agendas/eng/POLI20140324/index.asp **Minutes** http://online.carmarthenshire.gov.uk/agendas/eng/POLI20140324/MINUTES.HTM

Information Governance

Email Usage and Monitoring Policy

Contents

1. Purpose
2. Scope
3. Policy statements
4. Responsibilities
5. Email usage principles
6. Email monitoring
7. Automated monitoring and filtering
8. Requests for information, investigations and tracking
9. Compliance measures
10. Sponsor
11. Custodian
12. Ensuring equality of treatment

1. Purpose

1.1 The purpose of this document is to define Carmarthenshire County Council's policy for the effective and appropriate use of email.

2. Scope

2.1 Email usage refers to all use of the Council's electronic mail facilities whether for internal or external communication.

2.2 This policy governs the Council's approach to managing its email facilities, ensuring the best interests of both staff and the Council are upheld.

3. Policy statements

3.1 The Council's email facilities will be used in accordance with:

- This policy and related guidelines
- All appropriate legislation – including the Data Protection Act 1998, Freedom of Information Act 2000 and the Regulation of Investigatory Powers Act 2000.

3.2 Email usage will be monitored to ensure compliance with the email usage principles.

3.3 This policy is approved by, and has the full support of, the Council.

3.4 All permanent employees, elected members, volunteers, contractors and temporary staff provided with email facilities will electronically sign the policy to indicate their agreement to comply.

3.5 All managers will be responsible for implementing the policy within their areas of responsibility.

4. Responsibilities

4.1 The Council will provide staff with education and training to support compliance with this policy.

4.2 All managers will be responsible for implementing the policy within their areas of responsibility.

4.3 All employees and elected members provided with email access will signify their acceptance of this policy.

4.4 The IT Security Officer will develop, maintain, and publish procedures and standards to achieve compliance with this policy.

5. Email usage principles

5.1 The use of the Council's email facilities indicates acceptance of the policy.

5.2 It must be remembered that standard email is not a secure form of communication. The messages that you send may be sent over networks owned by other people and can be intercepted, and read by someone else. A secure method of communication must be used if the content of an email is sensitive (e.g. it contains sensitive personal information), such that if its content were disclosed to or modified by an unauthorised person, it could cause harm or distress. Further information and guidance can be found in the **Handling Personal Information Policy & Procedure.**

5.3 The Council provides email to assist employees and elected members in the performance of their jobs and no personal use of email is permitted. Staff should make use of internet based email for their personal requirements and usage of these sites should be in line with the **Internet Usage and Monitoring Policy.**

5.4 All emails will be treated as business correspondence and as such will be filtered, recorded and archived.

5.5 Users must not register any Carmarthenshire County Council email address with any site or system that is not work related, such as a personal Facebook / Ebay account.

5.6 The Council reserves the right to purge identifiable personal email to preserve the integrity of the email systems.

5.7 No employee, elected member, consultant or contractor will send, forward or receive emails that in any way may be interpreted as insulting, disruptive or offensive by any other person, or company, or which contravene the Authority's **Behavioural Standards in the Workplace policy**.

5.8 Care must be taken when sending emails. Users must ensure that the correct recipient is selected (if selected from the address book) and ensure that the address is correct before sending.

5.9 The user logged in at a computer will be considered to be the author of any messages sent from that computer. Users must log off or lock their computers when away from their desks.

5.10 Under no circumstances must emails be sent from an account that the user does not have the authority to send from as this is an offence under the Computer Misuse Act 1990.

5.11 All email traffic, including attachments, will be automatically monitored and reviewed, and any disciplinary action deemed appropriate will be taken.

5.12 All users must ensure compliance with all relevant legislation when using the Council's email system.

5.13 All documents and messages created and sent via the Council's email system are owned by the Council and not by individuals.

5.14 Email folders must be reviewed regularly and any non-essential messages must be deleted in accordance with the Council's **Retention Guidelines**.

5.15 Internal email and other internal materials must not be forwarded to destinations outside the Authority unless this is done in the course of performing the business of the Carmarthenshire County Council.

5.16 Users must not forward chain letters either internally or externally. This includes those purporting to be for Charity or other good causes as well as those promising wealth or other personal gain. Virus warnings come under the same exclusion as the majority of these are false. Employees must refer to the IT Security Officer to check the validity of such messages but must not forward these messages to anyone else inside or outside the Authority under any circumstances.

5.17 Email addresses must not be disclosed unnecessarily. Information provided in surveys or other questionnaires may lead to risks such as receiving unwanted junk messages.

5.18 Users must not subscribe to email lists unless they are work related. The volumes of messages that can be generated are high and the content may be dubious resulting in conflict with the conditions stated above.

5.19 Email must not be used to send large attached files. Many of the staff are working in offices at the end of slow communication lines and large emails will slow down these links even further. Many email systems will not accept large files and, if returned, may result in overloading the Council's own email system. Users should store files on shared network drives/Corporate File Plan and send links to the documents in their emails for internal recipients.

5.21 Emails and attachments should not be opened unless they are from a known source. Caution must also be exercised even if attachments are received from a known source but are unexpected.

5.22 The facility to automatically forward emails must not be used to forward messages to personal email accounts. The Council provides a number of solutions for accessing its email system when away from the office. Advice must be sought from IT if remote access is required.

5.23 Emails will be managed by IT to meet both its own requirements and any legal obligations for the storage and retention of messages.

6. Email monitoring

6.1 The Council's email facilities will be monitored in accordance with:

- This policy and related guidelines
- All appropriate legislation – including the Data Protection Act 1998, the Regulation of Investigatory Powers Act 2000 and The Telecommunications (Lawful Business Practice) (Interception of Communications) Regulations 2000

7. Automated monitoring and filtering

7.1 The Council will automatically monitor email including both the text of a message and any attachments. The Council will monitor both incoming and outgoing mail.

7.2 Emails will be automatically filtered according to the content and as a result may even be blocked from delivery. Users will be automatically notified if a message has been blocked.

7.3 Regular summary reports on email usage will be made available to managers. More detailed reports will be made available on request by Heads of Service

8. Requests for information, investigations and tracking

8.1 The Head of Service, Director or Chief Executive can authorise access to a

member of staffs mailbox based on the circumstances outlined below.

8.2 Staff absence. Where a member of staff is absent from work, authorisation can be given for the staff members line manager to have access to their email. Normally such access should only be sought for absences in excess of 10 working days. The "owner" of the Mailbox should be informed immediately by their Manager of the access being allowed.

8.3 Investigations. Where an investigation is being undertaken which could result in **Gross Misconduct**, requests need to be formally signed off as follows:

- *Member of Staff: Director Approval*
- *Elected Member: Monitoring Officer (who will inform the standard committee)*

8.4 Tracking. Where an email needs to be tracked to identify where it has been sent, requests need to be formally signed off as follows:

- *Member of Staff: Director Approval*
- *Elected Member: Monitoring Officer (who will inform the standard committee)*

9. Compliance measurement

9.1 Compliance with this policy is mandatory. Breaches of this policy by staff may lead to disciplinary action being taken. Breaches by elected members may be reported to the Standards Committee.

10. Sponsor

10.1 This policy is owned by the Corporate Information Governance Group.

10. Custodian

10.1 It is the responsibility of the IT Security Officer to ensure that this policy is regularly reviewed and updated.

11. Ensuring equality of treatment

11.1 This policy must be applied consistently to all irrespective of race, colour, nationality, ethnic or national origins, language, disability, religion, age, gender, gender reassignment, sexual orientation, parental or marital status.

If you require this document in an alternative format please contact the IT Security Officer on 01267 246311 or email **ITSecurity@Carmarthenshire.gov.uk**

Policy approved by Executive Board Member on: 14th May, 2013
Policy review date: November, 2015
Policy written by: Idris Evans CISSP
Reviewed by: John M Williams CISMP

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POLICY & RESOURCES SCRUTINY COMMITTEE
9th JUNE 2016

Portable Device Usage Policy

To consider and comment on the following issues:

- That the Committee considers and comments on the introduction of the proposed new policy.

Reasons:

- This is a new policy to provide strong and clear governance around the use of portable devices by Carmarthenshire County Council staff and Elected Members.
- To formulate views for submission to Executive Board for consideration.

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

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

Directorate: Chief Executive's	Designations:	Tel Nos. / E-Mail Addresses:
Name of Service Manager: Noelwyn Daniel	Interim ICT Manager	01267 226270 ndaniel@carmarthenshire.gov.uk
Report Author: John M Williams	ICT Security Officer	01267 226311 jmwilliams@carmarthenshire.gov.uk

EXECUTIVE SUMMARY

POLICY & RESOURCES SCRUTINY COMMITTEE
9th JUNE 2016

Portable Device Usage Policy

There is currently no policy in place to define acceptable practices, responsibilities and procedures for using Council provided portable devices (Smartphones, tablets, iPads etc.).

This Policy defines those accepted practices, responsibilities and procedures for the use of portable devices that Carmarthenshire County Council authorises to connect to its network.

Carmarthenshire County Council in its drive to mobilise the workforce has seen a significant increase in the number of portable devices in use, which facilitates greater flexibility for elected members and staff to access various Council systems. With the on-going drive towards greater mobile working, we expect there to be a continuous increase in the number of portable devices being used.

In light of this changing landscape, there is a need to have a policy which governs the use of portable devices to ensure compliance with relevant legislation and best practices in mobile devices management.

The policy and guidance will be sent out for acceptance electronically to all portable device users.

DETAILED REPORT ATTACHED?	**YES – Policy attached**

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: Noelwyn Daniel Interim ICT Manager

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

1. Policy, Crime & Disorder and Equalities – This Policy defines accepted practices, responsibilities and procedures for the use of portable / mobile devices that the Council authorises to connect to its network for staff and members

2. Legal – Certain breaches of the Data Protection Act are criminal offences (e.g. selling personal data) for which an individual can be prosecuted. Other breaches of the DPA can involve civil penalties against the authority. Breaches of FOIA and RIPA could give rise to civil claims against the Authority.

Breaches of the Human Rights Act could place the Council at risk of infringing an individual's rights.

3. Finance – There may be an increase in costs whereas staff are currently using personal devices. Heads of Services & Directors to assess if a work provided device is required as a replacement in these circumstances.

IT Services should be consulted before devices are purchased, who can make recommendations based on intended use.

4. ICT – Portable devices must be managed by IT Services using a Mobile Device Management System. This is already in place, however as the number of devices increase, this will impact on the resources required to administer the system.

5. Risk Management Issues – There is a significant risk to IT Systems by allowing personal devices to connect which may be compromised by malware.

Processing Council information on personal devices can increase the risk of loss, theft or corruption to the data. There is a risk of becoming non-compliant with Public Services Network code of connection.

6. Staffing Implications – Staff and Members will be expected to comply with this policy. Employee consultation has taken place.

CONSULTATIONS

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

Signed: Noelwyn Daniel Interim ICT Manager

1. Local Member(s) – N/A

2. Community / Town Council – N/A

3. Relevant Partners – N/A

4. Staff Side Representatives and other Organisations – Yes, employee consultation with trade unions on 22nd October 2015.

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
Data Protection Act	DPA1 https://www.gov.uk/data-protection/the-data-protection-act
PSN IA Conditions Supporting Guidance	PSN1 https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/369671/PSN_IA_conditions_supporting_guidance.pdf
What is the Freedom of Information (FOIA) Act?	FOIA1 https://ico.org.uk/for-organisations/guide-to-freedom-of-information/what-is-the-foi-act/

Portable Device Usage Policy

Contents

1. Purpose
2. Scope
3. Requirements & Responsibilities
4. Compliance Measurement
5. Sponsor
6. Custodian
7. Ensuring Equality of Treatment

1. Purpose

1.1 This Policy defines accepted practices, responsibilities and procedures for the use of portable / mobile devices that the Council authorises to connect to its network.

1.2 A portable device will be defined as any electronic device that has the ability to transmit, receive, record, process or store data. This functionality is increasing in a number of devices and could have one functionality or a combination of the following functionalities:

- Laptops.
- Tablets e.g. Apple iPads, Lenovo Helix, Samsung Galaxy pads etc.
- Smartphone / Mobile Phone or Personal Digital Assistant (PDA).
- Digital recording device e.g. digital camera, audio recorded, mp3 player.
- Any other portable device, such as a satellite navigation system or a hybrid device that combines functionality.

1.3 Using personal devices to access the Council's network without prior permission from the IT Security Officer is not permitted as it poses a number of risks such as:

- Loss, disclosure or corruption of Council data on a personal device.

- Incidents involving threats to, or compromise of, the Council's IT Infrastructure (e.g. hacking, malware infection).

- Non-compliance with relevant laws and regulations such as the Data Protection Act (1998), Freedom of Information Act (2000) and the Human Rights Act (1998).

- Non-compliance with the Public Services Network (PSN) Code of Connection.

- Liability for loss of data, or damage to a personal device due to software or administrative errors.

1.4 The Authority will provide appropriate devices necessary to enable mobile working, based on receiving the relevant authorisation for the device.

1.5 This policy should be read in conjunction with the Council's Information Security Policy, Email Usage and Monitoring Policy, Internet Usage and Monitoring Policy and the Copyright Design and Patents Act Policy.

2. Scope

2.1 This policy applies to all employees, elected members and any partners or third parties who access Council data from an Authority provided mobile device.

3. Requirements & Responsibilities

3.1 The decision to provide a device for mobile working will be based on a documented business need and the request must be authorised by a Head of Service, Director or the Chief Executive.

3.2 IT Services will provide advice and guidance, based on the identified business need, to ensure that devices are compatible with our IT systems.

3.3 All devices must be procured and configured by IT Services prior to being allocated to staff for use on the Council's network.

3.4 Shared accounts will not be available on some devices (e.g. Smartphone's) due to limitations in the device software. Such devices can only be configured for single person use and cannot be shared amongst staff. E.g. Multiple mailboxes cannot be setup on iPads.

3.5 The Council expects the user to closely guard the physical security of any mobile device assigned to them that contains Council data and connects to the Council's network.

3.6 Only applications approved for business use will be installed on the Council's mobile working environment. Users are not permitted to install additional mobile "apps". This includes, but is not limited to, free apps and games from the Google Play and Apple iTunes store. On occasions, users will be asked to install updates on Apple based devices, following guidance from IT Services.

3.7 Council mobile devices will be configured to use an account for management by IT Services. This account must not be removed or modified in any way, as it could stop the device functioning correctly. E.g. Apple ID account.

3.8 Users must accept that the Council will enforce security policies on mobile devices, which are necessary to maintain the security and integrity of the data on the device. This will include, but is not limited to, areas such as passcode, passcode timeout, passcode complexity, passcode age, device encryption settings, complete wipe and device feature lockdown.

3.9 Users must immediately report loss or theft of a mobile devices to the IT Service Desk during office hours or to IT Standby (via Care Line) out of hours; this is to ensure that any Council data on the device can be remotely erased.

3.10 Users must take appropriate precautions to prevent others from obtaining access to their mobile devices. Users will be responsible for all activities made with their credentials, and should not share individually assigned passcodes or any information stored on their device.

3.11 Care must be taken to ensure that when accessing Council data using a portable device in a public place,that any information displayed cannot be viewed by others. E.g. entering your PIN on the device

3.12 Personal or unmanaged devices must not be used to save Council's data. This should include, but is not limited to, using personal devices with any of the Council's remote working solutions.

3.13 Public Services Network (PSN) or Government Connect Secure eXtranet (GCSX) protectively marked or classified data must never be accessed from a mobile device.

3.14 Users are not permitted to use mobile devices abroad without prior authorisation from a Head of Service, Director or the Chief Executive.. They should take into consideration the reason (business or pleasure) of the trip, additional data roaming costs which will incur for usage abroad and location of travel. Usage in regions outside of the European Economic Area (https://www.gov.uk/eu-eea) should not be permitted without seeking advice from the Data Protection Officer and IT Security Officer.

3.15 All users must ensure compliance with all relevant legislation when using a portable device e.g. Live TV should not be accessed on any Authority owned device unless you have been explicitly informed that there is a TV License in place for the premises you are currently in.

3.16 It is the responsibility of line managers to ensure devices are handed in to them prior to staff ending employment. Members should return devices to DSU. Line mangers should notify the IT Helpdesk if devices are to be reallocated or SIM contacts require termination.

4. Compliance Measurement

4.1 Compliance with this policy is mandatory for any individual who uses a portable device to connect to Council systems. Breaches of this policy by staff may lead to disciplinary action being taken. Breaches by elected members may be reported to the Standards Committee.

5. Sponsor

5.1 This Policy is owned by the Corporate Information Governance Group.

6. Custodian

6.1 It is the responsibility of the IT Security Officer to ensure that this policy is kept up to date and reviewed by the Executive Board member.

7. Ensuring equality of treatment

7.1 This policy must be applied consistently to all, irrespective of race, colour, nationality, ethnic or national origins, language, disability, religion, belief or non-belief

age, sex, gender identity, sexual orientation, parental, marital or civil partnership status.

If you require this document in an alternative format please contact the IT Security Officer on 01267 246311 or email **ITSecurity@carmarthenshire.gov.uk**

Policy written by: John M Williams CISMP

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POLICY & RESOURCES SCRUTINY COMMITTEE
9th JUNE 2016

Draft Annual Report (2015/16) and Improvement Plan (2016/17)

- The entire - 1st Year's progress report on the Corporate Strategy 2015-20 (including our Summary Annual Report (2015/16) and Improvement Plan (2016/17))
- Relevant extracts for this Scrutiny Committee of the: Full Annual Report (2015/16) and Improvement Plan (2016/17) – (ARIP)

To consider and comment on the following issues:

- That the Committee considers and comments on the Council's draft Annual Report 2015/16 and Improvement Plan 2016/17.

Reasons:

1. Under the Local Government (Wales) Measure we must:
   - *Publish an Improvement Plan as soon as it is reasonably practicable after the start of the financial year i.e. April 1st (The Auditor General interprets this as by the end of June) and*
   - *Publish an Annual Report on past performance by the end of October each year.*
2. We publish a combined Annual Report and Improvement Plan allowing us to evaluate previous year's results and agree future outcomes.
3. The document is still being finalised as End of Year data becomes available.

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

Executive Board Member Portfolio Holders:

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

Directorate: Chief Executive's	**Designations:**	**Tel Nos./ E-Mail Addresses:**
Name of Head of Service: Wendy Walters	Assistant Chief Executive (Regeneration & Policy)	01267 224112 wswalters@carmarthenshire.gov.uk
Report Author: Robert James	Performance Management Officer	01267 224486 rnjames@carmarthenshire.gov.uk

EXECUTIVE SUMMARY

POLICY & RESOURCES SCRUTINY COMMITTEE
9th JUNE 2016

Draft Annual Report (2015/16) and Improvement Plan (2016/17)

- 1st Year's progress report on the Corporate Strategy 2015-20 (including our Summary Annual Report (2015/16) and Improvement Plan (2016/17))

- Full Annual Report (2015/16) and Improvement Plan (2016/17) – (ARIP)

  Extracts relevant to the Policy & Resources Scrutiny Committee:
  - Introduction
  - Building a Better Council Outcome
  - Making Better Use of Resources Outcome
  - Appendices

1st Year's progress report on the Corporate Strategy 2015-20 (Including our Summary Annual Report (2015/16) and Improvement Plan (2016/17))

- When we published the Corporate Strategy 2015-20 we promised to conduct an annual progress report and we set out a set 24 Outcome measures to judge our progress against
- By law we also have to publish a summary and full ARIP
- It makes sense to combine the Corporate Strategy progress and summary ARIP into one document to avoid duplication and align plans and reports
- In the recent WAO Annual Improvement Report they found the combination of a short summary and a full version – gave all the information needed.

Full Annual Report (2015/16) and Improvement Plan (2016/17) – (ARIP)

- By law we have to publish an Annual Report and an Improvement Plan – we combine the both in a single document in Carmarthenshire and this is seen as good practice by our regulators.
- On 20th April, we consulted with elected members on the Key Improvement Objective Priorities that are incorporated into this document
- WAO Corporate Assessment Proposals for Improvement are incorporated into the document.

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 S. Walters Assistant Chief Executive (Regeneration & Policy)

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

1. Policy, Crime & Disorder and Equalities – The Annual Report and Improvement Plan is aligned to our Integrated Community Strategy (ICS) Outcomes and Goals. The document will help inform our ICS Annual Report.

2. Legal – Our combination of Annual Reporting and Improvement Planning into a single document meets the Local Government Measure requirements and has satisfied our regulators. Other Councils in Wales have adopted this combined approach.

3. Finance – See the Making Better use of Resources theme

CONSULTATIONS

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

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

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
The Local Government Measure (Wales) 2009	Welsh Government\Final part 1 guidance
Corporate Strategy 2015 -2020	Corporate Strategy 2015-2020

CARMARTHENSHIRE COUNTY COUNCIL

1st year progress report on the Corporate Strategy for 2015/16

Including our Summary Annual Report 2015/16 and Improvement Plan for 2016/17

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www.sirgar.llyw.cymru

YOUR COUNCIL doitonline
www.carmarthenshire.gov.wales

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Introduction

When we signed up with our partners to the Integrated Community Strategy for Carmarthenshire, the Council aligned its internal plans to maximize its contribution to the agreement. The vision is for a Carmarthenshire that enables people to live healthy and fulfilled lives by working together to build strong, bilingual and sustainable communities.

In September 2015, we renewed our Corporate Strategy which set out the Council's strategic priorities and aspirations in support of the vision for Carmarthenshire. This Strategy identified key areas of focus and set out the key outcome measures by which the Council would judge its success. This document provides an annual report on progress made.

For the last five years the Council has published a combined Annual Report and Improvement Plan (ARIP), that details our progress against all of the outcomes and goals set out in the Integrated Community Strategy. The full ARIP is a detailed and lengthy document, however this document provides a summary.

Carmarthenshire County Council's Corporate Strategy 2015 - 2020

Annual Report 2015/16 and Improvement Plan 2016/17

Progress at a Glance

When we published the Corporate Strategy 2015-20 we set out the following outcome measures to judge our progress:-

Outcome	Outcome Measures	Progress
Making Better Use of Resources	Improved public satisfaction levels with the services provided by the Council	✓
	Reduction in organisational 'running costs'	✓
	Increased on line activity to address public queries and transactions	✓
Building a Better Council	Increasing public communication, consultation and engagement	✓
	Improved staff satisfaction levels	✓
	Reduced staff sickness absence levels	✗
Healthier	Reduction in referrals to adult and children's social services *(Feedback from E&CS DMT that this is not the best measure of Safeguarding - may require an alternative for the future)*	✓
	Increased availability of rented and affordable homes	✓
	Increased use of leisure facilities	✗
Learning	Improved educational attainment	✓
	Improved school attendance rates	✓
	Reduced number of young people Not in Education, Employment or Training	Year 11 ✗ Year 13 ✓
	Improved condition of schools	✓
Safe	Appropriate support provided to children, young people and families as required	✓
	Reduction in road casualties	Awaiting results
	Reduction in total recorded crime	✗
	Reduction in anti-social behaviour	✓
Environment	Increased rates of recycling	✓
	Improved digital access	✓
	Improved transport links	✓
	Increased use of renewable energy	✓
Economy	Increased employment	✓
	Reduction in working age population in receipt of out of work benefits	✓
	Increased economic activity and productivity	✓

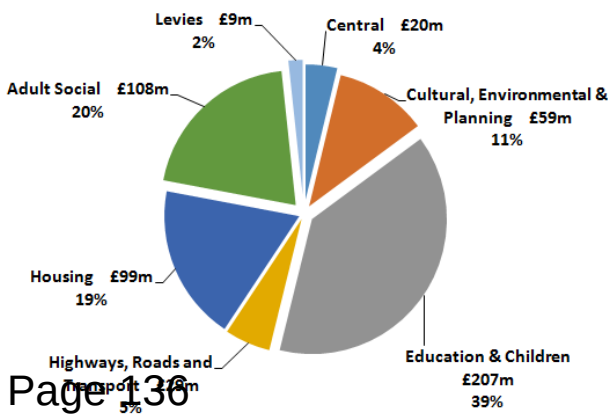
Making Better Use of Resources…

The Council is facing a period of significant and continued budget cuts and it is more important than ever to ensure that we are making the best use of resources. We will ensure that the organisation is working as efficiently as possible in order to protect and maintain front line services where possible. However, it may not be possible for us to continue doing some of the things we have done in the past and we will work with our communities and stakeholders to find new ways of addressing need where appropriate.

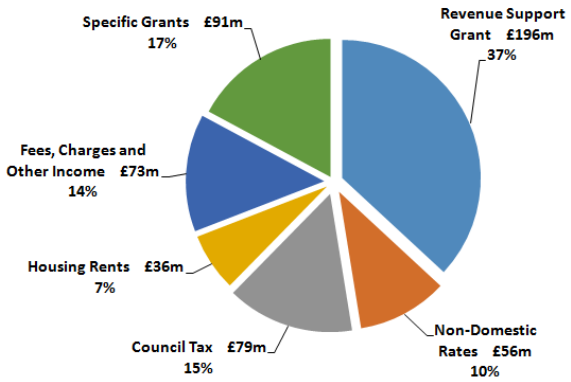
IT Technology has arrived at school kitchens……

As part of the Transform, Innovate and Change (TIC) programme, electronic submissions make the ordering of food and kitchen supplies, timesheets, e-banking, staff newsletters, e-learning courses & on-line payments for school meals easier and accurate for kitchen staff, with significant time and efficiency savings and with better utilisation of resources for value added work.

Services Provided



Sources of Funding



Progress during 2015/16

We set ourselves a Key Improvement Priority for 2015/16 to *'deliver value for money in providing council services and directing our resources to the top priority front line services on which many local people depend'*. In its March 2016, Annual Improvement Report on the Council, the Wales Audit Office found:

'Despite increasing pressure on budgets, performance is continuing to improve across the Council's priority areas and public satisfaction with Council Services is growing'.....frontline services have been protected, as a result of budget decisions and more efficient ways of working'

WALES AUDIT OFFICE
SWYDDFA ARCHWILIO CYMRU

- We have a programme of office rationalisation facilitated by adapting the way we use the buildings to suit the needs of those providing services and to engender a new more agile way of working. This has further reduced the number of buildings and costs of accommodation required to deliver the Councils services.

Expected Outcomes (as identified in Corporate Strategy)

60% of our national measure results are in the top half of results for all Councils in Wales.

59% of our National measures improved last year

58% of citizens agree we provide **high quality services**

We have continued to reduce the organisational 'running costs'

2013/14	£16.7M
2014/15	£11.9M
2015/16	£12.6M

Cyngor Sir Gâr Carmarthenshire County Council

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YOUR COUNCIL **doitonline**

i-Local aims to keep residents better informed of changes to refuse collection arrangements, bad weather and other emergencies, news updates and information on events .

13.5%
increase of on-line payments

882,669
visitors to our website

165,730
visitors to iLocal

The Key Improvement Objective Priority for 2016/17

Deliver value for money in providing council services and directing our resources to the top priority front-line services on which many local people depend - taking account of central government budget cuts and their impact

More ⓘ - Annual Report 2015/16 and Improvement Plan 2016/17

Building a Better Council…

The Council has always worked towards building a better Carmarthenshire and has a proven track record of delivery. However, the way that public services are provided is changing and as a Council we need to respond and adapt to these changes in order to ensure we can support the needs of our residents in the future.

Shwmae!

More than 100 people started their conversation with 'Shwmae' during their visit to Llanelli Market

As part of the national *Shwmae Sumae* Day on October 15, shoppers were urged to start their conversation with *'Shwmae'* to be entered into a free raffle to win a grand hamper donated by traders.

Llanelli Market traders Wendy Lewis & Liz Thomas of AJ Meats supporting Shwmae Sumae Day

We have made further improvements in *Building a Better Council* and this progress has been independently verified by the Auditor General for Wales in his Corporate Assessment of January 2016.

"Carmarthenshire County Council is demonstrating ambition in its vision, with collective leadership and more robust and transparent governance, it is delivering improved outcomes for its citizens...."

WALES AUDIT OFFICE
SWYDDFA ARCHWILIO CYMRU

Progress during 2015/16

- We continue to promote local democracy and transparency with increased use of social media. For example the budget Consultation with the citizen's of Carmarthenshire involved an online survey, road show events and the use of 'question of the week' through social media.

- It is the duty of the Council to facilitate and increase the use of the Welsh language. This is a new opportunity for us to look at the Language in our workplace and in the services that we provide.

- We received 1000+ responses to our survey on rural poverty and this was brought together in a report for Grwp Cefn Gwlad. In response the LEADER programme is supporting pilot projects that aim to increase digital exploitation, access to information and advice services, as well as affordable childcare.

Expected Outcomes (as identified in Corporate Strategy)

Increased public communication, consultation and engagement

4000+

respondents to consultation on rural poverty, affordable homes, budget, tourism. Citizens Panel and 50+ Forum members

i-Local has an area dedicated to Consultation with the heading *"We want to hear what you have to say on any and all matters of interest."*

Staff Sickness Up

Unfortunately our staff sickness absence levels have increased to **10.1 days** from 9.6 days the previous year.

Improved Staff Satisfaction Levels

BUDDSODDWYR MEWN POBL | INVESTORS IN PEOPLE

The Council has been an Investor in People since 2009, and this financial year the Council has been reviewed and its accreditation maintained.
During the review, staff interviews showed **higher levels of satisfaction** than the previously.

We were the first local authority to achieve the Welsh Government's Platinum health standard; we have now held the accreditation for 6 years.

The Key Improvement Objective Priority for 2016/17

We will continue to improve governance, decision making, openness & transparency and keep under review by the Constitutional Review Working Group

More ⓘ - Annual Report 2015/16 and Improvement Plan 2016/17

Outcome: People in Carmarthenshire are healthier …

Our way of life is changing. People are living longer with a higher quality of life but our care needs are becoming more complex. The challenge now facing us is to prevent ill-health in the first place.

A Helping Hand

Yvonne lives with her husband who has chronic heart failure and hearing problems and she is her husband's main carer. Yvonne fell on a shop escalator and was taken to A & E but after assessment was discharged into the care of a *Rapid Response Team* by the Out of Hours Domiciliary Care Manager, thus avoiding hospital admission.

Yvonne wanted to regain her independence as soon as possible. The Rapid Response Team provided the necessary support until *Re enablement Team* support was arranged. Within three to four weeks visits were decreased and then stopped as they were no longer necessary.

Progress during 2015/16

- The Council has worked in close partnership with the Health Board to address **health inequality** issues such as obesity, diabetes, smoking and alcohol use, dementia and other chronic conditions. The Council also works closely with the 3rd Sector to develop more resilient communities, thereby improving the health and well-being of the residents of these communities.

- The expanded Flying Start programme enabled 1,832 children to benefit from this **early intervention service**; Team Around the Family (TAF) training and support programme is being implemented across Carmarthenshire. All Families First (FF) commissioned projects are using the Joint Assessment Families Framework (JAFF) to measure whether involvement has been effective. The resource panel is helping ensure **preventative services** are being fully utilised.

- There is also a strong relationship between the **quality of housing** and ill health. We have invested over £200m in improving and modernising our tenants homes through the Carmarthenshire Homes Standard.

- We have also focused on **improving the numbers of affordable homes** for rent and to buy across the county as well as increasing the number of empty properties that have been brought back into use. We have developed an Affordable Housing Delivery Plan 2015-20 after extensive consultation with the public.

Expected Outcomes (as identified in Corporate Strategy)

Reduction in referrals to adults and children's social services

Down 26% & 14%

Increased availability of rented and affordable homes

+160

Affordable homes

Use of leisure facilities

Down1.6%

attendances were down by 20,000, although there are **still over 1¼M**

The Key Improvement Objective Priorities for 2016/17

Promoting Independence and Well Being for Older People

Increasing the availability of rented and affordable homes to support the needs of local people by implementing our affordable homes delivery plan

More ⓘ - Annual Report 2015/16 and Improvement Plan 2016/17

Outcome: People in Carmarthenshire fulfil their learning potential…

We all want our children and young people to have the best possible start in life by supporting them to gain the skills and knowledge they need to lead happy, healthy, fulfilling lives. We want to improve outcomes for all ages through lifelong learning.

Best Ever Results for Carmarthenshire schools

Ysgol Glan-y-Mor School Achieves the Highest Possible Standards

Results of the Key Level 2 inclusive Indicator the most important performance measure has **doubled** over three years, from 30% (2012) to 60% (2015) at the Ysgol Glan-y-Mor School.

I am so pleased with my results. Thanks to all the staff in the school for their support. They were fantastic" ***Robbie Williams***

"I am extremely happy with my achievements. Thanks to Glan-y-Môr I can now continue with my chosen career path!" ***Tane Davies***

"The school was brilliant. I am really happy. Thanks to everyone at the school I achieved everything I wanted." ***Rebecca Roberts***

For the second year in succession our school pupils in Carmarthenshire achieved their ***best ever examination*** results at GCSE, achieving 61.1% against the key Level 2 Inclusive indicator (at least 5 number GCSE passes at grade A* to C including mathematics and language) with teacher assessments at all other key stages of education improving and comparing favorably with other authorities.

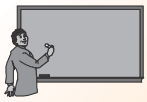
Progress during 2015/16

- We have established a Carmarthenshire **Youth Support Service** bringing together the Youth Service and Youth Offending Services.

- Within our **Modernising Education Programme** major school development projects were completed at Ysgol Bro Dinefwr ,Ysgol Dyffryn Aman, Burry Port Primary School and Ysgol Carreg Hirfaen, with thousands of children benefiting.

- The number of 7 year old pupils receiving **Welsh medium education** has increased. The % of learners achieving expected levels at Key Stages 2, 3 and 4 have improved.

Expected Outcomes (as identified in Corporate Strategy)



61.1%

of pupils achieving **5 GCSE at grade A* to C** - including English or Welsh first language and Mathematics

Now ranked 7th in Wales

95.2% Attendance at Primary Schools

94.2% Attendance at Secondary Schools

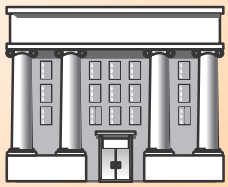
Ranked 5th and 9th in Wales respectively

3.5% year 11 pupils &

2.8% year 13 pupils

Not in Education, Employment or Training (NEET)

55% of schools condition is graded 'good' or 'satisfactory'



The Key Improvement Objective Priorities for 2016/17

Improving learner attainment

To further reduce young people NOT in Education, Employment or Training

More ⓘ - Annual Report 2015/16 and Improvement Plan 2016/17

Outcome: People who live, work and visit Carmarthenshire are safe and feel safer…

Carmarthenshire remains one of the safest areas in the UK. However, we must not become complacent and we need to continue to work together with partners to address problems identified by local communities.

Bang to Rights!

Speeding motorists had red faces having to explain their behaviour to the pupils outside their school

One driver was so embarrassed he dodged the ordeal by accepting a fixed penalty notice. The Speeding Initiative outside schools throughout the county is being promoted as part of Carmarthenshire's Community Safety Partnership.

Carmarthenshire continues to be one of the safest areas in the UK

Crime rates continue to be significantly lower in Carmarthenshire compared to the average for England and Wales

Progress during 2015/16

- ***Safeguarding*** children and adults remains our first priority as a Council and this year a Corporate Policy has been developed to ensure all our services have a raised awareness and better understanding of procedures in relation to safeguarding.

- Our *Team Around the Family* (TAF) approach enables us to **work together with families and other agencies** to deliver a plan of support at times when a family is facing challenging circumstances. This support also helps to build the families resilience and to cope in the future.

- We continue to work with the Community Safety Partnership (CSP) to **reduce *anti-social behaviour***. Some development improvements have included:-
  - sharing of information between systems used by Gwalia and the Police
  - links between all the partners of the CSP

- There has been a focus on ***road safety*** in the `Carmarthenshire News' and on the CSP website. We have continued with various initiatives such as `Dragon Rider Cymru` training for motorcyclists and encouraging young drivers to take part in `Pass Plus Cymru` training.

- Work to ***reduce drug and alcohol misuse*** continues and we undertook a pilot with the Integrated Family Support Team looking at cases where parents had substance misuse problems.

Expected Outcomes (as identified in Corporate Strategy)

The Family Information Service (FIS) offers free impartial advice and guidance, enabling children, young people and their families, to have access to a broad range of information about what services and support is available.

Reduction in road casualties
XX

Data available 6th June

While there has been an increase of 10.8% in recorded crime during the year, it is difficult to compare figures with14/15. Changes made in recording data by the police have resulted in an increase in the accuracy of recording crime.

2014/15	2015/16
7,334	8,128

Incidents
down
15.5%

Our priorities for 2016/17

- We will continue to work in partnership and engage with local communities to reduce crime and disorder.
- We will continue to target speeding including use of Community Speed Watch Schemes.
- We will continue to make the Safeguarding of children and adults one of our main priorities.
- By providing targeted prevention, early interventions and effective treatment to minimise the harm caused by drugs and alcohol.

More ⓘ - Annual Report 2015/16 and Improvement Plan 2016/17

Outcome: Carmarthenshire's communities and environment are sustainable

Carmarthenshire is known for its diverse communities and wonderful natural environment and we want to ensure that we develop sustainably, so that everyone in the county is able to enjoy a better quality of life now and for generations to come.

Home Composting

GREEN-FINGERED tenants at Nant-Y-Glo in Pontyberem have been discovering the benefits of home composting. Grass cuttings along with kitchen scraps such as vegetable peelings and teabags are now being composted instead of just being thrown away. The rich soil conditioner it makes is being used in their flower pots to brighten up the council-run sheltered housing complex.

Progress during 2015/16

- We have continued to receive and determine applications for renewable energy projects, largely in the form of single wind turbines but also that of Brechfa West wind farm. The majority of such applications are granted. Those that have not been granted have been refused primarily on landscape implications particularly where cumulative impacts on the landscape are apparent.

- Our positive approach to determining planning applications ensures that further opportunities have been provided through the granting of planning applications to meet the housing needs, economic needs and indeed community needs (schools etc) of the County.

- We have supported 250 residents by giving them digital inclusion skills through key events across Communities First areas, allowing them to return to, or enter employment or training. We won a two year £90,000 rural grant for the exploitation of digital technology in rural Carmarthenshire.

- We have improved digital access in Carmarthenshire during 2015/16 by completing WiFi access for all schools and beginning public access to WiFi in the markets at Llanelli and Carmarthen. To date 46 out of the 54 BT Exchanges have been enabled for superfast broadband.

- We have continued to improve transport links that support economic development and sustainability.
  - During 2015/16, construction of the Carmarthen west link road commenced and Phase 1B of the Cross Hands Economic Link Road, which will improve access at the Strategic Employment site, was completed.
  - We resurfaced 27.97 kilometres of highway during 2015/16.
  - Overall, the percentage of roads in poor condition has reduced from 11.9% to 10.7%.
  - ! However, there is a decline in the condition of A&B class roads.
  - 3,166 metres of new cycleway was completed in 2015/16.

Expected Outcomes (as identified in Corporate Strategy)

Increased rates of recycling

63%

Well above the **national statutory target** of **58%** for 2015-16

Improved digital access

supported residents with digital skills

+ 250

Improved transport links

Resurfaced

28 kilometres

of highway

2.5%+

Increased use of renewable energy

The Key Improvement Objective Priority for 2016/17

Improving the highway infrastructure network to support further economic development and connectivity

More ⓘ - Annual Report 2015/16 and Improvement Plan 2016/17

Outcome: Carmarthenshire has a stronger and more prosperous economy..

Providing secure well paid jobs and training opportunities for local people is central to everything we are seeking to achieve. In the past, too many young people have been forcedto leave Carmarthenshire to get jobs. Working across all sectors – public, voluntary and private – we want to increase prosperity for everyone in the county.

Vibrant & Viable Places – Tackling Poverty: Opportunity Street, Llanelli

Three properties have been bought as part of a £1.5m *Opportunity Street* project to further regenerate Llanelli town centre. The vacant premises were acquired with assistance from the Welsh Government Vibrant and Viable Places funding. Llanelli was allocated **£1million** under the programme over three years 2014-17.

The main aim of the fund is to tackle poverty by creating jobs, encouraging skills development, improving housing, providing facilities to attract new retail interests and helping people into work. This is a *Key Improvement Objective Priority* for us.

A number of strategic regeneration projects have delivered positive outcomes and improved employment opportunities
(WAO Annual Improvement Report March 2016)

Progress during 2015/16

- Our regeneration activity is shaped by effective collaborative working with neighbouring councils to form the **Swansea Bay City Region** (*SBCR*). To support this, **the Strategic Regeneration Plan for Carmarthenshire 2015-2030 – Transformations** was launched. The regeneration of Carmarthenshire for current and future developments is both ambitious and challenging, and the Strategic Regeneration Plan for the next 15 years, promotes new opportunities for business growth, skills development and job creation, whilst developing our knowledge, economy and tourism.

- Our **Learner Programmes** are intrinsically involved with curriculum reform and development and are working with schools and local Further Education, to provide meaningful and relevant high quality learning opportunities for children and the young people of Carmarthenshire.

- The *SBCR* has submitted a ground-breaking '**Internet Coast**' City Deal bid, in excess of £500m over 20 years. By harnessing the transformational power of digital networks, it provides a real opportunity to push forward growth in the region and importantly the rural economy of West Wales.

- The emerging Wellness and Life Science Village, Delta Lakes, will potentially create 1,000 jobs and see an investment of £100M in Llanelli.

Expected Outcomes (as identified in Corporate Strategy)

180 Jobs created
109 Jobs safeguarded
149 people into Jobs

1,220 Jobs accommodated
2,648 people into training

11.8% of Working age population in Carmarthenshire are in receipt on **out of work benefits**
(down from 12.5% in 2014)

69% Employment in Carmarthenshire
(an increase on 68.6% for the previous year)

Nearly **£29M** Private Sector investment /External funding secured
12 enterprises created
13.13ha land developed/ improved
+162,000sq ft floor space developed

The Key Improvement Objective Priorities for 2016/17

- Creating jobs and growth throughout the County
- Tackling Poverty

More ⓘ - Annual Report 2015/16 and Improvement Plan 2016/17

YOU SAID, WE DID

We have provided some examples of the positive changes we have made after hearing from citizen feedback in our **'You Said…..We Did….' Campaign**

	You said...	We did...
Making Better Use of Resources	That you would like to be able to make card payments at The Hub in Llanelli.	Self service payment kiosks will be installed in The Hub during 2016/17, enabling customers to make card (and cash) payments.
Building a Better Council	That, although very helpful, members of staff within the Contact Centre and Customer Service Centers could build on their wide knowledge base and increase their expertise in some areas.	Staff receive regular ongoing training and awareness sessions to remain up to date and knowledgeable on council services.
Healthier	You weren't always aware of the acceptable standards we expect Tenants to keep their properties in.	As part of the repairs review we undertook a pilot to establish the frequency and nature of regular visits to all Council tenant's homes
Healthier	That there was a need for smaller type homes, mainly for rent and for local people. You wanted us to maximise use of existing homes, especially bringing empty homes back into use.	We have developed an affordable homes plan which addresses these issues and sets out how we will deliver over 1,000 additional affordable homes over the next 5 years with a total investment exceeding £60m.
Education	Parents wanted to be able to express a preference when applying for a school place for their child.	We are implementing a change to the school admissions process to allow parents to express a 1st, 2nd, and 3rd choice when applying for a school place.
Environment	You wanted more reassurances when sending your children to school with Passenger Assistants.	The Passenger Transport section has reminded all transport contractors of the need to inform parents or guardians of any changes to travel arrangements and reminded all Passenger Assistants that personal identification must be worn at all times and shown upon request.
Economy	It was sometimes difficult to get through to the Housing Benefit team by telephone.	Supervisors have been reminded of the importance of monitoring call volumes regularly and will adjust call team staffing levels as required. Additional lines are also opened at peak times.

For further information contact:

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

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

Visit the Council's website
http://www.carmarthenshire.gov.wales/home/council-democracy/consultation-performance/performance-management/

Follow us and add your comments on the **Council's Facebook** page

Follow this plan and add your Tweets on our **Twitter** page - **#CarmsReport**

Carmarthenshire County Council's Corporate Strategy 2015 - 2020

Our Annual Report 2015/16 and Improvement Plan 2016/17

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Cyngor Sir Gâr
Carmarthenshire
County Council

July 2016

Annual Report 15/16 & Improvement Plan 16/17

If you would like this document in an alternative format, e.g. large print, audio tape or Braille, then please contact Performance Management on 01267 224486

For a 'Quick start' short summary to this document see our **Summary**

To monitor the delivery of this plan - **www.carmarthenshire.gov.uk/performance**

Cyngor Sir Gâr Carmarthenshire County Council

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www.sirgar.llyw.cymru
YOUR COUNCIL **doitonline**
www.carmarthenshire.gov.wales

BUDDSODDWYR MEWN POBL | INVESTORS IN PEOPLE

Welcome from the Leader of the Council

To follow .....

We welcome constructive comments on our strategies and services. Feedback from customers and service users is essential in identifying opportunities for improvement and we hope that if you have any comments or suggestions that you believe would help that you will share them with us. Please contact us at:

Listening to You, Carmarthenshire County Council, County Hall,
Carmarthen SA31 1JP or email at **ListeningToYou@carmarthenshire.gov.uk**

Cllr Emlyn Dole
Leader

Mark James CBE
Chief Executive

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This plan will look at all the promises made above, in turn, and, try to judge where we are, look at the available evidence in customer satisfaction, regulatory findings or performance data, outline progress made in the past year, identify if anyone is better off and set out the improvements for the year ahead.

Introduction

Purpose:

This Annual Report and Improvement Plan (ARIP) is produced by the Council because we believe we should provide comprehensive and balanced information to the public about our services, so that they can see how we are performing and the challenges we are facing. The Council has set an ambition to be recognised as the most open and transparent Council in Wales.

Previous Annual Report and Improvement Plans have been recognised by our external regulators as providing comprehensive information is a fair and balanced way. In March, 2016 the Wales Audit Office concluded:-

'Public reporting of performance is fair and balanced. The ARIP is clearly laid out and presents a comprehensive picture of what the Council is aiming to achieve, the progress it is making and how its performance compares with other councils in Wales.'

Wales Audit Office – Annual Improvement Report March 2016

Legal Duty:

By law under the Local Government (Wales) Measure we must:

- Publish an Improvement Plan as soon as it is *reasonably* practicable after the start of the financial year i.e. April 1st and
  Publish an Annual Report on past performance by the end of October[1] each year.
- This document is a combined Annual Report and Improvement Plan.
- Combining these documents means that we can review what we did last year before deciding what we will do in the year ahead. We report our own results for 2015/16 and reflect on our year on year performance and assess any improvements needed.
- However, we will not be able, with the timing of this publication, to compare our 15/16 results to every other Council in Wales, until the All Wales results are published in September 2016.

Duty to Improve:

Local Government, throughout the UK, is currently experiencing severe budgetary constraints. There is increasing demand and expectation, yet less resources are available. Under these conditions, we need to work even more efficiently and effectively, to maintain services and improve where we can, delivering 'more (or even the same) for less'.

Working with Partners:

As a Council we are not alone in working to improve the lives of Carmarthenshire's citizens. We agreed a single Integrated Community Strategy (ICS) with our partners in Carmarthenshire in July 2011. Previously there had been separate partnership plans in Regeneration, Education, Health & Community Safety.

In its Corporate Assessment of the Council, January 2016, the Wales Audit Office concluded that *'The Council has a well established and effective approach to partnership* working'.

Corporate Strategy

Our Corporate Strategy 2015 - 2020 sets out the Council's strategic priorities and aspirations and how we will support the delivery of the Integrated Community Strategy outcomes and goals for the next five years.

[1] The report deadline in October is set to enable Councils to compare their performance to all other Welsh Councils results that are not available and audited until September.

Equality and Diversity

Strategic Equality Plans (SEPs) are important documents that set out how public bodies will consider the needs of groups with 'protected characteristics', as outlined in the Equality Act 2010. This is intended to ensure that all individuals receive just and equitable treatment in respect of service delivery and strategy/policy formulation. SEPs generally contain a set of equality objectives, together with an action plan, which aim to promote equality and fairness.

Consultation is an intrinsic part of developing a new Strategic Equality Plan and, as such, public opinion was sought to strengthen the Plan. During the year, we have worked closely with our partners across Dyfed Powys and with Equality Carmarthenshire to undertake detailed consultation. A mixed methods approach was employed to seek the views and experiences of stakeholders across Dyfed Powys.

It was agreed to produce one master survey (and sister versions) and hold local stakeholder events in each of the four regions. This approach increased the robustness of collected data and facilitated comparability of results. Furthermore, the consultation survey formed part of the September 2015 mail out to Citizens' Panel (c. 600) and 50+ Forum (c. 2400) members.

Feedback from the consultation was used to prepare the Strategic Equality Objectives and will also be key in preparing the action plan for the next period of implementation.

Welsh Language

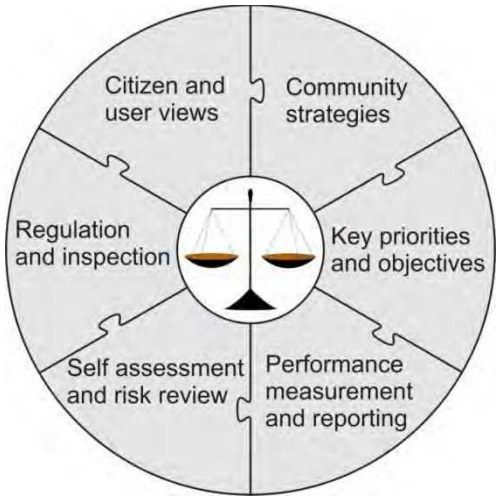
During 2015/16 the focus has been on preparatory work of introducing the Welsh Language Standards within the council. We have prepared a detailed action plan for the initial phase of implementation and this will be the basis of our Annual Report for this year.

The period of preparation has been a busy one and communication has been a key element in raising awareness of the changes amongst staff. Consequently, we have received a number of enquiries from departments. This has provided a good opportunity for us to look at our current situation with regard to compliance and in setting priorities for the future.

During the preparation work, it became clear that there would be increased pressure on the Translation Unit. In order to meet our responsibilities and support a bilingual workplace, there was additional investment in the Unit's budget in order to appoint more staff and invest systems that will support their work. The Unit has a key role to play in facilitating the Standards and in supporting departments to increase the use of the Welsh language in our workplace.

Self Assessment and Prioritising Improvement

To assess performance and to identify improvement priorities, we draw on evidence from a reasonable, balanced and rounded range of sources:



Through bringing together this broad range of information and viewpoints, we are able to examine evidence to decide what matters most and where our effort needs to be concentrated.

We identified the following Key Improvement Objective Priorities (KIOP) for 2016/17:-

Outcome	Our 2015/16 KIOP	KIOP for 2016/17
Making Better Use of Resources	*Deliver value for money in providing council services and directing our resources to the top priority front-line services on which many local people depend*	*Deliver value for money in providing council services and directing our resources to the top priority front-line services on which many local people depend - taking account of central government budget cuts and their impact*
Building a Better Council	*Improve Governance, decision making, openness and transparency*	*Continue to improve Governance, decision making, openness and transparency and keep under review by the Constitutional Review Working Group*
Health	*Support the growing numbers of older people to maintain dignity and independence in their later years*	*Promoting Independence and Well Being for Older People*
	Improve the Council housing stock and assist local people to gain access to rented and affordable homes	Increase the availability of rented and affordable homes to support the needs of local people by implementing our affordable homes delivery plan
Learning	*Improve School Attainment*	*Improve Learner Attainment*
		***New** - To further reduce young people Not in Education, Employment or Training*
Environment		***New** - Improving the highway infrastructure network to support further economic development and connectivity*
Economy	*Tackle Poverty*	*Tackle Poverty*
		***New** - Creating jobs and growth throughout the County*

Key overall performance news

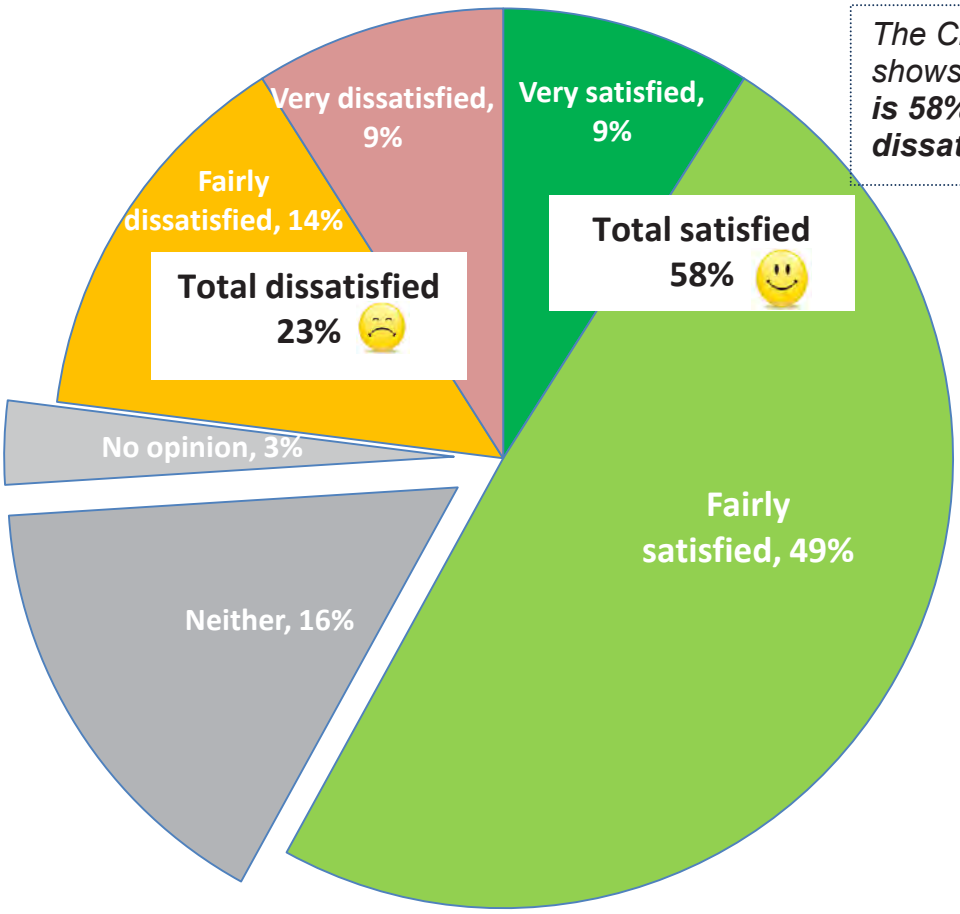
Citizen's Verdict

In March 2014 the Citizens Panel was sent a questionnaire with the following question:-

'Taking everything into account, how satisfied or dissatisfied are you with the services provided by Carmarthenshire County Council overall?'

58% V 23%

March 2014 - Responses 376



*The Citizens Panel Survey shows that **total satisfaction is 58%** and **total dissatisfaction is 23%***

✓ **The Citizens panel have been asked the same question previously and net satisfaction has improved this year compared to two years ago**

	a	b	c	d	e	f	g	h	c-h
Citizens Panel	**Very satisfied**	**Fairly satisfied**	**Total satisfied**	**Neither**	**No opinion**	**Fairly dissatisfied**	**Very dissatisfied**	**Total dissatisfied**	**Net Satisfaction#2**
March 2014 376 responses	**9%**	**49%**	**58%**	16%	3%	**14%**	**9%**	**23%**	**35%**
April 2012 461 responses	**7%**	**45%**	**52%**	25%	4%	**16%**	**3%**	**19%**	**33%**
May 2010 538 responses	**6%**	**52%**	**58%**	19%	4%	**14%**	**4%**	**18%**	**40%**

#1 The Carmarthenshire Citizens' Panel was established in 2001 and is a joint initiative between Dyfed-Powys Police and the Council. As usual the Survey Data is analysed with the courtesy of Dyfed-Powys Police

#2 The use of net satisfaction is in line with normal market research practice and the National Survey of Wales approach

#43Citizens Panel results may be more critical than Resident Survey results. The 2010 Residents Survey showed that 82% of residents were satisfied – the 2010 Citizens Panel results were 58% satisfied, a 24% difference.

Regulators Verdict

Regulators provide an important independent assessment of Council's and their stewardship of public funds

WALES AUDIT OFFICE
SWYDDFA ARCHWILIO CYMRU

Wales Audit Office - Corporate Assessment –January 2016

In 2013-14 the Wales Audit Office began a four-year cycle of corporate assessments of improvement authorities in Wales. This means that, in addition to an annual programme of improvement studies and audits of councils' approaches to improvement planning and reporting, each authority receives an in-depth corporate assessment once during a four-year period. In the Autumn of 2015 Carmarthenshire was examined and in January 2016 the Wales Audit Office Report was received.

The Auditor General concluded that:

Carmarthenshire County Council, demonstrating ambition in its vision, with collective leadership and more robust and transparent governance, is delivering improved outcomes for its citizens although some out-dated approaches may limit the speed of progress.

Overall the report was very favourable and made no recommendations for improvement. It did make six proposals for improvement and these are addressed in the *Making Better Use of Resources* and *Being a Better Council* sections of this plan.

Wales Audit Office – Annual Improvement Report – March 2016

The Annual Improvement Report largely repeated the Corporate Assessment findings and added further comments on our Annual Report and Improvement Plan approach:

The combined review of past performance with the actions the Council plans to take next within a single document allows the reader to form a balanced picture of how well the Council is performing. The ARIP is lengthy and detailed and there is also a useful summary, together they provide all the information the reader could need. The ARIP and summary are published in Welsh and English, with appropriate arrangements for publicity. The report is easy to find on the Council's website.

How we Measure up

When we published the Corporate Strategy 2015 - 2020 we set out the following outcome measures to judge our progress:-

Theme	Outcome Measures	Progress
Making Better Use of Resources	Improved public satisfaction levels with the services provided by the Council	✓
	Reduction in organisational 'running costs'	✓
	Increased on line activity to address public queries and transactions	✓
Building a Better Council	Increasing public communication, consultation and engagement	✓
	Improved staff satisfaction levels	✓
	Reduced staff sickness absence levels	✗
Healthier	Reduction in referrals to adult and children's social services	✓
	Increased availability of rented and affordable homes	✓
	Increased use of leisure facilities	✗
Learning	Improved educational attainment	✓
	Improved school attendance rates	✓
	Reduced number of young people Not in Education, Employment or Training	Year 11 ✗ Year 13 ✓
	Improved condition of schools	✓
Safe	Appropriate support provided to children, young people and families	✓
	Reduction in road casualties	Awaiting result
	Reduction in total recorded crime	✗
	Reduction in anti-social behaviour	✓
Environment	Increased rates of recycling	✓
	Improved digital access	✓
	Improved transport links	✓
	Increased use of renewable energy	✓
Economy	Increased employment	✓
	Reduction in working age population in receipt of out of work benefits	✓
	Increased economic activity and productivity	✓

There is also a **National suite of measures**[#] that all council's in Wales have to collect.

There are two main ways of measuring improvement:-

- Year on year improvement
- How we compare with other Authorities in Wales

Year on year improvement

During 2015/16, **56%** of our measures improved while **24%** have declined and **17%** remained the same; this builds on the improvement achieved in 2014/15 and still remains encouraging in the current climate of reduced budgets. The table below shows year on year results:

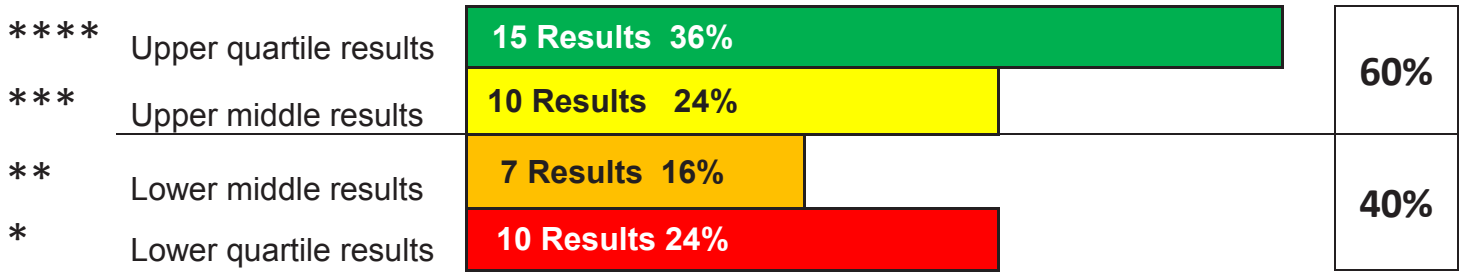
Year	Improved	Constant	Declined	Net Improvement (Improved - Declined)
2015/16[#]	**56% (23 measures)**	**17% (7 measures)**	**24% (10 measures)**	**32%**[#]
2014/15	56% (24 measures)	14% (6 measures)	30% (13 measures)	26%
2013/14	59% (26 measures)	11% (5 measures)	30% (13 measures)	29%

[#] Please note that there is 1 result still outstanding therefore these figures will require updating

How we compare with other Authorities in Wales

An established way of comparing results is to look at the proportion of indicators that an authority has in the upper quarter of results, the lower quarter and above and below the median result.

The table below shows how our results compare with other Councils in Wales in **2014/15**



For 2014/15 **60%** of our measures are in the upper two quartiles with **40%** in the lower two quartiles compared to approximately 50:50 split for 2013/14, an excellent achievement.

[#] Please see a **list of all measures** in the above tables showing the results and how they have improved, declined or whether they have remained the same in **Appendix A.** This also shows how we compare with other Authorities in Wales but mainly for 2014/15 since the 2015/16 results for all Welsh Authorities will be published by the Local Government Data Unit in September 2016.

Appendix B gives detailed information on each measure with an explanation of performance.

New Legislation

The Well-being of Future Generations (Wales) Act 2015

The Welsh Government has put in place the Well-being of Future Generations (Wales) Act as the latest step in the journey to embed sustainable development in the public sector in Wales. The United Nations has highlighted the Act as a groundbreaking piece of legislation and noted its potential in relation to the recently agreed sustainable development global goals.

The WFG Act requires most public bodies in Wales to carry out sustainable development. It places a well-being duty on those public bodies to set and publish objectives designed to maximise their contribution to the seven national well-being goals. They are also required to take all reasonable steps to meet those objectives. This is intended to strengthen sustainable development in these bodies through effective governance. The Act identifies five ways of working which can support the well-being of future generations – integration, collaboration, long term, involvement and prevention.

Public Sector Board

The Well-being of Future Generations Act was passed with the intention of improving the well-being of the people of Wales. The Act outlines how public bodies must work, and work together, to achieve this.

Therefore a new Public Services Board (PSB) has been set up, along with all the other Local Authority areas in Wales, and its role is to effectively involve citizens and the local community in making decisions.

The aim is to make a difference to improving social, economic, environmental and cultural well-being in the county.

The new Public Services Board is made up of four statutory organisations:

- Carmarthenshire County Council
- Hywel Dda University Health Board
- Mid and West Wales Fire and Rescue Service
- Natural Resources Wales

There are also several invited participants including:

- Welsh Government
- Dyfed Powys Police
- Dyfed Powys Police and Crime Commissioner
- CAVS
- Department for Work and Pensions
- Coleg Sir Gâr
- University of Wales Trinity Saint David
- National Probation Service
- Community Rehabilitation Company
- Brecon Beacons National Park Authority
- Arts Council of Wales

ⓘ Carmarthenshire Public Services Board newsletter

Publication of the Councils Well Being Objectives

In March 2017 the Council will publish its Well Being Objectives for the year ahead.

The Social Services and Well-being (Wales) Act

The Social Services and Well-being (Wales) Act comes into force from April 2016 and creates a new legal framework for social services. The Act imposes duties and local authorities, health boards and Welsh ministers that require them to work to promote the well-being of those who need care and support (including carers). In addition to supporting well-being, the Act seeks to put people, partnership and prevention at the centre of service development. Local authorities, health boards and NHS trusts must work more closely together to integrate health and social care. Local authorities will be expected to use assessments of need, undertaken in partnership with health boards, to arrange appropriate preventative services that reduce the need for more formal support in their area.

Making Better Use of Resources…

The Council is facing a period of significant and continued budget cuts and it is more important than ever to ensure that we are making the best use of resources. We will ensure that the organisation is working as efficiently as possible in order to protect and maintain front line services where possible. However, it may not be possible for us to continue doing some of the things we have done in the past and we will work with our communities and stakeholders to find new ways of addressing need where appropriate.

Goals:-
A1 - Improve the management of finances and procurement
A2 - Improve the management of property
A3 - Improve services by the use of Information Computer Technology

Our Key Improvement Objective Priority (KIOPs) is
Delivering value for money in providing council services and directing our resources to the top priority front-line services on which many local people depend - taking account of central government budget cuts and their impact

Outcome Measures(As set out in Corporate Strategy)	Progress
Improved public satisfaction levels with the services provided by the Council	✓
Reduction in organisational 'running costs'	✓
Increased on line activity to address public queries and transactions	✓

For each Goal –
Our Performance & Results for 15/16 / Improvement Planned for 16/17:

Goal: A1 Improve the management of finances and procurement

Our Review and Evaluation for 2015/16

The challenging financial climate and the tightening of the Public Sector continued to be one of the main focuses with 2015/16. The Budget Preparation for the 2016/19 period presented particular difficulties due to the economic climate and due to the late notification of both the provisional and final settlementy from Welsh Governement. The Medium Term Financial Plan was approved by Full Council in February 2016, with the Council Tax setting approval on the 10th March 2016.

'*The Councils financial management and control arrangements are fit for purpose and are being effectively managed. In Particular budget setting is robust and timely with good Member engagement*.'
(Wales Audit Office, Annual Improvement Report, March 2016)

WALES AUDIT OFFICE
SWYDDFA ARCHWILIO CYMRU

How did we perform during 2015/16?

✓ Closure and Audit of the Authorities Accounts were successfully achieved by the respective dates with the Accounts being closed within budget.

✓ Collection rate for Non Domestic Rates slightly improved and was above target, albeit marginally which was pleasing given the financial pressures still faced by many businesses.

% of non-domestic rates due for 2015/16 *(CFH/008)*

- Target for 2015/16 - 98%
- Actual % Collected – 98.4% (0.08 percentage point Improvement against the 2014/15 figure)

! Collection rate for Council Tax slipped slightly by 0.47 percentage point. Unfortunately the Recovery Team were affected by a series of issues during 2015/16 adversely affecting the normal recovery schedules. These included delays in recovery exercises during the early part of the year arising from an issue over court costs (following the high profile court case *Rev. Nicholson v Tottenham Magistrates ex parte Haringey LBC*).

% of domestic rates due for 2015/16 *(CFH/007)*

- Target for 2015/16 – 97.10%
- Actual % Collected – 96.63% (Declined by 0.44% against the 2014/15 figure)

- ✓ We have ensured maximum use of Community Benefits in all procurements where such benefit can be realised. We have held 'Introduction to Community Benefits' Supplier Workshops to 24 suppliers and have completed the Community Benefit Measurement Tool for our food contracts (dry goods, frozen food and meat) from our supplier Castell Howell.

Community benefits– Delivering maximum value for the Welsh pound

Llywodraeth Cymru
Welsh Government

For the £6.5 million spend over the 12 month period for every £1 spent in Wales £1.96 was re-invested back into the Welsh economy.

- ✓ Jane Hutt, The Minister for Finance and Government Business set her vision for Public Sector Procurement in Wales, by re-launching the 'Wales Procurement Policy Statement' in June 2015. We have progressed the 10 Policy Statement Principles with Key Actions and are in the process of developing a new Procurement Strategy with a cross party of Policy & Resources Scrutiny Members Group to assist in the development of the new strategy.

The policy sets out the procurement practices and the specific actions required of every public sector organisation in Wales.

Llywodraeth Cymru
Welsh Government

The Wales Procurement Policy has been developed to support implementation of the recommendations of the McClelland report. It sets out 10 principles and how they will be achieved

(Welsh Government 12th June 2015)

- ✓ The Transform, Innovate and Change (TIC) have helped support 14 projects and reviews over the course of the last year. In total, the team have helped support over 25 projects since the TIC Programme was launched back in 2012

tic
innovate • change • transform • innovate • change • transform

We have always strived to deliver value for money in providing Council services and over the last few years further government budget reductions have made us identify this as one of the Key Improvement Objective Priorities of the Council.

KEY IMPROVEMENT OBJECTIVE PRIORITY (KIOP)

Deliver value for money in providing council services and directing our resources to the top priority front-line services on which many local people depend - taking account of central government budget cuts and their impact

We made £12.6 Million Savings in 2015/16 whilst directing more resources to front line services, despite the pressures on Council budgets as a whole

In its ***Annual Improvement Report ,March 2016,the Wales Audit Office concluded that :-***

> *'Despite increasing pressure on budgets, performance is continuing to improve across the Council's priority areas and public satisfaction with Council Services is growing'.....Frontline services have been protected, as a result of budget decisions and more efficient ways of working'*

Examples of 2015/16 Efficiencies

Fleet Management : £744K Savings

- Changes to the type and work of vehicles operated £322k
- Fleet Procurement £210k savings
- Reduction in expenditure on staff travel £212k

External Corresponence & Printing : £401.4k Savings

- 16 franking machines reduced to 8 £37.4k
- Central printing project with 272 devices installed, a net reduction of 30% of printing devices £200k
- Challenging existing methods of communication and a reduction in 1st class postage £164k

School meals Catering £24k savings

- Web forms and change of work processes.

Key Measures of Success	2014/15	2015/16	Progress
Efficiencies			
Annual Efficiency Savings	£11.9M	£12.6M	Continued efficiency savings
Rationalise buildings to reduce costs and release assets for disposal to generate capital receipts – to reinvest in new or existing buildings *(2.1.2.12)*	£6,706,838 Capital receipts	£1,268,589 Capital receipts	Declined
Maximising our own income			
The % of Council Tax collected *(CFH/007)*	97.06%	96.63%	Declined
Minimising Council Tax Increases			
Band D Council Tax (Council element only excluding precepts)	£1,076.22 (charge for 15/16) a 4.85% increase	£1,117.67 (charge for 16/17) a 3.85% increase	Our % increase is above the average of 3.63% although below the average charge of £1,127.40
Maintaining Front Line Service Performance			
Performance as measured by the performance indicators that all Councils in Wales use	56%	56% (One measure more to be reported)	TBC

Efficiencies Achieved	
2011/12	£10.8M
2012/13	£9.1 M
2013/14	£6.7M
2014/15	£11.9M
2015/16	£12.6M

Why these measures are important

These measures are important to measure where we are as an Authority especially at this time when all authorities across Wales have suffered financial pressures as a result of the recession. We have collected revenues via disposals of buildings and by collecting Council tax and these measures are important to us to monitor on a quarterly basis whether we are on target and if not we can find out why.

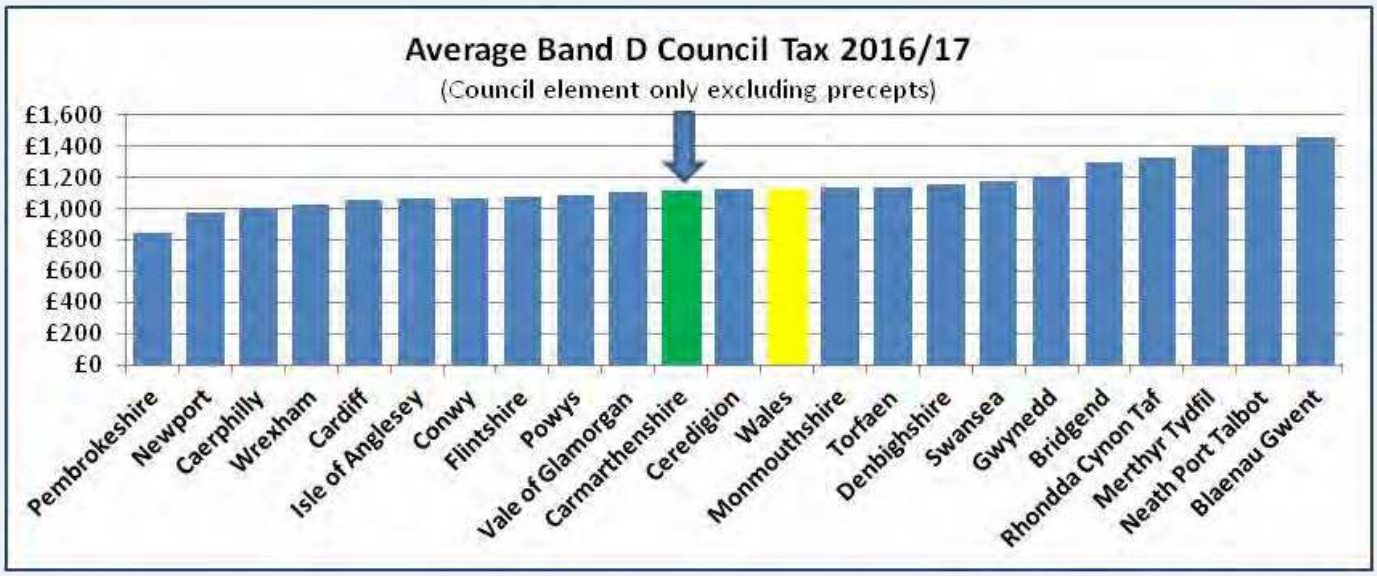
The Wales Audit Office noted in the Annual Improvement Report 2015-16 that '*According to National Indicators for 2014-15 performance in 60 % of PI's is above average for Wales compared with 51 per cent the previous year. Over the past year more PIs improved than did not'.*

Factors that influence this

At a time of reducing resources it is essential that the authority has robust plans for delivering its services within its allocated resources, and that it monitors both the spend and performance against targets throughout the year so as to be able to react to any pressures or non-performance and to put in place appropraite meausres to address these.

At the same time as delivering on existing budgets, the authority needs to continually review and update its financial outlook forecasts, taking account of the emerging economic and service demand trends, so that it can develop the necessary financial plans for meeting these.

How we compare to others



(Source: StatsWales.gov.uk)

As can be seen from the graph above – our Average Band D Council Tax charge is below the Welsh Average. For Carmarthenshire it is £1,117.67 and the Welsh Average is £1,127.40

What has been going on so far

Budget Consultation:

The settlement provided by Welsh Government has challenged the Council to make significant cost reductions. In response, the Council identified proposals for making savings and a consultation exercise was undertaken to elicit views on levels of agreement, possible impacts and ways the impacts could be minimised.

A mixed-method approach to ascertaining views on the 2016-19 budget took place during the period from November 2015, to January 2016. There were 29 proposals (with a total value of £24.2 million) considered by the Council in making its budget for 2016-19.

A series of departmental seminars for all County Councillors took place together with public consultation via online surveys, budget road shows and a 'Question of the week' approach through social media. Information about the budget consultation and ways to become involved was disseminated widely. The issue was highlighted in Carmarthenshire News and weekly bilingual coverage was secured in the Carmarthen Journal and Llanelli Star Newspapers.

In addition, the consultation was publicised through relevant equality groups including Equality Carmarthenshire and the Carmarthenshire Disability Coalition for Action. Community Council involvement was encouraged via a presentation and discussions at the liaison panel meeting and businesses were approached for comment through direct mailing.

Of the 29 proposals:

- 23 were supported
- 4 were not supported
- 1 deferred
- 1 phased introduction approach

In making savings the Council is concerned to minimise the impact upon service delivery.

Transformation, Innovation and Change:

The 'Transform, Innovate and Change' programme was launched in response to the severest of financial challenges, set against a backdrop of rising public expectations, increasing service demands and 'getting better at what we do for less'.Hence the purpose of the team is to help us 'achieve a sustainable financial future through transformation, innovation and change'. The programme is focused on delivering:

- Putting Customers first
- Challenging existing ways of working
- Delivering efficiencies
- Sharing learning and knowledge
- Improving and re-designing services
- Reducing waste
- Facilitating and driving organisational change
- Seeking and exploiting opportunities for collaboration

The TIC team helped support 15 projects and reviews over the course of the last year, some of which were new projects while others were on-going projects from previous years. A number of large, strategic projects have been added to the programme including agile and mobile working, housing repairs, channel shift and a review of back office functions. In total, the team has helped support over 25 projects since the TIC Programme was first launched back in 2012.

TIC Projects 2015:

1) Careline
2) Printing and Correspondence
3) Third Party Spend
4) Procurement
5) Income and Charging
6) Fleet Management
7) Mobile Working
8) Housing Repairs
9) Back Office
10) Channel Shift
11) Agile Working
12) Enforcement
13) Health and Safety
14) Subscriptions
15) Special Guardianship Orders (SGO)

One of the key objectives of the TIC team is to help the Council deliver cashable efficiency savings as part of its response to the financial challenges that it faces in the short, medium and long term.

A key focus of the TIC support provided to service based projects over the last year has been to help those services to deliver efficiencies already identified within the 3 year budget programme. The TIC Programme also aims to support the identification and delivery of new savings, especially in relation to corporate or cross-cutting projects, as this may help to reduce the level of savings required from front-line service budgets in future years.

An exercise to identify the financial benefits arising from the work of the TIC Programme to date indicates that the team has helped to identify, or is helping to deliver, approximately £6.4m of savings.

A number of TIC projects are also demonstrating that it is possible to deliver improvements to the quality and effectivness of services, while also making those services more efficient. This in turn allow services to maintain or even improve service delivery standards, but still release cashable savings or manage the impact of additional demands being placed on those services.

The focus of the programme is also on supporting cultural and behavioural change by thinking differently, acting differently and therefore delivering differently (i.e. not because 'we have always done it this way'). The natural and intended consequence of delivering against these principles is eliminating waste and doing more with less.

Last Year

We delivered 3 out of our 6 KIOP commitments last year

Last Year's Commitments	✓ ×	Progress Comment
We aim to increase the % of Council Tax collected from 97.06% to 97.10% *(CFH/007)*	×	We achieved an in year Council Tax Collection Rate of 96.63% with a total of £79,943,360.81. The Council Tax collection rate slipped slightly by 0.47% due to the recovery team being affected by a series of issues during 2015/16 adversely affecting the normal recovery schedules.
We will continue rationalising buildings to reduce costs and release assets for disposal to fund capital improvements by achieving 100% performance against the target to generate non-housing capital receipts of £1,698,000 *(2.1.2.12)*	×	We have generated £1,268,589 non-housing capital receipts during 2015/16 which equates to 74.71% of our target. The shortfall is mainly due to a large payment received in 2014/15 which resulted in a significant over-achievement of the target for that year. This was, in part, advance payment which has contributed to a reduction in receipts in the 2015/16 year. A number of sales have also been delayed and slipped into the 2016/17 year.
We will ensure maximum use of Community Benefits in all procurements where such benefit can be realised and report those benefits on all contracts over £1m *(11645)*	✓	We have held 'Introduction to Community Benefits' supplier workshops, we have completed the Community Benefits measurement tool for our food contracts (dry goods, frozen food & meat), we have also agreed a standard proforma template for the recording of Community Benefits for every construction project working with the South West Regional Construction (SWWRCF).

The TIC team will develop a balanced work programme to ensure that TIC can support and promote long term sustainable change and improvement, whilst also recognising the need to focus on meeting the financial challenges in the short term/medium term. *(11646)*	✓	The TIC team helped support 15 projects and reviews over the course of the last year, some of which were new projects while others were on-going projects from previous years. A number of large strategic projects have been added to the programme including agile and mobile working, housing repairs, channel shift and a review of back office functions. In total, the team has helped support over 25 projects since the TIC Programme was first launched back in 2012, and these projects have helped to identify/and or deliver over £6m of efficiency savings.
The TIC Team will develop L&D programmes to ensure that managers and staff have the necessary skills to manage and support change and transformation across the organisation. *(11647)*	✓	As part of the further roll out of the TIC/continuous improvement agenda across the organisation, colleagues in Leaning and Development were able to arrange for the highly regarded 'Continuous Improvement –Practitioner' course to be delivered here in the Council. This opportunity was offered to members of the wider TIC team, and to colleagues in departments who have participated in TIC projects over the last few years. In total, 16 members of staff are participating in this pilot course, which we are then hoping to roll out across the organisation. As part of the course, participants are able to develop a range of skills and knowledge in relation to continuous improvement, and are then offered the opportunity to apply these skills in the workplace through completion of a specific project.
We will continue the implementation of the Council's Office Accommodation Strategy, through reducing the number of buildings and the cost of managing the portfolio by further reducing the amount of office space from 30,522 sq m to 29,431 sq m. *(10861)*	×	The current total area stands at 29,616 sq meters compared to the target this year 29,431 sq meters. It is envisaged that property in Carmarthen will be vacated in early spring (Circa 200 sqm) This anticipated vacation will reduce the portfolio to 29,416 sqm. This represents an anticipated reduction of approx 15% in comparison with the baseline of 34,462 sqm.

Is anyone better off?

IT Technology has arrived at school kitchens

The Transform, Innovate and Change (TIC) programme have been investigating projects to deliver improvements to the quality and effectiveness of services, while also making those services more efficient. One of these projects was for the submission of weekly school meals data from school kitchens to the Catering Management Team which was evaluated to have clear efficiency benefits, and proposed an alternative agile working approach using Wi-Fi hotspots recently installed into all Carmarthenshire Schools instead of paper returns and forms.

A web-form was created to replace the paper form, performing all calculations and verification before submission. In June 2015 tablet devices were provided for 2 schools to trial until the end of term. Immediate efficiencies were realised with returns being recieved promptly, returns were accurate and complete so no checking required, failed verification addressed at source and managers could retrieve summary reports.

A further 6 kitchens were added to the trial and the scope of the project was expanded to include Timesheets , E-Banking, Kitchen supplier invoices, Food ordering, Electronic staff newsletters E-learning courses and On-line payments for schools

In February 2016 laptops were ordered for each primary school kitchen in the County. Electronic submissions make the process easy and accurate for kitchen staff, with significant time savings for the central team. The decision to invest in laptops for each kitchen will remove far more manual intervention through direct input and assured accuracy of electronic system.The removal of back office processes and reallocation of duties have delivered an annual saving of £24,000 and better utilisation of resources for value added work.

How we plan to achieve the KIOP this year

What we will improve & how we will measure success
We aim to increase the % of Council Tax collected from 96.63% to 97.00% *(CFH/007)*
We will continue rationalising buildings to reduce costs and release assets for disposal to fund capital improvements by achieving 100% performance against the target to generate non-housing capital receipts of £2,620,000 *(2.1.2.12)*
We will improve financial reporting by : • developing clearer links between financial and service performance including developing joint financial and performance reports to Members. *(11987)* • monitoring and reporting on individual savings targets to ensure that areas of over and under achievement are explicitly identified enabling effective challenge, remedial action and sharing of good practice. *(11974)* • Providing sufficient information on reserves and a clear audit trail for decisions regarding reserves. *(11975)* • Liaising with Members to ensure financial information is appropriate to their needs. *(11976)* ***(Proposals for Improvement Action)***
We will continue to implement a balanced work programme to ensure that the 'Transform, Innovate and Change' (TIC) programme can support and promote longer term, sustainable change and improvement, whilst also recognising the need to focus on meeting the financial challenges in the short term/medium term. *(11977)*
We will ensure the maximum use of Community Benefits in all procurements where such benefit can be realised and report those benefits on all contracts over £1m. *(11978)*

Other sources of information Budget Digest Budget Digest Statement of Accounts Statement of Accounts

Improvements for 2016/17

1. We aim to collect at least 98.4% of non-domestic rates during 2016/17 ***(CFH/008)***
2. We aim to strengthen procurement arrangements by :
   - Reviewing the reasons for non-compliance with procedures and taking corrective action to prevent these re-occurring.***(P2.4.1)(11980)***
   - Further develop the e-tender Wales Bravo solutions software for Contracts and Tender registers. ***(P2.4.2)(11981)***
   - Establishing, maintaining and regularly reporting to Audit Committee a list of single tender actions ***(P2.4.3)(11982)***
   - Reviewing the differences in the use of the Council's framework contracts to drive a more consistent process going forward. ***(P2.4.4) (11983)***
3. We will further develop mechanisms to share good practice and learning with other public sector partners as part of the Transformation, Innovative and Change (TIC) programme. ***(11984)***
4. We will develop more explicit links between the medium term financial plan (MTFP) and the Council's improvement planning, detailing the impact that financial constraints are having on outcomes for citizens. ***(P2.1)(11985)***
5. We will develop and utilise benchmarking and Value for Money Indicators in budget setting to better inform decisions and allow for further debate and challenge of existing costs and potentially identify further efficiency savings. ***(P2.2)(11986)***

Goal: A2 Improve the management of property

Our Review and Evaluation for 2015/16

Improving the management of property is a key area for the Authority and we have focused on managing and making the best use of the Councils Property and assets with a focus on rationalising office accommodation and sharing with other partners as well as facilitating community ownership of assets for community benefit.

The Council's Community Asset Transfer Procedures have been used to assist with the development of the Welsh Governments Community Asset Transfer Guidance and Carmarthenshire Council Officers formed part of the Welsh Governments Working Group on Asset Transfer.

The appointed Auditor reported that:

"The Councils approach to asset valuations needs to improve"
"The Councils ability to effectively manage its asset base is currently being hammered by a number of factors"
(Wales Audit Office, Annual Improvement Report ***March 2016***

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Llywodraeth Cymru
Welsh Government

We became the first Local Authority in the UK to map all its assets via the national ePIMS system and we have been working with all other public sector bodies to use the system to encourage sharing of data and identification of collaborative opportunities. The project was selected as one of the 9 Partnership Projects by the Welsh Governments National Assets Working Group(NAWG). This involves looking at all the property that the Council and other partners own and looking at potential to either sell of surplus land, co-locate staff and services and also potential to transfer property/land to community groups/charities. This work has since been expanded and adopted as an efficiency workstream by the Carmarthenshire Local Service Board and is to be taken forward in 2016/17 by the new Public Service Board.

Occupation of let retail, industrial and agricultural property remains high, despite difficult economic conditions and gross income recieved continues to be in excess of £3m per annum. Marketing of vacant stalls and shops in Carmarthen and Llanelli Provisions Markets has seen increasing interest, with competing offers for vacant stalls and shops. Both indoor markets are now nearing 100% occupation for the first time in many years.

Eich Marchnad leol Your local Market
Calon y dref Heart of the town

How did we perform during 2015/16?

- ✓ We have continued the implementation of the Councils Office Accommodation Strategy, through reducing the number of buildings and the cost of managing the portfolio by further reducing the amount of space from 34,462 sqm in 1012/13 to 29,616 sqm in 2015/16. This represents a reduction of approximately 14% over the past 4 years.
- ✓ Occupation of the Council's 400 industrial units continues to be high (around 96%) and accommodate approximately 2,000 jobs. There is an increasing turnover of tenants particularly at the smaller units, where the turnover of tenants has increased over the last 12 months.
- ✓ We have commenced the mechanical and electrical upgrade at Llanelli Market and the completion date is planned for June 2016.

! Rent arrears across the portfolios continue to be challenging, with a limited number of businesses struggling to meet their financial commitments. The level of debt, however, remains within target levels.

✓ Following the successful completion of Primary School surveys in 2014-15 for Education purposes, the exercise expanded to include Secondary school and Special Schools where the Property Records Team co-ordinated site surveys and produced updated floor plans to further enhance records for asset management functions.

× The property market continues to be weak in some areas and, as a result, it can take increasing time for disposals to complete as purchasers seek to delay completion dates to defer capital outlay. Receipts of **£1.269 million** were generated from sales of surplus property; achieving capital receipts remains a challenge in the current climate.

How do we know we made a difference? / Is anyone better off?

Work has started on investment of almost **£1million** in Llanelli Market and its Precincts and includes improvements to the fire alarm, ventilation system and mains electrics and public wifi within the Market Hall and Stepney/Market/ Cowell Precincts.The Market and Precincts remain open and business continues as usual as the improvement work is done out of hours by local contractors Lloyd & Gravell.

Llanelli Market and Precincts are owned and managed by Carmarthenshire County Council. Executive board member for resources, Cllr David Jenkins, said: “Shoppers can be reassured that the market is open and businesses are trading as usual during this time. “Understandably there will be some disruption to shoppers and traders, but this will be kept to a minimum as contractors undertake the work outside of opening hours.”

This investment will secure the long term future for the market, which provides a large retail environment within the town. It will also safeguard around 73 individual businesses and 210 jobs.

Improvements for 2016/17

1. We will strengthen the service level asset management plans and improve links between these plans and the overarching corporate asset management plan. WAO Corporate Assessment Proposal for Improvement P4.1 *(11988)*
2. We will report progress against the corporate asset management plan and the office accommodation strategy to Members quarterly. WAO Corporate Assessment Proposal for Improvement P4.2 *(11979)*
3. We will continue to develop a strategic approach to Asset Management throughout the organisation by:
   - Adopting a new Asset Management Plan for 2016-2019. *(11989)*
   - Continuing to work with Town and Community Councils and Third Sector organisations on asset transfer to facilitate local ownership of assets.*(11990)*
4. We will continue to work towards sharing accommodation with partner organisations where possible to provide savings and a multi-agency approach to public service delivery. *(11991)*
5. We will continue to improve the management of the Council’s property portfolios by continuing the implementation of the Councils Office Accommodation Strategy and Agile Working principles which aims to reduce the number of buildings and increase the efficiency of the portfolio *(11992)*

Goal: A3 Improve services by the use of Information Computer Technology

Our Review and Evaluation for 2015/16

Wales Audit Office in its ***Annual Improvement Report*** identifed:-

> *'apparent disconnect between the business and the ICT Service and take appropriate account of business needs'*
> ***(Wales Audit Office, Annual Improvement report March 2016)***

And,

> *'ICT Infrastructures have not been able to effectlively support Agile Working'*
> ***(Wales Audit Office, Annual Improvement Report March 2016)***

To address the shortcomings in the ICT Service, a new Head of ICT was recruited in September 2015 as a joint arrangement with Pembrokeshire County Council.

We have implemented a Corporate Managed Printing Service which will help deliver costsavings, reduce risk in inadvertent disclosure of sensitive information and better managed print volumes.

Implementing a Managed Print Service will deliver:

- Secure printing across all devices
- Reduction in inadvertent disclosure of sensitive information
- Follow me printing'
- Reduction in cost
- Reduction in CO2 emission
- Reduced number of printers

We are have supported the development of Channel Shift and Self Service to deliver online services and increase the adoption of on-line payments. Over the past year many transactional services have been developed which are available to the public via the corporate website and i-Local sites as part of the '*Do it Online'* Campaign these include:

- Bulky Waste Collections (appointments and online payments)
- Payments of Parking Fines (on-line payments)
- Fast Track Renewal for Residents Parking Permits (online payments)
- Recycling Items Ordering

That you would like to be able to make card payments at The Hub in Llanelli	**Self service payment kiosks will be installed in The Hub during 2016/17, enabling customers to make card (and cash) payments.**

How did we perform during 2015/16?

✓ Webcasting is now undertaken at key Council meetings including Full County Council and Executive Board. To date there have been over TBC views of the Councils webcasted meetings.

✓ We have continued to improve service delivery to schools by
- Implementing an appropriate web filtering system in all schools
- All Schools in Carmarthenshire now have Wi-Fi Networks installed
- Multi-occupant Wi-Fi Networks are available in all schools
- Work is underway for each school pupil to have a consistent digital learning experience. This be achieved utilising the HWB national online learning platform delivered from Welsh Government.

! A Channel Shift/Agile/Mobile Project has been established and 6 priorities to be targeted has been established which include:
- Developing a 'My Account'
- Maximising use of e-forms and automation of Business Processes
- Maximising use of SMS Text Messaging
- Automated call handling (e.g.) switchboard type calls or automated telephone payments
- Avoidable Contacts. Minimising waste contacts
- Publicity and promotion (externally and internally)

Work has already commenced on some of the 6 priorities with further work carrying on into the 2016/17 work programme.

✓ We have 165 wireless access points in key buildings and meeting rooms throughout the County, contributing to the agile/mobile working agenda.

✓ 'Skype for Business' is now being rolled out and has been piloted with over 400 officers and is currently deployed to over 1000 members of staff, with complete roll out to be achieved in early 2016/17. This can be used for instant messaging, voice calls and video conferencing. This will reduce the requirement to travel to meetings etc and can also be used with other organisations. Carmarthenshire has already federated with Pembrokeshire, Ceredigion, Neath Port Talbot and Powys Councils.

We have been focusing on :

- Ensuring that ICT Services acts as an enabler and vehicle for transforming the way services across the authority are delivered to the citizen.
- Working in collaboration with other organisations to identify areas for shared services and economies of scale to reduce running costs. A review is currently being undertaken as to whether Carmarthenshire and Pembrokeshire ICT Services are combined into one single shared service.
- 'Increasing public communication, consultation and engagement' by further developing approaches to engaging and communicating with our residents and stakeholders including increased use of digital technologies
- Launched the Modern.gov system in conjunction with Democratic Services to facilitate paperless meetings and increase transparency through improved public accessibility to meeting agenda, minutes and reports
- Designed, implemented and deployed Smartphone, Tablet and Mobile Device Management solutions to enable customers to access key online services and staff to synchronise desktop working programmes with mobile devices, facilitating improved agile/mobile working

- Improving digital inclusion within the County by ensuring access to IT equipment, developing digital literacy and supporting connectivity for Communities.
- Improving the communication network to support further economic development and connectivity

How do we know we made a difference? / Is anyone better off?

A State of the Art Library for Ammanford

Ammanford Library is to have a new look and extra services. A host of improvements are planned such as self service Radio Frequency Identification (RFID) machines, with a large number of new books added to stock and new DVDs and CDs.
Borrowers will also have free access to the world's largest online newsstand – Zinio which hosts a collection of popular titles with no holds, no checkout periods, and no limit to the number of magazines downloaded.
In addition there will be a new adult lending library, IT facilities, a gallery suitable for exhibitions and conferences, as well as a teenage zone, children's library and meeting rooms.
The revamp will enhance the library as a community, learning and cultural hub for the town and its surrounding area
The council's senior cultural services manager, Jane Davies said: "This is a really exciting project and we're delighted that we are in a position to provide our customers with a state of the art service they deserve."

Improvements for 2016/17

1. We will ensure that the ICT Work Streams resolve the apparent disconnect between the business and the ICT Service :
   - Establish an ICT steering group with representation from all service departments *(11993)*
   - The production of a joint business focused Digital Strategy across Carmarthenshire and Pembrokeshire County Councils Proposals for Improvement Action *(11994)*
2. We will increase opportunities for customers to access Council services via digital technologies
   - Complete development of 'My Account' *(11995)*
   - Promote use of e-forms to services *(11996)*
3. We will ensure technologies and systems are robust and effective in meeting business and customer needs.
   - Continue roll out of Office 2013 and Skype for business across CCC *(11997)*
   - Migrating schools to new HWB online learning platform *(11998)*
4. Simplify, rationalise and streamline processes, procedures and technology to ensure we are delivering the best service possible.
   - Consolidate technologies within the data centre environment. *(11999)*
   - Improve access to self service options online *(12000)*

Building a Better Council…

The Council has always worked towards building a better Carmarthenshire and has a proven track record of delivery. However, the way that public services are provided is changing and as a Council we need to respond and adapt to these changes in order to ensure we can support the needs of our residents in the future

Goals :-
B1- Openness, trust, honesty, integrity
B2 - Putting customers first
B3 - Listening and delivering on promises
B4 - Working in partnership
B5 - Valuing our staff
B6 - Ensuring equality of opportunity
B7 - Improving our services

Our Key Improvement Objective Priorities (KIOPs) are

- We will review governance, decision making, openness & transparency

Progress at a glance

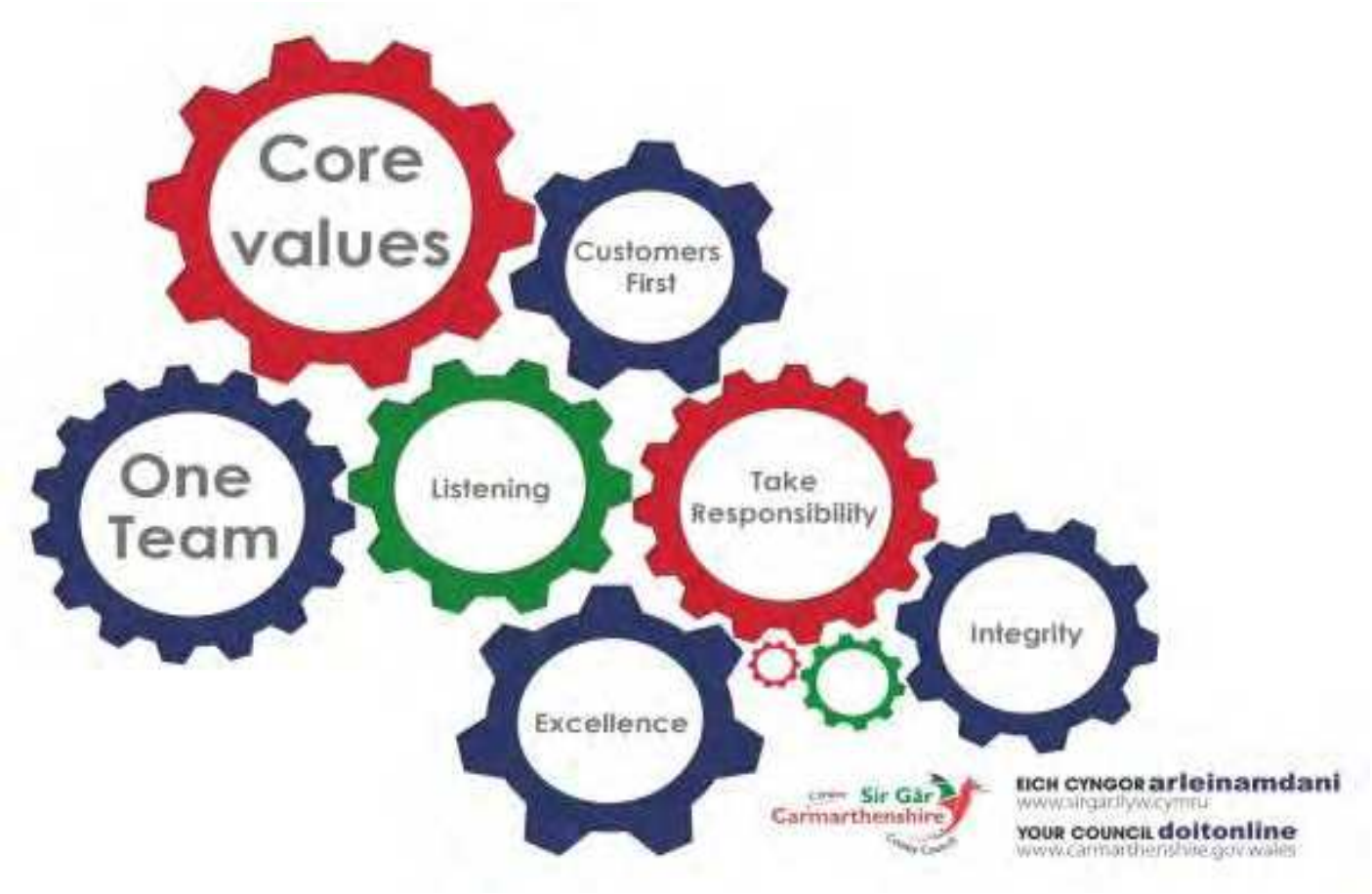
Outcome Measures(As set out in Corporate Strategy)	Progress
Increasing public communication, consultation and engagement	✓
Improved staff satisfaction levels	✓
Reduced staff sickness absence levels	✗

Outcome B - Building a Better Council…

Core values
We are making every effort to secure a more efficient, ethical, transparent and accountable local government that supports and enhances public participation and democracy.

The Council has always worked towards building a better Carmarthenshire and has a proven track record of delivery. However, the way that public services are provided is changing and as a Council we need to respond and adapt to these changes in order to ensure we can support the needs of our residents in the future.

In building a better Carmarthenshire it is important that our actions are built upon a foundation of core values and principles that act as a guide for our initiative and enterprise:-



B1 - Openness, trust, honesty and integrity

In the National Survey for Wales in June 2015, **42%** of citizens in Carmarthenshire say that *the council is good at letting people know how it is performing* – (39% disagreed). This is the **7th** best result in Wales (the best result was 51%) and our result was one place higher than the previous year

One of the Key Improvement Objective Priorities for the Council was to review governance, decision making, openness & transparency.

KEY IMPROVEMENT OBJECTIVE PRIORITY (KIOP)
We will review governance, decision making, openness & transparency

The Council is improving the transparency of its governance arrangements

In the Autumn of 2015 the Wales Audit Office undertook a Corporate Assessment of the Council. This was a part of a four year cycle of Corporate Assessments for all Council's in Wales. It found that:-

'The Council has made good progress in establishing improved governance arrangements which are now more robust and transparent, although there are opportunities for further improvements to enable Members to be more effective in their roles'

- The Council commissioned a Welsh Local Government Association peer review of governance matters in 2014 and the report received was examined in depth by members and its 39 recommendations were considered by a Constitutional Review Working Group of members.
- The County Council considered the Constitutional Review Working Group`s (CRWG) report at its meeting of 17th June 2015, and the recommendations accepted by them were drafted into the Constitution and approved by County Council on the 9th September 2015.
- The amended Constitution is now on-line. The Constitution is a living document. CRWG continues in existence and will be periodically meeting to consider any other amendments which may be needed to the Constitution

The Wales Audit Office recognised the following changes in particular:-

1) Webcasting of Council, Executive Board and Planning Committee meetings
2) Introducing a standing item on Council, Executive Board and Scrutiny Committee meetings for public and councillor questions; and
3) Revising its call-in procedure to enable any three Members of the Council to call in a decision of the Executive.

Further Improvement

There are opportunities for further improvement to enable members to be more effective in their roles as identified in the WAO Corporate Assessment report and therefore although overall good progress has been made on this Key Improvement Objective Priority it was identified as a KIOP to be continued in 2016/17 but with more emphasis on it being kept under review by the Constitutional Review Working Group.

Is anyone better off?
During the year, some of the agendas of Council business have been freed up so that Councillors get to see more presentations and discussions on various different topics some of which were:-

9th June 2015	Presentation – National Botanic Garden of Wales.
9th September 2015	Presentation - BT Superfast Broadband
10th February 2016	Welsh Water Rainscape Project

2016/17 KEY IMPROVEMENT OBJECTIVE PRIORITY (KIOP) ACTION PLAN:-

We will continue to improve governance, decision making, openness & transparency and keep under review by the Constitutional Review Working Group

What we will improve & how we will measure success	2016/17 Target
We will ensure all Committees have an up to date Forward Work Programme and have Regular reviews. *Wales Audit Office – Corporate Assessment Proposal for Improvement- P1.1*	**Mar 17**
We will publish a Register of Delegated Decisions *Wales Audit Office – Corporate Assessment Proposal for Improvement- P1.2*	**Mar 17**
We will ensure that relevant Member Development Plans are in place which will identify learning needs to assist with the Councillor function. *Wales Audit Office – Corporate Assessment Proposal for Improvement- P1.3*	**Mar 17**
We will review the remit of Audit Committee to make sure it is delivering what is expected of it. *Wales Audit Office – Corporate Assessment Proposal for Improvement- P1.4*	**Mar 17**
We will conduct a sample survey of members to see if there has been an improvement in the information they receive on works or developments being made in their wards. (In particular, as a result of members feedback received in KIOP workshops).	**Mar 17**
We will produce a *Made Simple Guide* to the Constitution for both members and the public	**Mar 17**
We will continue to review any opportunity to improve the openness and transparency of the Council via the Constitutional Review Working Group and implement any agreed recommendations made by the group who will continue to meet annually	**Mar 17**
We will incorporate into the Constitution any new provisions which are within the Local Government Wales Act via the Constitutional Review Working Group	**Mar 17**
We will reflect any requirements of the Future Generations – Well Being Act into the Council process	**Mar 17**

- ✓ We continue to support and work with Elected Members to facilitate and support the production of their Annual Reports and with forthcoming legislation it is likely that the production of Annual Reports by Elected Members will become mandatory.
- ✓ The Council has also undergone an Assessment of its Transform, Innovate and Change Programme, the Assessment found that:- *The "Transform, Innovate and Change (TIC) has robust governance, clear objectives and is contributing to better outcomes and financial savings....."and "The TIC programme is helping to deliver improved outcomes for citizens, more efficient services and financial savings .....*"

Improvements for 2016/17

1. We will ensure the Council is fully engaged in the development of the new Local Government (Wales) Bill
2. We will establish a robust Information Asset Risk register for the Council to ensure a strong information governance culture across the Council
3. We will continue to try and respond to Freedom of Information Act (FOIA) requests within the Statutory deadline – however the emphasis will continue to be on good and adequate replies ***(2.1.1.17)***

B2 - Putting customers first

The challenging budget reductions and the availability of new technology have prompted changes to the way we deal with customers, the pressure has been on to innovate, collaborate and save. The following achievements throughout the year have all been focused on delivering a better service at a better cost.

- ✓ We have explored with Elected Members the opportunities for improving convenience for customers in service delivery at Customer Service Centres. Two Elected Member workshops were held during the year (24 March and 6 October 2015) to discuss future options for changes. It was generally accepted by Elected Members that modern technology should be used where this can improve service delivery (i.e. often quicker and accessible 24x7), but that the needs of vulnerable and elderly customers must be fully met.

- ✓ Working in conjunction with other parts of the organisation, Customer Services have been successful in slowly reducing the volume of contacts being received from customers. This is vital in order to ensure we can handle contact with customers with fewer staff in the future. Across the Contact Centre and the Customer Service Centres there has been a steady decline at around an average of 5% per year over the last few years.

- ✓ The **expected outcome** figure for 2015/16, is that the Contact Centre will have reduced telephone calls by just under 4%, and the Customer Service Centres will have received around 11% less face-to-face contacts (F2F)

- ✓ We successfully moved the location of the Llanelli CSC to more town-central premises, co-located with the Un Sir Gar service. This was on a trial basis initially, but following consultation with visiting customers during August 2015, two thirds expressed a preference for the new location. We therefore took the decision to stay there permanently. We are now addressing the concerns of the remaining third of customers who preferred the previous venue.

- ✓ We continue to encourage the shift of customers accessing Council services online. From the launch of our i-Local **doitonline** website in April 2015 there have been:-

Cyngor Sir Gâr Carmarthenshire County Council
EICH CYNGOR arleinamdani www.sirgar.gov.uk
YOUR COUNCIL doitonline www.carmarthenshire.gov.uk

- 882,669 visitor sessions to the Carmarthen County Council website and 2,576,474 Page views:
- 165,730 visitor sessions to iLocal and 383,458 Page views. 130,858 My House hits with people checking bin collections - which peak during bank holidays.

- 1,339 people have signed up for alerts which keep citizens up to date with any changes to council services

Improvements for 2016/17

1. We will keep the average speed (seconds) to answer calls to the Contact Centre to below 25 seconds ***(2.2.2.20)***
2. We shall ensure that at least 20% of major planning applications determined during the year are completed within 13 weeks. ***(PLA/004a)***
3. We will increase the % of householder planning applications determined during the year within 8 weeks from 89% to 90%. ***(PLA/004c)***
4. We will facilitate and promote a channel shift to enable customers to manage their own interactions with the Council. This will include the development of 'My Account' on the Council website to specifically encourage more online take up of services including increased use of text messaging to customers with localised alerts, confirmation and reminders for all appointments, and automated call handling for simpler enquiries.
5. We will promote the 15 year Regeneration Plan in partnership with local media, and via web and social media platforms
6. We will raise further awareness of the Do It Online campaign to encourage more people to interact via the website.

B3 - Listening and delivering on promises

In the Corporate Assessment of the Council by the Wales Audit Office some of the findings were:-

'*The Council has a good understanding of the local context in which it operates, informed by a Joint Strategic Needs Assessment and a good track record of effective community and stakeholder engagement. This includes the Citizens Panel, national and local customer satisfaction surveys, 50+ Forum surveys, tenant engagement and budget consultation road shows*.' Corporate Assessment para 13

'*The Council undertakes extensive consultation on the budget savings proposals and comprehensive and reasonable planning assumptions have been made in identifying the Council's budget shortfall for 2015-16. In addition, the Council has used a range of scenarios and sensitive analysis to model projections for budget shortfalls for the period 2016-17 to 2018-19*' Corporate Assessment para 36

Increase public communication, consultation and engagement:-

Through the Council website a number of significant consultation and engagement exercises have been undertaken during 2015-16, the results of which are helping to inform the Council's work:-

- **Rural poverty study** – this involved data analysis of over 1,000 survey responses and an engagement event. The research, consultation and engagement information was brought together into a report which has been used by Grwp Cefn Gwlad in determining funding priorities for its programme in rural Carmarthenshire.
- **Strategic Equality Plan** this was approached collaboratively on a regional Dyfed Powys basis, involving 10 other public sector organisations, including respective councils, health boards, Wales Ambulance Trust, police, fire service, Pembrokeshire National Park and further education colleges. The exercise attracted 774 survey responses and an engagement event was held in each of the four council areas. The engagement activity ensured that this key strategic document had considerable public input.
- The consultation on the **Council's budget** involved a survey, road show events and the use of 'question of the week' through social media. An innovative approach was taken to youth engagement through holding an 'Insight' session for 6th form students from Carmarthenshire's schools. The session was structured so that the students formed 'executive boards' which were tasked with making decisions on which savings proposals to support.
- Some examples of further engagement work undertaken during the year included: Carmarthenshire as a tourism destination (649 responses); and the 'getting more people more active, more often' leisure survey (500 responses).
- Our **commitment to Affordable Homes** and the associated delivery plan which was

developed on the basis of the consultation undertaken during the year, involved events and a survey that attracted 780 responses. This engagement led directly to the formulation of the five guiding priorities contained in one of our KIOPs for 16/17 (see Section C5)

That, although very helpful, members of staff within the Contact Centre and Customer Service Centres could build on their wide knowledge base and increase their expertise in some areas	Staff receive regular ongoing training and awareness sessions to remain up to date and knowledgeable on council services.

! During the year consideration has been given to the introduction of electronic petitions – however, we have been unable to introduce this facility on our *modern.gov* management system as we had hoped, due to the system`s inability to provide the facility bilingually. In the meantime, we have a facility for petitions to be completed in writing and we are exploring with our in-house IT service to see whether a bespoke in-house facility can be developed.

✓ In the National Survey for Wales study 2014/15 the statement "I can influence decisions affecting my local area" the Council was ranked 9th with a result of 21%, an improvement from the previous result of 15% and ranked 18th.

How our results rank with the other 22 Councils in Wales:-

National Survey for Wales 2014-15

"I can influence decisions affecting my local area"

	Worst results in Wales																					Best results in Wales
Results ranking	22	21	20	19	18	17	16	15	14	13	12	11	10	9	8	7	6	5	4	3	2	1
2014/15	15%													21%								25%

Our result for 2013/14 was 15%

ⓘ National Survey for Wales 2014-15

Improvements for 2016/17

1. We will further develop the Council's consultation and engagement approaches in line with the new Communication Strategy
2. We will develop methodology and support the implementation of the consultation and engagement approach for the three counties well-being assessment which is required by the Public Service Board
3. We will support the development of the Public Service Board Consultation and engagement strategy
4. We will seek to improve current voter registration levels by pro-actively promoting the message of how important it is to *"Have Your Say"*.

B4 - Working in partnership

The Wales Audit Office Corporate Assessment found that "*The Council has a long, well-established and robust approach to partnership working that is improving outcomes for its citizens*"

The Corporate Assessment also mentions:-
" The partnership with Hywel Dda University Health Board (HDUHB) is particularly strong, collaboration has become 'mainstreamed' into the working relationship between the two organisations with a number of joint posts in place." and

".... Both the Council and the HDUHB are working on more complex aspects of partnership working such as shared strategies, a joint commissioning hub and pooled budgets, which they both acknowledge as being critical to drive further integration, efficiencies and better outcomes for citizens. "

Corporate Assessment June 2015 para 80

To monitor the success of thinking and acting together as a partnership we set ourselves **45 Population Indicators** to gauge whether we were :-

'Enabling people to live healthy and fulfilled lives by working together to build strong, bilingual and sustainable communities.' *(Our Vision as a partnership)*

44#	Improved	Constant	Declined	Net Improvement
Number	23	4	17	13%
Percentage	52%	9%	39%	

'Continuous Service Improvement' (CSI) can be measured on 44 of these

For further information please see Integrated Community Strategy - Population Indicator report 2014/15. These measures will be updated and published as part of the Integrated Community Strategy Annual Report in Autumn 2016

- ✓ During the year we undertook a full review of the Local Service Board and supporting partnerships. The Partnership review report was presented to the July 2015 LSB meeting. There has been Agreement in principle on the way forward, with further work to be undertaken to prepare Terms of Reference, in line with requirements of the Well-being of Future Generations (Wales) Act 2015. Draft guidance on the requirements of the Act were published in September 2015 and these will be taken forward formally from April 2016 onwards.

Improvements for 2016/17

1. We will introduce the new Public Service Board (PSB) and partnership arrangements with the development of a new website and communication arrangements.
2. We will assist with our collaborative communication and create a new communications group that will deliver the bi-annual Carms News and the new Public Service Board (PSB) website and e-alerts
3. We will support the development of the Wellbeing Assessment working in partnership with colleagues within the Council as well as colleagues from Ceredigion, Pembrokeshire and other Public Service Board Partners
4. We will establish and facilitate the new Public Service Board and partnership arrangements including the development of the new website and communication arrangements.

B5 - Valuing our staff

The Council successfully completed the Investors in People review, which was extremely positive and demonstrated clear progress in terms of people management across the Council, with some aspects being identified as 'High Performing'. Staff interviews showed high levels of **staff satisfaction**.

The Work Ready Programme gained further funding in April 2015 which has enabled the recruitment of 10 new apprentices and 8 graduates across all departments with a diverse range of roles, including trainee accountant, trainee solicitor, building cadet, business administration apprentice and trainee park ranger.

- ✓ The Wales Audit Office Corporate Assessment found that:
  - *"The Council's approach to people management is working well ….."*
  - *"The Learning & Development business unit has completed a great deal of effective work to develop the council's workforce….."*
  - *The Council is successfully implementing initiatives in a number of areas to increase people capability and to achieve the Council's People Strategy goal.*

- ✓ We refreshed our Core Values by listening to over 300 voices, which included members of staff, councillors, senior management and Trades Unions.

- ✓ The Council backed the "Time to Change" campaign (an anti-stigma campaign in relation to mental health illness) by signing the "Pledge" to challenge mental health stigma and discrimination in the work place.

- ✓ A Council-wide Language Skills Audit was launched at the end of 2015/16 - these results will be used to inform how we support staff to develop their language skills.

- ✓ We have provided learning opportunities to over 4,200 members of staff and introduced initiatives such as the Future Leaders Programme.

- ✗ There was a slight increase in our **sickness absence levels** from 9.6 to **10.1 days**. We will continue to focus on supporting our staff, alongside promoting robust sickness absence management within departments.

Improvements for 2016/17

1. We will continue to promote and develop the Helping People to Perform (HPP) process this year and increase the % HPP's carried out from 86% to 88% ***(1.3.2.11a)***
2. We will reduce the number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence from 10.1 days to 9.6 days. ***(CHR/002)***
3. We will ensure that the % of employees (including teachers and school based staff) who leave the employment of the local authority, whether on a voluntary or involuntary basis does not exceed 7% ***(CHR/001)***
4. We will work towards maintaining the Welsh Government Corporate Health Standard, Platinum award
5. We will develop an overarching behaviour statement aligned to our newly developed core values to ensure employees and managers appreciate and understand the Equality Duty and how it relates to their role in our organisation (SEPA)
6. We will support the organisation to workforce plan effectively and develop a strategic workforce plan for the Council
7. We will develop an integrated programme of Welsh Language development for our employees (SEPA)
8. We will undertake an audit of the Language Skills of our employees (SEPA)

9. We will finalise and implement the revised structure for the People Management Division.

   WAO Corporate Assessment Proposal for Improvement 3.1

10. We will ensure all staff have an individual performance appraisal

    WAO Corporate Assessment Proposal for Improvement 3.2

11. We will simplify communication mechanisms both within People Management and those used for communicating people management initiatives to the wider workforce.

    WAO Corporate Assessment Proposal for Improvement 3.3

12. Review the ICT systems and equipment used within People Management and drive developments.

    WAO Corporate Assessment Proposal for Improvement 3.4

B6 - Ensuring equality of opportunity

We have had a Multi-Agency consultation on our Strategic Equality Plan (SEP). These SEPs are important documents that set out how public bodies will consider the needs of groups with 'protected characteristics', as outlined in the Equality Act 2010. This is intended to ensure that all individuals receive just and equitable treatment in respect of service delivery and strategy/policy formulation. Consultation is an intrinsic part of developing a new Strategic Equality Plan, and, as such, public opinion was sought to buttress and strengthen the Plan.

- ✓ Carmarthenshire LSB received an update on progress in terms of the local approach towards delivery and support for the UK wide Syrian Resettlement scheme. Carmarthenshire are due to receive their first cohort of refugees during the early part of 2016. In order to prepare for the arrival of the refugees, a multi-agency Task & Finish group has been established locally and the group will consider a work programme around four main priorities: Health; Housing; Employment; and Education, to ensure that all Syrian refugees have access to opportunities to integrate them fully into the County upon arrival through the scheme.

- ✓ We have remained within the Stonewall Top 100 Employers for our work through the Workplace Equality Index.

Improvements for 2016/17

1. We will continue to work to remove barriers to accessing Council services and in particular working towards an appointments based system in Customer Services Centres,
2. We will work with particular sectors of our community in particular the young people of Carmarthenshire and Persons in Charge of Residential/Nursing Homes, to raise awareness of the importance of registering to vote.
3. We will ensure Equality Impact Assessment requirements are embedded into the wider impact assessment process being developed as part of the Well-being of Future Generations requirements
4. We will deliver the outcomes of the Community Cohesion National Delivery Plan 2016/17
5. It is the duty of the Council to facilitate and increase the use of the Welsh language and we will continue to promote the use of the Welsh language in our workplace

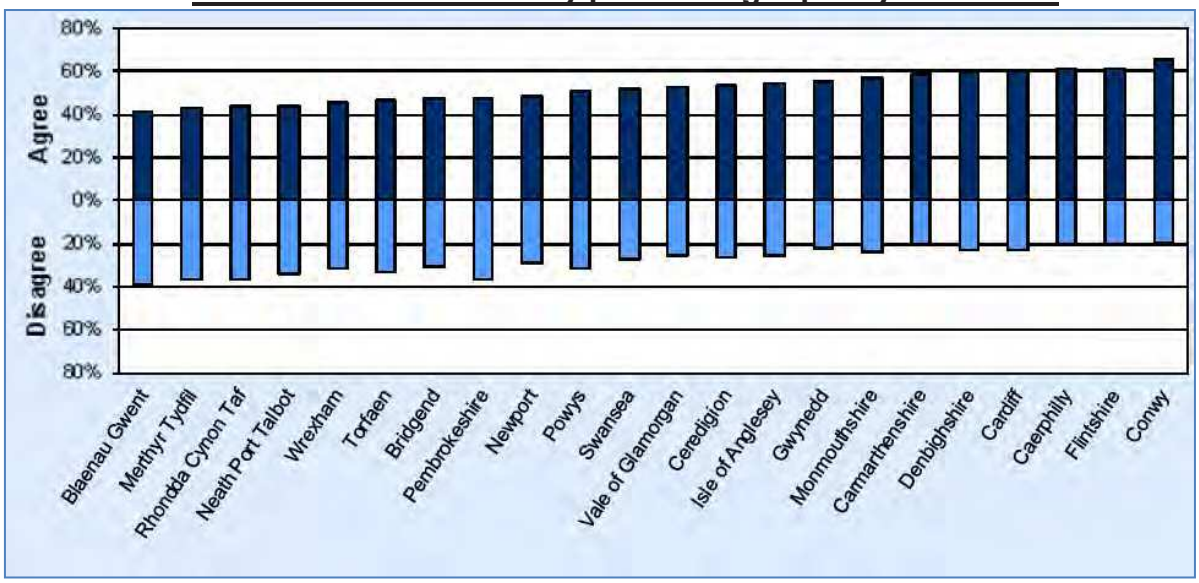
B7 - Improving our services

The National Survey for Wales survey asks the question 'does the Local Authority provide high quality services?'

- During 2014/15, **58%** of citizen's agreed that we provide high quality services - **6th in Wales**
- During 2013/14, 53% of citizen's agreed that we provide high quality services - 15th in Wales
- 5% point improvement and gaining 9 positions.

See the 2014/15 graph below:-

'Does the Local Authority provide high quality services?'



Source National Survey for Wales survey 2014/15

✓ We have continued to develop a robust framework for challenging performance at all levels across the Council to ensure that we can address all the challenges ahead. As recognised by the Wales Audit Office in its Corporate Assessment of the Council "*the political leadership of the improvement agenda has been strengthened*". All service business plans were challenged by the Executive Board Member portfolio holders.

✓ In March 2016 we received the full £1.9M Outcome Agreement Grant from Welsh Government based on our' *self assessment report and performance for 2014/15'*.

! We have not however achieved the level of 'channel shift' that is considered to be feasible and desirable. Feasibility has been determined via a review of technology available on the market, and via visits to several other local authorities in Wales where channel shift is significantly more advanced. Desirability is driven by two factors; the growing expectation of customers to be able to do business with us 24x7, and the need to reduce front-line posts due to budget reductions. The main constraint on progressing channel shift is the availability of IT resources to develop new and existing systems, or the budget to purchase from outside.

✓ During the year we co-located the Llanelli CSC with Un Sir Gar, as a pilot for possible permanent co-location. The pilot was successful and the decision was taken for the Llanelli Customer Service Centre (CSC) to remain in The Hub, Llanelli, in line with customer preference.

Improvements for 2016/17

1. We will ensure delivery of Well-being of Future Generations (Wales) Act 2015 requirements, to ensure that the 7 national well-being goals and 5 ways of working are taken into account in all that the Council does and to evidence due consideration of the impact on all Council policies and decisions
2. We will Introduce the new requirements for the Future Generations Well Being Plan ensuring they are embedded into our Performance Management framework for 2017/18
3. We will implement an online electronic booking system and allow phased public access for making appointments for the Registrar.
4. We will continue to improve the Council website to give customers better access to services 24/7
5. We will establish agreement at CMT regarding a Corporate Performance Management Framework *Wales Audit Office – Corporate Assessment Proposal for Improvement- P6.1a*
6. We will ensure the consistent application of the Corporate guidelines for Business Planning. *Wales Audit Office – Corporate Assessment Proposal for Improvement- P6.1b*
7. We will continue with the Executive Board challenge with Heads of Service and peer to peer challenge of Business Plans with Heads of Service. *Wales Audit Office – Corporate Assessment Proposal for Improvement- P6.1c*
8. We will develop more explicit links between the medium term financial plan (MTFP) and the Council's improvement planning, detailing the impact that financial constraints are having on outcomes for citizens. *Wales Audit Office – Corporate Assessment Proposal for Improvement- P2.1*

Appendix A

There is a suite of **National measures** for all council's in Wales, where we are required to collect them, to set performance targets and publish both our target and performance in our Annual Report/Improvement Plan

There are two main ways of measuring improvement:-

- Year on year improvement – shown under 'A' in the table below
- How we compare with other Authorities in Wales – shown under 'B' in the table below – the majority of the comparative data is for 2014/15 other than some of the Education data which is for 2015/16 and marked with #. All 2015/16 results for all Welsh Authorities, will be published by the Local Government Data Unit in September 2016.

	A			B
	The 41 measures published by all councils in Wales and our results for 2015/16 and whether they have improved on 2014/15			**How our results rank compared to 21 authorities in Wales and our change in position**
		Our 2015/16 result and change		22nd 21st 20th 19th 18th 17th 16th 15th 14th 13th 12th 11th 10th 9th 8th 7th 6th 5th 4th 3rd 2nd 1st Worst results — Best Results Arrows start from our 2013/14 position to our 2014/15 position
	Building a Better Council			
1	Number days lost due to sickness absence. (CHR/002)	10.1	↓	
	People in Carmarthenshire are healthier			
2	Visits to Sport & Leisure facilities per 1000 population (LCS/002b)	6,905	↓	
3	% Food premises broadly compliant with standards (PPN/009)	94.98	↑	
4	Days taken to deliver a Disabled Facilities Grant (PSR/002)	232	↑	
5	Delayed transfer of Care (SCA/001)	4.69	↑	
6	Supported in the community (65 or over) (SCA/002a)	57.92	↓	
7	Residential Care (65 or over) (SCA/002b)	18.74	↑	
8	% New affordable housing units/all new housing units (PLA/006b)	8	←→	
9	% Private sector dwellings returned to occupation (PSR/004)	5.73	↑	
10	% Clients with care plan at 31st March- reviewed (SCA/007)	74.7	↑	
11	% Carers offered an assessment in their own right (SCA/018a)	100.0	←→	joint with 4
	People in Carmarthenshire fulfil their learning potential			
12	% Pupils achieving Key Stage2 Teacher Assessment (EDU/003)	88.2	↑	#
13	% Pupils achieving Key Stage3 Teacher Assessment (EDU/004)	85.1	↑	#
14	Average point score in external qualifications (EDU/011)	580.3	↑	#
15	% achieved the Level 2 threshold (EDU/017)	61.1	↑	#
16	No. of visits to Public Libraries per 1,000 pop. (LCL/001b)	7,203	↑	
17	Percentage of pupil attendance in primary schools (EDU/016a)	95.2	↑	#

Appendix A

				22nd	21st	20th	19th	18th	17th	16th	15th	14th	13th	12th	11th	10th	9th	8th	7th	6th	5th	4th	3rd	2nd	1st
	People in Carmarthenshire fulfil their learning potential - continued																								
18	% Pupil attendance in secondary schools (EDU/016b)	94.2	↑	#																					
19	% Pupils leaving with no qualification (EDU/002i)	0.0	←→																						joint with 4
20	% Pupils in care leaving with no qualification (EDU/002ii)	0.0	←→																						joint with
21	% Of statements submitted < 26 weeks incl exceptions (EDU/015a)	34.8	↑																						
22	% Of statements submitted < 26 weeks excl exceptions (EDU/015b)	80.0	↑																						
23	Average qualifications score-looked after children(SCC/037)	334	↑																						
24	% Achieving Welsh (first language) Key Stage 3 (EDU/006ii)	43.2	↑																			Same			
	People who live, work and visit Carmarthenshire are safe and feel safer																								
25	% Adult protection referrals - risk managed (SCA/019)	92.61	↓																						
26	% Looked-after children changing school (SCC/002)	3.9	↑																						
27	% Children in care with 3 or more placements in a year (SCC/004)	14.9	↓																						
28	% Initial assessments - been seen alone by SW (SCC/011b)	46.5	↓																						
29	% Statutory visits to looked after children (SCC/025)	98.2	↓																						Same
30	% 19yr olds formerly looked after- LA in contact (SCC/033d)	100.0	←→																						joint with 6
31	% 19yr olds once looked after, non-emergency accom (SCC/033e)	97.7	↑																						
32	% 19yr olds in education, training, employment (SCC/033f)	73.7	↑																						
33	% Children that have pathway plans as required (SCC/041a)	100.0	←→																						joint with 9
34	% Of children's reviews carried out on time (SCC/045)	89.4	←→							Same															
	Carmarthenshire's communities and environment are sustainable																								
35	% Change in average Display Energy Certificate score (CAM/037)	TBC		New measure for 2015/16 therefore no comparative data available																					
36	% Highways inspected for high/acceptable standard (STS/005b)	98.9	↓																						
37	% Municipal wastes sent to landfill (WMT/004b)	5.24	↑																						
38	% Municipal waste reused, recycled or composted (WMT/009b)	63.35	↑																						
39	% Reported fly tipping cleared in 5 working days (STS/006)	87.24	↓																						
40	% Adults aged 60+ with a concessionary travel pass (THS/007)	80.6	↓																						
41	% (A) (B) & (C) roads that are in poor condition (THS/012)	10.7	↑																						

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Appendix B

The following tables provide detailed measure by measure profiles for performance measures that are measured by all Councils in Wales

Reference Number:
3 letters = Nationally set measure (e.g. SCA/001)
Definition: What we are measuring?
A brief description of the performance measure

How did we perform during 2014/15?

Our final result for 2015/16

A comparison between our 2014/15 result, and our 2015/16 performance. Did we improve?
▲**(Yes)** or ▼**(No)**

The minimum performance level required to be amongst the top 5 Welsh councils

How does our result compare with other Local Authorities?
* Worst Quartile to
**** Best Quartile

Is the 2016/17 performance target set to improve on the 2015/16 result?
✓ **(Yes)** or × **(No)**

Our Key Measures of success – 2015/16 results and targets for 2016/17

	How well have we done?	How well are we doing?							Improvement	
		See explanation of performance				All Wales Comparative Info.				
	2014/15	2015/16							2016/17	
Definition / Measure Reference	Our Result	Target	Final Result	Target Met ☺ or ☹	Did we improve ▲ or ▼	Welsh Best Quartile	Welsh Median	How we compare in Wales * to ****	Target Set	Target Set to improve against Actual Result ✓ or ×
Key measure(s)										
SCA/001 The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	6.18	5.77	**4.69**	☺	▲	TBC	TBC	TB C	**4.51**	✓
	An explanation of performance is provided here when off target, poor comparative performance and/or future target has not been set to improve.									

Our target set for 2015/16

Did we meet our 2015/16 Target?
☺ **(Yes)** or ☹ **(No)**

The mid range performance within Wales (only applies to National measures) **these will be available in September 2016**

Our 2016/17 performance target

Performance measures that are measured by all Councils in Wales for 2015/16

2015/16 results and targets for 2016/17

		How well have we done?	How well are we doing?							Improvement		
			See explanation of performance				All Wales Comparative Info.					
	Definition / Measure Reference	2014/15 Our Result	2015/16 Target	2015/16 Final Result	2015/16 Target Met ☺ or ☹	2015/16 Did we improve ▲ or ▼	2015/16 Welsh Best Quartile	2015/16 Welsh Median	2015/16 How we compare in Wales * to ****	2016/17 Target Set	2016/17 Target Set to improve against Actual Result ✓ or ×	Improvement Plan Theme
1	**CHR/002 (PAM)** The number of working days/ shifts per full time equivalent (FTE) local authority employee lost due to sickness absence.	**9.6 days**	9.3 days	10.1 days	☹	▼	TBC	TBC	TBC	**9.6 days**	✓	Building a Better Council
		The result has declined for 2015/16 by half a day after an excellent improvement during 2014/15. According to the Chartered Institute of Personnel and Development Survey the trend for sickness absence in the public sector shows an increase of one day. The main services where sickness absence has increased are school staff and adult social care. There continues to be some long term sickness cases which have been managed through the process appropriately, however, in some areas there needs to be greater emphasis on application of the policy and quicker intervention. There has been an increase in sickness due to stress, mental health and fatigue which equates to quarter of the total sick days during 2015/16 compared to 22% last year with many cases related to issues at home. Musculo skeletal problems are the second highest cause of absence at 15% which is 2% lower than for 2014/15. We will further promote robust sickness absence management within departments and are considering setting departmental targets. We shall also provide more targeted briefings which we hope will improve the management of attendance and consistency of reporting. The use of the in-house stress management/Cognitive Behavioural Therapy services continues and is focused on supporting stress, anxiety and depression, alongside management interventions and support.									
2	**LCS/002 (NSI)** The number of visits to local authority sport and leisure centres during the year where the visitor will be participating in physical activity, per 1,000 population	**7,028**	7,100	**6,905**	☹	▼	TBC	TBC	TBC	**7,251**	✓	People in Carmarthenshire are Healthier
		There was a significant shortfall in attendances during quarter one largely attributable to an early Easter which proved too much to make up over the year despite an early Easter at then end of this financial year. Therefore, there has been a slight reduction of just under 2% when compared to last year.										

APPENDIX B

	Definition / Measure Reference	2014/15	2015/16							2016/17		Improvement Plan Theme
		Our Result	Target	Final Result	Target Met ☺ or ☹	Did we improve ▲ or ▼	Welsh Best Quartile	Welsh Median	How we compare in Wales * to ****	Target Set	Target Set to improve against Actual Result ✓ or ✗	
3	**PPN/009 (PAM)** The percentage of food establishments which are 'broadly compliant' with food hygiene standards	**94.16%**	93.00%	**94.98%**	☺	▲	TBC	TBC	TBC	**93.00%**	✗	People in Carmarthenshire are Healthier
		Despite being on target and showing an improvment for 2015/16 the target for 2016/17 of 936% has not been set to improve and is deemed to be reflective of a transient business sector. Compliance level is based on individual business performance and as such is not reflective of Local Authority input. A 7% non broadly compliant figure is set aside to account for failing premises, which will become a primary focus for Local Authority intervention with a main aim of ensuring future progressive compliance, which can only be assessed and reflected at the next programmed inspection. (normally spanning a separate financial year). Regular monitoring of performance will continue throughout the year, working with Food Business Operators to achieve as high a standard as possible.										
4	**PSR/002 (NSI) & (PAM)** The average number of calendar days taken to deliver a Disabled Facilities Grant	**252 days**	235 days	**232 days**	☺	▲	TBC	TBC	TBC	**220 days**	✓	People in Carmarthenshire are Healthier
5	**SCA/001 (NSI)** The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	**6.18**	5.77	**4.69**	☺	▲	TBC	TBC	TBC	**4.51**	✓	People in Carmarthenshire are Healthier
		A good improvement during 2015/16 with a reduction from 113 to 87 patients experiencing a delay in leaving the hospital. We are working ever closer with the Health Board to resolve any issues. A multi disciplinary team is working in the two general hospitals in Carmarthenshire to improve the links between the community and acute sector. They are developing models that assist to avoid admission and reduce lengths of stay in hospital, improving the well being of older people for whom hospital admission can have negative consequences. We have also established a Rapid Response domiciliary care service to respond immediately to prevent hospital admissions, support people to stay in their own home and to facilitate early hospital discharges.										
6	**SCA/002a (NSI)** The rate of older people Supported in the community per 1,000 population aged 65 or over at 31 March	**61.87**	58.93	**57.92**	☹	▼	TBC	TBC	TBC	**This measure has been deleted for 2016/17**		People in Carmarthenshire are Healthier
		This statutory measure expects as many older people as possible to be helped to live at home. However as a Council we want to promote independent living and our innovative range of services aims to support people via community based services. Reductions in day care and meal provision have resulted from efforts to find community-based options that promote involvement in their local community.										
7	**SCA/002b (NSI)** The rate of older people whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March	**20.48**	19.59	**18.74**	☺	▲	TBC	TBC	TBC	**This measure has been deleted for 2016/17**		People in Carmarthenshire are Healthier
		This measure has been deleted for 2016/17 and will be replaced by new measures from the new Social Care Act										

APPENDIX B

	Definition / Measure Reference	2014/15	2015/16							2016/17		Improvement Plan Theme
		Our Result	Target	Final Result	Target Met ☺ or ☹	Did we improve ▲ or ▼	Welsh Best Quartile	Welsh Median	How we compare in Wales * to ****	Target Set	Target Set to improve against Actual Result ✓ or ×	
8	**PLA/006b (NSI)** The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year.	**8%**	9%	**8%**	☹	▼	TBC	TBC	TBC	**TBC**	✓	People in Carmarthenshire are Healthier
	This result is published by Welsh Government and is based on data from the previous year's returns (2014/15) for affordable Housing data and New build data collection which does not only cover data from Local Authority Building Control but also National House-Building Council and other Authorised Inspectors. There has been a slight increase in the number of additional affordable housing in Carmarthenshire for 2014/15 of 47 compared to 40 in 2013/14 but due to a higher increase in the number of addtional housing units provided of 579 from 471 the % result has remained constant. Longer term differences are also due to the lack of financial strength of local housing associations. We therefore get fewer homes completed without the use of Social Housing Grant than is achieved in many other parts of Wales. We will be addressing this issue in our Affordable Housing Plan for Carmarthenshire, which will see a much greater role for the County Council in the delivery of new affordable homes.The 2016/17 result should increase as it will be based on delivery of 160 affordable homes through these schemes during 2015/16.											
9	**PSR/004 (NSI)** % of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority.	**5.45%**	5.24%	**5.73%**	☺	▲	TBC	TBC	TBC	**6.00%**	✓	People in Carmarthenshire are Healthier
10	**SCA/007 (PAM)** % of clients with a care plan at 31st March whose care plans should have been reviewed that were reviewed during the year	**71.9%**	80.0%	**74.7%**	☹	▲	TBC	TBC	TBC	**This measure has been deleted for 2016/17**		People in Carmarthenshire are Healthier
	Whilst we improved our result on last year we are short of the target by 5.3 percentage points. To rectify this we are appointing a team under the releasing time to care, to focus on reviews to ensure that people are receiving the appropriate level care.											
11	**SCA/018a (PAM)** % of carers of adults who were offered an assessment or review of their needs in their own right during the year	**100.0%**	100.0%	**100.0%**	☺	**At maximum result**	TBC	TBC	TBC	**This measure has been deleted for 2016/17**		People in Carmarthenshire are Healthier

APPENDIX B

	Definition / Measure Reference	2014/15	2015/16							2016/17		Improvement Plan Theme
		Our Result	Target	Final Result	Target Met ☺ or ☹	Did we improve ▲ or ▼	Welsh Best Quartile	Welsh Median	How we compare in Wales * to ****	Target Set	Target Set to improve against Actual Result ✓ or ×	
12	**EDU/003 (NSI) & (PAM)** % of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	**87.4%**	88.7%	**88.2%**	☹	▲	TBC	TBC	TBC	**88.7%**	✓	People in Carmarthenshire fulfil their learning potential
		Despite being off target the result has improved by 0.8 percentage points compared to the previous year from 87.4% to 88.2%. The performance achieved represents the Local Authority's best result to date and continues our ongoing upward trend. The School Improvement Team will continue to support and challenge all schools with regard to increased outcomes at the end of the Key Stage 2. National arrangements to support accuracy of Teacher Assessment have been implemented and will continue to support work in our schools.										
13	**EDU/004 (PAM)** % of pupils assessed at the end of Key Stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	**84.5%**	86.5%	**85.1%**	☹	▲	TBC	TBC	TBC	**85.6%**	✓	People in Carmarthenshire fulfil their learning potential
		Despite the 2015/16 result being slightly off target, it shows an increase of 0.6 percentage points on last year's performance. The result is also the highest recorded by the Local Authority, continuing our upward trend since 2011 (68.4%), an increase of 16.7 percentage points. The School Improvement Team will continue to support and challenge all schools with regard to increased outcomes at the end of the Key Stage 3. National arrangements to support accuracy of Teacher Assessment have been implemented and will continue to support work in our schools.										
14	**EDU/011 (NSI) & (PAM)** The average point score for pupils aged 15 at the preceding 31 August, in schools maintained by the local authority	**579.8**	599.0	**580.3**	☹	▲	TBC	TBC	TBC	**581.0**	✓	People in Carmarthenshire fulfil their learning potential
		The 2015/16 result is off target but has improved, this is the best ever result for the Local Authority and is due to an increase in rigour of tracking and challege from the Local Authority and ERW Consortium (Education through Regional Working). The School Improvement team will continue to challenge and support schools' and monitor performance throughout the academic year in order to meet pupil, school and Local Authority targets.										
15	**EDU/017 (NSI) & (PAM) %** of pupils aged 15 at the preceding 31 August, in schools maintained by the local authority who achieved the Level 2 threshold including a GCSE grade A*-C in English or Welsh first language and mathematics.	**58.7%**	61.1%	**61.1%**	☺	▲	TBC	TBC	TBC	**61.6%**	✓	People in Carmarthenshire fulfil their learning potential
		The 2015/16 result (2014/15 Academic Year) represents a strong improvement of over 4% from the previous year and for the first time the Authority's schools have passed through the 60% barrier. Numerous challenge, support and intervention strategies implemented by the School Improvement Team working in partnership with senior leaders in schools (including targeting specific departmental performance) have contributed greatly to this success. Two schools need to further improve their performance. Intervention from the School Improvement Team is in place and the current outlook for Acadmeic Year 2015/16 is good.										
16	**LCL/001b (NSI)** The number of people using Public Library Services during the year per 1,000 population	**6,806**	6,840	**7,203**	☺	▲	TBC	TBC	TBC	**7,274**	✓	People in Carmarthenshire fulfil their learning potential
		An excellent improvement during 2015/16, various improvements during the year have contributed to this such as our new website; people counters installed in Carmarthen & Ammanford Libraries which has resulted in more accurate visitor figures being collected; Crosshands & Kidwelly Libraries have re-opened and refurbishments and modernisation in a number of locations which has improved service delivery.										

APPENDIX B

	Definition / Measure Reference	2014/15	2015/16							2016/17		Improvement Plan Theme
		Our Result	Target	Final Result	Target Met ☺ or ☹	Did we improve ▲ or ▼	Welsh Best Quartile	Welsh Median	How we compare in Wales * to ****	Target Set	Target Set to improve against Actual Result ✓ or ×	
17	**SCC/037 (NSI)** The average external qualifications point score for 16 year old looked after children, in any local authority maintained learning setting	**315**	318	**334**	☺	▲	TBC	TBC	TBC	**This measure has been deleted for 2016/17**		People in Carmarthenshire fulfil their learning potential
18	**EDU/002i (NSI) & (PAM) %** of All pupils (including those in local authority care) in any local authority maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without an approved external qualification.	**0.0%**	0.0%	**0.0%**	☺	**At maximum result**	TBC	TBC	TBC	**0.0%**	**At maximum result**	People in Carmarthenshire fulfil their learning potential
19	**EDU/002ii (NSI)** % of pupils in local authority care, in any local authority maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without an approved external qualification.	**0.0%**	0.0%	**0.0%**	☺	**At maximum result**	TBC	TBC	TBC	**0.0%**	**At maximum result**	People in Carmarthenshire fulfil their learning potential
20	**EDU/016a (PAM)** % of pupil attendance in primary schools	**95.0%**	95.2%	**95.2%**	☺	▲	TBC	TBC	TBC	**95.4%**	✓	People in Carmarthenshire fulfil their learning potential
		There has been a slight improvement again during 2015/16 (2014/15 Academic Year) and we now rank 5th in Wales (6th the previious year), a significant improvement from 15th two years ago. The Education Welfare Service has improved engagement from parents, and Head teachers are now supported with more accurate and regular data monitoring and sharing both of which have contributed to improving attendance. Continued improvements wil be sought through increased support and challenge of schools.										
21	**EDU/016b (PAM)** % of pupil attendance in secondary schools	**93.9%**	94.2%	**94.2%**	☺	▲	TBC	TBC	TBC	**94.4%**	✓	People in Carmarthenshire fulfil their learning potential
		The 2015/16 (2014/15 Academic Year) result has improved and our provisional comparative ranking is 8th, which is consistent with the previous year after rising from 20th in 2013/14. Based on the % of Eligible Free School Meal pupils per Local Authority, our expected ranking was10th, which we have exceeded with this result. Restructuring of the Education Welfare Service has improved engagement from Headteachers coupled with more accurate and regular data monitoring and sharing which assisted in improving attendance. Continued improvements are expected through increased support and challenge of schools.										

APPENDIX B

	Definition / Measure Reference	2014/15	2015/16							2016/17		Improvement Plan Theme
		Our Result	Target	Final Result	Target Met ☺ or ☹	Did we improve ▲ or ▼	Welsh Best Quartile	Welsh Median	How we compare in Wales * to ****	Target Set	Target Set to improve against Actual Result ✓ or ×	
22	**EDU/015a (NSI)** % of final statements of special educational need issued within 26 weeks including exceptions	**22.9%**	25.0%	**34.8%**	☺	▲	TBC	TBC	TBC	**40.0%**	✓	People in Carmarthenshire fulfil their learning potential
		The number of Statements issued has reduced as expected following the devolvement of Additional Needs funding to schools, despite this the percentage issues within 26 weeks continues to be low but has improved slighty on last year. Hywel Dda Health Board continue to have problems recruiting and are running clinics ad hoc when they can employ a locum. This is leading to continued delays in receiving medical assessments. We have addressed concerns with senior managers in the Local Health Board and we shall continue to 1) Track assessments to pre-empt delays where possible 2) Continue to request info on why reports are late from external agencies; 3) Inform parents when the assessment is being delayed by the Local Health Board; Send reminders of the Authority's statutory obligation to external agencies; 4) Ask the Local Health Board to alert us when a child does not attend a medical so that we can offer to assist parents to make arrangements to take the child to appointments to avoid a 'Did Not Attend'.										
23	**EDU/015b (NSI)** % of final statements of special education need issued within 26 weeks excluding exceptions	**75.0%**	90.0%	**80.0%**	☹	▲	TBC	TBC	TBC	**90.0%**	✓	People in Carmarthenshire fulfil their learning potential
		Despite being off target, this measure does show an improvement on the previous year. With four assessments not issued within 26 weeks due to delay's receiving information from professionals from within the department. A reminder has been sent to all Inclusion staff of the need to comply to statutory timescales.										
24	**EDU/006ii (NSI) %** of pupils assessed, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage 3	**39.0%**	40.0%	**43.2%**	☺	▲	TBC	TBC	TBC	**43.7%**	✓	People in Carmarthenshire fulfil their learning potential
25	**SCA/019 (NSI) & (PAM)** % of adult protection referrals completed where the risk has been managed	**98.98%**	98.00%	**92.61%**	☹	▼	TBC	TBC	TBC	**This measure has been deleted for 2016/17**		People who live, work and visit Carmarthenshire are safe and feel safer
		In the past year we have received a number of referrals relating to allegations of abuse towards vulnerable adults who have passed away before the referral has been made. We also have received referrals from Dyfed Powys Police where an allegation of financial abuse has been made directly to them but subsequent investigation has resulted that there has been no evidence to support the allegations. We do not therefore consider that the risk to these adults can be recorded as reduced or removed.										

APPENDIX B

	Definition / Measure Reference	2014/15	2015/16							2016/17		Improvement Plan Theme
		Our Result	Target	Final Result	Target Met ☺ or ☹	Did we improve ▲ or ▼	Welsh Best Quartile	Welsh Median	How we compare in Wales * to ****	Target Set	Target Set to improve against Actual Result ✓ or ✗	
26	**SCC/002 (NSI)** % of children looked after at 31 March who have experienced one or more change of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March	**5.4%**	10.0%	**3.9%**	☺	▲	TBC	TBC	TBC	**5.0%**	✗	People who live, work and visit Carmarthenshire are safe and feel safer
		The department has performed exceptionally well during 2015/16 with only 6 children experiencing one or more change of school. It is envisaged that the good work will continue but this performance indicator is dependent on the number of compulsory school aged children looked after at 31st March which is always prone to change and subsequently influences the end result therefore 5% is a realistic target for 2016/17 based on past performance.										
27	**SCC/004 (NSI) & (PAM)** % of children looked after on 31 March who have had three or more placements during the year.	**11.7%**	11.3%	**14.9%**	☹	▼	TBC	TBC	TBC	**13.5%**	✓	People who live, work and visit Carmarthenshire are safe and feel safer
		This is a provisional result and will be confirmed by the Welsh Government in due course. We have seen an increase in challenging teenage placements during the year which places an added pressure on placement stability. This, along with a decrease in the number of Looked After Children, has impacted on the end result. Many young people do not wish to be in the care system despite this being in their best interests. Placements subsequently become fragile and break down despite the department's best efforts. On a positive note, some children have returned to live with parent/relative carer. An Accommodation Panel has been set up to assist the matching process and resource allocation, in addition to a Resource Panel to ensure appropriate resources are put in place to support placements to avoid placement breakdown. The department are focussed on recruiting foster carers for older children.										
28	**SCC/011b (NSI)** % of initial assessments that were completed during the year where there is evidence that the child has been seen alone by the Social Worker	**47.3%**	48.3%	**46.5%**	☹	▼	TBC	TBC	TBC	**This measure has been deleted for 2016/17**		People who live, work and visit Carmarthenshire are safe and feel safer
		Even though we have not met our target, the department is performing above the All Wales 2014/15 figure of 44.8%. Many children are not seen alone due to age whilst others refuse. Not every case will require a child to be seen alone, but we will ensure they do wherever possible, however, this is dependent on the nature of the assessment.										
29	**SCC/025 (PAM)** % of statutory visits to looked after children due in the year that took place in accordance with regulations	**98.5%**	98.0%	**98.2%**	☺	▼	TBC	TBC	TBC	**This measure has been deleted for 2016/17**		People who live, work and visit Carmarthenshire are safe and feel safer

APPENDIX B

	Definition / Measure Reference	2014/15	2015/16							2016/17		Improvement Plan Theme
		Our Result	Target	Final Result	Target Met ☺ or ☹	Did we improve ▲ or ▼	Welsh Best Quartile	Welsh Median	How we compare in Wales * to ****	Target Set	Target Set to improve against Actual Result ✓ or ✗	
30	**SCC/033d (NSI)** % of young people formerly looked after with whom the authority is in contact at the age of 19.	**100.0%**	95.0%	**100.0%**	☺	▲	TBC	TBC	TBC	**This measure has been deleted for 2016/17**		People who live, work and visit Carmarthenshire are safe and feel safer
31	**SCC/033e (NSI)** % of young people formerly looked after with whom the authority is in contact, who are known to be in suitable, non-emergency accommodation at the age of 19.	**88.2%**	89.5%	**94.7%**	☺	▲	TBC	TBC	TBC	**This measure has been deleted for 2016/17**		People who live, work and visit Carmarthenshire are safe and feel safer
32	**SCC/033f (NSI)** % of young people formerly looked after with whom the authority is in contact, who are known to be engaged in education, training or employment at the age of 19.	**64.7%**	73.7%	**73.7%**	☺	▲	TBC	TBC	TBC	**This measure has been deleted for 2016/17**		People who live, work and visit Carmarthenshire are safe and feel safer
33	**SCC/041a (NSI)** % of eligible, relevant and former relevant children that have pathway plans as required.	**100.0%**	100.0%	**100.0%**	☺	At maximum result	TBC	TBC	TBC	**This measure has been deleted for 2016/17**		People who live, work and visit Carmarthenshire are safe and feel safer
34	**SCC/045 (PAM)** % of reviews of looked after children, children on the Child Protection register and children in need carried out in line with the statutory timetable	**89.4%**	90.0%	**89.4%**	☹	▼	TBC	TBC	TBC	**This measure has been deleted for 2016/17**		People who live, work and visit Carmarthenshire are safe and feel safer
		Even though we have not met our target, we are performing above the All Wales 2014/15 figure of 88.9% and remain constant with our 2014/15 result. Completion of Children in Need (CIN) reviews within timescales has again been an issue showing a decline in performance with staff sickness being a contributory factor, this has impacted on the overall result. Looked After Children and Child Protection reviews have both improved during this year, 96.2% and 99.4% respectively. the Team Manager will continue to monitor Children in Need reviews, however, sickness of staff has been an issue in some teams. Social Workers will ensure that all Care Assess (electronic record) review forms are entered onto the system as and when required										
35	**CAM/037 (PAM)** The percentage change in the average Display Energy Certificate (DEC) score within local authority public buildings over 1,000 square metres.	**7.2%**	1.1%	**TBC**			TBC	TBC	TBC	**TBC**		Carmarthenshire's communities and environment are sustainable
		Awaiting result - should be available early June										

APPENDIX B

	Definition / Measure Reference	2014/15	2015/16							2016/17		Improvement Plan Theme
		Our Result	Target	Final Result	Target Met ☺ or ☹	Did we improve ▲ or ▼	Welsh Best Quartile	Welsh Median	How we compare in Wales * to ****	Target Set	Target Set to improve against Actual Result ✓ or ×	
36	**STS/005b (PAM)** The percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness	99.2%	92.0%	98.9%	☺	▼	TBC	TBC	TBC	92.0%	×	Carmarthenshire's communities and environment are sustainable
		Despite the 2015/16 being well above the target it has shown a reduction in performance therefore the 2016/17 target has been set to reduce as the service has to make further significant savings.										
37	**WMT/004b (NSI) & (PAM)** % of municipal wastes sent to landfill	18.11%	15.00%	5.24%	☺	▲	TBC	TBC	TBC	10.00%	×	Carmarthenshire's communities and environment are sustainable
		The 2016/17 target reflects the fact that we are current meeting our 2019/20 statutory target and the fact that the cost of residual waste treatment in future could be prohibitive. We will endeavour to meet our statutory target, whilst remaining within budget.										
38	**WMT/009b (NSI) & (PAM)** % of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated biowastes that are composted or treated biologically in another way	59.61%	60.00%	63.35%	☺	▲	TBC	TBC	TBC	62.00%	×	Carmarthenshire's communities and environment are sustainable
		The significant increase in performance for the diversion of waste from landfill during 2015/16 was achieved through the introduction of a residual waste treatment process in the previous year. We currently meet our statutory 2019/20 landfill allowance targets. The overall recycling target of 62% reflects the phased waste strategy target plan for achieving the 70% statutory recycling target by 2025. We will endeavour to work towards targets set in our waste strategy, whilst remaining within budget.										
39	**STS/006 (NSI)** The percentage of reported fly tipping incidents cleared within 5 working days	98.70%	98.63%	87.24%	☹	▼	TBC	TBC	TBC	98.63.%	✓	Carmarthenshire's communities and environment are sustainable
		Vehicle breakdowns and staff shortages due to sickness in the last quarter of the year has made it challenging to provide the resources to remove fly tipping. This has caused a backlog of around 2 weeks before the materials were removed, therefore, impacting on the end of year result.										
40	**THS/007 (NSI)** The percentage of adults aged 60+ who hold a concessionary travel pass	81.5%	79.0%	80.6%	☺	▼	TBC	TBC	TBC	79.0%	×	Carmarthenshire's communities and environment are sustainable
		The 2016/17 target as been set lower than 2015/16 result as ongoing reduction of bus services offered will impact on the likely 2016/17 take up of concessionary pass.										
41	**THS/012 (PAM)** The percentage of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition	11.9%	11.9%	10.7%	☺	▲	TBC	TBC	TBC	9.5%	✓	Carmarthenshire's communities and environment are sustainable
		The additional Local Government Borrowing Initiative (LGBI) funding over recent years can be seen to make a direct impact on improving condition of our A,B,C road network. Whilst the combined figure at 10.7% is still above the 2008 level of 7.1%, the latest figures are below the peak in 2012/13 at 17.2% showing a reversal of the general trend i.e. a decrease in the overall % (red) in poor condition. The LGBI investment in Carmarthenshire was primarily targeted at A&B roads however recent investment in Class C roads would appear to have assisted with a recovery from 21.8% in 2012-13 to 13.7% in 2015-16. However this figure is significantly higher than target level of around 9.7% and significant investment is required to make further improvement. There has also been a corresponding marginal decline in the combined figure for Class A/B from 3.9% (2014-15) to 4.25% (2015-16).										

POLICY & RESOURCES SCRUTINY COMMITTEE
9th JUNE 2016

Policy & Resources Scrutiny Committee Forward Work Programme for 2016/17

To consider and comment on the following issues:

- That the Committee confirm its Forward Work Programme for 2016/17.

Reasons:

- The County Council's Constitution requires scrutiny committees to develop and publish annual forward work programmes that identify issues and reports to be considered during the course of the municipal year.

To be referred to the Executive Board for decision: NO

Executive Board Member Portfolio Holder: *NOT APPLICABLE*

Directorate: Chief Executive's	**Designations:**	**Tel Nos. / E-Mail Addresses:**
Name of Head of Service: Linda Rees-Jones	Head of Administration & Law	01267 224010 lrjones@carmarthenshire.gov.uk
Report Author: Matthew Hughes	Assistant Consultant	01267 224029 mahughes@carmarthenshire.gov.uk

EXECUTIVE SUMMARY

POLICY & RESOURCES SCRUTINY COMMITTEE 9th JUNE 2016

Policy & Resources Scrutiny Committee Forward Work Programme for 2016/17

Purpose of the briefing paper

The purpose of this paper is to inform the development of the Policy & Resources Scrutiny Committee forward work programme for 2016/17.

The purpose of the Forward Work Programme

Article 6.2 of the County Council's Constitution states that: *"Each scrutiny committee is required to develop and publish an annual forward work programme, identifying issues and reports to be considered during the course of a municipal year".*

The development of a work programme:

- Provides an opportunity for members to determine the priority issues to be considered by their scrutiny committee over the course of the next year.
-
- Provides a focus for both officers and members, and is a vehicle for communicating the work of the Committee to the public. The programme (see attached report) will be published on the council's website and will be updated on a quarterly basis – www.carmarthenshire.gov.uk/scrutiny – and sent to key stakeholders for information. It will also be updated on a quarterly basis.

- Ensures agreement of provisional agendas for scheduled scrutiny meetings within the council diary. The Programme is a flexible document that can be amended to reflect additional meetings and agenda items during the course of the year.

Members will recall that the Committee held an informal planning session on the 3rd May 2016 to consider the draft briefing paper and begin the process of formulating the forward work programme for 2016/17. The outcome of this meeting is now presented to the Committee in this briefing paper for formal approval.

DETAILED REPORT ATTACHED?	**YES**

IMPLICATIONS

Cyngor Sir Gâr Carmarthenshire County Council
EICH CYNGOR arleinamdani
www.sirgar.llyw.cymru
YOUR COUNCIL doitonline
www.carmarthenshire.gov.wales

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: Linda Rees-Jones Head of Administration & Law

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

1. Policy, Crime & Disorder and Equalities – In line with requirements of the County Council's Constitution.

2. Legal – In line with requirements of the County Council's Constitution.

CONSULTATIONS

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

Signed: Linda Rees-Jones Head of Administration & Law

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
Policy & Resources Scrutiny Committee Reports and Minutes	**Meetings held up to July 2015:** http://www.carmarthenshire.gov.wales/home/council-democracy/committees-meetings/agendas-minutes-(archive)/ **Meetings from September 2015 onwards:** http://democracy.carmarthenshire.gov.wales/ieListMeetings.aspx?CommitteeId=170

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Policy & Resources Scrutiny Committee

Forward Work Programme 2016/17
Briefing Paper

9th June 2016

1. Purpose of the briefing paper

The purpose of this paper is to inform the development of the Policy & Resources Scrutiny Committee forward work programme for 2016/17.

2. The purpose of the Forward Work Programme

Article 6.2 of the County Council's Constitution states that: "Each scrutiny committee is required to develop and publish an annual forward work programme, identifying issues and reports to be considered during the course of a municipal year".

The development of a work programme:

- Provides an opportunity for members to determine the priority issues to be considered by their scrutiny committee over the course of the next year.

- Provides a focus for both officers and members, and is a vehicle for communicating the work of the Committee to the public. The programme (see end of report) will be published on the council's website and will be updated on a quarterly basis – www.carmarthenshire.gov.uk/scrutiny – and sent to key stakeholders for information. It will also be updated on a quarterly basis.

- Ensures agreement of provisional agendas for scheduled scrutiny meetings within the council diary. The programme is a flexible document that can be amended to reflect additional meetings and agenda items during the course of the year.

This briefing paper makes reference to issues emerging from the Executive Board's Forward Work Programme, a review of key issues to emerge from the Committee's work over the past year, together with any uncompleted scrutiny business from the Committee. This information, together with standard scrutiny items (e.g. budget consultation reports and performance monitoring reports) has informed the development of the briefing paper which provides a broad outline of suggested areas for the Policy & Resources Scrutiny Committee to consider.

Members will recall that the Committee held an informal planning session on the 3rd May 2016 to consider the draft briefing paper and begin the process of formulating the forward work programme for 2015/16. The topics discussed and suggestions made at this meeting have been included in this briefing paper for formal approval.

3. Membership and remit of the Committee

The Policy & Resources Scrutiny Committee has 13 members and has responsibility for the following services and issues:

- Monitoring authority wide policy and performance issues and scrutiny of the Local Service Board
- Cross-cutting issues
- Sustainable Development
- Finance
- Property
- Information Technology
- Communications
- Customer Services
- Audit
- Procurement
- Non-housing maintenance
- Organisational Development
- Human Resources
- Markets
- Emergency Planning

4. Policy & Resources Scrutiny Committee Forward Work Programme

4.1 Performance & Progress Monitoring

Items within this section have been included to reflect the monitoring role of scrutiny and particularly to enable the Policy & Resources Scrutiny Committee to hold the Executive Board to account in key areas.

Included are standard scrutiny monitoring reports and monitoring of other key priority/risk areas that have been identified by the former scrutiny committees during last/previous years' work programmes.

Item	Rationale	Frequency / Date
Performance Monitoring Reports	This is a standard 6-monthly report which allows members to undertake their monitoring role in relation to the relevant departments' services. The report also includes details of the compliments and complaints received by the relevant departments. Following agreement by the Scrutiny Chairs & Vice-Chairs Forum, all the scrutiny committees will now receive performance monitoring reports for quarters 1 and 3 from 2016/17 onwards. The end of year position will be captured as part of the Council's Annual Report and Improvement Plan document.	Every 6 months – 14th July 2016, 5th October 2016 and 22nd March 2017
Revenue / Capital Budget Monitoring Reports	This is a standard item which allows members to undertake their monitoring role of the service budgets within the Committee's remit.	5th October 2016 onwards

Item	Rationale	Frequency / Date
Quarterly Treasury Management / Prudential Indicator Updates	This is a standard quarterly update in relation to Treasury Management / Prudential Indicator.	14th July 2016 onwards
End of Year Budget Monitoring Report 2015/16	This report provides the Committee with the end of year or near actual position in relation to the service budgets within its remit.	Annually – 14th July 2016
Treasury Management Annual Report 2015/16	This annual report will outline the Treasury Management activities undertaken between 1st April 2015 and 31st March 2016.	Annually – 14th July 2016
Actions & Referrals Updates	These quarterly updates provide details on progress made in relation to actions and requests from previous meetings.	14th July 2016 onwards
Third Sector Spend Review	At previous meetings, the Committee has requested that the outcomes of this review be included in its work programme.	9th June 2016
Asset Transfer Annual Report 2015/16	At its meeting on the 30th April 2015, the Committee requested that an update on the progress being made be provided to the Committee.	9th June 2016
P&R Scrutiny Committee Forward Work Programme 2016/17	The County Council's Constitution requires scrutiny committees to develop and publish annual forward work programmes that identify issues and reports to be considered during the course of the municipal year. Following the planning session held on 3rd May 2016, this report will enable the Committee to confirm its Forward Work Programme for 2016/17.	9th June 2016
TIC Team Annual Report 2015/16 and Business Plan 2016/17	The TIC Team was established to support a programme of transformational change across the Local Authority and to seek opportunities to drive out waste and inefficiency by delivering more purposeful services. This item will provide the Committee with an update of the Team's work during 2015/16 and its business plan for the forthcoming year.	14th July 2016
Tackling Poverty Action Plan	This is a key priority for the Welsh Government, Carmarthenshire's Local Service Board and Carmarthenshire County	14th July 2016

Item	Rationale	Frequency / Date
	Council. This update report will provide the Committee with an opportunity to monitor the progress being made by the Council in terms of tackling poverty.	
P&R Scrutiny Committee Annual Report 2015/16	In accordance with Article 6.5 of the Authority's Constitution, each Scrutiny committee "must report annually to full Council on their workings and make recommendations for future work programmes taking account of resources available and amended working methods." This report will provide members with an overview of the Committee's work during 2015/16.	14th July 2016
Council's Engagement Mechanisms – Task & Finish Monitoring Report	During 2014/15, the Committee agreed the recommendations emanating from its Task and Finish Group review, which were subsequently endorsed by the Executive Board in January 2015 and referred to the Constitutional Review Working Group for further consideration. The Committee has a role in terms of monitoring the progress being made in implementing the recommendations.	5th October 2016
Spend on External Expertise and Legal Services 2015/16	The Committee has been monitoring spend in these areas for the last three years and has requested that an annual update be provided on an on-going basis.	30th November 2016
Welsh Language Standards Annual Report 2015/16	The Committee has responsibility for monitoring Authority's compliance with the Welsh Language Standards. This replaces the former Welsh Language Scheme Annual Report.	Annually – 30th November 2016
Strategic Equality Plan Annual Report 2015/16	Carmarthenshire County Council has published its Strategic Equality Plan which outlines how the Council will meet its responsibilities under 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: • Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Act	Annually – 30th November 2016

Item	Rationale	Frequency / Date
	• Advance equality of opportunity between people who share a relevant protected characteristic and those who do not • Foster good relations between people who share a protected characteristic and those who do not. This is an opportunity for the Committee to monitor overall progress.	
Public Service Board Annual Report 2016	The Committee has a key role to play in monitoring the work of the new Public Service Board (PSB) and outcomes achieved through the implementation of the Integrated Community Strategy.	Annually – 8th February 2017
Ageing Well Plan Update	At its meeting in October 2015, the Committee endorsed the draft Local Ageing Well Plan for Carmarthenshire. This item will provide the Committee with an update on its implementation since its adoption by County Council on 13th January 2016.	8th February 2017
ICT Strategy Monitoring	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 its implementation.	28th April 2017

3.2 Policy Development / Policy Review

Scrutiny committees can play a key role in contributing to the development of new policies/plans by having early input into the shaping of a policy and providing evidence based proposals for the Executive Board to consider. The Committee itself may also request to undertake a review of a particular policy or strategy. The Committee can decide to undertake a review or develop a policy via a Task & Finish Group or as a Committee (over the course of 2-3 meetings).

Item	Rationale	Frequency / Date
Email Usage and Monitoring Policy	This item will provide the Committee with an opportunity to consider and comment on the amendments being proposed to strengthen the policy and enable the Authority to meet statutory obligations. At its meeting in February 2014, the Committee also	9th June 2016

Item	Rationale	Frequency / Date
	recommended that a revised policy clearly define email filtering and access authorisation to email.	
Mobile Device Usage Policy	This item will provide the Committee with an opportunity to consider and comment on this new proposed policy. The aim of the new policy is to provide strong and clear governance around the use of portable devices by Carmarthenshire County Council staff and Elected Members.	9th June 2016
Procurement Strategy	The Committee has requested that a focus group be established to assist with the review of the Council's Procurement Strategy. This item will provide the main Committee with an opportunity to comment on the revised strategy document.	14th July 2016
Asset Management Plan	Opportunity to consult the Committee during the formulation of the Council's Asset Management Plan.	5th October 2016
Welsh Language Promotion Strategy 2016-21	This item will enable the Committee to consider and comment on the development of this strategy.	5th October 2016
Treasury Management Policy & Strategy 2017/18	Scrutiny is a key element of the consultation process in terms of developing this annual policy / strategy.	8th February 2017

3.3 Pre-Decision Scrutiny

This section provides an opportunity for members to contribute to future decisions of the Executive Board and / or Council.

Item	Rationale	Frequency / Date
CCC Annual Report 2015/16 and Draft Improvement Plan 2016/17	The Local Government (Wales) Measure 2009 requires the Authority to publish an annual plan of its key improvement objectives and an assessment of how it has performed in the previous year. This year the Welsh Government has allowed the Authority to publish them in a single report. The Committee will receive the elements of the	Annually – 9th June 2016

Item	Rationale	Frequency / Date
	plan and annual report that are relevant to its remit.	
Revenue Budget Setting 2017/18 to 2019/20	This item will provide members with an opportunity to consider and comment on the budget settlement, departmental service budgets and efficiency savings proposals.	Annually – 11th January 2017
Capital Programme Budget Setting 2017/18 to 2021/22	This item will provide members with an opportunity to consider and comment on the draft five-year capital programme.	Annually – 11th January 2017
Chief Executive's / Corporate Services / Environment Business Plans 2017/18	This report will provide members with detail of how the relevant Departments / Divisions within the Committee's remit will provide their services through the setting of objectives, actions and targets via the business planning process.	Annually – 11th January 2017
Carmarthenshire County Council's Well-Being Objectives 2017/18	This report will provide the Committee with an opportunity to comment on the Council's Well-Being Objectives for the forthcoming year.	Annually – 11th January 2017

3.4 Investigative Scrutiny

This section reflects scrutiny's role in undertaking 'light-touch' or 'in-depth' reviews of particular service areas or themes. There are a number of reasons why scrutiny committees may want to undertake a review of this nature. These include:

- Concerns about performance evidenced by previous scrutiny reports, or concerns expressed by members of the public about a particular issue.
- The need to explore opportunities for further development of a service offered by better and improved working with partners etc.
- To assist in assessing the impact of new legislation or guidance.

However, when selecting topics for review, the Committee may want to consider the following to facilitate the process of selection:

- The importance of the issue to the residents of the County
- The availability of resources
- Timeliness of the issue
- The expected value added to work of the Council by the review

To date, no topics for a possible task and finish review have been proposed by the relevant services or Committee members.

4. Development / Briefing Sessions and Site Visits

Development sessions or site visits will be arranged for scrutiny committees during 2016/17, as and when they are requested.

5. Committee Meeting Dates 2016/17

Date	Venue	Time
Thursday 9th June 2016	County Hall Chamber	10:00am
Thursday 14th July 2016	County Hall Chamber	10:00am
Wednesday 5th October 2016	County Hall Chamber	10:00am
Wednesday 30th November 2016	County Hall Chamber	10:00am
Wednesday 11th January 2017	Spilman Street Chamber	10:00am
Wednesday 8th February 2017	County Hall Chamber	10:00am
Wednesday 22nd March 2017	County Hall Chamber	10:00am
Friday 28th April 2017	County Hall Chamber	10:00am

** Please note that dates and locations of meetings are subject to change.*

Policy & Resources Scrutiny Committee – Draft Forward Work Programme 2016/17

09 June 16	14 July 16	05 October 16	30 November 16	11 January 17	8 February 17	22 March 17	28 April 17
Draft CCC Improvement Plan 16/17 and Annual Report 15/16	Procurement Strategy	Council's Engagement Mechanisms (T&F Monitoring)	Welsh Language Standards Annual Report 2015/16	3-year Revenue Budget Consultation 2017/18 to 2019/20	Treasury Management Policy & Strategy 2017/18	Budget Monitoring 2016/17	ICT Strategy Monitoring
Asset Transfer Annual Report 2015/16	TIC Annual Report 2015/16 and Business Plan 2016/17	Welsh Language Promotion Strategy 2016-2021	Strategic Equality Plan Annual Report 2015/16	5-year Capital Programme Consultation 2017/18 to 2021/22	Treasury Management 2016/17 (Q3)	Performance Monitoring 2016/17 (Q3)	
Third Sector Spend Review	Treasury Management Annual Report 2015/16	Performance Monitoring 2016/17 (Q1)	Spend on External Expertise and Legal Services 2015/16	CEX / Corporate Services Business Plans 2017/18	Public Service Board Annual Report 2016	Actions & Referrals Update	
Email Usage & Management Policy	EOY Performance Monitoring 2015/16	Asset Management Plan	Treasury Management 2016/17 (Q2)	Council's Well-Being Objectives 2017/18	Ageing Well Plan Update		
Portable Device Usage Policy	EOY Budget Monitoring 2015/16	Budget Monitoring 2016/17	Budget Monitoring 2016/17				
P&R Scrutiny Committee FWP 2016/17	Treasury Management 2016/17 (Q1)		Actions & Referrals Update				
	Tackling Poverty Action Plan						
	P&R Scrutiny Committee Annual Report 2015/16						
	Actions & Referrals Update						

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