

# Document Pack



Mark James LLM, DPA, DCA  
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County Hall, Carmarthen. SA31 1JP

**WEDNESDAY, 17 APRIL 2019**

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

I HEREBY SUMMON YOU TO ATTEND A MEETING OF THE **POLICY & RESOURCES SCRUTINY COMMITTEE** WHICH WILL BE HELD IN THE **CHAMBER, 3, SPILMAN STREET, CARMARTHEN** AT **10.00 AM ON FRIDAY, 26TH APRIL, 2019** FOR THE TRANSACTION OF THE BUSINESS OUTLINED ON THE ATTACHED AGENDA.

*Mark James* CBE

**CHIEF EXECUTIVE**



**PLEASE RECYCLE**

<b>Democratic Officer:</b>	<b>Martin S. Davies</b>
<b>Telephone (Direct Line):</b>	<b>01267 224059</b>
<b>E-Mail:</b>	<b>MSDavies@carmarthenshire.gov.uk</b>
<b>Ref:</b>	<b>AD016-001</b>

# **POLICY & RESOURCES SCRUTINY COMMITTEE 13 MEMBERS**

## **PLAID CYMRU GROUP – 6 MEMBERS**

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

## **LABOUR GROUP – 3 MEMBERS**

- |    |            |              |
|----|------------|--------------|
| 1. | Councillor | Deryk Cundy  |
| 2. | Councillor | Kevin Madge  |
| 3. | Councillor | John Prosser |

## **INDEPENDENT GROUP – 3 MEMBERS**

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

## **NEW INDEPENDENT GROUP – 1 MEMBER**

- |    |            |              |
|----|------------|--------------|
| 1. | Councillor | Jeff Edmunds |
|----|------------|--------------|

# AGENDA

1. APOLOGIES FOR ABSENCE.
2. DECLARATIONS OF PERSONAL INTEREST INCLUDING ANY PARTY WHIPS ISSUED IN RELATION TO ANY AGENDA ITEM.
3. PUBLIC QUESTIONS (NONE RECEIVED).
4. CORPORATE STRATEGY 2018-23 DRAFT UPDATE JUNE 2019. 5 - 80
5. CARMARTHENSHIRE PUBLIC SERVICES BOARD (PSB) MINUTES JANUARY 2019. 81 - 94
6. POLICY & RESOURCES SCRUTINY COMMITTEE FORWARD WORK PROGRAMME FOR 2019/20. 95 - 116
7. FORTHCOMING ITEMS.
8. TO SIGN AS A CORRECT RECORD THE MINUTES OF THE MEETING OF THE COMMITTEE HELD ON THE 20TH MARCH 2019. 117 - 120

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## POLICY & RESOURCES SCRUTINY COMMITTEE 26<sup>th</sup> APRIL 2019

### CORPORATE STRATEGY 2018-23

### DRAFT UPDATE JUNE 2019

The relevant Corporate Strategy and Well-being Objectives together with their detailed delivery plans for this Scrutiny Committee

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

- The Corporate Strategy 2018-23 update relevant to this Scrutiny

#### Reasons:

- It is good practice to ensure our Corporate Strategy is kept up to date.

**To be referred to the Executive Board for decision: YES – 3<sup>rd</sup> June 2019**

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

<b>Directorate:</b> Regeneration & Policy  <b>Name of Head of Service:</b> Wendy Walters  <b>Report Author:</b> Rob James	<b>Designations:</b>  Director of Regeneration & Policy  Performance Planning & Business Officer	<b>Tel Nos. / E-Mail Addresses:</b>  01267 224112 <a href="mailto:wswalters@carmarthenshire.gov.uk">wswalters@carmarthenshire.gov.uk</a>  01267224486 <a href="mailto:rnjames@carmarthenshire.gov.uk">rnjames@carmarthenshire.gov.uk</a>
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# EXECUTIVE SUMMARY

## POLICY & RESOURCES SCRUTINY COMMITTEE

### 26<sup>th</sup> APRIL 2019

#### Corporate Strategy 2018-23 – Update June 2019

- The Draft updated Corporate Strategy 2018-23 document together with the relevant Well-being Objective (WBO) delivery plans for this Scrutiny Committee
- The following sections within the document are relevant to P&R Scrutiny:
  - Introduction
  - WBO 5. Tackling poverty
  - WBO 14. Promoting Welsh language and culture
  - WBO 15. Building a Better Council and Making Better Use of Resources
  - Appendices

**DETAILED REPORT ATTACHED?**

**YES**

### IMPLICATIONS

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

**Signed:**            **Wendy Walters**            **Director of Regeneration & Policy**

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

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

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

## 2. Legal

The law states that:-

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

## 3. Finance

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

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

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

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

## 4. ICT

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

## 5. Risk Management Issues

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

## 6. Physical Assets

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

## 7. Staffing Implications

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





# CONSULTATIONS

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

Signed: Wendy Walters

Director of Regeneration & Policy

1. Local Member(s)

2. Community / Town Council

3. Relevant Partners

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

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

**THESE ARE DETAILED BELOW:**

Title of Document	Locations that the papers are available for public inspection
Well-being of Future Generations (Wales ) Act 2015	<a href="#">The Essentials Guide</a>
Shared purpose: shared future Statutory guidance on the Well-being of Future Generations (Wales ) Act 2015	<a href="#">SPSF 1 Core guidance</a> <a href="#">SPSF 2 Individual Role (public bodies)</a>
Local Government Measure (2009)	<a href="#">Local Government Measure (2009)</a>
Moving forward in Carmarthenshire: the next 5 years	<a href="#">Moving forward in Carmarthenshire: the next 5 years</a>
Annual Report 2017/18	<a href="#">Annual Report 2017/18</a>

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# Moving Forward in Carmarthenshire

## The Council's Corporate Strategy 2018-2023

Updated June 2019



The following sections within the document are relevant to this Scrutiny:

- **Introduction**
- **WBO 5.** Tackling poverty
- **WBO 14.** Promoting Welsh language and culture
- **WBO 15.** Building a Better Council and Making Better Use of Resources
- **Appendices**

*Please Note: The detailed action plans for all the WBOs will be available as document links within the final published document*

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<b>Carmarthenshire's Well-being Objectives</b>	
<b>Start Well</b>	1. Help to give every child the best start in life and improve their early life experiences
	2. Help children live healthy lifestyles
	3. Support and improve progress and achievement for all learners
	4. Ensure all young people are in Education, Employment or Training (EET) and are following productive learning and career pathways
<b>Live Well</b>	5. Tackle poverty by doing all we can to prevent it, help people into work and improve the lives of those living in poverty
	6. Create more jobs and growth throughout the county
	7. Increase the availability of rented and affordable homes
<b>Age Well</b>	8. Help people live healthy lives (tackling risky behaviour and obesity)
	9. Support good connections with friends, family and safer communities
<b>In A Healthy, Safe &amp; Prosperous Environment</b>	10. Support the growing numbers of older people to maintain dignity and independence in their later years
	11. A Council wide approach to support Ageing Well in Carmarthenshire
	12. Look after the environment now and for the future
	13. Improve the highway and transport infrastructure and connectivity
	14. Promote Welsh Language and Culture
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## Update News in brief

1. We published an Annual Report on year one of this Corporate Strategy in October 2018
2. We have reviewed the Well-being Objectives above and consulted upon them as part of budget consultation results and found good support for them - January 2019
3. Well-being Objective 3 has been renamed to reflect the National emphasis on the success and well-being of every learner. See Well-being Objective 3.
4. Other Well-being Objective's remain the same but with some content updates (See Appendix 1).
5. All Action Plans have been refreshed.
6. In February 2019 the Council adopted a motion for Zero Carbon (See Well-being Objective 12)

# Moving Forward in Carmarthenshire: the next 5 years

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

Given this direction, the Council published a New Corporate Strategy that consolidated and aligned our existing plans.

## The Challenges facing the Council

Following a period of engagement and consultation, the Carmarthenshire Well-being Assessment was published in March 2017. The assessment looked at the state of economic, social, environmental and cultural wellbeing in Carmarthenshire through different life stages. The key findings and a copy of the Assessment can be found at [www.thecarmarthenshirewewant.wales](http://www.thecarmarthenshirewewant.wales)

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

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

# The Council's Core Values

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



## Equality and Diversity

Carmarthenshire County Council has developed a [Strategic Equality Plan](#).

This strategic plan sets out the principles of our commitment to equality and diversity and outlines how we intend to fulfil our responsibilities and ensure that we follow our principles through into practice. These commitments are outlined in terms of:

1. The role of the county council as an employer;
2. The role of the county council as a provider of services;
3. The role of the county council in promoting tolerance, understanding and respect within the wider community

We have a duty under the Equality Act 2010 to the following **protected characteristics**:-

- Age
- Race
- Sex
- Disability
- Religion and belief
- Sexual Orientation
- Gender reassignment
- Marriage and Civil Partnership
- Pregnancy and maternity

## Bringing Plans together

**This Corporate Strategy consolidates the following requirements and plans into one document:-**

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

## Priorities

'*Moving Forward in Carmarthenshire: the next 5 years*' makes it clear that regeneration is the Council's number one priority. Our 15 Well-being Objectives cover the broad range of Council Services to ensure economic, environmental, social and cultural well-being. The allocation of resources to deliver these objectives is outlined in *Appendix 3*.



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



### Well-being Objectives

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

**2.** Help children live healthy lifestyles.

**3.** Support and improve progress and achievement for all learners.

**4.** Ensure all young people are in Education, Employment or Training (EET) and are following productive learning and career pathways.

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

**6.** Creating more jobs and growth throughout the county.

**7.** Increase the availability of rented and affordable homes.

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

**9.** Supporting good connections with friends, family and safer communities.

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

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

**12.** Looking after the environment now and for the future.

**13.** Improving the highway and transport infrastructure and connectivity.

**14.** Promoting Welsh language and culture.

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

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# Start Well



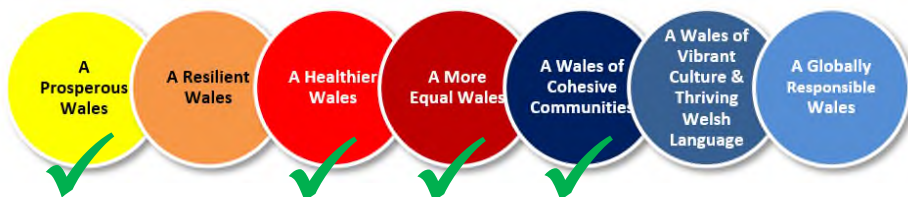


## Well-being Objective 1

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

### So why is this important?

- Giving every child the best start in life is crucial to reducing inequalities across the life course.
- Early intervention is key to long term health and well being
- Children who experience stressful and poor quality childhoods are more likely to experience poor mental health and develop long term health problems as they move into adulthood.
- What happens during these early years has lifelong effects on many aspects of health and well-being - from obesity, heart disease and mental health, to educational achievement and economic status.
- There is a growing recognition of the detrimental impact which exposure to Adverse Childhood Experiences in childhood, particularly multiple ACEs, can have upon physical and mental health and wellbeing, relationships with others, educational attainment and prosperity outcomes into adulthood.
- Looked After Children (LAC) are more likely to have been exposed to high rates of [Adverse Childhood Experiences](#) (ACE's) associated with poor long term outcomes before entering care.



### Why this should concern us?

- Adverse Childhood Experiences (ACEs) have harmful impacts on health and well-being across the life course.
- For every 100 adults in Wales, 47 have suffered at least one ACE during their childhood and 14 have suffered 4 or more. Children who experience stressful and poor quality childhoods are more likely to adopt health harming behaviours. (*National Survey of ACE's in Wales*)
- Children in workless households are more likely to experience ACE's. 10.2% of children in Carmarthenshire are living in workless households, this lower than the 2016 figure of 12.3% and is currently below Wales (12.6%) and the UK (10.9%).
- In Carmarthenshire there are currently 94 children on the Child Protection Register, 192 Looked After Children and 731 children in receipt of care and support. (@ 31/12/18).

### What do we need to do?

- We need to give every child the best start in life and ensure development throughout early childhood.
- We need to build resilience against adverse experiences.
- We will implement the recommendations of the Education and Children's Scrutiny Committee Task & Finish Review of the current provision for early years education, childcare and play opportunities.

### How will we do this?

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

- working together to reduce the number of children who suffer ACEs
- promoting bonding and attachments to support positive good parent-child relationships.
- better equipping parents and care-givers with the necessary skills to avoid ACEs arising within the home environment and encourage development of social and emotional well-being and resilience in the child.
- identifying and intervening where children may already be victims of abuse, neglect or living in an adverse environment.
- continuing to provide attachment awareness training in schools to ensure they become *attachment awareness schools* and are able to meet the emotional well-being needs of vulnerable children.

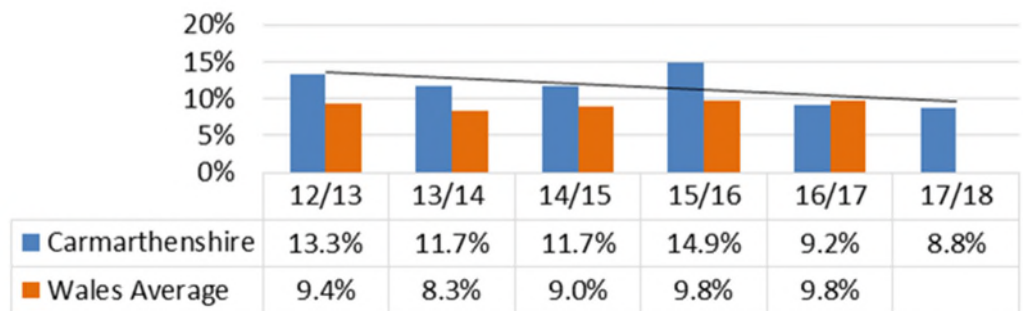
- We will ensure that every child with identified **additional learning needs (ALN)** in all Carmarthenshire schools will have access to appropriate integrated support services – e.g. Educational and Child Psychology, Sensory Impairment support and specialist Inclusion Advisory Staff.

## Key Measure of Success

### Children in care who had to move 3 or more times (PAM/029)

During the last two years we have seen a significant improvement in **placement stability** for our looked after children with the % having experienced 3 or more placement moves reduced by 6% from **14.9%** as at 31<sup>st</sup> March 2016 to **8.8%** as at 31<sup>st</sup> March 2018

#### % of Looked After Children on 31 March who have had 3 or more placements during the year



## An example of what we are doing

The revised **Families First programme**, implemented from 1<sup>st</sup> April 2018, comprises of 13 projects under three focus areas:

### Parenting Support

- **Parenting Support** (procured - Action for Children)
- **Domestic Abuse Stops Here!** (procured - CDAS)
- **Volunteering & Community Support** (procured - Home-Start)
- **Family Centres** (exempt from procurement - Plant Dewi)
- **Integrated Children's Centres** (make in house -CCC)
- **Family Support Workers & Psychological Support** (make in house -CCC)
- **Family Engagement Workers** (make in house -CCC)

### Support for Young People

- **Post 16 Youth Workers** (make in house -CCC)
- **Youth Support 10-18 years** (make in house -CCC)
- **Young Carers** (make in house -CCC)
- **Youth Health Team** (exempt from procurement - Hywel Dda University Health Board)

### Disability Support

- **Disability Play Clubs** (make in house -CCC)
- **Tim Camau Bach** (make in house -CCC)



The new programme will be required to work towards preventing Adverse Childhood Experiences (ACEs) as well as helping to mitigating the effects of ACEs on those who have already been exposed to them. An example of service delivery; The Integrated Children's Centres are venue based services providing support to children aged 0-12 years and their families in their local communities of Morfa, Llwynhendy and Felinfoel. The centres offer a range of activities to families to help them be positive parents, have strong relationships and build resilience, including; Bumps, baby and family play sessions (0-3 years), Play club sessions (4-6 years); Open access play sessions (7-11 years); Non-accredited LAP/NAP courses delivered; Parenting courses co-facilitated, Pre-employment accredited courses, Healthy lifestyle sessions, Baby massage courses and Community consultation events.



Lead Executive Board  
Member  
Cllr Glynog Davies



View our [detailed delivery plan](#)  
against this objective – **to follow**





## Well-being Objective 2

### Start Well - Help children live healthy lifestyles

#### So why is this important?

- Projections suggest an increase in trends for childhood obesity going forward with figures showing males between the ages of 2 – 15 being at greatest risk.
- The [Play Sufficiency Assessment](#) identified playing outside as the most popular setting for children but also found that 31% of parents often worry and sometimes find it difficult to let their child out to play. This was mostly concerned with road traffic.
- Assessment engagement activity with primary school children showed being physically active to be the second most important factor for positive well-being of children aged 6 – 11, after connections with family and friends.
- Living healthy lives allows children to fulfil their potential and meet education aspirations.
- Habits established early in life remain with people to allow them to play a full part in the economy and society of Carmarthenshire.



#### Why this should concern us?

- Carmarthenshire has the 9<sup>th</sup> highest (previously 3<sup>rd</sup> highest) levels of childhood obesity in Wales with 29.4% (560) of 4-5 year olds being overweight or obese, higher than the Welsh average of 27.1%
- Engagement with primary schools identified a strong link between physical activity and opportunities to play in outside spaces, and to feel safe in that environment.
- Mental health disorders in children and young people are equally as prevalent, with 1 in 10 children and young people aged five to sixteen suffering from a diagnosable mental health disorder. Between the ages of one to twelve, 1 in 15 young people deliberately self-harm.

Source: - *Our Health Our Future, Hywel Dda Interim Integrated Medium Term Plan 2016/17 - 2018/19 (page 56)*

#### What do we need to do?

- We need to work with partners to ensure children across Carmarthenshire: eat healthily, are physically active and maintain good mental health.
- *We will address the Welsh Audit Office recommendations following their review of this Well-being Objective under the Well-being of Future Generations Act (Wales) 2015.*
- We need to measure activity through schools.

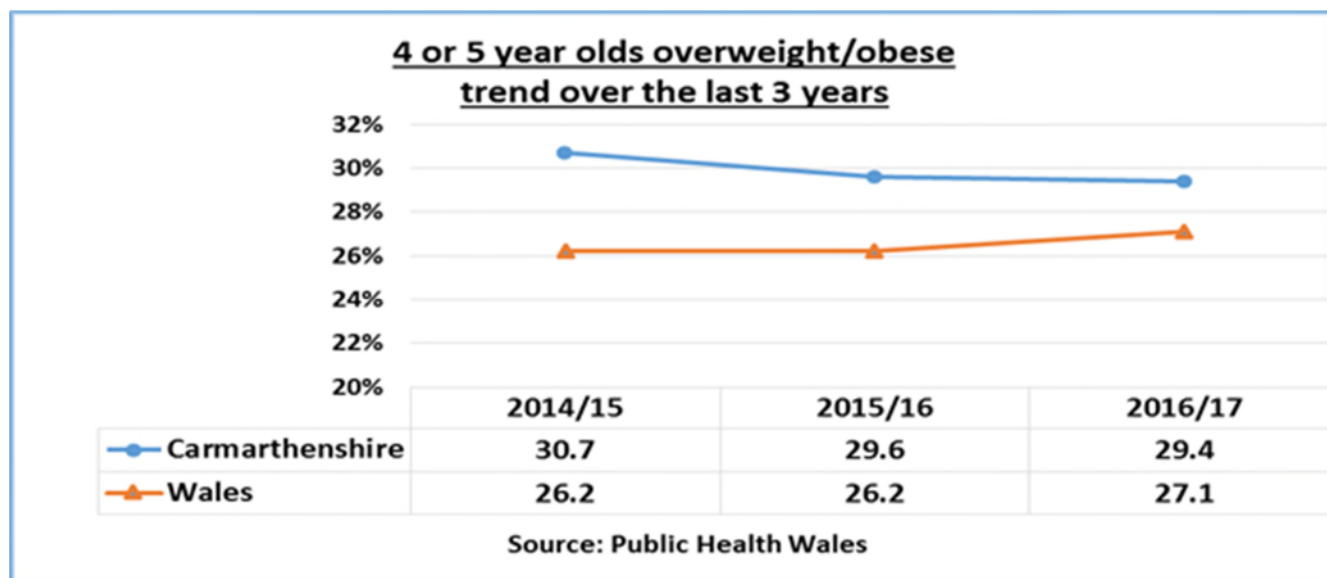
#### How will we do this?

- A. We will increase the range of **physical activity** opportunities available for children, and target those at higher risk of inactivity.
- B. We will **address mental health** including reducing exposure to adverse childhood experiences.
- C. We will **promote eating healthy**, including through school meals, the *Healthy Schools scheme* and the *School Holiday Enrichment Programme*.
- D. We will **increase awareness** of healthy lifestyles through the Healthy Schools scheme.
- E. We will continue to develop, promote and deliver the **Flying Start Programme**.

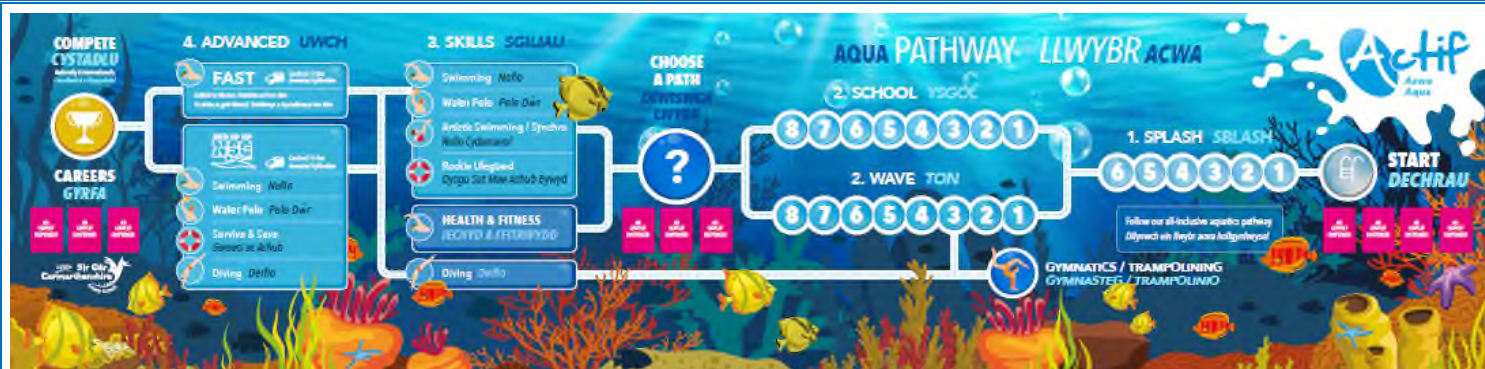
## Key Measure of Success

### Childhood obesity (Child Measurement Programme NHS)

Obesity in childhood often persists into adult life, leading to related health problems like type 2 diabetes, liver disease, higher rates of heart disease, and some cancers.



### An example of what we are doing



There is enormous potential for swimming and aquatic activity to have a significant impact on the health and wellbeing of our population due to the relative easy access to facilities and the accessibility across a whole lifetime. You'll see how we have built and displayed our comprehensive pathway above – aiming to provide opportunities across the life course, e.g. by recently expanding our children's structured programme to younger age groups through a 6-stage 'Splash' scheme and diversifying the options far beyond swimming, including specific links with gymnastics/trampolining and diving.



Lead Executive Board  
Member  
Cllr Glynog Davies



View our **detailed delivery plan**  
against this objective – **to follow**

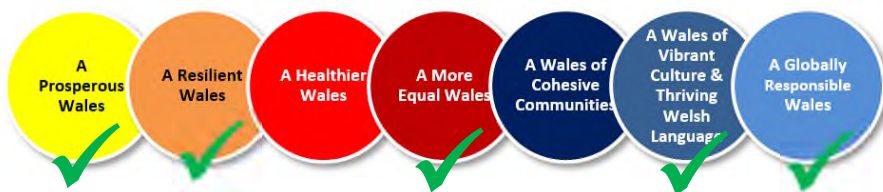


## Well-being Objective 3

### Start Well - Support and improve progress and achievement for all learners

#### So why is this important?

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



#### Why this should concern us?

- There is currently a gap nationally (including Carmarthenshire) between the performance of pupils eligible for free school meals (eFSM) and those who are not. This aspect of our end of key stage performance and achievement continues to challenge and concern us.
- We have schools that need to improve in specific areas as recognised through the National Categorisation system\* (for 2018; 21% of Primary schools are rated 'Amber Support Category' and 1% of Primary schools is rated 'Red Support Category').  
\*Four levels of 'Support Category' exist – Green, Yellow, Amber and Red. All Secondary schools are currently rated in the Green or Yellow Support Category.
- The [2015 PISA results](#) (Programme for International Student Assessment), for which Kirsty Williams, Welsh Government Cabinet Secretary for Education, has stated "*remains the recognised international benchmark for skills*", continue to show Wales adrift from the rest of the UK.

#### What do we need to do?

- We will continue to improve progress, wellbeing and outcomes further for all learners (with a focus on those entitled to eFSM and vulnerable learners - see also **Tackling Poverty Well-being Objective 5**).

#### How will we do this?

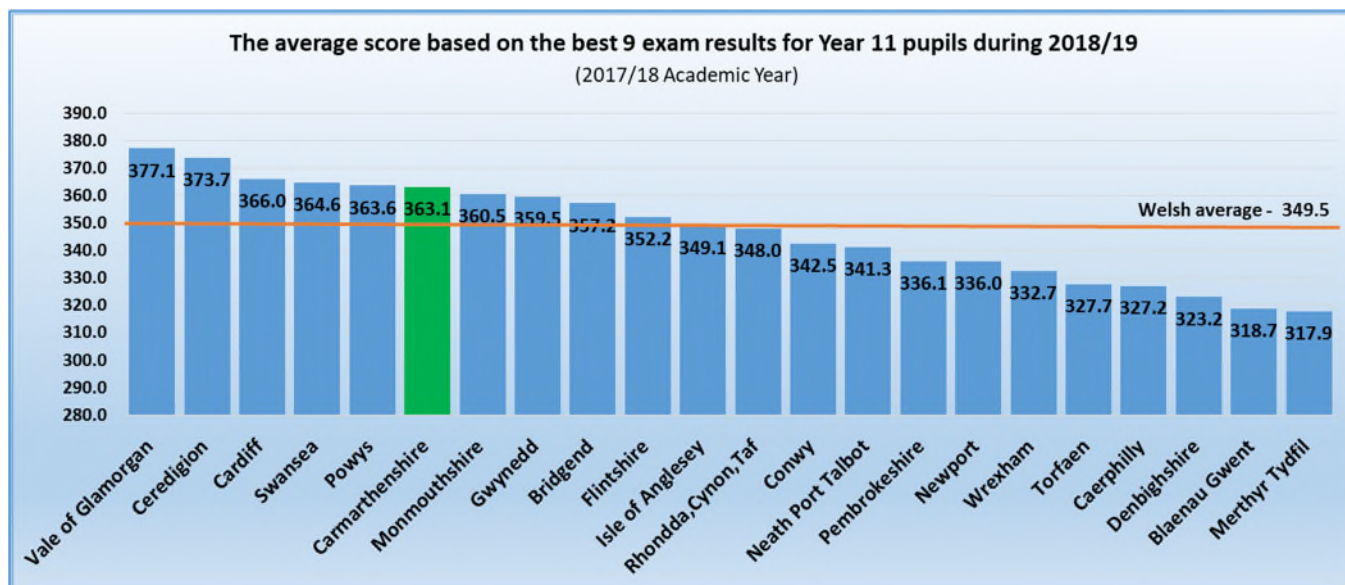
- A. We will ensure a relentless emphasis on **improvement in pupil progress, wellbeing and outcomes** for all children and young people across all learning phases (focusing on vulnerable and eFSM learners) in line with the vision and aims of 'Education in Wales: Our National Mission.'
- B. We will continue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



## Key Measure of Success

**Educational attainment - Average Capped 9 points score** (Year 11 pupils) (ref tbc) (Pupils best 9 results including English/Welsh, Mathematics–Numeracy, Mathematics and Science)

The average score based on the best 9 exam results for Year 11 pupils during 2018/19 (2017/8 Academic Year) is 363.1 where girls had an average score of 375.2 and boys 352.5. This is the 6th highest in Wales.



## An example of what we are doing

In pursuit of our goals, we have implemented three additional Strategic Fora in partnership with our schools:

1. Access to Education Strategic Forum
2. Curriculum and Wellbeing Strategic Forum
3. Education Services Strategic Forum



This revised structure will enhance our collaborative work with senior school leaders from all sectors, thus ensuring a collegiate approach to improvement via agreed strategies in support of all our specific tasks and actions.

Each forum is charged with -

- Acting as a consultative group to assist with developing and co-constructing emerging strategy
- Proposing further areas which require strategic focus and development
- Piloting appropriate initiatives
- Advising on the implementation of strategy
- Advising on the prioritisation of resources
- Monitoring and evaluating progress
- Represent peers and disseminate to others

Progress and outcomes from each Forum is reported, evaluated and reviewed through our Head teacher and Governor networks along with our internal strategic Departmental and Corporate Management Teams.



Lead Executive  
Board Member  
Cllr Glynog Davies



View our **detailed delivery plan**  
against this objective – to follow



## Well-being Objective 4

**Start Well** - Ensure all young people are in Education, Employment or Training(EET) and are following productive learning and career pathways

### So why is this important?

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



### Why this should concern us?

- In a globalising world, the perpetual march of technology and automation requires that young people are fully equipped for the challenges and opportunities of 21<sup>st</sup> Century working life. We aspire for our learners and young people to be work-ready - for entering a high wage, high-skill economy and be able to successfully compete in, and actively contribute to, regional regeneration if they chose to live and work in south west Wales.
- The % of Carmarthenshire Year 11 pupils who became NEET (Not in Education, Employment or Training) in 2017 was 1.4% (27 pupils) a reduction on 2016 of 2.1% (40 pupils), the % of Carmarthenshire Year 13 pupils who became NEET was 3% (20 pupils) in 2017 up from 2.0% (14 pupils) in 2016.
- Carmarthenshire ranks 13<sup>th</sup> (of 22) Local Authorities in Wales for Year 11 pupils becoming NEET and above the All-Wales average of 1.6%. (2018 data available in April 2019)

### What do we need to do?

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

### How will we do this?

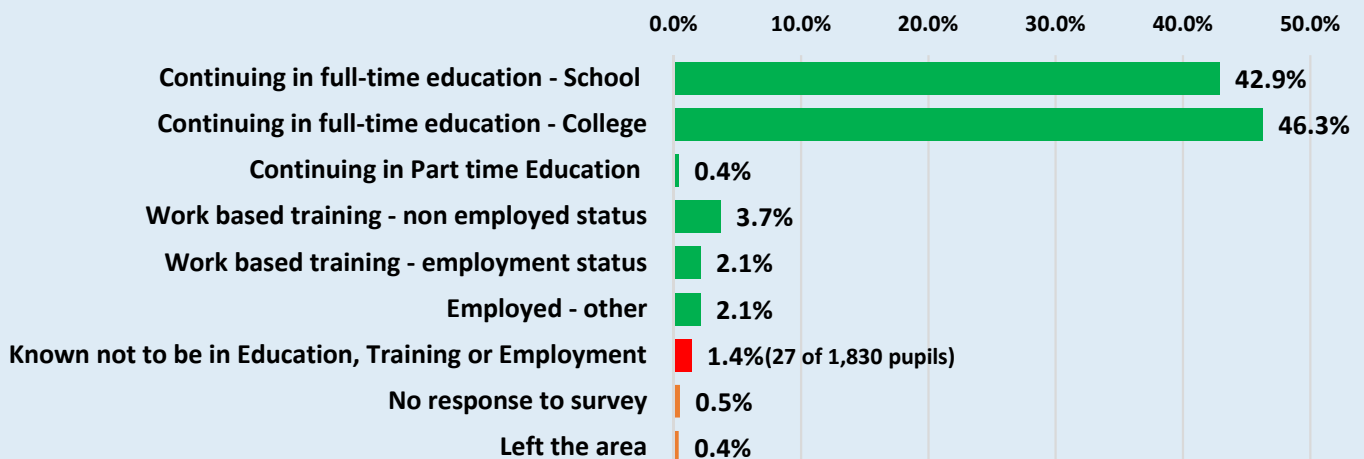
- A. We will build on existing partnership relationships with local businesses and the public sector through the **Carmarthenshire Curriculum Review** to focus skills demands and employability of new and existing labour market entrants within Carmarthenshire to ensure that local and regional demands are met. *Also see Well-being Objectives 5+6 Action Plans re Hub and Regional Learning Partnership.* We will ensure that opportunities afforded by the new curriculum for Wales are dovetailed in Carmarthenshire's local curriculum with 21<sup>st</sup> century skills needs and gaps fully considered.
- B. We will implement the six **Youth Engagement and Progression Framework** Actions above.
- C. We will deliver the local elements of the *Cynnydd* and *Cam Nesa* **European Social Fund projects** (guaranteed funding till 2018-2020) which assists young people in progressing to further education, training and employment during the Post 16 education phase, while also working together with alternative curriculum provision to replace the services offered through the *Cynnydd* and *Cam Nesa* Projects, post Brexit by 2020 onwards.



## Key Measure of Success

Number of leavers Not in Education, Employment or Training (NEETs) Year 11 (PAM/009) & Year 13 (5.1.0.2)

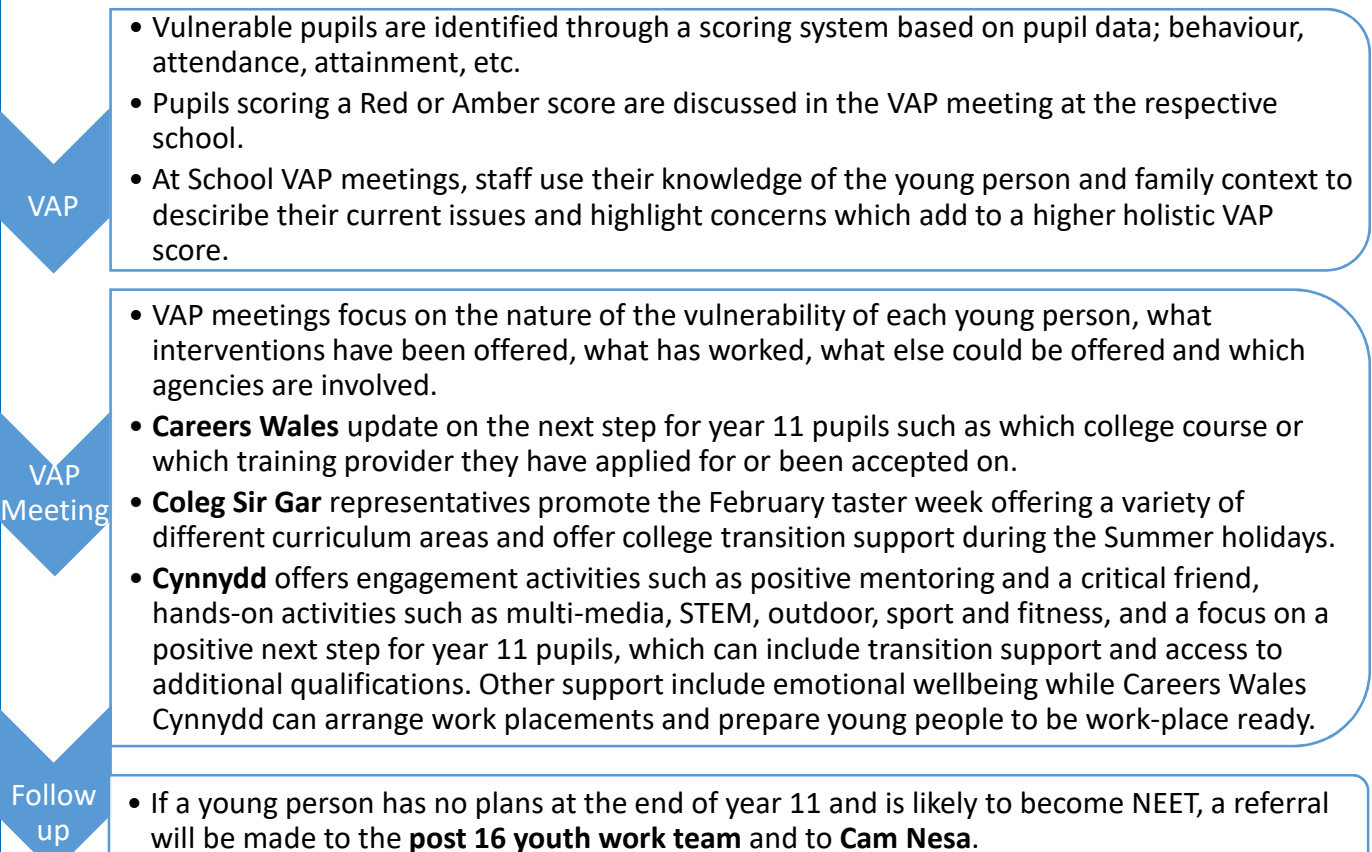
### Destination data for Carmarthenshire Y11 pupils (Academic Year 2016-17)



## An example of what we are doing

### How does the Vulnerability Assessment Profile (VAP) help support those at risk of becoming NEET?

The VAP is an initiative within the Welsh Government's Youth Engagement and Progression Framework. It plays an integral part in the early identification of those at great risk of becoming NEET and involves the School and a range of agencies.



Lead Executive Board  
Member  
Cllr Glynog Davies



View our **detailed delivery plan**  
against this objective – **to follow**

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# Live Well



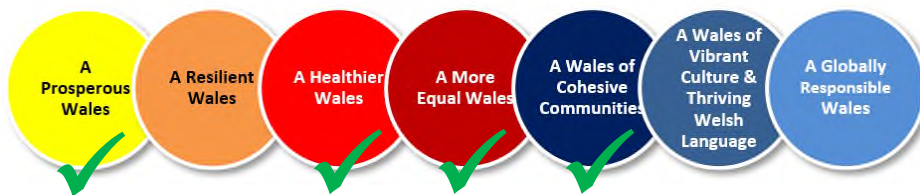


## Well-being Objective 5

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

### So why is this Important?

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



### Why this should concern us?

- 35.5% (28,881) of households in Carmarthenshire can be defined as **living in poverty**, 13<sup>th</sup> highest in Wales (Welsh average 33.6%).  
*Welsh Government defines poverty as when "household income is less than 60% of the GB median income". This means a household where income is **less than £18,868** a year (2018 - 60% of £31,446)*

### What do we need to do?

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

### How will we do this?

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

**Rural Poverty** – see also Well-being objective 6 - Create more jobs and growth throughout the county; Part C - By identifying and addressing the issues facing rural communities.



## Key measure

### Households Living in Poverty (CACI's 'PayCheck' Data)

Household Income Figures Source: CACI's 'PayCheck' data										
Households Living in Poverty	2014		2015		2016		2017		2018	
	Carms	Wales	Carms	Wales	Carms	Wales	Carms	Wales	Carms	Wales
	29,956 (37.1%)	446,586 (33.6%)	29,086 (36.3%)	459,283 (35%)	29,020 (35.9%)	460,322 (34%)	28,223 (35.0%)	450,616 (33%)	28,881 (35.5%)	456,971 (33.6%)

35.5% (28,881) of households in Carmarthenshire can be defined as **living in poverty**, 13<sup>th</sup> highest in Wales (Welsh average 33.6%).

Welsh Government defines poverty as when "household income is less than 60% of the GB median income". This means a household where income is **less than £18,868** a year (2018 - 60% of £31,446)

### An example of what we are doing

#### Community Engagement Programme in Tyisha Ward



Over the course of 2018 the Council has been working with residents of Llanelli's Tyisha ward in partnership with a number of key organisations to undertake a huge community engagement programme. The programme known as 'planning for real' sought to gain views and ideas from local residents to inform the development of a regeneration plan for the area. This means that residents, tenants and businesses have had a real opportunity to help plan for changes and improvements that will affect their future.

Cllr. Campbell has said: "We know that Tyisha has its problems, but we also recognise that it has a fantastic community spirit. People really want to see the area improve and we want people to be part of the change. There is real potential to do something and we're excited about what lays ahead."



Lead Executive Board  
Member  
Cllr Cefin Campbell



View our **detailed delivery plan**  
against this objective **to follow**



## Well-being Objective 5

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

### How will we do this?

### Our detailed delivery plan and to achieve this objective

(Lemon highlight means that this is not the Action or Measure's main objective).

Ref	Actions and Measures	Date/Target	Scrutiny
<b>A</b>	<b>Preventing Poverty</b>		
<b>1</b>	We will implement the re-commissioned Families First (FF) programme (0-25yrs) incorporating the changes in response to Welsh Government Guidance, in delivering early intervention support services for disadvantaged children, young people and families across the county. Utilising the opportunity for Flexible Funding in line with the Children and Communities Grant. <i>(Action also included in Objective 1)</i>	March 2020	E&CS
<b>2</b>	We will continue to develop the <b>Flying Start</b> programme, promoting early intervention for disadvantaged families with children (0-3) living in specific deprived communities, ensuring good multi agency support to families across the spectrum of need by developing clear pathways with internal and external partners. <i>MF5-82. (Action also in Well-being Objectives 1 and 2)</i>	March 2020	E&CS
<b>3</b>	We will continue to assess options, and trial new technology to Council homes to better understand the potential for helping tenants to reduce their energy bills, improve the comfort of their homes and reduce carbon emissions to levels set by Welsh Government. <i>(Action also in Well-being Objective 11)</i>	March 2020	COMM
<b>4</b>	We shall deliver the Swansea Bay City Deal programme to develop 'Homes as Power Stations' to help generate sustainable and affordable homes and address fuel poverty for our residents. <i>MF5 46 (Action also in Well-being Objective 7)</i>	March 2021	COMM
<b>5</b>	We shall implement key actions in our new Homelessness Strategy to ensure vulnerable residents are supported appropriately to include: <ul style="list-style-type: none"> <li>• New models of affordable single people accommodation</li> <li>• Remodelling the provision of temporary accommodation and supported accommodation</li> <li>• Exploring whether a 'Housing First' approach can be developed to support those with the most complex needs</li> </ul> <i>MF5-50 (Action also in Well-being Objective 7)</i>	March 2020	COMM
<b>6</b>	We will continue to extend and refine the Team Around the Family (TAF) approach across the county for 0-25 year olds. We will continue to implement the threshold document to help inform families and other agencies, and ensure people are getting the right help at the right time. In particular we will focus our resource on developing TAF in Schools work. <i>(Action also in Well-being Objective 1)</i>	March 2020	E&CS
<b>7</b>	We will continue to work towards addressing the childcare gaps identified in our most recent Childcare Sufficiency Assessment (2017-2022) in order to ensure that the Local Authority fulfils its statutory childcare sufficiency duty, and local parents/carers are supported to balance their working and caring responsibilities. <i>(Please see the <u>Childcare Sufficiency Assessment</u>). (Action also in Well-being Objective 1)</i>	March 2020	E&CS

Ref	Actions and Measures	Date/Target	Scrutiny
8	We will continue to work towards addressing the gaps identified in our most recent Play Sufficiency Assessment (2016-2019) in order to ensure that local children and young people have access to wide and varied play opportunities and experiences including the potential of utilising school grounds, outside of teaching hours (Please see the <a href="#">Play Sufficiency Assessment / surveys</a> ) (Action also in Well-being Objectives 1 & 2)	March 2020	E&CS
9	We will increase the average Caped 9 points score of Year 11 pupils who are eligible for Free School Meals (Also in Well-being Objective 3) (4.1.2.4) (2018/19 Result - 308.1 - 16/17 Academic Year)	TBC	E&CS
	See Non Free School Meals results in Well-being Objective 3		
10	We shall increase the percentage of households successfully prevented from becoming homeless (PAM/012) (2018/19 Result - TBC%)	TBC%	COMM
<b>B</b>	<b>Helping people into work</b>		
1	We will support all Council tenants through Welfare Reform changes and deliver a Universal Credit action plan to maximise income and develop new training and employment opportunities. MF5-49 (Action also in Well-being Objective 7)	March 2021	COMM
2	We will reduce the % of Year 11 leavers Not in Education, Employment or Training (NEETs) (PAM/009) (2018/19 Result - TBC %)	TBC%	E&CS
3	We will reduce the % of Year 13 leavers Not in Education, Employment or Training (NEETs) (5.1.0.2) (2018/19 Result -TBC%)	TBC	E&CS
4	We shall increase the number of adults that feel more positive with improved confidence about seeking work after receiving <b>employability support</b> through Communities 4 Work and Communities 4 Work Plus Programmes. (EconD/020) (Also in Well-being Objective 11) (2018/19 Result - TBC%)	100%	COMM
5	We shall ensure that a high number of residents feel more confident in using a computer and gaining IT skills after receiving <b>digital inclusion support</b> through Communities 4 Work and Communities 4 Work Plus Programmes. (EconD/021) (Also in Well-being Objective 11) (2018/19 Result - TBC%)	100%	COMM
6	We shall increase the number of <b>accredited qualifications</b> achieved by residents attending Employment related courses within the Communities 4 Work and Communities 4 Work Plus Programmes. (EconD/022) (2018/19 Result - TBC)	TBC	COMM
<b>C</b>	<b>Improving the lives of those living in poverty</b>		
1	We will use findings from the extensive community engagement programme in Tyisha to develop a Masterplan for the Community which addresses issues of poverty in the area.	March 2020	P&R
2	We will work with the third sector and other stakeholders to develop the range of support services provided in the County across a number of service areas as well as further developing volunteering opportunities within the County. MF5-80 (Also in Well-being Objective 11)	March 2020	P&R
3	We will develop the Hwb model and its new purpose in Llanelli, Ammanford and Carmarthen, making front line support services more accessible to residents MF5-83 (Also in Well-being Objective 6)	March 2020	P&R
4	We will promote financial literacy and protect vulnerable people from financial fraud through the Financial Exploitation Safeguarding Scheme (FESS) and develop further partnership arrangements in respect to financial exploitation (Also in Well-being Objectives 9 & 11)	March 2020	E&PP
5	We will deliver our Toy and Wellbeing Hamper Appeal to those children and families identified to us as requiring some support.	March 2020	P&R

Ref	Actions and Measures	Date/Target	Scrutiny
6	We will introduce a financial management support and advice service which will include access to affordable loans for staff who require it. <i>(Also in Well-being Objectives 15)</i>	March 2020	P&R
7	We will retain the reduced average number of days taken to process new Housing/Council Tax Benefit claims <i>(6.6.1.2)</i> <i>(2018/19 Result- TBC days)</i>	TBC days	P&R
8	We will retain the low average number of days taken to process notifications of changes of circumstances in Housing/Council Tax Benefit claims <i>(6.6.1.3)</i> <i>(2018/19 Result- TBC days)</i>	TBC days	P&R
9	We will retain the high % of recently calculated Housing/Council Tax Benefit claims that have been calculated accurately based on a sample check <i>(6.6.1.9)</i> <i>(2018/19 Result- TBC%)</i>	TBC%	P&R
10	We shall continue to implement the School Holiday Enrichment (Holiday Hunger) Programme (SHEP), supporting families and children during school vacations to cook healthy meals, particularly aimed at pupils eligible for Free School Meals. <i>(Also in Well-being Objective 2)</i>	March 2020	E&CS

Success Measures
<b>Households Living in Poverty</b> <i>(CACI's 'PayCheck' Data)</i>
<b>Educational attainment - Average Caped 9 points score</b> (Year 11 pupils) <b>who are eligible for Free School Meals</b> <i>(ref 4.1.2.4) (NWBI)</i> <i>(Pupils best 9 results including English/Welsh, Mathematics–Numeracy, Mathematics and Science)</i>
<b>Households successfully prevented from becoming homeless</b> <i>(PAM/012)</i> <i>(National Well-being Indicator)</i>
<b>Households in material deprivation</b> <i>(National Well-being Indicator)</i>
<b>Adults that are able to keeping up with bills without any difficulties</b> <i>(National Survey for Wales)</i>



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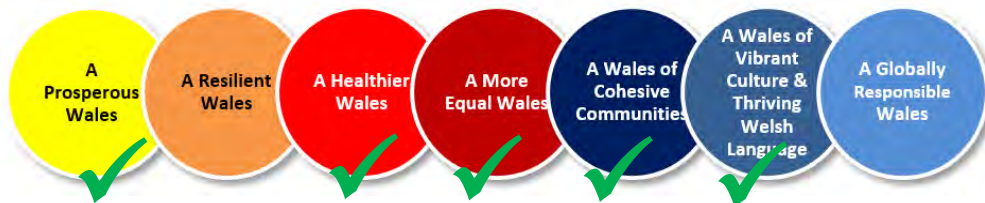


## Well-being Objective 6

### Live Well - Create more jobs and growth throughout the county

#### So why is this important?

- Providing secure and well paid jobs for local people is central to everything we are seeking to achieve.
- Increasing employability is fundamental to tackling poverty, reducing inequalities and has a dramatic impact on our health and ability to function in everyday society.



#### Why this should concern us?

- As at March 2018, of the 73.7% of Carmarthenshire's workforce, 59% were employed in the professional/technical/skilled trade occupations - well *below* the Welsh average of 63%, whilst 41% were employed in the caring/leisure/customer service/machine operative occupations – well *above* the 37% Welsh average.  
*Also see Well-being Objective 4 –Reduce the number of young adults that are NEET (Not in Education, Employment or Training)*
- As at September 2018, the total number of unemployed/economically inactive residents (excluding students) - 16-64 represents 21.3% of the total population of Carmarthenshire, this is above the Welsh average of 20.0%.
- We must tackle a GVA (gross value added) gap that is widening between UK GVA & Wales GVA; Total GVA in Carmarthenshire represents 4.8% of Wales total GVA, which is a relatively high share. However, GVA per job is low (£44,833), ranking 18<sup>th</sup> out of 22 authorities, indicating low productivity.  
*GVA is the measure of the value of the wages and profits from goods and services produced in an area.*

#### What do we need to do?

- We need to build a knowledge-rich, creative economy by maximising employment & training places for local people through creating jobs and providing high quality apprenticeships, training and work experience opportunities, in order to have an on-going skilled & competent workforce to face the future
- We need to evolve Carmarthenshire's position in the Swansea Bay City Region (Swansea, Carmarthenshire, Pembrokeshire and Neath Port Talbot) into a confident, ambitious and connected county.
- We need to continue to invest in our local rural, infrastructure, including transportation to attract businesses, tourism/leisure to the county to promote economic growth and activity by building better connections & generating a strong tourism industry (*see Improving highway & transport infrastructure & connectivity WBO13*)
- We need to continue to invest in the strategic regeneration of our 3 principal towns, rural market towns, key strategic employment sites and continue to support business growth.
- We need to support Welsh Governments' - [\*Prosperity for All-the National Strategy: Economic Action Plan\*](#)
- Monitor the impact of Brexit on the economy of Carmarthenshire, so we can mitigate any problems and embrace all opportunities which may arise
- We will publish a recommendations for action, on behalf of the Carmarthenshire Rural Affairs Task Group
- We will support those every day businesses that and are all around us and are the foundation of our economy.

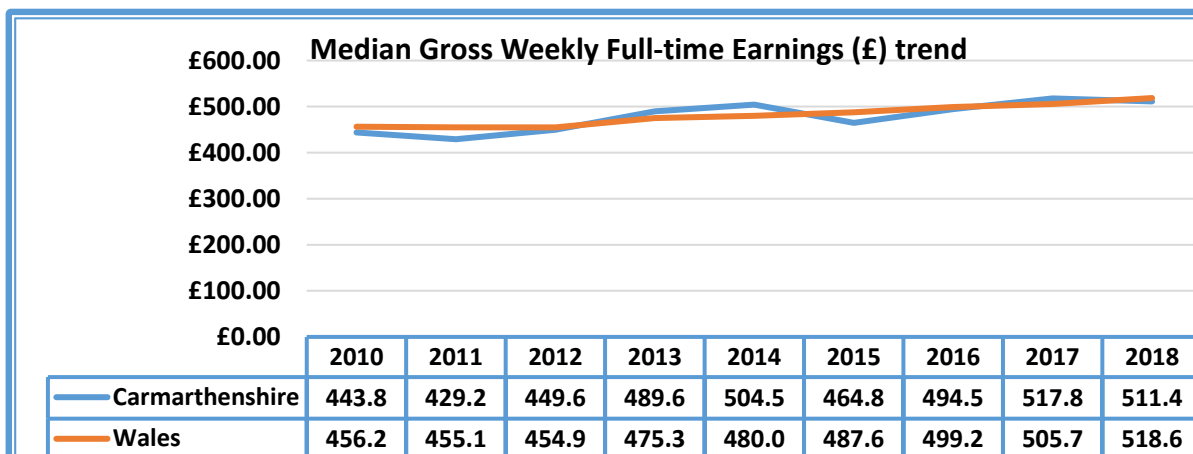
#### How will we do this?

- Regionally, by co-ordinating and delivering the Swansea Bay City Deal and specifically the Carmarthenshire based projects – Yr Egin and the Life Science and Wellness Village
- Locally, by delivering the 6 Transformational Strategy Area Plans targeting urban, coastal and rural Carmarthenshire
- By identifying and addressing the issues facing rural communities
- By developing learning, skills, employability and encouraging a spirit of entrepreneurship throughout the county to support new businesses in the county (Regional Skills & Learning Partnership)
- By ensuring clear business support plans in order to support any implications from Brexit.
- By supporting local economic growth

## Key Measure of Success

### Gross weekly pay (Median) (ONS – Annual Survey of hours and earnings)

There is a steady increase in the median gross weekly full-time earnings in both Carmarthenshire and Wales since 2010, but the increase seems to be a smoother continuous climb in Wales.



## An example of what we are doing to help

### The coffee makers inspired by Welsh heritage



Economic regeneration can take its inspiration from unusual sources. *Coaltown Coffee* owes its name and its ambition to the mining heritage of Ammanford. The company's founders are planning for a bright future thanks to this new kind of black gold.

When **Scott James** and his father Gordon set up their coffee roasting business in the garage of their family home, few could have predicted the success they would enjoy. A couple of years on, Coaltown Coffee Roasters now supplies 160 cafés, restaurants and shops across South Wales and beyond; together with national retailers - you can even buy their toasted Arabica beans in Selfridges. *"It's been amazing and we are really lucky to have such loyal customers,"* says 23-year-old Scott, as the business has recently moved into a 3,000 sq ft Roastery warehouse in Ammanford.



The warehouse was developed through our *Property Development Fund* by local building firm TRJ and the building leased to Coaltown – keeping it all local.

The Roastery was set up with one ambition, to bring an industry back to their hometown. All of their coffee is roasted and packed at the Roastery, where they employ local people. They also have a dedicated training space at the Roastery set up for wholesale clients and for Public Barista Courses.



Lead Executive Board Member  
Cllr Emlyn Dole (Leader)



View our [detailed delivery plan](#) against this objective – **to follow**



## Well-being Objective 7

### Live Well - Increase the availability of rented and affordable homes

#### So why is this important?

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



#### Why this should concern us?

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

#### What do we need to do?

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

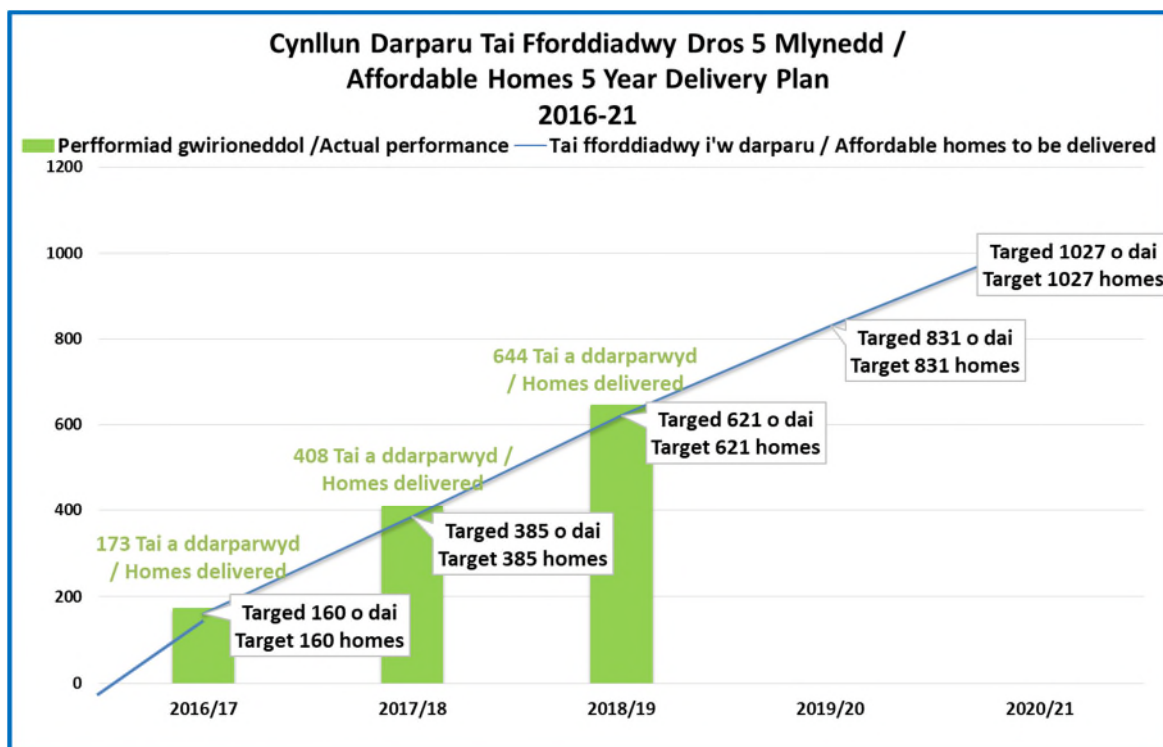
#### How will we do this?

- A. We will deliver all of the above through our [Affordable Homes Delivery Plan](#). This is currently being further developed with more focus on building new Council and low cost affordable homes that will have a huge impact on the health, economic and social well-being of the County. We will also continue to bring empty homes back into use to increase choice and provide the right type of home in the right areas.



## Key Measure of Success

### Number of affordable homes in the County (7.3.2.24)



## An example of what we are doing

### Helping people to get on the property ladder.

Since the beginning of the plan we have helped over 50 families get on the property ladder. We have done this by providing homes on an equity share basis through our Low Cost Home Ownership programme. The homes have been provided from the Local Development Plan (LDP) Section 106 Affordable Housing process. The LDP requires all developers delivering more than 5 homes to provide affordable homes on the development. This can range between 10% and 30% depending on where in the County these developments are located.



Our homes are nominated to eligible individuals and families from the Affordable Housing Register. To be eligible, the household income cannot exceed than £25,000, meaning that these families would not be able to afford to buy their own home on the open market without subsidy. The homes remain affordable in perpetuity through the use of a local land charge. If the property is to be sold, it is again nominated to eligible households from the Affordable Housing Register.



**Lead Executive Board Member**  
**Cllr Linda Evans**



View our **detailed delivery plan** against this objective – **to follow**

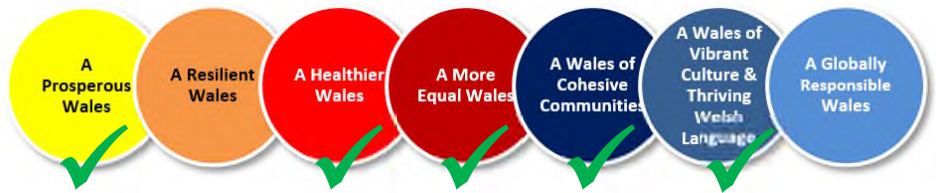


## Well-being Objective 8

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

#### So why is this important?

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



#### Why this should concern us?

- There is a significant gap in life expectancy and a healthy life expectancy. In Carmarthenshire:-
  - Life expectancy for males is 78.0 years (2015-17) compared to a healthy life expectancy of 65 years (2010-14)
  - Life expectancy for females is 82.2 years (2015-17) compared to a healthy life expectancy of 66 years (2010-14)
  - Healthy life expectancy of both males and females are below the Welsh average of 65.3 and 66.7 years.
- 18.6% of adults are still smoking in Carmarthenshire and 57.8% of adults are overweight or obese (Welsh Average of 59.5%) National Survey for Wales 2016/17 & 2017/18

#### What do we need to do?

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

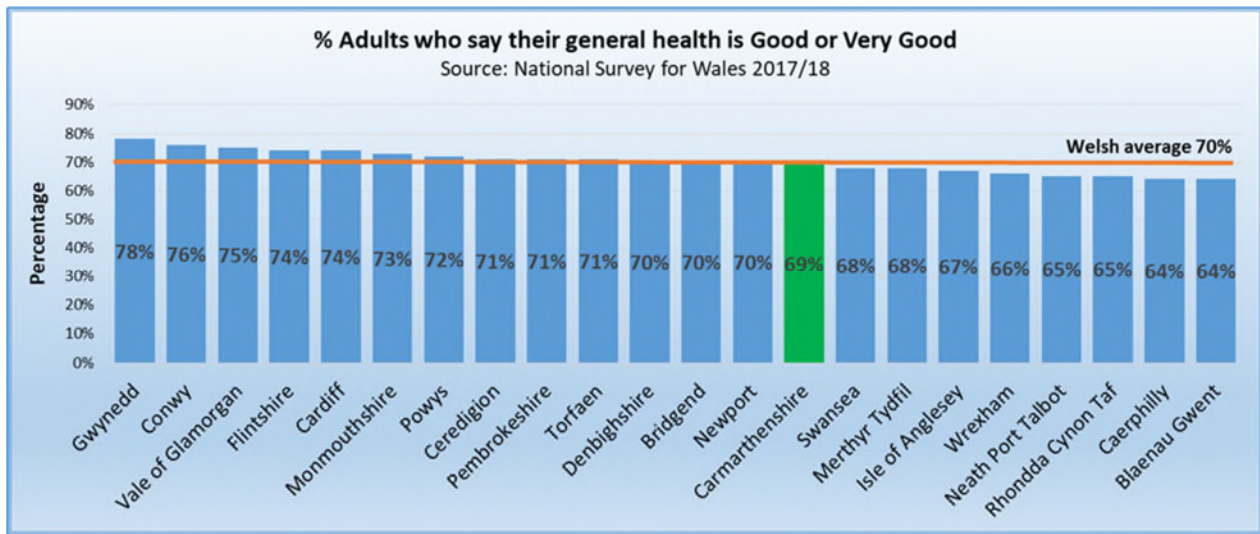
#### How will we do this?

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

## Key Measure of Success

### Adults who say their general health is Good or Very Good (National Survey for Wales)

The 2017/18 [National Survey for Wales](#) shows that **69%** of participating adults in Carmarthenshire say their **general health is Good or Very Good**. This is slightly below the Welsh average and down on last year's result of 70% but continues to be 14<sup>th</sup> highest in Wales.



## An example of what we are doing

### Encouraging Healthy Lifestyles

The objective in Leisure Services is to help people live healthy lifestyles and be more active more often is a mainstay in promoting and ensuring a healthier community in Carmarthenshire with all actions aimed at achieving this goal.

We want Carmarthenshire to be a place:

- ✓ That is the most active and healthy in the UK
- ✓ Where every person is an active participant at a 'Community Club' or 'Leisure / Cultural Facility'
- ✓ Where every child is hooked on Leisure / Cultural activity for life

Let us help  
you achieve  
**#thatsmygoal**



Lead Executive Board  
Member  
Cllr Peter Hughes-Griffiths



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# Age Well



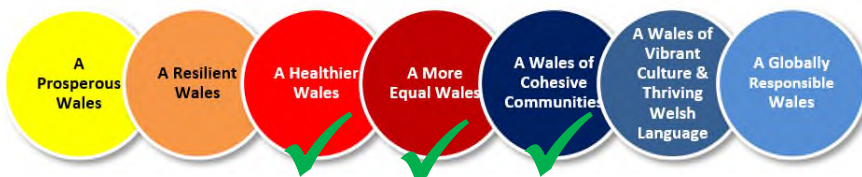


## Well-being Objective 9

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

### So why is this important?

- Loneliness and social isolation are harmful to our health, with research showing that lacking social connections is as damaging to our health as smoking 15 cigarettes a day and is worse for us than well-known risk factors such as obesity and physical inactivity.
- Social networks and friendships not only have an impact on reducing the risk of early death and illness, but they also help individuals to recover when they do fall ill.
- Social isolation puts individuals at greater risk of cognitive decline
- Loneliness amongst young people has been shown to increase the likelihood of poor physical & mental health, the risk of becoming involved in criminal activity and reduce future employment opportunities.



### Why this should concern us?

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

### What do we need to do?

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

### How will we do this?

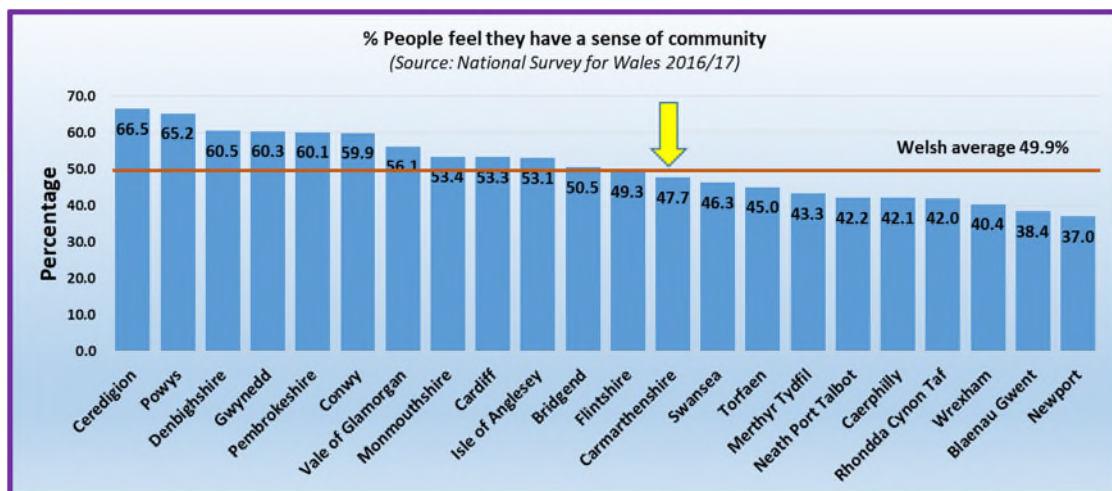
- A. We will continue to develop and implement how we provide information, advice and assistance across social care services.
- B. We will promote and develop strong connections for people, places and organisations.
- C. We will identify the strengths and resources within communities which can contribute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

## Key Measure of Success

**% Say they have a sense of community** (National Survey for Wales) (National Well-being Indicator)

The **'Sense of Community'** is derived from three questions; People feel they belong to their local area; People in the area from different backgrounds get on and People in the area treat each other with respect'.

Carmarthenshire has the 4th highest year on year % change having reduced from 73% in 2014/15 to 47.7% and moved down from 5th to 13th position



## An example of what we are doing

### The White Ribbon Campaign - end male violence against women and girls



Carmarthenshire Council, Mid and West Wales Fire and Rescue Service and Dyfed-Powys Police have all met the standards required to be awarded with White Ribbon UK accredited status. Achieving White Ribbon UK status shows an organisation's commitment to The White Ribbon Campaign - the largest global initiative to end male violence against women. The award is recognition of the work which the three organisations have already undertaken in involving men in speaking out

and challenging male violence against women and girls. It is also a reminder of the work that still needs to be done.



Lead Executive Board Member  
Cllr Cefin Campbell



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## Well-being Objective 10

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

### So why is this important?

- Carmarthenshire has a high proportion of residents over 65 who are a vital and vibrant part of the community. We want the county to be a place to age well.
- Consultations have demonstrated that ‘what matters’ to older people is to be able to be as independent and well as possible for as long as possible.  
**‘Being respected as an older person and not being seen as a burden on the local health and social care system’**
- Research shows that a vital factor of healthy aging is for older people to feel included and useful.
- Older people contribute to the economy in Carmarthenshire by caring for their grandchildren or other family members.
- The Royal Voluntary Service have described older people as the ‘*social glue*’ of communities.



### Why this should concern us?

- Current projections suggest that the population of people over 65 living in Carmarthenshire is growing and by 2030 this will increase by 60%. There has been, and continues to be, a significant increase in the ‘oldest of the old’ with the greatest rise represented in the over 85 age group; with a predicted growth of 116%.
- Older people are statistically more likely to have a life limiting health condition with 55% of the over 65 population in the reporting having a long-term illness or disability. Demand for hospital and community services by those aged 75 and over is in general more than three times greater than from those aged between 30 and 40.
- Whilst the people of Carmarthenshire are living longer there is not a similar trend in increased years of being well. This is defined as healthy and disability-free life expectancy and it is rising more slowly than life expectancy. In simple terms this means that people are living longer with illness and disabilities. For males in the area, life expectancy is 77.4, with disability free life estimated at 59.4 and healthy life at 64. For females, it is 82, with 61.2 disability free years and 65.7 healthy ones.
- It is essential that we lay robust foundations to future proof the availability of services that promote and support ongoing well-being and independence for our frail older adult population.

### What do we need to do?

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

### How will we do this?

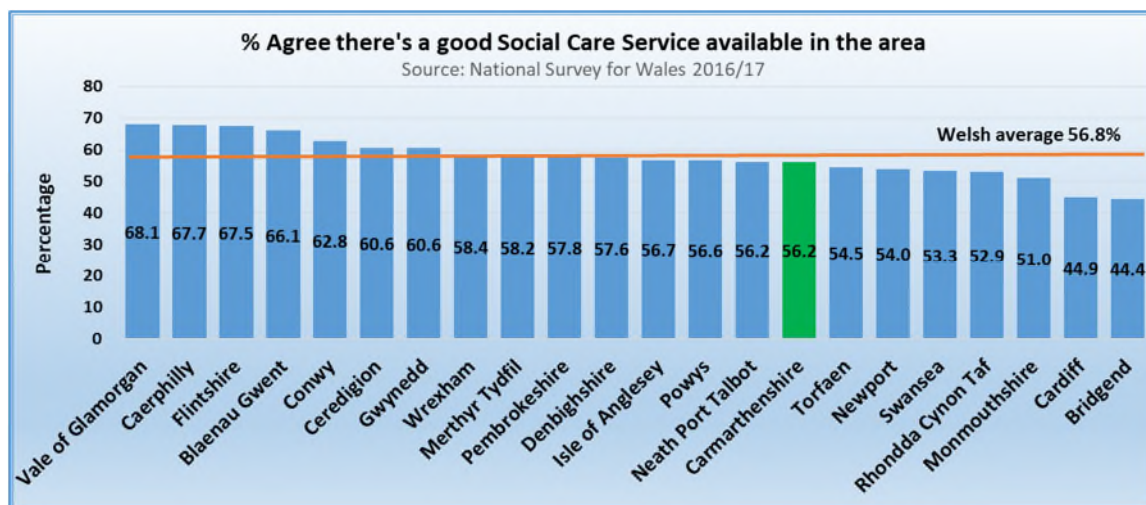
The Welsh Government commissioned a Parliamentary Review of the Long Term Future of Health and Social Care: “A Healthier Wales” is the Welsh Government’s response to that Review. The report adopts a “Quadruple Aim”. They are continually to work towards an:

- A. Improved population health and wellbeing;
- B. Better quality and more accessible health and social care services;
- C. Higher value health and social care; and
- D. A motivated and sustainable health and social care workforce. .”

## Key Measure of Success

**Agree there's a good Social Care Service available in the area** (National Survey for Wales)

According to the 2016/17 [National Survey for Wales](#) 56.2% of those surveyed agreed that there's a **good social care service available** in their area, this is just below the Welsh average of 56.8% but an improvement on the previous survey result of 53.1%. This puts us in **15<sup>th</sup>** position in Wales compared to 12<sup>th</sup> place in the previous year.



## An example of what we are doing

### Dementia Friends Initiative

We are committed to supporting our residents to Age Well, maintaining dignity and independence, enabling older people to remain in their own homes.

One of our initiatives is creating dementia friendly Carmarthenshire. Carmarthenshire County Council, Hywel Dda Health Board and Dyfed Powys Police together with local GP surgeries, Town Councillors, local businesses, voluntary groups and community members have worked together to support the Alzheimer Society's Dementia Friends initiative. The program aims to provide dementia awareness sessions to local businesses, organisations, public sector employees and members of the public to become dementia friends and to pledge actions so that people living with Dementia feel empowered to access their communities. This work is currently being undertaken in Llanelli, Pontyberem, Ammanford, Llandovery, Laugharne, St. Clears, Whitland and surrounding areas, Llandeilo and Carmarthen Town.



**Lead Executive Board  
Member  
Cllr Jane Tremlett**



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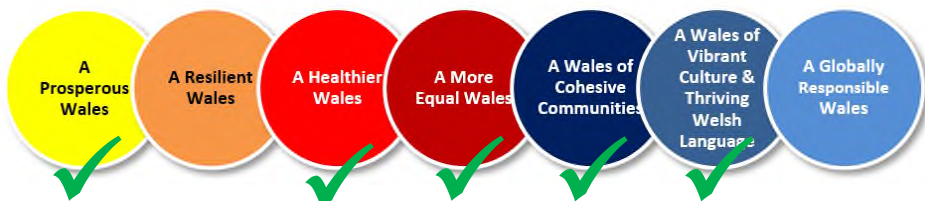


## Well-being Objective 11

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

#### So why is this important?

- Wider services can make an important contribution in supporting and sustaining the independence of older people and reducing the demand on Social Services and Health Care.
- When planning services for older people, we need to listen to what they have told us.
- In deciding what to do, we need to ask ourselves, would this service *be ok for me or my relatives*
- Tackling the causes of loneliness and social isolation is a national priority for the Welsh Government.
- Older people's rights must be promoted and protected so they can age well and are protected against ageism, discrimination and abuse. (See the Older People's Commissioners priorities)
- So that older people able to participate fully in their communities.
- We fully support the '*Dublin Declaration on Age-Friendly Cities and Communities in Europe, 2013*'.
- The Council has determined to make Carmarthenshire a dementia friendly county along the lines of the Alzheimer's Society Dementia Friendly Community Programme.



#### Why this should concern us?

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

#### What do we need to do?

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

#### How will we do this?

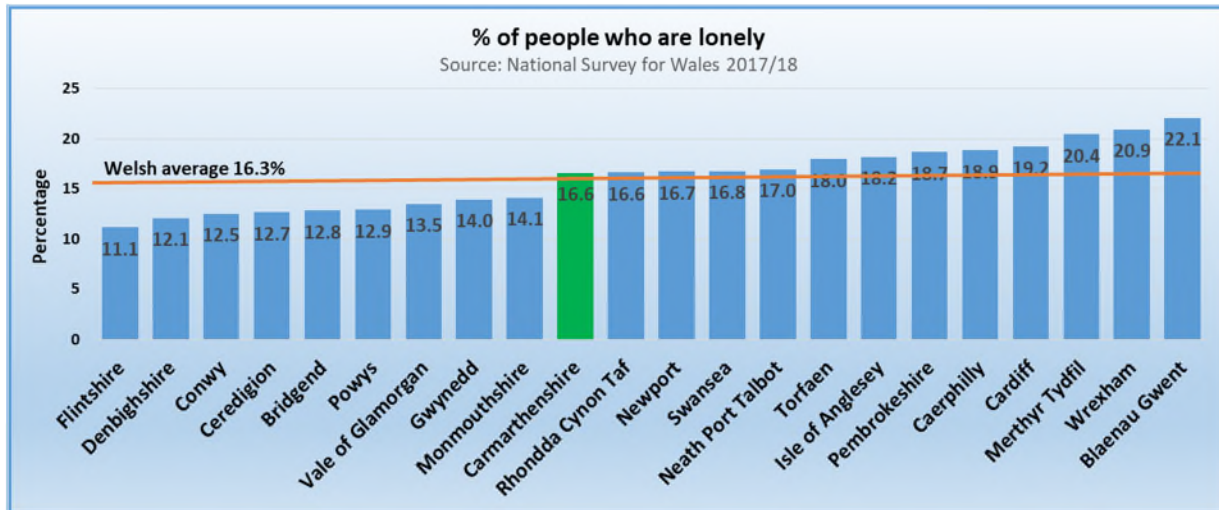
- The Welsh Government will be publishing their new Strategy for an Ageing Society in the Spring of 2019. The Council will need to refresh and respond to the local priorities emerging from this national strategy.
- In doing this the Council will also take account of the Older People's Commissioner's priorities and the World Health Organisation's age friendly priorities for action.

## Key Measure of Success

### People who are lonely (National Survey for Wales)(National Well-being Indicator)

According to the 2017/18 [National Survey for Wales](#),

**16.6%** of participating adults in Carmarthenshire **classed themselves as lonely**, this is slightly above the Welsh average of 16.3% but has reduced from previous year's result of 17.1% and we continue to be in 10<sup>th</sup> position.



Please note that this survey result is for all participating adults and not just the elderly.

## An example of what we are doing

### Carmarthenshire is kind

The 50+ Forum annual event was held on the 14 September 2018 at the Botanic Garden with 634 attendees. Close working relationship with colleagues in the Communities Department were developed in order to deliver the **Carmarthenshire is Kind** focus. This focus talked about the concept of kindness and encouragement that great things are possible with only the simplest acts of kindness and generosity.



**Lead Executive Board  
Member**  
Cllr Linda Evans  
Cllr Jane Tremlett



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# Healthy, Safe & Prosperous Environment

The background of the page is a photograph of a large, diverse crowd of people at an outdoor event, possibly a festival or fair. The people are seen from behind or in profile, looking towards the right side of the frame. The lighting is bright, suggesting a sunny day, and there are some lens flare effects. In the top right corner, there is a graphic overlay consisting of several stylized human figures in various colors (grey, blue, orange) arranged in a cluster, representing a community or group of people.

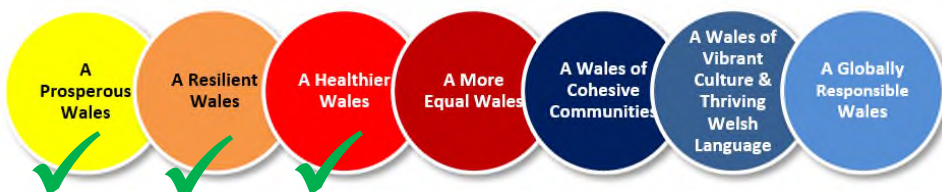


## Well-being Objective 12

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

#### Why is this important?

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



#### Why this should concern us?

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

#### What do we need to do?

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

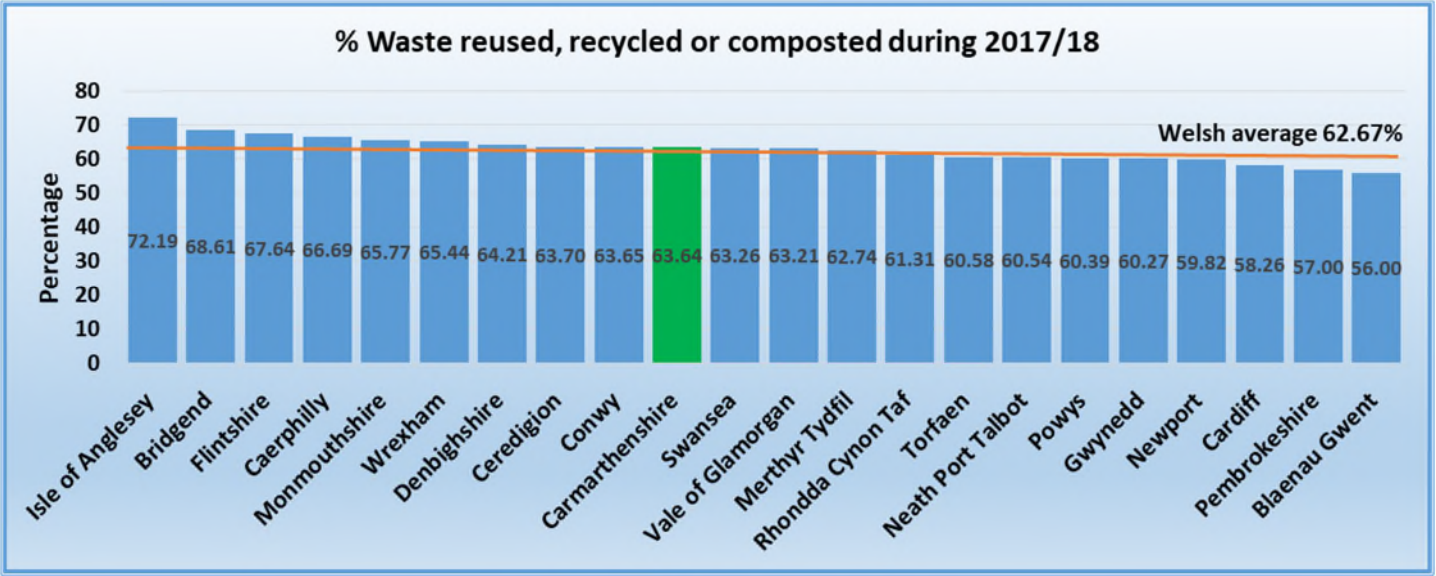
#### How will we do this?

- We will advise the whole Authority and partners on our need to address the requirements of the Environment (Wales) Act 2016 and monitor delivery of CCC's Environment Act Forward Plan, so demonstrating its compliance with the Biodiversity & Resilience of Ecosystems Duty within the Act.
- Ensure that in delivering planning services across the County, and in particular the various aspects of Planning (Wales) Act 2015, we demonstrate compliance with the Biodiversity & Resilience of Ecosystems Duty within the Act
- We will continue to implement and promote the increased use of renewable energy and become carbon neutral by 2030.
- We will protect our environment and properties through delivering our *Flood & Waste Management Plan*; and protect and manage our coast by delivering the *Shoreline Management Plan*.
- We will deliver actions from the '*Towards Zero Waste strategy*', to become a high recycling nation by 2025 and a zero waste nation by 2050.



Key Measure of Success

Rates of recycling (PAM/030)



Recycling declined in 2017/18 to 63.64% from 66.23% the previous year, moving down from 5<sup>th</sup> to 10<sup>th</sup> place but just above the welsh average. The slight decline is predominantly as a result of the difficulties with the refuse derived fuel (RDF) outlets.

An example of what we are doing

Managing our wetland habitats

Managing our wetland habitats appropriately and recreating them in the right places can bring great benefits for wildlife *and* people. The flat coastal land south-east of Llanelli was once an area of coastal grazing marsh forming part of the distinctive coastal landscape of the county. Although much was lost/degraded as Llanelli developed into an important industrial town, areas have been recreated/restored over recent years and are now flourishing with wildlife. Over the past 2 years the Council, the Wildfowl and Wetlands Trust (WWT), Natural Resources Wales and local contractors have worked together to create/restore wetland features in degraded areas of former coastal grazing marsh that the Council owns close to the WWT. This year over 400 m of ditch was restored/created to help water voles in an area of land that was scrubbing over. It will hopefully become home to a range of wetland species and improve local flood storage. As the land is linked to the Wildfowl and Wetlands Trust, where a significant amount of habitat creation has been undertaken and which is very important for wildlife (and is also a wonderful place for people to learn about and enjoy the natural environment), it should improve the ecological resilience of the local landscape to support water voles.



Lead Executive Board Member  
Cllr Phillip Hughes



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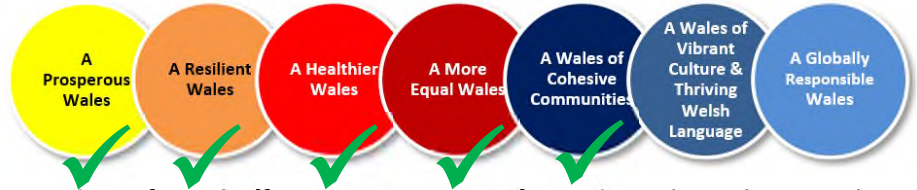


## Well-being Objective 13

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

#### Why is this important?

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



#### Why this should concern us?

- Our survey identified *transportation and highways as important* and in the top 10 priorities for the community was road maintenance, bus services and pavement maintenance.
- In our survey on satisfaction with services and the importance of services - *Road Maintenance and Repairs* were identified as one of the highest importance with low satisfaction.
- Our highway network is the second largest in Wales covering 3,468 Kilometres, more than double the Welsh average of 1,566 Kilometres; covering 16 million square metres of carriageway.
- The condition of our roads was ranked 17<sup>th</sup> out of 22 across Wales in 2017/18.
- 18.8% of residents do not have access to a car or van. However, 43.5% of households have one car per household, which may indicate reduced accessibility in areas not well served by public transport.
- Only 55% aged 80 or over have access to a car/van therefore public transport and community based services are important to enable people to continue to live within their communities; it can mean the difference between a person staying independent at home or entering residential care.
- Air quality is emerging as a concern is Llandeilo, Carmarthen and Llanelli.

#### What do we need to do?

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

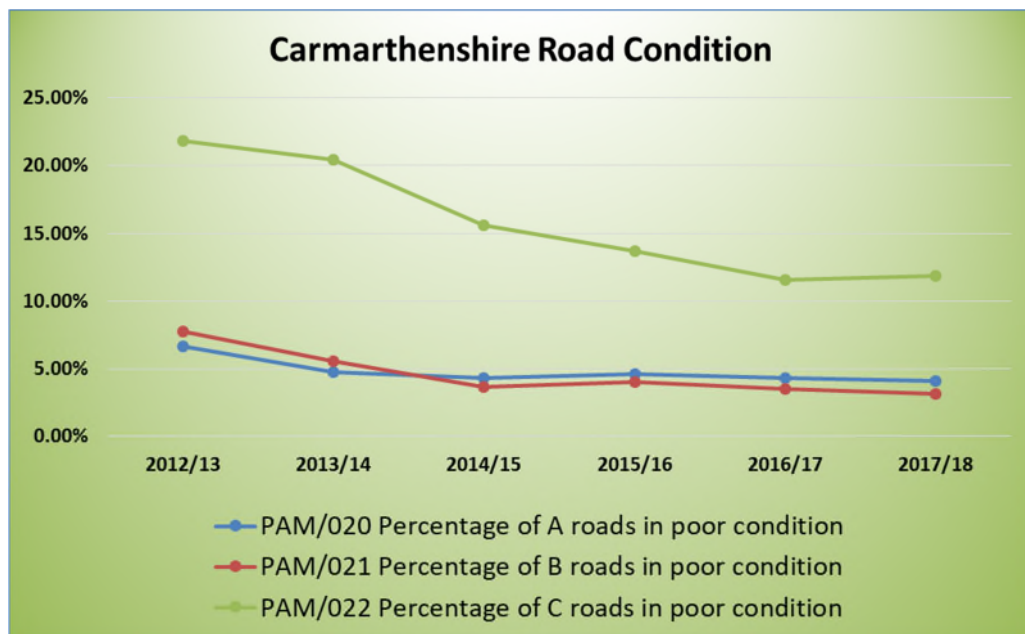
#### How will we do this?

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



## Key Measure of Success

Through our investment in road repairs, we have seen an overall improvement in their condition. The additional Welsh Government funding will help to support our prioritised programme of surfacing our roads.



## An example of what we are doing

### Towy Valley Path



The first section of the Tywi Valley Path is now open. Over 750m of pathway linking Carmarthen Museum in Aberwgili with Bwlch Bach to Fronun and onto Whitemill, offers cyclists and walkers beautiful scenery including views of the Bishops Palace gardens and ponds.

We are putting our customers first by opening the first section and we are now striving for excellence as we work towards completion of the path!

The Tywi Valley Path is one of Carmarthenshire County Council's exciting capital projects, and has received £128,000 through the Welsh Government Rural Communities - Rural Development Programme 2014-2020, which is funded by the European Agricultural Fund for Rural Development. When complete, it is expected to boost the local economy by up to £2.4 million a year through increased tourism and visitor spend, which is part of a long-term vision for Carmarthenshire to be recognised as the Cycling Hub of Wales.



Lead Executive Board Member  
Cllr Hazel Evans



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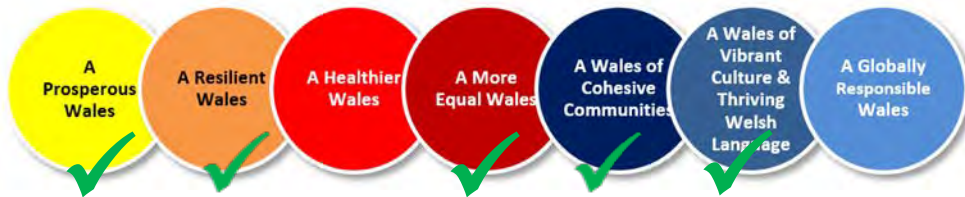


## Well-being Objective 14

### Healthy & Safe Environment - Promote Welsh Language and Culture

#### So why is this important?

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



#### Why this should concern us?

- According to the results of the 2017/18 National Survey for Wales **43.6%** of people in Carmarthenshire said that they spoke Welsh.
- The 2011 Census showed that the number of Welsh speakers in Carmarthenshire had reduced to **43.9%** compared to 50.1% in 2001.
- The Welsh Government's ambition, through the [Cymraeg 2050 - Welsh language Strategy](#), is to see the number of people able to enjoy speaking and using Welsh reach a **million by 2050**.
- The Welsh Government's [Light Springs through the Dark: A Vision for Culture in Wales](#) is reinforcing the importance of culture as a priority.

#### What do we need to do?

- We need to ensure compliance with the Welsh Language Standards under the Welsh Language Measure (Wales) 2011 and monitor progress across the Authority.
- We need to continue promote the content of the 'WESP' Welsh in Education Strategic Plan in partnership with school leaders for the benefit of all Carmarthenshire learners. (Also see *WBO3*)
- We need to promote the use of the Welsh Language in our communities and work with partners such as the Mentrau Iaith, the Urdd and Mudiad Meithrin to realise the vision and outcomes set out in our Welsh Language Promotion Strategy
- We need to increase the number of people participating in cultural activity.
- We need to ensure that our collections and our County's heritage assets are protected and accessible for future generations

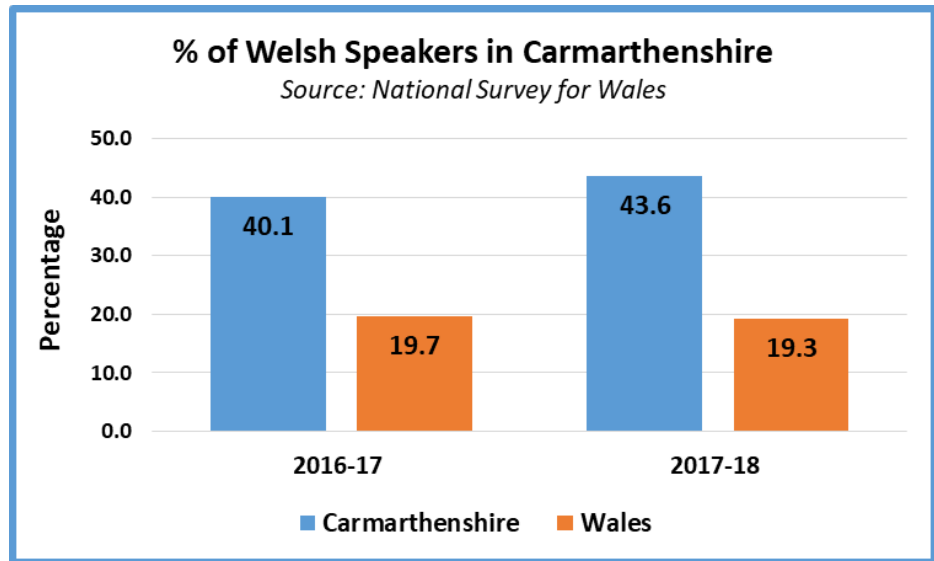
#### How will we do this?

- A. We will implement and monitor the **Welsh Language Standards** under the Welsh Language Measures 2011 across the Council, to the citizens of Carmarthenshire and other public services
- B. We will continue the **development of Welsh in all our Education services**, thus moving towards ensuring that every pupil is confidently bilingual. Pupils can fulfil their potential in gaining skills to operate as bilingual citizens in their communities, the workplace and beyond/worldwide.
- C. We will implement the **Welsh Language Promotion Strategy** - which will facilitate the use of Welsh in everything we do across all communities
- D. We will promote our **Welsh Culture & Heritage** (see Councils **DRAFT** Arts Strategy 2018-22 )

## Key Measure of Success

**Can speak Welsh** (National Survey for Wales (NSW)(National Well-being Indicator) (NWBI))

The 2017/18 [National Survey for Wales](#) results shows that **43.6%** can speak Welsh in Carmarthenshire, an increase on 40.1% in the previous year. This is well above the Welsh average and the fourth highest percentage in Wales (Sample size - 11,400 in Wales). Carmarthenshire has the highest number of Welsh speakers in Wales with just over 78,000 according to the 2011 Census.



## An example of what we are doing

**A WELCOME booklet** has been created for those who have returned to live or moved to Carmarthenshire.

The pack explains about the county and the Welsh language.

It also includes information about the benefits of being bilingual as well as listing different Welsh enterprises and organisations in the county and identifies places to shop and socialise where you can embrace the language.

The packs are given out to those who register for council tax; new council tenants; new university, health board, police and council staff in the county as well as being piloted with an estate agent and social housing providers.



Lead Executive Board Member  
Cllr Peter Hughes-Griffiths



View our [detailed delivery plan](#) against this objective – to follow





## Well-being Objective 14

### Healthy & Safe Environment - Promote Welsh Language and Culture

#### How will we do this?

#### Our detailed delivery plan and to achieve this objective

(Lemon highlight means that this is not the Action or Measure's main objective).

Ref	Actions and Measures	Date/Target	Scrutiny
<b>A</b>	<b>Implement and monitor the Welsh Language Standards</b>		
<b>1</b>	We will ensure the Council complies with the requirements of the Welsh Language Standards.	March 2020	P&R
<b>2</b>	We will develop an integrated Welsh Language Programme for our staff.	March 2020	P&R
<b>3</b>	To facilitate good decision making, we will introduce an integrated Impact Assessment which consolidates Equality, Welsh language and Well-being of Future Generations requirements.	March 2020	P&R
<b>B</b>	<b>The development of Welsh in all our Education services</b>		
<b>1</b>	We will implement the content of the 'WESP' Welsh in Education Strategic Plan in partnership with school leaders for the benefit of all Carmarthenshire learners. <i>(Action also in Well-being Objective 3)</i>	March 2020	E&CS
<b>2</b>	We will work with the County's primary and secondary schools to move them along the Welsh language continuum and also ensure that individual pupils within relevant schools are provided with opportunities to continue with their Welsh medium education throughout all key stages. <i>MF5-31 (Action also in Well-being Objective 3)</i>	March 2020	E&CS
<b>3</b>	We will increase the % of pupils assessed in Welsh at the end of the Foundation Phase <i>(PAM/033) (Measure also in Well-being Objective 3)</i> <i>(2018/19 Result - TBC% - 17/18 Academic Year)</i>	TBC%	E&CS
<b>4</b>	We will increase the % of year 11 pupils studying Welsh (first language) <i>(PAM/034) (Measure also in Well-being Objective 3)</i> <i>(2018/19 Result - TBC% - 17/18 Academic Year)</i>	TBC%	E&CS
<b>C</b>	<b>The Welsh Language Promotion Strategy</b>		
<b>1</b>	To promote the Strategy for Welsh Language - We will increase the numbers acquiring basic and further skills in Welsh through the education system and through language transmission in the home.	March 2021	P&R
<b>2</b>	To promote the Strategy for Welsh Language - We will increase the confidence of Welsh speakers and therefore the use of the Language in every sphere of life, and encourage and Support the county's organisations to make the Welsh Language an increasingly natural medium for their Services. <i>MF5-86.</i>	March 2021	P&R
<b>3</b>	To promote the Strategy for Welsh Language - We will take purposeful steps to positively affect population movements attempting to attract our young people to establish or re-establish themselves in the county so that the gains that are made in terms of Welsh speakers through the education system are not lost. Also, to make significant efforts to assimilate newcomers and ensure that new planning developments do not have a detrimental effect on the viability of the Welsh language. <i>MF5-86.</i>	March 2021	P&R

Ref	Actions and Measures	Date/Target	Scrutiny
4	To promote the Strategy for Welsh Language - We will target specific geographic areas within the county, either because they offer the potential to develop or because they cause linguistic concern to increase the numbers of residents in those areas who can and do use Welsh. <i>MF5-86</i>	March 2021	P&R
5	To promote the Strategy for Welsh - We will market and promote the Welsh language. Raising the status of Welsh and awareness of the benefits of bilingualism and bilingual education. And by raising awareness of these benefits, attracting more residents of the county to acquire the language. <i>MF5-86</i>	March 2021	P&R
6	We will further strengthen the provision and use of the Welsh language within social care services to be able to provide services in the language of service users' choice and ensure compliance with the 'Active Offer'. <i>MF5-56 (Action also in Well-being Objective 10)</i>	March 2020	SCH
<b>D</b>	<b>Promoting our Welsh Culture &amp; Heritage</b>		
1	We will develop the 'Stordy Digidol' digital project to show case Carmarthenshire's heritage collections to improve accessibility. <i>(Action also in Well-being Objective 8)</i>	March 2021	COMM
2	We will implement our Libraries Development plan 2017 – 2022. <i>(Action also in Well-being Objective 11)</i>	March 2022	COMM
3	We will deliver a transformation plan for the Carmarthenshire Museums service, to include development at Parc Howard, a review of Kidwelly museum and a new Museum of Speed in Pendine to improve the provision for residents and visitors <i>MF5-64 (Action also in Well-being Objectives 6 &amp; 8)</i>	March 2022	COMM
4	We will review governance and deliver re-development options for Oriel Myrddin to improve the provision for residents and visitors. <i>MF5-64 (Action also in Well-being Objectives 6 &amp; 8)</i>	March 2020	COMM
5	We will begin the museums transformation plan with the delivery of a £1.2 million redevelopment of the County museum at Abergwili. <i>MF5-65 (Action also in Well-being Objectives 6 &amp; 8)</i>	March 2023	COMM
6	We will review and re-develop the Council's Theatre Services provision. <i>MF5-66 (Action also in Well-being Objectives 6 &amp; 8)</i>	March 2020	COMM
7	We will deliver a new archive repository and information hub for Carmarthenshire. <i>MF5-63</i>	March 2021	COMM
8	We will celebrate and promote Carmarthenshire's rich cultural and sporting achievements and diversity. <i>MF5-70 (Action also in Well-being Objective 8)</i>	March 2020	COMM
9	We will support community groups and organisations to promote and publicise the rich variety of community events being held in Carmarthenshire from agricultural shows, festivals and carnivals to exhibitions, concerts and performances. <i>MF5-85 (Action also in Well-being Objectives 6 &amp; 9)</i>	March 2020	COMM

Success Measures
<b>Can speak Welsh</b> <i>(National Survey for Wales( (NSW)(National Well-being Indicator) (NWBI)</i>
<b>Pupils receiving a teacher assessment in Welsh (first language) at the end of the Foundation Phase</b> <i>(PAM/033)</i>
<b>People attended arts events in Wales in last year</b> <i>(NSW)</i>
<b>People visited historic places in Wales in last year</b> <i>(NSW)</i>
<b>People visited museums in Wales in last year</b> <i>(NSW)</i>

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# Building a Better Council & Better Use of Resources







## Well-being Objective 15

### Building a Better Council and Making Better Use of Resources

#### So why is this important?

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



#### Why this should concern us?

- Further financial pressures are likely to arise from such things as rising energy costs, an increasing number of older people needing services from us, offices, school buildings and highways that require significant investment, and this is in addition to the current uncertainty in the economic outlook as the UK embarks on the process of leaving the European Union.

#### What do we need to do?

- Our Transform, Innovate and Change (TIC) programme will support the achievement of a sustainable financial future by delivering more efficient and effective services.
- We will conduct the work of the Council in an open and accessible way, ensuring we are properly accountable for the decisions we make.
- We intend to invest somewhere in the region of *an additional £210 million pounds of capital funding* in our corporate priorities over the next five years.
- We will make better use of our resources which will help to minimise the impact on services primarily by making smarter use of our buildings, our people and our spending.

#### How will we do this?

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

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

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

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

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

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

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

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

**B6. Managing risks, performance and finance.**

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

**B7. Good transparency and accountability**

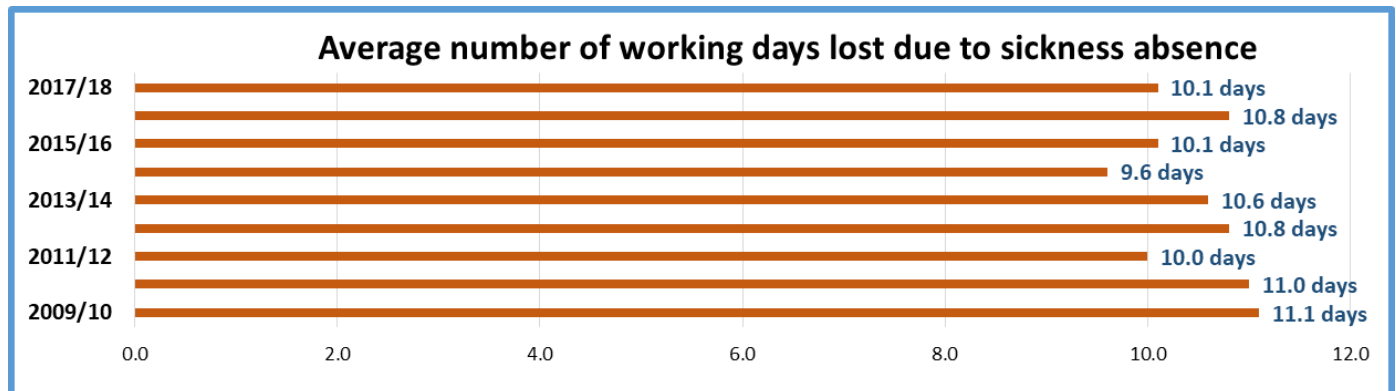
*(Implementing good practices in transparency, reporting, and audit to deliver effective accountability)*



## Key Measure of Success

### Staff sickness absence levels (PAM/001)

Sickness levels within the council has fluctuated during the last few years from 11.1 days in 2009/10 to its lowest at 9.6 days in 2014/15. The Corporate Sickness Absence Management Framework helps Heads of Service and managers ensure that support is in place for staff where needed and there is consistent application of the sickness policy. Stress and mental health related absence continues to be the highest cause for sickness absence.



## An example of what we are doing

### Transform Innovate and Change (TIC) Agenda

The **Transform Innovate and Change (TIC) agenda** continues to focus on supporting cultural and behavioural changes by encouraging services to think differently, act differently and therefore deliver differently - looking for new ways of working and innovation.

At this year's 2018 TIC Awards, five winning teams were recognised for their contributions to this agenda. The event, now in its second year, saw the Schools' Staff Absence Scheme team, Web team, Pest Control team, Complex Needs team and Makerspace team each receive framed certificates for their achievements in demonstrating projects which reflected Transformation, Innovation and Change. A special 'Overall Winner' plaque, sponsored by 'We are Lean and Agile', was also presented to the Makerspace Team for the success of their project. The team emphasised how they managed to breathe new life into libraries across Carmarthenshire and how they have moved away from traditional thinking and introduced innovation and creativity to the heart of their communities.



**Lead Executive Board Member**  
Cllr David Jenkins & Cllr Mair Stephens



View our **detailed delivery plan** against this objective – **to follow**



## Well-being Objective 15

### Building a Better Council and Making Better Use of Resources

#### How will we do this?

#### Our detailed delivery plan and to achieve this objective

(Lemon highlight means that this is not the Action or Measure's main objective).

Ref	Actions and Measures	Date/Target	Scrutiny
<b>A</b>	<b>Transforming, Innovating and Changing (TIC) the way we work and deliver services</b>		
<b>1</b>	We will ensure the TIC programme continues to implement a balanced work programme so that TIC can support and promote longer term, sustainable change and improvement, whilst also recognising the need to focus on meeting the financial challenges in the short term and medium term.	March 2020	P&R
<b>2</b>	We will develop and implement more effective consultation and engagement mechanisms with the public and service users about the design of the TIC programme and the shape of future services.	March 2020	P&R
<b>3</b>	We will make better use of data and information to identify future TIC priorities.	March 2020	P&R
<b>4</b>	We will in line with our Digital Transformation Strategy, continue to engage and understand the Departments needs to allow them to deliver effective services. <i>MF5-88</i>	March 2020	P&R
<b>5</b>	We will maintain and develop the authorities' main digital platforms by user testing and by researching all new technology updates.	March 2020	P&R
<b>6</b>	We will fully implement a new Agile Working approach across the Council in order to make the best use of our <i>building stock</i> . <i>MF5-12</i>	March 2020	P&R
<b>7</b>	We will implement innovative digital solutions that will enable increased collaboration and facilitate organisations to work seamlessly together.	March 2021	P&R
<b>8</b>	We will upgrade and replace an ageing ICT infrastructure to ensure that we have a robust and stable environment.	March 2021	P&R
<b>9</b>	We will establish the feasibility of developing a joint procurement service with Pembrokeshire County Council. <i>MF5-95</i>	March 2020	P&R
<b>10</b>	We will ensure the Council makes the most efficient and effective use of all of its community based assets and where necessary and appropriate transfer ownership of assets to other community groups and interested stakeholders. <i>MF5-15</i>	March 2021	P&R
<b>11</b>	We will undertake a review to consider options for the most effective delivery of depot provision across the County including options for shared facilities with other public sector partners. <i>MF5-11</i>	March 2021	P&R
<b>12</b>	We shall aim to increase the number of user sessions to the Council website. <i>(ICT/005)</i> <span style="float: right;"><i>(EOY 2018/19 Result TBC hits)</i></span>	TBC	P&R
<b>13</b>	Number of Transactional Council Services available to the public online. <i>(ICT/003)</i> <span style="float: right;"><i>(EOY2018/19 Result TBC)</i></span>	TBC	P&R
<b>B</b>	<b>We shall follow the 7 Principles of Good Governance</b>		
<b>B1</b>	<b>Integrity and Values</b> <i>(Behaving with integrity, demonstrating strong commitment to ethical values, &amp; respecting the rule of law)</i>		
<b>1</b>	We will promote the Authority's Financial policies and procedures, Antifraud and Anti-Corruption Strategy.	March 2020	P&R
<b>2</b>	We will review our Financial Procedure Rules.	July 2019	P&R

Ref	Actions and Measures	Date/Target	Scrutiny
3	We will make sure that the Corporate Strategy addresses the CIPFA/SOLACE 7 Principles of Good Governance through the Well being Objective 'Building a Better Council & Making Use of Resources'.	March 2020	P&R
B2	<b>Openness and engagement</b> <i>(Ensuring openness and comprehensive stakeholder engagement)</i>		
1	We will further develop the Council's consultation and engagement approaches. <b>MF5-91</b> <i>(Also in Well-being Objective 11)</i>	Sept 2020	P&R
2	We will continue to ensure compliance with the General Data Protection Regulations requirements.	March 2020	P&R
3	We will continue to deliver a training programme for all staff and managers on Data Protection taking into account any changes in legislation arising from the new Data Protection Act 2018.	March 2020	P&R
4	We will work with Public Services Board partners to develop our approach to engagement and participation with children and young people ensuring their voice is listened to as part of public service development. <b>MF5-43</b>	March 2020	P&R
5	We will ensure we work with the Boundary Commission for Wales on implementing the next stages of the Electoral Review for Carmarthenshire.	March 2022	P&R
6	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.	March 2022	P&R
7	We will ensure that Canvass Reform is implemented at the start of the Annual 2020 Canvass.	March 2021	P&R
8	We will review the format of the Councillors Budget Seminars with the aim of increasing overall attendance.	Sept 2019	P&R
9	We will monitor new legislation/new policy as published by the Welsh Government and consider the impact on the Council.	March 2021	P&R
10	We will continue to respond to Freedom of Information Act (FOIA) requests within the Statutory deadline – however the emphasis will continue to be on good and adequate replies <b>(2.1.1.17)</b> <i>(EOY 2018 /19 Result - TBC%)</i>	TBC%	P&R
B3	<b>Making a difference</b> <i>(Defining outcomes in terms of sustainable economic, social, and environmental benefits)</i>		
1	We will ensure the Council fully <u>responds and complies</u> with the requirements of the Well-being of Future Generations Act including consideration of the five ways of working in all that we do. <b>MF5-87</b>	March 2020	P&R
2	We will develop a system to provide <u>assurance at a corporate</u> level that the Council is considering the five ways of working in the actions to deliver our Well-being Objectives. <i>(A proposal for improvement in the WAO Well-being Future Generations Review Jan 2019 )</i>	March 2020	P&R
3	We will develop <u>a process to embed</u> the 5 Ways of Working across the Council and <u>maximise learning</u> . <i>(A proposal for improvement in the WAO Well-being Future Generations Review Jan 2019 )</i>	March 2020	P&R
4	To strengthen our approach to longer term working, we will review opportunities to expand the business planning timeframe ie. service plans to identify longer term (e.g. ten years) objectives and risks. <i>(A proposal for improvement in the WAO Well-being Future Generations Review Jan 2019 )</i>	March 2020	P&R
5	We will ensure the Public Services Board Delivery Groups make progress against the identified actions of the Carmarthenshire Well-being Plan.	March 2020	P&R
6	We will review the Council's Strategic Equality Plan.	March 2021	P&R
7	We shall increase the % of households accessing the Internet in Carmarthenshire based on the National Survey for Wales results <b>(ICT/006)</b> <i>(EOY 2017/18 Survey result 86%)</i>	TBC	P&R

Ref	Actions and Measures	Date/Target	Scrutiny
<b>B4</b>	<b>Making sure we achieve what we set out to do</b> <i>Determining the interventions necessary to optimise the achievement of the intended outcomes</i>		
1	We will review the Project Management Toolkit.	March 2020	P&R
2	We will continue to develop strong links between Service Asset Management Plans and the Corporate Asset Management Plan.	March 2021	P&R
3	We will redevelop the Performance Information Management System (PIMS).	March 2020	P&R
4	We will collect more information on the condition of our buildings to assist with developing more strategic future maintenance plans.	March 2021	P&R
5	We will address the Proposals for Improvement made in the Wales Audit Office review of Scrutiny arrangements.	March 2020	P&R
6	We will implement the Council's decision that all members and officers to be ready for paperless working for Council and Committee meetings with effect from the 02/09/19 and encourage both Members and Officers to attend tailored training sessions for this purpose.	Sept 2019	P&R
7	We will pursue the use of Community Benefits in all procurements where such benefit can be realised and report those benefits on all contracts over £1m.	March 2020	P&R
8	We will act as an enabler and vehicle for transforming the way services across the Council are delivered to customers by increasing opportunities for accessing council services via digital technologies.	March 2020	P&R
9	We shall increase the % use of the ICT Self Service helpdesk (ICT/002) (2018/19 - TBC%)	TBC%	P&R
<b>B5</b>	<b>Valuing our people; engaging, leading and supporting</b> <i>(Developing capacity and the capability of leadership and individuals)</i>		
1	We will support the work of the People Strategy Group Board and the associated work streams.	March 2020	P&R
2	We will implement the Investors in People Action Plan.	March 2020	P&R
3	We will implement the 2019 NJC National Agreement on Pay including introducing the new pay spine.	April 2019	P&R
4	We will ensure the end user has the appropriate IT device/devices and connectivity to deliver their service effectively.	March 2021	P&R
5	We will ensure the Council fully supports staff to maintain a healthy life style which will include proactive and preventative actions and education to raise awareness on key health topics and, where necessary, ensure the careful management of staff sickness absences in the interest of the staff and the provision of services. <i>MF5-93</i>	March 2020	P&R
6	We will introduce a financial management support and advice service which will include access to affordable loans for staff who require it. (Also in Well-being Objectives 5)	March 2020	P&R
7	We will further promote robust sickness absence management within departments to reduce the number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence. (PAM/001) (EOY 2018/19 Result - TBC days)	TBC days	P&R
8	% of laptops used in the council. (ICT/004) <i>EOY(2018/19 Result - TBC%)</i>	TBC%	P&R
<b>B6</b>	<b>Managing risks, performance and finance</b> <i>(Managing risks and performance through robust internal control and strong public financial management)</i>		
1	Implement the Risk Management and Contingency Planning Strategy.	March 2020	P&R



Ref	Actions and Measures	Date/Target	Scrutiny
2	Address any recommendations or proposals for improvement arising from the WAO review of Risk Management Arrangements – WAO report May/June 2019.	March 2020	P&R
3	We will ensure a robust approach to Cyber security and sustainable solutions are implemented for Information Governance. <i>MF5-90</i>	March 2021	P&R
4	We will ensure that risks relating to all premises owned or occupied by the Council are suitably and sufficiently identified and managed.	March 2020	P&R
5	We will further strengthen financial planning arrangements by developing explicit links between the Medium Term Financial Plan and the Council's corporate planning processes. <i>(WAO PFI Savings Planning Report)</i> .	March 2020	P&R
6	We will manage and making best use of the Council's property and assets with a focus on rationalising office accommodation and sharing with other partners as well as facilitating community ownership of assets for community benefit.	March 2021	P&R
7	We will deliver, via ICT, the automation and integration of internal working processes and procedures to release efficiencies.	March 2021	P&R
8	We will work with departments to implement the Category Management plans.	March 2020	P&R
9	We will ensure the Council manages its budgets effectively and prudently. <i>MF5-98b</i>	March 2020	P&R
10	We will undertake the Closure and Audit of the Accounts within the appropriate timescales.	June 2019	P&R
11	We will continue to address the proposals for improvement made in the Wales Audit Office review of Audit Committee Effectiveness.	March 2020	P&R
12	We will aim for maximum income of capital receipts to support the capital program of £3,076,250. <i>(2.1.2.12)</i> <i>(2018/19 Result - 68.27% = £2,100,200)</i>	100%	P&R
13	We aim to increase the % of Council Tax collected <i>(CFH/007)</i> <i>(2018/19 Result TBC%)</i>	TBC%	P&R
14	We aim to collect at least 98% of non-domestic rates <i>(CFH/008)</i> <i>(2018/19 Result TBC%)</i>	TBC	P&R
<b>B7</b>	<b>Good transparency and accountability</b> <i>(Implementing good practices in transparency, reporting, and audit to deliver effective accountability)</i>		
1	We will review the Audit Manual.	June 2020	P&R
2	We will ensure an unqualified audit on the final accounts.	Sept 2019	P&R
3	We will aim to ensure actual achievement against Annual Audit Plan <i>(6.4.1.3)</i> <i>(2018/19 Result - TBC%)</i>	TBC%	P&R

Success Measures
Staff sickness absence levels <i>(PAM/001)</i>
'Do it online' payments
People agree that they can access information about the Authority in the way they would like to. <i>(National Survey for Wales)</i>
People know how to find what services the Council provides <i>(National Survey for Wales)</i>
People agree that they have an opportunity to participate in making decisions about the running of local authority services. <i>(National Survey for Wales)</i>
Organisational 'running costs'
People agree that the Council asks for their views before setting its budget. <i>(National Survey for Wales)</i>



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# APPENDICES

## Update to Improvement Objectives / Well-being Objectives

	No.	Well-being Objective	Refresh / upgrade
Start Well	1	Help to give every child the best start in life and improve their early life experiences	
	2	Help children live healthy lifestyles (Childhood Obesity)	Address findings of Dec/Jan 2019 WAO review of this Well-being Objective
	3	<del>Continue to improve learner attainment for all</del> Support and improve progress and achievement for all learners	<b>Renamed</b> To reflect the new National emphasis on the success and well-being of every learner. <u>Education in Wales : Our National Mission</u>
	4	<del>Reduce the number of young adults that are Not in Education, Employment or Training (NEET) people</del>	<b>Changed to a more positive title:-</b> Ensure all young people are in Education, Employment or Training (EET) and are following productive learning and career pathways
Live Well	5	Tackle poverty by doing all we can to prevent it, helping people into work and improving the lives of those living in poverty	More fully reflect the ambition of the Tyshia project
	6	Create more jobs and growth throughout the county	Brexit Preparation Strengthen the rural profile
	7	Increase the availability of rented and affordable homes	
	8	Help people live healthy lives (Tackling risky behaviour and Adult obesity)	More emphasis on Mental Health
	9	Support good connections with friends, family and safer communities	Better profile on Safeguarding
Age Well	10	Support the growing numbers of older people to maintain dignity and independence in their later years	
	11	A Council wide approach to supporting Ageing Well in Carmarthenshire	<ul style="list-style-type: none"> <li>• The Welsh Government will be publishing their new Strategy for an Ageing Society in the Spring of 2019. The Council will need to refresh and respond to the local priorities emerging from this national strategy.</li> <li>• In doing this the Council will also take account of the Older People's Commissioner's priorities and the World Health Organisation's age friendly priorities for action</li> </ul>
In a healthy and safe environment	12	Look after the environment now and for the future	Increased the profile for Flooding Adopt recent Notice of Motion for zero Carbon
	13	Improve the highway and transport infrastructure and connectivity	Increase profile of Active Travel
	14	Promoting Welsh Language and Culture	
Corporate Governance	15	Building a better Council Making Better use of Resources	

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

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

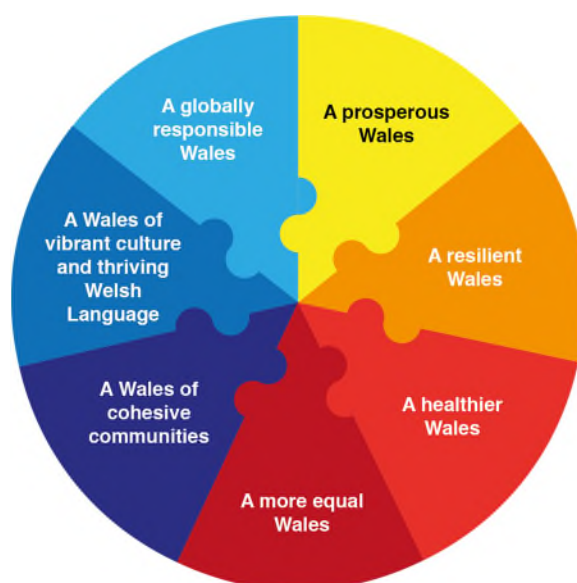
### The Local Government (Wales) Measure 2009

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

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

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

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



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



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

Carmarthenshire's 2017/18 Well-being Objectives / KIOPs			7 National Well-being Goals						
			Prosperity	Resilience	Healthier	More equal	Cohesive Communities	Vibrant culture & Welsh Language	Global responsibility
Start Well	1	Help to give every child the best start in life and improve their early life experiences.	✓		✓	✓	✓		
	2	Help children live healthy lifestyles	✓		✓	✓	✓	✓	
	3	Support and improve progress and achievement for all learners	✓	✓		✓		✓	✓
	4	Ensure all young people are in Education, Employment or Training (EET) and are following productive learning and career pathways	✓		✓	✓	✓		
	5	Tackle poverty by doing all we can to prevent it, help people into work and improve the lives of those living in poverty	✓		✓	✓	✓		
Live Well	6	Create more jobs and growth throughout the county	✓		✓	✓	✓	✓	
	7	Increase the availability of rented and affordable homes	✓	✓	✓	✓	✓	✓	✓
	8	Help people live healthy lives (tackling risky behaviour & obesity)	✓		✓	✓	✓	✓	
	9	Support good connections with friends, family and safer communities			✓	✓	✓		
Age Well	10	Support the growing numbers of older people to maintain dignity and independence in their later years	✓		✓	✓	✓	✓	
	11	A Council-wide approach to support Ageing Well in the county	✓		✓	✓	✓	✓	
In a Healthy, Safe & Prosperous Environment	12	Look after the environment now and for the future	✓	✓	✓				
	13	Improve the highway and transport infrastructure and connectivity	✓	✓	✓	✓	✓		
	14	Promote Welsh Language and Culture	✓	✓		✓	✓	✓	
	15	Building a Better Council and Making Better Use of Resources	✓	✓	✓	✓	✓	✓	✓

## Financing the Council's Well-being Objectives

The financial position faced by local authorities has had a consistent theme over the last decade, with the level of resources available to public services seeing significant reductions, which means that we have less money to invest in services now than we have in the past. Over the last five years we have had to manage reductions in service budgets of around £50m, whilst at the same time the pressures on the budget have been increasing in terms of demand and expectations. We strive to manage this situation by reducing our spending without any significant impact on the frontline services valued by our communities.

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

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

The Children & Communities Grant helps to improve and integrate service delivery to better support vulnerable families and people across Wales. This grant incorporates the Flying Start and Families First grants which had Welsh Government Revenue funding of £5.1m in 2018-19.

### 2. Help children live healthy lifestyles

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

School meals in Carmarthenshire follow healthy eating legislation, for which annual core funding is £3.4m. This includes the cost of the Primary School Free Breakfast initiative. For 2019/20, the Council has frozen prices despite inflationary pressures, and there is additional grant funding of £300k from WG for changes to free school meal eligibility.

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

### 3. Support and improve progress and achievement for all learners

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

Carmarthenshire is committed to ensuring a detailed and forward-thinking programme in support of improved attainment for all our children and young people. Schools receive £108m of delegated funding as well as approximately £19m through Welsh Government grants. In particular, additional funding has been provided to cover the cost of teachers pay and pension cost increases.

In addition, we are nearing the end of our *Modernising Education/21st Century Schools Programme* £87m to deliver the first tranche of priority projects (Band A), with £43m coming from the Welsh Government. The second tranche of projects (Band B) is projected to cost £129m, with £65m coming from the Welsh Government. To ensure ongoing comprehensive support and challenge for our schools, we require some £6.5m to resource our School Improvement and Additional Learning Needs (ALN) Teams and their valuable provision. A further £4m is needed to continue to provide wider learning and achievement experiences and resources such as museum, gallery and archive services.

### 4. Ensure all young people are in Education, Employment or Training (EET)

The Youth Support Service has a lead role in delivering this work in school and community settings. Annual core funding for this service is £500k. The service depends on annual external grants including the Welsh Government Youth Support Service (YSS) Grant (£201k in 18-19) and Families First (£661k in 2018-19). Securing further funding from the Children & Communities grant will be essential for this well-being target to be met.

In addition to these funding sources, we have been successful in gaining £3.1m European Social Funding (ESF) for the Regional *Cynnydd* project which is further supported by match funding of £1.3m. There is a further £733k of ESF for the Regional *Cam Nesa* project which is also supported by £314k of match funding has been awarded. Both of these projects seek to reduce the number of young people becoming NEET in the county.

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



It is difficult to estimate the resource implications for delivering initiatives to tackle poverty as this work is delivered across a wide spectrum of services. Some of this work is our core business for example homelessness support (£1m), and other targeted elements are grant funded such as previously mentioned *Children's & Communities Grant*, along with the *Pupil Deprivation Grant* (£5.1m in 2018-19). In addition, as a result of the diverse nature of poverty and the many different influences that can result in someone experiencing poverty, many of the councils services contribute towards tackling poverty indirectly. For these services tackling poverty is not the ultimate goal but is a result of the work they do to support individuals and communities.

## 6. Create more jobs and growth throughout the county



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

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

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

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

## 7. Increase the availability of rented and affordable homes



Our original Affordable Homes Delivery Plan aimed to deliver over 1000 homes between 2016 and 2021. We have already delivered over 640 homes are well on course to exceed that target. Our ambitions for the next 10 years are to deliver over 900 new homes with an investment of over £150m, with over 250 being delivered in the next 3 years with an investment of £44m.

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



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

- £16.5m on a new Llanelli leisure centre
- £1.675 on enhancements to Amman Valley leisure centre.
- £600k on Rights of Way, £0.5m on the development of open spaces including at Pembrey Country Park
- £4.25m for the Tywi Valley cycle way and £1.4m on walking and cycling linkages
- In addition to over £675k on safer routes in communities

In Revenue expenditure for 2019/20 we will be investing:-

- £1.6m on children getting 60 minutes of exercise 5 times a week and the exercise referral scheme
- £6.3m running leisure, sports and swimming facilities
- £4.4m on outdoor, countryside and coastal park
- In ensuring cultural well-being across facilities we will be spending £6.8m on delivering services
- For Learning Disability Services **£37m** and Mental Health services £9.7m and Support Services including Safeguarding and Transport £6.2m
- To support the physically disabled we will be spending £6.6m and £2.1m on supported employment
- We ensure Public Health Services (Food Safety, Air and Water Quality etc.) £2.5m
- Provision of Trading Standards £1m



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

When we ask people *what things in life matter to you?* They tell us that loved ones, family, friends, neighbours and community matter to them. In Children's Services our range of family support services contribute to this objective and it is difficult to break down the costs of this from some of our other objectives on helping children get the best start in life and improving early life experiences. In total nearly £24m is spent across the Children's Services Division.

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

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



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

In terms of Capital expenditure we will be spending £10m on disabled facility grants over the next five years and £7m on the Llanelli Area Review in 2019/20.

We will be spending nearly **£62m** of our revenue budget in 2019/20 on Older People Services. This will include:

- £4m on Commissioning, £8.5m on Local Authority (LA) Residential homes, nearly £23m on Private Sector Residential Homes and £782k on extra care
- On Homecare Services £6.5m LA provision and £9.2M on Private provision
- £1.7m on Information, Assistance and Advice and telecare services, £2.3m on enablement and £1.5m on Community Support & Day Services

Also see Objective 11



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

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

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



## 12. Look after the environment now and for the future

With regard to delivery of actions relating to the *Towards Zero Waste Strategy, Flood & Waste Management Plan and Shoreline Management Plan*, these actions are already covered by the relevant budgets. The Waste & Environmental Services division's revenue budget of £21m (19/20) aims to fund the collection and disposal of waste which incorporates numerous recycling initiatives, street cleansing, environmental enforcement, grounds and parks maintenance, flood and coastal defence as well as maintaining public conveniences ensuring that we look after the environment now and in the future.

In addition CCC receives a Welsh Government grant *Sustainable Waste Management revenue grant* (£1.1m in 2018/19)





### 13. Improve the highway and transport infrastructure and connectivity

Carmarthenshire's *Local Transport Plan* sets out our priorities for infrastructure investment. The priorities are aligned to our corporate objectives and set within the objectives of the Swansea Bay City Region. Our current approved capital programme includes over £15m for investment into the highway infrastructure, with around £6m reliant on external grant funding, along with developer contributions as new development is commenced.

The Highways and Transport division's revenue budget of £30m includes a sum of £8m for the highways infrastructure as well as funding for school and public transport, car park maintenance and administration, the upkeep of public lighting for the county and the development of transport strategies to maintain the connectivity of the highways infrastructure for Carmarthenshire.

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



### 14. Promote Welsh Language and Culture

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

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



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

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

Over a sustained period of budget reductions, the council has sought to maximise the proportion of managerial savings, thus minimising the impact on frontline services. The Council's medium term financial plan includes £13.3 million of "managerial" proposals, or 54% of total budget reduction proposals put forward.

The council has committed to improving ways of working through the work of the "Transformation, Innovation & Change" programme (TIC), which is underpinned by the TIC team (£204k)

## Statements of Intent

### Well-being Statement

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

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

### Community Covenant

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



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

## The County of Carmarthenshire's Well-being Plan

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

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

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

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

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

A series of multi-agency Delivery Groups have now been established in order to make progress on these objectives and regular reports will be monitored through the PSB and the Council's Policy and Resources Scrutiny Committee. In addition to the Delivery Groups the Carmarthenshire Safer Communities Partnership has also been reviewed with new priorities and action plan identified.

## How we will measure success

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

Well-being Objective		Success Measures
1	Best Start in Life	Children in care who had to move 3 or more times (PAM/029)
2	Children - Healthy Lifestyles	Childhood obesity (Child Measurement Programme NHS)
3	Support and improve progress and achievement for all learners	Educational attainment - Average Capped 9 points score (Year 11 pupils) (PAM/032) (Pupils best 9 results including English/Welsh, Mathematics–Numeracy, Mathematics and Science)
		School attendance rates (Primary) (PAM/007) (Secondary) (PAM/008)
		Satisfaction with child's primary school (NSW)
4	Ensure all young people are in Education, Employment or Training (EET)	Number of leavers Not in Education, Employment or Training (NEETs) (PAM/009) Year 11 & Year 13 (5.1.0.2)
5	Tackle Poverty	Educational attainment - Average Capped 9 points score (Year 11 pupils) who are eligible for Free School Meals (4.1.2.4) (NWBI) (Pupils best 9 results including English/Welsh, Mathematics–Numeracy, Mathematics and Science)
		Households successfully prevented from becoming homeless (PAM/012) (NWBI)
		Households in material deprivation (NWBI)
		Households Living in Poverty (CACI's 'PayCheck' Data)
		Adults that are able to keeping up with bills without any difficulties (NSW)
6	Creating Jobs and Growth	Employment figures (ONS – Annual Population Survey) (NWBI)
		Average Gross weekly pay (ONS – Annual Survey of hours and earnings)
		Number qualified to NVQ Level 4 or above (Stats Wales) (NWBI)
		People moderately or very satisfied with their jobs (NSW) (NWBI)
7	Affordable Homes	Number of affordable homes in the County (7.3.2.24)
8	Healthy Lives	Adults who say their general health is Good or Very Good (NSW)
		Adults who say they have a longstanding illness (NSW)
		Adult mental well-being score (NSW) (NWBI)
		Adults who have fewer than two healthy lifestyle behaviours (NSW) (NWBI) (Not smoking, drinking > 14 units or lower, eating at least 5 portions fruit & veg the previous day, having a healthy body mass index, being physically active at least 150 minutes the previous week).



Well-being Objective		Success Measures
9	Supporting Good Connections	% Say they have a sense of community (NSW)(NWBI) (Derived from feeling of belonging; different backgrounds get on, treat with respect'.)
		People feeling safe (NSW)(NWBI) (At home, walking in the local area, and travelling)
10	Independent Lives	The rate of people kept in hospital while waiting for social care (PAM/025)
		Agree there's a good Social Care Service available in the area (NSW)
		Number of calendar days taken to deliver a Disabled Facilities Grant (PAM/015)
11	Ageing Well	People who are lonely (NSW)(NWBI)
12	Healthy and Safe Environment	Use of renewable energy
		Rates of recycling (PAM/030)
13	Highways & Transport	Road conditions (PAM/020, PAM/021 & PAM/022)
		Road casualties (5.5.2.21)
14	Welsh Language & Culture	Can speak Welsh (NSW)(NWBI)
		Pupils assessed in Welsh at the end of the Foundation Phase (PAM/033)
		People attended arts events in Wales in last year (NSW)
		People visited historic places in Wales in last year (NSW)
		People visited museums in Wales in last year (NSW)
15	Building a Better Council and Making Better Use of Resources	'Do it online' payments
		People agree that they can access information about the Authority in the way they would like to. (NSW)
		People know how to find what services the Council provides (NSW)
		People agree that they have an opportunity to participate in making decisions about the running of local authority services. (NSW)
		Staff sickness absence levels (PAM/001)
		Organisational 'running costs'
		People agree that the Council asks for their views before setting its budget. (NSW)

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

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



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



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



Tel: **01267 224486**  
Email: **[performance@carmarthenshire.gov.uk](mailto:performance@carmarthenshire.gov.uk)**



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## POLICY & RESOURCES SCRUTINY COMMITTEE 26TH APRIL 2019

### CARMARTHENSHIRE PUBLIC SERVICES BOARD (PSB) MINUTES JANUARY 2019

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

To consider and scrutinise the content of the PSB minutes from its meeting on 14 January 2019.

#### Reasons:

The Well-being of Future Generations (Wales) Act 2015 notes the requirement that a designated local government scrutiny committee is appointed to scrutinise the work of the PSB. In Carmarthenshire, the Council's Policy & Resources Scrutiny Committee has been designated as the relevant scrutiny committee.

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

#### EXECUTIVE BOARD MEMBER PORTFOLIO HOLDER:- Cllr. Emlyn Dole

##### Directorate

##### Name of Head of Service:

Wendy Walters

##### Report Author:

Gwyneth Ayers

##### Designations:

Director of Regeneration & Policy

Corporate Policy & Partnership  
Manager

##### Tel Nos.

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# POLICY & RESOURCES SCRUTINY COMMITTEE

26TH APRIL 2019

## CARMARTHENSHIRE PUBLIC SERVICES BOARD (PSB) MINUTES JANUARY 2019

In order to ensure PSBs are democratically accountable, the Well-being of Future Generations (Wales) Act 2015 places a requirement on councils to designate an overview and scrutiny committee to scrutinise the work of the PSB. In the 'Guidance for Local Authority Scrutiny Committees on the scrutiny of Public Services Boards' issued by Welsh Government in August 2017 it notes:

*'Under the provisions contained in the Act, overview and scrutiny committees have extensive powers to review the PSB's governance arrangements as well as any decisions made or actions taken by the PSB. In addition, overview and scrutiny committees are provided with considerable reporting powers as they are required to share copies of any reports or recommendations made in connection with the board's function or governance arrangement with the Welsh Ministers, the Future Generations Commissioner for Wales and the Auditor General for Wales.'*

In Carmarthenshire, the Council's Policy & Resources Scrutiny Committee has been designated as the relevant scrutiny.

The minutes of the January 2019 Carmarthenshire PSB meeting were approved by the PSB at its 25 March 2019 meeting.

The minutes are presented to the Council's Policy & Resources Scrutiny for further consideration and scrutiny.

DETAILED REPORT ATTACHED?

YES

## IMPLICATIONS

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

**Signed:** Wendy Walters, Director of Regeneration & Policy

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

## 1. Policy, Crime & Disorder and Equalities

The presentation of PSB minutes to a designated overview and scrutiny committee is a requirement of the Well-being of Future Generations (Wales) Act 2015. Paragraph 181 of Statutory Guidance SPSF 3: Collective role notes:

*'The (scrutiny) committee must send a copy of any report or recommendation it makes to the Welsh Ministers, the (Future Generations) Commissioner and the Auditor General for Wales.'*

## CONSULTATIONS

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

Signed: Wendy Walters, Director of Regeneration & Policy

1. Local Member(s) N/A

2. Community / Town Council N/A

3. Relevant Partners Through the Public Services Board meeting

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
SPSF 3 – Guidance on the collective role through public services boards		<b>Cymraeg</b> <a href="http://gov.wales/docs/desh/publications/161111-spsf-3-collective-role-cy.pdf">http://gov.wales/docs/desh/publications/161111-spsf-3-collective-role-cy.pdf</a> <b>English</b> <a href="http://gov.wales/docs/desh/publications/161111-spsf-3-collective-role-en.pdf">http://gov.wales/docs/desh/publications/161111-spsf-3-collective-role-en.pdf</a>
Guidance for Local Authority Scrutiny Committees on the scrutiny of Public Services Boards		<b>Cymraeg</b> <a href="http://gov.wales/docs/dpsp/publications/170817-public-services-boards-guidance-cy.pdf">http://gov.wales/docs/dpsp/publications/170817-public-services-boards-guidance-cy.pdf</a> <b>English</b> <a href="http://gov.wales/docs/dpsp/publications/170817-public-services-boards-guidance-en.pdf">http://gov.wales/docs/dpsp/publications/170817-public-services-boards-guidance-en.pdf</a>

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9.30am, Monday 14<sup>th</sup> January 2019  
The Beacon, Llanelli

## MINUTES

### Present

Name	Organisation
Barry Liles (Chair)	University of Wales Trinity Saint David
Cllr. Emlyn Dole	Carmarthenshire County Council
Huwel Manley	Natural Resources Wales
Rob Quin	Mid & West Wales Fire and Rescue Service
Carys Morgans	Office of the Police and Crime Commissioner
Supt. Gary Mills	Dyfed Powys Police
Julian Atkins	Brecon Beacons National Park Authority
Ros Jervis	Hywel Dda University Health Board
Anna Bird	Hywel Dda University Health Board
Cllr. Jan Curtice	Mid & West Wales Fire and Rescue Authority
Jane Davidson	University of Wales Trinity Saint David
Marie Mitchell	Carmarthenshire Association of Voluntary Services
Christine Harley	National Probation Service
Jonathan Feild	Department for Work and Pensions

### In attendance

Name	Organisation
Gwyneth Ayers	Carmarthenshire County Council
Kate Thomas	Carmarthenshire County Council
Amy Richmond	Mid and West Fire and Rescue Service
Stuart Walters	Carmarthenshire County Council
Rhian Dawson	Hywel Dda University Health Board

## 1. Welcome & Apologies

### Apologies

Name	Organisation
Wendy Walters	Carmarthenshire County Council
Sarah Jennings	Hywel Dda University Health Board
Prof Jean White	Welsh Government
Andrew Cornish	Coleg Sir Gâr

Cllr Emlyn Dole congratulated Barry Liles on receiving an OBE for Services to Skills and Young People in Wales. All partners offered their congratulations.

Barry Liles congratulated all those involved in arranging the co-ordinated 'White Ribbon Campaign' which had received good publicity, and it was hoped that even more organisations would be able to take part in future.

## 2. Minutes and Matters Arising: 20<sup>th</sup> September 2018

- An update was given on some actions:
- Actions 1 and 2 – the Brechfa Forest wind farm fund had been launched in the summer and community projects submitted. Due to the lack of notice given in relation to the regional fund, it was agreed to delay formal discussions by the PSB on potential projects. The role of the community development officer, Aled Vaughan-Owen, was noted – to facilitate community use of the fund and assist the community to submit bids. The Council has good links with Aled as he is also a county councillor.
- There will be a Communications representative nominated, on a rota basis, attending PSB meetings from March onwards. Following each PSB, the Delivery Group's Expert Leads and lead officers will meet and discussions will include communications opportunities.
- Action 6 – meeting on private sector investment to be confirmed.
- Action 8 – meeting to discuss RPB/PSB collaboration was postponed but will be held this month.
- Action 12 – WG had confirmed that there was no WG funding available for the Digital Information System. It was not possible to pursue 'Invest to Save' funding. Development of the system had been included in the 'Transformation Fund' bid by the RPB: the outcome of which was awaited. Ros Jervis updated that the bid had been positively received and a Ministerial announcement was imminent. Barry Liles referred to a Welsh Government System Reboot report from a committee chaired by Lee Walters regarding using digital in public services. Agreed that the report be circulated.
- Actions 13 and 14 - Barry Liles thanked the community safety team for co-ordinating the white ribbon campaign work with partners and event to celebrate the award of white ribbon status to the Council, Police and Fire and Rescue Service. If partners had not yet achieved this status, they were encouraged to do so and to obtain any advice needed from the community safety team.
- The minutes were accepted as a true and accurate record.

ACTION	
To arrange discussion on potential Brechfa Forest wind farm project proposals projects at a future meeting, when further details on regional fund are available, and invite community development officer, Aled Vaughan-Owen.	PSB Support Team
To circulate a copy of the System Reboot report: Transforming public services through better use of digital: An expert panel report for the Welsh Government.	PSB Support Team
If not already achieved, consider applying for White Ribbon status to demonstrate commitment to ending male violence against women.	ALL

## 3. Community Wealth Building Proposal

- Stuart Walters, the Council's Economic Development Manager, gave an overview of this proposal which looks at ways in which wealth can be harnessed to improve the local economy. It looks at different elements of wealth in organisations to help the local economy, for example, in Preston, local procurement had affected the economy locally. Community Wealth Building is built upon four main principles: workforce, supply chains/procurement, land, property and assets and ownership. The PSB was asked to support the development of this opportunity with the establishment of a working group, under the Prosperous People and Places delivery group and an action plan, engaging the Centre for Local Strategies (CLES).



- This initiative was considered to be a positive way to improve practices and the example of local food procurement was given. CLES was seen to be a good organisation and this was an important piece of work which would impact on local public funding not leaving the area. We were in a positive position as the PSB was in place, whereas it was not in Preston. Ros Jervis confirmed her support for the approach and referred to a process in Wolverhampton where a charter had been signed, which had similar principles to this. The process, linked to commissioning and procurement activities, had not cost anything. Ros Jervis offered to provide the Wolverhampton City Board's charter. Rob Quin confirmed that similar discussions had been held in the Prosperous People and Places delivery group and this would be a mechanism to direct and guide this work. Regular reports would be fed back to the PSB to ensure the momentum was maintained.
- It was suggested that a development officer could be included as part of the bid for LEADER funding which was currently being developed. It was agreed that if funding was not forthcoming, this proposal should still proceed as PSB members could direct progress on the principles in their organisations.  
Anna Bird joined the meeting at 10.05 am.
- The success of the recent food procurement workshop was discussed. It had been positive as the application of procurement principles had been considered in a wider context and opportunities to align considered.
- Barry Liles commented on it being critical to publicise successes.
- It was agreed that Stuart would be invited to attend the next Prosperous People and Places delivery group meeting.

ACTION	
To provide a copy of the Wolverhampton City Board's commissioning charter to the PSB Support Team for circulation.	Ros Jervis / PSB Support Team
The Prosperous People and Places Delivery Group to progress the Community Wealth Building proposal, including consideration of inclusion of development officer in LEADER funding bid.	Jane Lewis
To invite Stuart Walters to next 'Prosperous People and Places' meeting.	PSB Support Team

#### 4. Carmarthenshire Well-being Plan – Delivery Group updates

- This was the first report back to the PSB from the Delivery Groups, and would be a verbal one, but in future, written updates would be provided.
- Healthy Environment – Huwel Manley said that the group had met three times in the past six months and there had been fair representation across the core partners and additional partners were to be invited. One of the work areas was NRW leading the work across the three local authority areas on climate change. A tender specification had been developed to look at climate change across the last year and the impact it had on communities. Funding of £20,000 had been set aside and the contract was about to be procured. The work would include engagement events. In 2018, there had been severe weather conditions which had impacted on communities, including affecting the cost of farm produce. Work needed to be done on reviewing organisations' EMS targets, looking at what had been measured. This was more of a problem for partners covering multiple counties. It was important to find out how local communities saw their resilience, particularly in rural areas and how we can survive a fluctuating climate. Jane Davidson informed the group that Welsh Government had made a series of regulations relating to carbon reduction for public services. A low carbon delivery plan was to be launched on 28<sup>th</sup> March and she was chairing a public services group. Wendy Phillips was thanked for her support for the group.
- Early Intervention – Rob Quin outlined the discussions which had taken place regarding the definition of early intervention. It has been agreed that it related to prevention rather than treatment as the key is to stop things happening in the first place. The group's first couple of meetings had focused on sharing information about partners' roles and the issues faced. It was

agreed that work needed to add value, challenge accepted practices and identify where people fell through gaps. The PHW framework had been adopted and priorities and an action plan were to be developed at their next meeting. A baseline was to be established, mapping and gapping work taking place and the ACEs agenda was to be progressed. The Early Action Together work was included in the remit of the group and a Dyfed Powys approach was being looked at. Communities would be engaged with about their issues, what they could do themselves and what they could be helped with. No challenges and barriers had been identified and achievements included the development of relationships and trust. An application had been made to the Healthy and Active Fund which had got through to the final application stage. A copy of the expression of interest form had been included in the papers and the final business case was being developed during a workshop early February so feedback on the form would be welcomed and partners were asked to get involved. Ros Jervis would be taking on the Expert Lead role for the group following Rob's retirement at the end of March.

- Stronger Communities – Marie Mitchell confirmed that the group had two distinct halves: asset management and volunteering. The asset management element had a clear direction which it was following, was Welsh Government funded and mapping work was being completed on available meeting and function rooms in public, private and third sectors. Work was ongoing focussing on the volunteering element but there were some gaps in the group as not all partners have a volunteering lead so the group was looking to fill those gaps with other colleagues. All partners to confirm lead officer. A questionnaire for partners had been the first step, looking at use of volunteers, volunteering strategies and policies and the development of volunteering opportunities. The group is also looking at staff volunteering. One meeting had been cancelled due to lack of response from partners to the survey. The next stage was to go wider, for example linking in with private organisations. CAVS have more volunteers than there are quality volunteering opportunities available. This work will result in a Strategy to grow volunteering programmes in organisations.
- Prosperous People and Places – Gwyneth Ayers gave the update on behalf of the group which had met once and there have been other activity taking place outside of the meeting. Areas discussed included working locally, career paths for young people locally, opportunities to develop apprenticeships and developing transferable skills across public services. Partners were collaborating on community benefits with the Council holding discussions with other partners who were interested. The mapping of contracts members hold and how much is spent in the local economy is to be looked at and will be progressed through the Community Wealth Building work and a possible LEADER bid had been discussed, as referred to previously. At its last meeting, the PSB had agreed to look at food procurement and Professor Kevin Morgan from Cardiff University, a UK expert lead in this area, was engaged in the work. A first workshop, held on 18<sup>th</sup> October, looked at the two perspectives of health and economic support for local small and medium sized businesses through procurement. It had been a positive session attended by PSB members, senior officers and procurement colleagues. Next steps were to map arrangements for food procurement and then a piece of work on how decisions were made locally or regionally and opportunities to develop local supply chains. Concerns that cannot procure locally as produce and supply is not available, but there may be opportunities to produce food locally post Brexit. The next session will be held in March when specifications and opportunities will be considered. A further session will be held with local producers, looking at how we can move forward through Community Wealth Building. Jane Davidson stated that there are significant opportunities as only 3% of fruit and vegetables is currently grown in Wales. It was agreed that Brexit may lead to greater flexibility and that the delivery of produce, not just supply, needed to be developed.
- Co-ordinated Campaigns and Communications - Ros Jervis reminded members that, the first short-term action related to co-ordinated campaigns and communications, and that at the workshop in June 2018, it had been agreed that this would not be a separate delivery group but an enabling function for the whole of the PSB and other Delivery Groups. It had been agreed that, after the PSB, communications officers would meet with the Delivery Group Expert Leads to capture what

is being done, ensure linkages were made between the groups, reducing potential duplication and to promote the work. The medium-term action for the group related to social and green solutions for health. Ros was leading on work to see if a regional approach was appropriate with an action plan for the Mid and West Wales Strategic Committee. She would still attend the Co-ordinated Campaigns and Communications group – now called Collaboration and Integration Group - as chair of the Early Interventions Delivery Group.

- Anna Bird left the meeting at 11 am.
- Safer Communities – Gary Mills updated that the group had met on 23<sup>rd</sup> November, with members including attendees of the counter-terrorism local board (CONTEST) and serious and organised crime (SOC) colleagues. This followed a workshop on 23<sup>rd</sup> September to consider a way forward and future partnership arrangements, which had recommended a new arrangement resulting in three consecutive meetings of the CONTEST Board, SOC Board and then the Safer Communities Partnership. The workshop had also agreed a vision and reviewed community safety priorities, which were ratified at the November Partnership meeting. Terms of reference and a draft action plan would be presented at the next meeting on 19<sup>th</sup> February. Other items discussed in November had included Operation Mars (ensuring police officers do not abuse their position of trust), the White Ribbon Campaign, the draft report from the Tyisha Steering Group and multi-agency County Lines events. These training sessions for front-line staff had now been arranged for the 6<sup>th</sup> and 7<sup>th</sup> March and will outline what County Lines is, the signs and how to report concerns. The sessions will also cover the statutory Prevent duty partners have relating to counter-terrorism. It was agreed that details of the sessions would be circulated and PSB members would arrange for their organisations to be represented.

<b>ACTION</b>	
To circulate update from the Early Intervention Group.	PSB Support Team
To consider the Expression of Interest for the Healthy & Active Fund and provide any feedback to Joanna Jones <a href="mailto:jjones@carmarthenshire.gov.uk">jjones@carmarthenshire.gov.uk</a>	ALL
To confirm organisational volunteering lead officer to PSB Support Team.	ALL
To arrange for organisational representatives to attend County Lines and Counter-Terrorism Prevent briefing sessions on 6 <sup>th</sup> and 7 <sup>th</sup> March, once details have been circulated.	ALL

## **5. Making Every Contact Count – pilot evaluation**

- Craig Jones from PHW presented an update following an evaluation of the pilot project which uses the daily interactions front line staff have with the public to promote a range of messages from partners. The steering group of Council, Health Board, Police and Fire and Rescue service representatives had worked well together and the benefits of partnership working had been evident. An overview of the training provided to thirty-four staff was given and good feedback had been given by participants. Nineteen of those staff had completed a survey and positive responses had been seen. Other teams from those organisations involved had wanted to join the project and two other health boards were looking to roll out a similar approach as they had seen the merits of this innovative project. Key to the success was the aide-memoire, which ensured the staff had the information to hand and were able to give the appropriate support. There was also potential for partners to roll the project out across wider areas. Endorsement of the recommendations was requested and consideration of a way forward for future delivery of training.
- Ros Jervis, was supportive of Craig's ongoing involvement in the project, as his Director. MECC was a positive, refreshing project from a public health perspective, which empowered staff to impart information and help people and also for local communities to move forward. The project fits in with the Health Board's new strategy, "A Healthier Mid and West Wales – Our Future

Generations Living Well.” It was not possible to measure the impact of the project but a more relaxed approach was required and she was fully supportive of MECC.

- Jonathan Feild said that the DWP were keen to be involved.
- It was confirmed that funding was available from the Council’s PSB budget, although additional resources from partners would be welcomed. There followed a discussion relating to training and it was suggested that this could be commissioned externally or a ‘train the trainer’ model could be considered. Rob Quin confirmed that training had been delivered to their stations already.
- All recommendations were agreed and it was important to publicise the project.

<b>ACTION</b>	
To arrange for MECC training to be further rolled out to partner organisations as required.	Kate Harrop
To arrange for the MECC project’s progress to be publicised.	Kate Harrop

## **6. Regional PSB meeting**

- The suggested date for this meeting, which would be hosted by this PSB, was 8<sup>th</sup> March. Suggestions for agenda items were requested from partners and the following were received:
  - Early Action Together – Police ACEs programme update and action plan discussion
  - Regional Partnership Board Transformation Fund
  - Information sharing – outline of work undertaken to date and role of PSBs going forward
  - Theme of vulnerability
  - Cultural shift – this could be a theme throughout the meeting.
  - Food procurement initiative – information and possible collaboration. Partners from other PSBs could be invited to observe the meeting with suppliers
  - Understanding how the local PSBs work differently and sharing information on each PSBs well-being objectives to identify areas of commonality
  - Universal Credit update by DWP
- Jonathan Field said that Universal Credit could be updated on at the regional meeting or at individual PSBs. He had attended the Academi Wales run events on ‘Healthier PSB’ in Ceredigion and Pembrokeshire. Members had been challenged to think differently and there had been positive feedback but attendance had been disappointing at the Pembrokeshire event. Event had included discussion on what makes a welcoming and engaging PSB and had highlighted the need for all views to be valued.
- Rob Quin said that he felt that the PSB could achieve that by itself and that PSBs work in different ways. He did not feel that such a session would benefit us in Carmarthenshire.
- It was agreed that it would be more beneficial to look at how we can work better as a group. Feedback was given by members that our PSB is considered to be open and welcoming to external organisations . It is a good model in practice which could be extended to other areas.

<b>ACTION</b>	
To agree agenda for next regional PSB meeting with regional colleagues and make necessary arrangements.	Gwyneth Ayers

## **7. Support for PSBs 2019/20**

- A letter had been circulated outlining general, targeted and local support available to PSBs from Welsh Government. Following on from the earlier discussion, it was agreed that Academi Wales should be contacted about a more specific, bespoke session to help the PSB develop and move forward. The support outlined in the letter was noted including the co-ordination of the network of PSB leads and regional funding package which this year had been utilised to fund the regional PSB Co-ordinator and the Digital Information System.

- Gwyneth Ayers referred to regular communication updates received from Welsh Government and the Office of the Future Generations Commissioner and it was agreed that this would be circulated to members in future.
- Jane Davidson declared an interest as she is on the advisory board for the Wales Centre for Public Policy.

<b>ACTION</b>	
To liaise with Academi Wales regarding a bespoke development session for the PSB.	Gwyneth Ayers
To circulate national information regularly received by Welsh Government and the Office of the Future Generations Commissioner.	PSB Support Team

## **8. AOB**

- Gwyneth Ayers referred to the UK Government's EU Settlement scheme which was part of the Brexit process. In March, all EU citizens in the UK will need to register and this will have implications for public service staff. There is the opportunity to share experiences in how this will be taken forward. The University have a significant number of staff and there will be costs associated with managing this process. Other partners were not aware of this scheme and it was agreed that information on the scheme would be circulated.
- Huwel Manley informed members that NRW were hold an engagement event in Ammanford (8<sup>th</sup> March) relating to the Loughor flood scheme.

<b>ACTION</b>	
To circulate information relating to the EU Settlement Scheme to partners.	Gwyneth Ayers
To circulate information about the Ammanford climate change community engagement session.	Huwel Manley



Summary of Action Points		Who	Update
Actions from 20 <sup>th</sup> September meeting			
	To arrange discussion on potential Brechfa Forest wind farm project proposals projects at a future meeting, when further details on regional fund are available, and invite community development officer, Aled Vaughan-Owen.	PSB Support Team	On-going
2	To circulate a copy of the System Reboot report: Transforming public services through better use of digital: An expert panel report for the Welsh Government.	PSB Support Team	Completed
3	If not already achieved, consider applying for White Ribbon status to demonstrate commitment to ending male violence against women.	ALL	
4	To provide a copy of the Wolverhampton City Board's commissioning charter to the PSB Support Team for circulation.	Ros Jervis / PSB Support Team	Copy received.
5	The Prosperous People and Places Delivery Group to progress the Community Wealth Building proposal, including consideration of inclusion of development officer in LEADER funding bid.	Jane Lewis	Application to WG Foundation Economy grant to be prepared once details confirmed
6	To invite Stuart Walters to next meeting of Prosperous People and Places Delivery Group.	PSB Support Team	Completed
7	To circulate update from the Early Intervention Group.	PSB Support Team	Completed
8	To consider the Expression of Interest for the Healthy & Active Fund and provide any feedback to Joanna Jones <a href="mailto:jjones@carmarthenshire.gov.uk">jjones@carmarthenshire.gov.uk</a>	ALL	Completed. 2 <sup>nd</sup> stage application submitted, outcome expected by end of March 2019.
9	To confirm organisational volunteering lead officer to PSB Support Team.	ALL	
10	To arrange for organisational representatives to attend County Lines and Counter-Terrorism Prevent briefing sessions on 6 <sup>th</sup> and 7 <sup>th</sup> March, once details have been circulated.	ALL	Completed. 206 officers attended the sessions
11	To arrange for MECC training to be further rolled out to partner organisations as required.	Kate Harrop	The Steering Group has met to progress this action.
12	To arrange for the MECC project's progress to be publicised.	Kate Harrop	Publicity material is being developed.
13	To agree agenda for next regional PSB meeting with regional colleagues and make necessary arrangements.	Gwyneth Ayers	On-going
14	To liaise with Academi Wales regarding a bespoke development session for the PSB.	Gwyneth Ayers	On-going

	Summary of Action Points	Who	Update
15	To circulate national information regularly received by Welsh Government and the Office of the Future Generations Commissioner.	PSB Support Team	On-going
16	To circulate information relating to the EU Settlement Scheme to partners	Gwyneth Ayers	Completed
17	To circulate information about the Ammanford climate change community engagement session	Huwel Manley	Completed

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## POLICY AND RESOURCES SCRUTINY COMMITTEE 26<sup>th</sup> APRIL 2019

### POLICY & RESOURCES SCRUTINY COMMITTEE FORWARD WORK PROGRAMME FOR 2019/20

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

- That the Committee confirm its Forward Work Programme for 2019/20.

#### 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**

<b>Directorate:</b> Chief Executive's	<b>Designations:</b>	<b>Tel Nos. / E-Mail Addresses:</b>
<b>Name of Head of Service:</b> Linda Rees-Jones	Head of Administration & Law	01267 224010 <a href="mailto:lrjones@carmarthenshire.gov.uk">lrjones@carmarthenshire.gov.uk</a>
<b>Report Author:</b> Martin S. Davies	Democratic Services Officer	01267 224027 <a href="mailto:MSDavies@carmarthenshire.gov.uk">MSDavies@carmarthenshire.gov.uk</a>

# EXECUTIVE SUMMARY

## POLICY & RESOURCES SCRUTINY COMMITTEE

### 26<sup>th</sup> APRIL 2019

## Policy & Resources Scrutiny Committee Forward Work Programme for 2019/20

### 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](http://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.

**DETAILED REPORT ATTACHED?**

**YES – Forward Work Programme 2019/20**

## 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:**      **Linda Rees-Jones**      **Head of Administration & Law**

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



<b>1. Policy, Crime &amp; Disorder and Equalities</b> – In line with requirements of the County Council's Constitution.
<b>2. Legal</b> – 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	
<b>1. Local Member(s)</b> – N/A <b>2. Community / Town Council</b> – N/A <b>3. Relevant Partners</b> – N/A <b>4. Staff Side Representatives and other Organisations</b> – N/A	
<b>Section 100D Local Government Act, 1972 – Access to Information</b> <b>List of Background Papers used in the preparation of this report:</b>  <b>THESE ARE DETAILED BELOW:</b>	
Title of Document	File Ref No. / Locations that the papers are available for public inspection
Policy & Resources Scrutiny Committee Reports and Minutes	<b>Meetings held up to July 2015:</b> <a href="http://online.carmarthenshire.gov.uk/agendas/eng/POLI.asp">http://online.carmarthenshire.gov.uk/agendas/eng/POLI.asp</a>  <b>Meetings from September 2015 onwards:</b> <a href="http://democracy.carmarthenshire.gov.wales/ieListMeetings.aspx?Committeed=170">http://democracy.carmarthenshire.gov.wales/ieListMeetings.aspx?Committeed=170</a>

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## Policy & Resources Scrutiny Committee – Forward Work Programme 2019/20

26 <sup>th</sup> April 2019	13 June 2019	18 <sup>th</sup> July 2019	10 <sup>th</sup> October 2019	4 <sup>th</sup> December 2019	10 <sup>th</sup> January 2020 TBC	5 <sup>th</sup> February 2020 TBC	18 <sup>th</sup> March 2020 TBC
January 2019 PSB minutes	Carmarthenshire Well-Being Plan Annual Report 2018-19 & PSB Update	Carmarthenshire County Council's Annual Report for 2018/19	Quarterly Treasury Management and Prudential Indicator Report 1st April 2019 to 30th June 2019	Sickness Absence Monitoring Report - Half Year Q2 2019/20	Revenue Budget Strategy Consultation 2020/21 to 2022/23	Revenue & Capital Budget Monitoring Report 2019/20	2019/20 Well-Being Objectives Corporate Performance Monitoring Report Qtr 3 - 1st April to 31st December 2019
Corporate Strategy 19/20	March 2019 PSB minutes	Strategic Equality Plan Annual Report 2018-19	Revenue & Capital Budget Monitoring Report 2019/20	Chief Executive's Departmental Business Plan 2020/2023	Five Year Capital Programme 2020/21 - 2024/25	Treasury Management Policy & Strategy 2020/21	2019/20 Well-Being Objectives Departmental Performance Monitoring Report Qtr 3 - 1st April to 31st December 2019
Forward Work Programme 2019/20	Sickness Absence Monitoring Report - end of year 2018/19	Annual Treasury Management and Prudential Indicator Report 2018-2019	Quarter 1 - 1st April to 30th June 2019 Corporate Performance Monitoring Report	Corporate Services Departmental Business Plan 2020/2023		September 2019 PSB minutes	Policy & Resources Scrutiny Committee Actions and Referrals Update
	Annual Report on the Welsh Language 2018-19	Revenue & Capital Budget Monitoring Report 2018/19	Quarter 1 - 1st April to 30th June 2019 Departmental Performance Monitoring Report	Environment Departmental Business Plan 2020/2023			Quarterly Treasury Management and Prudential Indicator Report 1st April 2019 to 31st December 2019
	Annual Progress Report Digital Transformation Strategy – 2017-20	TIC Annual Report 18/19	May & July 2019 PSB minutes	Revenue & Capital Budget Monitoring Report 2019/20			

## Policy & Resources Scrutiny Committee – Forward Work Programme 2019/20

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		Policy & Resources Scrutiny Committee Actions and Referrals update	Policy & Resources Scrutiny Committee Annual Report 2017/18	Mid-Year Treasury Management and Prudential Indicator Report 1st April 2019 to 30th September 2019			
			Complaints & Compliments Annual Report 2018/19	Policy & Resources Scrutiny Committee Actions and Referrals Update			

**Exec. Board Meetings:** 29<sup>th</sup> April; 3<sup>rd</sup> June; 1<sup>st</sup> July; 29<sup>th</sup> July; 23<sup>rd</sup> September; 21<sup>st</sup> October; 18<sup>th</sup> November; 16<sup>th</sup> December;

**Council Meetings:** 8<sup>th</sup> May; 12<sup>th</sup> June; 10<sup>th</sup> July; 11<sup>th</sup> September; 9<sup>th</sup> October; 13<sup>th</sup> November; 11<sup>th</sup> December.

# **EXECUTIVE BOARD FORWARD WORK PROGRAMME 19/20**

## **as at 15<sup>th</sup> March 2019**

### **Introduction**

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

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



**EXECUTIVE BOARD FORWARD WORK PROGRAMME 19/20**  
as at 15<sup>th</sup> March 2019

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**CHIEF EXECUTIVES**

Subject area and brief description of nature of report	Responsible Officer	Executive Portfolio	Scrutiny Committee to be consulted	Date of expected decision by Executive Board
QUARTERLY PERFORMANCE REPORT	Wendy Walters Director of Regeneration & Policy	HR	Yes	N/A
EQUALITIES REPORT	Wendy Walters, Director of Regeneration & Policy/Gwyneth Ayres	Housing	July	July
COMPLAINTS AND COMPLIMENTS ANNUAL REPORT	Wendy Walters	Deputy Leader	All Sept	

**EXECUTIVE BOARD FORWARD WORK PROGRAMME 19/20**  
as at 15<sup>th</sup> March 2019

<b>CHIEF EXECUTIVES</b>				
<b>Subject area and brief description of nature of report</b>	<b>Responsible Officer</b>	<b>Executive Portfolio</b>	<b>Scrutiny Committee to be consulted</b>	<b>Date of expected decision by Executive Board</b>
<b>SICKNESS ABSENCE UPDATE</b>	<b>Paul R Thomas</b>	<b>Deputy Leader</b>	<b>June – monitoring report</b>	
<b>TRANSFORMATION INNOVATION AND CHANGE ANNUAL REPORT</b>	<b>Jon Owen – TIC MANAGER</b>	<b>Deputy Leader</b>	<b>OCT</b>	<b>OCT</b>
<b>WELLBEING OBJECTIVES</b>	<b>Wendy Walters Director of Regeneration and Policy</b>	<b>Communities and Rural Affairs</b>		
<b>ANNUAL PROGRESS REPORT - DIGITAL TRANSFORMATION STRATEGY 2017-2020</b>	<b>Noelwyn Daniel Head of ICT</b>	<b>Deputy Leader</b>	<b>APRIL</b>	<b>MAY</b>

**EXECUTIVE BOARD FORWARD WORK PROGRAMME 19/20**  
as at 15<sup>th</sup> March 2019

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**CHIEF EXECUTIVES**

Subject area and brief description of nature of report	Responsible Officer	Executive Portfolio	Scrutiny Committee to be consulted	Date of expected decision by Executive Board
WELSH LANGUAGE ANNUAL REPORT	Wendy Walters, Director of Regeneration & Policy/Gwyneth Ayres	Culture, Sport & Tourism	June	July
ANNUAL REVIEW OF COUNCILLORS' & CO-OPTED MEMBERS' ALLOWANCES SCHEME	Gaynor Morgan Democratic Services		Democratic Services Cttee  MARCH 2019	
WELSH GOVERNMENT CONSULTATION DOCUMENTS	Wendy Walters Director of Regeneration & Policy	Deputy Leader	If applicable	If applicable
REVIEW OF COMMUNITY COUNCIL BOUNDARIES & ELECTORAL ARRANGEMENTS	Wendy Walters, Director of Regeneration & Policy	Resources	As and when required	

**EXECUTIVE BOARD FORWARD WORK PROGRAMME 19/20**  
as at 15<sup>th</sup> March 2019

<b>CHIEF EXECUTIVES</b>				
<b>Subject area and brief description of nature of report</b>	<b>Responsible Officer</b>	<b>Executive Portfolio</b>	<b>Scrutiny Committee to be consulted</b>	<b>Date of expected decision by Executive Board</b>
<b>REVIEW OF THE CONSTITUTION (LEGISLATION CHANGES) - CRWG</b>	Linda Rees Jones Head of Administration & Law	N/A CRWG - FEB	N/A	AS AND WHEN REQUIRED
<b>CONFERENCE APPLICATIONS/REPORTS</b>	Gaynor Morgan Democratic Services Manager	Leader	N/A	N/A
<b>CITY DEAL UPDATE (INCLUDING LIFE SCIENCE &amp; WELLNESS PROJECT</b>	Wendy Walters Director of Regeneration and Policy	Leader		
<b>RURAL AFFAIRS TASK GROUP REPORT</b>	Wendy Walters Director of Regeneration & Policy/Gwyeth Ayres	Communities & Rural Affairs		

**EXECUTIVE BOARD FORWARD WORK PROGRAMME 19/20**  
as at 15<sup>th</sup> March 2019

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**COMMUNITY SERVICES**

Subject area and brief description of nature of report	Responsible Officer	Executive Portfolio	Scrutiny Committee to be consulted	Date of expected decision by Executive Board
POOLED FUND ARRANGEMENTS (ALL ADULTS))	Martyn Palfreman Head of Regional Collaboration	Social Care & Health	To be confirmed	To be confirmed
IFST POOLED FUND AGREEMENT (DEC 2018)	Martyn Palfreman Head of Regional Collaboration	Social Care & Health	To be confirmed	To be confirmed
ORIEL MYRDDIN UPDATE ON TRUST	Ian Jones Head of Leisure	Culture, Sport & Tourism	No	To be confirmed
LEASE OF LAND BRYNAMMAN RFC	Ian Jones Head of Leisure	Culture, Sport & Tourism	NO	To be confirmed
ANNUAL REPORT OF THE DIRECTOR OF SOCIAL SERVICES 2018/19	Jake Morgan	Social Care & Health	03/07/19 (to be joint SC&H & E&CS)	29/07/19
CHS+ DELIVERING WHAT MATTERS BUSINESS PLAN	Jonathan Morgan – Head of Homes and Safer Communities	Housing	Community Jan 2020	Feb 2020



**EXECUTIVE BOARD FORWARD WORK PROGRAMME 19/20**  
as at 15<sup>th</sup> March 2019

<b>COMMUNITY SERVICES</b>				
<b>Subject area and brief description of nature of report</b>	<b>Responsible Officer</b>	<b>Executive Portfolio</b>	<b>Scrutiny Committee to be consulted</b>	<b>Date of expected decision by Executive Board</b>
<b>AFFORDABLE HOMES POLICY</b>	Jonathan Morgan Head of Homes and Safer Communities	Housing		
<b>AFFORDABLE HOMES STANDARDS</b>	Jonathan Morgan - Head of Homes and Safer Communities	Housing	TBC Community	TBC

**EXECUTIVE BOARD FORWARD WORK PROGRAMME 19/20**  
as at 15<sup>th</sup> March 2019

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**CORPORATE SERVICES**

Subject area and brief description of nature of report	Responsible Officer	Executive Portfolio	Scrutiny Committee to be consulted	Date of expected decision by Executive Board
BI-MONTHLY REVENUE AND CAPITAL BUDGET MONITORING REPORTS	Chris Moore Director of Corporate Services	RESOURCES	N/A	APRIL JUNE SEPT NOV JAN MARCH
QUARTERLY TREASURY MANAGEMENT AND PRUDENTIAL INDICATOR REPORT	Chris Moore Director of Corporate Services	RESOURCES	N/A	JULY OCT JAN
ANNUAL TREASURY MANAGEMENT & PRUDENTIAL INDICATOR REPORT	Chris Moore Director of Corporate Services	RESOURCES	N/A	JULY
5 YEAR CAPITAL PROGRAMME	Chris Moore Director of Corporate Services	RESOURCES	ALL DEC/ JAN	NOV

**EXECUTIVE BOARD FORWARD WORK PROGRAMME 19/20**  
as at 15<sup>th</sup> March 2019

<b>CORPORATE SERVICES</b>				
<b>Subject area and brief description of nature of report</b>	<b>Responsible Officer</b>	<b>Executive Portfolio</b>	<b>Scrutiny Committee to be consulted</b>	<b>Date of expected decision by Executive Board</b>
<b>COUNCIL TAX BASE</b>	Chris Moore / Helen Pugh	RESOURCES	N/A	DEC
<b>Council Tax Reduction Scheme</b>	Chris Moore / Helen Pugh	RESOURCES	N/A	FEB
<b>BUDGET STRATEGY (Revenue and Capital)</b>	Chris Moore Director of Corporate Services	RESOURCES	ALL DEC/ JAN	NOV
<b>HIGH STREET RATE RELIEF</b>	Chris Moore / Helen Pugh	RESOURCES	N/A	End May/ early June
<b>CORPORATE RISK REGISTER</b>	Chris Moore / Helen Pugh	RESOURCES	– Audit Committee March & SEPT	

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**CORPORATE SERVICES**

Subject area and brief description of nature of report	Responsible Officer	Executive Portfolio	Scrutiny Committee to be consulted	Date of expected decision by Executive Board
FINANCIAL PROCEDURE RULES	Chris Moore /Helen Pugh	RESOURCES	TBC – Audit Committee	
TREASURY MANAGEMENT POLICY AND STRATEGY	Chris Moore Director of Corporate Services	RESOURCES	N/A	FEB
FINAL BUDGET Revenue & Capital	Chris Moore Director of Corporate Services	RESOURCES	N/A	FEB
HOUSING REVENUE ACCOUNT BUDGET AND RENT SETTING REPORT	Chris Moore Director of Corporate Services	RESOURCES	HOUSING	FEB
BUDGET OUTLOOK	Chris Moore Director of Corporate Services	RESOURCES	N/A	JULY/SEPT

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<b>EDUCATION &amp; CHILDREN</b>				
<b>Subject area and brief description of nature of report</b>	<b>Responsible Officer</b>	<b>Executive Portfolio</b>	<b>Scrutiny Committee to be consulted</b>	<b>Date of expected decision by Executive Board</b>
<b>MODERNISING EDUCATION PROGRAMME - QUARTERLY PROGRESS REPORTS</b>	<b>Simon Davies - Modernisation Services Manager</b>	<b>E&amp;C</b>	<b>N/A</b>	<b>N/A</b>



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**ENVIRONMENT**

Subject area and brief description of nature of report	Responsible Officer	Executive Portfolio	Scrutiny Committee to be consulted	Date of expected decision by Executive Board
Community Council LED Light	Ruth Mullen Director of Environment / Steve Pilliner Head of Transportation & Highways	Environment	N/A	01/04/2019
LDP	Ruth Mullen Director of Environment / Llinos Quelch Head of Planning	Strategic Planning	N/A	29/04/2019
Tywi valley path	Ruth Mullen Director of Environment / Steve Pilliner Head of Transportation & Highways	Environment	N/A	29/04/2019

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<b>ENVIRONMENT</b>				
<b>Subject area and brief description of nature of report</b>	<b>Responsible Officer</b>	<b>Executive Portfolio</b>	<b>Scrutiny Committee to be consulted</b>	<b>Date of expected decision by Executive Board</b>
Household Waste Recycling provision	Ruth Mullen Director of Environment / Ainsley Williams Head of Waste & Environmental Services	Environment	17/05/2019	03/06/2019
Public Space Protection Order	Ruth Mullen Director of Environment / Ainsley Williams Head of Waste & Environmental Services	Environment	17/05/2019	03/06/2019
Public Convenience Strategy	Ruth Mullen Director of Environment / Ainsley Williams Head of Waste & Environmental Services	Environment	17/05/2019	03/06/2019

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**ENVIRONMENT**

Subject area and brief description of nature of report	Responsible Officer	Executive Portfolio	Scrutiny Committee to be consulted	Date of expected decision by Executive Board
Regional Technical Statement for Aggregates	Ruth Mullen Director / Llinos Quelch Head of Planning	Strategic Planning	N/A	29/07/2019
Flood Investigation Report	Ruth Mullen Director / Ainsley Williams Head of Waste & Environmental Services	Environment	05/07/2019	29/07/2019
Adoption of Flood Risk Management Plan	Ruth Mullen Director / Ainsley Williams Head of Waste & Environmental Services	Environment	N/A	01/07/2019
Cleansing Review	Ruth Mullen Director / Ainsley Williams Head of Waste & Environmental Services	Environment	30/09/2019	21/11/2019

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## POLICY & RESOURCES SCRUTINY COMMITTEE

Wednesday, 20 March 2019

**PRESENT:** Councillor A.G. Morgan (Chair)

**Councillors:**

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

**Also in attendance:**

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

**The following Officers were in attendance:**

C. Moore, Director of Corporate Services  
W. Walters, Director of Regeneration & Policy  
N. Daniel, Head of I.C.T.  
L.R. Jones, Head of Administration and Law  
H. Morgan, Economic Development Manager  
S Burford, Project Manager  
R James, Performance Planning & Business Officer  
M.S. Davies, Democratic Services Officer

**Chamber, County Hall, Carmarthen: 10.00 am - 11.40 am**

**1. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors F. Akhtar, K. Broom and T.A.J. Davies.

**2. DECLARATIONS OF PERSONAL INTEREST INCLUDING ANY PARTY WHIPS ISSUED IN RELATION TO ANY AGENDA ITEM**

There were no declarations of personal interest.

**3. PUBLIC QUESTIONS**

No public questions had been received.

**4. LLANELLI WELLNESS AND LIFE SCIENCE VILLAGE**

With reference to Minute 6 of the last meeting the Committee considered a report which provided a position statement on the Llanelli Wellness and Life Science Village. The report included:

- an update on current expenditure;
- an update on progress with the City Deal Business Case;
- details regarding termination of the Collaboration Agreement;
- the findings from the independent legal review which had assessed robustness and compliance around the procurement and governance processes;
- the findings of the Wales Audit Office Review which had assessed the Authority's management of process, risk and governance and the protection of public money;



- updates on the Joint Government and Joint Committee City Deal Reviews;
- Progress on the development of the concept design for phase one and next steps.

The Committee was advised that since the despatch of the papers for the meeting the UK and Welsh Government response to the Swansea Bay City Deal Independent Review had been received together with the Swansea Bay City Deal Internal Review of Governance Arrangements Report March 2019. Both were due to be considered in detail by the Executive Board and the Swansea Bay City Deal Joint Committee following which they would be reported to the Policy & Resources Scrutiny Committee.

Amongst the issues raised on the report were the following:

- members welcomed the findings of the independent legal review and Wales Audit Office Review;
- in response to a query the Director of Corporate Services advised that the costs for ground work undertaken on the Delta Lakes site in 2017 had been absorbed by the original Joint Venture scheme in order to facilitate future unidentified development;
- in terms of the Committee's role in scrutinizing the City Deal it was considered that there was a need for clarification in order to avoid duplicating the work of the Swansea Bay City Region Joint Scrutiny Committee on which the Chair served;
- concern was expressed that there appeared to be a public misconception that the Wellness Village was solely a Carmarthenshire County Council project even though it involved other public sector bodies;
- both officers and members expressed disappointment and concern that the Swansea Bay City Deal Internal Review of Governance Arrangements Report had been reported by the press prior to the Joint Committee having had an opportunity to consider it;
- concerns were expressed over the amount of Carmarthenshire County Council officers' time taken up by the City Deal as a whole and the pressure on the Authority's communications section in having to counter inaccurate press reports and respond to media requests for information.

Officers were thanked for the comprehensive update.

## **UNANIMOUSLY RESOLVED**

**4.1 that the report be received;**

**4.2 that arrangements be made for a briefing session to update all members on the City Deal with emphasis on the Wellness Village project;**

**4.3 that a further update be provided at the next meeting.**

## **5. QUARTERLY TREASURY MANAGEMENT AND PRUDENTIAL INDICATOR REPORT 1ST APRIL 2018 TO 31ST DECEMBER 2018**

The Committee considered the Quarterly Treasury Management and Prudential Indicator report for the period 1st April 2018 – 31<sup>st</sup> December 2018 to ensure that the activities undertaken were consistent with the requirements of the Treasury Management Policy and Strategy for 2018-2019 adopted by Council on the 21<sup>st</sup> February, 2018.

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

**6. REVENUE & CAPITAL BUDGET MONITORING REPORT 2018/19**

The Committee considered the Authority's Corporate Budget Monitoring Report and the Chief Executive's and Corporate Services departmental reports as at 31st December 2018 in respect of the 2018/19 financial year.

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

- The Director of Corporate Services, in response to a query, agreed to circulate details of the managerial savings delivered across the Authority;
- Members were advised that extra funding for teachers pensions had now been received from central Government;
- The Director of Corporate Services commented that within his department there did not appear to be a link between unfilled vacancies and sickness absence. There were, however, recruitment challenges in some areas;
- It was suggested that the fact that planning fees could not be increased to counter the income shortfall as they were set at National level should be referred to the appropriate Scrutiny Committee.

**UNANIMOUSLY RESOLVED to receive the report.**

**7. QUARTER 3 - 1ST APRIL TO 31ST DECEMBER 2018 CORPORATE PERFORMANCE MONITORING REPORT**

The Committee considered a report which provided an overview of progress against actions and measures in the New Corporate Strategy 2018-2023 to deliver the 2018/19 Well-being Objectives as at 31<sup>st</sup> December 2018 and broken down by Scrutiny.

**UNANIMOUSLY RESOLVED to note the report.**

**8. QUARTER 3 - 1ST APRIL TO 31ST DECEMBER 2018 DEPARTMENTAL PERFORMANCE MONITORING REPORT**

The Committee considered a report detailing progress against the actions and measures in the New Corporate Strategy 2018 -2023 to deliver the 2018/19 Well-being Objectives relevant to the Committee's remit, as at 30<sup>th</sup> June 2018.

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

- Members were advised, with regard to the aim to complete Scrutiny Training by Spring 2019, that an all-Member Scrutiny Training session by the Centre for Public Scrutiny had been arranged for 29<sup>th</sup> March 2019. Work was also in hand to review the remits of the Scrutiny Committees;
- The Director of Corporate Services advised that empty council properties would not be disposed of unless offers were realistic;
- Reference was made to the fact that the TIC team was endeavoring to build up its own skills and capacity so that there was less need to rely on external consultants;
- The Director of Corporate Services agreed to ascertain the extent to which local companies were being encouraged to bid for construction and waste contracts;

- Members were assured that the agile working programme was progressing well and that feedback from staff had been positive.

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

**9. POLICY & RESOURCES SCRUTINY COMMITTEE ACTIONS AND REFERRALS UPDATE**

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

**10. FORTHCOMING ITEMS**

**UNANIMOUSLY RESOLVED that the list of forthcoming items to be considered at the next scheduled meeting to be held on the 26<sup>th</sup> April, 2019 be received subject to the inclusion of an update on the Wellness Village.**

**11. MINUTES - 6TH FEBRUARY 2019**

**UNANIMOUSLY RESOLVED that the minutes of the meeting held on the 6<sup>th</sup> February 2019 be signed as a correct record.**

\_\_\_\_\_  
**CHAIR**

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