

**TUESDAY, 12 JANUARY 2021**

**TO: ALL MEMBERS OF THE EXECUTIVE BOARD**

I HEREBY SUMMON YOU TO ATTEND A **VIRTUAL MEETING** OF THE **EXECUTIVE BOARD AT 10.00 AM, ON MONDAY, 18TH JANUARY, 2021** FOR THE TRANSACTION OF THE BUSINESS OUTLINED ON THE ATTACHED AGENDA

*Wendy Walters*

**CHIEF EXECUTIVE**

<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>

Wendy Walters Prif Weithredwr, *Chief Executive*,  
Neuadd y Sir, Caerfyrddin. SA31 1JP  
*County Hall, Carmarthen. SA31 1JP*

# EXECUTIVE BOARD

## MEMBERSHIP - 10 MEMBERS

<b>Councillor</b>	<b>Portfolio</b>
<b>Councillor Emlyn Dole</b>	<b>Leader</b> Corporate Leadership and Strategy; Chair of Executive Board; Represents Council at WLGA; Economic Development Represents the Council on the Swansea Bay City Region; Collaboration; Marketing and Media; Appoints Executive Board Members; Determines EBM Portfolios; Liaises with Chief Executive; Public Service Board
<b>Councillor Mair Stephens</b>	<b>Deputy Leader</b> Council Business Manager; Human Resources; Performance Management; Wales Audit; Training; I.C.T.; T.I.C. (Transformation, Innovation and Change); Strategic Planning
<b>Councillor Cefin Campbell</b>	<b>Communities and Rural Affairs</b> Rural Affairs and Community Engagement; Community Safety; Police; Counter-Terrorism and Security Act 2015; Tackling Poverty; Wellbeing of Future Generations; Third Sector Liaison ;Equalities, Climate Change Strategy.
<b>Councillor Glynog Davies</b>	<b>Education and Children</b> Schools; Children's Services; Special Education Needs; Safeguarding; Respite Homes; Regional Integrated School; Improvement Service; Adult Community Learning; Youth Services; School Catering Services, Lead Member for Children and Young People; Youth Ambassador
<b>Councillor Hazel Evans</b>	<b>Environment</b> Refuse; Street Cleansing; Highways and Transport Services; Grounds Maintenance; Building Services; Caretaking; Building Cleaning; Emergency Planning; Flooding, Public Rights of Way.
<b>Councillor Linda Evans</b>	<b>Housing</b> Housing – Public; Housing – Private, Ageing Well
<b>Councillor Peter Hughes Griffiths</b>	<b>Culture, Sport and Tourism</b> Town and Community Councils Ambassador; Development of the Welsh Language; Theatres; Sports; Leisure Centres; Museums; Libraries; Country Parks; Tourism.
<b>Councillor Philip Hughes</b>	<b>Public Protection</b> Trading Standards; Environmental Health. Environmental Enforcement; Planning enforcement; Unlicensed Waste; Parking Services; Bio diversity
<b>Councillor David Jenkins</b>	<b>Resources</b> Finance & Budget; Corporate Efficiencies; Property/Asset Management; Procurement; Housing Benefits; Revenues; Statutory Services (Coroners, Registrars, Electoral, Lord Lieutenancy); Armed Forces Champion Contact Centres and Customer Service Centres
<b>Councillor Jane Tremlett</b>	<b>Social Care &amp; Health</b> Adult Social Services; Residential Care; Home Care; Learning Disabilities; Mental Health; NHS Liaison/Collaboration/ Integration; Care Home Catering Services, Carers' Champion; Dementia Care Champion; Disability Ambassador

# **A G E N D A**

1. **APOLOGIES FOR ABSENCE.**
2. **DECLARATIONS OF PERSONAL INTEREST.**
3. **TO SIGN AS A CORRECT RECORD THE MINUTES OF THE MEETING OF THE EXECUTIVE BOARD HELD ON THE 21ST DECEMBER 2020.** 5 - 16
4. **QUESTIONS ON NOTICE BY MEMBERS.**
5. **PUBLIC QUESTIONS ON NOTICE.**
6. **FOOD AND FEED SERVICE DELIVERY 2020-21.** 17 - 26
7. **TRANSITIONAL HOMELESSNESS PLAN.** 27 - 36
8. **REVENUE BUDGET STRATEGY 2021/22 TO 2023/24.** 37 - 74
9. **FIVE YEAR CAPITAL PROGRAMME (COUNCIL FUND) - 2021/22 TO 2025/26.** 75 - 104
10. **ANY OTHER ITEMS OF BUSINESS THAT BY REASONS OF SPECIAL CIRCUMSTANCES THE CHAIR DECIDES SHOULD BE CONSIDERED AS A MATTER OF URGENCY PURSUANT TO SECTION 100B(4)(B) OF THE LOCAL GOVERNMENT ACT, 1972.**

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## EXECUTIVE BOARD

MONDAY, 21<sup>ST</sup> DECEMBER, 2020

**PRESENT:** Councillor E. Dole [Chair]

**Councillors:**

C.A. Campbell, G. Davies, H.A.L. Evans, L.D. Evans, P.M. Hughes, P. Hughes-Griffiths, D.M. Jenkins, L.M. Stephens and J. Tremlett

**Also in attendance:**

Councillor D.M. Cundy  
Councillor J. Gilasbey

**The following Officers were in attendance:**

W. Walters - Chief Executive  
C. Moore - Director of Corporate Services  
J. Morgan - Director of Community Services  
G. Morgans - Director of Education & Children  
R. Mullen - Director of Environment  
S. Davies - Head of Access to Education  
L. Rees-Jones - Head of Administration and Law  
L. Quelch - Head of Planning  
P.R. Thomas - Assistant Chief Executive  
D. Hockenfull - Marketing and Media Manager  
I.R. Llewelyn - Forward Planning Manager  
M. Evans Thomas - Principal Democratic Services Officer  
L. Jenkins - Executive Board Support Officer  
E. Bryer - Democratic Services Officer  
K. Thomas - Democratic Services Officer  
J. Corner – Technical Officer  
S. Rees – Simultaneous Translator

**Virtual Meeting : 10.00 am - 11.15 am**

**1. APOLOGIES FOR ABSENCE**

There were no apologies for absence.

**2. DECLARATIONS OF PERSONAL INTEREST**

Member	Minute Number	Nature of Interest
L.D. Evans	7 – Proposal to Relocate Ysgol Heol Goffa	Her son-in-law teaches at the school.
P. Hughes-Griffiths	10 – Proposal to Review Primary Education in the Blaenau and Llandybie Areas	His son-in-law teaches at one of the schools.
J. Tremlett	12 – Revised Carmarthenshire Local Development Plan 2018-2033	One of the applicants is a close relative.

J. Gilasbey	8 – Proposal to Review Primary Education Provision in the Mynyddygarreg and Gwenllian Areas	One of her relatives works at Ysgol Gwenllian.
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**3. TO SIGN AS A CORRECT RECORD THE MINUTES OF THE MEETINGS OF THE EXECUTIVE BOARD HELD ON THE FOLLOWING DATES:-**

**3.1. 30TH NOVEMBER 2020**

**UNANIMOUSLY RESOLVED** that the minutes of the meeting of the Executive Board held on the 30th November, 2020 be signed as a correct record.

**3.2. 23RD NOVEMBER 2020**

**UNANIMOUSLY RESOLVED** that the minutes of the meeting of the Executive Board held on the 23<sup>rd</sup> November, 2020 be signed as a correct record.

**4. QUESTIONS ON NOTICE BY MEMBERS**

[NOTE: Councillor J. Gilasbey had earlier declared a personal and prejudicial interest in agenda item number 8 – Proposal to Review Education Provision in the Mynyddygarreg and Gwenllian Areas. She had received dispensation from the Standards Committee to speak on the matter.]

The Chair advised that no questions on notice had been submitted by members. However, Councillor J. Gilasbey, had sought permission in accordance with CPR 11.1 to ask a question in relation to agenda item 8 – Proposal to Review Education Provision in the Mynyddygarreg and Gwenllian Areas.

Councillor Gilasbey sought confirmation and clarity for the people in Mynyddygarreg and others in her ward that the decision to make these changes has not already been made and that there will be due consideration of their views in the forthcoming consultation, with all alternatives being given full discussion and reviewed before any decision to close a well-loved local school. She asked why, after the local governing bodies of both schools who were in the process of talks to go from a soft to a hard federation, they have not been involved totally or been able to input together into the current proposal.

The Executive Board Member for Education & Children explained that no decision has been made regarding the future of Mynyddygarreg and Gwenllian schools. No decision would be made today. The Executive Board would only be considering whether to start the consultation process in relation to the proposals.

With regard to the second part of the question, the Executive Board Member explained that initial discussions have been held with the Governing Bodies and Headteacher. The consultation process will enable everyone from the Governing Body to the teachers to parents and public to give their opinions. He reiterated that no decision would be made today.

## 5. PUBLIC QUESTIONS ON NOTICE

The Chair advised that no public questions had been received.

## 6. PROPOSAL TO SHORTEN THE INTERNAL SCHOOL ORGANISATION DECISION MAKING AND DETERMINATION PROCESS

The Executive Board considered a report detailing proposals to shorten the current Internal School Organisation Decision Making and Determination Process following its approval by the Executive Board Member for Education and Children in September 2018. The current proposal had been developed in response to the impact of the Covid-19 pandemic on the work of the Modernising Education Provision (MEP) Team and the subsequent delays in its work programme of approximately 6 months

It was reported that whilst the team was now in the process of undertaking all planned work prior to the pandemic within a timescale as close as possible to the original, there was an issue with regard to the progression of school re-organisation proposals. As such, consideration had been given to reducing the Internal School Organisation Decision Making and Determination Process to help the team to re-prioritise required consultations in an effective and timely manner.

To achieve that reduction, it was proposed to remove consultation with the Education and Children Scrutiny Committee from Stages 2 and 3 of the process on the basis that the Executive Board was able to approve Stage 2 and County Council Stage 3. If adopted, the revision would reduce the consultation process by approximately 2 months. The new process would then be:-

Stage 1 – Education and Children Scrutiny Committee and Executive Board  
Stage 2 – Executive Board  
Stage 3 – Executive Board and Council

The Board noted that the Education and Children Scrutiny Committee endorsed the proposal at its meeting held on the 23<sup>rd</sup> November 2020 and recommended that the Executive Board progress amending the process for progressing statutory proposals and consultations as detailed in the report i.e. the removal of consultation with the Education and Children Scrutiny Committee at Stages 2 and 3 of the Internal School Organisation Decision Making and Determination Process

Reference was made to the illustrative flow chart included in the report and to the fact that the Executive Board Member for Education & Children should be included. The Director of Education & Children informed the Board that this happened as a matter of course but he would make sure that the chart was amended accordingly.

**UNANIMOUSLY RESOLVED TO RECOMMEND TO COUNCIL THAT the proposal to shorten the Internal School Organisation Decision Making and Determination Process be approved and that the Education and Children Scrutiny Committee be removed from Stages 2 and 3 of the consultation process.**

## **7. PROPOSAL TO RELOCATE YSGOL HEOL GOFFA TO A NEW SITE AND INCREASE ITS CAPACITY FROM 75 TO 120**

[NOTE: Councillor L.D. Evans had earlier declared an interest in this item and left the meeting prior to the consideration and determination thereof.]

The Executive Board, in accordance with minute 11 of its meeting held on the 18<sup>th</sup> November, 2019 considered a report detailing the outcome of the formal consultation exercise undertaken from the 21<sup>st</sup> September, 2020 to the 1<sup>st</sup> November, 2020 regarding proposals to relocate Ysgol Heol Goffa to a new site and to increase its capacity from 75 to 120.

The Executive Board was advised that the Education and Children Scrutiny Committee had been provided with the opportunity of commenting on the report at its meeting held on the 23<sup>rd</sup> November, 2020 where it had resolved to recommend to the Executive Board the publication of a Statutory Notice.

It was reported that, should the Executive Board agree to the publication of a Statutory Notice, it was intended to do so on the 11<sup>th</sup> January, 2021. Thereafter, an objection report summarising any objections received by stakeholders would be presented to the Education and Children Scrutiny Committee, the Executive Board and ultimately to Council for determination.

### **UNANIMOUSLY RESOLVED**

- 7.1 that the observations received and the Local Authority's responses following the consultation process be noted;**
- 7.2 that a Statutory Notice to implement the proposal be published.**

## **8. PROPOSAL TO REVIEW PRIMARY EDUCATION PROVISION IN THE MYNYDDYGARREG AND GWENLLIAN AREAS**

The Executive Board considered a report detailing proposals to review the primary education provision in the Mynyddygarreg and Gwenllian area as part of its legal responsibility to review the number and type of schools it had in an area and whether it was making the best use of resources and facilities to deliver the opportunities that children deserve.

The report set out the current and future projected pupil numbers at both schools and the proposals for the provision of a new school within the current catchment area of Ysgol Gymraeg Gwenllian to Welsh Government Standard with capacity for 240 pupils (210 + 30 nursery places) between the ages of 3-11 to ensure the school was able to deliver the full curriculum in a modern, safe and inspiring learning environment with enhanced outside areas. The proposed investment would also address poor building condition and lack of adequate space and provision in the existing school by providing a Category A school with sufficient places for current and projected demand.

It was therefore proposed:-



- To discontinue Ysgol Gynradd Mynyddygarreg as from 31<sup>st</sup> August, 2021;
- From 1<sup>st</sup> September, 2021 all pupils will be registered at Ysgol Gymraeg Gwenllian, operating on both sites (Ysgol Gymraeg Gwenllian and the former Ysgol Gynradd Mynyddygarreg) increasing its capacity to 178 + 17 nursery places;
- Re-designate Ysgol Gymraeg Gwenllian's catchment area to include that of the former Ysgol Gynradd Mynyddygarreg's catchment area as of 1<sup>st</sup> September, 2021;
- Relocate Ysgol Gymraeg Gwenllian to a new site and increase its capacity to 210 + 30 nursery places as of September 2023, when occupation of the new school was proposed.

The Executive Board noted that the Education and Children Scrutiny Committee at its meeting on the 23<sup>rd</sup> November 2020 endorsed the proposal and recommended to the Executive Board that a formal consultation process be initiated.

### **UNANIMOUSLY RESOLVED**

- 8.1 that the proposal to review primary education provision in the Mynyddygarreg and Gwenllian areas, as detailed in the report, be approved;**
- 8.2 that officers initiate formal consultation on the proposal;**
- 8.3 that a report be submitted to the Executive Board at the end of the consultation period.**

### **9. PROPOSAL TO CHANGE THE AGE RANGE OF SWISS VALLEY PRIMARY SCHOOL FROM 4-11 TO 3-11**

The Executive Board considered a report detailing a proposal to change the age range at Swiss Valley Primary School from 4-11 to 3-11. It was noted that Ysgol Swiss Valley had been undertaking a pilot scheme to become a 3-11 school since 2013, initiated as part of a Welsh Government scheme to give parents flexibility and choice regarding nursery provision. However, as the school was currently advertised officially as a 4-11 school, parents were unaware or confused with regard to what nursery provision the school offered.

The proposal aimed to provide equal provision within the Llanelli area, aligning Ysgol Swiss Valley with neighbouring schools that were already 3-11 schools. The governing body and head teacher were positive following the outcome of the pilot scheme and now wished to proceed with officially making the school a 3-11 school through statutory process.

It was therefore proposed to change the age range of Swiss Valley Primary School from 4-11 to 3-11 from 1<sup>st</sup> September, 2021.

The Board noted that the Education and Children Scrutiny Committee at its meeting held on the 23<sup>rd</sup> November 2020 had endorsed the proposals and recommended to the Executive Board to initiate a formal consultation

### **UNANIMOUSLY RESOLVED**

- 9.1 that the proposal to change the age range of Swiss Valley Primary School from 4-11 to 3-11 from 1<sup>st</sup> September, 2021, as detailed in the**

- report, be approved;**
- 9.2 that officers initiate formal consultation on the proposal;**
- 9.3 that a report be submitted to the Executive Board at the end of the consultation period**

## **10. PROPOSAL TO REVIEW PRIMARY EDUCATION PROVISION IN THE BLAENAU AND LLANDYBIE AREAS**

[NOTE: Councillor P. Hughes-Griffiths had earlier declared an interest in this item and left the meeting prior to the consideration and determination thereof.]

The Executive Board considered a report detailing proposals to review the primary education provision in the Blaenau and Llandybie areas as part of its legal responsibility to review the number and type of schools it had in an area and whether it was making the best use of resources and facilities to deliver the opportunities that children deserve.

The report set out the current and future projected pupil numbers at both schools and the proposals for the provision of a new school within the current catchment area of Ysgol Gynradd Llandybie to Welsh Government Standard with capacity for 315 pupils and 45 nursery pupils between the ages of 3-11 to ensure the school was able to deliver the full curriculum in a modern, safe and inspiring learning environment with enhanced outside areas. The proposed investment would also address poor building condition and lack of adequate space and provision in the existing school by providing a Category A school with sufficient places for current and projected demand

It was therefore proposed:-

- To discontinue Ysgol Gynradd Blaenau as of 31<sup>st</sup> August 2021;
- From 1<sup>st</sup> September 2021 all pupils will be registered at Ysgol Llandybie operating on both sites (Ysgol Gynradd Llandybie and the former Ysgol Gynradd Blaenau) increasing its capacity to 287 + 50 nursery places;
- Re-designate Ysgol Gynradd Llandybie's catchment area to include that of the former Ysgol Gynradd Blaenau catchment area as of 1<sup>st</sup> September 2021;
- Change the nature of provision at Ysgol Gynradd Llandybie to Welsh Medium as of 1<sup>st</sup> September 2021;
- Relocate Ysgol Gynradd Llandybie to a new school site and increase its capacity to 315 + 45 nursery places as of September 2024, when occupation of the new school is proposed.

The Executive Board noted that the Education and Children Scrutiny Committee at its meeting on the 23<sup>rd</sup> November 2020 had endorsed the proposal and recommended to the Executive Board that a formal consultation process be initiated.

### **UNANIMOUSLY RESOLVED**

- 10.1 that the proposal to review primary education provision in the Blaenau and Llandybie areas, as detailed in the report, be approved;**
- 10.2 that officers initiate formal consultation on the proposal;**

**10.3 that a report be submitted to the Executive Board at the end of the consultation period.**

**11. PROPOSAL TO RECONFIGURE AND REMODEL BEHAVIOUR SUPPORT SERVICES AT YSGOL RHYDYGORS TO IMPROVE PROVISION FOR CHILDREN AND YOUNG PEOPLE**

The Executive Board considered a report detailing proposals to reconfigure and remodel Behaviour Support Services at Ysgol Rhydygors to improve provision for children and Young People. It noted that following a strategic review of the Authority's Behaviour Services, it was proposed to move from a silo focus on behaviour to a more universal approach to include pupil wellbeing and engagement. To achieve that, a four phase model of behaviour services had been developed which included providing behaviour and engagement support on four levels with support ranging from intervention and support in mainstream schools to specialised respite or residential placements. For the purposes of consistency, access to highly specialist support, access to a broad and balanced curriculum with a range of accreditation options and the offer of individual and bespoke education plans offered in the current Pupil Referral Units through the 3 tiered approach, there was a requirement to discontinue Ysgol Rhydygors as a special school and establish it as a Pupil Referral Unit and the proposal presented to the Board would, if approved, initiate that change.

It was therefore proposed:-

- to discontinue Ysgol Rhydygors Special School as of the 31st August 2021. All former Ysgol Rhydygors pupils will continue to receive their education on the site of the former Ysgol Rhydygors school. If approved, instead of receiving provision in a special school, pupils will be educated in a Pupil Referral Unit. Whilst the proposal should be considered as a whole, the consultation document related to point 1 only. Points 2 and 3 noted below would be undertaken via separate procedures;
- should the above (Point 1) be approved, the Local Authority will establish a Pupil Referral Unit on the site of the former Ysgol Rhydygors school as of the 1st September 2021;
- additionally, should Point 1 be approved, the Local Authority will establish a Children's Home/Respite Centre on the site of the former Ysgol Rhydygors School/Residential Unit as of the 1st September 2021. All former Ysgol Rhydygors pupils who have an element of residential education as part of their SEN Statement will continue to receive this on the site of the former Ysgol Rhydygors school.

The Executive Board noted that the Education and Children Scrutiny Committee at its meeting on the 23<sup>rd</sup> November 2020 endorsed the proposal and recommended to the Executive Board that a formal consultation process be initiated.

**UNANIMOUSLY RESOLVED**

- 11.1 that the proposal to reconfigure and remodel behaviour support services at Ysgol Rhydygors to improve provision for children and young people be approved;**
- 11.2 that officers initiate formal consultation on the proposal;**

**11.3 that a report be submitted to the Executive Board at the end of the consultation period.**

**12. REVISED CARMARTHENSHIRE LOCAL DEVELOPMENT PLAN 2018 -2033 REPRESENTATIONS RECEIVED AND FOCUSED CHANGES**

[NOTE: Councillor J. Tremlett had earlier declared an interest in this item.]

The Executive Board considered a report detailing representations received on the Revised Carmarthenshire Local Development Plan 2018-2033 in response to the Council's decision on the 10<sup>th</sup> January 2018 to formally commence the preparation of a Revised (Replacement) LDP. That resolution included a six week public consultation undertaken between the 29<sup>th</sup> January 2020 and, following an extension of over two weeks, closed on the 27<sup>th</sup> March 2020. That was subsequently supplemented by a further 3 week consultation closing on the 2<sup>nd</sup> October 2020 to reflect the impact of the closure of public buildings during the final few weeks of the consultation due to the Covid-19 pandemic.

The Board noted that the report set out the responses received to the consultation and sought to set out a series of Focused Changes proposed in response to recommendations received along with those which may have emerged as a result of changes in legislation, guidance, evidence or in the interest of clarity and meaning. They also provided an opportunity to incorporate and respond to issues arising from Covid-19, as reported to Council in the Covid-19 Assessment in association with the Revised Delivery Agreement on the 22<sup>nd</sup> October, 2020.

It was noted that some amendments needed to be made to Appendices 2, 8 and 9 prior to submission to Full Council.

**UNANIMOUSLY RESOLVED TO RECOMMEND TO COUNCIL**

- 12.1 to endorse the officer recommendations on the consultation responses received to the Deposit Revised LDP, Sustainability Appraisal, Habitat Regulations Assessment and Supplementary Planning Guidance;**
- 12.2 to agree to the presentation of the schedule of Focused Changes to Executive Board for approval for a minimum 6-week public consultation;**
- 12.3 to approve the submission of the Deposit LDP and its supporting documents, evidence and background documents as required to the Welsh Ministers for Examination;**
- 12.4 to grant officers delegated authority to respond to recommendations and requests arising from the Inspector as part of the Examination and hearing sessions;**
- 12.5 to resolve to adopt the SPG in relation to Caeau Mynydd Mawr SAC and the Burry Inlet (subject to the outcome of the Examination) concurrent with the adoption of the Revised LDP;**
- 12.6 to grant officers delegated authority to make non-substantive typographical, cartographical and/or factual amendments to improve the clarity and accuracy of the Revised Local Development Plan and its supporting documents.**

### **13. REGIONAL TECHNICAL STATEMENT FOR AGGREGATES - SOUTH WALES - SECOND REVIEW (RTS2)**

The Executive Board considered a report on the review undertaken of the Regional Technical Statement for Aggregates – South Wales produced in accordance with the requirements of Minerals Technical Advice Note 1: Aggregates (MTAN 1).

The Board noted that the purpose of the RTS2 was to provide a strategy for the future supply of construction aggregates within each region (North and South Wales) taking into account the latest information in relation to the balance of supply and demand and current notions of sustainability as enshrined in the Wellbeing of Future Generations (Wales) Act 2015. It provided a mechanism for encouraging the sustainable management of natural resources within a region for a 25-year period for crushed rock and 22 years for land-won sand and gravel. The document also considered the impact of the proximity principle, environmental capacity and a number of other supply and demand factors.

**UNANIMOUSLY RESOLVED TO RECOMMEND TO COUNCIL that the Regional Technical Statement for Aggregates – South Wales – Second Review (RTS2) be endorsed.**

### **14. INTERIM REPORT - EQUALITY AND DIVERSITY TASK & FINISH GROUP (BLACK, ASIAN AND MINORITY ETHNIC)**

The Executive Board was reminded that at its meeting held on the 27<sup>th</sup> July, 2020 in response to two Notices of Motion it had established a politically balanced Task and Finish Advisory Panel to listen to the voice of the BAME communities in Carmarthenshire

The Board noted that at the Group's first meeting held on the 3<sup>rd</sup> August 2020 it had, being aware of the public comment and discussion at the time of monuments and memorials across Wales, including the Picton Monument in Carmarthen, determined that the interpretation and history of Sir Thomas Picton should be dealt with at the outset, with the focus of submitting a full report on the Group's findings to the Board in February 2021. In accordance with the Group's decision, the Board received for consideration its interim report relating to Sir Thomas Picton.

#### **UNANIMOUSLY RESOLVED**

- 14.1 that Information Boards be prominently placed near the Picton Monument with due regard to accessibility, to include a QR code;**
- 14.2 that an Information Board be placed at a prominent site within the grounds of the Monument;**
- 14.3 that a further Information Board be erected in the vicinity of the Court Room at the Guildhall, where a portrait of Sir Thomas Picton is displayed;**
- 14.4 that any Information Boards should reference the local history of the area and also the history of Sir Thomas Picton, encompassing his military career as well as his known links with slavery.**

## **15. COUNCIL TAX BASE 2021-22**

The Executive Board considered the Council Tax Base 2021-22 report. The Board was reminded that the Council was required to determine, on an annual basis, its Council Tax Base and the Council Tax Base of each community within its area, for the purpose of calculating the level of Council Tax for the forthcoming financial year and, under the provisions of Section 84 of the Local Government Act 2003 and the Local Authorities Executive Arrangements (Functions and Responsibilities) (Amendment) (Wales) Regulations 2004, the annual calculation had been delegated to the Executive Board.

The calculation of the Tax Base for the County Council for 2021-22 was detailed in Table 1a and summarised in Table 1b, which were appended to the report. The calculation for individual Town and Community Council areas for 2021-22 was summarised in Table 2 and detailed in Appendix A, which were also appended to the report.

The Board noted that the Tax Base report provided calculations were Authority-wide as well as broken down into all community and town council areas for their precept purposes and that the Council Tax Base for the financial year 2021-2022 had been calculated at £74,425.19.

### **UNANIMOUSLY RESOLVED**

- 15.1 that the Council Tax Base calculations for the financial year 2021-22, as detailed within Appendix A of the report, be approved;**
- 15.2 that a Council Tax Base of £74,425.19, as detailed within tables 1a and 1b of the report, be confirmed in respect of the County Council area;**
- 15.3 that the relevant tax bases for the individual community and town council areas, as detailed in table 2 of the report, be confirmed.**

## **16. ANY OTHER ITEMS OF BUSINESS THAT BY REASONS OF SPECIAL CIRCUMSTANCES THE CHAIR DECIDES SHOULD BE CONSIDERED AS A MATTER OF URGENCY**

The Chair advised that there were no items of urgent business.

The Chair, on behalf of the Executive Board, extended sincere sympathy to all those residents throughout the county who have been affected by Covid-19, from those who have lost loved ones to those who continue to suffer and struggle.

He also extended his gratitude to his fellow Executive Board members for the hard work undertaken this year and to all Council staff for going above and beyond, under the excellent leadership of the Chief Executive, who had demonstrated yet again her unstinting support for the people of Carmarthenshire.

He concluded by wishing everyone a Merry Christmas and a Happy New Year.

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**CHAIR**

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**DATE**

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## EXECUTIVE BOARD 18<sup>TH</sup> JANUARY, 2021

### SUBJECT: FOOD AND FEED SERVICE DELIVERY 2020-2021

#### Purpose:

To propose a plan for food and feed advisory/official control work based on Food Standards Agency (FSA) guidance up to the 31 March 2021.

#### Recommendations / key decisions required:

1. The proposals for the advisory/official controls at food and feed businesses up to 31 March 2021 be approved.

#### Reasons:

As a result of COVID-19, officers from the Food Safety and Health section, who would ordinarily be implementing the food and feed official controls (inspections), have, over the last six months been involved in implementing the COVID relevant legislation. They have also been deployed/seconded into the Infection Prevention and Control Team.

The Food, Safety and Health team, however, are now in a position where advisory/official controls for food and feed can be reinstated and implemented. The FSA has recently provided guidance for the delivery of official food controls in the context of the ongoing response to the COVID -19 pandemic. The following proposals demonstrate how Carmarthenshire will implement the guidance to support food businesses and protect consumers.

Food and Feed safety is of paramount importance to the residents of Carmarthenshire. The work is imperative to prevent food poisonings, poor food and feed standards, labelling/allergy safety and food fraud.

Looking forward, work carried out by the Environmental Health section will also underpin, and support, the food and feed businesses during the introduction of Brexit and challenges that this will bring to the economy for the County.

Relevant scrutiny committee to be consulted : NO

Exec Board Decision Required YES – 18<sup>th</sup> January, 2021

Council Decision Required NO

EXECUTIVE BOARD MEMBER PORTFOLIO HOLDER:-

Cllr Phillip Hughes (Public Protection Portfolio Holder)

Directorate: Communities	Designations	Tel Nos and Email addresses
Name of Head of Service: Jonathan Morgan	Head of Safer Homes and Communities	<a href="mailto:JMorgan@carmarthenshire.gov.uk">JMorgan@carmarthenshire.gov.uk</a> 01267 228960
Report Author: Sue Watts	Environmental Protection Manager	<a href="mailto:SeWatts@carmarthenshire.gov.uk">SeWatts@carmarthenshire.gov.uk</a> 01267 228929

**EXECUTIVE SUMMARY**  
**EXECUTIVE BOARD**  
**DATE: 18<sup>TH</sup> JANUARY, 2021**

**FOOD AND FEED SERVICE DELIVERY 2020-2021**

**The Purpose**

To propose a plan for food and feed advisory/official control work based on Food Standards Agency (FSA) guidance up to the 31 March 2021.

**The Context**

The Food, Safety and Health section is responsible for delivering advisory/official controls (inspections) at food and feed businesses within Carmarthenshire. Since March 2020, officers from the team have been active in COVID-19 related response which has had an obvious impact on our ability to carry out food inspections. That said, the offices have achieved the following food/feed responses:

- Advisory calls to new 'higher risk' businesses particularly in regards to milk/meat producers/sales. This includes advisory visits to the kitchens of the field hospitals.
- Granting of approval of a dairy business in order that they can trade
- Completed a PGI (Protected Geographical Indication) audit. This is required to protect and promote regional food products (similar to a trade mark).
- Investigation of feed and food incidents brought to our attention by the Food Standards Agency. Examples include pesticides in sesame ingredient of food from Belgium, possibility of unauthorised additive to feed ingredients brought into the country, issue of composition not meeting required standards of feed being exported.

The FSA has recognised the challenging circumstances that COVID-19 has created and the critical role that Environmental Health teams are playing in the wider public health response required to control the pandemic. The FSA is also conscious of the statutory responsibilities that, together with LAs, have to protect public health through delivery of official food controls.

The Food, Safety and Health team are now in a position where advisory/official controls for food and feed can be reinstated and implemented. The FSA has recently provided guidance for the delivery of official food controls. The following proposals demonstrate how Carmarthenshire will implement the guidance to support food businesses and protect consumers.

## **Food responsibilities**

The FSA has agreed to the temporary deviation from the Food Law Code of Practice and accordingly, guidelines have been produced prioritising official controls (inspections) to March 2021. The guidance also contains advice on how other food hygiene and food standards activities should be prioritised.

The most recent guidance was produced on the 1<sup>st</sup> October 2020, with a further review in January 2021. Annex 1 outlines the guidance issued by the FSA and a proposal of how the Food, Safety and Health section will deliver this.

## **Feed responsibilities**

The FSA did not seek Ministerial agreement to extend the temporary deviation from the Feed Law Code of Practice beyond 17<sup>th</sup> July 2020. This being the case, there is an expectation that official controls will be undertaken by Local Authorities. The FSA (Wales), however, has accepted that the committed programme at the beginning of the year will not be achieved as a result of the COVID-19 restrictions.

It has been agreed that authorities will attempt to produce a more manageable target based programme of inspections based on resources. Annex 2 outlines the proposed targets to be delivered by 31<sup>st</sup> March 2021.

## **Conclusion**

Food and Feed safety is of paramount importance to the citizens of Carmarthenshire. The work is imperative to prevent food poisonings, poor food and feed standards, labelling/allergy safety and food fraud. Looking forward, work carried out by the Environmental Health Section will also underpin and support the food and feed businesses during the introduction of Brexit and challenges that this will bring to the economy for the County.

## **Recommendation**

- 1. The proposals for the official controls for food and feed businesses outlined in Annex 1 and 2 be approved pending current levels of resource.**

**DETAILED REPORT ATTACHED ?**

**NO – Attached – Annex 1 & 2**

## IMPLICATIONS

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

**Signed: Jonathan Morgan**

**Head of Homes and Safer Communities**

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

### 5. Risk Management Issues

The report to reinstate the inspections for food and feed businesses including Risk Assessments and Safe Working Practices have been approved by Gold.

Failure to re-instate food and feed inspections will result in us not adhering to new FSA guidelines

### 6. Staffing Implications

The Food, Safety and Health team have now secured additional resources to carry out the food and feed inspections but will still be influenced by any potential escalating demand in COVID cases in the County to year end.

## CONSULTATIONS

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

Signed: Jonathan Morgan

Head of Homes and Safer Communities

1. Scrutiny Committee - NA
2. Local Member(s) - NA
3. Community / Town Council - NA
4. Relevant Partners - NA
5. Staff Side Representatives and other Organisations - NA

EXECUTIVE BOARD PORTFOLIO  
HOLDER(S) AWARE/CONSULTED:

YES

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

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

THERE ARE NONE

## Food and Feed Service Delivery 2020-2021

### Annex 1

**Table 1. Sector specific official controls/EU exit priorities that must be undertaken**

Requirement	Implementation
Shellfish samples from harvesting areas required every month for both Microbiological and toxin testing .	<p>Samples are required from the North side of the Burry Inlet and the Three Rivers in order to ensure that the beds retain classification for commercial gathering.</p> <p>Sampling has increased to take into account the diesel spill in August.</p>
Granting of approvals requires onsite visits to comply with EU Hygiene Regulations and the Food Law Code of Practice.	Ongoing work with premises developing and diversifying. Initial communication will be carried out via phone/Teams to ensure that on site inspections are specific and minimise time onsite.

**Table 2: Prioritisation of other official control activities in registered and approved establishments**

#### High risk

Requirement	Implementation
<p>Ongoing proactive surveillance to obtain an accurate picture of the local business landscape:</p> <ul style="list-style-type: none"> <li>•open/closed/recently re-opened/new businesses</li> <li>•change of operation, activities or FBO</li> </ul>	<p>Internet searches, phone calls, information from businesses, complaints, drive-round etc. and other local sources of intelligence.</p> <p>The section is working closely with Economic Development and other Departments across the Authority to support and advise new/diversifying businesses.</p>
Appropriate interventions for establishments where the local authority has concerns around public health/consumer protection as a result of the ongoing proactive surveillance.	Officers will respond to service requests. Investigations may be carried out remotely (clarification on procedures) and/or on site visit.
Urgent reactive work including following up on food incidents and investigating foodborne disease outbreaks or complaints	Officers will respond to incident updates from Food Standards Agency and Public Health Wales. Investigations may be carried out remotely and/or on site visit/samples.

	An illustration has been the diesel spill incident in Llangennech resulting in monitoring and the closure of the shellfish harvesting beds.
Establishments subject to ongoing formal enforcement action.	Officers have and will continue to follow up formal enforcement action such as ensuring compliance with notices to ensure public safety.
Establishments overdue/due an enforcement revisit.	68 Food Hygiene premises outstanding inspections Including; 1-B*, 8-C*, 19-D, 39-E, 1 Unrated  *will take priority.

### Medium Priority

Requirement	Implementation
Establishments rated: <ul style="list-style-type: none"> <li>• all A, all B - all and non-compliant C for hygiene</li> <li>• A / high risk for standards</li> </ul> overdue/due an intervention not already captured above	56 A and B (Food Hygiene)  14 Broadly non-compliant C  22 A (Food Standards)
Establishments given an 'awaiting inspection' FHRS status including new businesses	19 Awaiting inspection  250 applications for registration (status unknown currently)
Establishments where applying COVID-19 requirements - e.g. social distancing - might impact on food safety or the ability of the local authority to conduct a physical inspection	Checks will be incorporated into the programmed Inspections and visits made as a result of concerns - both remotely and on site. This work will enhance the work carried out by the 'COVID' advisory and enforcement team.

### Low priority

Requirement	Implementation
Establishments rated: <ul style="list-style-type: none"> <li>• compliant C, all D, all E for hygiene; or</li> <li>• B or C / medium or low risk for standards</li> </ul>	<b>Food Hygiene</b>  506 – C  182 -D  503 – E



<p>overdue/due an intervention not already captured above</p>	<p>Unrated 37 (in addition to above)</p> <p><b>Total – 1241</b></p> <p><b>Food Standards</b></p> <p>305 – B</p> <p>284 – C</p> <p>Total – 589 (will be carried out in conjunction with the above inspections)</p> <p><i>The team will focus on businesses that have previously been found to be not broadly compliant ‘C’ (with low confidence in Management) as identified in the above.</i></p>
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## Annex 2

### Feed Inspections

Requirement	Implementation
<p>As delivery arrangements for feed controls are different to those for food controls, the FSA has not sought Ministerial agreement to extend the temporary deviation to the Feed Law Code of Practice beyond 17 July.</p>	<p><b>296</b> - On farm – <b>we commit to 20% =60</b>  <b>22</b> - Off farm – <b>we commit to 100% = 22</b></p> <p>Urgent reactive work including following up on feed incidents or complaints have been undertaken and this will continue to be the case.</p>

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## EXECUTIVE BOARD 18<sup>TH</sup> JANUARY, 2021

### SUBJECT: TRANSITIONAL HOMELESSNESS PLAN

#### Purpose:

The purpose of this report is to provide an update on:

- The continued impact of COVID -19 on homelessness provision particularly in relation to single people;
- A bid to Welsh Government for funding to assist in developing plans to tackle additional demand; and
- Plans to re-house and support particularly single homelessness people over the next 12 months and into the future.

#### Recommendations:

1. To note the continued impact of Covid-19 on homelessness provision.
2. To note the outcome of a bid to Welsh Government for additional support and progress made regarding our homeless plans.
3. To approve a variation of the Access to Social Housing Policy to undertake a pilot exercise to help re-housing single homeless households in Council stock including:
  - Using 6 vacant upper floor two-bedroom flats for single people; and
  - Using 3 vacant houses where two single people are given the opportunity to share a tenancy.
4. We investigate buying single person accommodation in the private sector as part of our general plans to increase stock numbers.

#### Reasons:

To ensure:

- We maximise the opportunities of Welsh Government funding and to develop better homelessness provision moving forward;
- We comply with new Welsh Government guidance which requires us to temporarily house and find permanent accommodation for all homeless single people;
- We meet the immediate demand for temporary accommodation, and we are set up to meet future demands; and
- We have a range of permanent housing options to support the homeless, particularly single people in the future.

Relevant scrutiny committee to be consulted: NO

Exec Board Decision Required YES – 18<sup>th</sup> January, 2021

Council Decision Required NO

EXECUTIVE BOARD MEMBER PORTFOLIO HOLDER:-

Cllr. Linda Evans (Housing Portfolio Holder)

Directorate

Communities

Name of Head of Service:  
Jonathan Morgan

Report Author:  
Jonathan Willis

Designations:

Head of Homes and Safer  
Communities

Advice and Tenancy  
Support Manager,

Tel Nos.

01267 228960/

01554 899232

E Mail Addresses:

[jnwillis@carmarthenshire.gov.uk](mailto:jnwillis@carmarthenshire.gov.uk)

[jmorgan@carmarthenshire.gov.uk](mailto:jmorgan@carmarthenshire.gov.uk)

**EXECUTIVE SUMMARY**  
**EXECUTIVE BOARD**  
**18<sup>TH</sup> JANUARY, 2021**

**TRANSITIONAL HOMELESSNESS PLAN**

**Introduction**

Welsh Government (WG) have changed the law regarding single people who are homeless and in 'priority need'. The purpose of this change was to try to address rough sleeping in Wales particularly in view of COVID-19.

Carmarthenshire has responded successfully to the changes and new demands by supporting and accommodating large numbers of single people over a six-month period.

Our successful response can be attributed to the way we have focused on improved our housing advice and homelessness provision in recent years.

We have consistently reviewed and reshaped our housing advice service to enable us to focus on homelessness prevention. We have created a "hub" of services tackling the main causes of homelessness before it escalates. The main elements of this Hub include our Housing Advice telephone Line, specialist case workers, provision of dedicated officers who have developed links with the private rented sector and support from homelessness organisations like Shelter.

**Context**

The change in the law has meant that regardless of a client's previous history, we **must** now temporarily accommodate and rehouse all single people that present as homeless, including prison leavers. This change has caused a significant demand on temporary accommodation and homelessness services in the County in terms of the number of homelessness presentations and the increased complexity of cases.

To meet this new demand, we have had to increase both the amount of temporary accommodation available, the number of housing staff to tackle homeless case work, provide out of hours cover and open our Housing Advice Line on Saturday mornings.

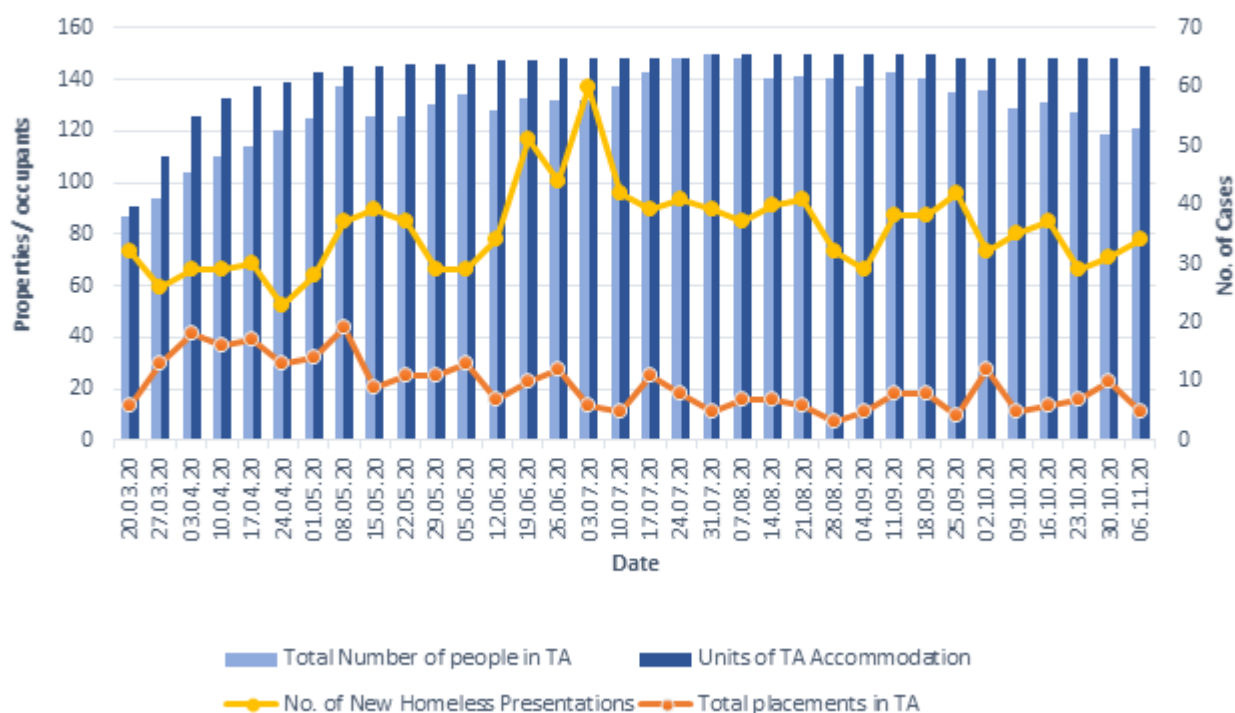
We have been claiming from WG hardship fund targeted at the provision of extra homelessness services. The amounts relate to about £80,000 a month from this fund but which was due to end in July 2020 but has now been extended to the end of March 2021.

WG made available a further £20 million (mixture of revenue and capital) and local authorities were invited to make a bid to aid their recovery and make transitional plans in relation to tackling homelessness because of COVID-19.

## **The impact on homelessness and temporary accommodation**

- The change in the law has increased the number of people we have provided with temporary and emergency accommodation. We normally cater for 70 to 80 households at any one time, but this number has been more than 140 on occasions (Over hundred are single people).
- We have been providing on average 12 new households a week with temporary accommodation, mostly single people (three or four normally).
- The amount of temporary accommodation (pre Covid-19) was insufficient to accommodate the surge in demand, so we have sourced additional units from our own stock, our RSL partners, private landlords and sourced three B&B/ hotel establishments.
- We identified early on the need to manage community cohesion and anti-social behaviour. There is a concern about drug and alcohol misuse and the concentration of people with support needs living in a hotel environment for long periods. We continue to manage the situation using 24-hour security and by working closely with the police.
- We are experiencing a continued demand from single homeless people for temporary and emergency accommodation although the numbers are starting to reduce.
- Private landlords were not able to evict their tenants during the initial and post lockdown periods. This limited the number of homeless presentations from this sector, however, private landlords are now able seek a possession order in the courts with a 6 months' notice period (3 months' notice where there is evidence of anti-social behaviour). This may see demand for temporary accommodation rising again.
- The following graph highlights the impact in terms of the demand on homelessness in terms of new cases and numbers in temporary accommodation:

**A Graph to show the demand on Homelessness & Temporary Accommodation during Covid 19**



**What are our plans for the next 12 months?**

- Welsh Government have confirmed the results of our bid in August. We were successful in securing £330,000 capital and £552,000 revenue. We continue to pay for additional B & B provision from the Welsh Government emergency fund which will amount to approximately £350,000 at the end of March 2021.
- At the core of our proposals is to ensure homelessness is brief and non-repeated by the adoption of rapid re-housing principles advocated by WG. Rapid rehousing starts with providing people with long term housing, and offers additional, sometimes intensive, support if needed to help them retain it and thrive.

A summary of key themes, actions and progress is provided below:

Theme	Actions	Purpose	Progress
<b>Provision of Additional Support</b>	To introduce a new "Housing First" support modal	To provide wrap around intensive support targeted at individuals with chaotic lifestyles to help them stay in their tenancy.	We have received £327,000 from WG. We are currently supporting 20 individuals with capacity to support 40 by the year end.
	To provide more intense support to those in temporary accommodation.	Support involves accessing benefits, health care other support	We received £70,000 from WG. We are supporting 80 single

		services and help to find permanent housing.	people through this service currently
	To expand our pre-tenancy service so we support all new tenants who are coming out of temporary accommodation regardless of tenure.	The additional officer will ensure there is continuity of benefits so they can pay rent, help with basic items to start a new home, and provide advice on tenancy conditions.	An additional officer has been appointed and will start a 12-month pilot by the end of November.
	To set up mental health wellbeing support for homeless people.	To meet increased demand for mental wellbeing support for individuals with these issues do not always meet the threshold for statutory services	The new service has been commissioned via Llanelli Mind and will begin by the end of November.
	To provide additional financial support to maintain tenancies and prevent homelessness	To pay rent in advance, bonds or pay off rent arrears where people have been affected by COVID-19	An additional £100,000 has been obtained from WG.160 tenancies have been supported so far this year.
<b>Provision of More Appropriate Temporary Accommodation</b>	To phase out the hotel accommodation being used currently and to expand the numbers of good quality temporary accommodation.	To provide more appropriate accommodation.	Numbers in B&B have been reduced from 33 to 23 Our pool of rented property for temporary accommodation has also been expanded and currently involves 113 units.
	To decommission temporary accommodation in the Station Rd area.	To disperse to other areas to reduce the levels of anti-social behaviour and crime and support the drive to change the mix of accommodation in Tyisha.	We are seeking a single provider via a formal procurement exercise which we plan to initiate subject to further approval.
<b>Provision of Additional Accommodation</b>	To use small number of 2-bedroom upper floor flats not popular with families for single people.	To use increase immediately accommodation for single person	Subject to approval
	To use a small number of vacant houses where two people can share	To use increase immediately accommodation for single person	Subject to approval
	To incentivise landlords to help us to expand our Social Lettings Agency and target empty private properties.	To use increase immediately accommodation for single person	We received £150,000 from WG. 30 units of accommodation are currently being considered



- The evidence shows that providing accommodation alone is not enough to ensure that tenancies are maintained. To ensure that we are successful we have added a range of additional housing related support prior to, and during a tenancy;
- Bed and breakfast accommodation should not even be a short-term solution for those who find themselves homeless. We will want to phase out the hotel accommodation being used currently. We have already reduced the numbers in bed and breakfast from 33 to 23;
- Our pool of rented property for temporary accommodation has also been expanded and currently involves 113 units (100 units are leased from private landlords 3 from an RSL and 10 units from our own stock). We have a dedicated team to manage the accommodation and they ensure standards are regularly assessed, and occupation monitored;
- There is a concentration of temporary accommodation in the Station Road area. Both our Homelessness Strategy and our plans to regenerate Tyisha have indicated that we will decommission temporary accommodation in the area with the view of dispersing to other areas to reduce the levels of anti-social behaviour and crime. We are seeking a single provider via a formal procurement exercise which we plan to initiate subject to further approval;
- There is a limited supply of single person accommodation (we have approximately 600 in our stock). Last year we allocated 72 Council homes and 71 RSLs homes to single people. We cannot therefore rely on wholly the existing provision of our own stock or RSLs and will also need to engage and incentivise the private rented sector to provide permanent accommodation;
- In terms of our own stock, plans are being made to include more single person accommodation in our new build and affordable home developments. In the meantime, we are proposing we are investigate buying single person accommodation in the private sector as part of our plans to increase stock numbers; and
- In addition, and to deal with the immediate issue, we are proposing we use a small number of 2-bedroom upper floor flats not popular with families for single people. As well as using a small number of vacant houses where two people can share. It is proposed these properties will be dispersed in and around the main townships. Allocations will be made with the approval of the Head of Homes and Safer Communities and the tenancies will be supported and monitored carefully to minimise impact on neighbours etc.

## Recommendations

1. To note the continued impact of Covid-19 on homelessness provision.
2. To note the outcome of a bid to Welsh Government for additional support and progress made regarding our homeless plans.
3. To approve a variation of the Access to Social Housing Policy to undertake a pilot exercise to help re-housing single homeless households in Council stock including:
  - Using 6 vacant upper floor two-bedroom flats for single people; and
  - Using 3 vacant houses where two single people are given the opportunity to share a tenancy.
4. We investigate buying single person accommodation in the private sector as part of our general plans to increase stock numbers.

**Detailed Report Attached:**

**NO**

# IMPLICATIONS

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

Signed: Jonathan Morgan Head of Homes and Safer Communities

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

## 1. Policy, Crime & Disorder and Equalities

The plan aligns with our Homelessness Strategy by delivering additional accommodation and support for homeless people in a sustained way.

One of our key recommendations is a request to vary our Access to Social Housing Policy.

## 2. Legal

The plan will ensure we meet our new legal duties in a sustained way moving forward.

Those termed *in priority need*-local authorities have a duty to provide temporary or emergency accommodation if requested. If it is apparent the case cannot be resolved through prevention or the provision of other support the local authority has a duty to provide permanent accommodation (social housing or access to an assured tenancy in the private rented sector.)

## 3. Finance

- Welsh Government confirmed the results of our bid in August. We were successful in securing £330,000 capital and £552,000 revenue.
- Welsh Government have also agreed to continue to fund additional B & B provision from the Emergency Homelessness Provision. This will amount to approximately £350,000 by the end of March 2021.

## 5. Risk Management Issues

- Failing to implement our plan will result in significant pressure on homelessness services in the County; and
- Additional accommodation of the right type and appropriate support will not be delivered if the plan is not implemented.

## 6. Staffing Implications

- Four additional staff have been approved based on secondments and temporary provision for a 12-month period.

# CONSULTATIONS

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

Signed: Jonathan Morgan

Head of Homes and Safer Communities

**1. Scrutiny Committee** - Not applicable at this stage.

**2. Local Member(s)** - Not applicable at this stage.

**3. Community / Town Council** - Not applicable at this stage.

**4. Relevant Partners**

A variety of partners have been consulted including appropriate partners and RSLs

**5. Staff Side Representatives and other Organisations**

As above.

**EXECUTIVE BOARD PORTFOLIO  
HOLDER(S) AWARE/CONSULTED:**

YES

Cllr Linda Evans is in favour of the way forward and actions presented in this report.

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

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

Title of Document	File Ref No.	Locations that the papers are available for public inspection
Carmarthenshire Homelessness Strategy		<a href="http://democracy.carmarthenshire.gov.wales/documents/s27466/Report.html?CT=2">http://democracy.carmarthenshire.gov.wales/documents/s27466/Report.html?CT=2</a>

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## EXECUTIVE BOARD 18TH JANUARY 2021

### REVENUE BUDGET STRATEGY 2021/22 to 2023/24

#### RECOMMENDATIONS / KEY DECISIONS REQUIRED:

##### 1. THAT EXECUTIVE BOARD:

- 1.1. Note the contents of the report and approve the three year budget strategy as a basis for consultation. Specifically seeking comments from consultees on the efficiency proposals in Appendix A.
- 1.2. Give consideration as to what additional savings proposals can be identified to deliver a balanced budget over the full 3 year financial planning period.

#### REASONS:

To provide the Executive Board with an overview of the budget issues and outlook for the forthcoming years.

Relevant Scrutiny Committee Consulted	YES
Exec Board Decision Required	YES
Council Decision Required	NO

#### EXECUTIVE BOARD MEMBER PORTFOLIO HOLDER:- Cllr. David Jenkins

<b>Directorate:</b> Corporate Services <b>Name of Director</b> Chris Moore <b>Report Author:</b> Randal Hemingway	<b>Designation:</b> Head of Financial Services	<b>Tel Nos.</b> (01267) 224886 <b>E Mail Addresses:</b> Rhemingway@carmarthenshire.gov.uk
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**EXECUTIVE SUMMARY  
EXECUTIVE BOARD  
18<sup>TH</sup> JANUARY 2021**

**REVENUE BUDGET STRATEGY  
2021/22 to 2023/24**

The report provides members with an overview of the Revenue Budget for 2021/22 and the following two financial years.

It details the budget process, the current Welsh Government (WG) provisional settlement, the Final settlement timetable and identifies the validation and budget pressures that need to be considered by members in setting next year's revenue budget.

The report will also form the basis of the budget consultation process that will be undertaken during the period January to February.

**DETAILED REPORT ATTACHED?**

**YES**

# INTEGRATION

I confirm that the Community Strategy Integration Tool has:

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

Signed: Randal Hemingway

Head of Financial Services

# IMPLICATIONS

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

Signed: C Moore

Director of Corporate Services

Policy and Crime & Disorder	Legal	Finance	ICT	Risk Management Issues	Organisational Development	Physical Assets
<b>YES</b>	<b>NONE</b>	<b>YES</b>	<b>NONE</b>	<b>NONE</b>	<b>NONE</b>	<b>NONE</b>

## 1. Policy and Crime & Disorder

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

## 3. Finance

The report provides an initial view of the Budget Strategy for 2021/2022, together with indicative figures for the 2022/23 and 2023/24 financial years. The impact on departmental spending will be dependent upon the final settlements from Welsh Government, and the resultant final Budget adopted by County Council.

# CONSULTATIONS

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

Signed: C. Moore

Director of Corporate Services

**1. Local Member(s)** Not applicable

**2. Community / Town Council** Not applicable

### 3. Relevant Partners

Consultation with relevant partners will be undertaken and results will be reported during the budget process.

### 4. Staff Side Representatives and other Organisations

Consultation with other organisations will be undertaken and results will be reported during the budget process.

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

Title of Document	File Ref No.	Locations that the papers are available for public inspection
2020/2021 3 year Revenue Budget		Corporate Services Department, County Hall, Carmarthen.
WG Provisional Settlement		Corporate Services Department, County Hall, Carmarthen.



**REPORT OF DIRECTOR OF CORPORATE SERVICES**

**Executive Board**

**18<sup>th</sup> January 2021**

**REVENUE BUDGET STRATEGY 2021/22 to 2023/24**

<b>HEAD OF SERVICE &amp; DESIGNATION.</b>	<b>DIRECTORATE</b>	<b>TELEPHONE NO.</b>
<b>C Moore, Director of Corporate Services</b>	<b>Corporate Services</b>	<b>01267 224121</b>
<b>AUTHOR &amp; DESIGNATION</b>	<b>DIRECTORATE</b>	<b>TELEPHONE NO</b>
<b>R Hemingway, Head of Financial Services</b>	<b>Corporate Services</b>	<b>01267 224886</b>

**1. INTRODUCTION**

- 1.1. Executive Board in November 2020 received a report on the Revenue Budget Outlook for 2021/22 to 2023/24 which appraised Members of the financial outlook and the proposals for taking forward the budget preparation for the three year period.
- 1.2. This report provides Members with the current view of the Revenue Budget for 2021/22 together with indicative figures for the 2022/23 and 2023/24 financial years. The report is based on officers' projections of spending requirements and takes account of the provisional settlement issued by Welsh Government on 22<sup>nd</sup> December 2020. It also reflects the current departmental submissions for savings proposals after taking account of the impact of pandemic on the delivery of these savings.
- 1.3. Whilst significant work has already been undertaken in preparing the budget, this represents an initial position statement which will be updated over the coming month as the budget is further developed, council members are engaged and public consultation takes place. The final settlement is due to be received from Welsh Government on 2<sup>nd</sup> March.
- 1.4. The report is broken down into 5 parts:
  - Funding Projections
  - Budget Requirement
  - Impact on the Authority's budget requirement
  - Consultation
  - Conclusion

- Recommendations

## 2. PROVISIONAL SETTLEMENT

2.1. The provisional settlement was announced on Tuesday 22<sup>nd</sup> December 2020. Indicative figures for individual Local Authorities were provided for one financial year only, 2021/22, with no further information about future years' settlements.

2.2. The Westminster Comprehensive Spending Review announced on 25 November 2020 included a significant Barnett consequential, reported at £1.3 billion, though it is understood this includes Covid-19 expenditure. There were also the following announcements which have a material impact on our budget considerations:

2.2.1. An announcement of a “pay freeze” for public sector workers excluding the NHS, but with “at least £250” for anyone earning below £24,000. Whilst unquestionably below the 2.75% allowed for previously, members should note that not only has no further information been published on this, but it is also stressed that this should be considered as an opening negotiating position in what is ordinarily subject to national pay bargaining. Unions have reacted negatively calling it a “kick in the teeth for the key workers”.

2.2.2. A national living wage of £8.91, an increase of 2.2% on the current £8.72, much less than anticipated.

2.3. The main points of the Provisional Settlement 2021/22 on an all Wales basis are as follows:

2.3.1. Local government revenue funding for 2021/22 set at £4.651 billion, an increase of 4.0% (£177 million) compared to 2020/21, but this is after transfers into the settlement of £5 million.

2.3.2. Our analysis suggests there are however inconsistencies in this:

The settlement allows for £4 million of transfers in respect of the September 2020 Teachers pay award, which represented only partial funding of the part year (7 months) financial effect of the pay award. We estimate the full year effect of the award is approximately £40 million across

Wales, which will need to be met from the improved settlement.

WG also provided £1.6 million funding in 2020/21 to support the sixth form element of the September 2020 Teachers pay award. By contrast, WG have neither added this to the settlement nor increased sixth form grant funding, which remains at a cash flat position.

2.3.3. Unlike previous years, there is no funding floor. Individual settlements range from +2.0% (Ceredigion) to +5.6% (Newport), although there is some disquiet about this across Wales.

## 2.4. The Settlement figures for Carmarthenshire are:

2.4.1. After adjustments for WG identified transfers, the increase in the provisional settlement is 3.8% (£10.466 million). The Aggregate External Finance (AEF) therefore increases to £284.820 million in 2021/22. This includes £244k in respect of Teachers pay.

This settlement is significantly above our previous assumption of +2.0%, however there remains significant risk to our funding position as it provides no additional funding either in respect of any future pay award or Covid-19 related costs and/or continuing income reduction (discussed in paragraph 3.4.3 below)

On the basis of this experience, and in the absence of any forward guidance for future years, the MTFP assumptions for 2022 and beyond maintain our current assumptions of annual settlement increases of +2.0%, but increases to the assumed level of pay, price and other inescapable pressures, leading to a savings target of £17 million over the three year MTFP period.

## 2.5. Details of the Welsh Government Service Specific Grants were provided alongside the provisional settlement on 22 December 2020 at an all Wales level. Many remain at broadly at similar level (cash value level), however there are however some important updates :

- The social care workforce grant has been increased from £40m to £50 million across Wales. As was the case last year, we assume that the increase, estimated at £600k for Carmarthenshire, can be used in full towards the obvious and unavoidable service pressures.
- The Additional Learning Needs grant of £7.2 million across Wales which was introduced last year has been continued. This

continuation is welcome as it can be applied to the department's recurrent need of £400k

- A reduction of £1.0 million to the Sustainable Waste Management Grant, which will reduce the support from Carmarthenshire's core waste budgets by around £55k.

There are a number of grant changes referred to in narrative to the main WG budget narrative which are not reflected in the local government provisional grant tables, which we understand are due to be updated for the final settlement.

### 3. BUDGET REQUIREMENT 2021/22

#### 3.1. Current Years performance (2020/21)

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

3.1.2. The current projection for the Revenue Outturn for 2020/21 (based on the October 2020 monitoring) is as follows

Service	Approved Budget £'000	Total Expenditure Forecast £'000	Variance Forecast For Year £'000
Chief Executive	12,994	12,436	-558
Communities	102,882	103,794	912
Corporate Services	27,637	27,186	-452
Education and Children's Services	178,291	179,798	1,506
Environment	59,190	60,207	1,017
<b>Departmental Expenditure</b>	<b>380,995</b>	<b>383,420</b>	<b>2,426</b>
Cont from Dept/Earmarked Reserves			0
Capital Charges	-19,940	-21,140	-1,200
Levies and Contributions	10,538	10,538	0
Transfer to/ from Reserves	0	0	0
<b>Net Expenditure</b>	<b>371,593</b>	<b>372,818</b>	<b>1,226</b>

The main reasons for the departmental overspends are as follows:

- o Communities Department: overspends against budget in the areas of Physical Disabilities, Learning Disabilities and Mental Health.

- Education and Children’s Services: overspend is due mainly to the forecast increase in school deficit balances.
- Environment Department: overspends are due to a shortfall in income across parking and property maintenance, together with additional costs within Waste Services.

The Authority is currently forecasting a variance of £1.2 million at the year-end that will have to be met from Reserves

### 3.2. Validation

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

	<u>2021/22</u> <u>Original</u>	<u>2021/22</u> <u>Proposed</u>	<u>2022/23</u>	<u>2023/24</u>
General inflation	2.0%	2.0%	2.0%	2.0%
Electricity	5.0%	5.0%	5.0%	5.0%
Gas	5.0%	5.0%	5.0%	5.0%
Fuel	5.0%	5.0%	5.0%	5.0%
Pay Inflation - non teaching	2.75%	2.75%	2.75%	2.75%
Pay Inflation - Teaching	2.75%	2.75%	2.75%	2.75%
Levies	2.9%	2.4%	2.5%	2.5%
Pension Contributions	nil	nil	nil	nil
Capital Charges	£500k	£500k	£500k	£500k

3.2.2. Our previous planning assumptions include future annual pay awards of 2.75% for all staff. Since then, the Chancellor’s Autumn Budget statement included a pay freeze for public sector workers, with the exception of NHS staff and other public sector workers earning below £24,000 who would receive “at least £250”. Without any detail beyond this, it is impossible to accurately estimate the cost of this. Teachers pay is similarly uncertain - the additional part year effect of the September 2020 pay award adds around £1 million to schools expenditure above 2020/21 levels.

The Chancellor’s proposal is in effect an opening employer’s position – our staff remuneration levels are subject to national pay bargaining, further complicated by WG assuming responsibility for Welsh Teachers pay decisions in 2019. The minister’s letter which accompanied the provisional settlement stated that WG itself had received no Barnett consequential in respect of pay and therefore authorities should provide for this in their budgets.

Given the current scale of uncertainty and that pay represents the single largest expenditure item in our budgets, it is deemed prudent to retain the pay award assumption in our draft budget at this time. This will also enable Carmarthenshire to uphold its commitment to being a living wage employer.

3.2.3. We have received confirmation from the fire authority that their indicative budget assumes a levy increase of 2.43%. This is based on the explicit understanding that firefighters pension cost increases continue to be met through direct grant award.

3.2.4. As a result of these factors, validation is at a similar level to last year and adds £11.1 million to the current year’s budget.

### 3.3. Cost Reduction Programme

3.3.1. In anticipation of the settlement challenges, significant work to review service efficiencies/rationalisation proposals has been undertaken.

In ordinary times, delivery of current savings proposals and development/preparation for future years forms a significant proportion of services activity and in particular, senior management capacity. The impact of the pandemic, and our response to it, has severely curtailed our ability to make normal levels of progress in this area.

Officers have reviewed savings and deferred delivery of a total of £3.043m from 2020/21 and 2021/22 to the outer two years of the plan.

3.3.2. The savings targets set for each financial year are as follows:

	2021/22 £m	2022/23 £m	2023/24 £m
Original targets (November Budget Outlook report)	5.930	5.209	5.208
Updated targets (following Provisional Settlement)	2.511	5.209	5.208

3.3.3. Accordingly, departments have developed a range of proposals, and these efficiencies are included in **Appendix A** of this report.

- The efficiency proposals are categorised as follows:  
 Managerial – Efficiencies that result in no perceivable change to the overall level of service delivery.  
 Policy – Efficiency or service rationalisation proposals that will directly affect service delivery.

	2021/22 £m	2022/23 £m	2023/24 £m
Managerial	2.438	4.346	2.429
Existing Policy	0.073	0.565	1.115
New Policy	Nil	Nil	Nil
<b>Total</b>	<b>2.511</b>	<b>4.911</b>	<b>3.544</b>
Shortfall	Nil	0.298	1.664

(Detail at **Appendix A**)

3.3.4. The summary sheet at Appendix A sets out the savings targets set for individual departments and the value of savings currently identified.

### 3.4. New Expenditure Pressures

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

3.4.2. The original budget outlook report included £6 million in 2021/22 per annum to meet growth pressures.

Initial growth bids in excess of £11 million have been submitted by departments for 2021/22. This figure does NOT include any continuing Covid-19 response and/or income loss. Based on an evaluation of the value and unavoidable nature of pressures submitted as well as additional funding identified through grants as explained in paragraph 2.5 above, core funding for specific pressures totalling £4.689 million have been funded.

For this budget round, social care pressures are particularly difficult to quantify, for the following reasons:

- Funding required for the National Living Wage increase is less than expected, as the Chancellor's announcement of £8.91/hour was much less than the figure forecast by the Office of Budget Responsibility. However, the sector has been through unprecedented turmoil over the last year, and

cost pressures may persist even as Covid-19 hopefully recedes.

- The social care workforce impact of the new trading arrangements with Europe post Brexit could be significant
- There is a clear and unprecedented increase in need for Mental Health services. Whilst £500k has been provided for in the budget, it is hard to predict how demand will evolve.

Based on this assessment, a contingency sum of £500k has been set aside specifically against Social care. Members should further note that the budget figures contained within this report do not allow for any future funding pressures in respect of waste. To achieve increasingly challenging statutory Welsh Government recycling targets, it is likely that changes will need to be made to the waste collection methodology in the coming years which will require significant one off capital funding as well as increases to recurrent revenue budgets.

Information will continue to be reviewed and updated between draft and final budgets, and where grant funding can be identified to meet any of these pressures in part or full, this will be adjusted.

- 3.4.3 Covid-19 has led not just to unprecedented additional costs, but also a collapse of important income, particularly during periods of lockdown. Taken together, it is anticipated that the combination of additional expenditure and income loss will have a £30 million impact on Carmarthenshire’s current year budgets. Authorities have submitted monthly claims, which have been assessed, and to a very significant extent, fully refunded by WG. Looking ahead to next year, continued WG funding in this way has not been committed at this stage, not least because WG itself does not yet have funding confirmed as a consequence of Westminster Covid-19 related expenditure.

At the time of writing, the national picture appears bleak with the highest ever reported daily cases and daily deaths at the same peak as the first wave. Whilst the rollout of both approved vaccines is clearly the “way out”, the speed of vaccination is highly ambitious, and it has already been suggested that restrictions may continue to be needed next Winter. In this context, an additional £1 million corporate contingency is set aside in our budget.

In total, pressures funding adds £6.189 million to the budget. The detail is provided at **Appendix B**.

- 3.4.4 In addition to the authority’s own expenditure pressures, there is an urgent need to expand support to local businesses to support



economic recovery. This is primarily capital grant expenditure and is discussed in the separate capital programme report to be considered on the agenda today. However, as there is insufficient additional capital funding available, the draft revenue budget includes a £1 million one-off allocation to support this expenditure.

### **3.5. Schools Delegated Budgets**

3.5.1 The last two budgets have provided in full for known pressures to school budgets including inflationary costs and pay awards. Over that time, school balances have continued to worsen. Prior to the pandemic, there was a significant focus on addressing the root causes of this, and to support individual schools to return to financial sustainability. It was recognised this would inevitably take some time to see the full effect of the changes being made. The unrelenting pressure on schools which the pandemic has caused has delayed this significantly. During the spring and summer, there was a moratorium on school redundancies, and the Autumn term has seen TTP activity for school staff grow to an unimagined scale. In recognition of this, next year's budget provides funding for known pressures in full. This includes the full year effect of the September 2020 pay award, and funding will be retained centrally against the any unfunded award in September 2021.

Members should however note that schools funding in 2020/21 received additional one-off support from the "Accelerated Learning Programme" in response to Covid-19 of £16.6m across Wales. WG have been able to continue this grant, though the value drops by around 30%. No information is yet available for the equivalent sixth form funding.

### **3.6. Internal Funding**

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

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

- Uncertainty around the true economic impact of the new trading arrangements with Europe
- The pace of deployment and efficacy of Covid-19 vaccine upon the need for continuing public health restrictions
- Future inflation/interest rates
- The timing and severity of fiscal or expenditure measures brought in by Westminster Government to balance public sector finances.
- Additional pressure on demand lead Services

In addition as mentioned previously Welsh Government have only been able to provide a one year settlement and we have no knowledge of future settlement, which therefore means it is difficult to construct multi-year budgets in the absence of any clear forecasts.

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

	1 <sup>st</sup> Apr 2020 £'000	31 <sup>st</sup> Mch 2021 £'000	31 <sup>st</sup> Mch 2022 £'000	31 <sup>st</sup> Mch 2023 £'000
Schools Reserves	-2,001	-3,496	-2,496	-1,496
General Reserves	11,221	11,490	11,490	11,490
Earmarked Reserves	91,617	75,887	37,028	29,369

#### 3.6.4. School Reserves

- Schools have delegated responsibility for the management of their own finances. The level of reserves held by an individual school at any point in time will depend on a number of factors including the level of contingency fund that the school governing body considers appropriate, and the particular plans each school has for expenditure. Officers have yet to be informed of any transfers to/from these reserves by individual schools for future years.
- Legislation allows schools to carry forward reserves from one financial period to another. The School Funding (Wales) Regulations 2010 requires schools to limit their accumulated reserves at year end to £50,000 for Primary Schools and £100,000 for Secondary and Special Schools or 5% of their budget dependant

on what is greater. School Improvement officers are currently working with schools to ensure they comply with the guidance. As at 31<sup>st</sup> March 2020, 45 primary, 6 secondary and 1 special schools were in deficit.

### 3.6.5. General Reserves

- In the changeable and challenging environment currently facing Local Government the Authority is committed to maintaining a reasonable level of General reserves or Balances. Whilst there is no prescribed minimum level for Balances, Council has previously deemed 3% of net expenditure as being a prudent level, which has been accepted by our Auditors as being reasonable
- The overall level of balances is taken into consideration each year when the annual budget is set and has on occasions been utilised to augment expenditure/reduce council tax. The 2020/21 budget was set on the basis of no transfers from the General Reserves. Based upon the October Budget monitoring (outlined in paragraph 3.1.2 above) there could be a small increase of £269k to General Reserves and a worsening of £1.5m on school deficit balances at the end of the current financial year.
- Given ongoing impact of the pandemic response on our budgets and the uncertainty of continued WG support into next year, therefore it is deemed imprudent at this stage to assume any further support for future years budgets from the current General Reserves.
- Taking account of reduction in overall reserves forecasted, consideration needs to be given to how these balances are built back up over future years.

### 3.6.6. Earmarked Reserves

- The Authority holds earmarked reserves which have been set up to finance the delivery of specific projects, or in protecting the authority

against future liabilities or issues. The reserves can be summarised as follows:

Reserve	31 March 2020 £'000	31 March 2021 £'000	31 March 2022 £'000	31 March 2023 £'000
Insurance	12,194	12,944	13,694	14,944
Capital Funds	47,234	41,285	8,449	2,241
Development Fund (inc. Schools Dev Fund)	1,637	440	815	2,090
Corporate Retirement Fund	4,299	4,299	3,299	2,299
Joint Ventures	1,306	418	350	316
Other	24,947	16,501	10,421	7,479
<b>TOTAL</b>	<b>91,617</b>	<b>75,887</b>	<b>37,028</b>	<b>29,369</b>

- As can be seen from the table above the level of earmarked reserves fluctuates greatly year on year, and whilst the level in each fund is not an exact science it is based on an informed estimate and past experience of the likely call on the authority in future years in line with the intended purpose of each reserve. Great care must therefore be taken when considering utilising such funds for purposes other than those which they were created as this could lead to the authority being faced with substantial unfunded liabilities in the future
- The budget proposals therefore assume nil contribution from reserves in support of the revenue budget in 2021/22 and a further analysis of the reserves held will be undertaken over the coming months with any further proposed utilisation being considered at the budget finalisation stage.
- Taking account of the proposals within this report, the Director of Corporate Services confirms that overall the estimated level of financial reserves (as indicated above) is adequate for the financial year 2021/22, with the General Reserves being at the minimum that could be supported. However the Director is very conscious of the ongoing commitment to capital projects and of the demand on future services

and therefore feels the reserves will need to be monitored closely going forward.

#### 4. IMPACT ON THE AUTHORITY'S BUDGET STRATEGY

The table below provides an updated position on the current financial outlook taking account of the provisional settlement and also other recent validation changes.

4.1. The Current Financial Outlook (updated for the Provisional Settlement) is set out in the table below:

	Current MTFP		Proposed Financial Model		
	2021/22 £'000	2022/23 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000
<b>Previous Year's Budget</b>	371,593	382,147	371,593	387,328	398,356
General Inflation	2,462	2,462	2,451	2,534	2,728
Pay Inflation	6,688	6,849	6,512	6,848	7,035
Transfers in & other*	1,334	1,326	3,094	1,355	1,367
Growth	6,000	5,500	6,189	5,500	5,500
Savings proposals	-5,297	-4,694	-2,511	-4,911	-3,544
Further savings to be identified	-633	-515	0	-298	-1,664
<b>Net Expenditure</b>	<b>382,147</b>	<b>393,075</b>	<b>387,328</b>	<b>398,356</b>	<b>409,778</b>
Funded by:					
Revenue Settlement	279,643	285,235	284,820	290,517	296,327
Council Tax Receipts	102,505	107,840	102,507	107,839	113,451
<b>Council Tax Increase:</b>	<b>4.89%</b>	<b>4.89%</b>	<b>4.89%</b>	<b>4.89%</b>	<b>4.89%</b>

\*includes funding allocation to Economy Recovery capital (paragraph 3.4.4)

**4.2.** The total of cost reductions now required for 2021/22 is £2.5m and for the 3 year period are estimated at £13m.

**4.3.** The 2021/22 draft budget currently includes a contingency sum of £1.5m in respect of risks around Brexit, Covid-19 and further pressures. Should the level of risk or uncertainty reduce before the final budget setting, it may allow members scope to consider additional information forthcoming in respect of:

4.3.1. Responses to the consultation process

4.3.2. Clarification of specific grants

4.3.3. Further growth pressures not currently addressed

## **5. CONSULTATION**

Budget consultation has been planned for the coming month and a summary of the individual approaches are as follows:

**5.1.** Members seminars. (18-22 January 2021)

**5.2.** The consultation process will commence online from 18 January 2021.

**5.3.** Town & Community Councils and commercial ratepayers consultation in January 2021.

**5.4.** Consultation with Scrutiny Committees during January 2020.

**5.5.** Consultation with the Schools Budget Forum on 11 February 2021.

**5.6.** Trade Union Consultation meeting on 22 January 2021

## **6. WELLBEING OF FUTURE GENERATIONS (WALES) ACT 2015**

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

‘... the public body must act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs’

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

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

- Understanding the root causes of the issues to prevent them recurring
- Taking an integrated approach so that we look at all well-being goals and objectives of other services and partners
- Collaboration – Working with others in a collaborative way to find shared sustainable solutions
- Involving a diversity of population in decisions that affect them

### 6.3. Carmarthenshire's Well Being objectives:

#### **Start Well**

1. Help to give every child the best start in life and improve their early life experiences
2. Help children live healthy lifestyles
3. Continue to improve learner attainment for all
4. Reduce the number of young adults that are Not in Education, Employment or Training

#### **Live Well**

5. Tackle poverty by doing all we can to prevent it, help people into work and improve the lives of those living in poverty
6. Create more jobs and growth throughout the county
7. Increase the availability of rented and affordable homes
8. Help people live healthy lives (tackling risky behaviour and obesity)
9. Support good connections with friends, family and safer communities

#### **Age Well**

10. Support the growing numbers of older people to maintain dignity and independence in their later years
11. A Council wide approach to support Ageing Well in Carmarthenshire

#### **In a Healthy and Safe Environment**

12. Look after the environment now and for the future
13. Improve the highway and transport infrastructure and connectivity
14. Promote Welsh Language and Culture

## **Governance**

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

## **7. CONCLUSION**

- 7.1.** Currently the budget proposals assume the full delivery of all of the savings proposals submitted, together with the identification and delivery of the shortfall in savings proposals 2022/23 and 2023/24.
- 7.2.** Further cost reductions need to be identified for years 2022/23 and 2023/24 to be able to maintain the current Budget Strategy and level of council tax. The savings to be identified in years 2 and 3 of this Strategy amounts to £1.96 million and departments will be working over the forthcoming year to identify these savings.
- 7.3.** It is recognised the critical importance of minimising the Council Tax increase for our residents whilst maintaining a balanced budget in these unprecedented and challenging times.
- 7.4.** Given the scale of the current budget gap forecast, Council Tax increases have been maintained at the previous MTFP levels of 4.89% in each of the three financial years. This provides at least some mitigation to the savings proposals which the council needs to consider deferring to future years of the Medium Term Financial Plan.
- 7.5.** Over the coming weeks and part of the refining of the Medium Term Financial where the Authority gets further clarification on costs and grant funding and feedback on the consultation, the Authority will aim to limit the Council Tax increase as far as possible.

## **8. RECOMMENDATION**

- 8.1.** That Executive Board:
- 8.2.** Note the contents of the report and approve the three year Budget Strategy as a basis for consultation. Specifically seek comments from consultees on the efficiency proposals in Appendix A.
- 8.3.** Give consideration as to what additional savings proposals can be identified to deliver a balanced budget over the full 3 year financial planning period.



	PREVIOUS TARGETS			
	2021/22	2022/23	2023/24	Total
	£'000	£'000	£'000	£'000
Chief Executive	492	432	432	1,356
Education & Children	1,029	904	904	2,837
Schools Delegated	-	-	-	0
Corporate Services	205	180	180	565
Communities	2,813	2,471	2,470	7,754
Environment	1,391	1,222	1,222	3,835
	<b>5,930</b>	<b>5,209</b>	<b>5,208</b>	<b>16,347</b>

	REVISED TARGETS			
	2021/22	2022/23	2023/24	Total
	£'000	£'000	£'000	£'000
Chief Executive	451	432	432	1,315
Education & Children	50	904	904	1,858
Schools Delegated	-	-	-	0
Corporate Services	-	180	180	360
Communities	1,318	2,471	2,470	6,259
Environment	692	1,222	1,222	3,136
	<b>2,511</b>	<b>5,209</b>	<b>5,208</b>	<b>12,928</b>

Proposals																
	MANAGERIAL				EXISTING POLICY PROPOSALS				NEW POLICY PROPOSALS				TOTAL PROPOSALS			
	2021/22	2022/23	2023/24	Total	2021/22	2022/23	2023/24	Total	2021/22	2022/23	2023/24	Total	2021/22	2022/23	2023/24	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Chief Executive	451	434	0	885	0	0	0	0	0	0	0	0	451	434	0	885
Education	50	350	140	540	0	520	960	1,480	0	0	0	0	50	870	1,100	2,020
Schools Delegated	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Corporate Services	0	210	212	422	0	0	0	0	0	0	0	0	0	210	212	422
Communities	1,268	2,304	1,497	5,069	50	45	95	190	0	0	0	0	1,318	2,349	1,592	5,259
Environment	669	1,049	580	2,298	23	0	60	83	0	0	0	0	692	1,049	640	2,381
	<b>2,438</b>	<b>4,346</b>	<b>2,429</b>	<b>9,214</b>	<b>73</b>	<b>565</b>	<b>1,115</b>	<b>1,753</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,511</b>	<b>4,911</b>	<b>3,544</b>	<b>10,967</b>

	SHORTFALL - to be identified			
	2021/22	2022/23	2023/24	Total
	£'000	£'000	£'000	£'000
Chief Executive	0	-2	432	430
Education & Children	0	34	-196	-162
Schools Delegated	0	0	0	0
Corporate Services	0	-30	-32	-62
Communities	0	122	878	1,000
Environment	0	173	582	755
	<b>0</b>	<b>298</b>	<b>1,664</b>	<b>1,961</b>

DEPARTMENT	2020/21 Budget	FACT FILE	2021/22 Proposed	2022/23 Proposed	2023/24 Proposed	Total	EFFICIENCY DESCRIPTION
	£'000		£'000	£'000	£'000	£'000	
<b>Chief Executive</b>							
Chief Executive	259	Office of the Chief Executive and secretariat	4	4	0	8	Reduction in supplies / postages
Information Technology	3,915	ICT Services underpins and contributes towards all that the Council delivers both internally as an organisation and externally to service users and communities, independently or in partnership. It is a vital function providing innovative opportunities for improving services and achieving our priorities in an efficient and effective way. IT Services is pivotal as an enabler of change and a vehicle for driving forward transformational improvement to all services. As we continually strive to deliver our solutions in an efficient manner and in line with our key Digital Strategies (Digital Transformation Strategy, Digital Technology Strategy, Digital Schools Strategy) our major savings in future years however will have to be found from our staffing budget. The work the service does significantly contribute to financial savings being delivered from revenue budgets held across the Authority by other service areas.	121	155	0	276	<b>2021/22</b> - £73k This will be delivered by further streamlining the software solutions used and reduction in annual maintenance costs through exploiting the Microsoft Enterprise Agreement. £27k - Further improvements work will be carried out by ICT Services on the Corporate network that should deliver increased revenue savings. £21k - further reduction in operations costs. <b>2022/23</b> - At present this can only be delivered by reducing the size of the workforce. Advances in technology through the use of Chatbots, Robotics Automation and Artificial Intelligence may assist here to ensure certain services can continue to be delivered whilst delivering the savings.
Corporate Policy	818	Policy & Partnership team deal with Council policy (in relation to Welsh language, sustainable development, equalities and tackling poverty), consultation & engagement with elected members and public, data & information, and public service collaboration through the Local Service Board (to be a statutory requirement) and related strategic partnerships	39	0	0	39	<b>2021/22</b> - £20k reduction in grants; £3k reduction in postages; £16k this will be delivered by taking a different approach to the way projects are undertaken within Corporate Policy.
Statutory services / Coroners	384	The Coroner is an independent Judicial Officer and discharges his duties in accordance with the Coroners Act 1988. He has a duty to investigate deaths reported to him where he has reasonable cause to suspect that the death was violent, unnatural or of unknown cause or which occurs in prison.	19	18	0	37	Reduction in staffing costs
People Management division	2,947	Includes Payroll, People Services, Organisational Development, Employee Wellbeing , HR Development Team, Business and Project Support	88	85	0	173	<b>2021/22</b> - £40k service review/regional working; £20k income generation provision of People Management services; £28k review of training provision (part 1). <b>2022/23</b> - £85k review of training provision (part 2)
Regeneration division	3,475	Regeneration is a key priority for the council. The Division provides Business, employability, grant funding and skills support and advice. We also deliver physical regeneration projects throughout the county, including the Swansea Bay City Deal Pentre Awel Life Science and Wellness Village planned for Delta Lakes. The Regeneration Division is responsible for the management of land assets (those within the economic/commercial portfolio) of the Council, taking a strategic commercial view to ensure the portfolio is managed to meet the Council's economic development needs. The Division is also responsible for the delivery of the Council's Net Zero Carbon agenda.	118	113	0	231	<b>2021/22</b> - Service review. <b>2022/23</b> - Continuous review of service / income generation / regional working
Marketing & Media	2,015	Business Unit comprising of translation, marketing and tourism, contact centres, customer services, press and communications.	62	59	0	121	<b>2021/22</b> - Relocation of Tourist Information Centre from Castle House. Reduction in supplies & services. <b>2022/23</b> - Continuous review of service / income generation / partnership working
<b>Chief Executive Total</b>			<b>451</b>	<b>434</b>	<b>0</b>	<b>885</b>	

DEPARTMENT	2020/21 Budget	FACT FILE	2021/22 Proposed	2022/23 Proposed	2023/24 Proposed	Total	EFFICIENCY DESCRIPTION
	£'000		£'000	£'000	£'000	£'000	

## Education & Children

### Director & Management Team

Departmental - cross cutting	various across the dept	Cross-departmental support costs including administration, financial processing, & premises management		100		100	Reprofiled to allow implementation of programme due to link with school rationalisation. Root & branch review of support services across the Department in order to realise savings and increase flexibility
<b>Total Director &amp; Management Team</b>			<b>0</b>	<b>100</b>	<b>0</b>	<b>100</b>	

### Access to Education

Catering Services	1,643	The school meals service currently has a production kitchen (full kitchen facilities) in almost every school with a few having meals brought in from another school, where the receiving school has a dining centre arrangement.		100	140	240	Reduced number of school kitchens subject to the progress of school rationalisation and review the need for full kitchen facilities at school sites.
<b>Total Access to Education</b>			<b>0</b>	<b>100</b>	<b>140</b>	<b>240</b>	

### Education Services & Inclusion

School based Early Voluntary Retirement / redundancy (funded centrally)	233	Schools are currently provided with budget to fund Teaching Assistants (TAs) for pupils with a statement of educational need. If the pupil moves school, the TA can be redundant as they have been employed by a specific school. Development of centrally employed TA's and managed redeployment will reduce pressure on the EVR budget.	50	50	0	100	Currently Teaching Assistants are directly recruited by schools if the Local Authority decides that a child with ALN requires additional support. As these children move from the primary to secondary sector or a specialist provision the staff are no longer required and this results in a redundancy which costs the Education Service. The proposal is to develop a Pool of centrally employed Teaching Assistants to support ALN who would be trained and upskilled. When a child with ALN is identified the school would be provided with the Teaching Assistant rather than be expected to recruit their own. When the support is no longer required the TA will revert to the Pool to be allocated to another school. This should result in a reduction in redundancy costs.
<b>Total Education Services &amp; Inclusion</b>			<b>50</b>	<b>50</b>	<b>0</b>	<b>100</b>	

### Children's Services

Children's Services	17,471	Children's Services encompasses the Social Worker teams, Fostering, Adoption, Early Years, Family Support Services and specialist care provision	0	100	0	100	Continual review of services, maximising grant opportunities and managing vacant posts without putting the service at risk of not meeting its statutory function.
<b>Total Children's Services</b>			<b>0</b>	<b>100</b>	<b>0</b>	<b>100</b>	

## Education & Children Total

**50      350      140      540**

## Corporate Services

### Financial Services

Accountancy	1,237	The provision of a decentralised accounting and financial management service, covering: <ul style="list-style-type: none"> <li>• Technical Accounting (Preparation of final accounts, corporate accounting and taxation),</li> <li>• Management Accounting (Month end close, maintenance of financial records and budgeting)</li> <li>• Strategic Finance functions (projects, planning and financial advice to members)</li> </ul>	0	97	119	216	<b>2022/23</b> - Increase in SLAs £50k; Restructuring £47k <b>2023/24</b> - Receiverships £50k; Restructuring £69k
<b>Total Financial Services</b>			<b>0</b>	<b>97</b>	<b>119</b>	<b>216</b>	

DEPARTMENT	2020/21 Budget	FACT FILE	2021/22 Proposed	2022/23 Proposed	2023/24 Proposed	Total	EFFICIENCY DESCRIPTION
	£'000		£'000	£'000	£'000	£'000	
<b>Revenues &amp; Financial Compliance</b>							
Audit & Risk	1,265	The Division's costs are primarily made up of staffing costs: Internal Audit, Risk Management / Insurance, Corporate Procurement Unit and Corporate Services Business Support Unit. Audit Committee have made consistent representations to maintain and strengthen the Internal Audit provision. The Risk Unit maintains the Corporate Risk Register and co-ordinates the approach to Risk Management across the Authority whilst also dealing with the Authority's Insurances (including management of all "live claims" made against the Council by employees and the public). The Corporate Procurement Unit supports Departments in ensuring cost effective legally compliant procurement of the array of goods and services utilised by the Authority's various Services. Finally a small Departmental Business Support Unit supports the whole Corporate Services Department's approach to Performance & Development work and the range of administrative requirements including FOIA and Appraisal Monitoring.	0	20	50	70	Income generation from work undertaken on behalf of external organisations.
Revenues & Benefits	Various cost centres within Division	Revenue Services Unit is responsible for the administration, billing and collection of Council Tax and Non Domestic Rates from householders and businesses, respectively. The unit also undertakes on behalf of all the Authority's departments, the billing, collection and recovery of miscellaneous income (known as Sundry Debts) as well as having responsibility for operating the Council's full time cash offices with the associated back-office income functions. In addition to these income collection functions, the unit is responsible for the administration of Council Tax Reduction scheme (formerly Council Tax Benefit) and Housing Benefit schemes which help low income households meet their rent and /or Council Tax. Although the Housing Benefits Fraud Investigation function formerly undertaken within the unit transferred to the Department for Work & Pensions in 2015/16 the service continues to investigate Council Tax Reduction fraud.	0	43	43	86	Evaluation and potential realignment of division following implementation of Universal Credit.
Rent Allowances recovered		Expenditure, which is subsidised by the Department for Work & Pensions, in respect of reductions in rent, granted to council and private tenants (i.e. tenants of private landlords and Registered Social Landlords) that are on low income	0	50	0	50	Increase income target to reflect the high efficiency of overpayment recovery.
<b>Total, Revenues and Financial Compliance</b>			<b>0</b>	<b>113</b>	<b>93</b>	<b>206</b>	
<b>Corporate Services Total</b>			<b>0</b>	<b>210</b>	<b>212</b>	<b>422</b>	

**Communities****Leisure**

Pembrey Country Park	-42	Pembrey Country Park is one of the most visited outdoor facilities in Carmarthenshire and Wales, regularly attracting around half a million users annually. Whilst usage numbers have fluctuated this year with lockdowns and restrictions, the park was busier than ever during August, highlighting the value people put on great and safe outdoor spaces. The park has an 8 mile beach, a 320 pitch caravan and camping site, 550 acres of woodlands, a 130m long dry ski slope and toboggan run in Wales, along with a new Crazy Golf course, 9 hole pitch and putt facility, a miniature model steam railway, a riding centre, and the National Closed Road Cycle circuit and pump track.	15	38	0	53	Increased Income (parking / campsite / café /ski)
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DEPARTMENT	2020/21 Budget	FACT FILE	2021/22 Proposed	2022/23 Proposed	2023/24 Proposed	Total	EFFICIENCY DESCRIPTION
	£'000		£'000	£'000	£'000	£'000	
Pendine Outdoor Education Centre	174	Pendine Outdoor Education Centre caters for up to 120 residential visitors at any given time, with a particular focus on primary school provision for Carmarthenshire schools. The experience is often the first opportunity for some young children to experience being away from home on a residential basis.	0	17	17	34	Increased income from Pendine Outdoor Education Centre (summer lettings)
Sports - all	530	There are 6 Leisure Centres in Carmarthenshire: Llanelli, Carmarthen, Ammanford, Llandovery, St Clears and Newcastle Emlyn. A variety of activities take place at these centres such as: Swimming, Diving, Canoeing, Fitness, Cycling, Badminton, Tennis, Table Tennis, Squash, Hockey, Netball, Basketball, Football, Rugby, Cricket, Gymnastics, Birthday Parties, Holiday programmes. There were over a million visits to the Leisure facilities in the past 12 months. Typically our Leisure facilities attract over a million per annum, collecting £4m in income. 2020/21 has seen usage numbers and income crippled to around 25% of normal levels as the coronavirus lockdown and restrictions affect trading. A new Actif Anywhere online service has been launched to compliment the physical offer at sites during this unprecedented period.	0	64	44	108	Increased income (more activity)
Llanelli Leisure Centre	195	Llanelli Leisure Centre is one of our largest sites, offering a range of activities including: Swimming, Diving, Canoeing, Water Polo, Fitness, Spin Cycling, Badminton, Tennis, Table Tennis, Squash, Hockey, Netball, Basketball, Football, Rugby, Cricket, Gymnastics, Birthday Parties, Holiday programmes. The current site has an ageing building infrastructure and a new, replacement leisure centre is proposed as part of the Pentre Awel Development at Delta Lakes. It is anticipated that the new centre can operate on an improved commercial basis, with a more efficient building and increased income generating capacity.	0	50	0	50	New Llanelli Leisure Centre improved trading position
St Clears Leisure Centre	110	Salix funding has been secured to invest in more energy efficient lighting at our leisure centres	4	0	0	4	St Clears Energy Efficiency saving from previously implemented project
Llandovery Swimming Pool	104	Salix funding has been secured to invest in more energy efficient lighting and the installation of swimming pool covers to reduce overnight heat loss at our leisure centres	2	0	0	2	Llandovery Pool Energy Efficiency saving from previously implemented project
Theatres	511	Y Ffwrnes, The Miners Welfare Theatre and The Lyric form part of the Theatres portfolio. We are planning to undertake carbon trust energy assessments of all Cultural buildings, with a view to reducing costs through more efficient use and management of energy.	0	5	0	5	Building Energy savings
Theatres	511	Carmarthenshire Theatres manage the Miners' Ammanford, Lyric Carmarthen and Ffwrnes Llanelli and promote a broad range of bi-lingual events and productions throughout the year for all age groups and interests. In previous years, in excess of 100,000 paying customers and participants visited and make use of our facilities, however, during 2020/21 Theatres have been hit harder than most services, not being allowed to open at all due to Covid restrictions. Prior to this financial year, Carmarthenshire's flagship theatre, The Ffwrnes, established itself as one of Wales's leading Cultural and Entertainment venues. Typical annual figures pre 2020/21 would have been as follows: 266 visiting companies and hirers; 400 performances/events; 74,130 attendances; 33,805 participants. Whilst costs and lost income are reclaimed through hardship funding grants for this financial year, the service has also innovated to develop new online products and shows, which will hopefully grow our audience base and income in future years.	7	10	6	23	Increased income - Theatres

DEPARTMENT	2020/21 Budget	FACT FILE	2021/22 Proposed	2022/23 Proposed	2023/24 Proposed	Total	EFFICIENCY DESCRIPTION
	£'000		£'000	£'000	£'000	£'000	
Libraries	2,544	Carmarthenshire libraries provide an extensive choice of books, DVDs, CDs, online services, newspapers and magazines. With over half a million books on offer between 3 regional, 13 branch and mobile libraries, the service offers invaluable support and access to Carmarthenshire residents. Public access computers and Wi-Fi are available at all libraries, and typically, the service issues over 600,000 books per year. The mobile service provides a valuable outreach services to rural parts of the County, linking up with various partners to deliver public information services online.	5	0	0	5	Procurement and cost efficiencies relating to stock and general operational costs
Arts	118	Arts venues include Oriel Myrddin Art Gallery in Carmarthen, Y Gat in St. Clears and the Dylan Thomas Boathouse, Laugharne	10	10	0	20	Arts Development general savings around operational costs
Dylan Thomas Boat House	35	Arts venues include Oriel Myrddin Art Gallery in Carmarthen, Y Gat in St. Clears and the Dylan Thomas Boathouse, Laugharne	0	2	2	4	Increasing income with additional marketing
<b>Total Leisure</b>			<b>43</b>	<b>196</b>	<b>69</b>	<b>308</b>	



DEPARTMENT	2020/21 Budget	FACT FILE	2021/22 Proposed	2022/23 Proposed	2023/24 Proposed	Total	EFFICIENCY DESCRIPTION
	£'000		£'000	£'000	£'000	£'000	
<b>Integrated Services</b>							
Residential Placement - increased Extra Care tenancies	774	Extra Care facilities provide supported accommodation as an alternative to a residential care home placement. There are 4 extra care facilities (Cartref Cynnes, Ty Dyffryn, Plas y Môr and Cwm Aur) for older people. A domiciliary care service is provided to those tenants living in the Extra Care facilities who require care and support. The aim of Extra Care is to avoid or delay the need for a residential care placement. Residential care is provided in local authority and private sector care homes for individuals who can no longer live independently in the community. Depending on the nature of their needs, their placement may be made by the local authority or jointly with the health board, or entirely by the health board if they qualify for free continuing health care (CHC).	100	0	0	100	Reduce residential placements by increasing the number of extra care new tenancies
Domiciliary Care	13,329	Domiciliary Care is provided to 1069 individuals in the county in 2019/20 (Older people and people with physical disabilities). On average 11,630 hours per week are delivered by in-house and independent domiciliary care agencies.  - Around 251 individuals receive care from two carers (known as "double handed" care). - In 2019/20, there were 174 individuals who receive a large package of care involving 4 calls per day. - Fulfilled Lives is a model of domiciliary care which has been developed for individuals living with dementia which has demonstrated that the service can maintain people living at home for longer than traditional domiciliary care. In 2019/20 there were 63 individuals receiving this service in some parts of the county, and the plan is to expand the service to cover the entire county. - The Reablement Service provides short term domiciliary care. The number of clients who received Reablement in 2019/20 was 530 and 55% leave the service with no long term care package. - Information, Advice and Assistance (IAA) and the Carmarthenshire United Support Project (CUSP) are both preventative services which support individuals to maintain their independence without the need for statutory social services. By increasing the proportion of referrals that go through IAA or CUSP, it reduces the demand on statutory services. - The specialist Continence service has been established within Community Nursing. By providing the right continence products to meet the individual's continence needs, it is possible to reduce the number of visits per day of domiciliary care.	218	912	849	1,979	-To reduce double handed domiciliary care packages to 18% by the end of 2021/22 from 25.4% in 2018/19.  -To increase the percentage of clients exiting the Reablement Service with no long term care package from 44% to 55% by the end of 2021/22 To extend the Bridging Service across the 3 Community Resource Teams: 75 service users per quarter would receive this service  -To reduce the number of clients receiving 4 or more calls a day by 11 per year - approx. 1% per year  -To increase number of people with dementia receiving Fulfilled Lives service from 39 (March 2019) to 115 (March 2022) To reduce the number of clients receiving domiciliary care packages of less than 5 hours a week by 125 people (50%) in line with recommendations of Prof. Bolton -To increase the proportion of referrals receiving an Information, Assistance & Advice outcome to 20%, currently this equates to an additional 74 people per month). Assume this is achieved by increments of 1% from July to March in Year 1; Maintain in Year 2. -To increase the proportion of referrals receiving a preventative service through CUSP by an additional 5 people per month. Assume this is achieved by increments of 5 people from July to March in Year 1; Maintain in Year 2 - To reduce referrals to Brokerage from an average of 95 per month to 90 per month (5 fewer starters) - To provide specialist continence advice for identified service users to reduce the need for the existing level of domiciliary care (i.e. reduce one call per day)
<b>Total Integrated Services</b>			<b>318</b>	<b>912</b>	<b>849</b>	<b>2,079</b>	
<b>Adult Social Care</b>							
Shared Lives	834	Shared Lives provides placements for individuals with Learning Disability or Mental Health issues with families that have been approved as Shared Lives Carers .	82	182	100	364	Stepping down three individuals from residential care to a Shared Lives setting will save approx. £50k to £60k per individual
College Placement	6,525	A number of young people with a Learning Disability are accommodated in residential colleges where they live and undertake learning programmes and day activities.	0	52	52	104	Provision of supported living and community options for learning/development /day opportunities as an alternative to residential college will save approx. £52k per individual

DEPARTMENT	2020/21 Budget	FACT FILE	2021/22 Proposed	2022/23 Proposed	2023/24 Proposed	Total	EFFICIENCY DESCRIPTION
	£'000		£'000	£'000	£'000	£'000	
Right Sizing Supported Living	7,608	Supported living is provided for those individuals with a Learning Disability or Mental Health who need support with daily living tasks to remain in the community. Support is provided from staff in the setting which can range from a few hours to 24/7 in some circumstances. Promoting independence is a key aspect of supported living	23	105	82	210	Reviewing high cost placements and decreasing levels of support to promote independence and enhance daily living skills will result in cost savings e.g. reduction of 20 individual packages x 5hrs x £20 per hour = £105k
Right Sizing Residential	6,525	People may move into a residential home because their health has deteriorated or is so severe they are unable to look after themselves without 24/7 support, they are living with families who no longer able to support them or there are not alternative accommodation options. Some homes offer short term stays, but generally they provide long term accommodation. Approximately 200 individuals are accommodated in residential accommodation, a key objective for the service is to reduce the numbers in residential care, increase the range of alternatives and promote choice and independence for individuals.	200	300	200	700	Review packages of care and collaborate with commissioned services to promote independence, facilitate progression pathways and step down options whilst continuing to meet eligible need. To develop a sustainable accommodation market and to maximise collaborative funding opportunities with health partners.
De-registration of Residential	6,525	Over the last year we have been working with several providers to maximise the independence of individuals in residential settings. As a result a number of residential providers are changing their settings to provide supported living which promotes independence and results in improved outcomes for those individuals.	60	150	95	305	De-registering independent residential settings to supported living, saving approximately £30k per individual per annum
Direct Payments - Remodel	3,211	If individuals have been assessed as needing social services support they have the option of asking for a Direct Payment to purchase the care and support instead of receiving the support arranged by the local council.	75	50	0	125	The service is exploring potential innovative models for Direct Payments such as citizen directed cooperatives which could result in a more cost effective use of DP.
Staffing	344	In line with the modernisation of services the division has been undertaking a management and staffing restructure to ensure that we have the right number and appropriate skill set to deliver the new models of service	45	45	0	90	As part of management restructure and reconfiguration of services, reduction in some management posts.
Releasing Time to care in-house DC	5,025	A number of young people in our Learning Disability service are supported by two or three (in some circumstances) staff in relation to moving and handling activity. Currently independent providers are also commissioned to support this.	30	30	0	60	Reduction of third party payments by operating Releasing Time to Care approach within day services which trains staff to be able to maximise the use of assistive technology , subsequently reducing the number of staff required to safely undertake moving and handling of individuals . This will reduce costs in relation to this activity.
Reduce reliance on external providers of complex Respite	6,525	Respite care is provided for individuals with a Learning Disability by a number of external providers. A priority for the division is to increase the in-house options for respite which will be more cost effective and provide individuals and carers with more choice and control in relation to respite options.	50	50	0	100	Reviewing models of in house respite, staffing structures and collaboration with health to increase the respite offer, thus avoiding high cost independent provision
Reduce reliance on external providers of complex Day Care	5,025	Day services are provided for individuals with a Learning Disability by a number of external providers, particularly those with the most complex needs. The vision for the in-house day service is that our building based service will cater for those with the most complex needs, thus reducing the reliance on external provisions.	50	50	0	100	As part of day service provision, the buildings will provide for those with most complex needs , thus reducing the reliance on external providers for day provision for those with complex needs.
Domiciliary Care (in-house)	7,514	Domiciliary Care Services, also known as Homecare, provide practical or personal care for someone in their own home. This could be because health or mobility is declining, or a person may have been in hospital or they have a long term health condition. The in-house service currently provides around 35% of the market and provides over 4,500 hours of care every week to over 400 service users.	50	100	50	200	Domiciliary Care - delivering more care hours as a result of better rostering, reduction in sickness rates and ensuring vacancies are filled
<b>Total Adult Social Care</b>			<b>665</b>	<b>1,114</b>	<b>579</b>	<b>2,358</b>	



DEPARTMENT	2020/21 Budget	FACT FILE	2021/22 Proposed	2022/23 Proposed	2023/24 Proposed	Total	EFFICIENCY DESCRIPTION
	£'000		£'000	£'000	£'000	£'000	
Financial Investigator	-239	A Financial Investigation Team has been set up to investigate illegal trading activity across the County, including on-line. Where illegal activity has been proved through the Court system we also implement the Proceeds of Crime legislation (POCA) that means we keep any profits that are made from this illegal activity are returned to a variety of statutory agencies. Any individual who has lost out can also be re-imbursed.	50	50	0	100	Additional income as a result of pro-active work carried out by our newly created Financial Investigation Unit.
Financial Investigator - additional saving	-239	A Financial Investigation Team has been set up to investigate illegal trading activity across the County, including on-line. Where illegal activity has been proved through the Court system we also implement the Proceeds of Crime legislation (POCA) that means we keep any profits that are made from this illegal activity are returned to a variety of statutory agencies. Any individual who has lost out can also be re-imbursed.	100	0	0	100	Additional income as a result of pro-active work carried out by our newly created Financial Investigation Unit. Additional £100k saving above original target
<b>Total Homes &amp; Safer Communities</b>			<b>150</b>	<b>50</b>	<b>0</b>	<b>200</b>	

DEPARTMENT	2020/21 Budget	FACT FILE	2021/22 Proposed	2022/23 Proposed	2023/24 Proposed	Total	EFFICIENCY DESCRIPTION
	£'000		£'000	£'000	£'000	£'000	
<b>Support Services</b>							
Support Services	2,127	The service provides business support for Social Care. The functions include payment of creditors, management of transport and premises; the assessment and collection of income for residential and non residential services; and general business support	34	26	0	60	Rationalisation of staffing structure with the Business Support Unit
Support Services	2,127	The service provides business support for Social Care. The functions include payment of creditors, management of transport and premises; the assessment and collection of income for residential and non residential services; and general business support	6	6	0	12	Reduction in Supplies and Services budgets, by reducing postage and printing costs.
Support Services - additional saving	2,127	The service provides business support for Social Care. The functions include payment of creditors, management of transport and premises; the assessment and collection of income for residential and non residential services; and general business support	9	0	0	9	Reduction in Supplies and Services budgets, by reducing postage and printing costs. Additional £9k saving above original target
Support Services	1,424	The service provides business support for Social Care. The functions include payment of creditors, management of transport and premises; the assessment and collection of income for residential and non residential services; and general business support	18	0	0	18	Review of Transport for service users, making better use of the buses available, and increasing contracted-in work
Support Services - additional saving	1,424	The service provides business support for Social Care. The functions include payment of creditors, management of transport and premises; the assessment and collection of income for residential and non residential services; and general business support	25	0	0	25	Review of Transport for service users, making better use of the buses available, and increasing contracted-in work Additional £25k saving above original target
<b>Total Support Services</b>			<b>92</b>	<b>32</b>	<b>0</b>	<b>124</b>	
<b>Communities Total</b>			<b>1,268</b>	<b>2,304</b>	<b>1,497</b>	<b>5,069</b>	

**Environment****Business Support and Performance**

Business Support review	1,683	A further review of the departmental business support function will be undertaken during the next 3 years but this is dependent on system developments to enable more efficient processes.	0	22	40	62	Realignment of the Business Support Team delayed - all dependent on system developments to enable more efficient processes.
<b>Total Business Support and Performance division</b>			<b>0</b>	<b>22</b>	<b>40</b>	<b>62</b>	

**Highways & Transport**

Parking Services	(£1,226)	The County Council provides off street car parking facilities in towns and villages to support the expeditious movement of traffic to enable town centres to function. Parking supports these wider transport policy objectives and enables the authority to maintain highway and public transport services. There are 57 car parks across the county.	0	0	125	125	Parking services increase planned April 2020, but effected January 2021. Parking income is vulnerable due to the economic impact of COVID19, we can anticipate that income will reduce for the next 12 - 24 months. The charges will increase as approved but income will fall overall. It is difficult to predict the long-term impact of covid on town centres and therefore parking income.
Parking Services	(£1,226)	The County Council provides off street car parking facilities in towns and villages to support the expeditious movement of traffic to enable town centres to function. Parking supports these wider transport policy objectives and enables the authority to maintain highway and public transport services. There are 57 car parks across the county.	0	0	63	63	Cease gritting of Car Parks - there is no statutory obligation to grit car parks. Given the constraint on resources the Authority will be unable to continue with this service. However, the Authority will continue to grit in surgery car parks. An efficiency of £100k was approved in 20/21 but only £37k is deliverable therefore the remaining balance of £63k will be found in 23/24 .
Highways - operational	535	Carmarthenshire has the second largest highway network in Wales (3482 Km of highway) and is more than double the Welsh average of 1578km. We have the third highest traffic volume in Wales - in 2018 the wales average was 1.33 billion vehicle km/per year and Carmarthenshire were third at 2.06 billion (Cardiff 3.0 and RCT at 2.15 were highest).	10	0	0	10	Reduce light plant and tool inventory

DEPARTMENT	2020/21 Budget	FACT FILE	2021/22 Proposed	2022/23 Proposed	2023/24 Proposed	Total	EFFICIENCY DESCRIPTION
	£'000		£'000	£'000	£'000	£'000	
Highways - Gulley cleansing	400	The lifespan of our highway network is greatly influenced by having a good system of drainage to take surface water off the road and this also has important highway safety benefit. In the urban areas there will normally be a system of road gullies with connecting carrier pipes taking surface water to the nearest available watercourse. In the rural areas the drainage system will be a combination of road gullies and grips (channels through the highway verge) which are often connected to roadside ditches and again normally discharge to the nearest available watercourse. Around the highway network we currently have over 55,000 road gullies which we clean annually on a scheduled basis. Similarly, our aim is to recut grips on an annual basis prior to the winter season.	70	0	0	70	Rationalise Gulley Cleansing Operation - detailed intelligence on gully performance has been gathered to enable the service to prioritise the cleansing frequency.
Highways - winter gritting	850	Carmarthenshire has the second largest highway network in Wales and when winter conditions are forecast, pre-salting of our primary network is undertaken ahead of freezing temperatures to ensure the County continues to function. Fulfilling our duty (Highways Act 1980 S41 (1A)) to ensure, as far as is reasonably practicable, that safe passage along the highway is not endangered by snow or ice can be challenging when the timeframe for treatment is often limited. Weather conditions across the County are varied due to our location and topography and are not entirely predictable. To achieve this we focus on treating a Primary Network of approximately 1,040km of Carmarthenshire's roads, which equates to around 30% of the entire network including Trunk roads. Approximately 24% (836km) of the County road network is gritted as part of this Primary Network. The Primary Network includes Trunk and Primary Routes, Principal Roads leading to important locations and facilities and key operational routes such as:- Hospitals and Ambulance Stations, Fire Stations, Police Stations, key Bus Routes, Schools & Colleges.	23	23	0	46	Rationalise Winter Maintenance Operation - routes will be reviewed and reduced to achieve the reduction in expenditure.
Highways - Mechanical road sweeping	161	Mechanical road sweeping is a preventative maintenance measure to minimise impact of debris on drainage systems. The maintenance regime was reduced by fifty percent following the budget reduction in 2020/21. A further reduction next year will require the service to move to one of reactive response with no preventative maintenance.	93	0	0	93	Cease routine Mechanical Sweeping - the routine highways sweeping function will cease and only be provided on a reactive basis to cover emergency spills affecting the safety of the highway.
Highways - fallen trees	0	The highway network is extensive covering urban and rural areas. The highway network is bordered by green landscape and trees that have matured over many years.	15	0	0	15	Recharge costs for fallen trees on highway - the proposal is to recover costs from landowners for the costs incurred in clearing trees that have fallen on the highway.
Highways - town centre management	19	General maintenance of town centre highway infrastructure pedestrianised areas. High winds and general decay can cause trees to fall from private land onto the highway. Trees adjacent to the highway on private land are a landowner responsibility. Where trees fall and an emergency response is required it is proposed that a charge will be levied against the landowner.	0	0	19	19	Reduce Town Centre Management Budget (Minor structural works, paved areas, bollards, street furniture) - Savings delivered through reduction in proactive maintenance work by moving to reactive repairs in town centres.
Highways	365	Carmarthenshire has the second largest highway network in Wales (3482 Km of highway) and is more than double the Welsh average of 1578km. We have the third highest traffic volume in Wales - in 2018 the Wales average was 1.33 billion vehicle km/per year and Carmarthenshire were third at 2.06 billion (Cardiff 3.0 and RCT at 2.15 were highest). Our 3500km highway network is subject to many external influences which cause the asset to deteriorate such as weather impacts and traffic loading. There is a backlog of carriageway maintenance works in Carmarthenshire equating to £36 million	0	30	0	30	Reduce General Maintenance Budget - subject to the financial position remaining unchanged the service will be forced to further reduce the level of general maintenance work.

DEPARTMENT	2020/21 Budget	FACT FILE	2021/22 Proposed	2022/23 Proposed	2023/24 Proposed	Total	EFFICIENCY DESCRIPTION
	£'000		£'000	£'000	£'000	£'000	
Highways - surface dressing	800	Surface dressing is a highway maintenance treatment used extensively by all highway authorities in Wales, UK and indeed many other countries around the world. Surface Dressing treatments have been used extensively across Carmarthenshire for a number of years with great success. Surface dressing is the prescribed treatment for prolonging the life of the carriageway surface and sub-structure. The authority carries out a large programme of surface dressing works each year. The maintenance procedure which involves the application of a bitumen binder sprayed onto the carriageway surface followed by a dressing of stone seals the carriageway and restores skid resistance. This operation prevents the ingress of water into the surface and sub-structure of the carriageway and prevents degradation and formation of potholes thereby substantially prolonging the life of the carriageway. The treatment also improves the safety of road users by increasing the skid resistance properties of the road surface which assists in reducing wet skidding accidents. Many roads across the whole of Carmarthenshire have benefitted from this treatment over the past 50 years. Carmarthenshire County Council has a large network of roads to maintain and surface dressing provides a cost effective solution for keeping the roads in a safe and serviceable condition ensuring continuity for public and business travel alike.	300	300	0	600	Reduce Surface Dressing & Pre SD Patching (Offset to Capital) . The proposal is to reduce revenue spend on surface dressing and patching through offsetting revenue to capital spend, subject to a sufficient allocation of capital budget or grant.
Public Rights of Way	433	The Countryside Access Team has responsibility for the Definitive Map and Statement of Public Rights of Way in Carmarthenshire which is the conclusive legal record. Public Rights of Way include footpaths, bridleways, restricted byways and byways open to all traffic. There are urban and semi-urban routes in towns and villages but much of the 1,500 mile network is out in the countryside crossing fields, farmland and open country. It's a fantastic leisure and recreational resource for the people of Carmarthenshire and visitors to the County with the Wales Coast Path and numerous other walking/riding and cycling routes on offer. Enforcement and legal issues associated with the implementation of the Rights of way Improvement plan.	0	0	4	4	Reduce PRow vehicles by 1
Public Rights of Way	as above	Carmarthenshire has the 4th largest Public Rights of Way (PRow) network in Wales. Maintaining and improving the network brings significant tourism value to the County. It is a statutory duty to keep the definitive plan for the County updated and to ensure PRow are open, accessible, and signposted.	0	7	14	21	Reduction in expenditure - Public Rights of Way
Highways - stopping up orders	0	Stopping Up Order are made when sections of the existing highway become redundant. This happens for example when a road improvement is undertaken, land within the extent of the original highway limit that has become redundant is then stopped up via a legislative process and reverts to the landowner. Where there is a formal request received from a landowner to Stop Up an area of highway land, the proposal is to charge the respective landowner the associated costs for undertaking this work.	5	0	0	5	Increase charges for Stopping Up Orders
Bridge Maintenance	543	Design, construction, maintenance and management of highway bridges and culverts.	0	24	0	24	Reduce Bridge Maintenance Revenue Budget - subject to the financial position remaining unchanged the service will be forced to reduce the level of maintenance work to reduce expenditure.
Service reconfiguration	net divisional budget of £21M	Highways and Transport Division	0	20	80	100	Divisional Service Reconfiguration - subject to the financial position remaining unchanged the service will be forced to reduce the level of staffing resource with the consequential impact on service.

DEPARTMENT	2020/21 Budget	FACT FILE	2021/22 Proposed	2022/23 Proposed	2023/24 Proposed	Total	EFFICIENCY DESCRIPTION
	£'000		£'000	£'000	£'000	£'000	
Road Safety	154	The Road Safety Unit is responsible for delivery of road safety initiatives to meet road casualty reduction targets. The unit has responsibility for road safety education, training and publicity, the School crossing patrol service, national driver improvement schemes and road safety outside schools.	0	30	30	60	Road Safety Innovation - the service will develop income streams and sponsorship.
Public Rights of Way	as above	The Countryside Access Team has responsibility for the Definitive Map and Statement of Public Rights of Way in Carmarthenshire which is the conclusive legal record. Public Rights of Way include footpaths, bridleways, restricted byways and byways open to all traffic. There are urban and semi-urban routes in towns and villages but much of the 1,500 mile network is out in the countryside crossing fields, farmland and open country. It's a fantastic leisure and recreational resource for the people of Carmarthenshire and visitors to the County with the Wales Coast Path and numerous other walking/riding and cycling routes on offer. Enforcement and legal issues associated with the implementation of the Rights of way Improvement plan.	10	0	0	10	PRoW Increase income from Path Orders - the service has targeted an increase in the number of Path Orders it processes to raise income.
Fleet Maintenance	-37	Provision of maintenance to the Authority's vehicle fleet in accordance with the Authority's Operators licence statutory obligations. Costs are recovered through fixed maintenance rates.	0	20	0	20	Potential additional income from fleet maintenance - the service will look to expand the amount of chargeable work through MOT station for example
<b>Total Highways &amp; Transport division</b>			<b>526</b>	<b>454</b>	<b>335</b>	<b>1,315</b>	

**Planning**

Development Management	606	<ul style="list-style-type: none"> <li>The Development Management Unit manages the statutory planning application process (including pre-application and also discharge of conditions and variation of conditions post approval).</li> <li>The Unit deals with between 1700 and 1900 applications on average each year (roughly 150 cases per annum per Officer).</li> <li>The unit is also responsible for planning enforcement matters including enforcement of planning conditions and unauthorised development and built conservation matters, dealing with roughly 500 cases per annum.</li> </ul>	0	10	0	10	Additional predicted income from new statutory pre-application service.
Divisional review	net divisional budget of £2.3M	Planning division	0	35	35	70	Review of divisional management arrangements
<b>Total Planning division</b>			<b>0</b>	<b>45</b>	<b>35</b>	<b>80</b>	

**Property**

Property Maintenance	2,587	This division is responsible for the day-to-day and long term repairs & maintenance of the council's estates including schools, administrative buildings, depots etc.	56	54	0	110	Over 98% of the budget for the Property Division comprises the Revenue Maintenance Budget. Efficiencies are proposed to be met through reducing expenditure on revenue maintenance across the Council's buildings following disposal of some properties and previous capital improvements undertaken to others. We are also aiming to make savings through new procurement arrangements and seeking to in-source areas of work where it is more cost effective than using external contractors or consultants.
Divisional review	-284	This division is responsible for the day-to-day and long term repairs & maintenance of the council's estates including schools, administrative buildings, depots etc.	50	50	0	100	Additional income generation based on in-house expertise available to public sector partners and other markets as appropriate.
<b>Total Property division</b>			<b>106</b>	<b>104</b>	<b>0</b>	<b>210</b>	



DEPARTMENT	2020/21 Budget	FACT FILE	2021/22 Proposed	2022/23 Proposed	2023/24 Proposed	Total	EFFICIENCY DESCRIPTION
	£'000		£'000	£'000	£'000	£'000	
<b>Waste &amp; Environmental Services</b>							
Reduction Black bag waste	7,365	Targeted campaigns to reduce waste and increase the awareness and use of all recycling schemes/initiatives. It is anticipated that this will result in the diversion of waste from the residual waste stream to the recycling waste stream, thereby realising savings due to the differential in the treatment costs as set out.	0	35	35	70	Anticipated savings due to differential in gate fee between blue bag and black bag treatment as a result of proposed kerbside black bag restrictions.
Bring sites - Operational	410	Bring sites are located across the County to provide recycling facilities within communities.. They currently cater for glass, paper and cans in the main.	0	74	0	74	Potential to reduce the number of service vehicles due to fewer Community Bring Sites being operated. This will be dependent on outcome of Waste Collection methodology review.
Waste Services - operational	2,852	The operational budget includes for the provision of resources, including vehicles and premises to effect the kerbside waste collection service.	0	200	0	200	Review of waste rounds and depot utilisation, subject to the conclusions of the kerbside collection methodology review.
Cleansing	2,273	The County Council maintain over 3,500km of roads throughout the County. The Cleansing Service provides for the sweeping and de-littering of streets and footways. The service includes mechanical sweeping of highways, footways and pedestrianised town centre areas, hand litter picking and emptying bins, chewing gum removal, graffiti and illegal poster removal, clearing up illegal dumping of rubbish and dog mess. On average the County Council removes around 40 tonnes of litter every week, the equivalent of 5 elephants.	0	55	90	145	Phased rationalisation of plant (sweepers) and labour (agency), dependent of outcome of cleansing review.
Playground maintenance	1,200 (total grounds maintenance)	The Grounds Maintenance Section incorporates the direct responsibility of managing and maintaining parks and playgrounds, inland water areas and a large number of public open spaces within Carmarthenshire. It also maintains grounds for many other departments of the County Council such as Social Care and Housing, Cultural Services, Education and many individual schools. The Section also has numerous external clients such as Town and Community Councils and private sports clubs.	27	0	0	27	Redistribution of work internally due to reduction in playground service requirements and therefore making less use of agency resource.
Flood defence	336	Design, construction, maintenance and management of flood defence works. Investigation of causes of flooding.	0	5	0	5	Reduction in maintenance work on flood defence assets.
Income - charge for sustainable drainage advice.	6	In January 2019, under the requirements of the Flood and Water Management Act 2010 (Schedule 3) Carmarthenshire County Council became a Sustainable Drainage Approved Body (SABs). The SAB will be required to review and approve applications for all development that have 'drainage implications' and adopt these systems once the SAB is satisfied that, if constructed, the drainage system is compliant with the sustainable drainage (SuDs) National Standards.	10	0	0	10	There are already set charges for receiving and approving SuDs applications. However, there is an opportunity to charge for advice on SuDs at the pre-application stage and recover costs already expended in officer time in giving such information to external developers on sustainable drainage options - it is currently estimated that 30% of one officer's time is spent on this.
Environmental Enforcement	534	The Environmental Enforcement section is responsible for providing enforcement activity in relation to environmental crime. This includes matters relating to dog fouling, litter, fly tipping, waste carrier offences, domestic and business waste offences, abandoned vehicles, anti-social behaviour for example graffiti, highways offences and skips and scaffolding. Enforcement is effected by means of formal notices, fixed penalty fines and prosecutions.	0	0	30	30	Potential income generation and / or SLA agreements with neighbouring authorities
Grounds maintenance - Reduced sub-contractor work	1,200	The Grounds Maintenance Section incorporates the direct responsibility of managing and maintaining parks and playgrounds, inland water areas and a large number of public open spaces within Carmarthenshire. It also maintains grounds for many other departments of the County Council such as Social Care and Housing, Cultural Services, Education and many individual schools. The Section also has numerous external clients such as Town and Community Councils and private sports clubs.	0	0	15	15	Reduce the reliance on sub-contractors through greater internal efficiencies.
Review of staffing	net divisional budget of £21M	The budgets that make up the management structure of the Waste and Environmental Services staffing structure.	0	55	0	55	Review management structure.
<b>Total Waste &amp; Environmental Services</b>			<b>37</b>	<b>424</b>	<b>170</b>	<b>631</b>	

DEPARTMENT	2020/21 Budget	FACT FILE	2021/22 Proposed	2022/23 Proposed	2023/24 Proposed	Total	EFFICIENCY DESCRIPTION
	£'000		£'000	£'000	£'000	£'000	

**Education & Children**

School Improvement	1,261	The Council is obliged to employ a notional number of officers to provide a School Improvement Service to meet the needs of our schools. With a reduced number of schools it is possible to review this notional figure.		0	130	<b>130</b>	Reprofiled to post election to allow implementation of programme. Reduction in School Challenge Advisor levels equivalent to 1 FTE on the basis that the school rationalisation programme has progressed.
Education Otherwise than at School	1,866	This service meets the needs of learners who, due to a wide range of often complex behaviour and engagement issues, cannot access education in mainstream schools. These learners require a bespoke and specialist package of support.	0	50	0	<b>50</b>	Under this proposal, the council will increase the partial recoupment from schools (to consider more elements of the placement e.g. officer time, administration, monitoring, progress reviews etc). Currently, the Council only recoups the pupil funding element from the pupil's main school.
Children's Services- Education and Child Psychology	894	The Educational and Child Psychology Service use the psychology of how people learn, behave, think and feel to help support children and young people to reach their potential. They work mostly in schools but also in preschool settings, at home, in foster homes and in respite care settings.		100	0	<b>100</b>	This has been delayed from 2020-21 due to covid pressures and will now be actioned from April 2022. Reduce the number of Education and Child Psychologists and reconsider structure utilising grant funding where possible to maintain sufficient support.
Catering Services - primary school breakfasts	827	The Catering Service delivers the Welsh Government's free primary breakfast initiative to all those primary schools in Carmarthenshire that request it. Savings have been delivered in the last 2 financial years by remodelling the staffing level.	0	50	0	<b>50</b>	This has been delayed from 2020-21 due to the implications of Covid and reprofiled allowing time for schools to get back to normal. Review Breakfast Club provision to distinguish between catering and care element of the service & introduce a voluntary parental contribution towards the care element (20 families paying £1 per day in 30 schools would be £114k per annum). The LA is responsible for providing a free breakfast for which supervision is required for approximately 20-30 minutes on average. However, the catering service currently provides the supervision for an extra 15-40 minutes, for which a voluntary contribution has just been introduced to help sustain this facility, which allows for earlier pupil drop off in the mornings. Parents / Guardians in receipt of Free School Meals or struggling financially need not make a voluntary contribution.
Additional Learning Needs	650	A review of all specialist settings and provision in light of the impending ALN Transformation and our Behaviour Services Review with the aim of upskilling school staff to deal with a range of ALN and implement our Inclusion Policy	0	70	30	<b>100</b>	This has been reprofiled from 2021-22 to allow for implementation post covid recovery with an intended commencement of Sept 2020. Maintain the Teaching complement to work on an outreach basis so that the pupils attend their local school and benefit from the additional support which could therefore become more widespread. It is expected that the TAs could be redeployed as part of the development of the centrally coordinated SEN support pool releasing part of this specific budget area.
Departmental - across Education Services	14,596	The majority of the Services' budgets are for the support, administration and management of the schools - School improvement, Grant support, Data, Admissions, School Meals, Music Service, ALN, safeguarding to name a few	0	0	300	<b>300</b>	Reprofiled to post election to allow implementation of programme. Rationalising of Primary Schools will enable a reduced level of support to function appropriately with fewer sites. The savings would actually be managerial as service provision would not be reduced, however it is a policy decision that would enable this efficiency to be delivered

**Education & Children Total****0 270 460 730****Schools Delegated Budget**

Primary School Delegated Budget	61,222	<ul style="list-style-type: none"> <li>This is the budget delegated to every school under the Fair Funding formula.</li> <li>The budget is to meet all the costs associated with running a school e.g. staff costs, premises costs, SEN specialist support, Service Level Agreements for specific services such as HR, IT, Legal, Grounds Maintenance, Music.</li> </ul>		250	500	<b>750</b>	Reprofiled to post election to allow implementation of programme. It is proposed that we review our primary schools footprint identifying schools that are disproportionately expensive to operate and finding it challenging to sustain educationally effective teaching and learning structures due to low pupil numbers. Through carefully selected decommissioning and strategically driven school federations the primary school estate could be reduced. Rationalising the number of schools will improve the financial stability of the remaining schools and reduce demands on a range of County Council services e.g. Finance, HR, catering, cleaning.
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**Schools Delegated Budget Total****0 250 500 750****Communities**

Day Services	3,667	LD & MH day services currently provide support for approximately 300 individuals across the county utilising 9 different sites. The services provide opportunities for individuals to receive therapy, maintain their health and wellbeing, gain skills, socialise whilst also providing respite for carers. The review of day services has highlighted the need to develop community options and specialist services which will see a decline in the use of building based services. This will provide opportunities for us to develop intergenerational services in partnership with adult services within Coleshill and Manor Road and vacate the premises at Cross Hands.	50	0	35	<b>85</b>	Reduction of one building and more efficient use of current estate in community inclusion
Y Gât (St Clears)	57	Arts venues include Oriol Myrddin Art Gallery in Carmarthen, Y Gât in St. Clears and the Dylan Thomas Boathouse, Laugharne Y Gât (formerly known as St. Clears Craft Centre) is an arts facility that also hosts the local library and an in-house catering facility. The facility has an open gallery / shop area along with conference rooms facilities and studio spaces for local artists to hire.	0	45	0	<b>45</b>	The Council will consult on a new purpose for the site, and explore the possibility of partnership working and alternative delivery models with St Clears Town Council and other interested parties. A review undertaken has found that the facility is unlikely to be viable in its current operational format.
Residential placements - self funding administration fee	0	Under the Social Services and Well Being Act, people are entitled to have their residential placement commissioned through the local authority. The local authority is entitled to make a reasonable charge for the work required to commission the placement. To date Carmarthenshire County Council has not charged for this work although neighbouring authorities already do charge.	0	0	60	<b>60</b>	To make a charge of £1,000 to individuals who are self-funding their placement, per annum. The proposal would need to be approved by Council.

**Communities Total****50 45 95 190**

DEPARTMENT	2020/21 Budget	FACT FILE	2021/22 Proposed	2022/23 Proposed	2023/24 Proposed	Total	EFFICIENCY DESCRIPTION
	£'000		£'000	£'000	£'000	£'000	
<b>Environment</b>							
<b>Waste &amp; Environmental Services</b>							
Household Waste Recycling Centres (HWRC)	total budget for Waste is £16M	There are currently four HWRCs located across the County that serve all communities. The HWRCs are open 7 days a week. The waste recycled at the sites account for a significant proportion of Carmarthenshire's overall recycling performance.	0	0	50	50	Reduce opening days of Household Waste Recycling Centres - exact days and sites to be based on data-driven useage.
Public Conveniences	367	Operation and daily servicing of 16 public convenience facilities located throughout the County. The main aspect of the service relates to the stock of 9 facilities that are operated by an external service provider, Danfo Ltd. These 9 facilities are termed "superloos" for which there is a charge for use. These are spread across our three main towns (Ammanford (1), Llanelli (2) and Carmarthen (2)) and four rural towns (Laugharne, St Clears, Llandeilo and Llandovery). The remaining facilities are in the main related to tourist areas. This service does not include facilities provided by other departments as part of their specific service assets e.g. Pembrey Country Park.	23	0	0	23	Increase charge from 20p to 40p for Superloos.
Commercial opportunity - income from Japanese Knotweed Treatment (net)	total budget for Grounds £1.2m	The grounds maintenance team arranges the treatment of Japanese Knotweed with respect to its own assets and other landownership across the Council.	0	0	10	10	Potential to treat knotweed for external clients, subject to wider corporate consideration on commercial activity that service departments can undertake.
<b>Total Waste &amp; Environmental Services</b>			<b>23</b>	<b>0</b>	<b>60</b>	<b>83</b>	
<b>Environment Total</b>			<b>23</b>	<b>0</b>	<b>60</b>	<b>83</b>	



**Demographic, Legislative or continuing pressures**

APPENDIX B

	Description	2021-2022 £'000
Legal staffing	Additional Assistant Solicitor to support additional social care caseload	62
ICT	Laptop replacement scheme	200
<b>Total for the Chief Executives Department</b>		<b>262</b>
Modernising Education Team	Provide core funding for team which has been reserve funded historically	50
Transforming 14-16 Learning pathways & Young Apprentices	Continuing work previously grant funded - partnership working, curriculum choice, developing links, helping to reduce NEETs.	100
WESP Strategy implementation	Revenue funding to staff 4 Welsh language immersion centres (WG capital grant) - 3 on line Sept 2020, 4th from Sept 2021 (£100k). Training & development if Welsh within schools moving along the continuum (£50k)	150
<b>Total for the Education &amp; Childrens Department</b>		<b>300</b>
Demographic Pressure 3.6% population growth 75+	Based on Welsh Government forecasts on population growth for over 75 age group and anticipation of increased intensity of care needs	1,410
National Living Wage pressure on Commissioned care	Actual increase to £8.91/hour (below OBR previous forecast)	1,000
Increase in Mental Health referrals	Substantial increase in Mental Health referrals - data under review currently	500
<b>Total for the Communities Department</b>		<b>2,910</b>
Community Benefits officer	To ensure suppliers comply with community benefits commitments	43
<b>Total for the Corporate Services Department</b>		<b>43</b>
AHP Collection	Balance of pressure which received part year funding in previous budget	90
Cleansing	Enhanced resource targetted to areas of additional need for cleansing/fly tipping removal - to improve the Local Environment Quality	38
SWMG Grant reduction	£1m reduction in Sustainable Waste Management Grant which funds core service	55
Reservoir maintenance	Reservoir maintenance	60
Ash die back	To enable continued work in response to Ash Dieback	169
Planning service	Additional funding for planning officers following service realignment - including increased resource for landscape, built heritage and training	166
School transport	Above inflation increases in contractor pricing following competitive tendering as well as demographic growth	400
Flooding / Drainage	Additional investment into Flood and Coastal Defences combined with Enhanced drainage cleansing / repairs to mitigate adverse weather impact	93
Highways	Investment into Hotbox, improved resourcing to coordinate adverse weather events and investigative works	103
<b>Total for the Environment Department</b>		<b>1,174</b>
<b>Sub Total - Departmental Allocations</b>		<b>4,689</b>
<b>Social care - Covid &amp; Brexit contingency</b>		<b>500</b>
<b>Corporate Pressures Contingency - to be allocated at final budget</b>		<b>1,000</b>
<b>TOTAL</b>		<b>6,189</b>

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## EXECUTIVE BOARD 18<sup>th</sup> JANUARY 2021

### FIVE YEAR CAPITAL PROGRAMME (COUNCIL FUND) 2021/22 TO 2025/26

#### Recommendations / key decisions required:

That Executive Board notes the content of this report and endorses it as a provisional capital programme for consultation purposes, including consideration by the Policy and Resources Scrutiny Committee at its meeting on 3rd February.

#### Reasons:

To enable the authority to agree a five-year capital programme 2021/22 to 2025/26.

Relevant scrutiny committee to be consulted YES

Exec. Board Decision Required YES

Council Decision Required NO

EXECUTIVE BOARD MEMBER PORTFOLIO HOLDER: Cllr David Jenkins

Directorate: Corporate Services

Name of Head of Service:  
Randal Hemingway

Report Author: Adrian  
Armstrong

Designations:

Head of Financial  
Services

Tel: 01267 224886

Email addresses:

[RHemingway@carmarthenshire.gov.uk](mailto:RHemingway@carmarthenshire.gov.uk)

[MAArmstrong@carmarthenshire.gov.uk](mailto:MAArmstrong@carmarthenshire.gov.uk)

**EXECUTIVE SUMMARY**  
**Executive Board**  
**18<sup>th</sup> January 2021**

**FIVE YEAR CAPITAL PROGRAMME (COUNCIL FUND) – 2021/22  
TO 2025/26**

The report brings together the latest proposals for the five-year capital programme 2021/22 to 2025/26. It forms the basis of the budget consultation process with members and other relevant parties. Feedback from this consultation process, along with any updates on the settlement figures and grant applications, will inform the final Capital Programme budget report which will be presented to Executive Board in February 2021 and County Council in March 2021.

The proposed gross expenditure on the capital programme for 2021/22 is £127.1m with the projected funding being £63.854m from the county council's own resources through the use of borrowing, capital receipts, reserves and general capital grant and, the balance of funding of £63.239m coming from external sources. These figures include projects delayed in 2020/21, mainly because of Covid-19 restrictions, that have been carried over and build into the budgets of future years.

The capital programme is projected to be fully funded over the five years.

It includes projected expenditure on the Swansea Bay City Region Deal projects against which the authority will borrow, with the funding being returned from both Welsh and UK governments over a 15 years period (from 2018/19).

**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: **Randal Hemingway** Head of Financial Services

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

### 3. Finance

The updated capital programme is projected to be fully funded for the five years 2021/2022 through to 2025/26, however, if any of the currently anticipated funding does not materialise it will need to be revisited. There is currently a surplus in funding during years 4 and 5 which will be assigned to projects in future capital programmes.

### 7. Physical Assets

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

## CONSULTATIONS

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

Signed: **Randal Hemingway** Head of Financial Services

**(Please specify the outcomes of consultations undertaken where they arise against the following headings)**

1. **Scrutiny Committee** Relevant Scrutiny Committees will be consulted.
2. **Local Member(s)** N/A
3. **Community / Town Council** N/A
4. **Relevant Partners** N/A
5. **Staff Side Representatives and other Organisations** N/A

**EXECUTIVE BOARD PORTFOLIO HOLDER(S) AWARE/CONSULTED**

YES

**Include any observations here**

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

Title of Document	File Ref No.	Locations that the papers are available for public inspection
2020/21 – 2024/25 Capital Programme		Corporate Service Department, County Hall, Carmarthen.  On-line via corporate website – Minutes of County Council Meeting 3 <sup>rd</sup> March 2020.
2021/22 – 2025/26 Capital Programme		Corporate Service Department, County Hall, Carmarthen.

# REPORT OF DIRECTOR OF CORPORATE SERVICES

## EXECUTIVE BOARD

18<sup>th</sup> JANUARY 2021

### FIVE-YEAR CAPITAL PROGRAMME – 2021/22, 2022/23, 2023/24, 2024/25 and 2025/26

<b>DIRECTOR &amp; DESIGNATION</b>	<b>DIRECTORATE</b>	<b>TELEPHONE NO.</b>
C Moore, Director of Corporate Services	Corporate Services	01267 224120
<b>AUTHOR &amp; DESIGNATION</b>	<b>DIRECTORATE</b>	<b>TELEPHONE NO.</b>
R Hemingway, Head of Financial Services	Corporate Services	01267 224886

## 1. INTRODUCTION

- 1.1. The report provides members with a view of the proposed five-year Capital Programme 2021/22, 2022/23, 2023/24, 2024/25 and 2025/26.
- 1.2. This report forms the basis of the budget consultation process with members and other relevant parties. Feedback from this consultation process, along with any updates on the settlement figures and grant applications, will inform the final Capital Programme budget report which will be presented to Executive Board in February 2021 and County Council in March 2021.
- 1.3. The authority is required to approve a rolling capital programme each year as part of its budget setting process. This facilitates forward planning and is consistent with the requirements of the Prudential Code in terms of financial planning and funding while assisting officers in bidding for external funding.

## 2. BACKGROUND

- 2.1. Last year the authority agreed a fully funded five-year capital programme 2020/21 to 2024/25 which was approved at County Council on 3<sup>rd</sup> March 2020.
- 2.2. 2020 was an unprecedented year. The response to the Covid-19 pandemic has given rise to the need to reprioritise our capital strategy and capital programme to reflect the desire to boost local businesses and local economies. Given the significant pressures on budgets it has been necessary to make capacity in the current five-year capital programme to enable any new priorities to be accommodated and for new projects to go ahead. The capital

programme was revisited by the Strategic Assets Steering Group (SASG) and the Corporate Management Team. Departments also submitted proposals for new urgent projects for the programme. Projects have been assessed and prioritised with only the highest priorities being included in the programme (due to available funds). Officers in analysing the capital programme have flagged projects that are not contractually committed and which could be stopped, re-phased or down-sized.

- 2.3. The proposed capital programme is attached in Appendix A and shows the anticipated expenditure and sources of funding over the five year period.
- 2.4. The proposed Capital Programme and Funding is based on Welsh Government's (WG) Provisional Settlement. The Final Settlement is particularly late this year, mainly due to the timing of the Comprehensive Spending Review. The Final Settlement is due on 2<sup>nd</sup> March and it should be noted that whilst no changes are expected, should there be any amendments in the funding figures issued by Welsh Government (WG), that Executive Board will be asked to delegate to the Director of Corporate Services to adjust the programme accordingly, in liaison with the Chief Executive, Leader and Executive Board member for Resources. Similarly, delegated authority to update the programme is sought should any other award of grant funding be received at the same time, for example, transport grants, again in consultation with the same.

### **3. PRIORITIES**

- 3.1. The current Corporate Strategy for 2018-2023 (refreshed June 2019) sets out the Authority's strategic priorities, aspirations, overarching themes and core values, and the programme has been developed in line with these, whilst also recognising the priorities that have come forward as a consequence of the pandemic.
- 3.2. The proposed capital programme of £242m over the five years is aimed at delivering a number of key projects that will create jobs and improve the quality of life for the people of Carmarthenshire. As part of the response to the Covid-19 pandemic, officers have developed a programme of business initiatives to help regenerate local towns and boost their economies. These are accommodated in year 1 of the proposed programme.



The key investments within the programme are:

	£m
Schools	80
Housing (Non HRA)	10
Leisure & Culture	3
Regeneration	93
Regeneration Covid Response	4
ICT	4
Environment	48

#### 4. FUNDING

The provisional settlement received from the Welsh Government (WG) allocated capital funding of £11.866m for the Authority in 2021/22. This is made up of Unhypothecated Supported Borrowing of £5.925m and General Capital Grant of £5.941m. In 2020/21 the General Capital Grant included an additional award of £1.3m which was not guaranteed to continue. The additional amount has now been consolidated into the annual award. The main capital allocation for the County has increased by £32k on 2020/21.

Recognising the experience of recent years WG capital funding, as well as indications from Westminster of increases in capital investment (which would likely lead to WG Barnett consequentials), our assumption on general capital funding has been maintained for future years.

- 4.1. The level of capital receipts funding included within the programme has been revised in line with latest estimates. General capital receipts of £5.2m will be applied over the five year period. It should be noted that there may be a need to amend future capital programmes if there is a shortfall in expected receipts.
- 4.2. The use of earmarked reserves was approved as part of previous year's reports and were included as funding for the current capital programme. In total some £47m of reserve funding is included over the five years of the programme. £1m of this reserve funding is from the Resetting Services (Post Covid 19) Reserve.
- 4.3. Within the Modernising Education Programme (MEP) additional resources have been approved in recent years for the Band A 21<sup>st</sup> Century Schools projects. (This was in response to a request by the WG to bring forward their Band A projects for completion by 2018/19.) This investment includes supported borrowing, earmarked reserves and capital receipts and is part of the County Council's 50% contribution towards the Band A projects with the balance in funding coming from the WG.

The Band B programme runs from 2019 to 2026, with an estimated programme value of £129.5m for Carmarthenshire. This will require LA contribution in the region of £36.5m capital funding of which, £23m has been allocated in the programme to 2025. WG introduced a contribution level of 65% towards Band B projects, with the County Council's contribution now being 35%. Special Schools have a 75% WG contribution rate. The £129.5m allocation includes £25m for the Mutual Investment Model (MIM) projects for which the LA is required to contribute 19% from revenue funding. The Mutual Investment Model is an alternative funding model developed by Welsh Government, which takes account of the whole life costs of the education building and is funded through a revenue contribution of 19% and WG grant funding of 81%. The Authority will need to monitor closely the development of this programme in order to ensure that funding is available to cover the projects as they are committed.

- 4.4. Funding from external parties in the form of grants for the whole of the capital programme is currently expected to be in the region of £73m. There is also £46m of funding for the City Deal Projects
- 4.5. As part of the provisional annual settlement from Welsh Government, funding was made available on an all Wales basis for the following areas:
  - Public highway refurbishment grant - £20m. We have assumed an award of £1.498m based on last year's allocation.
  - Local Transport Fund and Resilient Roads Funds – Carmarthenshire will bid for funding from these grants and any successful awards will be added to the capital programme in due course.
  - Ultra-low Emissions Vehicles Transformation - £28m. Carmarthenshire will be bidding for projects under this funding.
- 4.6. As per the Medium Term Financial Plan it is proposed that £1m in the form of direct revenue funding will be put towards the Covid-19 response package, which is deemed essential to assist with economic regeneration.

## **5. CAPITAL PROGRAMME 2021/22 TO 2025/26**

- 5.1. When the capital programme was approved at County Council on 3<sup>rd</sup> March 2020 it was fully funded. The new capital programme again remains fully funded, however, it should be noted that cumulatively years 4 and year 5 have additional funding capacity of £4m to be allocated. This will be reviewed and prioritised as future programmes are developed.

## Community Services

- 5.2. Within Community Services the capital programme material investments have been made in leisure in recent years. This year there is an ongoing commitment to cultural services.
- 5.3. The most significant of these is a £1.9m investment into Oriel Mryddin. This will deliver a gallery of national importance, aligned with the Arts Council of Wales dispersed model of galleries across Wales. It is envisaged that the completed gallery could display national collections. This will broaden access to the arts and contribute to Carmarthenshire as a tourist destination.
- 5.4. In 2025/26 within Private Sector Housing, further funding is provided for Disabled Facility Grants £2m.

## Environment

- 5.5. For 2025/26 further allocations to existing rolling programmes of work are included such as Highway Improvements £600k, Bridge Maintenance £400k and Road Safety Improvement £250k.
- 5.6. Council funding on Highway Maintenance will continue to be bolstered in 2021/22 through a Road Refurbishment Grant provided by WG of £1.498m.
- 5.7. £1m is allocated for urgent works to the Trebeddrod reservoir in Llanelli in recognition of our responsibilities under the Reservoir's Act 1975.
- 5.8. £300k is made available to realign the coastal path at Morfa Bacas because of erosion. This ensures that the path will continue to be available for residents to enjoy.
- 5.9. £800k is committed to the upgrade of public highway lighting columns. £400k in 2024/25 and £400k in 2025/26, this will be the start of a longer term rolling programme.
- 5.10. £300k is made available for the upgrade of farm slurry infrastructure on Council owned sites in year 4, following new Welsh Government regulations.
- 5.11. Significant investment, over £2m, has already been made in the Towy Valley Path with the council's resources being match funded by approximately £1.6m from the Welsh Government. Whilst the Authority remain firmly committed to this project, external funding, which is required for this project, has been difficult to secure, as such it is suggested that the council reduce its own funding commitment until such time as further Welsh Government support becomes available.
- 5.12. Significant investment has also been made in road safety. Funding at £250k per year will continue in this area, although this is some £225k lower over the five years than in previous programmes.

This funding will be diverted to support the economic stimulus package.

5.13. Recognising the backlog of works across the council's operational estate, it has been possible to make the following additional allocations:

- £2.5m was provided across the five years of the previous programme to complete essential works to County Hall, including upgrades to alarm systems and other mechanical and electrical works, a further £500k is awarded and the works accelerated to years 1 and 2 of the programme.
- An additional £700k is provided for health and safety works to Ty Elwyn bringing the total investment to £1.2m.
- The provision for capital maintenance across our wider estate has been revisited. It is proposed to continue investment in Capitalised Maintenance at £15.4m across the programme instead of the £16.5m in the previous programme. The funding being repurposed to provide investment in a regeneration package to help the local economy in response to the Covid-19 pandemic.

5.14. A five-year Fleet Replacement Programme for £11.5m is included to ensure that vehicles and plant machinery assets are replaced when they reach the end of their viable economic life. The funding for this capital spend will be provided directly from revenue budgets of the service users via prudential borrowing.

### **Education and Children**

5.15. In the Education and Children Services capital programme, the MEP includes the continuation of the 21<sup>st</sup> Century Schools improvement programme. Schemes are funded jointly by Welsh Government grant and the Authority. Owing to known and likely external factors some schemes have been interchanged between Bands A and B of the programme to ensure external funding is fully utilised.

5.16. The MEP programme continues to include schemes to a total value of £25m which will be supported through the MIM funding approach.

### **Chief Executive**

5.17. ICT services are crucial to our future ways of working, therefore, the £3.7m allocated across the programme is maintained. This includes annual funding of £200k to support digital transformational projects across council services, aligned with the council's TIC work programme. The County Council will also see the benefit of the Swansea Bay City region Digital Project across the County.

## Regeneration

- 5.18. The Transformation Strategy Project Fund has been allocated a further £1.5m of County Council funding for 2025/26, with the expectation that this will lever in a further £3m in external monies.
- 5.19. In recognition of the Climate Emergency declared in 2019/20 £500k was allocated to decarbonisation projects in the previous programme. This funding will now be utilised to provide a fund for third party grants to businesses, throughout the county, to support renewable energy initiatives to reduce their carbon footprints. It is hoped that this will act as a catalyst for further private sector investment in this area.
- 5.20. Included within Regeneration (City Deal) is the budget for the Llanelli Area Review. Including funding allocated in previous years, the total budget for this scheme stands at £7.0m and will form part of the council's contribution to the Pentre Awel Wellness Project.
- 5.21. An economic stimulus package of £3.7m to support local business in response to the Covid-19 pandemic has also been identified as a priority as the County moves forward and recovers from the Pandemic, this has been included in the provisional programme and is designed to support the local economies throughout the county, it includes:
- £1.2m Targeting Regeneration investment.
  - £1m Commercial Property Development Fund.
  - £1m Ten Towns Growth Plan – Supporting businesses in the counties satellite towns.
  - £500k towards the Rural Enterprise fund.

This has been accommodated by reprioritising other projects within the capital programme, as mentioned above, and repurposing the funding and from the additional funding from the Welsh Government. A comprehensive breakdown of the economic stimulus package is detailed in Appendix B.

Also included within the Regeneration (City Deal) is the budget for Llanelli Leisure Centre. This budget includes funding from a trust (£1m), towards a Hydrotherapy Pool and links in the with Joint Venture support from the Llanelli Coast JV project.

The Capital Programme includes the proposed expenditure on the two capital City Deal Projects. This expenditure, whilst being incurred by the Authority will be repaid to the Authority over a 15 year period by both Welsh and UK governments. The structure of the City Deal projects is that WG expects the Authority to deliver the projects and raise the funding through borrowing which will then be repaid by grant over the next 15 years. The projects or the Authority will need to accommodate the interest payments on this borrowing.

The two capital projects the Authority will deliver are Pentre Awel and Yr Egin.

Development of Pentre Awel will require upfront investment for site infrastructure costs, to be financed from borrowing. Funding will be subject to income flows from different elements of the project, with borrowing not to take place until these are secured. This mechanism will be part of the wider business case, which will be subject to member approval at the appropriate time.

The County Council will also have an input into the Regional Projects of the Swansea Bay City Region.

### **Reserve Projects**

5.22. There remains a large number of schemes on the reserve list, which were presented as part of the previous budget setting process, which it has again not been possible to provide funding for at this time. Projects on this list include:

- Additional investment into highways maintenance & infrastructure.
- Investment in waste treatment infrastructure changes to facilitate future service changes
- Additional funding required to complete the Tywi Valley Path
- Additional Disabled Facilities Grants annual allocations
- Wider investment into Leisure and culture facilities.
- Covering the current shortfall on overall council funding required to complete the 21<sup>st</sup> Century Schools Band B programme.

Unless and until further funding sources are identified, it is only possible to consider such additions to the capital programme if current schemes are removed or reduced.

## **6. WELLBEING OF FUTURE GENERATIONS (WALES) ACT 2015**

6.1. In considering the capital programme, members need to take into consideration the requirements of the Wellbeing of Future Generations (Wales) Act 2015. The Act requires the public bodies to carry out development sustainably, improving the economic, social, environmental and cultural well-being of Wales.

‘... the public body must act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs’

- 6.2. In doing so, we must demonstrate the following five ways of working:
  - i. Looking at the long-term so that we do not compromise the ability of future generations to meet their own needs
  - ii. Understanding the root causes of issues to prevent them recurring
  - iii. Taking an integrated approach so that we look at all well-being goals and objectives of other services and partners
  - iv. Working with others in a collaborative way to find shared sustainable solutions
  - v. Involving a diversity of population in decisions that affect them
  
- 6.3. The Act identifies seven well-being goals and provide a shared vision for public bodies to work towards. We must work towards achieving all of them.
  - i. A prosperous Wales
  - ii. A resilient Wales
  - iii. A healthier Wales
  - iv. A more equal Wales
  - v. A Wales of cohesive communities
  - vi. A Wales of vibrant culture and thriving Welsh Language
  - vii. A globally responsible Wales
  
- 6.4. Our well-being objectives are designed to maximise our contribution to achieving the seven well-being goals of the Act.
  
- 6.5. All projects within the programme have been assessed and scored with the five ways of working, the seven goals and our corporate well-being statement in mind.

## 7. SUMMARY

The table below gives a breakdown of the expenditure by departments and the sources of funding.

<b>CAPITAL PROGRAMME SUMMARY</b>					
	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b><u>Expenditure</u></b>					
Community Services	6,675	2,000	2,000	2,000	2,000
Environment	19,247	8,181	5,376	5,776	5,776
Education & Children	33,651	29,632	13,897	3,020	280
Chief Executive	2,451	485	465	1,657	200
Regeneration	65,069	18,600	4,500	4,500	4,500
<b>Total Expenditure</b>	<b>127,093</b>	<b>58,878</b>	<b>26,238</b>	<b>16,953</b>	<b>12,756</b>
<b><u>Grants and Contributions</u></b>					
External Funding	63,239	35,682	12,460	5,035	3,000
<b>Net Expenditure Funded by CCC</b>	<b>63,854</b>	<b>23,196</b>	<b>13,778</b>	<b>11,918</b>	<b>9,756</b>
<b><u>CCC Funding</u></b>					
Non-hypothecated Supported Borrowing	5,925	5,925	5,925	5,925	5,925
Unsupported Borrowing	500	0	0	0	0
Prudential Borrowing - Fleet	6,534	1,980	1000	1000	1000
General Capital Grant	5941	5941	5941	5941	5941
Capital Receipts	1,717	0	0	0	0
Capital Reserves	36,799	9,334	896	0	0
Joint Venture Funding Llanelli Leisure Centre	3,500	0	0	0	0
Direct Revenue Funding	1,616	16	16	16	16
Economic Stimulus Grant	1,322	0	0	0	0
<b>Overall Net Position: Surplus + / Deficit (-)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>964</b>	<b>3,126</b>

- 7.1. To summarise the overall position, the capital programme is fully funded for the 5 years from 2021/22 to 2025/26, with a potential funding surplus in Years 4 and 5 of the proposed programme.
- 7.2. The total cost of the programme is £242m of which £119m is funded from external grants and contributions.
- 7.3. The full detail of the proposed five-year capital programme is attached in Appendix A.

## 8. REVENUE IMPLICATIONS

- 8.1. Whilst in recent years (up to 2019/20), no revenue implications have been validated within the revenue budget, this approach is now considered not sustainable indefinitely into the future. The



draft revenue budget strategy 2021/22 to 2023/24 allows for £400k increased revenue budget implications each year.

## **9. RECOMMENDATIONS**

- 9.1 That Executive Board notes the content of this report and endorses it as a provisional capital programme for consultation purposes, including consideration by the Policy and Resources Scrutiny Committee at its meeting on 3<sup>rd</sup> February 2021.

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**Capital Programme 2021/22 - 2025/26**

Capital Project	Year 1			Year 2			Year 3			Year 4			Year 5			Five Year Total 2021/22:2025/26		
	County Council Funding	External Funding	Total Scheme	County Council Funding	External Funding	Total Scheme	County Council Funding	External Funding	Total Scheme	County Council Funding	External Funding	Total	County Council Funding	External Funding	Total	County Council Funding	External Funding	Total
COUNCIL FUND	2021/22			2022/23			2023/24			2024/25			2025/26			Five Year Total		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>COMMUNITIES</b>																		
<b>Private Sector Housing</b>																		
Disabled Facility Grants	3,200		3,200	2,000		2,000	2,000		2,000	2,000		2,000	2,000		2,000	11,200	0	11,200
Enable - Adaptation to assist independent living			0			0			0			0			0	0	0	0
Empty Properties Initiatives - Western Valleys	235		235			0			0			0			0	235	0	235
Empty Properties Initiatives - Valleys Taskforce	125		125			0			0			0			0	125	0	125
<b>Sports &amp; Leisure</b>																		
Amman Valley Leisure Centre Masterplan	1,000		1,000			0			0			0			0	1,000	0	1,000
<b>Culture</b>																		
Oriel Myrddin	860	1,000	1,860			0			0			0			0	860	1,000	1,860
Towy Gateway - Contribution to Tywi Gateway Trust for Bishop's Park (Reffcus)	179		179			0			0			0			0	179	0	179
<b>Ports</b>																		
Burry Port Harbour Walls	76		76			0			0			0			0	76	0	76
<b>Total Communities</b>	<b>5,675</b>	<b>1,000</b>	<b>6,675</b>	<b>2,000</b>	<b>0</b>	<b>2,000</b>	<b>2,000</b>	<b>0</b>	<b>2,000</b>	<b>2,000</b>	<b>0</b>	<b>2,000</b>	<b>2,000</b>	<b>0</b>	<b>2,000</b>	<b>13,675</b>	<b>1,000</b>	<b>14,675</b>

# Capital Programme 2021/22 - 2025/26

Capital Project	Year 1			Year 2			Year 3			Year 4			Year 5			Five Year Total 2021/22:2025/26		
	County Council Funding	External Funding	Total Scheme	County Council Funding	External Funding	Total Scheme	County Council Funding	External Funding	Total Scheme	County Council Funding	External Funding	Total	County Council Funding	External Funding	Total	County Council Funding	External Funding	Total
COUNCIL FUND	2021/22			2022/23			2023/24			2024/25			2025/26			Five Year Total		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>ENVIRONMENT</b>																		
<b>Countryside</b>																		
Byways	16		16	16		16	16		16	16		16	16		16	80	0	80
Morfa Bacas Path	300		300						0			0			0	300	0	300
Rights of Way Improvement Programme	50		50	50		50	50	50	50	50	50	50	50	50	50	250	0	250
Access Improvement Programme			0			0			0			0			0	0	0	0
<b>Coastal and Flood Defence</b>																		
Trebeddrod Reservoir	1,000		1,000			0			0			0			0	1,000	0	1,000
Coastal Defence	49		49			0			0			0			0	49	0	49
<b>Fleet Management</b>																		
Fleet Replacement - Prudential Borrowing	6,534		6,534	1,980		1,980	1,000		1,000	1,000		1,000	1,000		1,000	11,514	0	11,514
Omega Mulcher			0			0			0			0			0	0	0	0
<b>Infrastructure</b>																		
Multi Storey Car Park, Llanelli	120		120	60		60	60		60	60		60	60		60	360	0	360
Electric Vehicle Charging Infrastructure			0			0			0			0			0	0	0	0
Highways	600	1,498	2,098	600		600	600		600	600		600	600		600	3,000	1,498	4,498
Bridges and Structures	400		400	400		400	400		400	400		400	400		400	2,000	0	2,000
Street Lighting Replacement & Upgrade			0			0			0	400		400	400		400	800	0	800
<b>Waste Management</b>																		
<b>Transportation</b>																		
Road Safety Improvement Schemes	250		250	250		250	250		250	250		250	250		250	1,250	0	1,250
Road Safety Grants			0			0			0			0			0	0	0	0
A4138 Hendy Link Road			0	50		50			0			0			0	50	0	50
Highway Junction Improvements/Signals Upgrade	25		25	25		25			0			0			0	50	0	50
Llanelli Urban and Coastal Belt Network Improvements		175	175			0			0			0			0	0	175	175
Ammanford Economic Highway Infrastructure		150	150			0			0			0			0	0	150	150
Active Travel - Walking & Cycling Linkages	100	375	475	100		100			0			0			0	200	375	575
Active Travel - General			0			0			0			0			0	0	0	0
Active Travel - Llanelli Masterplan			0			0			0			0			0	0	0	0
Active Travel - Cross Hands to Ammanford			0			0			0			0			0	0	0	0
Active Travel - Carmarthen Masterplan			0			0			0			0			0	0	0	0
Cross Hands Economic Link Road Phase 2	750		750	750		750			0			0			0	1,500	0	1,500
<b>Public Transport Infrastructure</b>																		
Strategic Public Transport Corridors		100	100			0			0			0			0	0	100	100
Tywi Valley Path	175	405	580			0			0			0			0	175	405	580
Safe Routes in the Communities		225	225			0			0			0			0	0	225	225
<b>Property</b>																		
Capital Maintenance	3,500		3,500	2,900		2,900	3,000		3,000	3,000		3,000	3,000		3,000	15,400	0	15,400
Agile Working			0			0			0			0			0	0	0	0
County Hall	1,250		1,250	1,000		1,000			0			0			0	2,250	0	2,250
Ty Elwyn	1,200		1,200			0			0			0			0	1,200	0	1,200
<b>Total Environment</b>	<b>16,319</b>	<b>2,928</b>	<b>19,247</b>	<b>8,181</b>	<b>0</b>	<b>8,181</b>	<b>5,376</b>	<b>0</b>	<b>5,376</b>	<b>5,776</b>	<b>0</b>	<b>5,776</b>	<b>5,776</b>	<b>0</b>	<b>5,776</b>	<b>41,428</b>	<b>2,928</b>	<b>44,356</b>

**Capital Programme 2021/22 - 2025/26**

Capital Project	Year 1			Year 2			Year 3			Year 4			Year 5			Five Year Total 2021/22:2025/26		
	County Council Funding	External Funding	Total Scheme	County Council Funding	External Funding	Total Scheme	County Council Funding	External Funding	Total Scheme	County Council Funding	External Funding	Total	County Council Funding	External Funding	Total	County Council Funding	External Funding	Total
COUNCIL FUND	2021/22			2022/23			2023/24			2024/25			2025/26			Five Year Total		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>EDUCATION &amp; CHILDREN</b>																		
<b>Band A</b>																		
Llandeilo	575	4,800	5,375	765	920	1,685	1,252	1,252	300	300	0	2,892	5,720	8,612				
Gorslas	1,960	748	2,708			0		0		0	0	1,960	748	2,708				
Rhydygors	447	650	1,097	58	109	167		0		0	0	505	759	1,264				
Laugharne	611	1,020	1,631	420	1,012	1,432		0		0	0	1,031	2,032	3,063				
Pontyberem	233		233			0		0		0	0	233	0	233				
Rhys Prichard	832		832	23		23		0		0	0	855	0	855				
Dewi Sant	202		202	1,278	2,644	3,922	1,592	2,700	4,292		0	3,072	5,344	8,416				
St John Lloyd	79		79			0		0		0	0	79	0	79				
<b>Band B</b>																		
Llangadog	579		579			0		0		0	0	579	0	579				
Ammanford Primary Welsh Medium	300	900	1,200	645	1,855	2,500	465	2,535	3,000	185	235	420	130	130				
Ammanford Primary Dual Stream	200	0	200	1,500	0	1,500	525	3,725	4,250	500	1,800	2,300	150	150				
Gwenllian / Ysgol Gymraeg Cydweli	1,000	0	1,000	1,008	2,050	3,058	143		143		0	2,151	2,050	4,201				
Y Castell	536	1,267	1,803			0		0		0	0	536	1,267	1,803				
Pum Heol	2,512		2,512			0		0		0	0	2,512	0	2,512				
Pembrey	500	3,000	3,500	2,771	742	3,513	110	110		0	0	3,381	3,742	7,123				
Cross Hands Area	30		30			0		0		0	0	30	0	30				
Penygaer	11		11			0		0		0	0	11	0	11				
Hendy	1,085	1,500	2,585	495	1,750	2,245		0		0	0	1,580	3,250	4,830				
Heol Goffa New School	1,456	5,500	6,956	2,087	7,500	9,587	350	500	850		0	3,893	13,500	17,393				
Flying Start		410	410			0		0		0	0	0	410	410				
Childcare Places Offer Grant		708	708			0		0		0	0	0	708	708				
<b>Total Education &amp; Children</b>	<b>13,148</b>	<b>20,503</b>	<b>33,651</b>	<b>11,050</b>	<b>18,582</b>	<b>29,632</b>	<b>4,437</b>	<b>9,460</b>	<b>13,897</b>	<b>985</b>	<b>2,035</b>	<b>3,020</b>	<b>280</b>	<b>0</b>	<b>280</b>	<b>29,900</b>	<b>50,580</b>	<b>80,480</b>

## Capital Programme 2021/22 - 2025/26

Capital Project	Year 1			Year 2			Year 3			Year 4			Year 5			Five Year Total 2021/22:2025/26		
	County Council Funding	External Funding	Total Scheme	County Council Funding	External Funding	Total Scheme	County Council Funding	External Funding	Total Scheme	County Council Funding	External Funding	Total	County Council Funding	External Funding	Total	County Council Funding	External Funding	Total
COUNCIL FUND	2021/22			2022/23			2023/24			2024/25			2025/26			Five Year Total		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>CHIEF EXECUTIVE</b>																		
<b>Property</b>																		
Grillo	414		414			0			0			0			0			414
Rural Estate Infrastructure			0			0			0	300		300			0			300
Glanaman Industrial Estate	818		818			0			0			0			0			818
<b>IT Strategy Developments</b>																		
Digital Transformation	380		380	200		200	200		200	200		200	200		200			1,180
PSBA Network	86		86	75		75	75		75	75		75			0			311
Strategic Digital Initiatives	100		100	100		100	100		100	100		100			0			400
WLGAs Schools Grant (Funded by Dev Fund)	21		21			0			0			0			0			21
Corporate Wifi Environment/Meraki Broadband Hardware	224		224			0			0			0			0			224
Information Security and Governance	50		50	50		50	50		50	50		50			0			200
Virtualised Server & Storage Environment Replacement			0			0			0	400		400			0			400
Disaster Recovery			0			0			0			0			0			0
Legacy Network & Telephony Equipment Replacement	120		120			0			0			0			0			120
UPS 15KVA	14		14	15		15	15		15			0			0			44
Voice Infrastructure	19		19	25		25	25		25	20		20			0			89
HWB for Schools Infrastructure Grant	205		205			0			0			0			0			205
Business Critical Infrastructure & Strategic ICT Development			0			0			0	512		512			0			512
<b>Total Chief Executive</b>	<b>2,451</b>	<b>0</b>	<b>2,451</b>	<b>465</b>	<b>0</b>	<b>465</b>	<b>465</b>	<b>0</b>	<b>465</b>	<b>1,657</b>	<b>0</b>	<b>1,657</b>	<b>200</b>	<b>0</b>	<b>200</b>	<b>5,238</b>	<b>0</b>	<b>5,238</b>

## Capital Programme 2021/22 - 2025/26

Capital Project	Year 1			Year 2			Year 3			Year 4			Year 5			Five Year Total 2021/22:2025/26		
COUNCIL FUND	County Council Funding	External Funding	Total Scheme	County Council Funding	External Funding	Total Scheme	County Council Funding	External Funding	Total Scheme	County Council Funding	External Funding	Total	County Council Funding	External Funding	Total	County Council Funding	External Funding	Total
	2021/22			2022/23			2023/24			2024/25			2025/26			Five Year Total		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>REGENERATION</b>																		
Transformational Strategy Project Fund	601	3,000	3,601	1,500	3,000	4,500	1,500	3,000	4,500	1,500	3,000	4,500	1,500	3,000	4,500	6,601	15,000	21,601
Rural Enterprise Fund	1,139		1,139			0			0			0			0	1,139	0	1,139
Transformation Commercial Property Development Fund	2,310		2,310			0			0			0			0	2,310	0	2,310
Business Support for Renewable Energy Initiatives (3rd Party Grants)	500		500			0			0			0			0	500	0	500
<b>Covid-19 Response - Business Support</b>						0			0			0			0	0	0	0
Targeted Regeneration Investment TRI) County Wide	1,200	2,500	3,700			0			0			0			0	1,200	2,500	3,700
Commercial Property Development Fund	1,000		1,000			0			0			0			0	1,000	0	1,000
Ten Town Growth Plan	1,000		1,000			0			0			0			0	1,000	0	1,000
Rural Enterprise Fund	500		500			0			0			0			0	500	0	500
<b>Llanelli, Cross Hands &amp; Coastal Belt Area</b>																		
TRI Projects Match Funding (Formerly Opportunity Street)	494		494			0			0			0			0	494	0	494
<b>Ammanford, Carmarthen &amp; Rural Area</b>																		
Ammanford Town Centre Regeneration	21		21			0			0			0			0	21	0	21
Carmarthen Old Town Quarter Regeneration (Formerly Jackson's Lane)	738	10	748			0			0			0			0	738	10	748
Pendine Iconic International Visitors Destination		625	625			0			0			0			0	0	625	625
Ammanford Regeneration Development	280		280			0			0			0			0	280	0	280
Llandeilo Market Hall	2,355	700	3,055			0			0			0			0	2,355	700	3,055
<b>Swansea Bay City Region Projects</b>																		
City Deal - Pentre Awel Wellness Project		25,473	25,473		14,100	14,100			0			0			0	0	39,573	39,573
City Deal - Llanelli Leisure Centre	13,965	4,500	18,465			0			0			0			0	13,965	4,500	18,465
City Deal - Llanelli Area Review	158		158			0			0			0			0	158	0	158
City Deal - Yr Egin Phase II		2,000	2,000			0			0			0			0	0	2,000	2,000
<b>Total Regeneration</b>	<b>26,261</b>	<b>38,808</b>	<b>65,069</b>	<b>1,500</b>	<b>17,100</b>	<b>18,600</b>	<b>1,500</b>	<b>3,000</b>	<b>4,500</b>	<b>1,500</b>	<b>3,000</b>	<b>4,500</b>	<b>1,500</b>	<b>3,000</b>	<b>4,500</b>	<b>32,261</b>	<b>64,908</b>	<b>97,169</b>
<b>Total Council Fund Excluding HRA</b>	<b>63,854</b>	<b>63,239</b>	<b>127,093</b>	<b>23,196</b>	<b>35,682</b>	<b>58,878</b>	<b>13,778</b>	<b>12,460</b>	<b>26,238</b>	<b>11,918</b>	<b>5,035</b>	<b>16,953</b>	<b>9,756</b>	<b>3,000</b>	<b>12,756</b>	<b>122,502</b>	<b>119,416</b>	<b>241,918</b>

## Capital Programme 2021/22 - 2025/26

Capital Project	Year 1			Year 2			Year 3			Year 4			Year 5			Five Year Total 2021/22:2025/26		
COUNCIL FUND	County Council Funding	External Funding	Total Scheme	County Council Funding	External Funding	Total Scheme	County Council Funding	External Funding	Total Scheme	County Council Funding	External Funding	Total	County Council Funding	External Funding	Total	County Council Funding	External Funding	Total
	2021/22			2022/23			2023/24			2024/25			2025/26			Five Year Total		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>County Council Funding</b>																		
<b>Borrowing</b>																		
Borrowing - Supported	5,925		5,925	5,925		5,925	5,925		5,925	5,925		5,925	5,925		5,925	29,625		29,625
Borrowing - Unsupported	500		500			0			0			0			0	500		500
Borrowing - Unsupported for Loan to CWM			0			0			0			0			0	0		0
Borrowing - MEP			0			0			0			0			0	0		0
Borrowing - Salix (Refit Cymru)			0			0			0			0			0	0		0
Borrowing - Fleet Replacement	6,534		6,534	1,980		1,980	1,000		1,000	1,000		1,000	1,000		1,000	11,514		11,514
<b>GCG</b>			0			0			0			0			0			0
General Capital Grant	5,941		5,941	5,941		5,941	5,941		5,941	5,941		5,941	5,941		5,941	29,705		29,705
<b>Reserves</b>			0			0			0			0			0			0
Departmental Reserve	414		414			0			0			0			0	414		414
Reserves - MDF	26,119		26,119	302		302	646		646			0			0	27,067		27,067
City Deal Reserve			0			0			0			0			0	0		0
Resetting Services (Post C-19) Reserve	1,000		1,000			0			0			0			0	1,000		1,000
CGU Reserve			0	2,166		2,166			0			0			0	2,166		2,166
Reserves - MEP	9,266		9,266	6,866		6,866	250		250			0			0	16,382		16,382
<b>Revenue Contributions</b>			0			0			0			0			0			0
Direct Revenue Financing	616		616	16		16	16		16	16		16	16		16	680		680
DRF from Covid 19 Response (As Per Medium Term Financial Plan)	1,000		1,000			0			0			0			0	1,000		1,000
<b>Capital Receipts</b>			0			0			0			0			0			0
Capital Receipts	1,350		1,350			0			0			0			0	1,350		1,350
Capital Receipts-Additional			0			0			0			0			0	0		0
Capital Receipts - MEP	367		367			0			0			0			0	367		367
Cross Hands JV			0			0			0			0			0	0		0
Joint Venture Funding Llanelli Leisure Centre	3,500		3,500			0			0			0			0	3,500		3,500
Education Capital Receipts			0			0			0			0			0	0		0
<b>Other</b>			0			0			0			0			0			0
Economic Stimulus Grant (CGU)	1,322		1,322			0			0			0			0	1,322		1,322
<b>External Grants</b>			0			0			0			0			0			0
External Grants		63,239	63,239		35,682	35,682		12,460	12,460		5,035	5,035		3,000	3,000	0	119,416	119,416
<b>Total County Council Funding</b>	<b>63,854</b>	<b>63,239</b>	<b>127,093</b>	<b>23,196</b>	<b>35,682</b>	<b>58,878</b>	<b>13,778</b>	<b>12,460</b>	<b>26,238</b>	<b>12,882</b>	<b>5,035</b>	<b>17,917</b>	<b>12,882</b>	<b>3,000</b>	<b>15,882</b>	<b>126,592</b>	<b>119,416</b>	<b>246,008</b>
<b>Net Funding Position - Surplus / (Shortfall)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>964</b>	<b>0</b>	<b>964</b>	<b>3,126</b>	<b>0</b>	<b>3,126</b>	<b>4,090</b>	<b>0</b>	<b>4,090</b>



## Capital Programme 2021/22 - 2025/26

Capital Project	Year 1			Year 2			Year 3			Year 4			Year 5			Five Year Total 2021/22:2025/26		
	County Council Funding	External Funding	Total Scheme	County Council Funding	External Funding	Total Scheme	County Council Funding	External Funding	Total Scheme	County Council Funding	External Funding	Total	County Council Funding	External Funding	Total	County Council Funding	External Funding	Total
COUNCIL FUND	2021/22			2022/23			2023/24			2024/25			2025/26			Five Year Total		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Sources of Funding</b>																		
Borrowing	12,959		12,959	7,905		7,905	6,925		6,925	6,925		6,925	6,925		6,925	41,639		41,639
Capital Receipts	5,217		5,217	0		0	0		0	0		0	0		0	5,217		5,217
Reserves / Revenue	38,415		38,415	9,350		9,350	912		912	16		16	16		16	48,709		48,709
Highways & Transport Grants		2,928	2,928		0	0		0	0		0	0		0	0		2,928	2,928
Economic Development Grants		38,808	38,808		17,100	17,100		3,000	3,000		3,000	3,000		3,000	3,000		64,908	64,908
Education Grants		20,503	20,503		18,582	18,582		9,460	9,460		2,035	2,035		3,000	3,000		50,580	50,580
Other Grants & Funding	7,263	1,000	8,263	5,941	0	5,941	5,941	0	5,941	5,941	0	5,941	5,941	0	5,941	31,027	1,000	32,027
<b>Total Capital Programme Funding</b>	<b>63,854</b>	<b>63,239</b>	<b>127,093</b>	<b>23,196</b>	<b>35,682</b>	<b>58,878</b>	<b>13,778</b>	<b>12,460</b>	<b>26,238</b>	<b>12,882</b>	<b>5,035</b>	<b>17,917</b>	<b>12,882</b>	<b>3,000</b>	<b>15,882</b>	<b>126,592</b>	<b>119,416</b>	<b>246,008</b>
<b>Summary of Expenditure by Services</b>																		
Private Housing	3,560	0	3,560	2,000	0	2,000	2,000	0	2,000	2,000	0	2,000	2,000	0	2,000	11,560	0	11,560
Culture & Leisure	2,115	1,000	3,115	0	0	0	0	0	0	0	0	0	0	0	0	2,115	1,000	3,115
Transportation, Infrastructure & Municipal	10,369	2,928	13,297	4,281	0	4,281	2,376	0	2,376	2,776	0	2,776	2,776	0	2,776	22,578	2,928	25,506
Economic Development	26,261	38,808	65,069	1,500	17,100	18,600	1,500	3,000	4,500	1,500	3,000	4,500	1,500	3,000	4,500	32,261	64,908	97,169
Education & Children	13,148	20,503	33,651	11,050	18,582	29,632	4,437	9,460	13,897	985	2,035	3,020	280	0	280	29,900	50,580	80,480
Property	7,182	0	7,182	3,900	0	3,900	3,000	0	3,000	3,300	0	3,300	3,000	0	3,000	20,382	0	20,382
ICT	1,219	0	1,219	465	0	465	465	0	465	1,357	0	1,357	200	0	200	3,706	0	3,706
<b>Total Capital Expenditure by Service</b>	<b>63,854</b>	<b>63,239</b>	<b>127,093</b>	<b>23,196</b>	<b>35,682</b>	<b>58,878</b>	<b>13,778</b>	<b>12,460</b>	<b>26,238</b>	<b>11,918</b>	<b>5,035</b>	<b>16,953</b>	<b>9,756</b>	<b>3,000</b>	<b>12,756</b>	<b>122,502</b>	<b>119,416</b>	<b>241,918</b>

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## **COVID-19 ECONOMIC IMPACT AND RECOVERY**

### **FINANCIAL RESOURCE REQUIREMENT**

#### **Background Information**

At its meeting on 29<sup>th</sup> June 2020, The Executive Board considered a report which provided an assessment of the impact that Covid-19 was having on Carmarthenshire businesses and identified what was important to them in the short, medium and long-term, so that going forward the Authority could provide them with the assistance they most needed.

As a platform to the development and delivery of the County's Economic Recovery Plan, an internal Business, Economy and Community recovery group has been established to coordinate development and delivery. That group has identified several draft potential action strands and proposals for further consideration. In order to move forward Carmarthenshire County Council was seeking to employ external economic advice to assist with bringing this information together and map out a plan for future projects and tasks in order to provide the right support for local businesses and communities. An overarching advisory group, comprising key private sector industry leaders, would be established to assist with the development and refinement of the draft plan and provide leadership through the current crisis. The group would set the vision and direction for recovery.

Members welcomed the strategy set out in the report and commented on the important contribution local procurement and buying local would make towards the recovery of the Carmarthenshire economy both in rural areas and the major towns and unanimously resolved to receive the report and approve the proposed draft recovery strategy.

The business advisory group has since met and agreed the council's economic recovery plan and 11 key themes, summarised below:

#### **The Draft Economic Recovery Plan**

Carmarthenshire's Economic Recovery Plan is focused on 11 key areas:

##### **1. *Capital Infrastructure***

- Continue with significant regeneration capital infrastructure investments to boost demand in the construction sector and stimulate confidence.

##### **2. *Business Support***

- Review of current priorities is required with greater emphasis on engagement. Focus on sector specific as necessary. Greater staff resource required through re-modelling of service. Financial support to assist with recovery. Re-prioritise the Business engagement strategy.
- Set up a business support hotline to support and provide guidance to Carmarthenshire businesses on funding, recovery and general advice.
- Investigate possibility of negotiating bulk purchase / subsidised deals for businesses.
- Refocus Communities for Work to provide training and work experience to people who have become unemployed as a result of Covid 19.
- Workways + provide assistance for the unemployed as a consequence of Covid 19 - ref Short Term Unemployed.
- Investigate possibility of reinvention of Future Jobs Fund to provide guaranteed, paid employment for young people.

##### **3. *Town Centre Economy***

- Reviewing and refocusing primary town centre regeneration master and recovery plans.
- Develop safe town centre environment plans.
- Supporting BIDs in Carmarthen & Llanelli (3-year cash contribution mirroring levy take to enable BID groups to assist with delivery of town centre recovery initiatives).
- Review current parking initiatives/provisions throughout the County.
- Acquisition of empty retail premises to revive economic buoyancy/footfall through innovation.
- Consider county-wide development order for town centres.
- Put in place arrangements for resumption of trading at our indoor and outdoor Markets – ensuring compliance with regulations and staff and shopper safety.

#### **4. Procurement**

- Explore if we can increase the value and volume of procurement from locally based SME's, compliantly within the Procurement Regulations.
- Investigate possibility of sub £25k (3 quotes) through an update of our Council's Contract Procedure Rules to stipulate of the 3 quotes sought one should be from a supplier within the County.
- Opportunity to strengthen our Community Benefits approach.

#### **5. Planning**

- Consider relaxation of the emerging LDP for the creation of additional employment areas particularly for B2 uses and small business startups. Consider also any interim options.
- Consider the emerging LDP in terms of home working and the concept of live / work. Consider also any interim options.
- Consider feasibility of reallocating S.106 monies where possible to economic development activity.
- Consider whether there should, or could be, a prioritisation approach for applications that will generate job opportunities/economic benefits.
- Review and simplify planning support for key economic development applications (small and large).

#### **6. Rural Economy**

- Review and prioritise Council's Moving Rural Carmarthenshire Forward recommendations and projects.
- Foundational Economy Fund - develop a local food strategy.
- Review 10 town growth plans.
- Investigate feasibility of developing co-operation led milk processing facilities within Carmarthenshire.
- Review Arfor rural business support.

#### **7. Communities**

- Support local communities to become more self-resilient with sustainable local supply chains.
- Review the Authorities poverty support measures and priorities.
- Third sector support.
- Deliver community led projects – Leader.
- Reprioritise and grow grant funding to Covid-19 community resilience projects.

## **8. Digital Connectivity**

- Deliver Digital infrastructure regional City Deal project being led by the Council.
- Deliver LEADER funded project to support digital infrastructure in rural areas of Carmarthenshire.

## **9. Skills**

- Skills and Talent Swansea Bay City Deal project - identify new ways of working and the new skills and technology required in order to deliver this across the region.
- Develop local skills action plan.

## **10. Tourism & Events**

- Review current Marketing Destination plans. Ail-ddarganfod Sir Gar / Re-discover Carmarthenshire – assist promotion and marketing of local businesses.
- Road Cycling Marketing Campaign - Work with accommodation providers as to what ride and stay packages can be offered and when
- Cultural Heritage Campaign - Celtic Routes - opportunity to continue this project with a further £1million budget into 2021 will deliver tangible visitors to Carmarthenshire.
- Maximising Signature & Major Events - Major events such as the Tour of Britain can contribute £750k economic impact over a weekend, and a smaller event like Llandovery Grit Fest £50k.

## **11. Land and assets**

- Review accommodation programme considering changing working practice and agile working.
- Reprofile capital receipts and potentially target certain sectors.
- Focus in the short term on invest to save refit scheme, WG funded project.
- Review land availability and reprofile as necessary to ensure that best use of council owned land is being made to support the local economy.
- Development of incubator/commercial accommodation and medium sized food based and production units.

## **Financial Implications**

The report referred to above, and approved by Executive Board, identified that there would be a need for some financial resource to be made available to support some activities and initiatives to respond to the identified challenges. The financial support that has been identified as being required to support the Council's recovery proposals is summarised below:

- **Capital Projects** - TRI Year 4 - **£1.2m** CCC match to draw down £2.5m WG funding 21/22.

The Targeted Regeneration Investment Programme Has been focused on Llanelli and Ammanford. There is an opportunity now, following discussions with WG, for this future funding to be made available county wide. The main objective of the funding is to bring vacant commercial space back into use. The year 4 request 2021/22 for funding will allow strategic direct delivery of projects throughout the County, leveraging in significant WG funding.

- **Commercial Property Development Fund - £1m**

The Commercial Property Development Fund provides financial assistance for developers and owner occupiers for the construction, expansion or refurbishment of buildings for industrial / commercial use with the primary aim of creating capacity for employment in Carmarthenshire by funding the financial gap between the construction costs and the completed market value of the property. This scheme is key to raising confidence with developers in the region and to stimulate economic activity. This scheme will support the local supply chain and provide necessary employment space for future business growth. The scheme will support the local economy in terms of quantity and quality of jobs accommodated/jobs created, the area of floor space created, the amount of land developed, the number of SME's accommodated, the impact of the development on the Welsh Language & the number of enterprises adopting or improving equality strategies & monitoring systems.

A number of enquiries have been received in recent months and placed onto a waiting list, this demonstrates the need for additional funding (as does the intelligence gathered to support the Council's recovery plan) in order to help stimulate growth and support the economy. The fund offers developers up to a maximum of 45% of eligible costs meaning that at least £1.22m private sector funding will be secured from this intervention.

- **Ten Towns Growth Plan Capital Project fund – £1m**

The Authority has secured funding to develop bespoke economic growth plans to support Llanybydder, St Clears, Laugharne, Whitland and Newcastle Emlyn, Llandovery, Cwmaman and Llandeilo. Additional funding has been secured to deliver growth plans in the remaining two towns, namely Cross Hands and Kidwelly. To assist the area based growth plan teams to develop innovative solutions to meet both their immediate needs and future growth ambitions, a fund of £10k per town seed funding will be made available via the RDP Leader Programme to take these ideas forward (£100k total). Applications will be sought from the Town Council and/or Chamber in the respective areas. This fund will be made available during the Autumn.

In addition, Growth Plan Capital Project Funding of £100k per market town is required and will be key to allow project ideas identified and enable locally based solutions to be developed to meet both their immediate recovery and longer-term growth needs. It will also assist with drawing down of delivery of external funding, potential match available via WG.

- **Business Recovery Fund - £500,000 (450k to be reallocated from**

There is an identified need for business support to be made available for new and existing businesses in the form of grant aid to safeguard and create jobs within Carmarthenshire. A budget of £500,000 is identified (this could in the main be made available from remaining budget of circa £450k from the CCC non council tenant rent relief fund). It is proposed that a maximum of £1,000 per job be offered per job safeguarded and a maximum of £5,000 per job created up to a maximum of £10,000 per business on a 50% grant intervention rate. As such at least £500,000 private sector match funding would be levered through this programme.

- **Business Support Fund - £200,000**

The recovery report identifies that businesses foresee that they will experience skills challenges as a result of the pandemic, with the majority stating that these skills deficits

will relate to digital and IT skills. With the vast majority of respondents indicating that they would benefit from training in the fields of IT/digital skills, marketing and diversification there is scope to offer subsidised/free training through provision that is already in existence as an alternative to cash grants. In addition, this funding would enable the council to buy in specialist support to:

1. Engage with business to identified in more detail the current position and concerns and development of action plans establishing underlying health of business and business ambition.
2. Identify opportunity to re strategise, e.g. reconsider product or service offer, consider alternative routes to market - Digital marketing and remote delivery / tendering where appropriate (linked to local procurement opportunities), efficiency measures
3. Managing threats – cash flow / debt management, health and safety sector specific measures, Managing staff costs and redundancy

Key project aims would be to safeguard jobs, assist business to diversify and develop Innovative approaches.

- **Carmarthenshire Rural Enterprise Fund - £500K**

The Carmarthenshire Rural Enterprise Fund is central to Moving Forward in Rural Carmarthenshire Strategy in helping rural businesses to grow. Will be more important than ever to support rural economy which is at high risk of failure. Short term confidence boost to local construction industry. The additional funds proposed will help aid rural enterprises and sole traders for the development of new and existing business premises, where new jobs are created as a result of the project. The fund can support much needed job creation in rural areas and lever in at least £611,000 match funding from the private sector. A number of enquiries have been received in recent months and placed onto a waiting list, this demonstrates the need for additional funding in order to help stimulate growth and support the economy.

In total, the request is for **£3.95m** of CCC funding support (£4.4m less £450k reallocated from surplus Business Rent Relief Fund). It is appreciated that this is a significant ask and if supported will inevitably mean that other corporate projects might not currently be able to progress. There are difficult decisions to be made. If, however, Carmarthenshire's economic recovery is a strategic priority then this level of funding would need to be made available if the actions identified as being required are to be progressed. If this level of funding can be made available, it will draw down significant private sector and WG match funding. Some of the recovery actions can proceed without funding support by challenging the norm and reprofiling current ways of working and regulations to maximise opportunities for local businesses and to make it as simple as possible for business to open and expand in Carmarthenshire. If we are to truly make a difference, however, this will not be possible without additional funds being made available.

The Swansea Bay City deal also provides a significant opportunity to support several of our proposed recovery themes, for the benefit of the region and Carmarthenshire, via:

- Digital Infrastructure project that will boost digital connectivity in rural and urban communities.
- Pentre Awel life science and well-being Llanelli development.
- Skills and Talent initiative currently being developed to enable local people to access jobs being generated by City Deal projects.

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