

MONDAY, 24 JANUARY 2022

**TO: ALL MEMBERS OF THE COMMUNITY & REGENERATION
SCRUTINY COMMITTEE**

I HEREBY SUMMON YOU TO ATTEND A VIRTUAL MEETING OF THE
COMMUNITY & REGENERATION SCRUTINY COMMITTEE WHICH
WILL BE HELD AT **2.00 PM, ON MONDAY, 31ST JANUARY, 2022** FOR
THE TRANSACTION OF THE BUSINESS OUTLINED ON THE
ATTACHED AGENDA

Wendy Walters

CHIEF EXECUTIVE

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

COMMUNITY AND REGENERATION SCRUTINY COMMITTEE 13 MEMBERS

PLAID CYMRU GROUP – 7 MEMBERS

- | | | |
|----|-------------------|-----------------------------------|
| 1. | Councillor | Handel Davies |
| 2. | Councillor | Colin Evans |
| 3. | Councillor | Jeanette Gilasbey |
| 4. | Councillor | Ken Howell |
| 5. | Councillor | Betsan Jones |
| 6. | Councillor | Dai Thomas |
| 7. | Councillor | Gareth Thomas (Vice-Chair) |

LABOUR GROUP – 3 MEMBERS

- | | | |
|----|-------------------|-----------------------------|
| 1. | Councillor | Fozia Akhtar (Chair) |
| 2. | Councillor | Rob Evans |
| 3. | Councillor | Shirley Matthews |

INDEPENDENT GROUP – 3 MEMBERS

- | | | |
|----|-------------------|------------------------|
| 1. | Councillor | Anthony Davies |
| 2. | Councillor | Irfon Jones |
| 3. | Councillor | Hugh Shepardson |

A G E N D A

1. **APOLOGIES FOR ABSENCE**
2. **DECLARATIONS OF PERSONAL INTERESTS INCLUDING ANY PARTY WHIPS ISSUED IN RELATION TO ANY AGENDA ITEM**
3. **PUBLIC QUESTIONS (NONE RECEIVED)**
4. **REVENUE BUDGET STRATEGY CONSULTATION 2022/23 TO 2024/25** 5 - 86
5. **HOUSING REVENUE ACCOUNT BUDGET AND HOUSING RENT SETTING FOR 2022/23** 87 - 106
6. **HOUSING REVENUE ACCOUNT BUSINESS PLAN 2022-25 CARMARTHENSHIRE HOUSING INVESTMENT PROGRAMME** 107 - 174
7. **HOUSING REGENERATION AND DEVELOPMENT - FIVE YEAR DELIVERY PLAN (2022 - 2027)** 175 - 204
8. **DEPARTMENT FOR COMMUNITIES DEPARTMENTAL BUSINESS PLAN 2022/23** 205 - 274
9. **REGENERATION EXTRACT OF THE CHIEF EXECUTIVE'S DEPARTMENTAL BUSINESS PLAN 2022/23** 275 - 358
10. **NON-SUBMISSION OF SCRUTINY REPORT** 359 - 364
11. **FORTHCOMING ITEMS** 365 - 382
12. **TO SIGN AS A CORRECT RECORD THE MINUTES OF THE MEETING HELD ON 14 DECEMBER 2021** 383 - 390

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COMMUNITY & REGENERATION SCRUTINY COMMITTEE 31st JANUARY 2022

REVENUE BUDGET STRATEGY CONSULTATION 2022/23 to 2024/25

Appendix A – Corporate Budget Strategy 2022/23 to 2024/25

Appendix A(i) – Efficiency summary for the Regeneration, Leisure, Planning and non HRA Housing services

Appendix A(ii) – Growth Pressures summary for the Regeneration and Planning services – none for the Leisure and non HRA Housing services

Appendix B – Budget monitoring report for the Regeneration, Leisure, Planning and non HRA Housing services

Appendix C – Charging Digest for the Regeneration, Leisure, Planning and non HRA Housing services

To consider and comment on the following issues:

- Members consider and comment on the budget strategy proposals
- Members consider and comment on the proposals for delivery of efficiency savings for their service area identified in Appendix A(i)
- Members are also invited to bring forward any other proposals for efficiency savings
- Members examine the Departmental Budgets
- Members endorse the Charging Digests

Reasons:

- The Cabinet at its meeting on 17th January 2022 will have considered the attached Revenue Budget Strategy 2022/23 to 2024/25 (Appendix A) and endorsed the report for consultation purposes. A verbal update will be given at the meeting in relation to any changes or specific proposals made by the Cabinet if appropriate.

To be referred to the Cabinet for decision: NO

Cabinet Member Portfolio Holders:

- Cllr. Linda Evans (Housing)
- Cllr. Emlyn Dole (Economic Development)
- Cllr. Peter Hughes-Griffiths (Culture, Sport & Tourism)
- Cllr. David Jenkins (Resources)

<p>Directorate: Corporate Services</p> <p>Name of Director: Chris Moore</p> <p>Report Author: Randal Hemingway</p>	<p>Designation: Head of Financial Services</p>	<p>Tel No. / E-Mail Address:</p> <p>01267 224886 Rhemingway@carmarthenshire.gov.uk</p>
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EXECUTIVE SUMMARY
COMMUNITY & REGENERATION SCRUTINY
COMMITTEE
31st JANUARY 2022

REVENUE BUDGET STRATEGY CONSULTATION
2022/23 to 2024/25

The objective of the report is to allow members to consider the corporate budget strategy for the financial years 2022/23 to 2024/25 to consider the service delivery impact and options for the forthcoming years.

The report is set out as follows:-

Appendix A

- The attached report is a copy of the Revenue Budget Strategy 2022/23 to 2024/25 that has been presented to the Cabinet. As part of the budget consultation process the report is presented to this Scrutiny Committee for your consideration.
- The report provides members with an initial view of the revenue budget issues for the forthcoming year and also reflects departmental submissions.

Appendix B

Current budget extracts for the Regeneration, Leisure and Planning Services and non HRA Housing service.

Appendix C

Charging Digest for the Regeneration, Leisure and Planning Services and non HRA Housing service. The charges for 2022/23 have yet to be adopted and any change to the proposed charges will impact on the budget/efficiency proposals.

DETAILED REPORT ATTACHED?

YES

IMPLICATIONS

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

Signed: **Chris Moore** Director of Corporate Services

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

1. Policy and Crime & Disorder

The budget is being prepared having regard to the Improvement Plan.

3. Finance

The report provides an initial view of the Budget Strategy for 2022/23, together with indicative figures for the 2023/24 and 2024/25 financial years. The impact on departmental spending will be dependent upon the final settlement 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: **Chris Moore** Director of Corporate Services

1. Local Member(s) – N/A

2. Community / Town Council – N/A

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.

CABINET MEMBER PORTFOLIO HOLDERS 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:

THESE ARE DETAILED BELOW:

Title of Document	File Ref No. / Locations that the papers are available for public inspection
2022/23 3 year Revenue Budget	Corporate Services Department, County Hall, Carmarthen

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REPORT OF DIRECTOR OF CORPORATE SERVICES

Community & Regeneration Scrutiny Committee

31st January 2022

REVENUE BUDGET STRATEGY 2022/23 to 2024/25

(Copy of Cabinet report 17/01/2022)

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

1. INTRODUCTION

- 1.1. Cabinet in July 2021 received a report on the Revenue Budget Outlook for 2022/23 to 2024/25 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 2022/23 together with indicative figures for the 2023/24 and 2024/25 financial years. The report is based on officers' projections of spending requirements and takes account of the provisional settlement issued by Welsh Government on 21st December 2021.
- 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 1st March 2022.
- 1.4. The report is broken down into six 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 21st December 2021. Provisional figures for individual Local Authorities were provided for 2022/23, with indicative figures for 2023/24 and 2024/25.

2.2. The Westminster Comprehensive Spending Review announced in November 2021 included a significant Barnett consequential, reported at £1.6 billion, though analysis from Cardiff University indicates that year on year Welsh Government's budget still drops by over £1 billion due to the cessation of one off Covid-19 funding. There were also the following announcements which have a material impact on our budget considerations:

2.2.1. A cessation of the pay freeze proposed by the Chancellor a year earlier.

2.2.2. A national living wage of £9.50, an increase of 6.6% on the current £8.91, which is a significantly bigger increase than previous years.

2.3. The main points of the Provisional Settlement 2022/23 on an all Wales basis are as follows:

2.3.1. Local government revenue funding for 2022/23 set at £5.108 billion, an increase of 9.8% (£456 million) compared to 2021/22, before adjustments. On a like for like basis after adjustments of £19 million, the increase is 9.4% on an all Wales basis.

2.3.2. Our analysis of this is as follows:

The settlement is said to include £36 million (all Wales) funding for Local Authorities to meet the cost of Welsh Government's policy to pay social care workers a living wage, however this funding is neither clearly identifiable

nor is it shown as a transfer into the settlement which would normally be expected.

The settlement includes the part year effect of the September 2021 Teachers pay award, however this figure does not show as a transfer in, unlike previous years.

£5million (10%) of the All Wales Social Care Workforce grant has been transferred in, however there are no details explaining this treatment.

2.3.3. As with last year, there is no funding floor. Individual settlements range from +11.2% (Monmouthshire) to +8.4% (Blaenau Gwent).

2.4. The Settlement figures for Carmarthenshire are:

2.4.1. After adjustments for WG identified transfers, the increase in the provisional settlement is 9.2% (£26.335 million). The Aggregate External Finance (AEF) therefore increases to £311.957 million in 2022/23. This includes £302k in respect of Social Care Workforce grant.

This settlement is significantly above our original assumption of +2.0%, **however there is significant risk to our funding position as the minister explicitly requires Local Authorities to accommodate the risks of future pay awards, inflationary pressures and ongoing Covid-19 related costs and continuing income reduction.** The scale of these uncertainties is genuinely unprecedented, as discussed in detail later in this report.

We have adjusted our MTFP assumptions for 2023 and beyond in line with WG guidance and increased the assumed level of future inflation. Our proposed savings total £11.7 million over the three year MTFP period.

2.5. Details of the Welsh Government Service Specific Grants were provided alongside the provisional settlement on 21 December 2021 at an all Wales level. It is notable that many remain at broadly at similar level (cash value level) to previous years, which will in reality reduce outputs given the impact of pay awards and general inflation. There are however some important exceptions:

- WG funding to support schools catchup/ recovery activities from the ongoing impacts of COVID-19 on learners has been continued. The Recruit Recover Retain Standards (RRRS) Grant has been set at

£37.5 million All Wales, which is expected to provide in excess of £2 million for Carmarthenshire's Schools.

- The Additional Learning Needs grant, introduced two years ago, has doubled from £7 million to £14 million across Wales. This recognises the cost of implementing new legislation and is estimated to contribute c. £400k to Carmarthenshire.

As with last year, there are a number of grant changes referred to in the text to the main WG budget narrative which are not reflected in the Local Government provisional grant tables, which it is assumed are due to be updated for the final settlement.

3. BUDGET REQUIREMENT 2021/22

3.1. Current Years performance (2021/22)

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 2021/22 (based on the October 2021 monitoring) is as follows

Service	Approved Budget £'000	Total Expenditure Forecast £'000	Variance Forecast For Year £'000
Chief Executive	16,740	16,192	-548
Communities	108,104	108,273	169
Corporate Services	29,556	28,664	-892
Education and Children's Services	179,660	179,660	0
Environment	61,390	60,936	-454
Departmental Expenditure	395,451	393,725	-1,726
Cont from Dept/Earmarked Reserves			0
Capital Charges	-20,155	-20,655	-500
Levies and Contributions	10,889	10,889	0
Transfer to/ from Reserves	0	946	946
Net Expenditure	386,185	384,906	-1,279

The main reasons for the departmental variances are as follows:

- o Chief Executive's Department: shortfall in income generation from Commercial properties, offset by underspends across staffing budgets

- Education and Children's Services: the department's core budget is currently forecasting to break even for the year, however schools working budgets are forecasting to utilise £4.7m of their reserves in the current year.
- Communities Department: underspends in Older Peoples budgets offset by overspends in Learning Disabilities division. Without the support of the Covid Hardship Fund, the overspend would be significantly higher.
- Corporate Services: Underspends on pre Local Government Reorganisation pension costs, Rent Allowances, and Housing Benefit Administration, partially offset by a forecast increase in demand for Council Tax Reduction Scheme.
- Environment Department: Above target income on Property Maintenance and Planning service underspends, partially offset by increased demand and supplier costs in school transport

At this point the Authority is currently forecasting a variance of £1.3 million. It is proposed that £500k from the forecast underspend is set aside for decarbonisation. Whilst the Welsh Government capital settlement provides additional funding for decarbonisation, this does not commence until 2023/24. Our action would allow us to accelerate our response to the climate emergency. This will be provided as funding into the Capital Programme.

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. Some areas of inflation are currently at rates that have not been

seen in recent years and present risks to our budget. The key validation factors are as follows:

	<u>2022/23</u> <u>Original</u>	<u>2022/23</u> <u>Proposed</u>	<u>2023/24</u>	<u>2024/25</u>
General inflation - Expenditure	2.5%	4.0%	3.0%	2.5%
General inflation - Fees & Charges	2.5%	2.5%	2.5%	2.5%
Electricity*	2.5%	20.0%	5.0%	5.0%
Gas*	2.5%	20.0%	5.0%	5.0%
Fuel	5.0%	5.0%	5.0%	5.0%
Pay Inflation - non teaching	2.50%	4.00%	2.50%	2.50%
Pay Inflation - Teaching	2.50%	4.00%	2.50%	2.50%
NI increase	0.00%	1.25%	0.00%	0.00%
Levies	2.9%	3.3%	2.5%	2.5%
Pension Contributions	nil	nil	nil	nil
Capital Charges	£500k	£500k	£500k	£500k

* 2022/23 increase explicitly recognised in pressures due to extraordinary scale

3.2.2. Our previous planning assumptions include future annual pay awards of 2.50% for all staff. Since the budget outlook paper was considered in July 2021, the situation has evolved:

- Teachers Pay - the September 2021 Teachers pay award has been implemented at 1.75% (vs our assumption of 2.5%), but the Office for Budget Responsibility has forecast next year's pay award at 4% (UK)
- Employers have made a final offer of 1.75% for NJC staff for 2021/22, which Unions have rejected. This pay award, once agreed, will apply from April 2021

3.2.3. The Council's 2021/22 budget was set on the basis of a 2.5% award. Against this, the latest employers offer for the majority of NJC staff (the largest share of our payroll) was 1.75%, in line with the September 2021 teachers award. This provides some potential budget headroom. Our assumption next year is increased to allow for a 4% award from September 2022 for Teachers and April 2022 for NJC staff. Depending on the extent to which current inflation persists, even at this increased level, this could still be considered a real terms reduction.

3.2.4. In September 2021, the Prime Minister announced an increase of 2.5% to National Insurance, split equally between employee and employer, to provide increased funding for health and social care. We estimate the 1.25% increase in employer rates is worth c. £2.7 million to our budgets.

3.2.5. We have received confirmation from the fire authority that their indicative budget assumes a levy increase of 3.24%. As with last year, this is based on the explicit understanding that firefighters

pension cost increases continue to be met through direct grant award.

3.2.6. As a result of these factors, validation is at its highest level ever in recent years and adds over £16 million to the current year’s budget.

3.3. Cost Reduction Programme

In anticipation of the settlement challenges, significant work to review service efficiencies/rationalisation proposals has been undertaken. This continues to be exceptionally challenging as the pandemic - and our response to it - continues to have a significant ongoing impact upon service delivery.

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

	2022/23 £m	2023/24 £m	2024/25 £m
Original targets (July Budget Outlook report)	5.209	5.333	5.024
Proposed Savings (following Provisional Settlement)	3.839	3.908	3.982

3.3.2. 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.

	2022/23 £m	2023/24 £m	2024/25 £m
Managerial	3.654	3.358	3.240
Existing Policy	0.070	0.550	0.742
New Policy	0.115	Nil	Nil
Total	3.839	3.908	3.982

(Detail at **Appendix A**)

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

3.3.4. More work will need to be undertaken to further develop these efficiencies when the pandemic eases.

3.4. New Expenditure Pressures

3.4.1. New expenditure pressures are the combinations 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 £5.5 million per annum to meet growth pressures.

This year, an extraordinary level of initial growth bids were received from departments, exceeding £30 million. 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 £12.5 million have been funded (plus the NI increase of £2.7m reference in Para 3.2.4).

For this budget round, social care pressures in particular have been at an unprecedented level:

- Funding required for the National Living Wage increase is significantly increased, as the Chancellor's announcement of £9.50/hour was much higher than expected (the figure forecast by the Office of Budget Responsibility). The Welsh Government has raised this even further with the commitment to raise pay in the care sector above the foundation living wage – currently £9.90/hour. Even with baseline inflation set at 4%, this adds a further £3.9 million to inescapable pressures.

Last year's budget papers foresaw that to achieve increasingly challenging statutory Welsh Government recycling targets, changes to the waste collection methodology in the coming years would be required. This budget includes a sum of £1.3 million towards this, which will also contribute towards the decarbonisation agenda.

3.4.3 The minister's letter explicitly instructs Local Authorities to assess the future financial risk of COVID19 and provide for it from the improved settlement. Carmarthenshire's total hardship claims since the start of the pandemic exceeds £50 million and we are currently claiming between £2-3 million per month. With the current uncertainty surrounding the Omicron variant, making any reliable assessment is almost impossible, and providing ongoing funding is frankly impossible given the scale of pay pressures and inflation. Given these issues, this budget strategy increases our existing Contingency budget of £1million to £2 million and adds a separate fund to recompense income loss from services, which is highly likely to be drawn in full over the year. This provides total covid corporate contingency of £3

million. In addition, there remains a dedicated £500k social care contingency within the base budget of Communities department. Should these be insufficient, the Authority would need to critically assess its reserves and forward commitments, with the first call being the review of uncommitted future capital schemes.

In total, pressures funding adds £12.5 million to the budget. The detail is provided at **Appendix B**.

3.5. Schools Delegated Budgets

3.5.1 Over recent years, our MTFP has provided in full for known pressures to school budgets including inflationary costs and pay awards. Whilst school balances increased significantly this year, this represented one off grant funding to support covid recovery and raising standards following the impact of COVID-19 on learners and the education system overall. Our current forecast is that nearly £5m of this will be drawn down this year. We have had recent indications from WG of additional funds, much of which is likely to be carried forward into next year. Whilst this will again enhance school balances this year, it is for specific activities, including repairs and maintenance, and is again only temporary in nature.

Against this backdrop, we have maintained the existing approach, including funding for pay award increases, inflation on non-pay budgets and the assumed extraordinary increase in energy prices.

Members should note that as outlined in paragraph 2.5 above, the RRRS grant (which was not expected to continue) and increased ALN grant, provides a further £2.4 million. In total, Education and Children's Services budgets will see increased funding of c. £11 million.

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, which seem to evidently be impacting on commodity costs
- 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 it should be noted that whilst, for the first time in a number of years, Welsh Government have been able to provide indicative core funding allocations for 2023/24 and 2024/25, they are only indicative at this point in time and will be subject to change.

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

	1 st Apr 2021 £'000	31 st Mch 2022 £'000	31 st Mch 2023 £'000	31 st Mch 2024 £'000
Schools Reserves	7,266	2,525	2,525	2,525
General Reserves	12,034	12,813	12,813	12,813
Earmarked Reserves	114,805	76,484	55,294	50,941

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 dependent on what is greater. School Improvement officers are currently working with schools to ensure they comply with the guidance. As at 31st March 2021, 23 primary, 4 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 2021/22 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 £779k to General Reserves and a fall of £4.7 million on school balances at the end of the current financial year.
- Given the ongoing impact of the pandemic response on our budgets and the uncertainty of continued WG support into next year, it is deemed imprudent at this stage to assume any further support for future years budgets from the current General Reserves.

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 2021 £'000	31 March 2022 £'000	31 March 2023 £'000	31 March 2024 £'000
Insurance	12,906	13,658	14,908	15,658
Capital Funds	51,944	19,348	12,440	13,867
Development Fund (inc. Schools Dev Fund)	940	1,075	2,195	2,249
Corporate Retirement Fund	5,276	4,276	3,276	2,276
Joint Ventures	1,427	1,359	1,325	1,276
Other	42,313	36,769	21,151	15,616
TOTAL	114,805	76,484	55,294	50,941

- 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 2022/23 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 2022/23, with the General Reserves being at the appropriate level in line with guidelines and good practice, but is also very conscious of the significant risks of this Budget Strategy and the ongoing Pandemic.
- The Director is also 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		
	2022/23 £'000	2023/24 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000
Previous Year's Budget	386,185	396,609	386,185	417,799	432,744
General Inflation	2,278	2,730	6,423	5,314	3,266
Pay Inflation	6,287	6,271	9,804	6,212	6,307
Transfers in & other*	1,568	1,642	5,923	1,827	1,298
Growth	5,500	5,500	12,544	5,500	5,500
Savings proposals	-4,644	-4,093	-3,839	-3,908	-3,982
Further savings to be identified	-565	-1,240	nil	nil	nil
Funding unallocated	nil	nil	757	nil	nil
Net Expenditure	396,609	407,419	417,799	432,744	445,133
Funded by:					
Revenue Settlement	290,517	296,327	311,597	322,503	330,243
Council Tax Receipts	106,092	111,092	106,202	110,241	114,890
Council Tax Increase:	4.35%	4.40%	4.39%	3.42%	3.84%

*includes funding allocation to Covid Contingency (paragraph 3.4.3)

4.2. The total of budget reductions now required for 2022/23 is £3.8m and for the 3 year period are estimated at £12m.

4.3. The 2022/23 draft budget currently includes a contingencies totalling £3.5m in respect of additional expenditure and income loss due to COVID19. The level of risk or uncertainty will continue to be assessed

should there be either additions required or reductions possible as part of the final budget setting and will then be continually monitored during the year.

- 4.4.** The 2022/23 budget contains £757k which is as yet unallocated, which will allow members scope to consider additional information forthcoming in respect of:

- 4.4.1. Responses to the consultation process
- 4.4.2. Clarification of specific grants
- 4.4.3. Further growth pressures not currently addressed
- 4.4.4. Changes in the assessed implications of the Pandemic
- 4.4.5. Changes arising from the final settlement

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. (17-21 January 2022)
- 5.2.** The consultation process will commence from 17 January 2022.
- 5.3.** Town & Community Councils and commercial ratepayers consultation in January 2022.
- 5.4.** Consultation with Scrutiny Committees during January & February 2022.
- 5.5.** Consultation with the Schools Budget Forum on 24 January 2022.
- 5.6.** Trade Union Consultation meeting on 26 January 2022

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 were updated in April 2021:

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

Live Well

3. Support and improve progress, achievement, and outcomes for all learners
4. Tackle poverty by doing all we can to prevent it, help people into work and improve the lives of those living in poverty
5. Create more jobs and growth throughout the county
6. Increase the availability of rented and affordable homes
7. Help people live healthy lives (tackling risky behaviour and obesity)
8. Support community cohesion, resilience and safety

Age Well

9. Support older people to age well and maintain dignity and independence in their later years

In a Healthy and Safe & Prosperous Environment

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

Corporate governance

13. Better Governance and use of Resources

7. CONCLUSION

- 7.1.** Currently the budget proposals assume the full delivery of all of the savings proposals submitted.
- 7.2.** Work needs to be undertaken to further develop the cost reductions for years 2023/24 and 2024/25 to be able to maintain the current Budget Strategy and level of council tax. Departments will be working over the forthcoming year to refine 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 current risks around this Budget Strategy and the ongoing significant impact of the pandemic. Council Tax increases have been maintained at the previous MTFP level of 4.4% for next year, with the savings identified in years 2 and 3 leading to indicative Council Tax increases of 3.4% and 3.8% respectively. This provides at least some mitigation to the savings proposals which the council needs to consider over future years of the Medium Term Financial Plan.
- 7.5.** Over the coming weeks and part of the refining of the Medium Term Financial Plan 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 Cabinet:
 - 8.1.1.** 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.
 - 8.1.2.** Note the unallocated sum of £757k in the current strategy, which will be given further consideration at the completion of the consultation as noted in paragraph 4.4.
 - 8.1.3.** Approve the proposal to allocate £500k from forecast current year underspends to accelerate our Decarbonisation plans in the forthcoming year.

COMMUNITY & REGENERATION SCRUTINY COMMITTEE

31st January 2022

Efficiency Summary

	ORIGINAL SAVINGS TARGETS			
	2022/23	2023/24	2024/25	Total
	£'000	£'000	£'001	£'000
Chief Executive	432	443	417	1,292
Education & Children	904	925	872	2,701
Schools Delegated	-	-	-	0
Corporate Services	180	184	174	538
Communities	2,471	2,530	2,383	7,384
Environment	1,222	1,251	1,178	3,651
	5,209	5,333	5,024	15,566

Proposals																
	MANAGERIAL				EXISTING POLICY PROPOSALS				NEW POLICY PROPOSALS				TOTAL PROPOSALS			
	2022/23	2023/24	2024/25	Total	2022/23	2023/24	2024/25	Total	2022/23	2023/24	2024/25	Total	2022/23	2023/24	2024/25	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Chief Executive	399	282	269	950	0	0	0	0	0	0	0	0	399	282	269	950
Education	538	405	140	1,083	50	250	252	552	115	0	0	115	703	655	392	1,750
Schools Delegated	0	0	0	0	0	270	480	750	0	0	0	0	0	270	480	750
Corporate Services	180	180	75	435	0	0	0	0	0	0	0	0	180	180	75	435
Communities	1,703	2,232	1,980	5,914	0	0	0	0	0	0	0	0	1,703	2,232	1,980	5,914
Environment	834	259	776	1,869	20	30	10	60	0	0	0	0	854	289	786	1,929
	3,654	3,358	3,240	10,251	70	550	742	1,362	115	0	0	115	3,839	3,908	3,982	11,728

	SHORTFALL VS ORIGINAL TARGETS			
	2022/23	2023/24	2024/25	Total
	£'000	£'000	£'000	£'000
Chief Executive	33	161	148	342
Education & Children	201	270	480	951
Schools Delegated	0	-270	-480	-750
Corporate Services	-0	4	99	103
Communities	768	299	403	1,470
Environment	368	962	392	1,722
	1,371	1,426	1,042	3,838

DEPARTMENT	2021/22 Budget	FACT FILE	2022/23 Proposed	2023/24 Proposed	2024/25 Proposed	Total	EFFICIENCY DESCRIPTION
	£'000		£'000	£'000	£'000	£'000	

Chief Executive

Regeneration division	3,542	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.	70	30	30	130	2022/23 Total £70k, £20k - Anticipated increase in Income/reduction in operating costs on Administrative estate through New Ways of Working. £25k anticipated decrease in utility costs on administrative estate due to reduced occupancy through continued agile working. £10k reduction in community grants. £15k supplies within industrial estate budget. 2023/24 £30k additional rental income from Swansea University Parc Dewi Sant. 2024/25 £30k anticipated increase in income / reduction in operating costs on admin estate through new ways of working
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Chief Executive Total

70 30 30 130

Environment**Planning**

Development Management	758	<ul style="list-style-type: none"> The Development Management Unit manages the statutory planning application process (including pre-application and also discharge of conditions and variation of conditions post approval). The Unit deals with between 1700 and 1900 applications on average each year (roughly 150 cases per annum per Officer). The unit is also responsible for planning enforcement matters including enforcement of planning conditions and unauthorised development and built conservation matters, dealing with roughly 500 cases per annum. 	10	0	0	10	Additional predicted income from new statutory pre-application service.
Divisional review	net divisional budget of £3M	<ul style="list-style-type: none"> Budget covers Head of Service functions along with business and administrative support to all functions within the Planning Division including: Development Management & Built Heritage (incl. Enforcement); Building Control, Rural Conservation, Waste and Minerals, Forward Planning (Development Plans) . Functions include general research and policy work, publishing and printing, business planning, budget planning, orders and payments, monitoring, health and safety, IT systems and licenses, general procurement. 	87	35	0	122	Review of divisional management arrangements & structure
Total Planning division			97	35	0	132	

Environment Total

97 35 0 132

Communities**Leisure**

St Clears Leisure Centre	109	There are 6 Leisure Centres in operated by the Council 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 are normally over a million visits to the Leisure facilities annually 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	37.5	0	38	Improve operating efficiency of St Clears Leisure Centre as part of strategic review. Overall controllable operating budget is £108,589
Outdoor Education	188	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, however, the age of the infrastructure on site is of concern for the future.	20	50	0	70	Improve operating efficiency of Outdoor Education Centres pending new strategic plan.
Franchise Lettings	0	An indoor and outdoor high quality, year-round visitor destination that aims to maximise Pendine's heritage and its natural assets to drive forward the resort's future economic regeneration as a 'day and stay' event destination	25	50	0	75	Improved income streams from franchise lettings across whole service.
Increased Parking income	0	Increased parking income at coastal car parks and potential development of motorhomes sites	15	15	15	45	Increased parking income at coastal car parks and potential development of motorhomes sites

DEPARTMENT	2021/22 Budget	FACT FILE	2022/23 Proposed	2023/24 Proposed	2024/25 Proposed	Total	EFFICIENCY DESCRIPTION
	£'000		£'000	£'000	£'000	£'000	
Country Parks	-61	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.	12.5	25	50	88	Increased Pembrey Country Park / Campsite income - Invest to Save / capital for additional income generating activities
Leisure Centres	488	There are 6 Leisure Centres in operated by the Council 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 are normally over a million visits to the Leisure facilities annually 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	0	200	200	New leisure facilities in Llanelli and Carmarthen to drive additional income generating activities. New membership scheme income based on assumption that existing memberships will return to pre pandemic levels by April 2022
Y Gat Craft Centre	69	Arts venues include Oriel 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	15	0	15	Discussions ongoing with Town Council and as part of 10 town planning.
Libraries	2,475	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.	10	10	10	30	Increased operational efficiency
Print	16	Print savings across all Leisure Services	8	0	0	8	Based on 50% reduction of 2021-2022 budgets
Travel	20	Print savings across all Leisure Services	10	0	0	10	Based on 50% reduction of 2021-2022 budgets
Total Leisure			101	203	275	578	
Communities Total			101	203	275	578	

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Demographic, Legislative or continuing pressures

	Description	2022/23 £'000
Planning	3 new posts to address service areas of improvement plus £20k school greening fund	158
TOTAL FOR COMMUNITY & REGENERATION		158

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Community & Regeneration Scrutiny Report
Budget Monitoring as at 31st October 2021 - Summary

Division	Working Budget				Forecasted				Oct 2021 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000	
Regeneration & Property	13,970	-10,193	6,173	9,950	12,273	-8,227	6,173	10,218	268
Planning	4,959	-1,944	330	3,345	4,812	-1,994	330	3,148	-198
Leisure & Recreation	16,203	-9,230	5,922	12,895	16,153	-9,179	5,922	12,896	0
Council Fund Housing	9,199	-7,996	1,021	2,224	13,141	-11,938	1,021	2,224	0
GRAND TOTAL	44,332	-29,362	13,445	28,415	46,379	-31,338	13,445	28,486	71

Community & Regeneration Scrutiny Report
Budget Monitoring as at 31st October 2021 - Detail Variances

Division	Working Budget				Forecasted				Oct 2021 Variance for Year Forecasted for £'000	Notes
	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000		
Regeneration										
Regeneration - Core Budgets										
Regeneration Management	295	0	38	333	293	0	38	331	-2	
Parry Thomas Centre	32	-32	11	11	33	-33	11	11	0	
Betws wind farm community fund	87	-87	1	1	86	-87	1	1	-0	
Welfare Rights & Citizen's Advice	166	0	2	168	167	0	2	168	0	
Llanelli Coast Joint Venture	150	-150	5	5	150	-150	5	5	-0	
The Beacon	154	-141	50	64	175	-161	50	64	0	
Business Grants	0	0	0	0	22	-22	0	0	0	
Carmarthenshire Business Flood Relief Support Programme	0	0	0	0	16	-16	0	0	0	
BREXIT	0	0	0	0	48	-48	0	0	0	
Econ Dev-Rural Carmarthen, Ammanford, Town Centres	389	0	7,988	8,377	389	0	7,988	8,377	0	
Econ Dev-Llanelli, C Hands, Coastal, Business, Inf & Ent	452	0	89	541	452	0	89	541	-0	
Funding	521	0	89	610	521	0	89	610	-0	
Coronavirus	0	0	0	0	6	-6	0	0	0	
Food Hubs & Banks - Covid 19	0	0	0	0	91	-91	0	0	0	
Kickstart DWP Employment Scheme	0	0	0	0	700	-699	0	0	0	
Cockle Harvesters	0	0	0	0	70	-70	0	0	0	
Wellness	25	0	19	44	25	0	19	44	0	
City Deal	0	0	24	24	0	0	24	24	0	
Property	1,156	-88	-1,251	-183	1,041	-8	-1,251	-218	-35	Vacant posts due to be filled imminently, this partially offsets a shortfall in external income generated.
Commercial Properties	33	-594	537	-25	66	-494	537	109	133	General loss of income due to properties becoming vacant & no immediate prospect of re-letting
Provision Markets	596	-660	373	309	566	-515	373	424	115	General downturn in demand for stalls & consequent reduction in achievable rents. Partially offset by COVID19 income claim from WG for losses specifically attributable to COVID19.
Operational Depots	337	0	-324	13	342	-0	-324	19	5	
Administrative Buildings	3,324	-777	-3,129	-582	3,162	-691	-3,129	-658	-76	Additional essential maintenance planned during the year. Offset by savings on utilities, as staff continue to work from home
Industrial Premises	485	-1,482	899	-98	358	-1,422	899	-165	-67	Occupancy levels are still high despite the pandemic
County Farms	76	-342	425	158	73	-315	425	183	24	Market forces dictate rent/ lease achievable.
Livestock Markets	61	-213	3	-149	57	-38	3	22	171	Majority of overspend relates to Nant Y Ci. No rental income for 24 months for Nant Y Ci as per the terms of the new agreement. Additional premises maintenance costs to obtain animal health and farm assurance licences.
Externally Funded Schemes	5,631	-5,628	323	326	3,365	-3,361	323	326	-0	
Regeneration Total	13,970	-10,193	6,173	9,950	12,273	-8,227	6,173	10,218	268	

Community & Regeneration Scrutiny Report
Budget Monitoring as at 31st October 2021 - Detail Variances

Division	Working Budget				Forecasted				Oct 2021 Forecasted Variance for Year £'000	Notes
	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000		
Planning										
Planning Admin Account	352	-16	-115	221	342	-58	-115	169	-52	Savings on supplies and services and vacant posts including the part-year effect of the Head of Service vacancy (now filled)
Building Regulations Trading - Chargeable	441	-492	76	24	411	-432	76	55	30	Shortfall in income anticipated
Building Regulations Trading - Non-chargeable	33	0	13	46	32	0	13	45	-1	
Building Control - Other	186	0	23	208	179	0	23	201	-7	
Minerals	324	-195	57	186	330	-201	57	186	0	
Policy-Development Planning	706	-2	62	767	572	-2	62	632	-134	£79k underspend due to staff vacancies and £55k savings on consultants fees both due to covid-related delay in the LDP process
Development Management	1,693	-935	159	917	1,691	-878	159	972	55	Shortfall in income anticipated
Ash Dieback	269	0	1	270	269	0	1	270	-0	
Tywi Centre	62	-61	13	14	132	-141	13	4	-9	
Conservation	471	-13	35	493	473	-52	35	456	-37	Vacant post estimated to be filled in January 2022
Caeau Mynydd Mawr - Marsh Fritillary Project	93	-93	4	4	93	-93	4	4	-0	
WPD Grid Connection S.106 Project	0	0	1	1	0	0	1	1	0	
Water Vole S.106 Project	6	-6	0	0	6	-6	0	0	0	
Local Nature Partnership	7	-7	0	0	7	-7	0	-0	-0	
Renewable Energy Fund	0	-52	0	-52	0	-52	0	-52	0	
Sustainable Development Projects	116	0	0	116	116	0	0	116	-0	
Net Zero Carbon Plan	129	0	0	129	88	0	0	88	-41	Vacant post estimated to be filled before year-end and savings on various fees/costs
GT South Wales Regional Aggregates Working Party	50	-50	0	0	50	-50	0	0	0	
GT Waste planning monitoring report	22	-22	0	0	22	-22	0	0	0	
Planning Total	4,959	-1,944	330	3,345	4,812	-1,994	330	3,148	-198	
Leisure & Recreation										
Millennium Coastal Park	254	-138	969	1,086	281	-191	969	1,059	-26	Higher level of income achieved than budgeted
Burry Port Harbour	21	-85	28	-36	39	-105	28	-37	-1	
Discovery Centre	6	-88	1	-81	4	-88	1	-83	-2	
Pemine Outdoor Education Centre	534	-346	79	267	506	-298	79	286	20	Includes £22k R & M not budgeted
Pembrey Beach Kiosk	0	-42	0	-41	0	-79	0	-79	-37	Higher level of income achieved than budgeted
Pembrey Ski Slope	386	-422	69	33	415	-442	69	41	9	
Newcastle Emlyn Sports Centre	295	-158	19	155	292	-160	19	150	-5	
Carmarthen Leisure Centre	1,442	-1,574	914	782	1,452	-1,576	914	791	9	
St Clears Leisure Centre	151	-43	57	166	248	-42	57	263	98	Estimated cost of planned maintenance
Bro Myrddin Indoor Bowling Club	0	0	51	51	0	0	51	51	0	

Community & Regeneration Scrutiny Report
Budget Monitoring as at 31st October 2021 - Detail Variances

Division	Working Budget				Forecasted				Oct 2021 Variance for Year Forecasted for £'000	Notes
	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000		
Amman Valley Leisure Centre	930	-848	91	173	944	-855	91	179	6	
Brynamman Swimming Pool	0	0	55	55	0	0	55	55	-0	
Llandovery Swimming Pool	345	-239	14	121	311	-226	14	99	-22	In year staff vacancies
Garnant Golf Course	0	0	1	1	0	0	1	1	0	
Gwendraeth Sports Centre	0	0	0	0	0	0	0	0	0	
Dinefwr Bowling Centre	0	0	38	38	1	0	38	39	1	
Actif Communities	288	-34	54	309	291	-37	54	309	0	
Actif Facilities	295	0	33	328	267	0	33	300	-27	Capital recharge not budgeted £22k plus smaller expenditure underspends
Actif health, fitness and dryside	199	-125	11	85	211	-165	11	57	-28	Grant award not budgeted £20k plus in year vacancy
Specialist populations	97	-97	2	2	66	-66	2	2	-0	
Falls Prevention	56	-56	0	0	55	-56	0	-0	-0	
Catering - Sport Centres	346	-290	0	57	324	-290	0	34	-22	In year staff vacancies
Active Young People	360	-335	20	45	356	-331	20	45	0	
LAPA Additional Funding (E)	12	-12	1	1	192	-192	1	1	0	
Sport & Leisure General	771	-57	71	785	771	-57	71	785	-0	
National Exercise Referral Scheme (E)	180	-180	13	13	164	-164	13	13	0	
PEN RHOS 3G PITCH	16	-36	1	-19	8	-39	1	-31	-12	Higher level of income achieved than budgeted
Llanelli Leisure Centre	1,248	-1,084	549	714	1,295	-1,121	549	722	9	
Coedcae Sports Hall	36	-14	5	27	18	-1	5	21	-6	
ESD Rev Grant - Ynys Dawela	44	-43	3	4	4	-16	3	-8	-12	Backdated grant award not budgeted
Outdoor Recreation - Staffing costs	219	0	65	284	225	0	65	290	6	
Pembrey Country Park	814	-936	180	58	986	-1,100	180	66	8	
Llyn Lech Owain Country Park	102	-40	40	101	103	-40	40	102	1	
Pembrey Country Park Restaurant	422	-326	8	104	473	-338	8	143	39	Includes £40k R & M not budgeted
Woodland Parks	0	0	0	0	4	0	0	4	4	
NNF - Cernydd Carmel	0	0	0	0	-0	0	0	-0	-0	
Carmarthen Library	499	-31	98	566	500	-31	98	567	1	
Ammanford Library	283	-14	54	324	281	-14	54	322	-2	
Llanelli Library	475	-29	91	537	480	-29	91	542	5	
Community Libraries	229	-7	165	387	219	-4	165	380	-7	
Libraries General	1,070	-1	57	1,126	1,085	-9	57	1,132	6	
Mobile Library	127	0	12	139	126	0	12	138	-1	
Carmarthen Museum, Abergwili.	182	-19	267	430	171	-0	267	439	9	
Kidwelly Tinplate Museum	11	0	1	12	7	0	1	8	-4	
Pedol Howard Museum	136	-78	44	102	101	-34	44	110	9	
Museum of speed, Pendine	86	-26	2	61	80	0	2	81	20	Museum Development consultancy fees not budgeted
Museums General	150	0	35	186	214	-18	35	231	46	Unable to fully achieve vacancy factor
Great Places- Llanelli	0	0	0	0	0	-0	0	-0	-0	
Archives General	141	-3	80	219	163	-2	80	241	23	Part year effect of new Archive Assistant not budgeted
Arts General	16	0	19	35	0	0	19	19	-16	Vacant post being held pending restructure
St Clears Craft Centre	107	-38	50	119	63	-33	50	80	-39	In year vacancies

Community & Regeneration Scrutiny Report
Budget Monitoring as at 31st October 2021 - Detail Variances

Division	Working Budget				Forecasted				Oct 2021 Forecasted Variance for Year £'000	Notes
	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000		
Cultural Services Management	99	0	14	113	98	0	14	112	-1	
Laugharne Boathouse	151	-114	27	64	133	-108	27	52	-12	Forecast underspend on Materials for Resale due to COVID19 restrictions
Lyric Theatre	418	-295	104	227	273	-152	104	224	-3	
Y Ffwrnes	846	-515	385	716	627	-297	385	715	-1	
Ammanford Miners Theatre	75	-21	1	56	53	-6	1	48	-8	
Entertainment Centres General	468	-62	85	490	383	-24	85	443	-47	In year staff vacancies
Oriel Myrddin Trustee	204	-204	0	0	209	-209	0	-0	-0	
Oriel Myrddin CCC	115	0	895	1,010	117	0	895	1,011	2	
Motor Sports Centre - Pembrey	0	-98	0	-98	0	-98	0	-98	0	
Attractor - Management	0	0	0	0	1	0	0	1	1	
Attractor - Hostel	0	0	0	0	0	0	0	0	0	
Attractor - Museum	0	0	0	0	0	0	0	0	0	
Attractor - Externals	6	-31	0	-25	6	-34	0	-28	-3	
Beach safety	2	0	0	2	2	0	0	2	-0	
Leisure Management	439	0	-7	433	456	-1	-7	449	16	Tour of Britain costs
Leisure & Recreation Total	16,203	-9,230	5,922	12,895	16,153	-9,179	5,922	12,896	0	
Council Fund Housing										
Independent Living and Affordable Homes	113	-45	64	132	113	-45	64	132	0	
Supporting People Providers	6,495	-6,495	0	0	6,374	-6,374	0	0	0	
Rent Smart Wales Project (E)	18	-18	3	3	35	-35	3	3	0	
Syrian Resettlement Scheme (E)	0	0	7	7	323	-323	7	7	0	
Infection Prevention Control	0	0	0	0	1,959	-1,959	0	-0	-0	
Home Improvement (Non HRA)	726	-303	838	1,262	725	-310	838	1,253	-9	
Penybryn Traveller Site	177	-130	16	64	179	-116	16	80	16	£27k Legal Fees & Costs
Landlord Incentive	13	-10	0	3	22	-19	0	3	0	
Homelessness	163	-68	7	101	168	-65	7	109	8	
Non HRA Re-Housing (Inc Chr)	168	0	53	222	168	0	53	221	-0	
Temporary Accommodation	512	-110	19	421	1,797	-1,428	19	388	-33	Over achieved on Income
Social Lettings Agency	814	-818	9	5	844	-830	9	23	18	Additional maintenance costs
Home Improvement Loan Scheme	0	0	0	0	2	-2	0	0	0	
Houses Into Homes WG Loan Scheme	0	0	1	1	0	-0	1	1	0	
Community Cohesion Fund Grant (H)	0	0	3	3	140	-140	3	3	0	
YP Training Flats - WAG Innovation Grant	0	0	0	0	51	-51	0	0	0	
PR3 Leasing Scheme LOAN	0	0	0	0	0	-0	0	-0	-0	
PR3 Leasing Scheme GRANT	0	0	0	0	48	-48	0	0	0	
Traditional Funding WG	0	0	0	0	192	-192	0	0	0	
Council Fund Housing Total	9,199	-7,996	1,021	2,224	13,141	-11,938	1,021	2,224	0	
TOTAL FOR COMMUNITY & REGENERATION	44,332	-29,362	13,445	28,415	46,379	-31,338	13,445	28,486	71	

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APPENDIX C

CHARGING DIGEST - Housing Services

2020/21 Actual	2021/22 Budget	2022/23 Budget	Business Unit	Service Provided	2021/22 Charge Levied			2022/23 Proposed Charge			Comments
					Fee £	Discounted Fee for LAW Affiliated £	Variation Fee £	Fee £	Discounted Fee for LAW Affiliated £	Variation Fee £	
53,291	51,921	52,959	Housing Multiple Occupation	Type of Property							
				Single Let	245.00		20.00	249.90		20.40	Affiliation fee not applicable. Phased out from June 2019.
				2 Flats	367.00		20.00	374.34		20.40	
				3 Flats	490.00		40.00	499.80		40.80	
				4 Flats	612.00		60.00	624.24		61.20	
				5 Flats	734.00		80.00	748.68		81.60	
				6+ Flats	857.00		100.00	874.14		102.00	
				3 Sharing	388.00		20.00	395.76		20.40	
				4-6 Sharing	530.00		40.00	540.60		40.80	
				7-10 Sharing	673.00		60.00	686.46		61.20	
				11+ Sharing	816.00		80.00	832.32		81.60	
			Housing Act 2004 Notice Fees	Enforcement fee	75.00			76.50			Hourly fee
			Empty Properties/Houses into Homes	Land Registry Charge:							Proposed charge at maximum permitted threshold (Report required)
				Loan Value £1-£149,999	50.00			50.00			
				Loan Value £150,000	70.00			70.00			
				Administration Fee: Loan Amount							
				£0 - £50,000	295.00			295.00			
				£50,001 - £100,000	395.00			395.00			
				£100,001 - £150,000	495.00			495.00			
Page 37			Mobile Home Site Licensing	Set up Cost:							
				Initial Licence (Year 1)	306.30			312.42			
				Re-licence (Year 5)	0.00			0.00			
				Administration Cost of Licence:							
				Initial Licence (Year 1)	81.69			83.33			
				Re-licence (Year 5)	81.69			83.33			
				Cost per Pitch:							
			Initial Licence (Year 1)	9.92			10.12				
			Re-licence (Year 5)	9.92			10.12				

APPENDIX C

CHARGING DIGEST - Housing Services

2020/21 Actual	2021/22 Budget	2022/23 Budget	Business Unit	Service Provided	2021/22 Charge Levied			2022/23 Proposed Charge			Comments	
					Fee £	Discounted Fee for LAW Affiliated £	Variation Fee £	Fee £	Discounted Fee for LAW Affiliated £	Variation Fee £		
			<u>Home Repayment Loans</u>	Lifetime Loans Applicant contribution 250.00 Grant contribution 0.00 Repayment Loans Applicant Contribution 500.00 Grant contribution 0.00 ERA's Applicant Contribution 50.00								
			<u>Valleys Task Force</u>	Surveying service to RCT	14.96							Hourly Rate. Ending 31 March 2022

APPENDIX C

CHARGING DIGEST - Environment department

2020/21 Actual £	2021/22 Budget £	2022/23 Budget £	Business Unit	Service Provided	2021/22 Charge Levied £	2022/23 Proposed Charge £	Comments
16,241	16,241	16,566	<u>Planning</u> Administration	<u>Street Naming & Numbering:</u> House name change Add a name to an existing numbered Property House Naming or Numbering for one dwelling Development with NO street name [Residential & Commercial] Development with a NEW street name [Residential & Commercial]	 35.00 35.00 35.00 35.00 per plot [1-5] 30.00 per plot [6-25] 25.00 per plot [26-75] 20.00 per plot [75+] 150.00 per street + 35.00 per plot [1-5] 30.00 per plot [6-25] 25.00 per plot [26-75] 20.00 per plot [76+]	 35.00 35.00 35.00 35.00 per plot [1-5] 30.00 per plot [6-25] 25.00 per plot [26-75] 20.00 per plot [75+] 150.00 per street + 35.00 per plot [1-5] 30.00 per plot [6-25] 25.00 per plot [26-75] 20.00 per plot [76+]	 Covers the cost of investigations and notification to Royal Mail, internal and external organisations, customer confirmation, officer time and resources. Covers the cost of investigations and notification to Royal Mail, internal and external organisations, customer confirmation, officer time and resources. Covers the cost of investigations and notification to Royal Mail, internal and external organisations, customer confirmation, officer time and resources. Covers the cost of investigations, production of plot to number schedules, and notification to Royal Mail, internal and external organisations, customer confirmation, officer time and resources. Covers the cost of investigations, consultations with Local Member(s) & Town & Community Councils, site notice/visit, and production of plot to number schedules, notifications to Royal Mail, internal and external organisations, customer confirmation, officer time and resources.

APPENDIX C

CHARGING DIGEST - Environment department

2020/21 Actual £	2021/22 Budget £	2022/23 Budget £	Business Unit	Service Provided	2021/22 Charge Levied £	2022/23 Proposed Charge £	Comments
				Property Conversion into Flats or Units [Residential & Commercial]	35.00 + 15.00 per Flat/Unit	35.00 + 15.00 per Flat/Unit	Covers the cost of investigations, production of flat/unit to number schedules, and notification to Royal Mail, internal and external organisations, customer confirmation, officer time and resources.
				Amending schedule of development already issued following plot changes by developer	35.00 per plot	35.00 per plot	Covers the re-plan, amended plot to postal information, notification to Royal Mail, emergency services, other internal and external organisations, officer time and resources.
				Renaming a street at residents request or Naming a road where no name exists	150.00 + 35.00 per property legal costs & replacement street nameplate costs	150.00 + 35.00 per property legal costs & replacement street nameplate costs	Covers the cost of investigations, consultations and notifications to residents and internal council and external organisations including Royal Mail and emergency services, officer time and resources.
				Provision of official address confirmation for customer, solicitors and conveyancers	30.00	30.00	Covers the cost of (historic) investigations, officer time and resources.
				To add or change a commercial trading name to a business premises	No Fee	No Fee	This is because it is in the interests of the businesses and external organisations including Royal Mail to have up-to-date information.
				Request to investigate any address anomaly	No Fee	No Fee	This is because it is in the interests of the residents and emergency services to have all anomalies corrected.
				Issuing of amended address information following an error on the Council's LLPG database or Royal Mail PAF	No Fee	No Fee	Where an error has occurred, it is not reasonable to apply a charge in order to correct an address database, except where the problem has arisen as a direct consequence of development occurring without the required planning and/or Building Regulation permissions.

APPENDIX C

CHARGING DIGEST - Environment department

2020/21 Actual £	2021/22 Budget £	2022/23 Budget £	Business Unit	Service Provided	2021/22 Charge Levied £	2022/23 Proposed Charge £	Comments
95,607	194,912	198,810	Minerals	Provision of a case officer service in relation to mineral planning applications for new sites or extensions to existing sites	90% of the Planning Application Fee (up to a maximum of 34,500 where SLA in place)	90% of the Planning Application Fee (up to a maximum of 34,500 where SLA in place)	Includes discussions with applicants/agents, consultees and interested parties; preparation of detailed reports to Committee including recommendations; attendance at Committee meetings and Site Inspections; preparation of the Authority's case for any subsequent planning appeal and representation at any hearing or inquiry (provided the decision accords with the case officer recommendation). Reduced to reflect administrative costs which remain the responsibility of the client LPA.
				Provision of a case officer service in relation to mineral planning applications for variation of conditions and applications for Periodic Review of Conditions	44.50 per hour (with SLA) 48.95 (without SLA) inclusive of expenses (Manager)	45.39 per hour (with SLA) 49.93 (without SLA) inclusive of expenses (Manager)	
					35.32 per hour (with SLA) 38.85 (without SLA) inclusive of expenses (Planning Officer)	36.03 per hour (with SLA) 39.63 (without SLA) inclusive of expenses (Planning Officer)	
					32.34 per hour (with SLA) 35.57 (without SLA) inclusive of expenses (Monitoring Officer)	32.99 per hour (with SLA) 36.28 (without SLA) inclusive of expenses (Monitoring Officer)	

APPENDIX C

CHARGING DIGEST - Environment department

2020/21 Actual £	2021/22 Budget £	2022/23 Budget £	Business Unit	Service Provided	2021/22 Charge Levied £	2022/23 Proposed Charge £	Comments
				Pre application discussions with prospective applicants/agents	44.50 per hour (with SLA) 48.95 (without SLA) inclusive of expenses (Manager)	45.39 per hour (with SLA) 49.93 (without SLA) inclusive of expenses (Manager)	Fee to be refunded if it results in a planning application.
					35.32 per hour (with SLA) 38.85 (without SLA) inclusive of expenses (Planning Officer)	36.03 per hour (with SLA) 39.63 (without SLA) inclusive of expenses (Planning Officer)	
					32.34 per hour (with SLA) 35.57 (without SLA) inclusive of expenses (Monitoring Officer)	32.99 per hour (with SLA) 36.28 (without SLA) inclusive of expenses (Monitoring Officer)	
				Preparation of Prohibition Orders	44.50 per hour (with SLA) 48.95 (without SLA) inclusive of expenses (Manager)	45.39 per hour (with SLA) 49.93 (without SLA) inclusive of expenses (Manager)	Includes attendance at any Appeal hearing/inquiry.
					35.32 per hour (with SLA) 38.85 (without SLA) inclusive of expenses (Planning Officer)	36.03 per hour (with SLA) 39.63 (without SLA) inclusive of expenses (Planning Officer)	
				Monitoring mineral and landfill sites in accordance with an annual programme established (by agreement) under the provisions of the Town & Country Planning (Fees for Applications and Deemed Applications) (Amendment No 2) (Wales) Regulations 2006	The established monitoring fee (currently 400.00 for active sites and 135.00 for dormant sites)	The established monitoring fee (currently 400.00 for active sites and 135.00 for dormant sites)	Includes the preparation of reports of monitoring visits, identifying breaches of planning control and advising on appropriate action in respect of breaches of planning control. Set at a national level by Welsh Government.
				Additional site monitoring over and above that identified in the annual programme established at the beginning of each calendar year (by agreement)	32.34 per hour (with SLA) 35.57 (without SLA) inclusive of expenses (Monitoring Officer)	32.99 per hour (with SLA) 36.28 (without SLA) inclusive of expenses (Monitoring Officer)	

APPENDIX C

CHARGING DIGEST - Environment department

2020/21 Actual £	2021/22 Budget £	2022/23 Budget £	Business Unit	Service Provided	2021/22 Charge Levied £	2022/23 Proposed Charge £	Comments
				<p>Taking of formal enforcement action considered to be expedient in relation to breaches of planning control identified at mineral sites</p> <p>Preparation and presentation of evidence at any Appeal hearings, inquiry or court proceedings (when not covered by a planning application fee)</p> <p>Any minerals/waste work not covered by any of the above categories</p>	<p>44.50 per hour (with SLA) 48.95 (without SLA) inclusive of expenses (Manager)</p> <p>35.32 per hour (with SLA) 38.85 (without SLA) inclusive of expenses (Planning Officer)</p> <p>32.34 per hour (with SLA) 35.57 (without SLA) inclusive of expenses (Monitoring Officer)</p> <p>44.50 per hour (with SLA) 48.95 (without SLA) inclusive of expenses (Manager)</p> <p>35.32 per hour (with SLA) 38.85 (without SLA) inclusive of expenses (Planning Officer)</p> <p>32.34 per hour (with SLA) 35.57 (without SLA) inclusive of expenses (Monitoring Officer)</p> <p>44.50 per hour (with SLA) 48.95 (without SLA) inclusive of expenses (Manager)</p> <p>35.32 per hour (with SLA) 38.85 (without SLA) inclusive of expenses (Planning Officer)</p> <p>32.34 per hour (with SLA) 35.57 (without SLA) inclusive of expenses (Monitoring Officer)</p>	<p>45.39 per hour (with SLA) 49.93 (without SLA) inclusive of expenses (Manager)</p> <p>36.03 per hour (with SLA) 39.63 (without SLA) inclusive of expenses (Planning Officer)</p> <p>32.99 per hour (with SLA) 36.28 (without SLA) inclusive of expenses (Monitoring Officer)</p> <p>45.39 per hour (with SLA) 49.93 (without SLA) inclusive of expenses (Manager)</p> <p>36.03 per hour (with SLA) 39.63 (without SLA) inclusive of expenses (Planning Officer)</p> <p>32.99 per hour (with SLA) 36.28 (without SLA) inclusive of expenses (Monitoring Officer)</p> <p>45.39 per hour (with SLA) 49.93 (without SLA) inclusive of expenses (Manager)</p> <p>36.03 per hour (with SLA) 39.63 (without SLA) inclusive of expenses (Planning Officer)</p> <p>32.99 per hour (with SLA) 36.28 (without SLA) inclusive of expenses (Monitoring Officer)</p>	

APPENDIX C

CHARGING DIGEST - Environment department

2020/21 Actual £	2021/22 Budget £	2022/23 Budget £	Business Unit	Service Provided	2021/22 Charge Levied £	2022/23 Proposed Charge £	Comments
30,075	32,100	32,742	Development Management	Chargeable Pre-application and post consent advice in relation to Developments of National Significance (DNS) (Planning Wales Act 2015) and Nationally Significant Infrastructure Projects (NSIP) (Planning Act 2008)	Subject to individual planning performance agreements/Service level agreements	Subject to individual planning performance agreements/Service level agreements	Process agreed at Full Council on the 25th January 2017.
805,981	892,907	910,765		Provision of a case officer service in relation to all formal planning applications	See attached breakdown of planning application fees	See attached breakdown of planning application fees	Includes discussions with applicants/agents, consultees and interested parties; preparation of detailed reports to Committee including recommendations; attendance at Committee meetings and Site Inspections; preparation of the Authority's case for any subsequent planning appeal and representation at any hearing or inquiry (provided the decision accords with the case officer recommendation).
0	0	0		High Hedge complaint charge	New for 2022/23	320.00	Introduction of a fixed charge to fund the services of a tree surgeon to evaluate if the 'reasonable enjoyment' of their home is being affected by the height of a neighbouring hedge.
368,943	432,125	440,768	Building Control	Building Regulation Charges	Costs on a case by case basis - quotations available directly from the Building Control Section	Costs on a case by case basis - quotations available directly from the Building Control Section	Completed the increase in fees by 5% across the fee structure in April 2021.
0	60,000	61,200		Search Fees	No fee	20.00 per search	Introduction of charges for personal searches.

APPENDIX C

CHARGING DIGEST - Environment department

2020/21 Actual £	2021/22 Budget £	2022/23 Budget £	Business Unit	Service Provided	2021/22 Charge Levied £	2022/23 Proposed Charge £	Comments
0	355	362	Forward Planning	Local Development Plan - Charge for Purchase	75.00 per copy	75.00 per copy	Fixed charge for the purchase of hard copies of the LDP.
0	0	0		Affordable Housing Viability Model - access charge	50.00 per release of model	50.00 per release of model	Reflects the release and administration of the regional model as part of site viability assessments.
				Provision of an internal Planning consultancy service through the production of Planning and Development Briefs, preparation and submission of Planning Applications (incl. supporting material) and other bespoke planning work to guide developmental considerations and assist in asset disposal.	Costs on a case by case basis - based on hourly rate of officers. Service provided in accordance with signed Service Level Agreements.	Costs on a case by case basis - based on hourly rate of officers. Service provided in accordance with signed Service Level Agreements.	Reflects the ongoing 'not for profit' consultancy arrangement. The delivery of the project subject to review in light of the statutory work commitments and the impact on generating income.
0	0	0	Conservation - Common Land Fees	Correction of a mistake made by registration Authority	No fee	No fee	Estimated 6 hours work.
				Correction of any other mistake that would not affect the extent of Common Land or Village Green, or what can be done by virtue of a right of common	169.80	178.80	
				Removing duplicate entry from register	No fee	No fee	Estimated 1 hours work.
				Updating of names and addresses referred to in a register	28.30	29.80	
				Updating an entry to take in to account accretion or diluvian	28.30	29.80	Estimated 1 hours work.
				Non- Registration of Common Land or Village Green	No fee	No fee	New charge for 2022/23 to cover copying costs of common land register
				Waste Land of the Manor not registered as common land	No fee	No fee	
			Providing a copy of the common land register	New for 2022/23	20p per side of a sheet	Estimated 40 hours work.	
			Deregistration of certain land registered as common land or as town or village green	1,132.00	1,192.00		
392	61,053	62,274	Built Heritage skills training	Craft skills training	on application	on application	Broad variety of prices depending upon the length of course & the level of knowledge imparted.

APPENDIX C

Planning Application Fees in Wales

The fee should be paid at the time the Application is submitted.

All Outline Applications - site area

£460 per 0.1 hectare for sites up to and including 2.5 hectares	Not more than 2.5 hectares	£460 per 0.1 hectare
£11,500 + £120 for each 0.1 in excess of 2.5 hectares to a maximum of £150,000	More than 2.5 hectares	£11,500 + £120 per 0.1 hectare

Householder Applications

Alterations/extensions to a single dwelling , including works within boundary (such as domestic garages, garden sheds, gates, fences, boundary walls etc)	Single dwelling (excluding flats)	£230
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FULL APPLICATIONS (and First Submissions of Reserved Matters)

Alterations/extensions to two or more dwellings , including works within boundaries	Two or more dwellings (or one or more flats)	£460
New dwellings (up to and including 50)	New dwellings (not more than 50)	£460 per dwelling
New dwellings (for more than 50) £23,000 + £120 per additional dwelling in excess of 50 up to a maximum fee of £300,000	New dwellings (more than 50)	£23,000 + £120 per additional dwelling

Erection of buildings (not dwellings, agricultural, glasshouses, plant nor machinery):

Increase of floor space	No increase in gross floor space or no more than 40m ²	£230
Increase of floor space	More than 40m ² but no more than 75m ²	£460
Increase of floor space	More than 75m ²	£460 for each 75m ² or part thereof to a maximum of £300,000

The erection of buildings (on land used for agriculture for agricultural purposes)

Site area	Not more than 465m ²	£85
Site area	More than 465m ² but not more than 540m ²	£460
Site area	More than 540m ²	£460 for first 540m ² + £460 for each 75m ² (or part thereof) in excess of 540m ² up to a maximum of £300,000

Erection of glasshouses (on land used for the purposes of agriculture)

Gross Floor space	Not more than 465m ²	£85
Gross Floor space	More than 465m ²	£2,600

Erection/alterations/replacement of plant and machinery

Site area	Not more than 5 hectares	£460 for each 0.1 hectare (or part thereof)
Site area	More than 5 hectares	£23,000 + additional £120 for each 0.1 hectare (or part thereof) in excess of 5 hectares up to a maximum of £300,000

Applications other than Building Works

Car parks, service roads or other accesses On land used for or by a single undertaking, and where the development is required for a purpose incidental to the existing use of the land.	For existing uses	£230
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Waste (Use of land for disposal of refuse or waste materials or deposit of material remaining after extraction or storage of minerals)

Site area	Not more than 15 hectares	£230 for each 0.1 hectare (or part thereof)
Site area	More than 15 hectares	£34,500 + additional £120 for each 0.1 hectare (or part thereof) in excess of 15 hectares up to a maximum of £80,000

Operations connected with exploratory drilling for oil or natural gas

Site area	Not more than 7.5 hectares	£460 for each 0.1 hectare (or part thereof)
Site area	More than 7.5 hectares	£34,500 + additional £120 for each 0.1 hectare (or part thereof) in excess of 7.5 hectares up to a maximum of £300,000

Other operations (winning and working of minerals)

Site area	Not more than 15 hectares	£230 for each 0.1 hectare (or part thereof)
Site area	More than 15 hectares	£34,500 + additional £120 for each 0.1 hectare (or part thereof) in excess of 15 hectares up to a maximum of £80,000
Other operations (not coming within any of the above categories)	Any site area	£230 for each 0.1 hectare (or part thereof) up to a maximum of £300,000

Fees in respect of the monitoring of mining and landfill sites

The maximum number of site visits to any one such site for which a fee is payable under this regulation in any period of 12 months beginning with the date of the first visit during that period is:-	where the site is an active site: 8	£400 (where the whole or a part of the site is an active site)
	where the site is an inactive site: 1	£135 (where the site is an inactive site)

APPENDIX C

Lawful Development Certificate (LDC)

Existing use or operation		Same as Full
Existing use or operation - lawful not to comply with any condition or limitation		£230
Proposed use or operation		Half the normal planning fee

Prior Approval

Agricultural and Forestry buildings & operations or demolition of buildings		£100
Telecommunications Code Systems Operators		£460

Reserved Matters

Application for removal or variation of a condition following grant of planning permission		£230
Application for approval of reserved matters following outline approval		Full fee due or if full fee already paid then £460 due

Change of Use of a building to use as one or more separate dwelling houses, or other cases

Change of use of a single dwelling to be used for two or more dwellings	Not more than 50 dwellings	£460 for each
	More than 50 dwellings	£23,000 + £120 for each in excess of 50 up to a maximum of £300,000
Change of use of a building for 1 or more separate dwellings	Not more than 50 dwellings	£460 for each
	More than 50 dwellings	£23,000 + £120 for each in excess of 50 to a maximum of £300,000
Other material change of use of building or land		£460

Fees for post submission amendments to major development applications

Post submission amendments (Major)		£230
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Application for a Non-material Amendment Following a Grant of Planning Permission

Applications in respect of householder developments		£35
Applications in respect of other developments		£115

Fees for Discharge of Conditions

Applications in respect of householder developments		£35
Applications in respect of other developments		£115

Removal or Variation of a condition

Application for removal or variation of a condition following grant of planning permission		£230
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Renewal

Renew unimplemented permission within the time period		£230
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Appropriate Alternative Development

Certificates of Appropriate Alternative Development		£230
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Advertising

Relating to the business on the premises		£120
Advance signs which are not situated on or visible from the site, directing the public to a business		£120
Other advertisements		£460

Hazardous Substance Consent

New consent without previous conditions		£200
In excess of twice the control quantity		£400
All other cases		£250
Continuation of Hazardous Substance Consent		£250

Cross Boundary Applications

Where applications are made for planning permission, for approval of reserved matters or for certificates of lawful use or development which relate to land in the area of two or more local planning authorities, a fee is payable to each local planning authority. The fee payable is calculated in the normal manner.

APPENDIX C

CONCESSIONS - EXEMPTIONS FROM PAYMENT

For alterations, extensions, etc. to a dwelling house for the benefit of a registered disabled person (Proof of disabled person's registration required)
An application solely for the carrying out of the operations for the purpose of providing a means of access for disabled persons to or within a building or premises to which members of the public are admitted
Listed Building Consent
Conservation Area Consent
Works to Trees covered by a Tree Preservation Order or in a Conservation Area Hedgerow Removal
If the proposal relates to works that require planning permission only by virtue of an Article 4 Direction of the Town & Country Planning (General Permitted Development) Order 1995, i.e. where the application is required only because of a direction or planning condition removing permitted development rights.
If the application is for a lawful development certificate, for existing use, where an application for planning permission for the same development would be exempt from the need to pay a planning fee under any other planning fee regulation
If the application is for consent to display an advertisement following either a withdrawal of an earlier application (before notice of decision was issued) or where the application is made following refusal of consent for display of an advertisement, and where the application is made by or on behalf of the same person.
If the application is for consent to display an advertisement which results from a direction under Regulation 7 of the Control of Advertisements Regulations 1992, dis-applying deemed consent under Regulation 6 to the advertisement in question
If the application is for alternate proposals for the same site by the same applicant, in order to benefit from the permitted development right in Schedule 2 Part 3 Class E of the Town and Country Planning (General Permitted Development) Order 1995
If the application is the first revision of an application for development of the same character or description on the same site by the same applicant (including consent to display an advertisement only if withdrawn or refused):

CONCESSIONS - REDUCTIONS TO PAYMENTS

If the application is being made on behalf of a non-profit making sports club for works for playing fields not involving buildings then the fee is £460
If the application is being made on behalf of a parish or community council then the fee is 50%
If the application is an alternative proposal being submitted on the same site by the same applicant on the same day, where this application is of lesser cost then the fee is 50%
In respect of reserved matters you must pay a sum equal to or greater than what would be payable at current rates for approval of all the reserved matters. If this amount has already been paid then the fee is £460
If the application is for a Lawful Development Certificate for a Proposed use or development, then the fee is 50%
If two or more applications are submitted for different proposals on the same day and relating to the same site then you must pay the fee for the highest fee plus half sum of the others
Where an application relates to development which is within more than one fee category, the correct fee is simply the highest of the fees payable
Where an application consists of the erection of dwellings and the erection of other types of buildings the fees are added together.

Enforcement Appeal

Fee based on the relevant fee category
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APPENDIX C

CHARGING DIGEST - Leisure

2020/21 Actual £	2021/22 Budget £	2022/23 Target £	Business Unit	Service Provided	2021/22 Charge Levied £	2022/23 Proposed Charge £	Comments
11,805	74,855	76,352	COUNTRY PARKS Pembrey Country Park				
			Park hire				
			Events Field (old archery site)	Daily hire: full field Weekly hire: full field Charity rates	500.00 2,500.00	500.00 2,500.00 3 officer sign-off	Event hire charges generally held to help re-establish events, post-covid Prices retained as not inflation sensitive. Rental charge will be applied for activities that do not come under the event bracket (below), for example: weddings; private functions; experiential marketing; caravan rallies with the appropriate insurances etc (in the hire agreement it will state the maximum number of campers for each field). Charge set by Senior Outdoor Rec Manager, and senior officers in team to maximise events income taking into account the following (examples): size of event, area required, event profile, expected visitor numbers, disruption, time of year, the additional work required from the service, how well established or new event, charitable or commercial etc. Charge may also include park entry and/or participant entry fee.
			Monk's Head Field	Daily hire: full field Weekly hire: full field Charity rates	750.00 4,500.00	750.00 4,500.00 3 officer sign-off	
			Medium Area of Land	Daily Hire Size to be agreed	300.00	300.00	
			Small area of land	Daily Hire Size to be agreed	200.00	200.00	
			Major Events within the Park this classifies as event footfall of over 5,000	Rates negotiable depending on scale and location of event			
			Events within the park organised by an external organiser (less than 5,000 footfall)	Commercial Charity/Non profit etc	2.40 per participant Park entry to be charged per vehicle	2.50 per participant Park entry to be charged per vehicle	
			Hourly Staff recharge for External Events	Member of the team to help with external events	27.00 per hour	27.00 per hour	Charge to cover staff time before, during or after an event

APPENDIX C

CHARGING DIGEST - Leisure

2020/21 Actual £	2021/22 Budget £	2022/23 Target £	Business Unit	Service Provided	2021/22 Charge Levied £	2022/23 Proposed Charge £	Comments
			Events run by the events team within the park throughout the year	Price per ticket	Max price of 20.00 per head	Max price of 20.00 per head	Price will be dependent on event type and costs, which will be covered in event plan
				Tradestands at events	Max price 50.00 per day food stalls max 200.00 per day	Max price 50.00 per day food stalls max 200.00 per day	
			Guided Walks	Guided Walks for groups with Rangers	Max price of 10.00 per head	Max price of 10.00 per head	Max number of 35 per ranger
			Fencing hire		2.00 per unit	2.00 per unit	
			Bins		General waste 20.00 per bin, Recycling 9.00 Glass 12.00	General waste 21.75 Recycling 9.35 Glass 12.65	Increase with inflation from Company
			Commercial (Filming)	Full Day filming	500.00	500.00	Plus any rent for field etc
				Promoting the park in a positive manner	See comments	See comments	Discretionary by Senior Manager
			Staff Service (Filming support)	Hourly Rate per Team member	27.00 per hour	27.00 per hour	Manage public, environmental and film crew assistance fees to be agreed by a small group of officers as above
			Conference Facilities		Max price of 100.00 per day	Max price of 100.00 per day	Room Hire charge only F&B offering will be etc
			Team Building Activities		Max 50.00 per day	Max 50.00 per day	
			Birthday Party activities		Max 25.00 per head	Max 25.00 per head	
			Beach access	Beach Key Fob Entry	50.00 per year	50.00 per year	Fisherman permit required
			Memorial Benches	Hawthorne	885.60	945.85	Available in MCP, PCP and LLO
				Hereford	604.00	678.10	
				Grafton Seat	1,250.00	1,357.20	
			Riding Centre (Leased)	Riding Centre tacked horses			Free gate access for users as per lease

APPENDIX C

CHARGING DIGEST - Leisure

2020/21 Actual £	2021/22 Budget £	2022/23 Target £	Business Unit	Service Provided	2021/22 Charge Levied £	2022/23 Proposed Charge £	Comments
173,315	470,063	479,464	PCP Caravan and camp site (CCC)				<i>Cabinet member approval given for all camping activities due to selling from December. Inflationary increases added in most areas to reflect expected demand and to maintain budgets to target, competitor analysis also achieved for all camping prices.</i>
				Full Season (with electric)	1,989.00	2,100.00	1st March to 31st October
				Full Season (non electric)	1,255.00	1,300.00	1st March to 31st October
				Parking pass extension Nov-March	15.00	15.00	1st November to 31st March
				Glamping pods - per night	70.00 peak 50.00 off peak	70.00 peak 50.00 off peak	2 night minimum stay new offering
				Full season serviced plot (water and electric)	2,400.00	2,500.00	1st March to 31st October
				Summer & Autumn (with electric)	805.00	830.00	Six weeks school holidays
				Summer & Autumn Fully service		950.00	Sept & Oct
				Summer & Autumn Season (non electric)	560.00	580.00	Six weeks school holidays
				Daily rate peak periods (with electric)	25.50	26.50	April - September 5th
				Daily rate peak periods (non electric)	21.50	22.00	April - September 5th
				Daily rate off-peak (with electric)	23.50	24.50	March & September 5th-1st Nov
				Daily rate off-peak (non electric)	19.50	20.00	March & September 5th-1st Nov
				Serviced Peak	28.50	29.50	April - September 5th
				Serviced off peak	25.50	26.50	March & September 5th-1st Nov
				Cyclists/Walkers Peak	10.00	10.00	No Vehicle 1 man tent
				Cyclists/walkers off peak	7.50	7.50	No Vehicle 1 man tent
				Extra Vehicle	6.00	6.00	
				Per Extra Adult	5.00	5.00	

APPENDIX C

CHARGING DIGEST - Leisure

2020/21 Actual £	2021/22 Budget £	2022/23 Target £	Business Unit	Service Provided	2021/22 Charge Levied £	2022/23 Proposed Charge £	Comments
			PCP General Camping (other areas of park)	Group bookings (bona fide charitable organisations e.g. Scouts, guides, church groups etc)	3.00	3.00	<i>For areas outside of main caravan and camping site field</i> Off Peak only. Other times of year field hire will apply
				Rallies that are in fields across the Country Park minimum charge for 10 units, must sign Rally Agreement and have relevant insurances	12.00 per unit or 3.00 vacant caravans	12.00 per unit or 3.00 vacant caravans	Marshalls/deputy marshalls for rallies of 20+caravans stay free of charge.
				Pitches for Seasonal Campsite staff (Site Wardens)	Free of Charge	Free of Charge	Wardens to stay on site in Warden's cabin to provide 24 hour security/maintenance.
				Pitches for journalists and media positively promoting PCP	Senior Manager Discretion	Senior Manager Discretion	Signed by HOS
0	28,347	28,914	Llyn Llech Owain	Catering			Franchise in park
200	11,076	11,298	Millennium Coastal Park	Catering			Catering franchises along MCP
			MCP field hire / events	Eisteddfod Fields hire			
				Daily hire of: Full Site (3 Fields)	500.00	500.00	Rental charge will be applied for activities that do not come under the event bracket for example weddings, private functions, experiential marketing, circus etc. Fee can be negotiated for larger events as per events charges for PCP
				Weekly hire rate: Full Site (3 Fields)	2,500.00	2,500.00	
				Charity rates			
				Daily hire of: Full Site (3 Fields)			
				Weekly hire rate: Full Site (3 Fields)			
				Event non commercial			
				Events commercial	Car parking	Car parking	
					Carparking plus 2.40 per head	Carparking plus 2.40 per head	
14,333	24,020	24,500	Discovery Centre	Catering			Leased as St Elli's Bay
			North Dock	North Dock events hire	25.00 per hour	25.00 per hour	Cannot guarantee exclusivity
35,918	33,330	33,997	Burry Port Harbour	Mooring fees			Charges now set by Burry Port Marina Ltd who have taken over the running of the Harbour since April 2018.
19,614	19,932	20,331		Catering			Catering franchises along MCP

APPENDIX C

CHARGING DIGEST - Leisure

COUNTRY PARK PARKING FEES

2020/21 Actual	2021/22 Budget	2022/23 Target	Product	2021/22 Charge Levied	2022/23 Proposed Charge	Comments
<u>Pay & Display Charges</u>				<u>Pay & Display Charges</u>	<u>Pay & Display Charges</u>	
£				£	£	
<u>Pembrey Country Park</u>						
122,368	251,685	256,719	Cars & Coaches			
			April to September (9:00am-4:30pm)	6.00	7.00	All day charge. Up to 2 hours £3.50. Free access for people who book a course of lessons at Country park for the hours of instruction
			April to September up to 2 hours	3.00	3.50	
			October to March	3.50	4.00	Up to 2 hours £3
			Pay & Display (outside car park)			
			Up to 2 Hours	2.00	2.00	Keep at £2.00, other MCP car parks @ £1.80 (2 hrs) and @ £2.80 (4hrs) to catch up
			Up to 4 Hours	2.70	2.70	
			Motorised 2 Wheeled Vehicles			
			April to September (9:00am-4:30pm)	Free - ANPR System does not read motorcycles	Free - ANPR System does not read motorcycles	
			October to March	Free - ANPR System does not read motorcycles	Free - ANPR System does not read motorcycles	
			15 minute drop off time for anybody dropping somebody off e.g. at Ski centre or Riding School			
109,960	111,483	113,713	Season Tickets			2 number plates per pass must live at same address.
			Annual - First Time Buyers			
			12 month Annual Tickets (from date of purchase)	57.50	60.00	12 month charge applies on date within which financial year the purchase is made. Push people here to guarantee income (16p per day)
			7 day pass	20.00	20.00	Retained price to support visiting tourists to area
			Lost tickets / change of vehicle	10.00	10.00	As per lost policy

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CHARGING DIGEST - Leisure

COUNTRY PARK PARKING FEES

2020/21 Actual	2021/22 Budget	2022/23 Target	Product	2021/22 Charge Levied	2022/23 Proposed Charge	Comments
<u>Pay & Display Charges</u>				<u>Pay & Display Charges</u>	<u>Pay & Display Charges</u>	
£				£	£	
			Annual - Renewals			
			Loyalty 12 month annual ticket renewal	52.50	55.00	12 month charge applies on date within which financial year the purchase is made. Loyalty price to retain season ticket holders. Push people here to guarantee income for year (15p per day)
			Oct - Mar off season ticket	Discontinued	Discontinued	
Llyn Lech Owain						
2,441	3,071	3,132	Season Tickets 12 month ticket	27.50	30.00	12 month tickets to increase income all year if there is price increase it would be in the next charge after initial 12 months
2,919	43,043	43,904	Lost tickets / change of vehicle	10.00	10.00	As per lost policy N.B When the car park P&D machine can accommodate then the charges / periods will change to the same charges as MCP/Pendine
			1 Hour	1.10	1.20	
			up to 2 hours	N/A	1.80	
			Up to 3 hours	2.20	N/A	
			Over 3 hours	3.20	N/A	
			up to 4 hours	N/A	2.80	
			Over 4 hours (long stay / all day)	N/A	3.30	

Multi-Park Membership options (PCP / LLO / MCP) - subject to new App being developed now

Bronze Option 1 Park - no discounts normal charges apply

Silver option £85 - choose 2 parks & get 10% discount in Food & Beverage and Activities

Gold Option £100 - choose 3 parks & get 10% discount in Food & Beverage and Activities

All the above are 12 month passes for 2 vehicles registered at the same address

APPENDIX C

CHARGING DIGEST - Leisure

COASTAL CAR PARKS (MCP & PENDINE)

2020/21 Actual	2021/22 Budget	2022/23 Target	Product	2021/22 Charge Levied					2022/23 Proposed Charge					Comments			
				SEASON	Pay & Display Charges (£)					SEASON	Pay & Display Charges (£)						
Millennium Coastal Car Parks																	
105,056	222,492	226,942				Short stay			Long Stay			Short stay			Long Stay		
				per year	Lost tickets & change of car details as per lost policy	up to 1 hr	up to 2 hrs	up to 4 hrs	all day (max 8hrs)	per year	Lost tickets & change of car details as per lost policy	up to 1 hr	up to 2 hrs	up to 4 hrs	all day (max 8hrs)		
			Cars	40.00	10.00	1.10	1.70	2.70	3.20	45.00	10.00	1.20	1.80	2.80	3.30	12 month ticket only (from date of purchase), as per Country Parks	
			Motorhome												BP Harbour Motorhomes car park closed on H&S grounds, pending review		
			Boat & Trailer (BP Harbour)	55.00	10.00										12 month ticket		
			Blue Badge Scheme Holders	Get additional 1 hour free with any ticket purchased in line with CCC parking policy					Get additional 1 hour free with any ticket purchased in line with CCC parking policy								

APPENDIX C

CHARGING DIGEST - Leisure

COASTAL CAR PARKS (MCP & PENDINE)

2020/21 Actual	2021/22 Budget	2022/23 Target	Product	2021/22 Charge Levied				2022/23 Proposed Charge				Comments				
				SEASON	Pay & Display Charges (£)			SEASON	Pay & Display Charges (£)							
Pendine Beach Car Parking																
2,412	31,220	31,844		per year		up to 1 hr	up to 2 hrs	up to 4 hrs	all day (max 8hrs)	per year		up to 1 hr	up to 2 hrs	up to 4 hrs	all day (max 8hrs)	
			Car Park	N/A		1.10	1.70	2.70	3.20	N/A		1.20	1.80	2.80	3.30	
			Blue Badge Scheme Holders	Get additional 1 hour free with any ticket purchased in line with CCC parking policy				Get additional 1 hour free with any ticket purchased in line with CCC parking policy								

Multi-Park Membership options (PCP / LLO / MCP) - subject to new App being developed now

- Bronze Option 1 Park - no discounts normal charges apply
 - Silver option £85 - choose 2 parks & get 10% discount in Food & Beverage and Activities (23p per day)
 - Gold Option £100 - choose 3 parks & get 10% discount in Food & Beverage and Activities (27p per day)
- All the above are 12 month passes for 2 vehicles registered at the same address

APPENDIX C

CHARGING DIGEST - Leisure

2020/21 Actual £	2021/22 Budget £	2022/23 Budget £	Business Unit	Service Provided	2021/22 Charge Levied £	2022/23 Proposed Charge £	Comments	
18,108	108,388	110,556	Ski Slope	Recreational Skiing				
				Adult - Rec Ski - 90 mins (includes ski's and boots and helmet)	13.00	14.00	All Charges have been reviewed by evaluation of other similar sites (Cardiff / Llangrannog) and feedback from customers.	
			Junior - Rec Ski - 90 mins (includes, ski's, boots and helmet)	9.00	10.00			
			Adult - Own Equipment	10.00	11.00			
			Junior - Own Equipment	7.50	8.00			
			Student	9.00	9.50			
			Race Club	8.00	8.00			
			OAP/UB40	9.00	9.00			
			Family Ticket (2 adults and upto 3 children)	N/A	40.00			
			7 day consecutive pass rec ski child	35.00	35.00			
			7 day consecutive pass rec ski adult	40.00	40.00			
			3 month pass for rec ski Jan, Feb March Child	150.00	150.00			
			3 month pass for rec ski Jan, Feb March Adult	170.00	170.00			
8,088	90,657	92,470		Instruction				Competitor analysis / wage increases
				Adult Group Lesson (1hr lesson; & 30 mins ski, includes equipment)	18.00	19.00		
				Junior Group Lesson	12.00	13.00		
				Adult Group Coaching Club (Ski club)	20.00	20.00		90 mins coaching followed by coffee and cake
				Kids Club (group instruction)	8.50	9.00		Saturday Club for 90 mins
				Kids Club block booking of 6 weeks	40.00	40.00	Ensure numbers for staffing	
				Ski Party	10.00	15.00	Including food offer e.g. Hotdog and chips	
				Adult Party / team building event	10.50	12.00	Not including food	
				Junior Party (tubing / toboggan / not ski)	7.50	7.50	No food	
				Junior School Group	66.00	66.00	Group of 12 students	
				Extra person for Group	5.50	5.50	For groups bring more than allocated amount	
				Private Lesson 1 person	35.00	35.00	50mins + 30 min practice	
				Private Lesson 2 people	50.00	50.00	1 hr + practice	
				Private Lesson 3 people	65.00	65.00	1 hr + practice	
				Private Lesson 4 people	80.00	80.00	1 hr + practice	
				Private Lesson 5 people	95.00	95.00	1 hr + practice	
				Private Lesson 6 people	110.00	110.00	1 hr + practice	
				Adaptive Ski session	6.00	7.00	Part of the Ski 4 all group	
				Adaptive ski private lesson	18.00	27.00	To better reflect costs, and other subsidies to clubs / individuals	

APPENDIX C

CHARGING DIGEST - Leisure

2020/21 Actual £	2021/22 Budget £	2022/23 Budget £	Business Unit	Service Provided	2021/22 Charge Levied £	2022/23 Proposed Charge £	Comments
28,226	35,416	36,124		Passport to Ski Lessons (progressive)			
				Under 16 P2S 6 week course	60.00	60.00	
				Over 16 P2S 6 week course	90.00	90.00	
				Private 1-2-1 P2S 6 Week course	180.00	180.00	
				Shop & servicing of equipment			
				Custom foot beds	60.00	60.00	
				Ski Servicing Full	35.00	35.00	
				Ski Servicing basic	25.00	25.00	Popular with people going on ski holiday, hit by covid so held prices
				Footbeds	45.00	45.00	
				Ski & Boot Hire (for club hire)	5.00	5.00	
26,530	107,458	109,607		Slope Hire			
				All day both slopes	600.00	600.00	To support return of groups & clubs
				Slope hire full day	450.00	450.00	
				Slope hire half day	300.00	300.00	
				Slope hire 1 hour	100.00	100.00	
				Cycle Hire			
				2 hours - Adult	8.50	9.00	
				2 hours - Child	5.50	6.00	
				2 Hours Family ticket	N/A	28.00	
				4 hours - Adult	10.50	12.00	
4 hours - Child	7.50	9.00					
4 Hours Family Ticket	N/A	38.00	Family 2 adults and up to 3 children				
1 day - Adult	17.00	18.00					
1 day - Child	11.00	12.00					
1 day Family ticket	N/A	55.00					
Trailer	5.50	6.00					
Tow along - per hr (inc helmet)	5.30	6.00					
Adaptive bikes (2 hours)	6.00	7.00	Carer also has a bike for free.				
Child seats - per hr (inc helmet)	3.80	4.00					
4 Seater bikes	£15.00 per hour	£15.00 per hour	Went up from £10 to £15 last year				
Toboggan							
1 Ride	3.00	3.50	Minimal sales				
10 rides	17.50	20.00	For parties / groups				
3 Rides	6.00	6.50	Main seller				

APPENDIX C

CHARGING DIGEST - Leisure

2020/21 Actual £	2021/22 Budget £	2022/23 Budget £	Business Unit	Service Provided	2021/22 Charge Levied £	2022/23 Proposed Charge £	Comments
			Golf	Pitch and Putt			
				Child, OAP & Unwaged (9 holes)	4.00	4.00	Based on demand
				Child, OAP & Unwaged (additional 9 holes)	2.20	2.20	
				Adult	5.00	5.00	Based on demand
				Adult (additional 9 holes)	3.20	3.20	
				Family Ticket	17.50	17.50	2 adults and up to 3 children
				Disc Golf			Low uptake
				Child, OAP & Unwaged	4.00	4.00	
				Adult	5.00	5.00	
				Family Ticket	17.50	17.50	2 adults and up to 3 children
				Crazy Golf (18 holes)			
				Child, OAP & Unwaged	4.00	4.50	
				Adult	5.00	5.50	
				Family ticket	17.50	20.00	2 adults and up to 3 children

APPENDIX C

CHARGING DIGEST - Leisure

PENDINE OUTDOOR EDUCATION CENTRE (POEC)

2020/21 Actual £	2021/22 Budget £	2022/23 Budget £	Service	2021/22 Charge Levied £				2022/23 Proposed Charge £			
				Schools		Non-Schools		Schools		Non-Schools	
				Carms	Out of County	Groups	Comment	Carms	Out of County	Groups	Comment
3,896	346,017	352,937	Bed and Breakfast	20.00	20.00	>25.00	'All in' packages comprise 50% cost for activity instruction & 50% Food and Board. (*) VAT will only be charged on Food and Board - 50% of total net cost.	20.00	20.00	>26.00	'All in' packages comprise 50% cost for activity instruction & 50% Food and Board. (*) VAT will only be charged on Food and Board - 50% of total net cost.
			Day visit (no food) 2 activities *	>20.00	>25.00	>25.00	'Instructor led activities' are VAT exempt.	>20.00	>26.00	>26.00	'Instructor led activities' are VAT exempt.
			* Mon-Fri lunch "All in"	178.50 (127.50 FSM)	225.00	260.00	Minimum numbers apply Free places for leaders (ratio 1: 12) Reduced rates may be offered under the following circumstances (Signed off by Snr Outdoor Rec Mgr):	184.00 (131.00 FSM)	232.00	269.00	Minimum numbers apply Free places for leaders (ratio 1: 12) Reduced rates may be offered under the following circumstances (Signed off by Snr Outdoor Rec Mgr):
			4 day 'All in'	153.00 (108.00 FSM)	190.00	225.00	• To obtain a first time booking. • To increase out of season bookings. • To encourage customer loyalty. • During periods of lower demand at POEC.	157.50 (111.00 FSM)	196.00	232.00	• To obtain a first time booking. • To increase out of season bookings. • To encourage customer loyalty. • During periods of lower demand at POEC.
			3 day 'All in'	120.00 (86.50 FSM)	153.00	170.00		125.00 (90.00 FSM)	160.00	175.00	
			Fri tea - Sun lunch (no activity)	80.00	92.00	97.00		82.50	95.00	100.00	
			Activities - 1/2 day rate min 8 in group or £72.00	>12.50	>12.50	>20.00		>13.00	>13.00	>22.00	
			Meals	3.50	3.50 child 4.50 adult	4.00 child 5.00 adult		3.50	3.50 child 4.50 adult	4.00 child 5.00 adult	
			Camping	6.00	6.00	6.00		6.00	6.00	6.00	
			Bunkhouse	10.00	10.00	12.00	Min numbers apply / Bring own bedding	10.50	10.50	13.00	Min numbers apply / Bring own bedding
				No VAT	Plus VAT	Plus VAT		No VAT	Plus VAT	Plus VAT	

APPENDIX C

CHARGING DIGEST - Leisure

LEISURE CENTRE CHARGES

2020/21 Actual £	2021/22 Budget £	2022/23 Target £	Product	2021/22 Charge Levied £	2022/23 Proposed charge £	Comment
						Monthly membership prices held until 1st Sept, along with school swim sessions, and specified club hire charges. Classes and facility hires typically 55 mins unless stated
			<u>Health & Fitness</u>			
81,089	1,935,018	1,973,718	Gym Session (Fitness Suite)	6.20	6.40	No time limit
			Junior Gym Session	4.10	4.20	Age 12 and over, accompanied by an adult up to 16
			Adult Activity Session / Fitness Class	6.20	6.40	Classes e.g. aerobics; kettlebells; circuits etc. Same charge for online Pay as you Go class
			Adult Activity Premium Session / Class		7.10	New Product - in preparation for advanced / alternative classes
			Junior Activity Sessions (u16)	4.10	4.20	
			Adult Activity Premium Session / Class		4.70	New Product - in preparation for advanced / alternative classes
			Fitness Test/Programmes	25.00	25.00	Price held as at top of comparable products
			NERS GP Referral scheme sessional charge per visit for 16 week programme.	2.00	2.00	Charge set by WG supported National Exercise Referral Scheme (NERS). Clients encouraged to become full members after 16 week programme.
			NERS & Health-related (e.g. Falls) scheme Direct Debit charge per month (for duration of 16 week programme)		18.00	New product
			Health-related outreach exercise referral session e.g. Falls prevention	3.70	3.80	Community session delivered at various community halls
			<u>Health & Fitness Induction fees</u>			
			Induction assessment for 'Pay as you go' customers (free for persons signing up for Direct Debit)	25.00	25.00	Price held as at top of comparable products

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CHARGING DIGEST - Leisure

LEISURE CENTRE CHARGES

2020/21 Actual £	2021/22 Budget £	2022/23 Target £	Product	2021/22 Charge Levied £	2022/23 Proposed charge £	Comment
			<u>Health & Fitness Memberships</u>			<i>Our membership attrition rate pre-covid was very low at 2.53% - with an industry norm of 4 to 5%</i>
			Actif Household membership with access to bolt-on extras (Gym, classes, swim all times monthly DD)	46.00	47.00	Entitles 2 Adults and up to 4 Children to access unlimited Fitness suite, classes, and public swim sessions. Also suitable for students living in shared accommodation
			Actif Household additional membership monthly DD fee per child / person	6.50	6.70	
			Fusion' Household £365 Membership (Gym, classes, swim all times monthly DD)	41.00	42.00	<i>Not being sold anymore, but still in place for persons who signed up to this deal before it was replaced by Actif Household Membership. Price still live as members on this deal are being retained.</i>
			Platinum - Gym, classes, swim all times monthly DD for individuals	36.00	36.80	
			Corporate Platinum - Gym, classes, swim all times monthly DD for individuals	31.00	31.70	Price per person where businesses can get more than 5 employees to sign up.
			Synrgy Membership monthly DD (access to specified programme)	24.20	24.70	Deleted as available product
			Over 60's & Student Saver Scheme (Gym & Swim, classes)	27.70	28.30	
			Direct Debit Membership for Fitness Room at St Clears LC and Coedcae	24.30	24.80	Smaller rooms and offer compared to main sites
			Actif Anywhere online classes - subscription per member	10.00	10.00	Product introduced by EBM report Sept 2020. Provides a range of live and pre-recorded classes for members.
			Actif Anywhere bolt-on subscription (for existing members on a core DD subscription)	7.50	0.00	Proposal to add 'free' to fitness direct debit memberships

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CHARGING DIGEST - Leisure

LEISURE CENTRE CHARGES

2020/21 Actual £	2021/22 Budget £	2022/23 Target £	Product	2021/22 Charge Levied £	2022/23 Proposed charge £	Comment
			<u>Health & Fitness Administration (joining) fees</u>			
			Administration Fee (for new / re-joining members)	15.00	15.00	These are the administration and joining fees charged to new or re-joining customers. Also apply for Broze (swim only memberships). As a service we sign up circa 200 members per month in normal times (pre covid) i.e. £36k pa for £15 admin fee. Some providers don't charge but have much higher attrition rates. Fee helps with retention where people often freeze their membership rather than cancel to avoid re-join fee
			Household Membership Administration Fee	30.00	30.00	
			<u>Health & Fitness Products</u>			
			Actif Towel	6.40	6.50	Branded hand towel
			Actif RFID Wristband	5.00	5.00	RFID is an electronic system that recognises the member upon entry
			Actif Water Bottle	2.60	2.60	
			Actif RFID Button	2.00	2.00	RFID is an electronic system that recognises the member upon entry
			Actif Membership Card (Replacement)	2.00	2.00	
			Actif Locker Coin Keyring	1.10	1.10	
			Actif Gift Bundle (comprising towel, wristband, water bottle, button and Keyring)	14.50	14.50	
29,111	1,317,396	1,343,744	<u>Swimming</u>			
			Adult Swim Session	5.00	5.10	
			Junior Swim Session	3.00	3.10	
			Family Swim Session (2 adults & 2 children)	13.00	13.30	
			Inflatable Session	4.10	4.20	
			FAST session	6.20	6.40	FAST sessions are targeted coached programmes aimed at the competitive and triathlon sports with the new junior FAST targeting under 16s
			Junior FAST session	4.70	4.80	
			Aquafit	6.20	6.40	

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CHARGING DIGEST - Leisure

LEISURE CENTRE CHARGES

2020/21 Actual £	2021/22 Budget £	2022/23 Target £	Product	2021/22 Charge Levied £	2022/23 Proposed charge £	Comment
			Swimming memberships			
			Bronze - Swim All Times monthly DD adult	25.60	26.20	
			Corporate Bronze - Swim All Times monthly DD	22.60	23.10	Price per person where businesses can get more than 5 employees to sign up.
			Annual Swim	165.00	170.00	For existing members only, not available anymore. Annual one off fee
			FAST membership - charge per month	27.00	27.60	
			Junior FAST membership - charge per month	24.70	25.20	
			<u>Swimming Instruction</u>			
			Bubbles	17.50	17.90	
			Junior / Adult Lessons Stage 1-6 Direct Debit	24.70	25.20	30 minute lesson - prices per month
			Junior / Adult Lessons Stage 7-8 Direct Debit	N/A	27.60	New price category to reflect longer session. 45 minute lesson - prices per month.
			Stage 8 (3 - 4.5 hours)	44.60	45.50	Delivered at club level
			Stage 9 (5 - 8 hours)	52.40	55.00	Delivered at club level
			Stage 10 (8.5 - 10.5 hours)	52.40	60.00	Delivered at club level
			Stage 11-12 (12-13.0 hours)	62.90	64.20	Delivered at club level
			Stage 11-12 (13.5-16.5 hours)	68.10	69.50	Delivered at club level
			Performance Stage (15-20 hours)	78.60	80.20	Delivered at club level
			One to One Lessons (Scheme) - per 30 mins	15.60	16.00	Additional time for swimmers on Learn to Swim scheme
			One to One Lessons (External) - per 30 mins	25.00	25.00	Price held due to alignment with competition
			<u>School Swimming</u>			
			School Swim Session (per child)	2.40	2.45	To be implemented Sept 21, aligned to academic year
			Additional School Swim Instructor recharge	16.40	16.80	An option for schools to add to their school staff capacity if desired/required
			<u>Lifeguard Course</u>			
			Pool Lifeguard Qualification (per course)	286.50	292.30	<i>All sites</i> Charges are tied to the fee structure published by the awarding body RLSS UK
			Automated External Defibrillator Training	52.40	53.50	

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CHARGING DIGEST - Leisure

LEISURE CENTRE CHARGES

2020/21 Actual £	2021/22 Budget £	2022/23 Target £	Product	2021/22 Charge Levied £	2022/23 Proposed charge £	Comment
10,836	575,126	586,629	Health Suite			
			Sauna (per 55 min session)	7.60	7.80	
			Health Suite & Swim session	8.20	8.40	
			Health Suite & Gym	9.30	9.50	
			*Facility Hire: Wet-side			<i>20% discount applies for clubs block booking 10 or more sessions</i>
			Main Swimming Pool per Lane	12.40	12.70	£10 at Llandovery as shorter 20m lane rather than 25m
			Main Swimming Pool (1 lifeguard) per 55mins - Carmarthen LC	99.20	101.60	25m x 8 Lane pool (calculated by lane cost x number of lanes)
			Main Swimming Pool (1 lifeguard) per 55mins - Llanelli LC	74.40	76.20	25m x 6 Lane Pool
			Main Swimming Pool (1 lifeguard) per 55mins - AVLC	62.00	63.50	25m x 5 Lane Pool
			Main Swimming Pool (1 lifeguard) per 55mins - Llandovery Pool	40.00	40.80	20m x 4 Lane Pool
			Small Swimming Pool (1 lifeguard) per 55mins	37.20	38.00	At CLC; AVLC; LLC
			Small Swimming Pool (1 lifeguard) per 55mins	29.90	30.50	Llandovery (smaller pool)
			*Facility Hire: Dry-side			<i>20% discount applies for clubs block booking 10 or more sessions</i>
			Indoors			
			Sports Hall - Full per 55 mins	47.50	48.50	CLC / NCELCLC / LLC (Half of double hall); AVLC
			St Clears Sports Hall - Full per 55 mins	37.50	38.30	Smaller sportshall
			Llanelli LC Double Sports Hall	95.00	97.00	
			Llandovery LC Small Hall	25.00	25.50	
			Small Hall/Dance Studio	37.50	38.30	Including CLC Judo Hall
			Conference room (All day)	140.00	140.00	Price held due to limited business
			Conference room Morning/Afternoon/ Evening	76.00	84.00	Price aligned to 60% of full day, as per other facilities
			Multipurpose / Function / Activity Room	24.60	25.10	Reduced by 10% for each additional hour booked - New offer*
			Spin Studio - with instructor		75.00	New Product
			Spin Studio - without instructor		50.00	New Product
			Short Tennis / Badminton / Tennis - per court, 55 mins	9.60	9.80	
			Squash / Table Tennis - per court, per 40 mins	7.20	7.40	

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CHARGING DIGEST - Leisure

LEISURE CENTRE CHARGES

2020/21 Actual £	2021/22 Budget £	2022/23 Target £	Product	2021/22 Charge Levied £	2022/23 Proposed charge £	Comment
			Outdoor - Athletics Track			<i>20% discount applies for clubs block booking 10 or more sessions</i>
			Athletic Track (club - per hr)	61.40	62.70	Equates to £49.12 per/hr for block bookings. General charge comparable with similar facilities across Wales and UK and reflective of facilities/services whilst considering sustainability of main hirer(s) i.e. club income via membership base and charge per person per session.
			Athletic Track (per person per hr usage)	6.20	6.40	For individual bookings
			Athletic Track Steward (1 Hour)	16.40	16.80	An option for bookees to add to their club/school/org capacity if desired/required. Primarily to support athletics
			Athletic Track Steward (Half Hour)	8.20	8.40	
			1/2 day hire of track (4 hrs): Standard hire charge	176.00	250.80	Previous cost was based on cost pre refurb (6 lanes, etc). Standard charge for 4 hrs at full cost would be (2022/23) £250.80.
			1/2 day hire of track (4 hrs): NGB / Club / HE&FE		225.80	10% discount off standard charge
			1/2 day hire of track (4 hrs): Schools		189.00	25% discount off standard charge
			Full day hire of track (8hrs): NGB / Club / HE&FE	293.00	501.60	Previous cost was based on cost pre refurb (6 lanes, etc). Standard charge for 4 hrs at full cost would be (2022/23) £250.80.
			Full day hire of track (8hrs): NGB / Club / HE&FE		452.00	10% discount off standard charge
			Full day hire of track (8hrs): NGB / Club / HE&FE		377.00	25% discount off standard charge
			Outdoor - Grass Football pitch			<i>20% discount applies for clubs block booking 10 or more sessions</i>
			Football pitch - middle of track	38.90	39.70	CLC

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LEISURE CENTRE CHARGES

2020/21 Actual £	2021/22 Budget £	2022/23 Target £	Product	2021/22 Charge Levied £	2022/23 Proposed charge £	Comment
			Outdoor - All Weather pitches			<i>20% discount applies for clubs block booking 10 or more sessions</i>
			All weather pitch - full size 2G (Carmarthen, Amman Valley)	61.40	62.70	2G pitch is sand filled and suitable for Hockey and Soccer training (and junior Soccer matches only)
			Half Pitch 2G All Weather pitch	36.90	37.70	
			All Weather pitch - small 2G Llanelli LC	25.30	25.90	Smaller than half pitch dimensions
			Full Red Gravel Pitch (without lights)	38.90	39.70	Aligned to half 2G
			Half Red Gravel Pitch (without lights)	23.30	23.80	Aligned to 60% of full hire
			All weather pitch - full size 3G (Penrhos School, Llanelli. Also proposed at Amman Valley LC)	80.50	82.20	3G pitch is suitable for contact sports such as Rugby and Soccer matches. Higher costs to maintain, licence and replace, plus charges in line with other comparable 3G pitches, e.g. Coleg Sir Gar
			Half Pitch 3G All Weather pitch	48.30	49.40	Popular with teams sharing facilities for Winter training. 60% of full
			Match hire - for 3G	96.50	98.70	Agreed with local football leagues to support completion of fixtures due to waterlogged pitches etc, whilst trying to keep charge affordable when compared with normal match fees. Normally weekend slots. 120% of one hour charge
			Outdoor - Courts and Multi Use Games Areas (MUGA)			<i>20% discount applies for clubs block booking 10 or more sessions</i>
			Outside Netball Court, per 55 min and MUGA 55Mins	18.20	18.60	
			Tennis - per court, 55 mins	9.60	9.80	
			Outdoor - Changing Rooms			
			Changing Facilities	22.00	22.50	
			Changing Facilities (per person)	3.00	3.10	
			<u>Children's Parties</u>			
			Birthday Party Per Child	10.50	10.80	Minimum of 10 children for dryside & minimum of 15 children wetside
			Themed Party - no food		7.95	New Product. Approx 2 hrs
			Themed Party - with food		9.95	New Product. Approx 2 hrs

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LEISURE CENTRE CHARGES

2020/21 Actual £	2021/22 Budget £	2022/23 Target £	Product	2021/22 Charge Levied £	2022/23 Proposed charge £	Comment
			<u>Leisure Saver Scheme</u>			
			Actif Saver Card (12 months)	15.00	15.50	Annual fee which then gives 10% discount on paid activity at all times.
			Actif Super Saver Card - Benefits (12 Months)	15.00	15.50	Annual fee which gives 40% discount off-peak and 10% at all other times (Concession applies for Students; 50+; and those on benefits)
			7 day leisure centre membership - Adult	18.60	19.20	Price based on 3 x fitness session cost
			7 day leisure centre membership - Child (<18)	9.00	9.30	Price based on 3 x jnr swim
			7 day leisure centre membership - Family (up to 2 adults and 2 children)	27.60	28.50	Price based on one adult plus one chld pass
			<u>Equipment Hire Charges</u>			
			Squash Racket Hire	3.20	3.30	
			Badminton Racket Hire	3.20	3.30	
			Short Tennis Racket	3.20	3.30	
			Table Tennis Bat Hire	3.20	3.30	
			Tennis Racket Hire	3.20	3.30	
			Football Hire	3.20	3.30	
			<u>Children's Instructed Sessions</u>			
			Junior Activity Session	4.10	4.20	Multi sports, soccer, netball etc
			Direct Debit 'Active Young People' sessions	16.40	16.80	Monthly charge for Junior activity sessions for sports based activities and dry-side coached courses
			<u>Softplay Adventure Area</u>			
			Play Zone (per 55 mins) under 3 year olds	2.30	2.40	
			Play Zone (per 55 mins) 3 year olds and over	3.90	4.00	Play centre at Carmarthen Leisure Centre

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CHARGING DIGEST - Leisure

LEISURE CENTRE CHARGES

2020/21 Actual £	2021/22 Budget £	2022/23 Target £	Product	2021/22 Charge Levied £	2022/23 Proposed charge £	Comment
			<u>Holiday Activity Programmes</u>			
			Half Day	10.80	13.20	Without food. Aligned to 60% of full day cost
			Half Day		17.30	New product. With lunch. Lunch @ £4.10 added
			Full Day	25.60	26.10	With lunch
			Weekly	115.20	117.50	With lunch
			Full Day	21.50	22.00	Without food
			Weekly	96.75	99.00	Without food
			Lunch - where added to product		4.10	New product
			Additonal food (e.g. breakfast / tea)		2.00	New product

Note on Facility Hire: Where a customer applies to hire a facility on a commercial basis, the cost can be charged at up to 2.5 times that of the normal hire rate. Charitable organisations may apply for up to 50% reduction for fundraising events, as can partners such as health, education, etc. This will require approval by the Sport & Leisure Management Team, and will be minuted and consistent.

Due to the commercial market that Sport & Leisure facilities operate within, it will be necessary to set offers at relevant times in the year and set 'bolt-on' options to allow customers that purchase selected combinations of products pre-set discounts. Where this is the case, this will require approval by the Head of Service and Sport & Leisure Management Team. Will be minuted and consistent.

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CHARGING DIGEST - Leisure

ACTIF COMMUNITY SPORT CHARGES

2020/21 Actual £	2021/22 Budget £	2022/23 Budget £		2021/22 Charge Levied £	2022/23 Proposed charge £	Comment
2,371	124,641	127,134	<u>Actif Anywhere (digital platform)</u>			
			Small School/Venue Annual Fee	365.00	365.00	Pupil numbers aligned to Education classification
			Medium School/Venue Annual Fee	438.00	438.00	Pupil numbers aligned to Education classification
			Large School/Venue Annual Fee	525.60	525.60	Pupil numbers aligned to Education classification
			Independent Living Centre Annual Fee	TBC	TBC	Ongoing dialogue
			Care Home Annual Fee	TBC	TBC	
			Bespoke session	TBC	TBC	Ongoing dialogue
			<u>Hire of activity provision to partners</u>			
			Activity Coach p/h	22.50	23.00	
			Programme Management p/h	30.00	30.60	
			<u>Community Activity Sessions</u>			
			Introductory price for 'Actif Communities Team' led programmes (up to 16 weeks)	2.00	2.10	Approx 1 hr
			Coach-led session in the community	3.70	3.80	Approx 1 hr

Note on Facility Hire: Where a customer applies to hire a facility on a commercial basis, the cost can be charged at up to 2.5 times that of the normal hire rate. Charitable organisations may apply for up to 50% reduction for fundraising events, as can partners such as health, education, etc. This will require approval by the Sport & Leisure Management Team, and will be minuted and consistent.

Due to the commercial market that Sport & Leisure facilities operate within, it will be necessary to set offers at relevant times in the year and set 'bolt-on' options to allow customers that purchase selected combinations of products pre-set discounts. Where this is the case, this will require approval by the Head of Leisure Sport & Leisure Management Team. Will be minuted and consistent.

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CHARGING DIGEST - Leisure

THEATRES AND ARTS VENUES

2020/21 Actual £	2021/22 Budget £	2022/23 Budget £	Business Unit	Service Provided	2021/22 Charge Levied £	2022/23 Proposed Charge £	Comments	
24,003	258,829	264,006	THEATRES					<p><i>New charges proposed for 2022/23 include new tiered hourly rates to incentivise hirers to be more efficient with hours, and to keep within a maximum working week of 48 hours (which supports the Theatre's Annualised hours working protocol). New prices have been tested, and hire costs can be balanced as long as hirers are willing to reduce excessive hours. Income from commercial hires (at full rates) subsidise community & amateur hirers. Charges proposed with sensitivity and knowledge of market to ensure sustainability of users.</i></p>
			Lyric	Hire of Venue				
			Main House	Daily Rate: Performances	1,070.00 (5 hours)	190.00 / hour	Minimum 4 hours, Maximum 10 hours. Inclusive of 3 technical staff, Box Office Staff, FoH and Bar staff in line with scale of the event, basic lighting and basic sound, get-in and get-out and dressing rooms. 30% discount for community, amateur and not for profit groups.	
				Daily Rate: Performances Overrun Hours	67.00 (per hour up to 10 hours)	380.00 / hour	Now charged over 10 hours	
				Weekly Rate: Performances	4,400.00	4,000.00	Inclusive of 3 technical staff up to 40 hours, Box Office Staff, FoH and Bar staff, basic lighting and basic sound, get-in and get-out and dressing rooms. 30% discount for community & amateur groups.	
				Weekly Rate: Performances Additional Hours	N/A	285.00 / hour	For first 8 hours (new)	
				Weekly rate: Performances Overrun Hours	N/A	475.00 / hour	Over 48 hours (new)	
				Daily Rate: Fit-ups and Rehearsals:	600.00 (4 hours)	80.00 / hour	Minimum 4 hours, maximum 10 hours. Inclusive of 3 technical staff, basic lighting and basic sound, get-in and get-out and dressing rooms (No FoH/Bar staff). Streamlined costs which are standardised across the venues. 30% discount for community, amateur and not for profit groups.	
	Daily Rate: Fit-ups and Rehearsals: Overrun Hours	40.00 (per hour up to 10 hours)	160.00 / hour	Now charged over 10 hours				

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CHARGING DIGEST - Leisure

THEATRES AND ARTS VENUES

2020/21 Actual £	2021/22 Budget £	2022/23 Budget £	Business Unit	Service Provided	2021/22 Charge Levied £	2022/23 Proposed Charge £	Comments	
			Conferences	Weekly Rate: Fit-ups and Rehearsals	N/A	3,200.00	Up to 40 hours (new)	
				Weekly Rate: Fit-ups and Rehearsals Additional Hours	N/A	120.00 / hour	For first 8 hours (new)	
				Weekly Rate: Fit-ups and Rehearsals Overrun Hours	N/A	200.00 / hour	Over 48 hours (new)	
				Conferences	530.00	530.00	Minimum 4 hours. Includes projector, furniture, basic sound, basic lighting and technician/FoH staff. CCC departments qualify for 20% discount. Now includes live stream package.	
				Classes & Workshops	Conferences: Additional hours per hour	115.00	115.00	
					Studio Hire Daytimes per hour	15.50	15.50	
					Studio Hire evenings & weekends per hour	25.50	25.50	
17,807	405,299	413,405	Y Ffwrnes	Hire of Venue				
			Main House	Daily Rate: Performances Main Hous	1,070.00 (5 Hours)	215.00 / hour	Minimum 4 hours, Maximum 10 hours. inclusive of 3 technical staff, Box Office Staff, FoH and Bar staff in line with scale of the event, basic lighting and basic sound, get-in and get-out and dressing rooms. 30% discount for community, amateur and not for profit groups.	
				Daily Rate: Performances Overrun Hours	67.00 (per hour up to 10 hours)	430.00 / hour	Now charged over 10 hours	
				Weekly Rate: Performances	4,400.00	4,400.00	Inclusive of 3 technical staff up to 40 hours, Box Office Staff, FoH and Bar staff, basic lighting and basic sound, get-in and get-out and dressing rooms. 30% discount for community & amateur groups.	
				Weekly Rate: Performance Additional Hours	N/A	322.50 / hour	For first 8 hours (new)	
				Weekly Rate: Performances Overrun Hours	N/A	537.50 / hour	Over 48 hours (new)	

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THEATRES AND ARTS VENUES

2020/21 Actual £	2021/22 Budget £	2022/23 Budget £	Business Unit	Service Provided	2021/22 Charge Levied £	2022/23 Proposed Charge £	Comments
			Stiwdio Stepni	Daily Rate: Fit-ups & rehearsals	600.00 (4 hours)	80.00 / hour	Minimum 4 hours, Maximum 10 hours. Inclusive of 3 technical staff, basic lighting and basic sound, get-in and get-out and dressing rooms (No FoH/Bar staff). Streamlined costs which are standardised across the venues. 30% discount for community, amateur and not for profit groups.
				Daily Rate Fit-ups and Rehearsals: OverrunHours	40.00 (per hour up to 10 hours)	160.00 / hour	Now charged over 10 hours
				Weekly Rate: Fit-ups and Rehearsals	N/A	3,200.00	Up to 40 hours (new)
				Weekly Rate: Fit-ups and Rehearsals Additional Hours	N/A	120.00 / hour	For first 8 hours (new)
				Weekly Rate: Fit-ups and Rehearsals Overrun Hours	N/A	200.00 / hour	Over 48 hours (new)
				Daily Rate: Performances	530.00 (5 hours)	90.00 / hour	Minimum 4 hours, Maximum 10 hours. Inclusive of 1 technical staff, Box Office Staff, FoH and Bar staff in line with scale of the event, basic lighting and basic sound, get-in and get-out and dressing rooms. 30% discount for community, amateur and not for profit groups.
				Daily Rate: Performance Overrun Hours	67.00 (per hour up to 10 hours)	180.00 / hour	Now charged over 10 hours
				Weekly rate: Performances	1,750.00	1,750.00	Hire charge is inclusive of 1 technical staff up to 40 hours, Box Office Staff, FoH and Bar staff, basic lighting and basic sound, get-in and get-out and dressing rooms. 30% discount for community & amateur groups.
				Weekly Rate: Performances Additional Hours	N/A	135.00 / hour	For first 8 hours (new)
				Weekly rate: Performances Overrun Hours	N/A	225.00 / hour	Over 48 hours (new)
			Daily Rate: Fit-ups and Rehearsals	280.00 (4 hours)	30.00 / hour	Minimum 4 hours, Maximum 10 hours. Inclusive of 1 technical staff, basic lighting and basic sound, get-in and get-out and dressing rooms (No FoH/Bar staff). 30% discount for community, amateur and not for profit groups.	

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THEATRES AND ARTS VENUES

2020/21 Actual £	2021/22 Budget £	2022/23 Budget £	Business Unit	Service Provided	2021/22 Charge Levied £	2022/23 Proposed Charge £	Comments
			Conferences	Daily Rate: Fit-ups and Rehearsals Overrun Hours	40.00 (per hour up to 10 hours)	60.00 /hour	Now charged over 10 hours
				Weekly Rate: Fit-ups and Rehearsals	N/A	1,200.00	Up to 40 hours (new)
				Weekly Rate: Fit-ups and Rehearsals Additional Hours	N/A	45.00 / hour	For first 8 hours (new)
				Weekly Rate: Fit-ups and Rehearsals Overrun Hours	N/A	75.00 / hour	Over 48 hours (new)
				Main House Conferences	530.00	530.00	Minimum 4 hours. Includes projector, furniture, basic sound, basic lighting and technician/FoH staff. CCC departments qualify for 20% discount. Now includes Live Stream Package.
				Main House Conferences: Additional hours per hour	115.00	115.00	
				Studio & Crochan Conferences	215.00	215.00	Minimum 4 hours. Includes projector, furniture, basic sound, basic lighting and technician/FoH staff. CCC departments qualify for 20% discount. Now includes Live Stream Package.
				Studio & Crochan Conferences: Additional hours per hour	53.00	53.00	
			Classes & Workshops	Studio & Crochan Workshops - Daytimes	15.50	15.50	
				Studio & Crochan Workshops - evenings & weekends per hour	25.50	25.50	
106	18,125	18,488	Miner's Theatre	Monday to Sunday			
			Performances	Daily Rate: Performances	360.00 (5 hours)	62.00 / hour	Minimum 4 hours, Maximum 10 hours. Inclusive of 1 technical staff, Box Office Staff, FoH and Bar staff in line with scale of the event, basic lighting and basic sound, get-in and get-out and dressing rooms. 30% discount for community, amateur and not for profit groups.
				Daily Rate: Overrun Hours	33.00 (per hour up to 10 hours)	124.00 / hour	Now charged over 10 hours

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CHARGING DIGEST - Leisure

THEATRES AND ARTS VENUES

2020/21 Actual £	2021/22 Budget £	2022/23 Budget £	Business Unit	Service Provided	2021/22 Charge Levied £	2022/23 Proposed Charge £	Comments
				Weekly Rate: Performances	1,470.00	1,300.00	Hire charge is inclusive of 1 technical staff up to 40 hours, Box Office Staff, FoH and Bar staff, basic lighting and basic sound, get-in and get-out and dressing rooms. 30% discount for community & amateur groups.
				Weekly Rate: Performances Additional Hours	N/A	285.00 / hour	For first 8 hours (new)
				Weekly rate: Performances Overrun Hours	N/A	475.00 / hour	Over 48 hours (new)
				Daily Rate: Fit-ups & rehearsals	200.00 (4 hours)	25.50 / hour	Minimum 4 hours, maximum 10 hours. Inclusive of 1 technical staff, basic lighting and basic sound, get-in and get-out and dressing rooms (No FoH/Bar staff). 30% discount for community, amateur and not for profit groups.
				Daily Rate: Fit-ups & rehearsals Overrun Hours	20.00 (per hour up to 10 hours)	51.00 / hour	Now charged over 10 hours
				Weekly Rate: Fit-ups and Rehearsals	N/A	1,020.00	Up to 40 hours (new)
				Weekly Rate: Fit-ups and Rehearsals Additional Hours	N/A	38.25 / hour	For first 8 hours (new)
				Weekly Rate: Fit-ups and Rehearsals Overrun Hours	N/A	63.75 / hour	Over 48 hours (new)
			Classes & Workshops	Workshops Hire Daytimes per hour	15.50	15.50	
				Workshops Hire evenings & weekends per hour	25.50	25.50	
2,188	148,219	151,183	All Theatres				
			Misc Resources	Box Office Commission	5%	5%	Charged on the net box office takings for performances under hire contracts
				PRS	Recharged to applicable tariff	Recharged to applicable tariff	Performing Rights Society recharge - tariffs varies according to type of show. Charged on the net box office takings

APPENDIX C

CHARGING DIGEST - Leisure

THEATRES AND ARTS VENUES

2020/21 Actual £	2021/22 Budget £	2022/23 Budget £	Business Unit	Service Provided	2021/22 Charge Levied £	2022/23 Proposed Charge £	Comments
				Credit Card Commission	2%	2%	Charged on the net box office takings
				Tickets for Performances & Events	Price set according to individual contracts, taking into account factors such as venue capacity/artist fee/likely demand/time of year etc	Price set according to individual contracts, taking into account factors such as venue capacity/artist fee/likely demand/time of year etc	Tickets prices set in accordance with programming strategy, and with sensitivity and knowledge of market and local audiences. Occasional special initiatives (such as 'Pay What you Decide' or discounted/free tickets offered to specific community groups, offered to incentivise and develop or diversify audiences, and to be determined in line with audience development plans.
				Additional discounts on hire charges for specific initiatives	Management discretion (more than one officer to agree)	Management discretion (more than one officer to agree)	Occasional special initiatives such as discounted/free venue hire offered to specific community groups, offered to incentivise and develop local community engagement and support, and to be determined in line with audience development plans.
				Loyalty Card Scheme	5%	5%	5% bonus to Individual TSG Loyalty Card Holders (Agency Ticket sales are precluded from the Individual TSG Loyalty Card Scheme). Sales by registered Ticket Agents not applicable and are subject to negotiation.
				Bank Holiday rates	Double rate	Double rate	All venue hire including performances, fit-ups and rehearsals, and additional hours, but excluding weekly hires.
				Overrun charges per hour	200.00	Now listed under additional charges and overrun charges	Additional Hours and Overrun hours intended to discourage excessive hours, and to support a maximum working week of 48 hours (as per Theatres annualised hours protocol).
				Marketing services recharges	By quotation + 15%	By quotation + 15%	e.g. radio or print advertising, e-mail or social media campaigns etc.
				Technical services & equipment recharges/ contracted hire	By quotation + 15%	By quotation + 15%	e.g. piano tuning, special effects, technical equipment, additional technical staff.
				Kiosk & Bar	Mark up to RRP	Mark up to RRP	

APPENDIX C

CHARGING DIGEST - Leisure

THEATRES AND ARTS VENUES

2020/21 Actual £	2021/22 Budget £	2022/23 Budget £	Business Unit	Service Provided	2021/22 Charge Levied £	2022/23 Proposed Charge £	Comments	
0	40,257	41,062	Dylan Thomas Boathouse	Entrance Fees				
				Entry Charges				
				Adults	5.25	5.50		
				Concessionary	4.25	4.50		
				Children (7 - 16)	2.50	2.50		
				Parties of 5 or more	10% discount	10% discount		
				Family Ticket (2 adults & 2 children)	13.50	13.50		
				Educational Party Visits. Winter months only	Free	Free		
				Access to Writing Shed to the Public during Peak holiday periods. Photography allowed.	30.00 - 90.00	30.00 - 90.00		Minimum charge £30, access to be arranged
				Tickets for Events	Price set taking into account factors such as venue capacity/ artist fee/likely demand/time of year etc	Price set taking into account factors such as venue capacity/ artist fee/likely demand/time of year etc		Management discretion delegated
			Facility Hire					
			Access to the Writing Shed By professional Companies/individuals	90.00 per hour, 45.00 for amateur groups/individ.	90.00 per hour, 45.00 for amateur groups/individ.		Access hours by negotiation	
			Per hour - Access for to the Boathouse for profit making filming & photography	130.00 per hour	130.00 per hour		Access hours by negotiation	
			Per hour - Facility fees for private hire for functions/events (out of normal hrs)	£250 up to 3 hours and £50 per hour thereafter	£250 up to 3 hours and £50 per hour thereafter		Potentially available as a wedding venue. TBC. Facility hire at management discretion.	
424	28,356	28,923		Bookshop	Mark up to RRP	Mark up to RRP	30% mark up	
2,064	45,593	46,505		Tearoom	Prices vary according to menu. Target 3 x wholesale costs	Prices vary according to menu. Target 3 x wholesale costs		

APPENDIX C

CHARGING DIGEST - Leisure

THEATRES AND ARTS VENUES

2020/21 Actual £	2021/22 Budget £	2022/23 Budget £	Business Unit	Service Provided	2021/22 Charge Levied £	2022/23 Proposed Charge £	Comments
5,025	17,007	17,347	Oriel Myrddin	Retail Area	30%	30%	Retail mark-up at discretion of Manager with view to maximising profit whenever possible
				Exhibitions originated by gallery and made available to tour elsewhere	500.00	1000.00	
				Tickets for Events	45.00 - 250.00	45.00 - 250.00	No change
0	150	153		Hire of Studio			
				Room hire /hr or part			
				Room hire /session, morning, afternoon or evening	25.00	25.00	No change
				Room hire all day	40.00	40.00	
				Gallery Hire Evening 5pm -9pm (include one member of Staff)			Managers discretion
				Deposit on Gallery hire			
				School Artist Workshop Residencies			This can vary depending on the nature of the supporting external grant
			Formal education visits to gallery (schools & colleges)	up to 10 students 30.00	up to 10 students 30.00		
			Gallery led workshops for schools	11-20 students 60.00 21-25 students 75.00	11-20 students 60.00 21-25 students 75.00	No change No change	
6,898	26,900	27,438	Exhibitions & work on sale commissions			These will be taken to the Trustees for comment and any changes they may decide	
			Grant Aided Exhibitions				
			Exhibited work	30%	30%		
			Gallery open workshops - Adults	half day 45.00 whole day 60.00 - 100.00 weekend 100.00 w/s series 250.00	half day 45.00 whole day 60.00 - 100.00 weekend 100.00 w/s series 250.00	Dependent on who delivers, outcome materials etc. No change No change	
			Gallery open workshops - Children	5.00 - 35.00	5.00 - 35.00	Dependent on who delivers, outcome materials etc.	
			Lectures	2.00 - 5.00	2.00 - 5.00	Suggested donations to the gallery are increasing	

APPENDIX C

CHARGING DIGEST - Leisure

THEATRES AND ARTS VENUES

2020/21 Actual £	2021/22 Budget £	2022/23 Budget £	Business Unit	Service Provided	2021/22 Charge Levied £	2022/23 Proposed Charge £	Comments
41	14,110	14,392	Carmarthenshire Centre for Crafts - Y Gat / The Gate	Studio Hire			
				Large Units	130.00	135.00	Option for Management Discretion (2 officers to agree)
				Small Units	75.00	80.00	Option for Management Discretion (2 officers to agree)
				Meeting Room Hire Community 'not for profit' organisations			
				Weekdays			
				Per hour in the day	18.00	18.00	Option for Management Discretion (2 officers to agree)
				Per hour in the evening	25.00	25.00	
				Session of up to 4 hours	40.00	40.00	
				Full day	75.00	75.00	
				Weekends			
				Per hour in the day	25.00	25.00	Option for Management Discretion (2 officers to agree)
				Per hour in the evening			
				Session of up to 4 hours	50.00	50.00	Option for Management Discretion (2 officers to agree)
				Full day	80.00	80.00	Option for Management Discretion (2 officers to agree)
				Meeting Room Hire Commercial Users			
				Weekdays			
				Per hour in the day	25.00	25.50	
				Per hour in the evening	35.00	35.75	
				Session of up to 4 hours	55.00	56.00	
				Full day	85.00	87.00	
				Weekends			
				Per hour in the day	40.00	40.00	
			Per hour in the evening				
			Session of up to 4 hours	75.00	75.00		
			Full day	95.00	95.00		
			Kiln Firing		20.00		

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CHARGING DIGEST - Leisure

THEATRES AND ARTS VENUES

2020/21 Actual £	2021/22 Budget £	2022/23 Budget £	Business Unit	Service Provided	2021/22 Charge Levied £	2022/23 Proposed Charge £	Comments
266	0	0		Tea Room	N/A	N/A	Café Closed due to potential impact on similar businesses nearby.
10,618	23,506	23,976		Retail Area	Bought in stock. Mark up to RRP Exhibited work at sale or return 30% + VAT	Bought in stock. Mark up to RRP Exhibited work at sale or return 30% + VAT	Also at Management discretion (2 officers to agree)
				Tickets for Events	Price set taking into account factors such as venue capacity/ artist fee/likely demand/time of year etc	Price set taking into account factors such as venue capacity/ artist fee/likely demand/time of year etc	Also at Management discretion (2 officers to agree)

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CHARGING DIGEST - Leisure

ARCHIVES, LIBRARIES & MUSEUMS

2020/21 Actual £	2021/22 Budget £	2022/23 Budget £	Business Unit	Service Provided	2021/22 Charge Levied £	2022/23 Proposed Charge £	Comments
19,889	3,054	3,115	Archives	Photographic Permits 1 day 1 week 1 year Use of tripod (day rate)	7.00 20.00 100.00 10.00	7.20 20.40 102.00 10.20	
				Reproduction in Publications Price per image	30.00	30.60	
				Bespoke Research Fees 1 hour min. & 2 hours max. per request 1 hour minimum & 2 hours maximum	35.00	35.70	
				Official Letter Official Letter / Letter of Certification	8.00	8.20	
				Filming on Premises. Hourly rate (minimum 1 hour)	55.00	57.00	
				Television. Welsh / Regional broadcast up to 10 years British broadcast up to 10 years Reproduction worldwide up to 10 years Web use of images Web use - Online digital streaming services	100.00 150.00 170.00 60.00 200.00	102.00 153.00 173.00 61.00 205.00	
				Stationery Pencils	0.40	0.40	
				Photocopying Black & White A4 Black & White A3 Coloured A4 Coloured A3	0.60 0.70 0.80 0.90	0.60 0.70 0.80 0.90	

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CHARGING DIGEST - Leisure

ARCHIVES, LIBRARIES & MUSEUMS

2020/21 Actual £	2021/22 Budget £	2022/23 Budget £	Business Unit	Service Provided	2021/22 Charge Levied £	2022/23 Proposed Charge £	Comments
				Scanned Copies			
				Printed on A4 plain paper	0.60	0.60	
				Printed on A3 plain paper	0.70	0.70	
				Scanned copy saved to CD for 1	3.00	3.10	
				Scanned copy saved to CD for 2 - 5	5.00	5.10	
				Scanned copy saved to CD for 6 - 10 (Max.)	10.00	10.20	
				Digital Copies - Sent by email			
				Jpeg file type for 1	2.00	2.10	
				Jpeg file type for 2 - 5	4.00	4.10	
				Jpeg file type for 6 - 10 (Max.)	8.00	8.20	
				Group Visits			
				Group visit per session (20 people maximum)	10.00	10.20	
236	2,422	2,470	Library Service	Lending Fees			
				DVDs/Videos	2.00	2.00	No change as to encourage higher usage
				DVD Box sets	2.00	2.00	No change as to encourage higher usage
				CDs/Cassettes	1.00	1.00	No change as to encourage higher usage/gradually to be phased out
				Reservation Charges			
				Items not in stock	4.00 per item	4.00 per item	No change as to encourage higher usage
3,656	48,644	49,617		Lettings Fees			
				per hour	15.00	15.00	No change/ in line with other providers
				per 2.5 - 4 hr session	38.00	38.00	No change/ in line with other providers
				per day 9am to 4:30pm	68.00	68.00	No change/ in line with other providers
				evening 5pm to 10pm	100.00	100.00	No change/ in line with other providers
				weekly rate for exhibitions	30% commission fee on any sales during the exhibition	30% commission fee on any sales during the exhibition	No change

APPENDIX C

CHARGING DIGEST - Leisure

ARCHIVES, LIBRARIES & MUSEUMS

2020/21 Actual £	2021/22 Budget £	2022/23 Budget £	Business Unit	Service Provided	2021/22 Charge Levied £	2022/23 Proposed Charge £	Comments
74	13,672	13,945		Gallery/Room Hire per week incl. public performance	250.00 for non profit making organisation, 350.00 for profit making organisation	250.00 for non profit making organisation, 350.00 for profit making organisation	No change
				Projector hire	10.00 per hire session	10.00 per hire session	No change
				Fines	20p per day up to a maximum of £10 per item (adults only)	20p per day up to a maximum of £10 per item (adults only)	No change/being phased out by other authorities
				DVD's	1.00 per day up to a maximum of 10.00 per item	1.00 per day up to a maximum of 10.00 per item	No change
865	12,575	12,827		Photocopying			
				Black & White A4	0.20	0.25	5p increase per copy
				Black & White A3	0.30	0.35	5p increase per copy
				Coloured A4	0.70	0.75	5p increase per copy
				Coloured A3	1.20	1.25	5p increase per copy
				Scanning	1.00 per copy	1.20 per sheet	20p increase per copy
				Bespoke Research Fees			
				Private	30.00 per hour	35.00 per hour	£5 increase in line with other providers
				Commercial	45.00 per hour	50.00 per hour	£5 increase in line with other providers
				Family history training sessions	15.00 per hour	15.00 per hour	No change
Local history enquiries e.g newspaper searches, census searches	5.00 per half an hour (under 30 mins - no charge, Over 30mins to a maximum of 2 hours charged at 5.00 per half hour)	7.50 per half an hour (under 30 mins - no charge, Over 30mins to a maximum of 2 hours charged at 7.50 per half hour)	£2.50 increase in line with other providers				

APPENDIX C

CHARGING DIGEST - Leisure

ARCHIVES, LIBRARIES & MUSEUMS

2020/21 Actual £	2021/22 Budget £	2022/23 Budget £	Business Unit	Service Provided	2021/22 Charge Levied £	2022/23 Proposed Charge £	Comments
				Makerspace room hire fees			
				per hour	15.00	15.00	Includes equipment as part of hire
				per 2.5 - 4 hr session	38.00	38.00	Includes equipment as part of hire
				per day 9am to 4:30pm	68.00	68.00	Includes equipment as part of hire
				evening 5pm to 10pm	100.00	100.00	Includes equipment as part of hire
				Weekly rate non-profit organisations	250.00	250.00	Includes equipment as part of hire
				Weekly rate profit making organisation	350.00	350.00	Includes equipment as part of hire
				Makerspace equipment hire per session			
				Green screen	10.00	15.00	VFM
				Recording Equipment	10.00	15.00	VFM
				Projector	10.00	10.00	No change
				Sewing Machine	10.00	10.00	No change
				Instruction Fees (1st induction free)			
				Staff led	30.00	30.00	No change/new to service
				Commercial	45.00	45.00	No change
				3D printing charges			
				3D printing per minute	1.00	1.00	No change
0	17,224	17,568	Museums	Museum of Land Speed			
				Admissions			Museum closed until Summer 2022. Phase 1 pricing consultation (Baker Richards 2020) recommended dynamic pricing model to reflect seasonality and a new service provision. Phase 2 (Dec 21-Mar 22) financial planning consultant to be appointed to develop detailed cost and income analysis from which charges will be recommended.
481	34,891	33,296	Venue Hire	Museum of Land Speed			
				Multifunction Room			As above. Standard hire charge to be confirmed with option for discounted charges for small community organisations and premium charges commercial events.

APPENDIX C

CHARGING DIGEST - Leisure

ARCHIVES, LIBRARIES & MUSEUMS

2020/21 Actual £	2021/22 Budget £	2022/23 Budget £	Business Unit	Service Provided	2021/22 Charge Levied £	2022/23 Proposed Charge £	Comments
				Carmarthenshire Museum			
				Bishops Library			
				Per hour (10am- 4.30pm)	22.00	22.00	No change proposed following museum 2 year closure, to re-start interest in venue hire. New trading company operating on site with rooms for hire available from 2022.
				per half day (up to 3 hours)	48.00	48.00	
				per day (9am to 4:30pm)	75.00	75.00	
				Out of hours (morning) per hour	30.00	30.00	
				Out of hours (evening) fixed rate	110.00	110.00	
				Bishops Dining Room			
				Half day			
				Day			
				Out of hours (evening) fixed rate			
				Parc Howard			
				Stepney Gallery			
				Per hour (10am- 4.30pm)	22.00	22.00	Museum closed 2021/22 for building renovations. Costs will remain at current level to be reviewed following museum redevelopment and business assessment.
				per half day (up to 3 hours)	48.00	48.00	
				per day (9am to 4:30pm)	75.00	75.00	
				Out of hours (morning) per hour	30.00	30.00	
				Out of hours (evening) fixed rate	110.00	110.00	
				Neville Gallery			
				Per hour (10am- 4.30pm)	22.00	22.00	
				per half day (up to 3 hours)	48.00	48.00	
				per day (9am to 4:30pm)	75.00	75.00	
				Out of hours (morning) per hour	30.00	30.00	
				Out of hours (evening) fixed rate	110.00	110.00	
				Museums All/venue hire			As above
				Exclusive hire	0.00	0.00	
				TV/Film location	260.00	260.00	

APPENDIX C

CHARGING DIGEST - Leisure

ARCHIVES, LIBRARIES & MUSEUMS

2020/21 Actual £	2021/22 Budget £	2022/23 Budget £	Business Unit	Service Provided	2021/22 Charge Levied £	2022/23 Proposed Charge £	Comments
				Equipment hire, per event			
				Projector hire + screen	15.00	15.00	
				Flipchart and pens	10.00	10.00	
				Extension cable, cable covers	10.00	10.00	Hire service unavailable during museum closure
				Easel, each	10.00	10.00	
				Portable induction loop	10.00	10.00	
				Lectern	10.00	10.00	
			Sales	Retail (all sites)			Retail mark-up varies according to sales categories guided by industry standards
				Refreshments			
				Supply of digital images	26.00	26.00	No change proposed
				Image licence	75.00	75.00	
				Arts / crafts sales			Minimum 30% commission on sales
				Photocopying			
				Black & White A4	0.22	0.00	
				Black & White A3	0.33	0.00	Service unavailable during museum closure
				Coloured A4	0.77	0.00	
				Coloured A3	1.32	0.00	
				Scanning	1.10	0.00	
				Research fees			
				Private/individual, per hour	33.00	35.00	Aligned to Libraries charges for consistency
				Commercial, per hour	46.00	50.00	

**COMMUNITY & REGENERATION SCRUTINY
COMMITTEE
31st JANUARY 2022**

**HOUSING REVENUE ACCOUNT BUDGET AND
HOUSING RENT SETTING FOR 2022/23**

- That as part of the Budget Consultation process, the Scrutiny Committee considers the revenue and capital budgets of Housing Revenue Account (HRA) and rent setting proposals for 2022/23. This will be considered by Cabinet 21/02/2022 and subsequently County Council on 2/03/2022

To consider and comment on the following issues:

- Members consider and comment on the Rent setting and budget proposals in the report and appendices A & B.
- Members endorse submission to Cabinet and County Council

Reasons:

- To enable the Authority to set its Housing Revenue Account Budget and the Housing Rent levels for 2022/23.
- To formulate views for submission to the Cabinet / Council for consideration.

To be referred to the Cabinet for decision: YES

Cabinet Member Portfolio Holders:

- Cllr. Linda Evans (Housing)
- Cllr. David Jenkins (Resources)

<p>Directorate: Corporate Services</p> <p>Name of Director: Chris Moore</p> <p>Report Author: Andrea Thomas</p>	<p>Designation: Group Accountant</p>	<p>Tel No. / E-Mail Address:</p> <p>01267 224120</p> <p>CMoore@carmarthenshire.gov.uk</p> <p>01267 228742</p> <p>AndThomas@carmarthenshire.gov.uk</p>
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EXECUTIVE SUMMARY

COMMUNITY & REGENERATION SCRUTINY COMMITTEE 31st JANUARY 2022

HOUSING REVENUE ACCOUNT BUDGET AND HOUSING RENT SETTING FOR 2022/23

This report has been prepared in conjunction with officers from the Communities Department and brings together the latest proposals for the Revenue and Capital Budgets for the Housing Revenue Account 2022/2025. The report will be presented to the Community & Regeneration Scrutiny Committee on the 31st January 2022 as part of the budget consultation process.

The report has been prepared reflecting the latest proposals contained in the Housing Revenue Account (HRA) Business Plan, which is the primary financial planning tool for delivering the Carmarthenshire Homes Standard *Plus* (CHS+) for the future. The proposed investment within the current business plan delivered the CHS by 2015 (to those homes where tenants agreed to have work undertaken), provides investment to maintain CHS+ and continues investment for our Housing Regeneration and Development Delivery Plan.

The report also details how rents will increase for 2022/23.

Appendix A provides the proposed Revenue Account Budget for 2022/25.

Appendix B of this report provides the proposed Capital Programme for 2022/25.

The HRA budget for 2022/23 is being set to reflect:

- Social Housing Rent Policy (set by WG)
- Proposals contained in the Carmarthenshire Housing Revenue Account Business Plan.
- Housing Regeneration and Development Delivery Plan.

DETAILED REPORT ATTACHED?	YES
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IMPLICATIONS

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

Signed: **Chris Moore** Director of Corporate Services

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

Finance

The report details the HRA proposals to be considered. If the proposals are agreed the budget for the HRA will be set for 2022/23 with an expenditure level of £50M. The average rent will increase from £91.60 to £94.26 (2.9%).

The proposed Capital Programme will be £42.7M for 2022/23, £41.9M for 2023/24 and £36M for 2024/25

Physical Resources

The capital programme continues the works to maintain the Carmarthenshire Home Standard *Plus* and deliver the Housing Regeneration and Development Delivery Plan as per the 30 year business plan.

CONSULTATIONS

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

Signed: **Chris Moore** Director of Corporate Services

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

CABINET MEMBER PORTFOLIO HOLDERS 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:

THESE ARE DETAILED BELOW:

Title of Document	File Ref No. / Locations that the papers are available for public inspection
Social Housing Rent Policy	Corporate Services Department, County Hall, Carmarthen

REPORT OF THE DIRECTOR OF CORPORATE SERVICES

SCRUTINY

31st JANUARY 2022

HOUSING REVENUE ACCOUNT AND HOUSING RENT SETTING 2022/23

- REVENUE AND CAPITAL

DIRECTOR & DESIGNATION.	DIRECTORATE	TELEPHONE NO.
C Moore Director of Corporate Services	Corporate Services	01267 224120
AUTHOR & DESIGNATION	DIRECTORATE	TELEPHONE NO
A Thomas Group Accountant	Corporate Services	01267 228742

1. INTRODUCTION

1.1. This report explains the proposed 2022/23 Housing Revenue Account (HRA) budget for both revenue and capital. It has been prepared in conjunction with officers from the Communities Department and is presented to this Scrutiny Committee as part of the budget consultation process. The views expressed by this Committee will be fed back to Cabinet for their consideration when they set the 2022/23 HRA budget and Housing Rents.

1.2. The HRA budget for 2022/23 is being set to reflect:

- Welsh Government's Policy for Social Housing Rents (Rent Policy) issued 30/12/2021, which this year is governed by the Welsh Government's Minister for Climate Change instruction that the maximum increases in the rent envelope for any local authority does not exceed 3.1%
- Proposals contained in the Carmarthenshire Housing Revenue Account Business Plan
- Housing Regeneration and Development Delivery Plan

1.3. The HRA budget is prepared to maintain the HRA Business Plan, deliver our affordable homes aspirations and manage and maintain our homes on a daily basis. As a ring-fenced account this expenditure is balanced by income primarily generated through rents charged to tenants. Supporting the HRA Business Plan is a 30 years financial model which is submitted to and scrutinised/approved by WG annually (as part of the Major Repairs Allowance application).

Carmarthenshire County Council along with the other 10 local authorities (LAs) in Wales who retained their Housing Stock, exited the Housing Revenue Account Subsidy (HRAS) system on 1/4/15, which allows Local Authorities more flexibility in the management of their stock going forward.

Part of the agreement to exit included LAs with retained stock were required to adopt the new Social Housing Rents Policy set by the Welsh Government (WG). It aimed to develop a coherent and consistent rent policy framework that would apply to all social landlords, reflect local variations in affordability and housing market values, providing for a more equitable distribution of rents for social sector tenants across Wales, while at the same time ensuring the viability of individual social landlords. County Council approved the implementation of the policy on 24/02/15. This policy provided consistency for 4 years from 2015/16 to 2018/19. WG provided an interim policy for 2019/20 while they await the results of the Affordable Housing Supply Review. The result of this review was to retain the existing policy for a further 5 years which was implemented in 2020/21 with some additional/amended requirements. Below are the main points detailed in WG letter:-

- An annual rent uplift (total rent envelope) of up to CPI+1%, each year for 5 years from 2020-21 to 2024-25 using the level of CPI from the previous September each year. September 2021 was 3.1%.
- CPI+1% will be the maximum increase allowable in any one year but CPI+1% must not be regarded as an automatic uplift to be applied by social landlords. Landlords decisions on rent should take into account the affordability of rents for tenants as set out below.
- The level of rents for individual tenants can be reduced or frozen or can rise by up to an additional £2 over and above CPI+1%, on condition that total rental income collected by the social landlord increases by no more than CPI+1%. This provision is designed to enable social landlords to restructure rents payable where necessary.
- Should CPI fall outside the range of 0% to 3%, the Minister with responsibility for housing will determine the appropriate change to rent levels to be applied for that year only. **As CPI was 3.1% in September 2021 this clause was activated** and the Government Minister for Climate Change has instructed that the maximum

increase in the rent envelope for any local authority does not exceed 3.1% The Minister also commented that affordability remains at the heart of the rent settlement and excessive financial burdens should not be placed upon tenants in these very challenging times.

- Social landlords should advise the Welsh Government where they have concerns about the impact that rent policy has upon their business plan or financial viability, or on their ability to meet their obligations to tenants and lenders.
- As an intrinsic part of the five-year rent policy, social landlords will be expected to set a rent and service charge policy which ensures that social housing remains affordable for current and future tenants. As part of their annual decision on the level of rent uplift/reduction to be applied they should make an assessment of cost efficiencies, value for money and affordability for tenants which should be discussed at the Cabinet/Council.
- During the pandemic, governmental resources have been re-prioritised meaning this year's rent data-set collection was suspended at the start of the COVID 19 crisis, therefore there is no up to date, robust data available to generate Target Rent Bands for the year ahead. WG have therefore considered the role of the Target Rent Bands in conjunction with representative bodies and individual stakeholders. Discussions revealed that whilst Target Rent Bands played a valuable role when they were introduced, the landscape today is very different and for most landlords they do not play a significant role in local rent setting. WG have therefore taken the decision to suspend them again for this year. The impact of this decision in next year's rent setting, and if there are unexpected and unintended matters arising from this decision, will be re-considered. This results in setting the 2022/23 rents without target rent bands.

The letter also refers to shortage of social housing and the need to build homes near carbon zero and decarbonisation of existing stock. WG want LA's to consider the "whole cost of living in a property", looking at not only rent and service charges but energy costs also in order to reduce the financial burden on tenants. In recognition of the greater stability and certainty due to the rent policy WG also want to strengthen joint working with LA's in a wider rental agreement. WG also want LA's to produce annual assessments of affordability, value for money and demonstrate finding efficiencies as part of monitoring compliance.

1.4 Capital investment

A capital investment of £231m has been undertaken to deliver the CHS+ by 2015. This included £117million of unsupported borrowing. This investment was being funded by Major Repairs Allowance received from the WG, capital receipts from the sales of land and dwellings, HRA revenue funding, external grants and borrowing. This ensured the delivery of work programmes to all our tenants' homes (with the exception of where the work was declined by tenants). Since achieving the CHS, a further £83M will have been spent on maintaining the standard and £62M on providing additional affordable homes in the HRA by the end of 2021/22.

The HRA Business Plan 2022-25 highlights the approach that will be taken over the next three years and will be presented by the Head of Homes and Safer Communities in this meeting. It includes further investment over the next 3 years of £64million to maintain the CHS+ and £56million for our Affordable Homes programme. This will be supported by an on-going cost certainty exercise to ensure our investment is targeted to maintain the CHS+ and deliver our Affordable Homes targets.

The timing and method of potential sale of HRA land is being kept under review to ensure that receipts are maximised to support the Business Plan however there are no anticipated sales in current plan and current land is retained for development of housing. Land sales are scrutinised on an individual basis, decisions on sale/retention depend on housing demand within that area.

The profile of capital expenditure required to maintain the CHS+ and invest in affordable homes is detailed in appendix B. The plan is extremely sensitive to change and is currently being fully reviewed every 6 months, with ongoing monthly monitoring to identify any potential issues.

1.5 Decarbonisation

WG ministers commissioned a report "Better Homes, Better Wales, Better World". The report recommended that "Political parties in Wales should make a strategic commitment to national residential decarbonisation and stick to it."

This included "setting ambitious energy targets for homes to achieve net zero carbon by 2050"

This will have a significant impact on future investment plans.

The HRA business plan details our proposed approach to decarbonisation of our HRA stock headlines include:-

- Make Fabric Energy Efficient

- Monitoring, Evaluation, Development, Training, Skills through using research, smart technologies etc.
- Reduce Demand through working with tenants
- Off Grid Solutions – Decarbonise Supply by harnessing the natural environment.

2. BUSINESS PLAN ASSUMPTIONS

2.1. There are many assumptions within the Business Plan, including future rental levels, interest rates, inflation, pay awards etc. Business Plan guidance from the WG is due to be received shortly and will probably require a submission of a viable plan by 31/03/2022.

Underpinning the HRA Business Plan is the 30 year financial model which has many assumptions including:

- **Rents** The WG Social Housing rents policy allows local authorities to increase rent by CPI plus 1%. As September 2021 CPI fell outside the 0%-3% parameters in the policy, the Minister for Climate Change set a maximum increase of 3.1%. It is proposed in this report that the rent envelope is increased by 2.9%
- **Major Repairs Allowance (MRA)** is a grant from WG which is provided to support our works in maintaining the standard and is audited annually. This has not been increased for future years but has been varied for changing stock numbers. Our MRA is estimated to be £6.2million for 2022/23.
- **Capital Receipts** We have suspended our Right to Buy for tenants (WG has also subsequently suspended RTBs) so there are no planned receipts from sales of houses. There are no intentions for any land sales in current plan.
- **Grants** This is an increasingly important element of our financing. Social Housing Grant can now be utilised by local authorities as well as RSL's.
- **Void Loss** incurred on dwellings currently set on long term basis at 2%. Current performance, partly due to covid is higher at 3.78% due to restricted activity in 2021/22 but is reducing steadily. We have allowed for voids at 3.78% for 22/23.
- **Central Support Costs** are based on services received by departments, these have been validated accordingly.
- **Stock Numbers** have been updated based on affordable homes delivery plan.
- **Interest on Balances** is estimated to be £6k based on an interest rate of 0.05% (average interest earned).

2.2.

Members will be aware that as part of the HRAS exit agreement in 2015 Local Authorities were required to agree a Borrowing Cap, which was a

requirement put in place by the UK Government. This restricted what a Local Authority could borrow in respect of the HRA, for this Authority the limit was set at £228M. The minister for Housing and Regeneration wrote to LA's 29/10/2018 detailing that the Chancellor of the Exchequer had confirmed that the removal of HRA borrowing caps applied to Wales as well as England. This was a significant change in policy designed to encourage LA's to build at pace and scale and to deliver their affordable homes ambitions. This places a responsibility on LA's to develop Business Plans which are financially sustainable as well as ambitious. This has led to a review of how we fund our capital investment programme to release additional resources in a prudent manner. We are therefore now developing the New Build programme with a greater number of schemes being commissioned and developed by the Council internally.

However, although the borrowing cap has been released, it should be noted that there is a significant responsibility on the County Council to ensure any borrowing for the HRA is sustainable, prudent and affordable within the HRA financial business plan. An officer working group has been developed with WG to establish some key ratios to help manage these plans. Work is currently ongoing.

As most of the schemes delivering Housing projects have a significant lead in time, there will be an ongoing review of what is needed to maintain CHS+ and deliver our affordable housing ambitions, which will utilise the borrowing available as we develop our plans.

3. EXPENDITURE

The expenditure levels in the Business Plan have been set in line with the anticipated Business Planning guidance.

Maintenance and Stock Improvement

Revenue repairs and maintenance expenditure is forecast to be £12.3million in 2022/23. This is an increase on the 2021/22 budget (£11.8million) which reflects local building costs, forecast outturn for 2021/22 changes in stock numbers and additional revenue costs relating to void properties.

The capital programme provides resources to: -

- maintain our stock to the CHS+ (including carrying out improvements to previously declined properties)
- deliver our Housing Regeneration and Development Delivery Plan commitments

Maintain our Stock

For 2022/23 the capital programme to maintain the CHS (+) is £17.3million. This gives an overall spend of £29.6million on stock improvement and maintenance (the total for 2021/22 was £31.6million). This will be further informed by stock condition data which will be gathered in 2022/23.

Affordable Housing Commitment

Housing Finance Grant (HFG2) funding for new affordable housing ended in 2019/20. This funding was provided as a revenue source, requiring the authority to borrow the money and WG repaying the capital charges. It effectively supported £7million of capital expenditure, the revenue consequence of this is generating £296k annually.

We will be bidding for any other additional resources available to support our Affordable Homes delivery. WG are yet to confirm the details of additional/alternative funding for delivering more Affordable homes. Current year grants include ICF and Land & Development Grant, due to support £2.4M & £8M respectively of capital expenditure.

We have set aside £56million over the next three years as part of the capital programme to increase the supply of affordable homes. Within 2022/23 £17.3million has been identified for the housing development programme (including development costs).

The capital programme and funding sources for this programme up to 2024/25 are detailed in Appendix B.

Validation

The proposed Business Plan includes the following validations for 2022/23, which is in line with the proposed budget strategy:

- general payroll costs are +4% (average). It is recognised that the Chancellor of Exchequer has expressed a view regarding a pay freeze but currently impact of this is unclear and therefore not to allow for pay-award would be imprudent.
- general inflation has been accommodated at +4%
- revenue R&M at 4.8%

Capital Financing and Subsidy

The capital financing costs reflect the borrowing requirement inclusive of the exit from HRAS.

Details of the budget for Housing Revenue Account for the period up to 2024/25 is shown in Appendix A.

4. INCOME

4.1. As outlined in Paragraph 1.3 above, WG have now re-confirmed the original policy that was in place up to 18/19 with increases in rent being CPI plus 1% for the next 5 years (subject to certain parameters).

Carmarthenshire’s current average rent for 2021/22 is £91.60. In the private sector median rents for 2 bedrooms are £126, 3 bedrooms are £150 and 4 bedrooms are £196 in 2021.

4.2. Target Rents

Target rents bands have been removed for 2022/23 (as detailed in 1.3), actual rents including a 2.9% increase are detailed below: -

	Houses and Bungalows (£)					Flats (£)				Bedsits (£)
	1Bed	2Bed	3Bed	4Bed	5+Bed	1Bed	2Bed	3Bed	4+Bed	
Actual Rent 2022/23 with 2.9% increase	84.73	94.13	103.54	112.95	122.37	76.63	85.18	93.68	102.22	68.13

This produces average rent of £94.26 for 2022/23

Carmarthenshire’s 2021/22 actual rent is the 2nd lowest of eleven stock retaining authorities at £91.60 (Welsh LA’s average £96.53)

WG have advised LA’s that a 3.1% increase should be the maximum applied in 2022/23.

4.3.

Implementing the 2.9% overall increase for Carmarthenshire and implementing rental progression of £1, has the following impact:

For those properties at target rent the increase will be: -

Consumer Price Index (CPI for Sept 2021) @3.1%-0.36% = 2.74%

For those properties where rent is below target rent, the increase can be:

Consumer Price Index (CPI for Sept 2021) @3.1%-0.36% = 2.74%

plus a maximum of £1 progression in order to achieve an average rent increase of 2.9%.

Those rents above target are frozen until such time that they meet the target, there are only 6 of these properties remaining. When a property becomes empty it is placed in the target rent band.

Based on applying the above for 2022/23 at 2.9% rent increase this would produce an average rent of £94.26 (increase of £2.66)

Details of the rent increases on individual households are below:-

Receive an increase of :-	2.9% increase
No increase	6
£1.00 to £1.99	38
£2.00 to £2.99	7,560
£3.00 to £3.99	1,366
£4.00 to £4.99	182
	9,152

Table : No .of Householders affected by average increases.

27% tenants are now in receipt of universal credit , 28% of tenants are on full Housing Benefit (HB), 18% are on partial HB and 27% receive no HB.

The proportion of dwellings below the rent they should be paying is 17% as a result of the £1 progression implemented last year and the rent being changed as a result of properties becoming vacant. This was over 85% when we began the harmonisation process.

4.4. Garage Rental Income

The HRA currently receives a net rental income of £125k per annum. This equates to a weekly charge of £9.00 per week. It is proposed that garage rents remain at £9.00 per week. Garage bases will similarly not increase and remain at £2.25.

4.5. Service and Heating charges

Service charges are calculated in line with the policy adopted in 2011. These charges are made to cover the additional services we provide as a landlord that are not covered within the rent and to ensure that all communal areas are kept in a good condition.

These charges will vary annually as they are based on actual expenditure from the previous financial year. By implementing the Service Charge Policy we are ensuring that tenants who receive additional services pay for them in a fair and transparent way.

4.6. Sewerage Treatment Works

We have 15 pumping stations serving approx. 154 properties, the cost of running and maintaining the stations falls on the HRA. We also have 8 cesspits. It is proposed for 2022/23 that current charges are increased as per our rent increase.

4.7. Commission on Collection of Water Rates

In addition to the rent collection process we act as an agent on behalf of Dwr Cymru/Welsh Water, which generates an income of £400k in the form of commission. The implementation of the HelpU & HelpU365 schemes for tenants has reduced this commission receivable by approximately £100k. The HelpU tariffs assists tenants with low household income (less than £15,600 per annum) by reducing their water bills by £200/£300 per annum.

4.8. Universal Credit

Universal Credit (UC) is a new monthly payment for people who are either unemployed, or working, but on a low income. It will eventually replace six legacy benefits, including Housing Benefit. For Carmarthenshire, it was introduced in December 2018. We currently have nearly 2,400 tenants on Universal Credit.

We anticipate, unless things change, that a further 4,000 tenants could transfer over the next two to three years. From a business point of view, evidence from other social housing providers has shown that rent arrears will increase in the short to medium term and we have allowed for this within this plan in terms of our bad debt provision.

To date, there has only been a slight increase in rent arrears overall. This is lower than we had been expecting and certainly compares very favourably with the experience of other social housing providers.

The CHS+ Business Plan presents more detail on this, including the actions that are being undertaken to mitigate the impact for Council tenants.

5. BALANCES

5.1. If a rental increase is set at 2.9%, the overall proposed budget will result in a deficit on the Housing Revenue Account of £3.4million for the year, however this has been accommodated in the long-term plan leaving £11million in balances at the end of 2022/23. It should also be noted in Appendix A that balances are required to support the current strategy of funding our capital expenditure and continue to make our business plan affordable over a 30-year period.

6. PROPOSED RECOMMENDATIONS TO CABINET

6.1.

- **To increase average housing rent by 2.9% (£2.66) per dwelling per week as per WG Social Housing Rents Policy. This will produce a sustainable Business Plan, maintain CHS+, resource our Housing Regeneration and Development Delivery Plan and is supported by Housing and Regeneration Strategic Team.**
- **To keep garage rents at £9.00 per week and garage bases at £2.25 per week**
- **Apply the service charge policy to ensure tenants who receive the benefit from specific services pay for those services**
- **To increase charges for using our sewerage treatment works in line with rent increase.**
- **To approve the Housing Revenue Account Budget for 2022/25 (2023/24 & 2024/25 being soft budgets) as set out in Appendix A.**
- **To approve the proposed Capital Programme and applicable funding for 2022/23 and the indicative spends for 2023/24 to 2024/25 as set out in Appendix B.**

7. RECOMMENDATION

That as part of the budget consultation process, Community & Regeneration Scrutiny consider and comment on the Revenue and

Capital Budget of the Housing Revenue Account and rent setting proposals 2022/23. This will be considered by Cabinet on 21/2/22 and subsequently County Council 02/03/22.

Department for Communities
Homes & Safer Communities
Housing Revenue Account 2022/23 - 2024/25
Appendix A

REVENUE SPENDING TO:	Budget 2022/23	Budget 2023/24	Budget 2024/25
	£'000	£'000	£'000
Repair and maintain homes	12,318	12,918	13,500
Supervision and management	10,125	10,362	10,607
Support services e.g. legal and finance	1,776	1,813	1,851
Provision for Bad debts	594	606	619
Direct Revenue financing	10,000	10,000	10,000
Capital charges	14,884	15,694	16,423
TOTAL	49,697	51,393	53,000

REVENUE FUNDING FROM:	Budget 2022/23	Budget 2023/24	Budget 2024/25
	£'000	£'000	£'000
Tenant rents	43,447	45,662	48,033
Service charges	816	841	867
Interest received	6	5	4
Housing Finance Grant 2	246	246	246
Water rates commission	348	359	370
Grants / Other	1,433	1,520	1,588
TOTAL	46,296	48,633	51,108

Surplus/(Deficit in year)	-	3,401	-	2,760	-	1,892
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HRA END OF YEAR POSITION:	Budget 2022/23	Budget 2023/24	Budget 2024/25			
	£'000	£'000	£'000			
Balance brought forward from last year	14,324	10,923	8,163			
HRA budgeted surplus (+)/ deficit (-)	-	3,401	-	2,760	-	1,892
BALANCE CARRIED FOWARD	10,923	8,163	6,271			

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Department for Communities
Homes & Safer Communities
Housing Revenue Account 2022/23 - 2024/25
Appendix B

	Budget 2022/23	Budget 2023/24	Budget 2024/25
CAPITAL SPENDING TO: -	£'000	£'000	£'000
Maintain the standard:			
All Internal works	3,307	2,527	2,617
All External Works	3,000	2,000	2,000
Voids and Major Works to homes	7,200	6,500	5,500
Structural works - Estates and boundary walls (inc. identified structural works)	1,300	2,000	1,000
Decants	150	150	150
Support Tenant and Residents:			
Sheltered Scheme Investment	900	500	500
Assisted Living Projects	704	350	350
Adaptations	2,000	2,000	2,000
Environmental works	350	300	300
Garages	100	100	100
Provide more affordable homes:			
Housing Development Programme	17,323	20,977	18,150
Decarbonisation:			
Works to deliver decarbonisation	2,931	2,515	1,973
Support the delivery of CHS+:			
Programme management	669	682	696
Stock condition information	387	387	387
Risk Reduction Measures	2,370	864	285
Sewerage treatment works & associated costs	20	20	20
TOTAL	42,711	41,872	36,028
CAPITAL FUNDING FROM: -	Budget 2022/23	Budget 2023/24	Budget 2024/25
	£'000	£'000	£'000
Welsh Government Grant - MRA	6,225	6,225	6,225
Welsh Government Grant - other	9,134	7,608	6,500
Direct Revenue Financing	10,000	10,000	10,000
External Borrowing	17,352	18,039	13,303
TOTAL	42,711	41,872	36,028

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31 January 2022

**Subject : HOUSING REVENUE ACCOUNT BUSINESS PLAN 2022-25
CARMARTHENSHIRE HOUSING INVESTMENT PROGRAMME**

Purpose:

- To explain the vision and detail of our housing investment programme over the next three years, including our housing stock improvement plans, the new build programme, our plans to become net zero carbon and what they mean for tenants.
- To confirm the income that we will receive from tenants' rents and other funding sources over the next three years and how this enables us to develop a capital programme exceeding £120m, which will:
 - Improve and maintain our existing housing stock
 - Support the delivery of over 2,000 new homes in our communities
 - Support the Councils Net Zero Carbon Principles, creating energy efficient homes, minimising carbon emissions and promoting affordable warmth for tenants
 - Help stimulate economic growth and recovery following the Covid 19 pandemic
 - Help build strong sustainable communities – places where people are proud to call home
- To confirm the financial profile, based on current assumptions, for the delivery of our housing investment programme and Council new build over the next three years
- To produce a business plan for the annual application to Welsh Government for Major Repairs Allowance (MRA) Grant for 2022/23, equating to 6.2m.

To consider and comment on the following issues:

- To confirm the vision for our housing investment programmes over the next three years
- To agree that the 2022/23 Business Plan can be submitted to Welsh Government
- To note the contribution the Plan makes to the Housing Regeneration and Development Delivery Plan in supporting the delivery of over 2000 homes
- To note the principles behind moving towards net zero carbon homes and develop a Decarbonisation and Affordable Warmth Strategy to support this
- To note the importance of the investment included in this plan and its role in stimulating the local economy and recovery from the Covid 19 pandemic.

Reasons:

- To continue our housing investment vision and deliver what really matters to tenants
- To continue to support tenants by maintaining the standard and accelerate how we approach the net zero carbon agenda. This will allow for the evolution of our planned stock investment programmes so that they are fit for the future. An overall investment of £64m is planned over the next three years.
- To support the £56m investment required by the Housing Regeneration and Development Delivery Plan over the next three years in providing more social rented homes to meet housing need in our communities.
- To link our housing investment programme with wider regeneration initiatives with a real focus on developments in the Tyisha ward, Pentre Awel, Town Centres and rural towns and villages.
- To make members aware that the delivery of the Business Plan is dependent on an overall average rent increase of 2.9% with a maximum progression of £1 for those tenancies below target rent. Most tenants will receive a 2.7% average rent increase which is significantly below level set by WG at 3.1% and current inflation values.
- To access MRA grant from WG (£6.2m) for 2022/23 to help maintain our existing homes.

To be referred to the Cabinet / Council for decision: YES

CABINET MEMBER PORTFOLIO HOLDER:-
Cllr. Linda Evans (Housing Portfolio Holder)
Cllr David Jenkins (Resources Portfolio Holder)

Directorate

Communities

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Community and Regeneration Scrutiny Committee

31 January 2022

Subject: **HOUSING REVENUE ACCOUNT BUSINESS PLAN 2022-23**
CARMARTHENSHIRE HOUSING INVESTMENT PROGRAMME

1. Purpose

- 1.1. At the start of each financial year we develop a business plan which explains our vision and the three-year housing investment programmes to maintain our stock and deliver more affordable homes.
- 1.2. It is important that the plan is clear and that all readers, including our tenants, understand its contents. Meeting our tenant's expectations is a key priority within the plan.
- 1.3. The income that we receive from tenants' rents and other funding sources enables us to build an investment programme exceeding £274m (Capital - £120m and Revenue - £154m) to run our services, build more affordable homes, improve and maintain our existing stock as well as develop new standards to meet our net zero carbon ambitions over the next three years.
- 1.4. The plan also reflects on previous years achievements and through careful consideration, confirms the financial profile (based on current assumptions) for housing stock investment and delivery of more affordable homes, over the next three years
- 1.5. To help maintain the investment programme, each year we apply for WG Major Repair Allowance (MRA) grant. We access this funding by having a detailed business plan and compliance policy. The MRA application for 2022/23 will equate to £6.2m.

2. Context

- 2.1. The Business Plan sets out our priorities, plans and activities for 2022- 2025 for new and existing homes.
- 2.2. The Plan focuses in particular on how our investment programme will help the Counties economic recovery following the pandemic, boost local supply chains and ensure that we have a resilient workforce to meet the future demand of the service.
- 2.3. The plan also seeks to acknowledge the effects that the pandemic has had on our tenants. It shows how we have developed new ways of communicating with tenants and continued to engage, support or provide services to those more vulnerable household's in our communities.

- 2.4. A comprehensive investment programme has been put together to carry out work that builds on what we were able to do in 2021/22. Through careful consideration and planning the plan looks to continually improve the standards within our existing stock, build more homes using innovative technology and ensure that current and future tenants have quality, affordable homes to live in.
- 2.5. As of 31st March 2022, the Council was fully WHQS Compliant having met the standard during 2015 utilising a whole house delivery approach. Some of our housing stock does not meet the CHS standard and the main reason was due to resident's choice (95%). A small number of properties (5%) were not improved because of physical constraints or the cost of remedy.
- 2.6. The Council has over 9000 homes and our approach goes beyond general repair and maintenance, it is based on looking at the whole life of the homes. Adopting this approach means that we can guarantee that what we do today, will be fit for purpose and sustainable for years to come.
- 2.7. Over the next three years we plan to deliver a comprehensive work programme that will see an investment of £64m in our existing homes and nearly £56m in building new Council homes.
- 2.8. To maintain this level of investment we have considered a rent increase within the Plan. In previous years we have taken care to set this in accordance with the WG rent policy of Consumer Price Index (CPI) plus 1%. Applying this in 2022/23 would mean an exceptionally high and unaffordable overall average rental increase of 4.1% for all tenants.
- 2.9. As the Consumer Price Index in September 2021 falls outside the 3% threshold set within the policy, the Housing Minister has discretion to set the maximum rental increase for all social housing providers for 2022/ 23. It has been set at 3.1%, however, we have limited the rental increase to **2.9%** overall with a maximum £1 progression for those tenancies below target rent.
- 2.10. Most tenants will receive a 2.7% average rent increase which is significantly below level set by WG and current inflation values.
- 2.11. The plan has been divided into **five** key themes that will drive our business for the next three years. They are as follows:

Theme 1- Supporting Tenants & Residents

The commitment and support of our tenants' and Members' continues to be important to us to ensure that we maintain and improve our housing stock in the future. Our tenants are pleased with the services they receive with 77% satisfaction overall. We do however understand that there is more that we can do to engage with our tenants. We will explore new innovative ways to engage with our tenants and

Theme 2- Investing in Homes & Surrounding Areas

Tenants tell us that getting repairs done on time and maintaining homes to a good standard is important to them. Maintaining the standard is a statutory duty, and the Council has made a commitment to maintain the stock through this plan and programme of work. This year we will review our housing standards to ensure that it embraces our net zero carbon ambitions, promotes affordable warmth and meets the diverse needs of our tenants. We are also carrying out a new stock condition survey which will help develop our new investment programmes and provide cost certainty for the future.

Re-letting our empty Council homes remains a key priority, it will help maintain the standard, increase revenue and more importantly provide a home for those in need. In 2022/23 we will carry out a robust review of our letting processes and ensure that our current contractor frameworks have the capacity required to turn our empty homes around quickly. We will also make sure that our homes are safe by reviewing risk reduction measures, particularly around fire safety, radon and electrical installations. We will also consider our offer to older people and the investment/ changes required in our sheltered schemes.

Theme 3- Providing More Homes

Providing more affordable homes has been a strategic priority for the Council for a number of years. Our affordable housing plans have also played a key part in economic recovery following the Covid19 pandemic.

During 2020, we exceeded our target of delivering 1000 affordable homes a year ahead of schedule and last year we completed and let a further 114 homes through our new build programmes and made 37 homes available to vulnerable clients with learning disabilities and mental health.

We have also developed our new Housing Regeneration & Development Delivery Plan that outlines a programme for delivering more homes in the County over the next 5 years. Through this plan we will support the delivery of over 2000 homes stimulating economic growth and creating strong sustainable communities.

Our approach and delivery will be based on expanding the innovative affordable housing solutions already developed. It will also include maximising all funding opportunities to support wider regeneration initiatives, including rural areas, town centres, Pentre Awel, Tyisha and being part of and contributing to the Swansea Bay City Region Deal- Homes as Power Stations programme.

**Theme 4-
Decarbonisation of
our Housing Stock**

Our aim is to make all of our homes energy efficient and reduce our carbon emissions. We will achieve this by bringing all of our Council homes up to a Band A Energy Performance Rating as quickly as possible. Decarbonising our housing stock, looking at our services and reducing carbon emission from our activities will be a strategic focus for us for years to come, as we aim to become a Net Zero Carbon Authority by 2030. The work that we have done with Welsh Government and academics at the Welsh School of Architecture and the Active Building Centre so far has allowed us to understand what the retrofit programme will look like. Our work with both Cardiff and Swansea Universities will continue as there is more to be done to find the optimum solution for every home and determine when that work should be done, in line with our cyclical maintenance programmes and improvements to technology and the national grid. This will help us control our investment programme over a longer period of time, minimise disruption, cut down on waste and the amount of embodied carbon whilst maintaining a pipeline of work to support the local economy, skills and talents.

Decarbonising our homes is more than just a replacement programme for low carbon heating and renewable energy, we must ensure that our homes reach the highest possible energy performance so that our tenants benefit from affordable warmth. We will aim to bring our homes up to a minimum SAP level of 92 (EPC Rating A) or at get them 'carbon ready' to meet the high standards set with our new build homes which are extremely efficient.

Included in the plan are pilot schemes that will enhance our learning and provide optimum solutions for retrofit. This year we will also introduce our Housing Decarbonisation and Affordable Warmth Strategy.

**Theme 5- The Local
Economy,
Community Benefits
& Procurement**

We fully embrace the role of housing-based investment in stimulating, supporting and developing the foundational economy. As we move forward with our recovery plans the housing stock investment and Council new build programmes will provide sustained periods of trade. They will benefit local contractors and builders, creating more jobs, training opportunities and other community benefits. The decarbonisation of our homes will also become a fundamental part of our future stock improvement programmes. Rolling this out across our entire housing stock will result in increased job opportunities and further training opportunities as we explore new ways of providing low

carbon, energy efficient homes for our tenants.

Procuring services whether through the framework or competitive tender must be equitable for us as the Council, the contractors and for our tenants. Ensuring that we have value for money is our utmost priority, but if we have the chance to support local suppliers through our investment programme, we will do that. One area that we are keen to explore through this plan and delivery programme is how we include 'environmental benefits' in contracts so that suppliers are accountable for the amount of carbon they produce. This cannot delay procurement strategies or the ability to undertake work, but we do want our suppliers to be considerate about their activities and their supply chains. This may in turn, result in local economic benefits through local production, manufacturing and workforce.

- 2.12. Annually the Council reviews the Housing Revenue Account (HRA) Business Plan which sets out the investment needed to maintain the housing investment programmes. The Council has a robust 30-year business plan in place and since April 2015 has become self-financing having exited the Housing Revenue Account Subsidy System (HRAS).
- 2.13. We will also pursue, where possible, other funding streams and grants to maximise our income that will support and complement the work programmes and/ or services outlined in the Business Plan. In 2021/22 we received over £15m in grant funding through successful bids to Welsh Government.
- 2.14. Also included in the plan is how we measure and verify compliance. We believe that we report compliance accurately in achieving and maintaining the Welsh Housing Quality Standard, and we will continue to do so.

3. Conclusion

- 3.1. In concluding, we believe that this Business Plan sets out a clear intent to improve our housing stock, look to the future with the decarbonisation strategy that will help our environment and lower tenants fuel bills, as well as building more affordable homes to meet an ever-increasing demand on front line homelessness services.
- 3.2. Whilst these are exciting times, we know that this is also a time of uncertainty for our tenants, many of which have had a reduction in their Universal Credit. We will continue to support individual tenants or families who have or will suffer financial hardship
- 3.3. Investing £120m in capital projects over the next three years will stimulate our local economy which will help our communities to recover and build resilience for the future. The programme doesn't just bring our activity back up to pre pandemic levels it exceeds it, but in doing so we must ensure that there is capacity within industry to deliver.

3.4. Finally, we have set out what the key assumptions are to make sure the Business Plan is balanced, remains viable and is realistic on what we will spend the money on and how it is funded.

3.5. Over the next year we must ensure clarity from Welsh Government on their future financial priorities in terms of maintaining existing standards, introducing new standards to support the decarbonisation agenda and building much needed affordable homes for those in need.

4. Recommendations

4.1. To confirm the vision for our housing investment programmes over the next three years

4.2. To agree that the 2022/23 Business Plan can be submitted to Welsh Government

4.3. To note the contribution the Plan makes to the Housing Regeneration and Development. Delivery Plan in supporting the delivery of over 2000 homes

4.4. To note the principles behind moving towards net zero carbon homes and develop a Decarbonisation and Affordable Warmth Strategy to support this

4.5. To note the importance of the investment included in this plan and its role in stimulating the local economy and recovery from the Covid 19 pandemic.

DETAILED REPORT ATTACHED ?	YES
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IMPLICATIONS

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

Signed: 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	NONE	YES

1. Policy, Crime & Disorder and Equalities

The HRA Business Plan will act as the framework for policy development across Homes and Safer Communities and will contribute to wider agendas and programmes.

2. Legal

The Housing (Wales) Act 2014 sets out our statutory duty to maintain the Welsh Housing Quality Standard in our existing stock.

3. Finance

Maintaining and investing in our housing stock will continue to present significant financial challenges and risks to the County Council.

A capital investment of £231m has been undertaken to deliver the CHS+ by 2015. This included £117million of unsupported borrowing. Since achieving the CHS, a further £89M will have been spent on maintaining the standard and £62m on providing additional affordable homes in the HRA by the end of 2022/23.

Through careful management, the financial model remains viable to not only maintain the housing stock and evolve the current standard but also delivers more affordable homes. A summary of costs over the next three years is included in the plan.

An overall rent increase of 2.9% with a maximum £1 progression for those below target rent for 2022/23 is also assumed in the plan.

4. Risk Management

The housing investment programme is identified as moderate risk in the Council's Risk Management Plan. A risk management plan has been developed to mitigate and review all risks associated with the programme.

Failure to deliver a viable Business Plan to Welsh Government by the end of March 2022 will mean the MRA of £6.2m for 2022/23 being withdrawn.

5. Physical Assets

The housing investment programme will involve the management, maintenance and improvement of the Council's housing stock. This will be carried out within the context of our asset management principles which are defined within the plan. Any decision to acquire, convert or dispose of homes, land and/or garage areas will be considered in line with these principles.

This plan will also result in an increase in the number of homes in the Councils housing stock through the Council new build and purchasing private sector homes programmes.

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. Local Member(s)

N/A

2. Community / Town Council

N/A

3. Relevant Partners

Engagement with stakeholders and partners has taken place in order to develop this Plan through digital interaction.

4. Staff Side Representatives and other Organisations

Engagement with tenants, has taken place in order to develop this Plan, however this has been limited because of the pandemic and stakeholder events, 1-2-1 interviews, visits and events in communities, and various meetings have not been included.

**CABINET MEMBER 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:**

THESE ARE DETAILED BELOW

Title of Document	File Ref No.	Locations that the papers are available for public inspection
HRA Business Plan 2022/2025	Housing General Files	Council website- Democratic Services

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Housing Revenue Account Business Plan 2022-25

Carmarthenshire Housing Investment Programme



carmarthenshire.gov.uk/housing

Cyngor **Sir Gâr**
Carmarthenshire
County Council



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Foreword by our Cabinet Members

It is with great pleasure we introduce our Housing Revenue Account (HRA) Business Plan for 2022-2025. This plan sets out our priorities and activities for new and existing Council homes for the next three years. Our plans are exciting and ambitious. They will help stimulate economic growth, improve health and well-being and build strong sustainable communities.

The Covid pandemic continues to affect our housing services and tenants, but during 2021/22 we were able to deliver a comprehensive programme of works on our homes and maintain services to all our tenants. This Plan will build on our response to the pandemic and the contribution it makes to the local economy by continuing to deliver our ambitious programmes over the next three years. During this period, we will invest over £274m into social housing in Carmarthenshire (Capital £120m and Revenue £154m).

The demand for affordable homes across the County remains high and the number of individuals or families presenting as homeless is still greater than what it was pre-pandemic. But even in these challenging times, through the continuous hard work of officers, we have maintained high standards of performance and delivered on our promises.

As an administration, providing more affordable homes has been so important to us. We have already exceeded the targets in our first affordable housing plan, produced in 2016, which delivered over 1,000 homes, nearly a year ahead of programme. We are confident that providing more homes in the right areas and giving people a choice of where they would like to live, will build stronger, more resilient communities. Our new development programme will support the delivery over 2,000 homes and support the regeneration of our town centres, rural towns and villages and our major regeneration sites including the innovative Pentre Awel Life Science Village in Llanelli and Transforming Tyisha programme.

We also look forward to a new era in improving our existing housing stock. The Council is leading the way on decarbonising our homes which will make our homes more affordable for our tenants. This plan shows a firm commitment to support the investment required for the new Housing Decarbonisation and Affordable Warmth Strategy which will involve improving the fabric performance of our homes, low carbon heating solutions and renewable technology. This programme of work will make a substantial contribution to tackling the climate emergency and follow the Council's principles of becoming a Net Zero Carbon Authority by 2030.

Supporting our tenants remains one of our key priorities. We know that the introduction of Universal Credit has presented a cultural change for many tenants in managing their monthly budgets. This continues to be a major challenge for us in terms of future income and, more importantly, for tenants. Nearly 2,500 tenants have already transferred over to the new system and an action plan to reduce the impact as much as possible for tenants across all tenures has been introduced, which is proving successful in mitigating the impact.

These are exciting times, but we know that this is also a time of uncertainty for our tenants. As a result, we have been able to keep the rent increase for 2022/23 as low as possible.

Finally, we would like to thank tenants, staff and members for their continuous support in driving our ambitious plans forward. We know that there is a lot more to do and that pandemic has temporarily delayed some of our programmes. However, the details within the plan clearly lay out our priorities and opportunities going forward. The plan provides confidence that we will continue to invest in new and existing homes, improve our tenants' lives, reduce carbon emissions, and help our communities and economy become stronger than ever before.

Diolch yn fawr iawn,



Cllr. Linda Davies Evans
Cabinet Member for Housing



Cllr David Jenkins
Cabinet Member for Resources

Introduction

Introduction

The Welsh Housing Quality Standard (WHQS) is the standard set for all social housing in Wales by Welsh Government (WG). The WHQS was first introduced in 2002 and aimed to ensure that all homes are of good quality and suitable for the needs of existing and future residents. WG set a target for all social landlords to improve their housing stock to meet the WHQS as soon as possible, but in any event by 2020.

Carmarthenshire's tenants developed their own standard, called the Carmarthenshire Homes Standard (CHS), and this was successfully delivered in 2015, well in advance of the WG timescales.

Purpose of the HRA Business Plan

The purpose of this Plan is to explain the vision and detail of our Housing Investment Programme, and what it means for tenants. It also includes a £120m capital investment programme for the next three years. This will enable us to continue to improve and maintain our Council housing stock, build new Council homes in our communities and improve the energy efficiency of our existing homes, reducing carbon emissions and supporting the Council's net zero carbon principles.

The approved Plan enables us to submit our annual application to WG for Major Repairs Allowance (MRA) for 2022/23, which amounts to £6.2m. Previous years' business plans and forecasting of our spend profile have allowed us to draw down the full MRA allocation every year.

Advancing the HRA Business Plan

This Plan is updated annually considering the views of tenants and stakeholders, the latest stock condition information, updated financial information, WG guidance and any revised Council policies.

Progress against the actions within the plan, associated budgets and strategic direction will be monitored regularly by the Housing & Regeneration Strategic Team. The plan also acknowledges the link between good quality housing and estate management with the seven goals in the Well-being of Future Generations Act.


A copy of the Governance structure and the well-being goals are provided in Appendix A.

2021/2022 Achievements

In 2021/22 the delivery of all housing related services continued despite the lasting effects of the Covid 19 pandemic by providing accommodation and support to some of our most vulnerable residents.

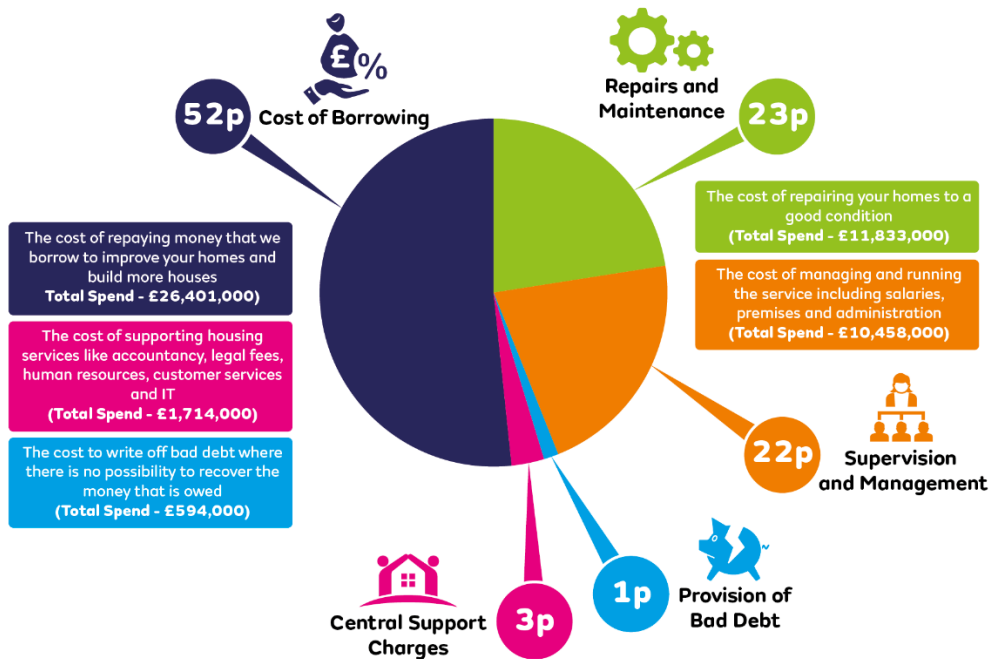
Over the last 12 months we have:



- Completed and let 114 new build homes at Maespiode in Llandybie, Gwynfryn in Ammanford, Glanmor Terrace in Burry Port, Garreglwyd in Pembrey and Dylan in Llanelli
 - Made available 37 supported units of accommodation (independent and shared) to clients with learning disabilities and mental health, lowering the overall costs to social care budgets
 - Continued to provide temporary accommodation to individuals and families threatened with homelessness and reduced the use of Bed & Breakfast accommodation
 - Provided additional support and well-being services to vulnerable households
 - Continued with our voids, repairs, maintenance, servicing and adaptations programmes
 - Published the new Housing Regeneration and Development Delivery Plan which outlines our plans to support the delivery of over 2000 new homes over the next 5 years
- 
- Conducted a new STAR tenant satisfaction survey
 - Completed the Decarbonisation Optimised Retrofit Programme (ORP 1) with WG and been successful in securing grant funding to do further pilots on ORP 2
 - Completed a research programme with Cardiff University to model and develop our Decarbonisation Strategy and implement a new Asset Management System
 - Maximised our income through successful grant funding bids including Integrated Care Fund, Land Release Fund, Social Housing Grant, Land and Buildings Development Fund and IHP Optimised Retrofit Grant.

The following sections will provide the context and detail of what we plan to deliver over the next three years. This includes how we intend paying for it and the wider benefits of the investment programme. We will cover FIVE key themes that have been identified that will drive our business for the next three years.

What your rent was used for in 2021/2022

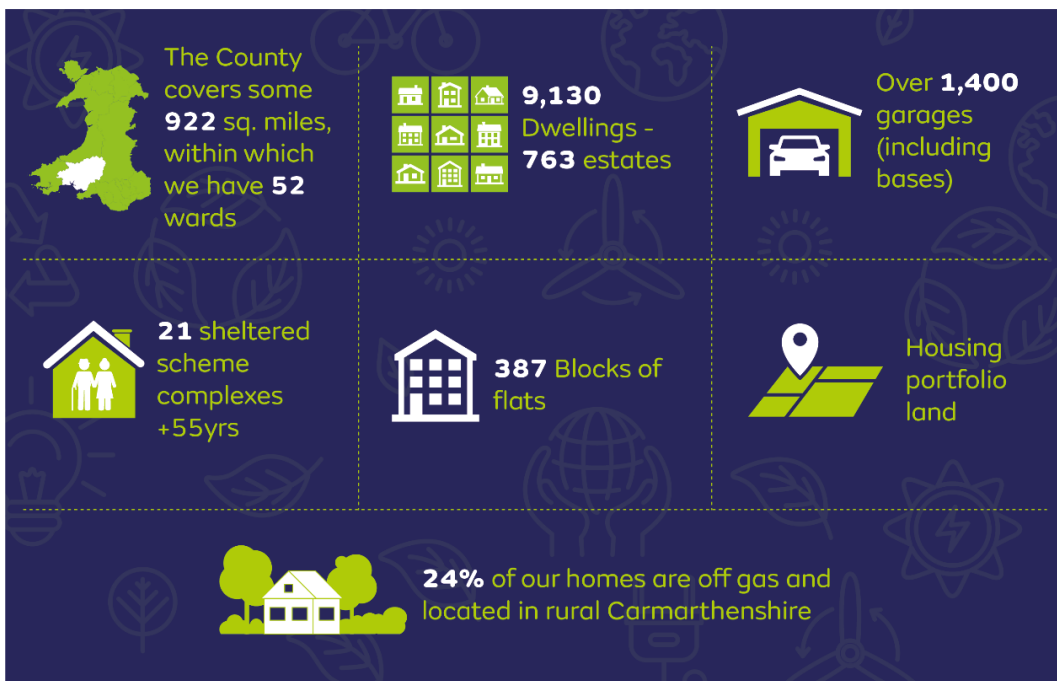


Context

The HRA Business Plan

This Plan covers all housing services and assets in the Housing Revenue Account (HRA). It sets out our objectives and what this means for tenants and leaseholders across a range of housing activities.

The County is made up of:



Further details of our housing assets and the profile of our tenants and applicants are set out in Appendix B.

The Plan outlines the delivery programmes that will enable us to maintain full compliance with the WHQS.

We will focus on:
Demonstrating sustained commitment and investment in repairs and maintenance
Appraising options for some of our more uneconomic housing stock
Our new build programme of work outlined in the Housing Regeneration & Development Delivery Plan
Decarbonising our existing housing stock by carrying out a retrofit programme of work that aligns with cyclical maintenance
Getting value for money, good quality workmanship and making sure that our suppliers share our values

We will invest nearly £57m in our existing homes over the next three years. £7m will be used directly to meet our net zero carbon ambitions, making our homes energy efficient and reducing costs for our tenants. The plan has a revenue provision of £39m for repairs and maintenance and over £56m will be invested in building new Council homes. Whilst this is an ambitious investment programme and capitalises on additional Welsh Government grant funding, we must be prudent in our spending and consider increased inflation levels and the capacity within the building sector to deliver our programmes.

Approach to managing assets

Our approach goes beyond repairs maintenance and improvements. It is based on looking at the whole life of the homes and the tenants that will live there. It also makes sure that these homes are in the right location, are affordable and are of a high quality. Applying an effective asset management strategy will help us continue to achieve this. It will go beyond general component compliance, ensuring value for money, and how running cost will affect tenants.

Underpinning this are the following principles:	
Communication & Engagement	Engage with tenants, stakeholders and members and meet aspirations and priorities. It is important that we communicate with our tenants before, during and after the work has been completed and learn from their experiences
Stock Condition & Verification	Assess the condition of our stock regularly to inform our cyclical work programmes, linked to decarbonisation measures and review/ revisit any homes that do not meet the CHS+. We will plan the work in a way that reduces the embodied carbon in our activities.
Risk Reduction	There will be legislative changes from time to time particularly around building safety, health impact and general building regulations. We will respond and adapt to these changes and align our work programmes.
Responsive Repairs	Responding to unplanned failures in homes is critical to our services, for tenants and to avoid further deterioration or disrepair to the building or its components. We will respond to any reported defects within the agreed timescales, prioritised by urgency. However, by carrying out general annual checks on our homes and identifying any issues we will be able to reduce the need to respond to any unplanned repairs.

Empty Council Homes (Voids)	We will bring empty homes back into use quickly and efficiently. This will help alleviate the demand on front line homelessness services, maintain standards and lower void loss from missed revenue. In 2022/23 we will carry out a robust review of our letting processes to ensure that there is capacity within the contractor frameworks to turn around empty homes quickly.
Improving Communities & Estates	Taking opportunities to carry out environmental estate improvements that are strategically targeted, will improve our neighbourhoods, community cohesion and create a sense of place.
Procurement	Our procurement strategies ensure value for money and where possible use local suppliers or contractors to stimulate the local economy, develop skills and talents for future generations. We also look to ensure that suppliers share our values including the need to reduce their carbon emissions.

The Compliance Policy (Appendix E) shows how we will achieve this, through allocating adequate resources to maintain the standard, a robust asset management system, verification of the data and validation to ensure cost certainty over the 30 year financial model.

Ensuring our assets are economical to maintain and meet our strategic objectives

Homes	<p>Every year there are a small number of homes that need major work where the previous tenants have declined the CHS works, or where inherent structural defects are identified. We will monitor these and intervene appropriately.</p> <p>Before committing to do the work, we need to ensure that the cost of work is proportional to the value of the property and demand for housing. For consistency, extensive work programmes, for one or more homes, will be assessed based on the Most Satisfactory Course of Action (MSCA). This will allow us to establish the net value of the homes over a 30-year period and whether we should invest further.</p>
Garages	We have been gathering information on the types of agreements used and the condition of garages, by establishing who uses the garages and bases. Our intention is to standardise agreements and charges and consult owners and leaseholders on future options for garage sites including repairs or even demolition if they are unsafe, unused or would have a positive impact on the surrounding area if the land was used for something else.
Land	<p>We own areas of land across the County. As part of our commitment to affordable housing, we have identified areas of land that could be used for development, prioritising those in areas of greatest need and meeting the Councils wider strategic regeneration priorities.</p> <p>We may sell land which we have no use for and is costly to maintain. The capital receipts from sale(s) will contribute to maintaining our stock.</p>
Sewage Treatment Works	We currently have 15 treatment works serving 154 homes and 8 septic tanks. We have, conducted an options appraisal of all of the sites within the last 6 months which has generated a programme of remedial works that will comply with licence discharge conditions. As part of this process, we will revisit the charging arrangements for tenants and private homeowners benefiting from the treatment works and monitor the ongoing maintenance of these facilities

Theme 1 – Supporting Tenants and Residents

The commitment and support of our tenants and Members is important to us, to ensure that we maintain, improve and expand our housing stock in the future.

Tenant and resident engagement and communication



To make it easy and inviting for tenants to get involved in shaping strategic decisions and improve services through meaningful involvement by ensuring residents have the relevant skills.

Tenant and community engagement have always underpinned the delivery of our services, but we want to do more. We want to get better by engaging as widely as possible and with those that don't usually take part, to maximise opportunities and help build stronger communities.

We strongly believe we should give our tenants the opportunity to influence decisions about their homes, the area where they live and ensure that the services they receive provide value for money. We will do this by:

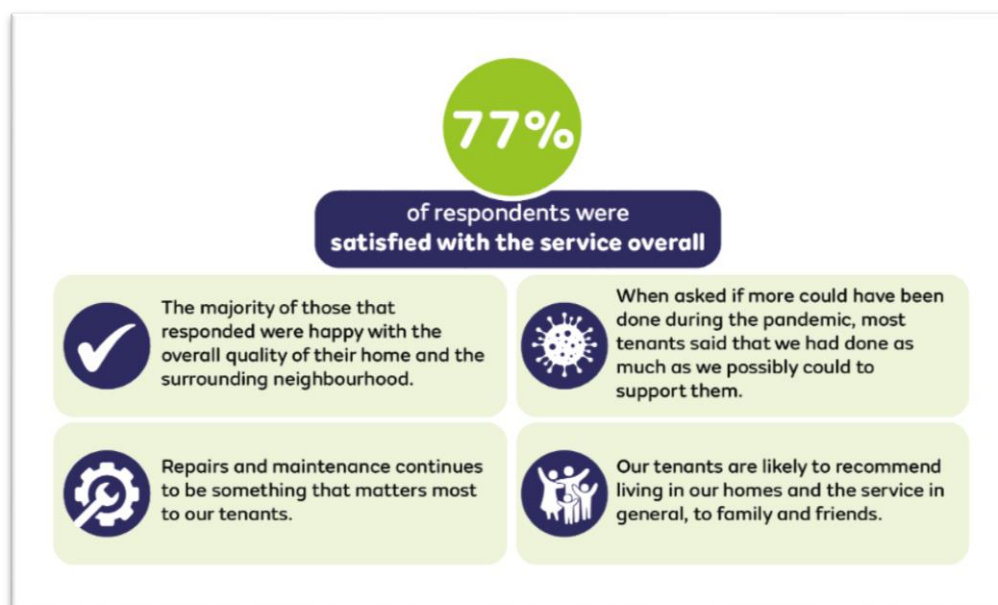
- Engaging with our tenants daily on an informal basis. Our Housing Officers will talk to tenants to understand their needs and views in their homes and in the community.
- Having tenant and community event days where tenants and residents can share their views whilst participating in community activities.
- Providing digital platforms that are safe and secure for tenants to raise concerns, give ideas or promote events that involves their community

Impact of Coronavirus.

Covid 19 has impacted significantly on a many of our activities and the way we engaged with our tenants. Events and projects had to be postponed during the lockdown periods last year until a time that they were safe to resume. Over the past year we have found new digital ways to communicate with our tenants. We have ensured that our new communication method suit our tenants and where possible we have resumed face to face contact.

What are our tenants telling us?

In October 2021 we undertook a new tenant satisfaction survey. In total, 1,938 tenants took part in the survey, which represented a 26% response rate overall. A third of the total number of responses were collected online (660) compared to a quarter of responses received in the last survey and 47 surveys were completed in Welsh (2%).



Generally, our satisfaction rates were greater than the average for other stock retaining authorities and equal to other registered social landlords. Satisfaction in responding to repairs and carrying out works was also comparable. Listening and acting on tenants' views is something that we would like to improve on.

What happens next?

- Gain a better understanding of differences in satisfaction rates from the STAR survey
- Develop new ways to include and engage with younger people and families
- Engage with tenants on our plans to decarbonise their homes
- Continue with the roll out of the time-banking platform "Connect to Carmarthenshire"

Responding to Universal Credit & Covid 19

Universal Credit (UC) was introduced in Carmarthenshire in 2018 and replaced six legacy benefits including Housing Benefit. We currently have 2394 tenants on Universal Credit and a further 3154 that could transfer across. How tenants on UC currently pay their rent is shown in Appendix B.

When UC was first introduced in Carmarthenshire, we anticipated a significant increase in rent arrears in the short to medium term based on other Local Authority experiences. The pandemic will have also affected the way working families or individuals pay and we have allowed for this within this plan through bad debt provision. However, we are not experiencing the same trend as other

stock retaining Authorities and there has only been a slight increase in rent arrears overall compared to the same time last year. We will continue to monitor this and take appropriate measures to mitigate the impact of UC and Covid in 22/23. This will be particularly important following the removal of the twenty-pound uplift introduced during the Pandemic.

Our pre-tenancy service also helps new tenants understand what they need to do to sustain their new tenancies. We support tenants by ensuring that they are financially stable, helping them with applications, setting up direct debits and/or providing furniture or white goods to mitigate the impact on their household income and lowering the risk of them falling into debt at the start of their tenancy. Our aim is to ensure that tenants are 'set up' well from the start of their tenancy.

Theme 2 – Investing in Homes and our Estates

In 2015, we completed the CHS programme of works to all homes where tenants had agreed to the work- well before WG’s target of December 2020. This is in line with our agreed assumptions that the standard of our homes will be of standard and replacement programmes will be based on condition, not time. This year we will review the standard to ensure that it embraces decarbonisation, affordable warmth and meets the diverse needs of our tenants.

Maintaining the condition of our Housing Stock

Tenants tell us that getting repairs done on time and maintaining homes to a good standard is important to them. Maintaining the standard is a statutory duty, and the Council has made a commitment to achieve and maintain the standard of our housing stock. The standard is contained in the Compliance Policy in Appendix E. Critical to this work programme will be undertaking a stock condition survey for all housing assets so that we can plan for the replacement of elements and components when they fail rather than on the time from when they were first installed.

Our on-going consultation has identified six key areas of work:

Work Area	Context	Action
Repairs and Maintenance	Effective and timely maintenance, consistent service, maintaining homes to a high standard and continuing to improve the housing stock	<ul style="list-style-type: none"> • Advising tenants how quickly we can carry out the works when they report minor repairs • Carrying out repairs in the timescales we have agreed or at a time that is more convenient for the tenant • Introducing an appointments system for our urgent responsive repairs service, using mobile technology • Introducing an automatic scheduling of repairs system
Internal Works	For internal components such as kitchens, bathrooms, electrical upgrading and central heating, we replace components when they are in disrepair	<ul style="list-style-type: none"> • Contacting tenants who have previously declined works • Ensuring homes have the appropriate smoke alarms, heat detectors or carbon monoxide detectors, and agree with tenants how we can upgrade these components to protect their safety
Servicing	We assess the condition of our gas, oil, electric and solid fuel appliances and meet our statutory servicing obligations. Protecting the health and well-being of our tenants by ensuring that all homes are fitted with fully compliant electrical	<ul style="list-style-type: none"> • Continuing our annual programme of safety checks on gas fires, and gas or oil boilers, and replacing or upgrading where necessary with energy-efficient appliances • Inspecting smoke, heat and carbon monoxide detectors installed in homes. Installing/upgrading where necessary • Gaining access to ensure that the necessary works are completed • Installing servicing timers when we gain access (where a tenant repeatedly refuses access), to help protect lives

	systems, including hard-wired smoke and carbon monoxide (CO) detectors	
External Works and the Environment	Our homes are in a good condition and we aim to achieve economies of scale by replacing components in disrepair; including the rendering and roofing upgrading/replacement programmes and improving the estate environment around our tenants homes	<ul style="list-style-type: none"> • Continuing to review and update our annual roof and rendering programmes to include external wall insulation (EWI) • Working with a range of partners to identify opportunities to install low carbon technologies to our homes • Continue our programme of replacing structural boundary and retaining walls • Ensuring sheds/ outhouses, gardens, paths and fencing meet our standard
Empty Council Homes (Voids)	Our aim is to let empty Council homes as quickly as possible, striving to meet customers' expectations, reduce rent loss and reduce the pressure on front line homelessness services	<ul style="list-style-type: none"> • Completing individual options appraisals if homes are no longer fit for purpose • Making sure that homes are maintained and repaired to our standards, together with making sure gardens are clear of rubbish • Make empty properties available for letting as quickly as possible • Ensuring every new tenant receives relevant information and certification about their new home
Improving Standards	Tenants have told us they want a standard that continues to evolve	<ul style="list-style-type: none"> • Engaging with tenants on our Decarbonisation Strategy and ensuring they become fully involved on planning the improvements to their homes • Giving tenants a say through single-issue meetings, digital participation and challenge panel • Developing an energy savings programme and ensure we have robust Energy Performance Certificate (EPC) data to inform future work programmes • Providing adaptations for our tenants to meet their needs and maintain their independence • Meet the needs of households on the Accessible Housing Register (AHR) through conversion or where an empty Council property with existing adaptations is matched to a new household • Evaluating the results of the pilot study on the treatment of lichen and algae growth on affected homes and determining a suitable remedy • Investigating the costs of external works such as gutter clearance and external high-level cleaning on homes



The detail of the type of work to be completed in 2022/23 can be found in Appendix D. This includes works (capital & revenue) that weren't completed in 2021/22 because of the pandemic and have been brought forward to 2022/23.

Risk Reduction Measures

Approach to fire management - Following a review of fire risk assessments to our purpose-built blocks of flats and sheltered schemes, we have identified improvements to be made and an action plan has been developed. This provides a record of present risks, defects identified and the remedial action to be taken in a defined period. The risk assessments are monitored by the Housing Stock Investment and Decarbonisation Working Group, as set out in our governance structure. A work programme has been developed to improve the detection systems within these blocks of flats, the means of escape and the compartmentalisation of flats in the event of a fire.

Radon Testing Programme - Following guidance issued by the WG and Public Health Wales, we have started a programme of radon testing in all our homes located in areas where there is a greater probability of high radon levels. Officers from the Council install radon detectors for 3 months to gather data in specific, discreet locations within homes. Remedial action is taken if levels are higher than recommended.

Surge Protection Upgrade - The demand on the electrical systems and consumer units in our homes has increased over time. The introduction of other renewable energy components and electric vehicle charging points in future will place further strain on the systems installed. Surge protection devices (SPD) are being installed which significantly reduce the risk associated with transient over-voltages.

Future Developments and Opportunities

Investing in Sheltered Housing – It is important that the right type of support and facilities are in the right schemes, in areas where older people wish to live and where it is convenient to access

local amenities. As part of our programme, we continue to challenge whether our sheltered schemes will meet the expectations of future residents. We will consider the use of communal facilities and living arrangements and how we manage public health and infection transmission. We will also continue our annual sheltered housing programme of:

- Communal boiler replacement/upgrades making boilers more energy efficient
- Maintaining and servicing lifts
- Transferring lifelines from non-scheme sites to our Telecare service (Delta Wellbeing)
- Introduce broadband and Wi-Fi to all our sheltered schemes so that all tenants are connected

Assisted living solutions for older people – Meeting the housing needs of older people over the next 10-20 years requires a mix of housing models and solutions. This range covers general needs housing, specialist housing (i.e. housing specifically for older people) and care-based provision (residential/ nursing care, hospital-based care). The new Pentre Awel Life Science Village in Llanelli will form a test bed for developing innovative housing and care solutions for older people that promotes health and well-being and independence.

Regeneration plans for Tyisha (Llanelli) - We have developed a transformational plan in partnership with the local community to create vibrancy, cohesion and sustainability for one of our most deprived communities. Our plans will develop the area around the railway station to create a gateway into the town centre, provide improved community facilities, re-model the existing housing stock and deliver new mixed-tenure modern homes in the community for local people and key workers. This investment will provide incentives for further development, making the area more attractive. This will help lay the foundations for stimulating the economy and improving the social and economic profile of the area.


Supported Housing (Learning Disabilities & Mental Health) – Projects are usually commissioned for accommodation and support for individuals or groups of people that have learning difficulties or mental health needs. Through a planned approach and understanding the medium to long term need, we are providing housing that can be used for this purpose and provide an option for transitional care arrangements. By bringing the landlord function 'in house', and commissioning the care separately, we can lower the cost and liability to other services and provide safe, quality and affordable accommodation for our clients. We will redesignate houses within the current stock, purchase additional homes or make homes available on our new build sites for this purpose where a need is identified. We want to offer tenants a choice over where they would like to live and who the support provider is.


Theme 3 – Providing more homes


Increasing the supply of homes in the County has been a key a strategic priority for the Council for a number of years. Our plans are ambitious and exciting. They are driven by meeting housing need and play a vital part in stimulating economic growth in all areas of the County, helping our economy and communities become stronger than ever before.


Meeting Housing Need


Meeting housing need has always been our main reason for providing more homes. Our evidence from demographic research and stakeholder consultation confirms that this approach must continue. The key messages from our recent stakeholder consultation undertaken in July 2020 are summarised below:


 Housing need should determine where more homes are provided;


 Affordable homes should be provided for families, people with ill-health and disabilities, young people and key workers;


 Homes should be provided on mixed tenure basis;


 The Council has a clear role in growing the green economy, including improving the energy performance of homes, using building techniques that reduce waste and embodied carbon and generating renewable energy;

 91% of respondents said that improving the skills of local people should be a priority for the Council;

 Future town centre uses should include more residential space, restaurants, cafes, the entertainment industry, the provision of public services and creating more public open space;

 Homes in town centres should be provided for town centre workers, single people, couples, young people under 25, people with disabilities and retired people;

 The Council should support rural communities by providing more affordable homes for rent and low cost home ownership, improve transport links, improve digital connectivity and support local businesses; and

 62% of respondents agreed that building strong communities, promoting the Welsh language and culture should be a priority for the Council.

Housing need can be met in a variety of different ways, according to the needs of the household, their financial position and the opportunities available. Our plans help address housing need in a variety of different ways including:

- Providing more homes for social rent, including homes for general needs households, specialist supported housing for individuals with complex needs and accommodation for older people;
- Providing a choice of mixed tenure assisted living options for older people, including our offer at the innovative Pentre Awel Life Science Village;
- Providing more homes for low cost home ownership helping, individuals and families own their own home;
- Providing mixed tenure developments consisting of social rented, low-cost home ownership and open market homes, offering a real choice of tenures for local people and key workers depending on their individual circumstances;
- Providing more affordable homes for rent and sale in rural towns and villages, helping local people stay in their communities, helping to protect the Welsh language and culture; and
- Increasing the residential offer in the primary towns of Ammanford, Carmarthen and Llanelli, increasing footfall through housing-based regeneration and helping to make our town centres vibrant once more.

Our Approach

Our plans to increase the supply of homes ensure that we do so the most cost-effective way, maximising all external funding opportunities, working collaboratively with partners to support the development of our communities. We do this by using a range of delivery vehicles that offer flexibility, scale and pace, including:

New Build Developments	This includes the Council developing new build homes, but it also includes collaborative working with our housing association partners to maximise all regeneration and funding opportunities
Private Sector Partnerships	Work with private sector partners to deliver housing solutions at scale and pace that meet the individual needs of an area
Empty Homes	Work with private owners across the County to bring empty homes back into use. We also purchase empty homes through the Land and Building Development Fund, releasing the potential of a disused asset
Buying Private Sector Homes	Increase the number of homes in the Council’s housing stock by purchasing private sector homes for general and specialist housing need e.g., assisted living schemes for learning difficulties, mental health, and older people’s housing
Section 106	Secure homes for low-cost home ownership through the planning system on private sector developments in line with the requirements of the Local Development Plan

Simple Lettings

We work with private landlords to increase the number of homes available for rent through the Council's Simple Lettings Agency by offering a range of different agreements over different terms and timescales.

The additional homes delivered through our plans meet the individual needs of our communities and include houses, bungalows and apartments for rent and sale. Our new build developments follow a clear set of design principles that create new communities that are sustainable, with a real sense of place. They are also energy efficient. Fitted with high levels of fabric insulation and innovative renewable technology, reducing carbon emissions, creating affordable warmth for residents, and following the Council's Net Zero Carbon Principles.

Our Achievements so Far

We published the Affordable Homes Delivery Plan in 2016. This was our first ambitious programme to deliver over 1,000 affordable homes across the County. This plan has now delivered over 1,350 homes exceeding our delivery targets every year as shown in the graph below.



The Journey Ahead

In 2022, we developed our new exciting Housing Regeneration and Development Delivery Plan. This plan is ambitious and sets out our plans to support the delivery of over 2,000 additional homes across the County over the next five years, building on the success of our current affordable housing delivery plans.

This plan will also support economic growth by investing over £300 million into our communities and directly supporting the actions in our Economic Recovery Plan, supporting businesses, people and places.

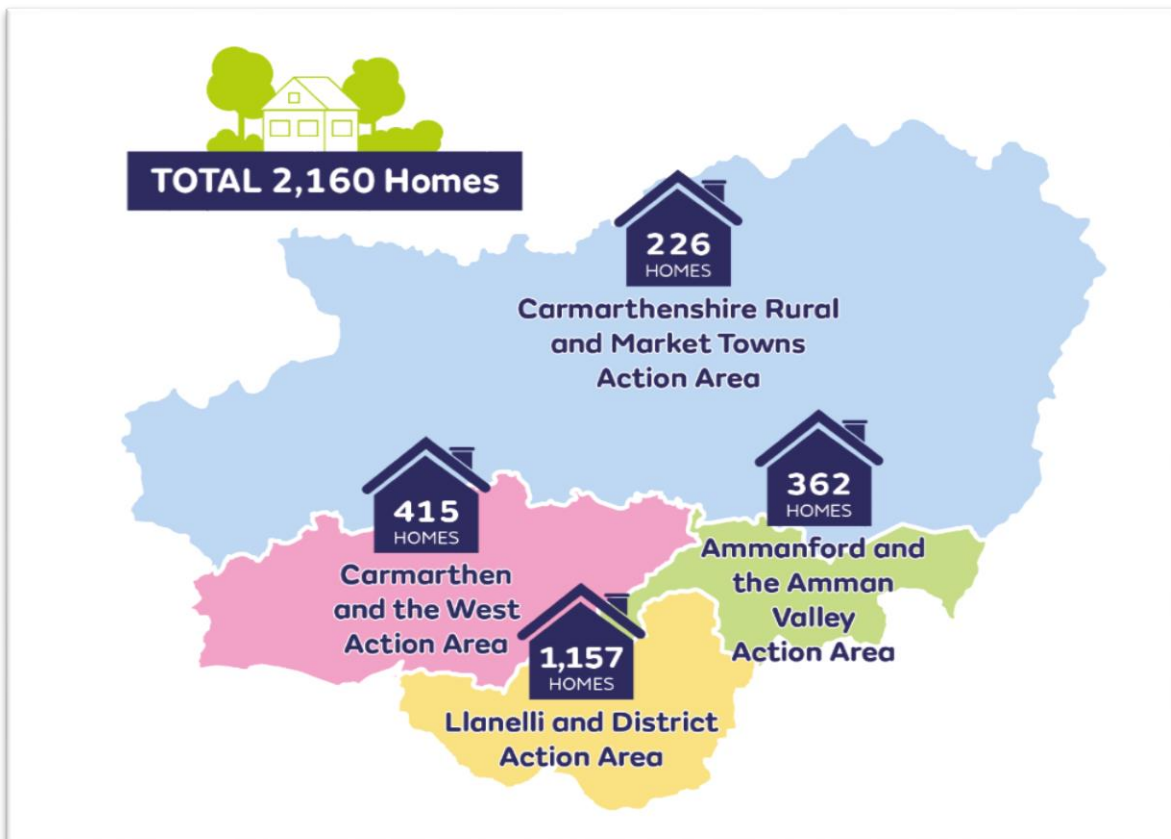
This delivery plan will create opportunities and help transform our County following the devastating effects of the Covid 19 pandemic. It will :

- support the development of strong sustainable communities – places where people want to live and work.
- help grow the local economy and help the County recover from the devastating economic effects of the Covid 19 pandemic;
- understand the needs of our diverse communities, building the right homes in the right places and meeting housing need;
- support some of our most vulnerable tenants through the housing support grant programme;
- create jobs for local people;
- provide affordable homes for young and working aged people to help them remain in the County and benefit from the additional jobs created;
- help maintain our culture and identity especially in rural towns and villages, where we must help ensure that local people are able to afford quality affordable homes and remain in their communities;
- help to maintain and develop our town centres by increasing the residential offer, increasing footfall and helping businesses thrive;
- support the growth of the green economy, the local construction industry and our supply chains; and
- be flexible to ensure that we can respond to changing market conditions, risks and opportunities as they arise.

The current draft programme is shown on page 21. This programme is, however, flexible and will change as new opportunities arise. The programme will be affected by changing market conditions and risks that will affect the viability of some developments. This may result in some developments not proceeding and being replaced by other developments.

This programme is inclusive of the homes the Council will deliver, the homes we will deliver collaboratively with our housing association (HA) partners, and the homes the Council will deliver in partnership with private developers.

Current Draft Housing Regeneration and Development - Five Year Delivery Plan by Action Area (2022 – 2027)



**** This programme is flexible and subject to change due to changing market conditions, risks and opportunities that may arise over the next five years ****

Theme 4- Decarbonising our Housing Stock & Services

Decarbonisation within our Council is a cross cutting theme. This year we will launch our Housing Decarbonisation and Affordable Warmth Strategy in response to the Council declaring a climate emergency, and our ambitious target to become a net zero carbon authority by 2030. The work programmes that follow will help grow the green economy and stimulating economic recovery and growth following the pandemic.

The work we have done previously through the CHS goes some way to improving the fabric and the thermal performance of our homes. However, there is more that can be done which will reduce carbon emissions and make our homes more affordable for our tenants to heat.

Our aim is to make all of our homes energy efficient and reduce our carbon emissions. We will achieve this by bringing all of our Council homes up to a Band A Energy Performance Rating as quickly as possible. It is likely that the new WHQS, due to be released in early 2023, will require all social housing landlords to meet a minimum energy performance level of SAP 92 (EPC Rating A) for their stock.

Our Strategy will outline how this can be done, the challenges ahead and the other wider benefits for our communities, including:

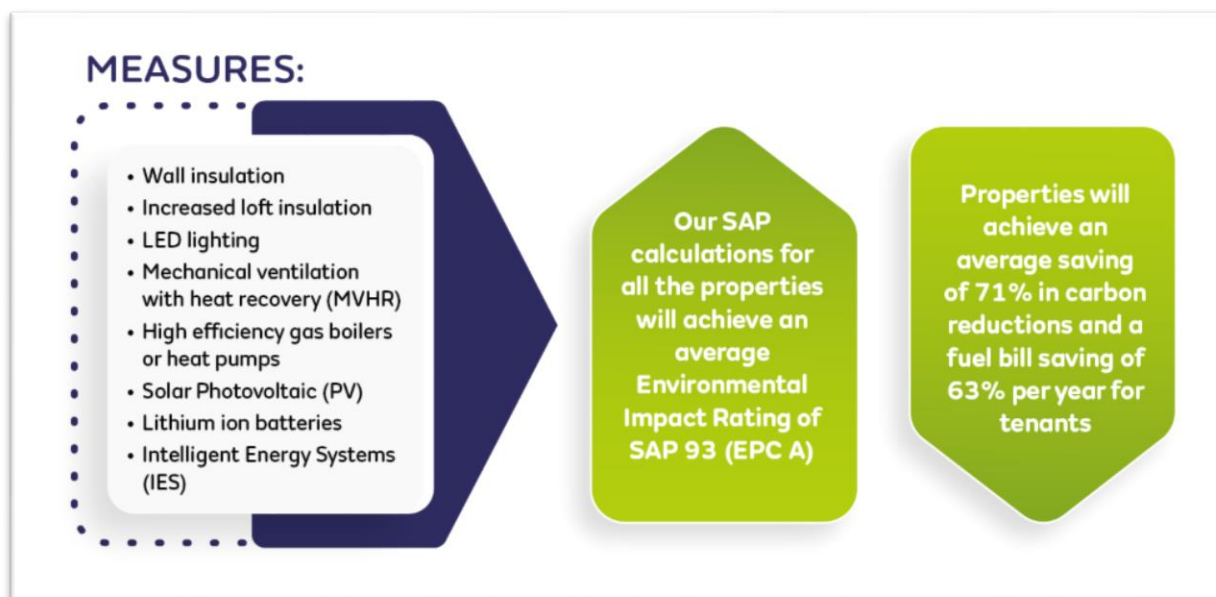
Existing Homes	We have profiled our existing stock, in terms of component characteristics and performance. This provides our baseline of data to build on. We must now focus on stock condition so that we can align our repairs and maintenance programmes with our decarbonisation and affordable warmth programmes. Our average SAP Rating is currently 66 (EPC Rating D). Most of our homes have gas central heating systems with just under quarter of our stock having oil central heating systems. Our aim is to move away from fossil fuels, say 'good by' to gas and replace them with low carbon heating and renewable energy solutions.
Our Approach	Our approach is based on strong principles and basic design standards to transform our housing stock. We will aim to bring our housing stock up to a minimum SAP rating of 92 (EPC Rating A) or get them carbon ready for when the national grid is improved. We will do this by being innovative and flexible, maximising all external funding opportunities and piloting different solutions. Doing the work at the right time, is crucial. We must align this work with our cyclical maintenance programmes and the works required to let empty council homes.
Council New Build Homes	Our ambitious plans to support the delivery of over 2000 homes in the next 5 years will include developing innovative energy efficient homes with low levels of carbon emissions. Our new build Council homes are highly efficient and already achieve SAP ratings of between 92 and 105. Through our future plans we will encourage our partners to build to similar energy efficient standards, using modern methods of construction (MMC), innovative technology and the use of natural and local products.

Supporting our Tenants	Tenant and community engagement will underpin our strategy and the delivery of the work programmes that follow. Our priority is to ensure that the promoting affordable warmth is one of the key drivers of decarbonising our homes. Our existing housing stock will need to achieve a similar standard to our new build homes. This will ensure that existing and new tenants all benefit from well heated, comfortable homes with low energy bills. We will provide support and guidance to our tenants to ensure that they are able to maximise the benefits from their energy efficient homes which will also help improve their health and well-being.
Housing Management	During the Pandemic, we've witnessed how our workforce can adapt to a new way of working and continue to deliver a service in an effective way. We will continue to look at our day-to-day activities, that are necessary to manage our stock and tenancies so that we continue to reduce our carbon emissions.
Collaboration & Research	Collaboration and research on a local, regional and with WG on a national level is essential to drive innovation and creativity. This will ensure that our homes and building practices continue to evolve. We will continue work with academic institutions to enhance our thinking on retrofit and new build standards, the workforce required to do this and how we can try to anticipate future changes to the energy network. Our work to date with the Welsh School of Architecture at Cardiff University and the Active Building Centre in Swansea University on new build homes and retrofit has helped us lead the housing decarbonisation agenda in social housing in Wales.
Embodied Carbon & Waste	Our aim is to adopt a more circular approach by purchasing and reusing buildings, use local products and workforce, minimise waste and recycle materials where possible. Our commitment goes beyond just making our homes efficient. We want the companies we employ to do the same, lower their carbon footprint and share our values.
Supporting the Green Economy	Our ambitious development programme for new build homes over the next 5years, investing in renewable technology and upgrading the thermal efficiency of our existing homes will create local jobs and support local business to maintain or expand their workforce. This strategy can offer more than just creating or safeguarding jobs in the County. By improving the thermal efficiency of our homes and making them more affordable to heat, our tenants will have more disposable income to spend locally contributing to the prosperity of our communities and directly supporting the actions in the Councils Economic Recovery Plan.

Progress so far

We have not allowed the pandemic to slow our progress on understanding how we can improve the energy performance of our homes and what retrofit measures are necessary. Whilst we haven't been able to work on occupied houses, we have been able to carry out a detailed programme of works on a sample of empty Council houses that represents the most predominant architype within our housing stock - semi-detached houses, built between 1945- 1964. This is particularly important because the work that has been done on these properties, with minor variations, could be scaled up as we develop our future work programmes. Whilst the properties have all been built the same, they do differ and were selected because some were off gas, some had existing renewable technologies and some had been extended.

A summary of what we did and achieved:



To improve our learning and expand on the work that we have done with WG on the Optimised Retrofit Programme, we will progress the following pilots:

<p>Y Bwthyn</p>	<p>We propose to develop a retrofit model for 6 blocks of flats at Y Bwythyn. WG have had difficulty in finding a solution for this type of building that also has different tenure types. This aligned with our cyclical maintenance programme provides an answer that could be replicated across our own stock and for other social landlords. The scheme provides an opportunity to go over and above the general planned works intended for the buildings to make it fit for our tenants to live in and integrates an optimised retrofit programme that can be done at the same time to minimise waste and embedded carbon. It will also provide learning on how we engage with tenants and more particularly leasehold owners. We will look to see how we can include high insulation levels, low carbon heating and renewable energy technologies that will significantly lower the environmental impact from carbon emissions. It also provides an opportunity to extend the programme into other buildings and land within the area surrounding Y Bwythyn.</p>
<p>Coleshill Terrace</p>	<p>2-4 Coleshill Terrace is an exciting project that offers a range of benefits. It is a conversion of existing buildings to 8 supported units of accommodation for people with learning disabilities and mental health in Llanelli Town Centre. The scheme is currently under development and offers an optimised retrofit solution to flats and shared accommodation for clients with low to moderate needs. The retrofit measures will reduce carbon emissions, provide affordable warmth and allow the residents to live independently.</p>
<p>Replacement of non-compliant boilers with Hybrid Heat Pumps</p>	<p>This is pilot scheme for the replacement of E grade boilers that have/will be falling out of compliance within the next 12-18 months due to age or component failure. The scheme offers a solution to replace these boilers with low carbon heating systems and IES monitoring systems which optimises our approach to decarbonising homes without undertaking a deep retrofit at this stage. Other decarbonisation works (fabric insulation & renewables) will be considered at a later in line with our cyclical maintenance programmes.</p>

Theme 5 – Local Economy, Community Benefits and Procurement

We recognise the importance of this Plan and its role across the wider capital investment programme to stimulate, support and develop the local economy. To support the Economic Recovery Plan, we will be looking to further develop the Council's approach to procurement to maximise our contribution to local economic growth, focusing on social value and building sustainable communities. Our aim is to grow different economy sectors within the housing and building industry so that they and other local business benefit and thrive. It is therefore important that our investment plans:

- contribute to long term economic growth across the County
- are sustainable in future years as we continue to invest and maintain our homes
- enable local businesses, construction and manufacturing industries to develop, grow and lay down strong roots
- keep the pound local, benefiting our economy and contributing directly to the prosperity of our County and its residents
- create new jobs and training opportunities for local people

As we move forward with our recovery plans, the stock investment and the Council new build programmes will provide sustained periods of trade and benefit local contractors and builders. This will create more jobs, training opportunities and other community benefits. The Housing Regeneration and Development Delivery Plan has a direct focus on providing more homes in town centres and rural areas, having a direct impact on business and commerce in these areas.

The decarbonisation of our homes will also become a fundamental part of our future stock investment programmes. Rolling this out across our entire housing stock will result in increased job opportunities and further training opportunities as we explore new ways of providing low carbon, energy efficient homes for our tenants. A significant proportion of the Councils housing stock is in rural market towns and in rural areas. Encouraging small to medium enterprises (SMEs) to participate in those areas will help with local employment and allow young people to stay in the community where they want to live.

Our procurement strategy aims to develop our programmes using local contractors and suppliers to stimulate the local economy. Where this is not possible initially, because of limitations on the supply and availability of local skills (e.g. homes built using Modern Methods of Construction (MMC)), we will learn from these projects and put measures in place (close the gaps) to ensure that the skills and work force needed is available locally. We will also influence this through the Regional Skills and Partnerships workstream and through expanding our own direct employment of staff to deliver work programmes alongside the private sector, including appointment of apprentices and supporting local shared apprentice programmes.

In 2021/22 the HRA investment programme delivered the following community benefits:



During construction, contractors will contribute to the wider local economy by increasing footfall into the town centre and spending money in rural market towns/villages by accessing local amenities such as shops, supermarkets, restaurants and cafés. This increased footfall in town centres will help compensate for the reduced use of the town centre commerce during the pandemic as local offices remain empty as we look to 'better ways of working'.

It is however, extremely important that all contracts demonstrate good value for money and through the Regional Contractors and the Minor Works Framework we will challenge their costs, the principles and methods of construction to make sure that we achieve this. We will also look to keep the workforce as local as possible and benefit the local economy by including 'environmental benefits' in a tender or contract and insisting that contractors demonstrate how they will reduce their carbon emissions.



Funding and Risk Management

Major Repairs Allowance

Every year we receive over £6 million from WG to support our capital investment. The grant comes with clear guidance on what it can and cannot be used for. The main condition is that it must be spent on property within the HRA. It cannot be used for revenue repairs or maintenance, demolition costs, repayment of borrowing etc. A full breakdown can be found in our MRA acceptance letter issued by Welsh Government.

The MRA makes a significant contribution towards achieving and maintaining our housing stock. A reduction in MRA levels would be detrimental to future investment plans.

Planning Assumptions

To help us plan our investments, we must make certain assumptions. Changes to our assumptions may mean re-visiting the objectives included in this plan.

INCOME		
Major Repairs Allowance (MRA) <i>i.e. the amount of capital funding we get from the Welsh Government</i>	£6.2m each year. This is on the basis that we receive an average of £682 per home.	
Rent increase 2022/23	<p>Welsh Government have set the maximum rent increase for 22/23 at 3.1% because the Consumer Price Index sat outside the 3% threshold which gives social landlords the discretion to set their own maximum rent no greater than CPI plus 1%.</p> <p>We have limited the rental increase to 2.9% overall with a maximum £1 progression for those tenancies below target rent. Most tenants will receive a 2.7% average rent increase which is significantly below level set by WG and current inflation values.</p>	
Future rent increase levels <i>Based on Welsh Government Policy</i>	3% from 2023/24 for 2 financial years. Then reduced to 2% pending revised rent policy from WG.	
Borrowing and direct revenue financing (DRF)	Borrowing £48.7m and utilising £30m DRF over next 3 years to maintain our housing stock and develop new homes.	
Expenditure/income inflation	Employees' pay at 4% for 2022/23 as per the council fund, general inflation at 4%	
Right to Buy receipts i.e. Money we get from tenants' buying their home	No receipts from 1 st April 2015 following suspension of Right to Buy	
Balances on the revenue account <i>i.e. the amount of money we need to keep in reserve</i>	Minimum of £4.5m (based on £150 per property)	
SPENDING		
Assumed Borrowing costs <i>i.e. the amount it costs to borrow money</i>	Cost of existing and new debt: 2022/23: 3.93% And future years	Cost of exiting HRAS: Average of 4.15%
Provision for Bad debt i.e. debt that we will be unable to recover	2022/23: £594K 2023/24: £606K 2023/24: £619K	

CAPITAL PROGRAMME	Budget 2022/23 (£000s)	Budget 2023/24 (£000s)	Budget 2024/25 (£000s)
Maintaining the Standard:			
All Internal Works	3,307	2,527	2,617
All External Works	3,000	2,000	2,000
Voids and Major Works to homes	7,200	6,500	5,500
Structural works - Estates and boundary walls (inc. identified structural works)	1,300	2,000	1,000
Decants	150	150	150
Support Tenant and Residents:			
Sheltered Scheme Investment	900	500	500
Assisted Living Projects	704	350	350
Adaptations	2,000	2,000	2,000
Environmental Works & Garages	450	400	400
Providing more homes:			
Housing Development Programme	17,323	20,977	18,150
Decarbonisation:			
Works to Deliver Decarbonisation	2,931	2,515	1,973
Support the delivery of CHS+:			
Programme Management	669	682	696
Stock Condition Information	387	387	387
Risk Reduction Measures	2,370	864	285
Sewerage Treatment Works	20	20	20
TOTAL	42,711	41,872	36,028
SOURCE OF CAPITAL FUNDING	Budget 2022/23 (£000s)	Budget 2023/24 (£000s)	Budget 2024/25 (£000s)
Welsh Government Grant - MRA	6,225	6,225	6,225
External Grant Funding – IHP, SHG, ICF & Other Grants	9,134	7,608	6,500
Direct Revenue Financing	10,000	10,000	10,000
External Borrowing	17,352	18,039	13,303
TOTAL	42,711	41,872	36,028

REVENUE PROGRAMME	Budget 2021/22 (£000s)	Budget 2022/23 (£000s)	Budget 2023/24 (£000s)
Repair and Maintenance of Homes	12,318	12,918	13,500
Supervision and Management	10,125	10,362	10,607
Support Services e.g. Legal and Finance	1,776	1,813	1,851

Provision for Bad debts	594	606	619
Direct Revenue Financing	10,000	10,000	10,000
Capital Charges	14,884	15,694	16,423
TOTAL	49,697	51,393	53,000
SOURCE OF REVENUE FUNDING	Budget 2022/23 (£000s)	Budget 2023/24 (£000s)	Budget 2024/25 (£000s)
Tenant Rents	43,447	45,662	48,033
Service Charges	816	841	867
Interest Received	6	5	4
Housing Finance Grant 2	246	246	246
Water Rates Commission	348	359	370
Grants / Other	1,433	1,520	1,588
TOTAL	46,296	48,633	51,108
Difference between 'Revenue Funding' and 'Revenue Spending' *	-3,401	-2,760	-1,892

HRA END OF YEAR POSITION:	Budget 2022/23 (£000s)	Budget 2023/24 (£000s)	Budget 2024/25 (£000s)
Balance brought forward from last year	14,324	10,923	8,163
HRA budgeted difference *	-3,401	-2,760	-1,892
BALANCE CARRIED FOWARD	10,923	8,163	6,271

*N.B. + is a surplus in revenue funding over spending and – is a deficit/ shortfall in revenue funding over spending

Risk Management

Each year, as part of the HRA business planning process, we identify, assess and prioritise potential risks and consider the likelihood and impact of each. This exercise is carried out by each service delivery area. Once this has been done, we identify ways in which we can reduce or manage the potential risk and impact. These are recorded corporately and monitored regularly.

The greatest risks identified in delivering this plan are:

- Maintaining up to date asset information about our stock;
- Uncertainty of the impact of market conditions about inflation, pricing and availability of workforce (Covid 19 and Brexit), to inform the 30-year cost certainty exercise
- The impact of balancing investment in maintaining the existing standard, introducing new measures to support decarbonisation and continuing to deliver our ambitious housing regeneration and development programme.

All risks are monitored by the Housing and Regeneration Strategic Team.

Compliance, Verification and Monitoring

Compliance and Acceptable Fails

Recording compliance and acceptable fails is not a simple collection of condition information for things like kitchens, bathrooms, electrics and so on. It is a combination of occupancy and property condition information. Surveying of homes, collating of information, how we manage our data, and the ability to report 100% accurate information, are all data-hungry activities.

An acceptable failure occurs when an individual component e.g. a kitchen or bathroom, has not been completed for one or more of the following reasons:

- Cost of remedy
- Timing of remedy
- Resident's choice
- Physical constraint

The details of our acceptable fails and compliance are set out in Appendix D, and our full Husing Standards compliance document is set out in Appendix E.

Energy Efficiency

We have had several different programmes running to improve the energy efficiency of homes. These programmes have helped save tenants money on their heating costs and improve the energy performance ratings of their homes. The average SAP level across our stock is 66 out of 100 which meets the current requirements of the WHQS. The new WHQS is likely to require our housing stock to reach a SAP level of 92 (EPC rating A).

Independent Verification

We believe that we report compliance accurately in achieving and maintaining our Housing Stock, and we will continue to do so. We will also back this up with further verification by:

- Demonstrating compliance by ensuring there is a clear separation of duties between CCC staff reporting compliance and those staff responsible for improving stock condition
- Using internal staff in conjunction with external support, where necessary to undertake desktop reviews
- Commencing a sample programme of stock condition visits every year
- Asking tenants how they would like to be part of the process of verification
- Continuing to use a range of methods to assess compliance. Some data is already independently collected, e.g. boiler inspections, EPCs and electrical tests

- Providing Home Information packs for all new tenants, informing them of boiler inspections, asbestos advice, Energy Performance Certificates, electrical tests and when any outstanding CHS+ work will be carried out.

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Housing Revenue Account Business Plan 2022-23

Carmarthenshire Housing Investment Programme

Appendices A-D



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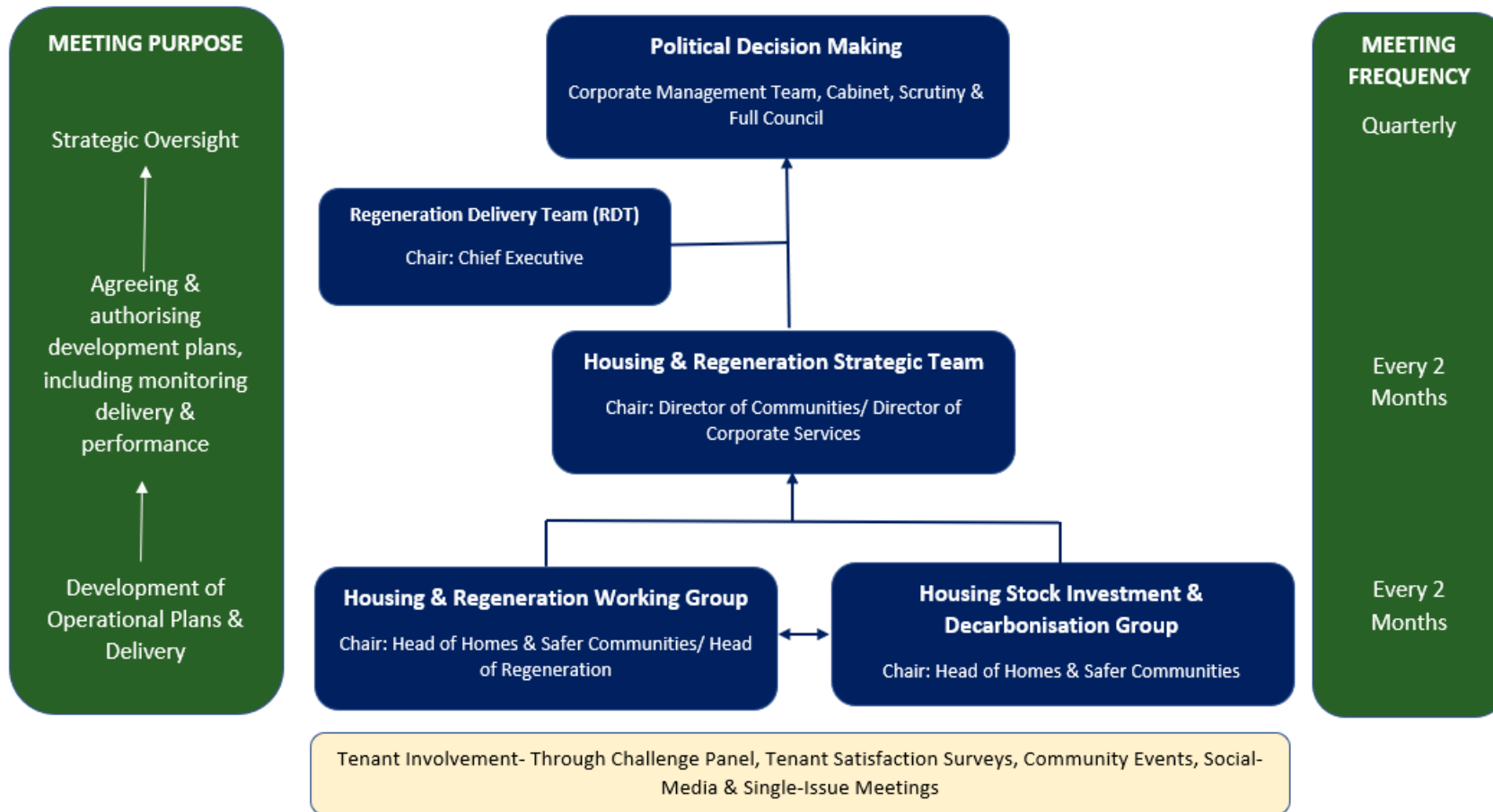
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Appendix A: Well-being Priorities & Governance Structure

<p>A more prosperous Wales</p>	<p>We will focus on:</p> <ul style="list-style-type: none"> • Ensuring long-term economic and social benefits for Carmarthenshire through the Swansea Bay City Region and future European and external funding avenues. <p>We are committed to:</p> <ul style="list-style-type: none"> • Contributing to the social, economic and environmental well-being of the wider community
<p>1</p>	
<p>A resilient Wales</p>	<ul style="list-style-type: none"> • Asking tenderers to deliver community benefits in our tendering activities through the delivery of the contracts or frameworks awarded
<p>2</p>	<ul style="list-style-type: none"> • Maximising the value for every pound we spend, applying a community benefits approach to any tender valued over £1million; and • Capturing and recording community benefits utilising WG’s community benefits measurement tool.
<p>A healthier Wales</p>	<p>We will focus on:</p> <ul style="list-style-type: none"> • Increasing the availability of rented and affordable homes to support the needs of local people by building new homes, bringing empty homes back into use and ensuring an allocation of affordable homes on new developments • Mitigating the local impacts of welfare reform by supporting affected residents through the changes • Providing homes better suited to tenants needs by investing in adapting homes and understanding the future investment needs for our sheltered housing stock.
<p>3</p>	
<p>A more equal Wales</p>	<p>We will focus on:</p> <ul style="list-style-type: none"> • Reducing anti-social behaviour by working in partnership with other agencies and communities to tackle local problems.
<p>4</p>	<ul style="list-style-type: none"> • We want to get better by engaging as widely as possible and maximising opportunities to help build stronger communities.
<p>A Wales of cohesive communities</p>	<p>We believe we should:</p> <ul style="list-style-type: none"> • Give our tenants the opportunity to influence decisions about their homes, the area they live and ensure the services they receive achieve value for money. Our vision is: -
<p>5</p>	<p><i>“To make it easy and inviting for tenants to get involved in shaping strategic decisions and improve services through meaningful involvement by ensuring residents have the relevant skills”.</i></p>
<p>A Wales of vibrant culture and thriving Welsh language</p>	<p>We will focus on what our tenants are telling us:</p> <ul style="list-style-type: none"> • We recently undertook a tenant satisfaction survey. In total, 1,938 tenants took part in the survey. This represented a 26% response rate overall. 47 surveys were completed in Welsh (2%). • We will carry out an in-depth analyse of results to get a better understanding of the differences in satisfaction rates by age, by ward and property type; and revamp our approach to the way we listen and act on tenant’s views.
<p>A globally responsible Wales</p>	<p>We will ensure that:</p> <ul style="list-style-type: none"> • Our new build activities and retrofits of renewable energy technology to our tenants’ homes are cost effective and meet our ambitions and obligations related to climate emergency (in particular its commitment to becoming a net zero carbon local authority by 2030) • We meet our ambitions to save tenants money on their energy costs, support the vulnerable and stimulate a sustainable local economy.
<p>7</p>	

Governance Structure

All actions in this Plan will be monitored on a bi-monthly basis by the Housing and Regeneration Strategic Team. This group provides strategic direction and corporate leadership to ensure appropriate progression on the initiatives included.

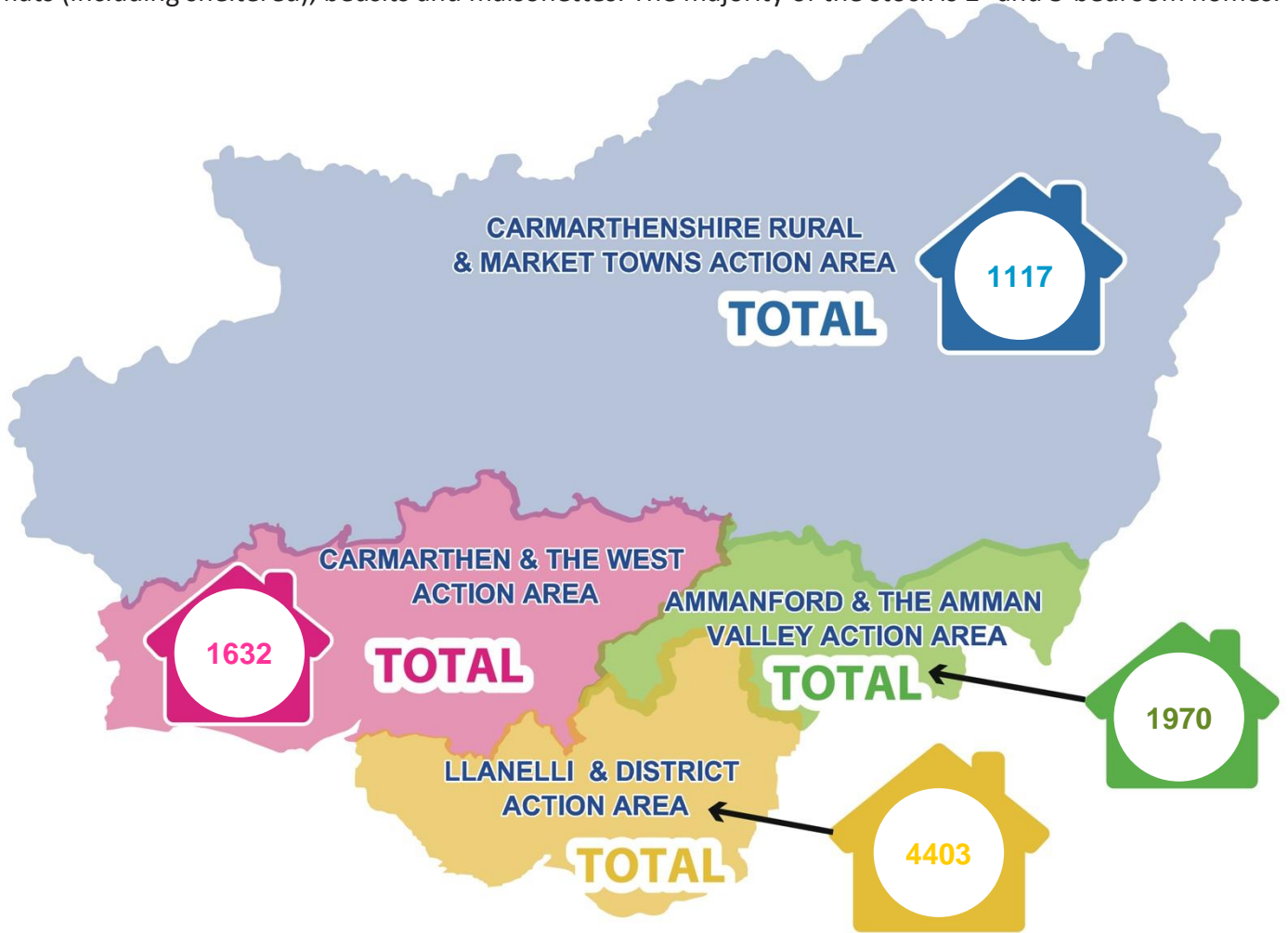


Appendix B: Stock, Tenant and Housing Choice Register Profile

Stock Make Up

Carmarthenshire County Council’s HRA stock (as set out below) comprises 9,122 homes, including 519 sheltered homes, and an additional 211 leasehold homes.

The housing stock comprises 5,029 houses and 2,156 bungalows, with the remainder made up of 1,937 flats (including sheltered), bedsits and maisonettes. The majority of the stock is 2- and 3-bedroom homes.

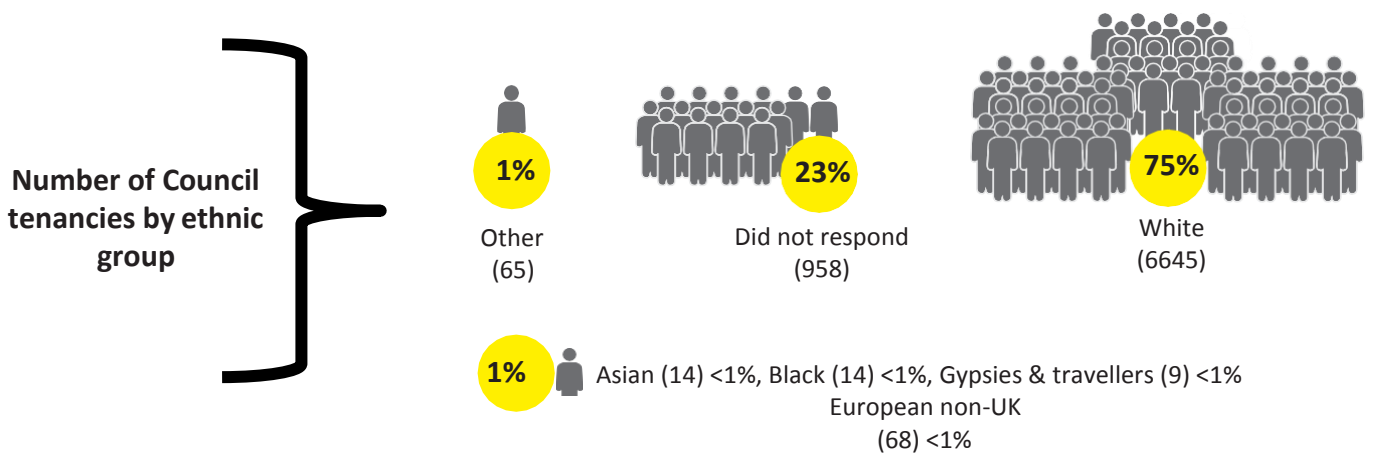
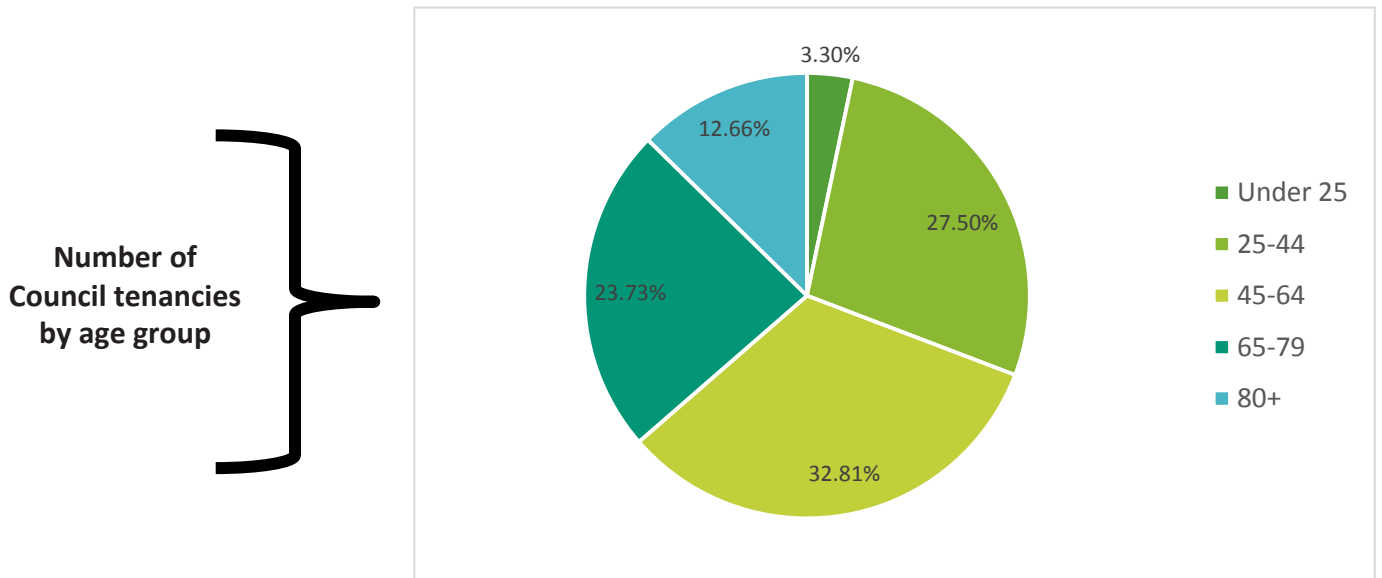


Property Type	Carmarthenshire Rural & MKT Town	Carmarthen & The West	Ammanford & the Amman Valley	Llanelli & District
Bedsit	0	5	0	3
Bungalow	536	497	502	621
Flats (Inc Sheltered)	185	329	511	885
House	396	782	957	2894
Maisonette	0	19	0	0

Tenant Profile

We know that 13% of our lead tenants are aged 80 or over and a further 24% are aged 65 to 79. As a result, 37% of our lead tenants are 65 or above. Only 3% of our lead tenants are under 25, the remaining 60% are aged 25 to 65.

We know that 75% of our lead tenants are white British. A further 23% did not provide information about their ethnic group.

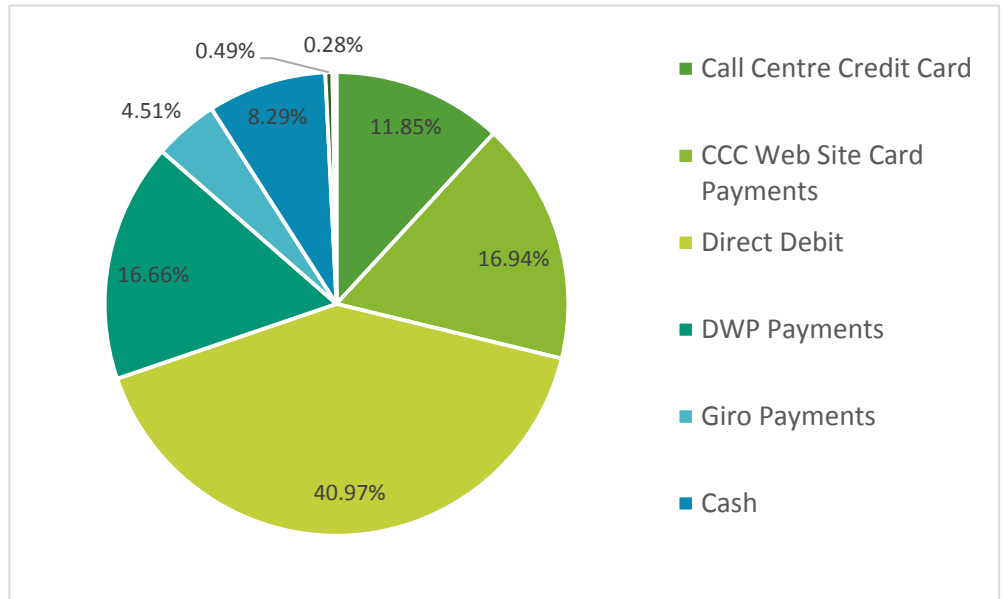


Universal Credit Tenant Payment Profile

For tenants currently claiming Universal Credit, we know that 41% are paying their rent by direct debit. A further 17% are receiving Universal Credit Payments direct to CCC.

Tenant Payment methods

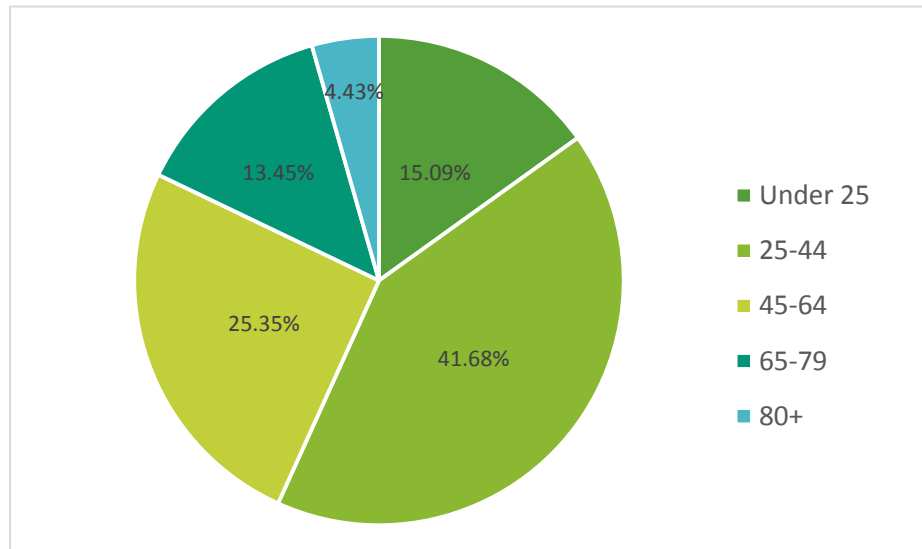
Payment methods
by type



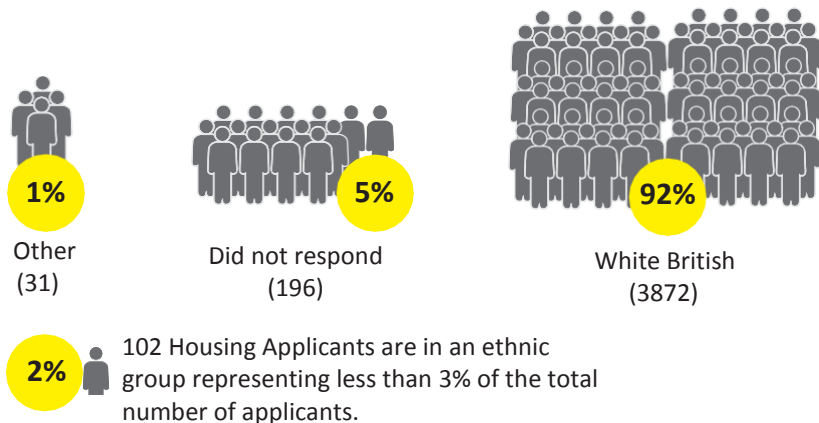
Housing Choice Applicants

We know that 42% of our lead applicants are aged 25 to 44 with a further 15% aged under 25. 4% are aged 80+ and the remaining 39% are aged 45 to 79. We know that 88% of applicants are white British and a further 1% of our lead applicants did not provide information about their ethnic group.

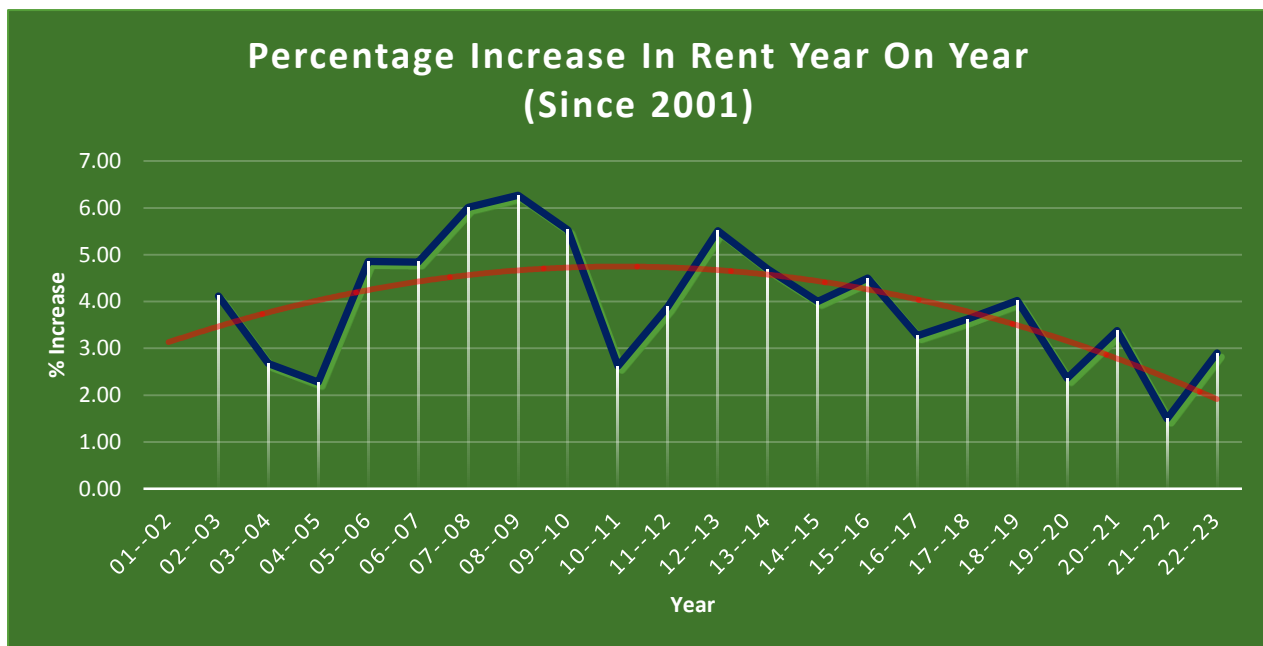
Housing Choice
Register applicants
by age



Housing Choice
Register applicants
by ethnic group,
November 2019



Rent Increase Profile (Since 2001)



Appendix C: How Happy Tenants are with the Services we Provide

Following the Pandemic we have continued to engage with tenants and other stakeholders in a number of ways. We have recently received feedback from a STAR Resident Satisfaction Survey that provided us with an overall summary for how satisfied tenants are with the overall services we provide as a Council.

The results are provided below:

The Home	<p>75% Satisfied with the quality of their homes</p>	<p>The majority of tenants were satisfied with the quality of their home, however, around one in six were unhappy, and satisfaction had fallen by 4% since 2019. This year the wards with particularly high results for the quality of the home, included in Whitland, Llansteffan, Cynwyl Elfed, Llangunnor, Llanddarog and Glanymor. Conversely, those with significantly lower satisfaction were Carmarthen Town West, Laugharne and Llwynhendy.</p>
Value for Money	<p>75% Satisfied with the rent value for money</p>	<p>The current perception of the rent value for money amongst tenants hadn't changed significantly since the last survey. There is also some correlation between the quality of the homes and value for money. Older tenants were again the most satisfied with value for money. This reflects a wider pattern seen amongst working age tenants, particularly the youngest generations, as they evaluate the rent compared to any other options for affordable housing in the area.</p>
Repairs and Maintenance	<p>71% Satisfied with service charge value for money</p>	<p>Satisfaction with the repairs and maintenance service was the strongest key driver of overall satisfaction, which is a much more prominent placing than it had been in 2019. This is not a surprise as significant disruption to repairs over the course of the pandemic had undoubtedly influenced tenants perception on how well we perform in this area. As always, there were differences by ward, although in most cases this correlated with the characteristics on the housing stock in those locations. The most obvious variable for overall satisfaction with the service was the age of the property, which again ties this score more closely to issues of ongoing maintenance rather than responsive repairs. That said the majority of tenants that took part were satisfied with the last completed repair.</p>
Repairs and Maintenance	<p>66% Satisfied with repairs and maintenance overall</p>	
Communication & Involvement	<p>75% Satisfied with the last completed repair</p>	<p>Our tenants continue to feel that listening to their views and acting on there requests is an important part of the service and should be seen as something that will improve our services. As such, it was positive to find most of the survey respondents were indeed satisfied in response to this question, which was consistent with the national benchmark. At the opposite end of the scale only 12% were actively dissatisfied. We need to continue to uphold the standards for most tenants/ respondents and identify ways to communicate better with those least satisfied and act promptly on their requests. Nevertheless, older tenants were still more likely to say that that the Council was easy to deal with than the rest of the sample group.</p>
Communication & Involvement	<p>63% Felt the Council listened and took their views into account</p>	
Communication & Involvement	<p>52% Satisfied with the chance to take part</p>	

Neighbourhood Services

82%

Satisfied with neighbourhood as a place to live

57%

Satisfied with the way the Council deals with ASB

69%

Satisfied with Grounds Maintenance

Moving In

81%

Satisfied with the condition of the home upon moving in

84%

Satisfied with the overall moving in experience

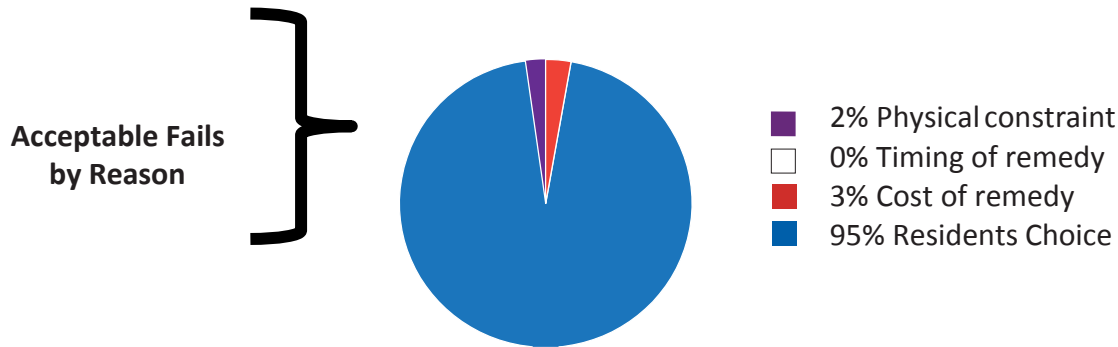
Satisfaction with our neighbourhoods as a place to live had fallen slightly, but is still in keeping with the median for other social landlords. This could be attributed to the Pandemic and residents being confined to their homes during the first lockdown period. Once again, older tenants were generally more satisfied that the younger population and similarly people living in sheltered schemes and bungalows were more satisfied with their surroundings. The predominant reason for this is that older residents are less transient and are likely to have lived in those communities for a considerable time. As expected geography played an important part in tenants perception with rural ward fairing well and other wards like Tyisha had lower satisfaction for their surroundings. Satisfaction with how we deal with ASB is somewhat unchanged from that in 2019. Age continues to be a factor and despite older tenants being more likely to report ASB, they were more satisfied with the resolution and correlates again to the area they live in. There are hotspots of dissatisfaction in some Llanelli Wards which will require further analysis.

Of particular interest to us this year was the experience of new tenants who had needed to move home within the last 18 months since the start of the pandemic. This group comprised a sizeable 19% of the total survey sample, a third of whom were aged under 35, and half under 50. The overall experience was rated positively by the vast majority of this group. However, we must remember that some of the services that we provided over the past 18 months, such as fitted flooring, white goods etc. over and above pre pandemic may have influenced this. Some new tenants were dissatisfied with the condition of the home when they first moved in particularly for pre war built properties and in certain areas where the experience and condition of their new home was significantly worse than average with some degree of confidence..

Appendix D: Acceptable Fails

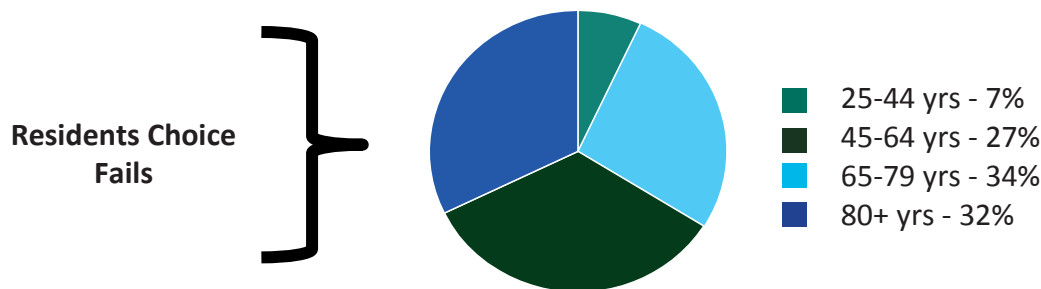
The Welsh Government Outlines ‘acceptable fails’ as a home which meets the standard but has not had all works carried out to make it full compliant. There are different reasons for why these acceptable fails would occur.

Some tenants have chosen not to have the work done (Residents’ choice) because they were happy with their homes, have made their own improvements or some, particularly older tenants, do not want the disruption. This is, by far, the main reason why homes do not currently meet the standard.



We know that 95% of our acceptable fails are as a result of residents’ choice. The remaining 5% being the cost of the remedy or physical constraints.

We also know that 32% of the residents who chose not to have the CHS+ works completed are aged 80 or over and a further 34% are between the age of 65 and 79.



Welsh Housing Quality Standard (WHQS) Compliance

The following tables set out our achievement of meeting the WHQS in 2015 by components, together with the annual programme to maintain compliance of the WHQS.

WHQS Compliance by Component



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Housing Revenue Account Business Plan 2022-23

Carmarthenshire Housing Investment Programme

Appendix E – Compliance Policy



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1. The purpose....

- 1.1. The purpose of this document is to confirm our approach to achieving and maintaining (and further improving) the Carmarthenshire's housing stock. It takes account of the guidance produced by the Welsh Government in 2015 in terms of compliance and verification.

2. The context....

- 2.1. Carmarthenshire has been committed to providing homes for council tenants that are modern, safe, fuel efficient, situated in well maintained neighbourhoods and are well managed.
- 2.2. In 2006, the Council started its ambitious programme to achieve the Welsh Housing Quality Standard (WHQS) by the end of 2015. We are pleased to say that we have delivered this programme, on time, to homes where tenants have agreed to have the work carried out. Even though these programmes have been delivered, this does not mean the end to us investing in our housing stock. There remains much more to do.
- 2.5 We have acknowledged the importance of strategic asset management in providing the foundation for our investment plans, as well as the central role of supporting tenants and residents in everything we do, is critical to the delivery of the plan. The 2022/25 business plan covers five key themes that have been identified in terms of future investment. These are:

THEME 1 - Supporting tenants and residents

THEME 2 - Investing in our Homes' and the Environment

THEME 3 - Providing more homes

THEME 4 – Decarbonisation of our Housing Stock and Services

THEME 5 - Foundational Economy, Community Benefits and Procurement

3. Policy Statement....

- 3.1. In 2015 we achieved the CHS+ to homes where tenants have agreed to have work completed - well before WG's target of December 2020. This is in line with our agreed assumptions that the standard of our homes will be to the Welsh Housing Quality Standard (WHQS); and replacement programmes will be based on condition, not time.
- 3.2. Tenants tell us that getting repairs done on time and maintaining homes to a good standard is important to them. Maintaining the standard is a statutory duty, and the Council has made a commitment to this by ensuring that all homes will be:
 - in a good state of repair

- free from damp
- free from significant condensation
- structurally stable
- in safe and attractive environments
- suitable for the household

4. *Tenants Views...*

- 4.1. The commitment and support of our tenants’ and Members’ continues to be important to us to ensure that we maintain and improve the standards in the future
- 4.2. Tenant and community engagement have always underpinned the delivery of the housing investment programme, but we want to do more. We want to get better by engaging as widely as possible and maximising opportunities to help build stronger communities.
- 4.3. We also believe we should give our tenants the opportunity to influence decisions about their homes, the area they live and ensure the services they receive achieve value for money. A recent tenant satisfaction survey showed the following:

Tenant Satisfaction across the housing sector in Wales¹					
1,938 tenants took part in the survey- 26% response rate overall. A quarter of the total number of responses was collected online (660), and 47 surveys were completed in Welsh (2%)					
	Housing Assoc.	Voluntary Transfer	Retained Councils	Benchmark	CCC
service	Not yet available	Not yet available	Not available yet	77%	77%
repairs and maintenance	Not yet available	Not yet available	Not available yet	71%	66%
listening and acting on tenants’ views	Not yet available	Not yet available	Not available yet	60%	63%

- 4.4. We will evaluate our approach to the way we listen and act on tenant’s views and try to understand the reasons for differences in the satisfaction rates. This process will be repeated time and time again, so that we continue to improve the service in line with tenants’ expectations.

5. *Progress and Reporting...*

- 5.1. As of 31st March 2020, the Council was fully WHQS Compliant having met the standard during 2015 utilising a whole house delivery approach. Some of our housing stock does not meet the standard and are considered acceptable failures. The main reason was due to resident’s choice (95%). A small number of properties (5%) were not improved because of physical constraints or the cost of remedy.

5.2. The following table sets out our achievement of meeting the WHQS in 2015 by components, together with the annual programme to maintain compliance.

WHQS Compliance by Component



5.3. Tenant refusals will be improved by having a rescheduling programme which targets properties when they either become void or whereby an existing tenant who previously refused the works decides to have the work completed.

•

5.4. A small number of properties have fallen out of compliance due to the 'Cost of Remedy' of repairs. An options appraisal will be done on these properties and the Most Satisfactory Course of Action (MSCA) and Net Present Value (NPV) considered.

5.5. Future work programmes will be considered in line with the life cycles of components previously upgraded. However, we will be developing a further programme for the following:

- Continuing with our roofing & rendering programme
- Boiler replacements and servicing
- Maintaining the housing investment programme and standard
- Developing our decarbonisation strategy (SAP 92+)
- Improving 'our offer' to older people
- Building more homes through a new affordable Homes Delivery Plan

5.6. We have a robust Governance structure in place which can be found in the Business Plan (Appendix A-D). We report regularly to local members, scrutiny committees, full Council and the Housing Services Advisory Panel (made up of tenants, local members and Council Officers). Progress, good news stories and information is provided to tenants in a quarterly 'Tenant 2 Tenant' newsletter/ magazine and we often engage with TPAS Cymru.

6. Data Collection, Storage and Updating ...

- 6.1. Prior to the CHS an internal asset management database was developed to produce the programme of works. This was populated through an 80% stock condition survey and information received from major works programmes at the time. The remaining property data was modelled giving a high level of accuracy to achieve the WHQS.
- 6.2. We believe that managing housing assets goes beyond just investing in good repair and improvements. Asset management is also about reviewing and potentially changing the asset base to end up with the right accommodation in the right location, supported by excellent, flexible services for our tenants. It must consider quality and value for money, particularly the whole life of a home and how running costs will affect tenants.
- 6.3. By applying an effective asset management strategy to our 9,000 plus homes, it will also enable us to meet our legal requirement of maintaining the housing stock in the future.
- 6.4. We fully recognise that in order to achieve the above we must ensure that:
 - The right structures, skills, resources, and capacity are in place and are regularly reviewed
 - Robust stock condition information, data and analysis is in place to drive investment
 - Our data is further enhanced and regularly validated by feedback from all programmed and cyclical repairs, and maintenance activities
 - We complete our cost certainty exercise for our overarching 30-year financial plan
- 6.5. We use two software systems for data collection and modelling. TOTALMobile, is used for job ordering of programmed works, contractor payment and store completion dates. We use the data to forecast future investment requirements as well as our overall 30-year business plan. Also, we use our Housing Management System (OHMS) to collate and store stock compliancy and other asset data such as adaptations. Both systems are legacy systems and we have purchased two new systems (CIVICA CX Assets will replace OHMS functionality and Service Connect will replace TOTALMobile). Both systems will complement each other. This will improve functionality and facilitate more efficient analysis and scenario modelling to inform future investment programmes.

7. Current Compliance Position...

- 7.1. Annually, Carmarthenshire County Council completes a WHQS return for the Welsh Government which indicates the condition status of the stock at the end of each financial year. Subject to acceptable fails, Carmarthenshire is 100% WHQS compliant. The table below indicates the most up to date stock compliance status:

CCC CHS+ Status	Total Stock (March 2020)	Total Stock %
Assets	9,122	-
Total Fully Compliant	8175	89.6
Total Acceptable Fails	947	10.4

Our SAP data is a combination of cloned data for similar properties or archetypes and surveyed data. We are currently reviewing this data as part of a Research programme with Cardiff University's Welsh School of Architecture

8. Interpretation and current recording of 'Acceptable Fails'...

8.1. We will assess elements of the standard as pass, fail or not applicable. The Council accepts four main reasons for an acceptable fail and follows Welsh Government guidance:

In Line with Welsh Government Guidance, certain aspects for categorising an 'acceptable fail' are open to officer interpretation and therefore each case is reviewed by the responsible officer who will then decide if a property fails to meet the criteria	
Tenants' choice or refusal	Where a tenant chooses or refuses works that prevents the council from maintaining or improving the house and is recorded as an acceptable fail. All such acceptable fails are reviewed and/ or rescheduled. The asset will be fully refurbished to the appropriate standard at the next available opportunity (void works or through tenants' change of mind). Tenants <u>do not</u> have a choice whether to have smoke or carbon monoxide detectors installed in their homes or to have their boilers serviced.
Physical Constraint	Physical constraint only accounts for a small percentage (2%) of our acceptable fails whilst this doesn't present a significant problem at this stage it could prevent us from maintaining the standard in future. These properties are clearly identified and measures have been put in place to mitigate this at the earliest possible opportunity.
Timing of Remedy	Although this currently does not present a problem for the council, we may in the future defer works to ensure our investment programmes remain efficient, we may also consider combining works to reduce disruption levels for our tenants.
Cost of Remedy	Future investment to support the standard will be based on an assessment of the building(s) and whether it is lettable. Consideration will be given to future lifecycle costs to maintain compliance. Where it is uneconomical to repair, we will carry out an MSCA assessment to determine its long-term viability.

9. Risk Reduction Measures

9.1. We will continue to respond to changes in legislation, regulations or other statutory guidance that will make our tenants homes safer. Ensuring that our tenants are safe and healthy within their homes and the environments that they live in is an utmost priority for the Council and we will adopt new, better standards in timely manner. Risk reduction measures that we have recently put in place are:

- Approach to Fire Safety management
- Radon Testing Programme
- Serge Protection Upgrade

10. Independent Verification....

10.1. We believe that we report compliance accurately in achieving and maintaining the WHQS, and we will continue to do so.

10.2. We will also back this up with further verification by:

- Demonstrate a clear separation of duties between those reporting compliances and those delivering and enhanced standard of work
- Using internal staff in conjunction with external support to undertake desktop reviews
- Commencing a sample programme of stock condition visits every year
- Asking tenants how they would like to be part of the process of verification
- Use a range of methods to assess compliance including independent collection of data
- Complying with internal and external audit requirements

11. Annual Financial Statement....

11.1. Annually the Council reviews the Housing Revenue Account (HRA) Business Plan which sets out the investment needed to maintain the housing stock investment programmes. The Council has a robust 30-year business plan in place and since April 2015 has become self-financing having exited the Housing Revenue Account Subsidy System (HRAS).

11.2. Our capital investment programme is supported by funding from the Welsh Governments Major Repairs Allowance (MRA), contributions from revenue, capital receipts as well as prudential borrowing. All of these income streams are used to facilitate the capital investment required to sustain our stock as part of our 30-year business plan.

11.3. We will also pursue, where possible, other funding streams and grants to maximise our income that will support and complement the work programmes and/ or services outlined in the Business Plan.

12. Recording Community Benefits....

12.1. In light of the Pandemic, the Council is committed to stimulating our foundational economy through our housing investment programme and how this will benefit local communities to recover.

12.2. Where possible, we will use local contractors from the Minor Works Framework and South West Wales Regional Contract Framework (SWWRF). Not only will this provide value for money, as part of the framework agreement our contractors will provide:

- Employment including apprenticeship schemes
- Training
- Working with local school and colleges
- Non-core community benefits including regeneration schemes

- 12.3. We are also committed to developing the skills, training and job opportunities within the Council Services. This includes providing apprenticeships and graduate trainee programmes through Coleg Sir Gar and University of Wales Trinity Saint David.
- 12.4. We will measure all contracts awarded through the capital investment programme against the Value Wales Measurement Toolkit (or similar).

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SCRUTINY MEETING 31ST JANUARY 2022

SUBJECT:

Housing Regeneration and Development – Five Year Delivery Plan (2022 – 2027)

Purpose:

This Housing Regeneration and Development Delivery Plan will set out our plans to support the delivery of over 2,000 additional homes across the County over the next five years.

It will build on the success of our current affordable housing delivery plans. It will also support economic growth by investing over £300 million into our communities and directly supporting the actions in our Economic Recovery Plan, supporting businesses, people and places.

This delivery plan will :

- support the development of strong sustainable communities – places where people want to live and work.
- help grow the local economy and help the County recover from the devastating economic effects of the Covid 19 pandemic;
- support the Councils Net Zero Carbon Principles, creating energy efficient innovative homes, minimising carbon emissions and promoting affordable warmth for residents;
- understand the needs of our diverse communities, building the right homes in the right places and meeting housing need;
- support some of our most vulnerable tenants through the housing support grant programme;
- create jobs for local people;
- provide affordable homes for young and working aged people to help them remain in the County and benefit from the additional jobs created;
- help maintain our culture and identity especially in rural towns and villages, where we must help ensure that local people are able to afford quality affordable homes and remain in their communities;
- help to maintain and develop our town centres by increasing the residential offer, increasing footfall and helping businesses thrive;
- support the growth of the green economy, the local construction industry and our supply chains; and
- be flexible to ensure that we can respond to changing market conditions, risks and opportunities as they arise.

This plan will set out our housing regeneration priorities for the next five years, stimulating economic growth and helping our economy and communities become stronger than ever before.

Recommendations / key decisions required:

1. To confirm that the Housing Regeneration and Development Delivery Plan will support the delivery of over 2,000 homes for rent and sale in the County over the next five years, meeting housing need, stimulating economic recovery and growth, and supporting the Councils Net Zero Carbon Principles;
2. To agree that the authority to acquire non-Council owned land and buildings identified in the Housing Regeneration and Development Delivery Plan, together with any other land and/or buildings that would add value to the Council's Housing and Regeneration priorities and aspirations is delegated to the Head of Regeneration, in consultation with the Housing and Regeneration Strategic Team.
3. To agree that this plan will play a key role in increasing the supply of social rented homes in our communities, including homes suitable for:
 - general needs households;
 - specialist supported accommodation for people with complex needs; and
 - easily adapted flexible accommodation for older people.
4. To confirm that mixed tenure developments, consisting of homes for social rent, low-cost home ownership and open market sale will be supported through this delivery plan, creating balanced, strong, resilient communities;
5. To agree that this plan will include providing new flexible, innovative, mixed tenure housing solutions that meet the needs of an aging population;
6. To agree that this plan will support the delivery of the Councils strategic regeneration sites by providing more homes for rent and sale, including:
 - Town centre regeneration;
 - Rural towns and villages;
 - Pentre Awel Life Science Village; and
 - Tyisha.
7. To confirm that the homes supported through this plan will be delivered using a range of delivery vehicles that offer flexibility, scale and pace;
8. To agree that the county-wide delivery of homes in this plan will follow the affordable housing action areas, building up wards in the County into distinctive areas, which link geographically and culturally.

Reasons:

- To continue to increase the supply of homes in the County, building on the success of the Affordable Homes Delivery Plan, meeting housing need and stimulating economic recovery and growth following the Covid 19 pandemic;
- To provide homes for some of our most deprived and vulnerable households;
- To provide affordable homes for young and working aged people helping them remain in their communities;
- To create local jobs;
- To protect our Welsh language and culture; and
- To build strong sustainable communities, places where people want to live and work.

Relevant scrutiny committee to be consulted **YES**
Community & Regeneration Scrutiny - 31st January 2022

Cabinet Decision Required **YES - 14th February 2022**
Council Decision Required **YES – 9th March 2022**

CABINET MEMBER PORTFOLIO HOLDER:- Cllr Linda Davies Evans, Cabinet Member for Housing

Directorate Communities	Designations: Head of Homes & Safer Communities	Tel Nos./ E Mail Addresses: JMorgan@carmarthenshire.gov.uk (01267) 228960
Name of Head of Service: Jonathan Morgan	Strategic Housing Delivery Manager	Ramdavies@carmarthenshire.gov.uk (01554) 899202
Report Author: Rachel Davies		

**EXECUTIVE SUMMARY
SCRUTINY MEETING
31ST JANUARY 2022**

SUBJECT:

**Housing Regeneration and Development – Five Year Delivery
Plan (2022 – 2027)**

1. Purpose

This Housing Regeneration and Development Delivery Plan will set out our plans to support the delivery of over 2,000 additional homes across the County over the next five years.

It will build on the success of our current affordable housing delivery plans. It will also support economic growth by investing over £300 million into our communities and directly supporting the actions in our Economic Recovery Plan, supporting businesses, people and places.

This plan will set out our housing regeneration priorities for the next five years, stimulating economic growth and helping our economy and communities become stronger than ever before.

2. Context

The demand for housing, especially affordable housing has been increasing rapidly in recent years. This effect has been felt across the whole of Wales and has been caused by several factors affecting the housing market and the economy. The Covid 19 pandemic has also served to further increase demand.

Addressing the need for more affordable housing in the County has been a key strategic priority for the Council for a number of years. This plan will help further increase the supply of homes in the County. It will meet housing need and build on the success of our existing affordable housing and new build plans that have already delivered over 1100 additional affordable homes across the County. It will also support the national goals of the Wellbeing of Future Generations Act, the Council's Net Zero Carbon Principles, the priorities in the Economic Recovery Plan and the Rural Growth Plans.

3. Our Approach

Meeting housing need has always been our main reason for providing more affordable homes. Our evidence confirms that this approach must continue, ensuring that we build the right homes in the right places. Good quality homes, at affordable rents and prices are essential to enable

local people and families on low income levels to live in homes in their community of choice. Through this plan we will meet housing need by:

- Providing more homes for social rent, including homes for general needs households, specialist supported housing for individuals with complex needs and accommodation for older people;
- Providing a choice of mixed tenure assisted living options for older people;
- Providing homes for low cost home ownership;
- Providing mixed tenure developments; and
- Supporting the development of the Councils strategic regeneration sites, including town centres, rural areas. Pentre Awel and Tyisha.

4. The Journey Ahead

This plan is ambitious and aims support the delivery of over 2,000 homes for rent and sale, over the next five years. The plan is flexible and will be monitored and reviewed on a regular basis to ensure that we respond to and mitigate risks, including changing market conditions, land availability, labour and material shortages. The authority to respond to changing market conditions and opportunities by acquiring non-Council owned land and buildings, identified to meet the priorities of this plan, is delegated to the Head of Regeneration, in consultation with the Housing and Regeneration Strategic Team.

The delivery of more homes through this plan will follow the affordable housing action areas, which build up wards of the County into distinctive areas which link geographically and culturally. The delivery of homes will be driven by meeting housing need and stimulating economic growth. This will include supporting the delivery of all property types and sizes meeting the individual needs of our communities. The homes delivered will include houses, bungalows and apartments for rent and sale.

Our homes will look distinctive, they will follow a clear set of design principles that create new communities that are sustainable, with a real sense of place. Our developments will have a deep connection between people and places, promoting confidence and encouraging further economic investment.

Our developments will follow the Councils Net Zero Carbon Principles. The use of innovative renewable technology and high levels of fabric insulation will be key in all our developments, minimising carbon emissions and promoting affordable warmth for residents.

The homes supported through this plan will be delivered using a range of delivery vehicles that offer flexibility, scale and pace, including:

- New build developments;
- Private sector partnerships;
- Bringing empty homes back into use;
- Buying private sector homes;
- Section 106 agreements and the planning system; and
- The Simple Lettings Agency.

5. Our Five-Year Delivery Programme





Our plans to support the delivery of over 2,000 homes for rent and sale over the next five years is ambitious and exciting. It will create opportunities and help transform our County following the devastating effects of the Covid 19 pandemic.

The current Housing Regeneration and Development Five Year Delivery Plan by development and action area is shown on the next page.

This programme is flexible and will change as new opportunities arise. The programme will be affected by changing market conditions and risks that will affect the viability of some developments. This will result in some developments not proceeding and being replaced by other developments. The authority to acquire land and buildings on behalf of the Council to meet the priorities of this plan is delegated to the Head of Regeneration, in consultation with the Housing and Regeneration Strategic Team.

The programme is inclusive of the homes the Council will deliver, the homes we will deliver collaboratively with our housing association (HA) partners, and the homes the Council will deliver in partnership with private developers.

Current Housing Regeneration and Development – Five Year Delivery Plan (2022 – 2027)

Action Area	Development	Number of Homes	Delivery Vehicle
Ammanford and the Amman Valley 	Land at Gwynfryn, Ammanford	28	Council
	Land at Maes y Bedol, Garnant	8	Council
	Land in Llandybie	24	Council & HA Partner
	Ammanford Town Centre	12	Council
	Land in Saron	60	Council & HA Partner
	Land in Bonllwyn, Ammanford	30	Council & HA Partner
	Land Penygroes	140	Council & HA Partner
	Land in Cross Hands	60	Council & HA Partner
Carmarthen and the West 	Land in Maesgriffith, Llansteffan	16	Council
	Land at Wauniago House	4	Council
	Land in Carmarthen West, Carmarthen	100	Council & Private Partner
	Spilman Street, Carmarthen	12	Council
	Carmarthen Town Centre	25	Council
	Land at Llansteffan Road, Carmarthen	48	Council & Private Partner
	Lidl Site, Carmarthen	50	Council & HA Partner
	Land in Is y Llan, Llanddarog	6	Council
	Land in Station Road St Clears	45	Council & HA Partner
	Clos Llwyn Ty Gwyn, Whitland	15	Council & HA Partner
Land in Porthyrhyd	54	Council & HA Partner	
Land in Bancyfelin	40	Council & HA Partner	
Carmarthen-shire Rural and Market Towns 	Land in Meidrim, Trelech	11	Council
	Land at Alltwalis, School	17	Council
	Land opposite Llangadog School, Llandovery Playing Fields, Cilycwm Road	12	Council
	Land in Llanllwni	16	Council
	Pencrug, Llandeilo	60	Council & HA Partner
	Land in Cwmman	22	Council & HA Partner
	Land in Llandovery	32	Council & HA Partner
	Land in Pontweli	14	Council & HA Partner
	Land in Pencader	30	Council & HA Partner
Llanelli and District 	Land in Dylan, Llanelli	32	Council
	Land in Maes yr Haf, Pwll	8	Council
	Land in Llangennech	11	Council
	Clos y Bacca, Burry Port	32	Council
	Pentre Awel, Llanelli (Assisted Living)	144	Council & Private Partner
	Llanelli Town Centre	18	Council
	Tyisha, Llanelli	120	Council & Private Partner
	Land at Plas Isaf, Llangennech	60	Council & Private Partner
	Land in Burry Port	240	Council & Private Partner
	Cwm y Nant, Llanelli	202	Council & Private Partner
	Land in North Dock, Llanelli	210	Council & Private Partner
Land in Cross Hands	60	Council & HA Partner	
Penygraig, Bynea	20	Council & HA Partner	
		2160	

****This programme is flexible and subject to change due to changing market conditions, risks and opportunities that may arise over the next five years****

DETAILED REPORT ATTACHED?	YES
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IMPLICATIONS

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

Signed: **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	YES

Policy, Crime & Disorder and Equalities

- The report is set within the context of the previously agreed HRA business plan. Delivering against our priorities of providing more council homes, developing strong sustainable communities and meeting housing need.
- This report supports the seven national goals and the five ways of working within the Well-being of Future Generation Act. Providing more affordable homes is one of the Councils well-being objectives, supported in the Corporate Strategy.
- Equalities – meeting housing need is the driver for providing more homes in our communities. This includes providing homes for general needs households, specialist accommodation for individuals with complex needs and accommodation for older people.
- Welsh language – increasing the supply of affordable homes in the County will help local people help afford to live in their communities, protecting the Welsh language and culture.
- Social inclusion – the delivery of mixed tenure developments through this plan will help promote social including and create balanced sustainable communities.

Legal

None at this stage, however, any services that need to be bought in to assist with the delivery plan will be subject to the Council's legal and procurement procedures.

Finance

The funding required to increase the supply of social rented homes in this plan is supported by the HRA Business Plan. The homes delivered through this plan will also be supported by Social Housing Grant, Integrated Care Funding, the Land Release Fund, the Land and Buildings Development Fund and private finance from both our Housing Association partners and private sector developers.

Risk Management Issues

There are significant risks with the delivery of this plan including changing market conditions, land availability, the capacity of the building industry and the supply of materials. The delivery of the plan will be monitored and reviewed on a quarterly basis to manage and mitigate the risks identified. The delivery of affordable homes is recorded in the Council's Risk Management Plan.

Physical Assets

Increasing the supply of affordable homes through this plan will increase the number of homes in the Council's housing stock. The homes delivered will follow the Council's Net Zero Carbon Principles, minimising carbon emissions and promoting affordable warmth for residents.

Staffing Implications

The recent restructure of the Homes and Safer Communities Division has accounted for some of the additional resources required to deliver this plan. The additional resources required by other divisions are being identified.

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

Community and Regeneration Scrutiny Committee will be consulted on 31st January 2022.

2. Local Member(s)

Will be engaged as part of the consultation and delivery process

3. Community / Town Council

Will be engaged as part of the consultation process on each development.

4. Relevant Partners

Will be engaged as part of the delivery process.

5. Staff Side Representatives and other Organisations

Will be engaged as part of the delivery process.

CABINET MEMBER: Cllr Linda Davies Evans, Cabinet Member for Housing

Cllr Evans has been consulted and is fully supportive of this five-year delivery plan.

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

THESE ARE DETAILED BELOW

Title of Document	File Ref No.	Locations that the papers are available for public inspection
Carmarthenshire Economic Recovery & Delivery Plan		www.carmarthenshire.gov.wales
Affordable Homes Delivery Plan 2016 – 2020		www.carmarthenshire.gov.wales
Building More Council Homes – Our ambition and plan of action		www.carmarthenshire.gov.wales
Carmarthenshire Homes Standard Plus Business Plan 2021/2024		www.carmarthenshire.gov.wales

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DRAFT Housing Regeneration and Development - Five Year Delivery Plan

2022 – 2027

December 2021



carmarthenshire.gov.wales

Cyngor **Sir Gâr**
Carmarthenshire
County Council



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Foreword

It is with great pleasure that I have the opportunity to present such an ambitious plan that will deliver a sea change in approach, leaving a lasting legacy for years to come. This new five-year delivery plan (2022-27) is just that and will see the greatest development of new Council homes in the County, through a variety of delivery vehicles, since the 1970's, three generations ago.

The plan is exciting and bold, supporting the delivery of over 2,000 homes in our communities. As an administration, providing more has been so important to us. We have already exceeded the targets in our first five-year plan, produced in 2016, which delivered over 1,000 homes, nearly a year ahead of programme. This plan sets out an even greater ambition.

The homes delivered through this plan will be for rent and sale in all areas of our County, including rural and urban areas. We will provide homes for all household types, including families, older people, single people, couples and households with specialist needs. Our developments will include a mix of property types, including apartments, bungalows, large and small family homes.

But its not just about building homes - the homes we build will have a design where the quality and the way they look is distinctive, and sustainable in terms of their carbon footprint. Our new homes will create communities with a real sense of place. Communities that people of all ages are proud to call home.

The investment associated with this plan will exceed £300 million over the five years. This will have a huge impact in stimulating the economy, creating jobs for local people and supporting the County's recovery from the Covid 19 pandemic.

I would like to take this opportunity to thank all residents, and partners for their contribution and feedback, that has helped development of this new ambitious plan. Our success to date is due to excellent joint working between all Council services and I look forward to seeing this continuing through our new delivery programme.

Finally, I would like to thank all Council members for their continuous support in driving forward our affordable home ambitions that will create a lasting legacy for future generations- something that we should all be proud of.

Diolch yn fawr iawn,



**Cllr Linda Davies Evans,
Cabinet Member for Housing**

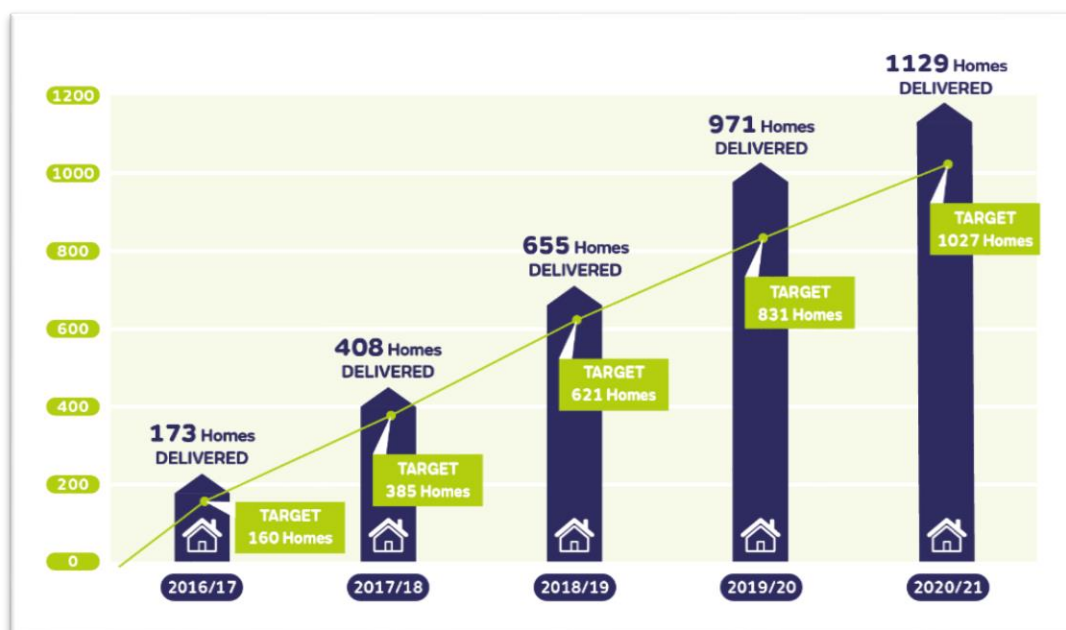


1. What is the purpose of this Draft Housing Regeneration and Development Delivery Plan?....

This Draft Housing Regeneration and Development Delivery Plan will set out our plans to support the delivery of over 2,000 additional homes across the County over the next five years.

It will build on the success of our current affordable housing delivery plans that have already delivered over 1,000 homes and exceed our delivery targets every year, as shown in the graph below.

Our Affordable Housing Delivery



This plan will also support economic growth by investing over £300 million into our communities and directly supporting the actions in our Economic Recovery Plan, supporting businesses, people and places.

This delivery plan will :

- support the development of strong sustainable communities – places where people want to live and work.
- help grow the local economy and help the County recover from the devastating economic effects of the Covid 19 pandemic;
- support the Councils Net Zero Carbon Principles, creating energy efficient innovative homes, minimising carbon emissions and promoting affordable warmth for residents;
- understand the needs of our diverse communities, building the right homes in the right places and meeting housing need;

- support some of our most vulnerable tenants through the housing support grant programme;
- create jobs for local people;
- provide affordable homes for young and working aged people to help them remain in the County and benefit from the additional jobs created;
- help maintain our culture and identity especially in rural towns and villages, where we must help ensure that local people are able to afford quality affordable homes and remain in their communities;
- help to maintain and develop our town centres by increasing the residential offer, increasing footfall and helping businesses thrive;
- support the growth of the green economy, the local construction industry and our supply chains; and
- be flexible to ensure that we can respond to changing market conditions, risks and opportunities as they arise.

This plan will set out our housing regeneration priorities for the next five years, stimulating economic growth and helping our economy and communities become stronger than ever before.

2. Why do we need to increase the supply of homes?....

The demand for housing, especially affordable housing has been increasing rapidly in recent years. This effect has been felt across the whole of Wales and has been caused by several factors affecting the housing market and the economy, including:

- the reduction in social rented homes available for letting due to the effect of the Right to Buy scheme facilitating the sale of Council homes from 1980 to 2015;
- the long term increases in house prices compared with income levels, making home ownership impossible for many individuals and families; and
- the increasing number of people in insecure and low wage employment, again making home ownership impossible for many due to their inability to get a mortgage.

The economic effect of the Covid 19 pandemic has also increased the need for more affordable homes. As more people work from home and look to leave busy urban areas, the demand for homes in rural and coastal areas has inflated property prices, widening the affordability gap for many local people.

The findings of the Rural Affairs Task and Finish Group¹ and the more recent Ten Towns Growth Plans² clearly support the need for more housing in rural areas. These plans highlight that affordable homes in rural areas are crucial to help younger and working aged people stay in our rural communities. By helping local people stay, we help preserve the culture of rural towns and villages and protect the Welsh language.

We have strong evidence to support the need for additional homes in the County. This drives our housing investment programmes, ensuring that we build the right homes in the right places. This evidence comes from a variety of sources, including:

A) Demographic Research

The research data used helps us understand housing need in the County. The data is mainly based on information contained within the Carmarthenshire Housing Market Assessment. A study of publicly available information that projects housing need and demand for affordable and market housing from today through to 2033. The information used as part of the demographic research also includes various housing need studies, including the rural housing need study carried out in 2019, household income data and information on the housing market. We also analyse our own data in the Housing Choice Register and Canfod Cartref.

The data is reviewed frequently, to ensure that we direct resources to the right places, and deliver new affordable homes, in accordance with medium to long term housing need projections. The need for additional homes in the County is also supported by the Local Development Plan, which predicts the need for over 8,000 new homes by 2033.

B) Consultation and Stakeholder Engagement

It is vital that we understand the views and priorities of the public and our key stakeholders in addressing housing need. To ensure that we are clear on their priorities, in July 2021, we began a six-week consultation campaign that was widely publicised to maximise participation.

Over 2,500 consultation responses were received. The key messages from the consultation are summarised below and have helped shape our new Five Year Delivery Plan.

¹ Rural Affairs Task and Finish Group – July 2019

² Ten Towns Growth Plans – July 2021

Consultation Key Messages

Housing need should determine where more homes are provided;

Affordable homes should be provided for families, people with ill-health and disabilities, young people and key workers;

Homes should be provided on mixed tenure basis;

The Council has a clear role in growing the green economy, including improving the energy performance of homes, using building techniques that reduce waste and embodied carbon and generating renewable energy;

91% of respondents said that improving the skills of local people should be a priority for the Council;

Future town centre uses should include more residential space, restaurants, cafes, the entertainment industry, the provision of public services and creating more public open space;

Homes in town centres should be provided for town centre workers, single people, couples, young people under 25, people with disabilities and retired people;

The Council should support rural communities by providing more affordable homes for rent and low cost home ownership, improve transport links, improve digital connectivity and support local businesses; and

62% of respondents agreed that building strong communities, promoting the Welsh language and culture should be a priority for the Council.

C) Carmarthenshire's Economic Recovery and Delivery Plan

Carmarthenshire's Economic Recovery and Delivery Plan³ sets clear goals and actions for the next two years that will support the recovery of the County's economy from the social and economic impacts of the Covid 19 pandemic and Brexit. The Plan sets out the short-term priorities and immediate actions that will protect jobs, safeguard businesses, and build strong, sustainable, resilient communities.

³ Carmarthenshire Economic Recovery & Delivery Plan Final Report April 2021 – Agreed by Council July 2021

Increasing the supply of homes is recognised in the plan as a key driver of economic recovery and growth.

The actions in the recovery plan are focused on supporting:

- **Businesses** - safeguarding existing businesses, supporting new start-ups and growing businesses in the foundational and growth sectors to become more productive and competitive, including the green economy.
- **People** - protecting jobs, responding to the expected increases in unemployment, helping people gain the skills needed for the jobs that will become available, and creating new and better-skilled employment opportunities.
- **Places** - ensuring a fair distribution of opportunities through investing in the infrastructure and adaptation of our strategic growth areas, town centres, the rural economy and regenerating our most deprived communities.

Increasing the supply of homes and meeting housing need will help support some of the immediate priorities identified in the economic recovery plan, including:

- **The need to build strong communities** – by creating over 2,000 homes we will help ensure that we deliver the right homes in the right places. This will include providing affordable homes for young and working age people in both rural and urban areas, helping them remain in the County, increasing footfall in our primary towns and protecting the Welsh language and culture in rural areas;
- **Replacing and safeguarding jobs** – the investment associated with this plan exceeds £300million. This will support local businesses and the supply chain, creating and safeguarding jobs, helping to replace the 3,000 jobs that have already been lost.
- **Growing the green economy** – developing energy-efficient new homes, with the latest renewable technology and the delivery our commitments outlined in the Housing Decarbonisation and Affordable Warmth Strategy will help support the Council's Net Zero Carbon targets and the circular economy. These new build and retrofit programmes will support the development of the green economy, the construction industry and build local skills.

Addressing the need for more affordable housing in the County has been a key strategic priority for the Council for a number of years. In 2015, we published our five-year vision⁴ for increasing the supply of affordable homes. In 2016, we set out our first ambitious programme to deliver over 1000 additional affordable homes

⁴ Our Commitment to Affordable Homes – Agreed by Council in October 2015

across the County⁵ and, in September 2019, we published our exciting plans to build over 900 new Council homes⁶.

Our new Housing Regeneration and Development Plan will help increase the supply of homes in the County. It will meet housing need and build on the success of our existing affordable housing and new build plans that have already delivered over 1100 additional affordable homes across the County. It will also support the national goals of the Wellbeing of Future Generations Act, the priorities in the Economic Recovery Plan and the Rural Growth Plans.

3. Our Approach....

Meeting housing need has always been our main reason for providing more affordable homes. Our evidence confirms that this approach must continue. Good quality homes, at affordable rents and prices are essential to enable local people and families on low income levels to live in homes in their community of choice.

There are a number of reasons why people find themselves in housing need, including:

- their current home is too small for their family;
- they are homeless;
- their home is not suitable for them because of their disability or ill health;
- they are paying a level of rent that does not leave them enough to live on; or
- their current home is in poor condition

Some of these issues may be resolved by improving existing homes. Our housing need information picks up where this is not possible and identifies where additional affordable and open market homes are required in our communities.

Housing need can be met in a variety of different ways, according to the needs of the household, their financial position and the opportunities available, including:

A) Providing more homes for social rent

Families and households on income levels of less than £20,000 a year are likely to need a social rented home. Our housing register (Canfod Cartref) tells us how many households need social housing. This includes all types of need, including families, older people, single people, couples, people with disabilities or support needs such as people with mental ill health, autism or learning disabilities.

This plan will play a key role in increasing the supply of social rented homes in our communities, including:

⁵ Affordable Homes Delivery Plan – Agreed by Council in March 2016

⁶ Building More Council Homes – Our Ambition and Plan of Action – Agreed by Council in September 2019

- **Providing general needs housing for social rent** – the greatest demand for social rented homes is from individuals and families without any specialist or complex needs. We will continue to increase the supply of general needs social housing for rent throughout the County by providing homes of all sizes.
- **Providing supported specialist housing for social rent** - Supported housing projects are commissioned for accommodation and support for individuals or groups of people that have complex needs. We will continue to increase the supply of supported accommodation by bringing the landlord function in-house and commissioning the care services separately. This will provide safe, affordable accommodation for some of our most vulnerable individuals and offer them a real choice of support provider, as the support is not linked to the landlord.
- **Providing more social rented accommodation for older people** - We have a good supply of social rented homes for older people, but the supply is unevenly distributed throughout the County, and does not necessarily match where people want to live or their expectations. We need to provide more accommodation for older people, which is easily adaptable, in areas of short supply. This will include two-bedroom bungalows and one-bedroom older person apartments, which are easily adaptable should the needs of the household change.

B) Providing a choice of mixed tenure assisted living accommodation options for older people

Information from the housing market assessment indicates that the need for assisted living accommodation for older people will continue to rise as the older person population in Carmarthenshire increases. The need for older person accommodation includes social rented homes, homes for low-cost home ownership and open market sale. Many people in owner occupation may want to downsize as they get older and/or release the equity in their existing home.

We want to help older people remain independent as long as possible, by developing homes which are well-designed, accessible and have access to support if required. There will also be a need for good quality residential and nursing care for people with higher care needs. Our future plans include re-modelling and improving our existing accommodation offer for older people.

C) Providing more homes for low-cost home ownership

The demand for low-cost home ownership products continues to rise as the long term increases in house prices compared with local incomes levels makes home ownership impossible for many individuals and families. The recent economic effect of the Covid19 pandemic has also served to widen the affordability gap for many, as more people work from home and look for alternative accommodation in rural and coastal villages, further inflating property prices.

The estimated need for low-cost home ownership is determined from unmet need and income levels. Families on income levels between of £25,000 and £35,000 a year are unlikely to be able to afford a mortgage without assistance.

Low-cost home ownership is needed throughout the County, but the demand is greatest in rural areas. This is due the existing short supply of homes and the lack of new build developments. Both the findings of the Ten Town Growth Plans and the Rural Housing Study support this need.

D) Providing more mixed tenure developments

The delivery of mixed tenure developments through this plan will help create balanced sustainable communities. Mixed tenure developments consist of social rented, low-cost home ownership and open market homes, offering a real choice of tenures for local people depending on their individual circumstances. These developments also help strengthen the economy by attracting key workers that are working in the local area, helping to address the labour and skill shortages.

Through this plan we will support the delivery of mix tenure developments in all parts of the County. This will include small rural developments, which will help working aged people stay in rural towns and villages. It will also include the development of key strategic sites that are developed in partnership with private sector development partners.

E) Supporting the development of the Council's strategic regeneration sites

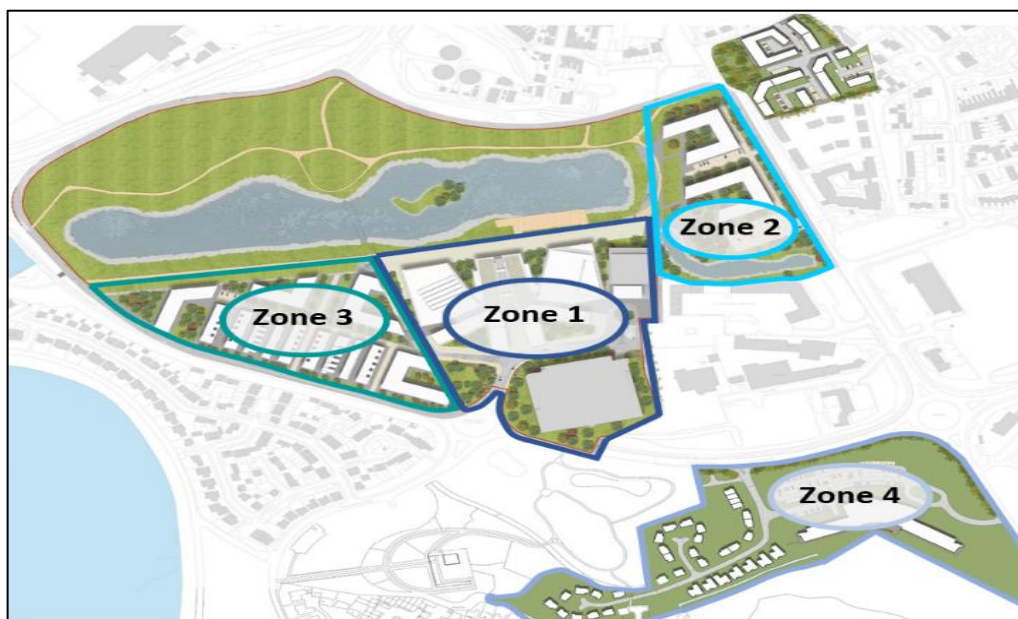
Developing and delivering the Council's strategic regeneration sites is an important part of our economic recovery and growth. This plan will in support the development of these sites throughout the County by delivering more homes for rent and sale, including:

- [Town centre regeneration](#) - Over recent years town centre use and footfall has declined as on-online shopping trends increase. This decline has also been accelerated by the Covid 19 pandemic as shops and businesses were forced to close during the lockdowns. This change in shopping trends has had a negative economic effect on our three primary towns of Ammanford, Carmarthen and Llanelli. Through this plan we want to stimulate housing-based regeneration, economic recovery and growth in our town centres. We will do this by looking at alternative land uses in our town centres including increasing residential space and the residential offer. In line with the public consultation results, more homes in town centres will be provided for people working in town centres (including key workers), single people, couples, people with disabilities and older people.
- [Supporting Rural Town and Villages](#) – Providing more affordable homes in rural areas are important to help younger and working age people stay in rural communities. This will not only help strengthen our rural culture and protect the Welsh language. It will also help create a more balanced age structure in our rural

towns that will help support schools, local businesses and the foundational economy. The affordable homes provided in rural communities will be a mix of social rent and low-cost home ownership. This will provide a choice of tenures, which will help meet some people's aspirations to buy their own homes and get on the property ladder.

- [Pentre Awel Life Science Village in Llanelli](#) - This development forms part of the City Deal portfolios led by the Council in partnership with Hywel Dda University Health Board and a range of other local and regional stakeholders. Its aim is to regenerate the area and stimulate the local economy by integrating economic development, education, wellness and healthcare initiatives, research and business development on one strategic site. The site is over 80 acres in size and will see the investment of over £200 million into South Llanelli. The site has been divided into a number of zones with differing uses as indicated on the master plan below.

Pentre Awel Life Science Village Master Plan



- Zone 1** – Integrated business, education, health, aquatics and dry leisure centre;
- Zone 2** – Nursing home, extra care and re-habilitation hub;
- Zone 3** – Assisted living retirement homes and business centre;
- Zone 4** – Hotel and executive homes

This plan will directly support the development of Zones 2 and 3, creating mixed tenure assisted living accommodation for older people with support and care (if required). Helping older people remain independent as long as possible, by developing homes which are well-designed, accessible and have access to support and health care on site if required.

Zone 2 will contain a nursing home and extra care scheme to help cater for older people with higher needs. Zone 3, will consist of 144 mixed tenure assisted living units for lower needs, including homes for social rent, shared ownership and open market sale. This will help cater for older people who may want to downsize in both rented and private accommodation. The shared ownership products offered on this development will also help older people release the equity in their existing home, if required.

- [The Transforming Tyisha Project, Llanelli](#) - The Tyisha project will deliver a bold, transformational plan in partnership with the local community to create vibrancy, cohesion, and sustainability for one of our most deprived communities. The Tyisha project has an ambitious plan to regenerate the area by:
 - [Improving the built environment](#) – demolishing redundant buildings that are no longer fit for purpose. Improving and re-modelling the existing homes in the area and tackling the social deprivation caused by the current tenure mix. Creating innovative business and retail space that will help stimulate the foundational economy. Building new modern, innovative and attractive mixed-tenure homes, that are in high demand by local people and key workers. Creating homes and a community that people are proud to live in.
 - [Creating a new street scene](#) – improving the environment, addressing local traffic, litter and parking issues. This will include improving transport links and the visual appearance of the street scene and public realm. This will strengthen connectivity and access to well-being and leisure facilities at the new Pentre Awel Life Science Village and the Llanelli coastal path. It will also include the creation of a new avenue that will help increase footfall into Llanelli Town Centre, helping local businesses grow and supporting the local economy.
 - [Providing more green space](#) - creating new community facilities and providing more educational opportunities to help children and young people thrive in the area. Providing more green spaces making the most of Llanelli's heritage for everyone to enjoy.

This plan will directly support the regeneration of the Tyisha area by re-modelling the existing housing stock and delivering new mixed-tenure modern homes in the community, which in turn will provide incentives for further development, making the area more vibrant and attractive. This will help lay the foundations for stimulating the economy and improving the social and economic profile of the area.

4. The Journey Ahead....

This plan is ambitious and aims support the delivery of over 2,000 homes for rent and sale, over the next five years. The plan is flexible and will be monitored and reviewed on a regular basis to ensure that we respond to and mitigate risks, including changing market conditions, land availability, labour and material shortages.

We will ensure that we support the delivery of more homes in the most cost-effective way, maximising all external funding opportunities, working collaboratively with partners to support the development of our communities, rural areas and town centres.

The authority to respond to changing market conditions and opportunities by acquiring non-Council owned land and buildings, identified to meet the priorities of this plan, is delegated to the Head of Regeneration, in consultation with the Housing and Regeneration Strategic Team.

The delivery of more homes through this plan will be driven by meeting housing need and stimulating economic growth. This will include supporting the delivery of all property types and sizes meeting the individual needs of our communities. The homes delivered will include houses, bungalows and apartments for rent and sale.

Our homes will look distinctive, they will follow a clear set of design principles that create new communities that are sustainable, with a real sense of place. Our developments will have a deep connection between people and places, promoting confidence and encouraging further economic investment.

Our designs will be innovative and attractive, filled with natural light, thermal comfort and packed with high specification fixtures and fittings. Each home, large or small will have its own outdoor space.

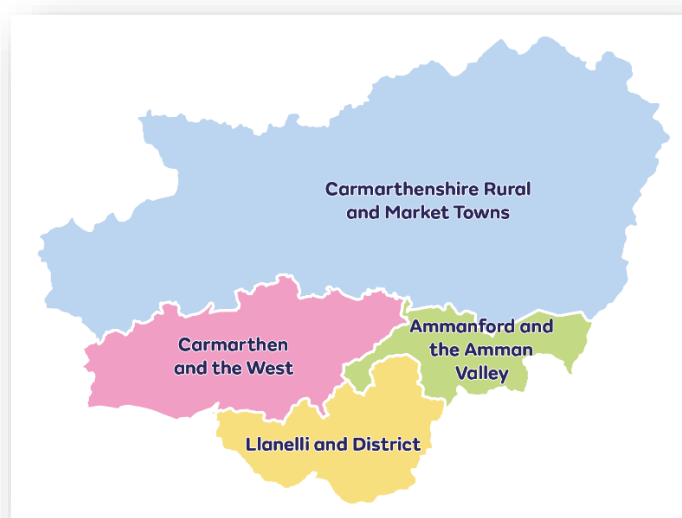
Our developments will follow the Councils Net Zero Carbon Principles. The use of innovative renewable technology and high levels of fabric insulation will be key in all our developments, minimising carbon emissions and promoting affordable warmth for residents.

The homes supported through this plan will be delivered using a range of delivery vehicles that offer flexibility, scale and pace, including:

- **New Build Developments** – the Council will develop new build homes, but will also work collaboratively with housing association partners to maximise all regeneration and funding opportunities;
- **Private Sector Partnerships** – the Council will work with private sector partners to deliver housing solutions at scale and pace that meet the individual needs of an area;
- **Empty Homes** – the Council will continue to work with private owners across the County to bring empty homes back into use. It will also look to purchase empty homes through the Land and Building Development Fund, releasing the potential of a disused asset;
- **Buying Private Sector Homes** – the Council will continue to purchase private sector homes for general and specialist housing need e.g. assisted living schemes for learning difficulties, mental health and older people’s housing
- **Section 106** – low cost home ownership will continue to be provided through the planning system on private sector developments in line with the requirements of the Local Development Plan; and
- **Simple Lettings** – working with private landlords and increasing the number of homes available for rent through the Council’s Simple Lettings Agency.

The delivery of more homes through this plan will follow the affordable housing action areas set up as part of the Affordable Homes Delivery Plan, which are recognised in the deposit draft of the Local Development Plan. Four action areas have been created by building up wards in the County into distinctive areas, which link geographically and culturally as shown in the map below.

Map of Action Areas



The number of homes delivered in each action area will reflect housing need, population size and the economic opportunities available, including land availability, funding opportunities and market trends.

5. Our Draft Five-Year Delivery Programme....

Our plans to support the delivery of over 2,000 homes for rent and sale over the next five years is ambitious and exciting. It will create opportunities and help transform our County following the devastating effects of the Covid 19 pandemic. It will :

- support the development of strong sustainable communities – building the right homes in the right places, creating places which people are proud to call home;.
- stimulate the economy, creating and supporting local jobs;
- support the Councils Net Zero Carbon Principles, reducing carbon emissions and promoting affordable warmth for residents;
- provide affordable homes for young and working aged people to help them remain in the County and benefit from the additional jobs created;
- improving the health and well-being our tenants and residents;
- support rural towns and villages, helping to maintain our culture, identity and the Welsh language by ensuring that local people are able to afford quality affordable homes and remain in their rural communities;
- regenerate our town centres by increasing the residential offer, increasing footfall and helping businesses thrive; and
- support the growth of the green economy, the local construction industry and our supply chains.

Delivering the priorities in this plan will bring new challenges. It will require different thinking and flexibility. It will also require a range of delivery vehicles and clear design standards that meet the diverse needs of our communities.

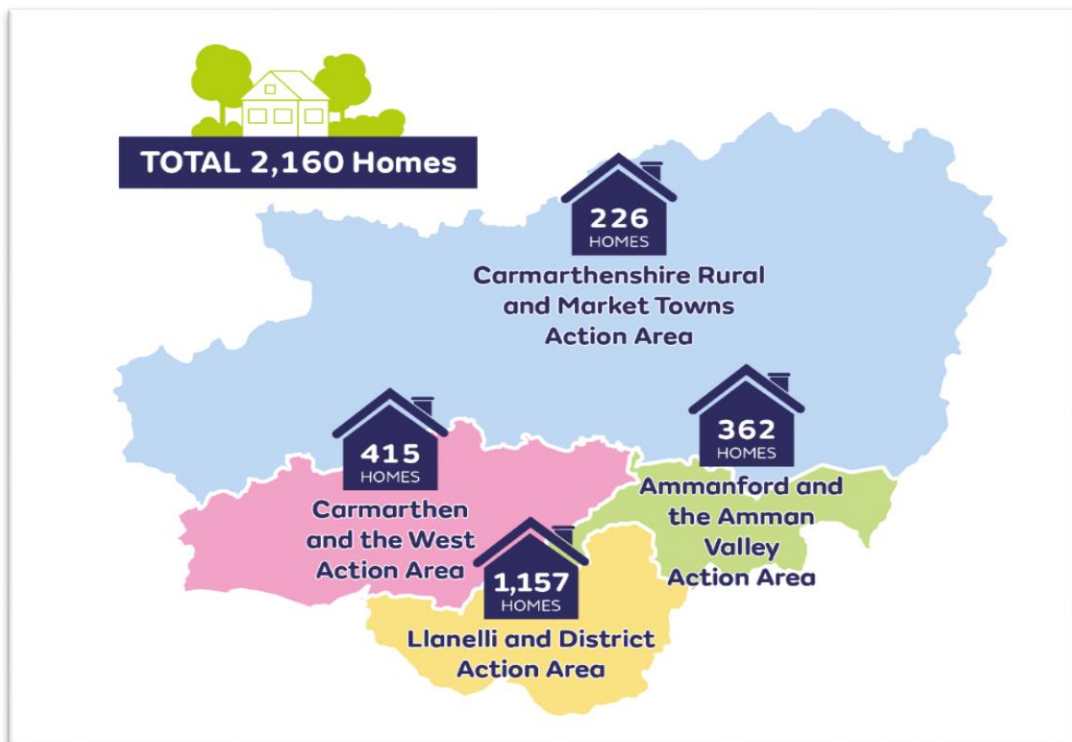
We will continue to maximise all external funding opportunities and work collaboratively with our partner housing associations. We will also work in partnership with private developers to ensure that we access the expertise available in the private sector and deliver mixed tenure developments throughout the county at scale and pace.

The current draft Housing Regeneration and Development Five Year Delivery Plan by action area and development is shown on pages 16 and 17. This programme is flexible and will change as new opportunities arise. The programme will be affected by changing market conditions and risks that will affect the viability of some developments. This may result in some developments not proceeding and being

replaced by other developments. The authority to acquire land and buildings on behalf of the Council to meet the priorities of this plan is delegated to the Head of Regeneration, in consultation with the Housing and Regeneration Strategic Team.

This programme is inclusive of the homes the Council will deliver, the homes we will deliver collaboratively with our housing association (HA) partners, and the homes the Council will deliver in partnership with private developers.

Current Draft Housing Regeneration and Development - Five Year Delivery Plan by Action Area (2022 – 2027)



Current Draft Housing Regeneration and Development – Five Year Delivery Plan (2022 – 2027)

Action Area	Development	Number of Homes	Delivery Vehicle
Ammanford and the Amman Valley 	Land at Gwynfryn, Ammanford	28	Council
	Land at Maes y Bedol, Garnant	8	Council
	Land in Llandybie	24	Council & HA Partner
	Ammanford Town Centre	12	Council
	Land in Saron	60	Council & HA Partner
	Land in Bonllwyn, Ammanford	30	Council & HA Partner
	Land Penygroes	140	Council & HA Partner
	Land in Cross Hands	60	Council & HA Partner
Carmarthen and the West 	Land in Maesgriffith, Llansteffan	16	Council
	Land at Wauniago House	4	Council
	Land in Carmarthen West, Carmarthen	100	Council & Private Partner
	Spilman Street, Carmarthen	12	Council
	Carmarthen Town Centre	25	Council
	Land at Llansteffan Road, Carmarthen	48	Council & Private Partner
	Lidl Site, Carmarthen	50	Council & HA Partner
	Land in Is y Llan, Llanddarog	6	Council
	Land in Station Road St Clears	45	Council & HA Partner
	Clos Llwyn Ty Gwyn, Whitland	15	Council & HA Partner
	Land in Porthyrhyd	54	Council & HA Partner
Land in Bancyfelin	40	Council & HA Partner	
Carmarthen-shire Rural and Market Towns 	Land in Meidrim, Trelech	11	Council
	Land at Alltwalis, School	17	Council
	Land opposite Llangadog School,	12	Council
	Llandovery Playing Fields, Cilycwm Road	12	Council
	Land in Llanllwni	16	Council
	Pencrug, Llandeilo	60	Council & HA Partner
	Land in Cwmman	22	Council & HA Partner
	Land in Llandovery	32	Council & HA Partner
	Land in Pontweli	14	Council & HA Partner
Land in Pencader	30	Council & HA Partner	
Llanelli and District 	Land in Dylan, Llanelli	32	Council
	Land in Maes yr Haf, Pwll	8	Council
	Land in Llangennech	11	Council
	Clos y Bacca, Burry Port	32	Council
	Pentre Awel, Llanelli (Assisted Living)	144	Council & Private Partner
	Llanelli Town Centre	18	Council
	Tyisha, Llanelli	120	Council & Private Partner
	Land at Plas Isaf, Llangennech	60	Council & Private Partner
	Land in Burry Port	240	Council & Private Partner
	Cwm y Nant, Llanelli	202	Council & Private Partner
	Land in North Dock, Llanelli	210	Council & Private Partner
	Land in Cross Hands	60	Council & HA Partner
Penygraig, Bynea	20	Council & HA Partner	
		2160	

**** This programme is flexible and subject to change due to changing market conditions, risks and opportunities that may arise over the next five years ****

Agenda Item 8

COMMUNITY AND REGENERATION SCRUTINY COMMITTEE

31 JANUARY 2022

Department for Communities Departmental Business Plan 2022/23

Purpose:

To give members an opportunity to review the Department's Business Plan.

To consider and comment on the following issues:

Elements of the business plan relevant to this Scrutiny's remit as identified below:

- Leisure Services - Page 12
- Homes and Safer Communities - Page 19
- Housing Property & Strategic Projects – Page 28

Reasons:

To show how the department, for which this Scrutiny has a remit, supports the Corporate Strategy.

To be referred to the Cabinet / Council for decision: NO

CABINET MEMBER PORTFOLIO HOLDER:-

Cllr Linda Evans (Housing)

Cllr Peter Hughes Griffiths (Culture, Sport and Tourism)

<p>Directorate Department for Communities</p> <p>Name of Head of Service: Jonathan Morgan</p> <p>Jonathan Fearn</p> <p>Ian Jones</p> <p>Report Author: Silvana Sauro</p>	<p>Designations: Head of Homes and Safer Communities</p> <p>Head of Housing Property and Strategic Projects</p> <p>Head of Leisure Services</p> <p>Performance, Analysis & Systems Manager</p>	<p>Tel Nos. E Mail Addresses:</p> <p>JMorgan@carmarthenshire.gov.uk 01554 899285</p> <p>JFearn@carmarthenshire.gov.uk 01267 246244</p> <p>IJones@carmarthenshire.gov.uk 01267 228309</p> <p>01267 228897 ssauro@carmarthenshire.gov.uk</p>
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COMMUNITY AND REGENERATION SCRUTINY COMMITTEE

31 JANUARY 2022

Department for Communities Departmental Business Plan 2022/23

Purpose:

To give members an opportunity to review the Department's business plan.

1. BRIEF SUMMARY OF PURPOSE OF REPORT.

- This is the Department for Communities Departmental Business Plan, but the following service areas are under the remit of this Scrutiny:

Leisure Services

Homes and Safer Communities

Housing Property and Strategic Projects

- The purpose of the business plan is nevertheless to show how this plan will support the delivery of the Corporate Strategy.

2. OTHER OPTIONS AVAILABLE AND THEIR PROS AND CONS

- The impact of the pandemic and BREXIT create a lot of uncertainty in future planning and this plan is subject to change.

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: Jonathan Morgan, Head of Homes & Safer Communities
Jonathan Fearn, Housing Property and Strategic Projects
Ian Jones, Head of Leisure

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

1. Policy, Crime & Disorder and Equalities

- This departmental business plan shows how the department supports the Corporate Strategy and its Well-being Objectives.
- It will be supported by more detailed divisional business plans.
- The actions that support the Well-being Objectives and the steps taken to achieve them will be monitored throughout the year.
- The COVID-19 pandemic has had a considerable impact on departments and business plans reflect this. There have been many lessons learnt and new ways of working developed that will be maintained.

2. Legal

The Well-being Future Generations Act (2015) requires that functions of the council should maximise their contributions to the Well-being Objectives set by the Council. Our Well-being Objectives maximise our contribution to the seven national Goals of the Act and demonstrate the five ways of working.

3. Finance

The Well-being Future Generations Act (2015) requires that we ensure that resources are allocated annually to meet our objectives.

4. ICT

The Digital Transformation Strategy sets out the Council's strategic digital priorities and aspirations, and outlines what we plan to do to achieve our vision for a Digital Carmarthenshire.

5. Risk Management Issues

Key risks are identified for each department and mitigating actions are outlined.

6. Staffing Implications

As identified within the plan.

7. Physical Assets

Some projects might be included in the business plan.

CONSULTATIONS

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

Signed: **Jonathan Morgan, Head of Homes & Safer Communities**
Jonathan Fearn, Housing Property and Strategic Projects
Ian Jones, Head of Leisure

1. Local Member(s)

Name(s) of local member(s) and individual comments, if appropriate

N/A

2. Community / Town Council

Name(s) of Town/Community Councils(s) and individual comments to be included, if appropriate

N/A

3. Relevant Partners

Name(s) and individual comments to be included, if appropriate

N/A

4. Staff Side Representatives and other Organisations

Name(s) and individual comments to be included, if appropriate

N/A

CABINET PORTFOLIO HOLDER(S) AWARE/CONSULTED YES	Include any observations here
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Section 100D Local Government Act, 1972 – Access to Information

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

THESE ARE DETAILED BELOW:

Title of Document	File Ref No.	Locations that the papers are available for public inspection
Corporate Strategy		<u>Corporate Strategy</u>

Communities Department Strategic Business Plan 2022 - 2025

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

DRAFT- January 2022

carmarthenshire.gov.wales

Cyngor **Sir Gâr**
Carmarthenshire
County Council



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The Sustainable Development Principle

The Well-being of Future Generations (Wales) Act 2015 states that, we must carry out sustainable development, improving the economic, social, environmental and cultural well-being of Wales. The **sustainable development principle** is....

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

To show that we have applied the sustainable development principle we must demonstrate.....

The 5 Ways of Working (see Appendix 1)

Long term



The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.

Prevention



How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.

Integration



Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.

Collaboration



Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.

Involvement



The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.

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Cabinet Member/s Foreword.....	3
1. Departmental Overview.....	4
2. Strategic Context.....	9
3. Summary Divisional Plans.....	11
4. Department Resources	58
5. Departmental Key Measures.....	60
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The Purpose of this Plan

This Departmental Business Plan has been produced to give staff, customers, elected members and partners a guide to the services provided by the department. It translates strategic objectives, to service objectives, to individual staff targets. It provides an open and transparent way of showing what is to be achieved and how we plan to do this.

It shows how resources will be used to achieve objectives and the service implications of budgetary increases or reductions. It shows what we get for what we spend and if we are making the most of what we have. The plan also aims to demonstrate and provide assurance on service standards so that the service can be held to account. We aim to show at a high level what the department will do to support the Corporate Strategy 2018-23 and the Well-being Objectives we have set (see Page 2 below), also taking account of the impact caused by the COVID-19 pandemic.

Cabinet Member/s Foreword

We have great pleasure in introducing the new Department for Communities Summary Business Plan for 2022/23. We are satisfied that this Business Plan provides a comprehensive overview of the Departmental performance. It also provides the Department's aims and objectives.



Cllr Jane Tremlett
Executive Board Member, Social Care



Cllr. Peter Hughes Griffiths
Executive Board Member for Culture,
Sport and Tourism



Cllr. Philip Hughes
Executive Board Member for Public
Protection



Cllr. Linda Evans
Executive Board Member for Housing

Sign Off

Cllr. Jane Tremlett
Cllr. Linda Evans
Cllr. Peter Hughes Griffiths
Cllr. Philip Hughes

Date:

1. Departmental Overview

Introduction by Director



The Directorate for Communities is a large department employing over 2,000 people with overall spend close to £167 million. It generates nearly £65 million of income. The department is diverse but focussed on supporting vulnerable people and supporting the health and wellbeing of the communities we serve. Amongst its services are Adult Social Care, Integrated Services with Health, Public Health, Housing, Museums, Country Parks, Libraries, and Leisure Services.

After a challenging year dealing with COVID 19 we plan for services to develop in a post COVID world. We do so from a position of strength in which the whole Local Authority has responded well to the unprecedented challenges. Key functions such as reduction in the number of housing voids, meeting growing demand for social care, and returning income and user levels to pre pandemic levels will be central to our work. We will do this alongside playing our part corporately in the recovery of the whole Council. To do this successfully we will need to reshape many services, establish a greater emphasis on prevention and public health and ensure our workforce are supported to recover from the pandemic where they have faced personal and professional challenges.

Our vision is strongly linked to the priorities of the whole Council and summarises our central purpose- **‘Helping Communities Thrive..... Enabling Healthier Lives’**

The last year has taught us that our communities, staff, and services are strong and resilient, and we will build on our successes moving forward through this optimistic, ambitious and confident business plan.

Jake Morgan, Director for the Department for Communities

Priorities

The picture for public services is at an even more critical point now than compared to the pre pandemic position. We’ve got some key challenges ahead:

We have some strategic challenges:	Department’s role	Communities Department
Economic Recovery	The <i>Regeneration Division</i> leads on the Economic Recovery Plan	We will contribute into this plan
Climate Change	This applies to all departments	We will contribute into this plan
Economic pressure/crisis	The <i>Regeneration Division</i> leads on the Economic Recovery Plan	We will contribute into this plan

Our regulators and citizens are looking to local government and other public sector partners to transform and innovate our way through the forthcoming years. As hard as the last 19 months have been, we also need to learn from the experience and not allow us to revert to the norm because the ‘norm’ is more comfortable and safe i.e. we need to challenge the status quo, it’s now or never.

Additional challenges:		
Workforce planning which should include helping our workforce recover, skill gaps (in new post Covid world) and planning for growth	The <i>People Management Division</i> leads on this	Department
Legacy cost (human and financial) of the pandemic and how you manage long term impact	The <i>People Management Division</i> leads on human legacy costs	Department
New approaches to service delivery and harnessing technology	The <i>Head of People Management</i> will lead on new ways of working-supported by the TIC team. The <i>Head of IT and Corporate Policy</i> will lead on harnessing technology	Department
Collaboration – only where it works and proves to deliver	The <i>Head of IT and Corporate Policy</i> will lead on partnership working	Department

This year's Business Planning will be one of the most considered and robustly structured.

Local Government Elections - May 2022

During 2022/23 we will have to organise the local government elections and ensure that the newly elected members are fully inducted to undertake their role and ensure that the priorities of the newly elected or re-elected administration shape our Corporate Strategy and Well-being Objectives.

Local Government and Elections (Wales) Act 2021

The Local Government and Elections (Wales) Act 2021 ("the Act") provides for a new and reformed legislative framework for local government elections, democracy, governance and performance.

Well-being of Future Generations (Wales) Act

It is challenging to think of future generations impact as opposed to immediate crisis, but prevention is key, so in years to come our business planning and as such our investment programme must be one of no regrets.

The statutory guidance on the Well-being of Future Generations (Wales) Act requires change for a core set of activities common to the corporate governance of public bodies. This requirement is incorporated in the Local Government and Elections (Wales) act.

Recovery Planning and Preparedness

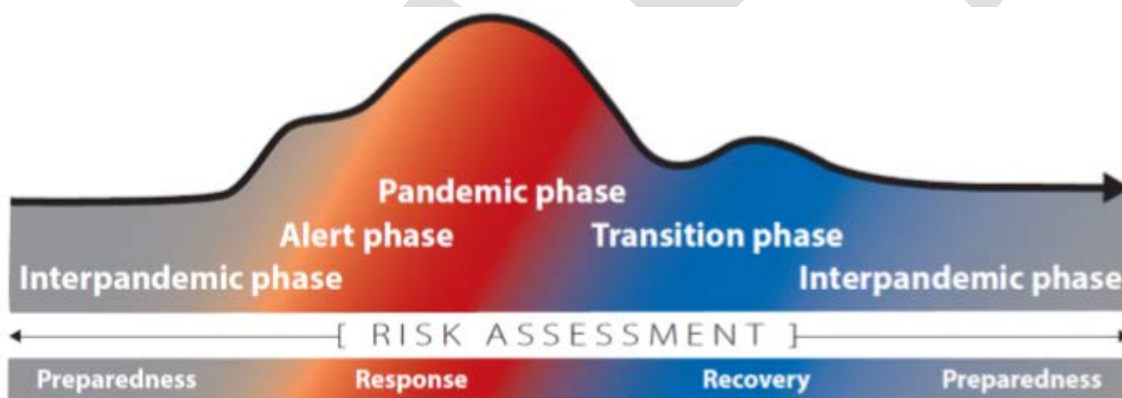
It's been over 18 months since COVID-19 changed our ways of working and indeed the world as we know it.

Whilst it has been challenging and let's not forget it still remains extremely tough, especially within certain services, we have learnt to adapt well to our new working arrangements and thanks to a huge effort from everyone we have continued to deliver our services, albeit in a different way in some cases.

We are now in a position where we need to learn how to work alongside the virus. It hasn't gone away and whilst we've all worked so well to provide services to the residents of Carmarthenshire, some of which may have been compromised by Covid, we now need to accept that this is our new normal and we need to move forward, further strengthen our approach and the new ways of working.

As a Council we have some key challenges ahead as we look at how we recover from Covid. Our business planning will be key to this, with priority areas such as our recovery plan and what new approaches we can bring to our services as well as looking at the technology available to us. We need to take what we have learnt over the pandemic and challenge what is already in place, but we also need to be innovative.

The World Health Organisation Pandemic advice is be prepared.



Departments Key Actions

1. Develop three 10-year strategies
 - Leisure
 - Social Care
 - Housing
2. Reduce waste and our carbon footprint
3. Review the Workforce Strategy for the department.
4. Develop and implement a Digital Transformation Strategy for the department

Departments Key Measures

Keeping Safe (*Feeling Safe and Secure*)

- Measurements of Quality for our Department

Valuing the Workforce/People Achieving their Potential (*Feel part of something*)

- Staff Survey NPS x 3 questions
- Sickness (including absence by reason)
- Welsh Language (Movement between levels e.g. 2-3, 3-4)
- Vacancies (Snapshot at period end)

Department and Corporate Risk Register

- Risk to business continuity, system failure and service delivery
- Insufficient numbers of social work and care staff to provide sufficient assessment and care capacity which provides a risk to vulnerable people in not having needs assessed and being unsupported and potentially unsafe in the community
- Lack of availability of domiciliary care to support vulnerable adults which leads to the risk of people being unsupported and potentially unsafe in the community, as well as people being delayed leaving hospital preventing others being able to access urgent medical treatment.
- Covid-19 – Strategic Availability of Personal Protective Equipment (PPE)
- Effective management of demand for Social Care (Adult & Children
- Deliver Effective Safeguarding Arrangements – Vulnerable Adults
- Covid19 – Strategic – Risk of contractor and suppliers failing to deliver projects/schemes. Contractors' resources depleted, contract failure, cost increases, and sourcing materials

Department Structure

Management Team - Department for Communities

Structure Chart



2. Strategic Context

2.1 National Well-being Goals

The Well-being of Future Generations (Wales) Act 2015 provides a shared vision for all public bodies to work towards. See **Appendix 1** for an ABC guide to the Act. Our well-being objectives are designed to maximise our contribution to the national shared vision goals (Appendix 1b).

2.2 Local Government and Elections (Wales) Act 2021.

The new duties of this Act apply to the self-assessment of 2021/22 – see **Appendix 2**

2.3 The Council's Corporate Strategy 2018-23 (incorporating Our Well-being Objectives 2021/22)

Well-Being Objective	Adult Services	Integrated Services	Homes & Safer Communities	Housing Property & Strategic Projects	Leisure	Commissioning	Specific focus for 2021/22
Start Well							
1. Help to give every child the best start in life and improve their early life experiences							Expansion of Flying Start
2. Help children live healthy lifestyles							Mental health issues post lockdown
3. Support and improve progress, achievement, and outcomes for all learners	✓						Re-engage in learning and regain any learning lost due to COVID
Live Well							
4. Tackle poverty by doing all we can to prevent it, helping people into work and improving the lives of those living in poverty			✓				Poverty and tackling anti-poverty
5. Creating more jobs and growth throughout the county			✓	✓			<ul style="list-style-type: none"> Development and Investment programme Focus on SMEs Foundational economy Rural regeneration Tyisha & Major Projects, including Pentre Awel
6. Increase the availability of rented and affordable homes			✓	✓			Development and Investment programme
7. Help people live healthy lives (tackling risky behaviour and obesity)	✓	✓			✓		
8. Support community cohesion and resilience	✓	✓	✓	✓		✓	Community cohesion and resilience
Age Well							
9. Support older people to age well and maintain dignity and independence in their later years		✓	✓	✓			Care Home development programme
In a Healthy and Safe Environment							
10. Looking after the environment now and for the future			✓	✓			<ul style="list-style-type: none"> Climate change with particular focus on flooding Net Zero Carbon Decarbonisation Plan for Council Homes

11.	Improving the highway and transport infrastructure and connectivity						
12.	Promoting Welsh Language and Culture		✓		✓		<ul style="list-style-type: none"> •Supporting national target of a million Welsh speakers •New affordable homes for local people
In addition, a Corporate Objective							
13.	Better Governance and Use of Resources			✓			Embed tackling inequality across all the Council's objectives

2.4 The PSBs Carmarthenshire Well-being Plan - The Carmarthenshire We Want (2018-23)

How is the Department contributing to the Public Services Board (PSB) Well-being Plan?

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

Healthy Habits: people have a good quality of life and make healthy choices about their lives and environment. Due to the pandemic, this group has not been actively meeting. Public Health colleagues have rightly been focusing their attention on COVID-19 response and recovery. This objective will be re-considered as the new well-being assessment is developed.

Early Intervention: to make sure that people have the right help at the right time; as and when they need it. Due to the pandemic, this group has not been actively meeting. Public Health colleagues have rightly been focusing their attention on COVID-19 response and recovery. This objective will be re-considered as the new well-being assessment is developed.

Strong Connections: strongly connected people, places & organisations that are able to adapt to change. The PSB Support Team has supported the work of the Strong Connections Delivery Group. As a result of the pandemic, there has been a renewed focus on support and co-ordination of Volunteers and the Strong Connections Group has undertaken a piece of work to look at developing a Volunteering Strategy for the county.

Prosperous People and Places: to maximise opportunities for people and places in both urban and rural parts of our county. The PSB Support Team hosted a Welsh Government Foundational Economy Challenge Fund project looking at public sector food procurement. The project looked at current public sector food procurement arrangements as well as local food supply chain capacity. The PSB will continue to develop this area of work as a key priority going forward.

2.5 Department Specific Acts and Legislation

Social Care Services
Social Services and Wellbeing (Wales) Act 2014 Wellbeing of Future Generations Act 2015 A Healthier Wales: Long Term Plan for Health and Social Care 2018 Regulation and Inspection of Social Care (Wales) Act 2016 The Health Protection (Coronavirus Restrictions) (No. 5) (Wales) Regulations 2020, as amended May 2021 Mental Health Act (1983)
Page 218

Mental Health Measure (Wales) Act 2010 National Violence Against Women, Domestic Abuse and Sexual Violence (Wales) Act
Homes & Safer Communities / Housing Property & Strategic Projects
Housing (Wales) Act 2014 Landlord and Tenant Act 1954 Environmental Information Regulations 2004 Crime & Disorder Act (1998)
Department Wide
UK General Data Protection Regulation Data Protection Act 2018 Welsh Language Standards under s44 Welsh Language (Wales) measure 2011 Equality Act 2010 Freedom of Information Act 2000 Section 60 of the Local Government (Wales) Act 1994 - (relating to records management) Social Services Complaints Policy 2014

2.6 Department Specific Strategies and Policies

Department Specific Strategy and Policy	Annual Report /Action Plan? (Add Link to it)
West Wales Carers Strategy 2020 to 2025 Dementia Action Plan for Wales 2018 to 2022 County of Carmarthenshire's Well-being Plan 2018-23 Corporate Strategy (incorporating Well-being Objectives) Departmental Performance Management Framework Affordable Housing Strategy 30-year HRA Business Plan	

3. Summary Divisional Plans

The following Summary Divisional Plans are included:

Divisional Plan	Page
Leisure Services Division	12
Homes and Safer Communities Division	20
Housing Property & Strategic Projects Division	28
Commissioning & Business Support Division	35
Adult Social Care Division	42
Integrated Services Division	49

Leisure Services Divisional Plan

Head of Service: Ian Jones



Divisional Profile

Sport & Leisure, Culture and Outdoor Recreation Services are the heartbeat of our communities. These critical front-line services provide a range of health and well-being activities, facilities, and programmes, 'Helping Communities Thrive, and Enabling Healthier Lives'. The social value of these very public facing services really matters - whilst it may cost over £2m to fund our Actif Sports & Leisure Service, academic research and modelling using sector specific data from around the globe, demonstrates a Social Value return of over £5m for that service area alone. Similar calculations and values can also be applied to our Cultural and Outdoor Recreation Services, demonstrating the specific health, education, and societal (social cohesion / crime reducing) impact these services have on our communities.

Carmarthenshire's Leisure Services engage residents and visitors in a vibrant, progressive offer, helping them to start, live, and age well. With a clear purpose being reframed in our emerging 10-year Strategy, we want our future generations to be immersed in:

- a strong, intriguing, wholly unique Carmarthenshire Culture, that reflects our past and shapes our future;
- an outstanding Outdoor Recreation offer that makes the best of our wonderful natural resources; and
- a sector leading Sport and Leisure offer that enables people to live healthy, active lives.

For 2022-23, the division is forecasting to spend around £19.5 million whilst generating £7.5 million of income, resulting in a net budget spend of £12 million. The division employs 162 F/T staff, 138 P/T staff and 146 casual staff, with our services constantly re-modelling to provide facility, community, and online services aligned to user demand in an ever-changing world.

Self-assessment of performance in 2021/22

There is no doubt that the impact of Covid-19 has been profound for the service as it has our wider society. Many areas within Leisure continue to operate with restrictions including our Outdoor Education offer, Theatres, and Leisure classes in terms of occupancy levels. With many posts kept vacant and numerous staff re-deployed, it has been challenging to re-engineer our services through the multiple phases of lock-down, and as various restrictions are applied and lifted. The operating procedures, safe working practices and risk assessments around every location, activity and customer engagement has had to be re-written multiple times throughout the year, with our focus always being on maintaining public safety and confidence to ensure people return in the long term, and clubs and organisations survive and prosper into the future.

Despite these staffing and operating challenges, a huge amount has still been achieved during the year, including:

- The establishment of our online Actif Anywhere Services for the public, and to support schools with bi-lingual extra-curricular classes and activities;
- Further contributions towards the regeneration of our communities through the development of ongoing capital projects at: Oriel Myrddin; Amman Valley; Abergwili Museum; Parc Howard; Pembrey Country Park; Llyn Llech Owain Country Park; Burry Port Harbour; Carmarthen

Archives; Llandoverly Leisure Centre; Pentre Awel; Pendine Attractor; the Museum of Land Speed; and the National Museum store and 24/7 fitness suite elements of the successful Carmarthen Town Centre Levelling up bid;

- Very high accreditation for our excellent Library service again, including the development of 24/7 access and remote locker solutions at rural hubs; and the hugely popular R&D linked MakerSpaces at our Town Libraries;
- Hosting of the high-profile Men's Tour of Britain Cycle Race at Ysgol Bro Dinefwr and the National Botanic Gardens;
- Establishing stronger links across the Communities Department, developing a greater focus on the prevention of ill-health, whilst collectively promoting general well-being and long-term sustainability for the Leisure, Health and Social Care teams within the department;
- Establishing stronger corporate links with regular ongoing dialogue and workshops with Marketing & Media, IT, Environment, Regeneration, Finance and HR teams (including furlough support for many front-line services and ongoing partnership work on workforce well-being initiatives).

Our key challenges have centred around staff recruitment and retention, especially in specialist front end, bi-lingual roles such as swimming and fitness instructors, F&B staff, and general front of house staffing. Similarly, services such as Outdoor Education have faced huge challenges and simply not been able to operate for much of the year, whilst the very significant challenge in terms of recovering our previously strong income generating capacity in our Leisure centres, where we are still only at circa 60% pre-covid income / membership levels, remains a huge focus.

From a public health perspective, despite Leisure being a very significant positive contributor to this agenda, we must influence and work in partnership to drive this issue forward with wider partners. Despite it only being one national metric, around a third of our children and young people are classified as overweight or obese in the County, with figure being one of the highest in Wales. This area must continue to be a focus for our work to change life-long habits and to intervene as early as we can.

Our reliance on other corporate departments is very significant. Building and maintaining positive relationship and a one-Council ethos continues to drive all that we do. A key challenge for us and the authority corporately will be to ensure that corporate services and areas such as building services have the resources or frameworks to support front line services like ours, that continue pursue the to development and evolution of our public provision at a pace. This ability to provide a tiered framework of support is critical to the success of our front-line service.

In this volatile, uncertain, complex, and ambiguous (VUCA) world that has just been shaken to the core by Covid-19 pandemic, it is opportune to take stock of our purpose and future direction, especially as we consider a new administration for the County Council from May 2022. With our fantastic staff continuing to deliver high performing services, with many recognised as sector leading, our aim will be to move all areas of the service from good to great – as seen through the eyes of our users.

Key Areas for Improvement arising from Self-assessment

1. **10 Year Leisure Strategy:** The development of a 10-year future direction document for discussion, input, and endorsement by the new political administration for the County in early 2022/23
2. **Income and membership / activity recovery:** With the effects of the Covid-19 pandemic changing lifestyles and habits, the services' greatest challenge will be to regain and exceed membership and income to pre-covid levels. Whilst government hardship funding has helped during periods of restricted opening, our 2022/23 business plan will be fully focussed on this income and engagement recovery process.

3. **Capital Projects:** Completion / further development of ongoing capital projects at: Oriel Myrddin; Amman Valley; Abergwili Museum; Parc Howard; Pembrey Country Park; Llyn Llech Owain Country Park; Carmarthen Archives; Pentre Awel; Pendine Attractor and Museum of Land Speed; the National Museum store and 24/7 fitness suite elements of the successful Carmarthen Town Centre Levelling up bid;
4. **A new Outdoor Education offer for the County:** Presenting a new model for a County-wide residential and non-residential Outdoor Education offer for comment and endorsement on the back of an asset appraisal of existing infrastructure and ongoing covid-related challenges for schools, whilst aligning with the new Donaldson curriculum.
5. **Increasing our Social Value:** Further developing our work and influence on the health prevention agenda, demonstrating the impact and value of integrated and collaborative working as exemplified by schemes such as the National Exercise Referral scheme (NERS), and Mental Health exercise referral, and how these can mainstream leisure activity whilst reducing costs for core health services.
6. The following will also underpin all of our work as part of this business planning process and probably beyond:
 - **A Workforce development plan:** re-visiting the draft Communities department workforce plan to create specific actions for the division, focussing on recruitment, retention, training, competencies, and coaching, with the aim of growing our own workforce and creating an attractive offer for young people.
 - **Reducing waste and our Carbon Footprint:** As part of the County Council's aim to become carbon neutral by 2030, we recognise the significant energy usage footprint that many of our large buildings carry and will continue to work to reduce and offset this footprint.
 - **Developing our online offer:** Our ability to broadcast products digitally and to connect sites and services with end users is also becoming more important than ever, including our links into the education and health sectors. This development allows more choice for users on how and where they can engage with our services and improve their well-being.

Key Divisional Risks

Risk Ref or New?	Risk score after mitigation	Identified Risk	Divisional Summary Action Plan Ref No.
		All risks can be profiled in the Divisional Plan. In this departmental plan the Division should identify: 1. Any Risks that it has on the Corporate Risk Register 2. Significant Risks (scored 16+) 3. For Service High Risk (scored 12+), see Divisional Plan	
SS600025	High 12	Inability of service to recover participation, membership, and income levels as a result of Covid-19 pandemic.	A1
SS600018	Low 4	Public, staff and participant safety, especially around water areas is a key consideration for the service.	A4
SS600019	Low 4	Continuing political and public support as to the social value and impact of Leisure is essential to develop such a critical yet largely non-statutory service such as leisure.	A4
SS600020	Low 3	The service must deliver what people want. Understanding customer demand and adapting to meet these challenges are a key risk for the service.	A3/A4
SS600021	Low 3	Non-controllable external factors such as poor weather, or unforeseen increases in utility costs are risks to the business that must be managed quickly and effectively.	A3/A4

SS600022	Low 3	Maintaining a strong and positive public perception of services is essential in income generating areas where there is competition from the private sector.	A3/A4
SS600023	Low 4	Buildings infrastructure and environments must be safe and appropriate to manage the service effectively.	A3/A4

5 Ways of Working

1. Long Term	<i>The importance of balancing short-term needs with the need to safeguard the ability to also meet long term needs</i>		
<i>How good are we at this?</i>	Strong		
Self-Assessment Review:	As a service we are expected to respond promptly to the demands placed upon us by the wider public, other council departments and elected members. However, these demands cannot always be predicted in advance. The Leisure Division has a strong record in forward planning and investing in our service to ensure they evolve to meet customer demand.		
Planned Improvement for 22/23 - we will: (Link to action plan)	We must continue to forward plan and invest in our facilities and products but do so with continuous dialogue with end users to help shape our services and products. We need to focus on reducing our carbon footprint further to operate more efficiently and to protect our environment for future generations.		
2. Prevention	<i>How acting to prevent problems occurring or getting worse may help public bodies meet their objectives</i>		
<i>How good are we at this?</i>	Strong / Partial / None		
Self-Assessment Review:	We see the prevention agenda being critical for Leisure moving forward, especially in terms of health and educational attainment. There is no doubt that early intervention and prevention are the most effective mechanisms by which to improve population health and well-being. Leisure is perfectly placed to deliver on this agenda in terms of physical and mental health.		
Planned Improvement for 22/23 - we will: (Link to action plan)	We must continue to demonstrate the Social Value on return of our investment in Leisure and re-double our efforts to engage and influence the health sector in future years. Mainstreaming the purpose of leisure secures its future.		
3. Integration	<i>Considering how well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies</i>		
<i>How good are we at this?</i>	Strong / Partial / None		
Self-Assessment Review:	Leisure plays a part in almost all of the County's Well-being Objectives, from our work with schools and education under the start well theme, to mainstream activities through live well, to our Exercise referral schemes in age well, our impact on the environmental agenda through our Country Parks and coastline, to the shaping and celebrating our Welsh Language through our Cultural Services. All of which is underpinned by strong governance and good management processes.		

Planned Improvement for 22/23 - we will: (Link to action plan)	Our focus on improving our digital offer across all services, upskilling staff and volunteers and refreshing our strategic purpose and direction will all further support the integration agenda.
4. Collaboration	<i>Acting in collaboration with any other person (or different parts of the body itself) that could help the body meet its well-being objectives</i>
<i>How good are we at this?</i>	Strong / Partial / None
Self-Assessment Review:	Leisure Services cannot be delivered by County Council resources alone. Our reliance and inter-dependency with private, other public, and most importantly voluntary sectors is critical. Whilst we have very good relationships and joint working in place, we can always do better.
Planned Improvement for 22/23 - we will: (Link to action plan)	Creating stronger partnership and collaborations is crucial for us a service moving forward. Projects such as Pentre Awel, the Pendine Attractor Project, the new Carmarthen Hwb, and all the work we do with voluntary organisations and town / community Councils will continue to improve and develop these relationships.
5. Involvement	<i>Importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area</i>
<i>How good are we at this?</i>	Strong / Partial / None
Self-Assessment Review:	Leisure can evidence numerous feedback loops and engagement processes with end users across our range of services, however we could probably do more with our engagement and understanding of non-users of the service.
Planned Improvement for 22/23 - we will: (Link to action plan)	The development of a new 10-year strategy for Leisure will involve public consultation and engagement as part of this process of better understanding the needs and wishes of non-users to the service.

Divisional Summary Action Plan

Ref #	Key Actions and Measures	By When or EOY Target?	By Whom? Responsible Officer	Scrutiny	WBO Ref & Step WBOXX/a
1	10 Year Leisure Strategy	Nov'22	IJ		
A1	Development of new strategic vision and direction for Sport & Leisure; Culture and Outdoor Recreation functions	May 22	IJ		
M1	Political endorsement at full council	Nov 22	IJ		
2	Income and membership / activity recovery	EOY	IJ		
A2	Monthly performance management monitoring of progress against remedial actions such as: increased marketing; alternative product offers; national trend analysis; funding bids; tweaks to charges etc	EOY	IJ/CD		
M2a	Income and membership numbers against budget profile	EOY	IJ/CD		
M2b	Attendance and user figures for our Sports, Culture & Outdoor recreation facilities			Community & Regeneration	WBO 2 & 7
3	Delivery / advancement of Leisure Capital Projects	EOY	IJ		
A3a	Oriel Myrddin – Trust Governance & Capital work	EOY	IJ/JD		
A3b	Pendine Attractor project operational	Aug 22	IJ/NT		
A3c	Pentre Awel – development of Leisure offer	EOY	IJ/CD	Community & Regeneration	WBO7
A3d	Museums: Museum of Land Speed (linked to Pendine Attractor); Carmarthen (with Tywi Gateway Trust); Parc Howard; and Kidwelly Industrial Museum (legal / feasibility work)	Aug 22	IJ/JD	Community & Regeneration	WBO12
A3e	Opening of New Archive	May 22	IJ/JD	Community & Regeneration	WBO12
M3	Capital monitoring and delivery of projects against timeline, budgets, and outputs / outcomes	EOY	IJ		
4	A new Outdoor Education offer for the County	Sept'22	IJ	Community & Regeneration	WBO2
A4	To develop a new model for a County-wide residential and non-residential Outdoor Education offer	June 22	IJ/NT	Community & Regeneration	WBO2
M4	Corporate / political sign-off of new model			Community & Regeneration	WBO2
5	Increasing our Social Value – through Leisure's impact on Health in particular	EOY	IJ	Community & Regeneration	WBO2/8
A5a	Help children live healthy lifestyles focussing on our work with schools and young people in the community	EOY	IJ		WBO2
A5b	Growing our Exercise referral scheme	EOY	IJ/CD	Community & Regeneration	WBO8
M5a	Social value measures in place demonstrate value whole service brings to areas such as Health, Education, Policing etc	EOY	IJ	Community & Regeneration	WBO8

M5b	Health and Well Being Referral programme completion rate	EOY	CD	Community & Regeneration	WBO8
6	Workforce development	EOY	IJ		
A6	Development of workforce development plans to support Sport & Leisure; Cultural Services; and Outdoor Recreation functions	EOY	IJ		
M6	Workforce plans in place. Improved recruitment, retention and upskilling of staff and volunteers	EOY	IJ		
7	Reducing waste and our Carbon Footprint	EOY	IJ		
A7	Applying circular economy principles around energy use, waste and procurement across all service areas	EOY	IJ		
M7	Reduction in waste, reduced whole life costs, and reduction in energy usage / carbon footprint of sites and services	EOY	IJ		
8	Developing our online offer	EOY	IJ		
A8	Development of online service platforms e.g. membership Apps; Online fitness classes; broadcasting of Theatre productions to Care Homes	EOY	IJ	Community & Regeneration	WBO7
M8	Digital Reach and deliverability of each service	EOY	IJ		

Homes & Safer Communities Divisional Plan

Head of Service: Jonathan Morgan



Divisional Profile

There is no doubt that 2021/22 has been another extraordinary year. The continuation of our response to the COVID pandemic means on-going changes to the way we work but is opening our eyes in terms of what is possible in a working environment.

Moving forward we need to make sure that our new ways of working become part of what we “normally do”. As a Division, we will also ensure that we contribute as much as we possibly can to wider Council objectives and actions such as the economic recovery of the county, role in climate change actions and being robust in continuing to look at service improvements where the evidence, through our performance management framework, is telling us things need to change.

It is again important to mention, however, that the last 12 months has been a sad time for many in terms of losing loved ones and having to balance home and work demands in very difficult circumstances. Staff well-being will also be at the forefront of what we do moving forward taking account of the “new world” in which we live and work.

During the last 12 months we have critically examined how we need to set ourselves up for the future, through a Divisional and Corporate re-structure. As a result, we move into 2022/23 leaner to deliver our actions and ensure our performance and contribution to wider objectives is as good it can be. Some services have moved to other Divisions and Departments which hopefully demonstrates our flexibility and adaptability as a Division to do the right thing and this will continue to be the case as new challenges emerge and opportunities to transform arise to meet ever changing needs.

Our Division is now made up of the following service areas:

1. **Housing “Hwb” Services-** delivering front-line preventative services around housing advice, options, homelessness, energy efficiency, pre-accommodation support, housing management, community engagement and digital.
2. **Housing Services-** delivering focussed services for over 9,000 council tenants covering rental income, estate, tenancy and leasehold management, homelessness case work, temporary accommodation, private rented sector, social lettings agency and empty private sector homes.
3. **Care and Support Services-** delivering front line services to our seven in-house care homes, day services and our 21 sheltered housing schemes.
4. **Development and Investment Services-** delivering our Housing Regeneration affordable homes programme, developing our new “standard” for Council homes with the decarbonisation agenda central, delivering be-spoke housing solutions for those with specialist needs and resettlement programmes e.g. Afghans and being robust around our general assessment of housing needs.
5. **Social Care and Health Protection Services-** delivering a new infection prevention and control service for respiratory illness for certain groups of people e.g. older people and most vulnerable and specific settings e.g. care homes. The service will also lead on surveillance of respiratory illness, a Track Test and Protect (TTP) response as well as vaccination monitoring,

PPE response for in-house Social Care and better understanding of inequalities between areas within the County in relation to social care and health protection.

6. **Contracts and Service Development Services**- delivering a co-ordinated approach, and link in with departmental and corporate initiatives, to Divisional work-force planning, procuring new key service contracts e.g. Housing IT system and leading on the implementation, and implications, of the new Rented Homes Act.

For 2022-23, the division is forecasting a capital spend around £??? million and £???, In revenue The division employs over 400 full time and part time staff.

As a result of the Divisional and Corporate re-structures the following services have been moved:

1. Consumer and Business Affairs and Environmental Protection Services have moved to the new Place and Sustainability Division in the Environment Department from???
2. Council house voids, Adaptations/DFGs and the Tyisha Regeneration project has moved across to the newly created Housing Property and Strategic Projects Division within the Communities Department from 1st October 2021.

Both of these moves were the result of a review of current service provision and where they best sit moving forward to ensure that they are “joined up” around relevant services such as general enforcement and property-based functions.

Finally, I would like to take the opportunity to thank all the Divisional staff for their energy, positive attitude and flexibility in very difficult times. It gives us the confidence to move forward with purpose as a Division dealing with the challenges, opportunities and innovation in equal measure, but doing so as one team to deliver the best services possible for residents in the County. The agenda and approach is very exciting and it is for these reasons we will be also setting out our new “Housing Vision” for the next 10 years, providing a clear purpose and the reasons why.

Self-assessment of performance in 2021/22

Performance during 2021/22 has been very good across many areas of the Division, although there are still a few service areas/functions that do require some fundamental review moving forward, based on clear evidence that has been gathered over the last 6 to 12 months.

Key achievements include:

1. Continuing to respond to the COVID crisis through our TTP team which has given confidence that we have up to date intelligence on what is happening in the County and that we can react quickly when circumstances change such as the emergence of new COVID clusters or an outbreak in a Care Home etc. This is from an infection control as well as advice and enforcement perspective.
2. Our in-house care homes have continued to deliver remarkable services on the ground in exceptionally challenging circumstances. Staffing has been a particular focus during the last 12 months and it is credit to the leadership and culture within the team that all challenges have been met and we continue to receive really positive feedback from our regulator CIW as well as from the residents, family and professional surveys. We have also started to look a significant care home investment programme to ensure that the facilities and environment match the standard of care provided **ACTION/MEASURE A6/M6**
3. Our Development and Investment team have continued to deliver, despite COVID, and we are continuing to deliver additional affordable homes and have a clear three year delivery plan moving forward. This will link with wider corporate and departmental priorities such as Town Centres, Rural Ten Towns and key regeneration projects e.g. Pentre Awel, Tyisha, Brynmefys (Llanelli) and Wainiago House (Carmarthen). A significant amount of additional

grant monies has also been drawn down from Welsh Government. In addition, we have produced our Decarbonisation Plan for our existing Council homes which puts us ahead of the game when compared with the rest of Wales. All these activities will contribute significantly to the creation of job and training opportunities for local people in the next few years. It will also assist in the development of the supply chain around new technologies. We have also responded positively and proactively to UK and WG initiatives around resettlement programmes and were the first in Wales to house Afghan families in May 2021.

ACTION/MEASURE A2/3/M2/3

4. Environmental Protection and Business and Consumer Affairs services have continued to deliver in what has been a particularly challenging year for public protection. We have had to balance our response to COVID whilst still maintaining core services as COVID restrictions were lifted during the year. This was particularly challenging as expectations and demands increased. We are in a relatively strong position in terms of Food Standards and Hygiene, Animal Health and Proceeds of Crime (POCA). We have also been commended for our work around Financial Exploitation and have had notable successes around illegal dog breeding. This will continue to be a focus of attention as the function moves across to the Place and Sustainability Division.
5. Our housing management service continues to perform reasonably well (evidenced by the Tenant Survey carried out in the Autumn 2021). We are performing on a par with other housing organisations, but we want to get better and this will be a continued focus in the next 12 months. We are also reasonably well placed in terms of our approach to the collection of current tenant income and have developed a strong pre-accommodation that helps to sustain tenancies. The team have currently been shortlisted for a national award, in conjunction with the Youth Service, as a result of the innovative approach being taken.
6. As has been mentioned we re-structured during 2021/22 and whilst some were questioning why would you re-structure in the middle of a pandemic, we think it will prove its worth in the long run. The re-structure, completed in December 2021, will allow us to really drive forward delivery in 2022/23 as well as improve performance in key areas. One area where the re-structure is having an immediate impact is around our approach to housing advice, options and prevention of homelessness. Whilst we have done really well to respond quickly to the change in homelessness legislation as the result of COVID, we need to make sure we make this response sustainable for the long term. Processes and working practices, and performance itself (e.g. Homelessness Prevention PI- bottom quartile), need to be reviewed in order that we can fully support those in most need, and staff themselves. The Public Services Own Initiative Report (September 2021- see below) begins to outline some current issues that clearly need addressing. Our new approach and the creation of the Housing “Hwb” is already beginning to see positives. We will build on this approach in the coming months. **ACTION/MEASURE A5/M5**
7. We have carried out a Divisional staff well-being survey in November 2021 (results to be confirmed). This survey will provide the evidence/intelligence to inform a new Divisional Workforce Plan and will ensure we continue to support staff in the way we work. **ACTION/MEASURE A7/M7**
8. We have started work on developing a 10- year Housing vision that will set out what our purpose will be and why- **ACTION/MEASURE: A1/M1**

[Links to sources of evidence \(Regulatory Reports, Member T&F, etc.\)](#)

CIW reports- Care Homes

Care staff, family and professionals survey

Tenant Survey

Public Services Ombudsman Own Initiative report on Homelessness Review Cases

Staff Well-Being Survey

Key Areas for Improvement arising from Self-assessment

The key areas for improvement in 2022/23 are:

1. Review of our prevention of homeless, homelessness case work and temporary accommodation services. This needs specific focus as a result of evidence from the re-structuring process, the Ombudsman Own Initiative report and Internal Audit report on procurement of some services. This review, with potential external assistance, will focus on:
 - Team culture;
 - Working practices and processes; and
 - Improving performance

ACTION/MEASURE A5/M5

2. Increased focus on Council House Void numbers and turnaround times (this will be part of the new Housing Property and Strategic Projects Division Business Planning)-
3. Improved performance around Adaptations and DFG turnaround times (this will be part of the new Housing Property and Strategic Projects Division Business Planning)-

The following will also underpin all our work as part of this business planning process and likely beyond:

4. A Workforce development plan: re-visiting the draft Communities department workforce plan to create specific actions for the division, focussing on recruitment, retention, training, competencies and coaching, with the aim of growing our own workforce and creating an attractive offer for young people. This will also build on the results of the Division's recent staff well-being survey. **ACTION/MEASURE A7/M7**

Key Divisional Risks

Risk Ref or New?	Risk score after mitigation	Identified Risk All risks can be profiled in the Divisional Plan. In this departmental plan the Division should identify: 1. Any Risks that it has on the Corporate Risk Register 2. Significant Risks (scored 16+) 3. For Service High Risk (scored 12+), see Divisional Plan	Divisional Summary Action Plan Ref No.
SS300041		Maximise the supply of affordable homes the County through our Housing Regeneration Delivery Plan Failure to do so will result in: Huge impact on our contribution to the economic recovery of the County Not meeting housing need and potential increase in homelessness and impact on residents' health and wellbeing; and	A2
SS30033		Maintain and develop new Homes Standard, taking account of decarbonisation agenda. Failure to maintain and develop the standard in the future will result in: A lack of investment in the Council's housing stock as homes fall into disrepair and will not meet tenants needs; and Tenants not seeing the benefits of decarbonisation and energy efficient measures. The service not contributing to the climate change agenda	A3
New		Deliver a new Social Care and Health Protection service to have a sustained response to respiratory illness for specific groups and setting. Failure to set up the service will result in increased risk of respiratory illness for the most vulnerable in the County	A4
New		Reviewing the way we deliver homelessness services in the County Failure to do so will result in: Continued poor performance around the prevention of homelessness	A5

5 Ways of Working

1. Long Term	<i>The importance of balancing short-term needs with the need to safeguard the ability to also meet long term needs</i>
<i>How good are we at this?</i>	Strong
Self-Assessment Review:	<p>We believe that we need to develop a long term vision for housing in the County, re-defining its purpose and what we are here to achieve.</p> <p>In 2016 we started implementing our affordable home ambition and have been very successful in delivering over 1,000 additional homes to date. We want to continue this success into the future.</p> <p>In 2015 we completed the CHS+ programme of works to all homes where tenants had agreed to the work- well before WG's target of December 2020. We acknowledge, however, that we need to continually evolve and that housing will play a significant part in contributing to the Councils overall ambitions to become a 'net zero carbon' Authority by 2030, lessen the impact on our environment and contribute to tackling the climate emergency.</p>
Planned Improvement for 22/23 - we will: (Link to action plan)	<ol style="list-style-type: none"> 1. Action 1 will deliver a 10 year housing vision for the County. 2. Action 2 will deliver our affordable homes plans and will play a key part in economic recovery of the County, post pandemic. The investment will help stimulate the foundational economy and the local supply chain. It will also help regenerate town centres and rural communities as we provide more homes in these areas to meet housing need. Our commitment to increasing the supply of affordable housing will also ensure that we deliver the greatest increase in the number of Council homes in the County since the 1970's. We will return our housing stock levels to those last seen in the 1990's meeting housing need across the county, including a focus on single persons accommodation, with support. 3. Action 3 will develop a new standard for our homes, linking in with our long term decarbonisation plans. The new standard will introduce new technologies into our existing homes, meeting needs well onto the future.
2. Prevention	<i>How acting to prevent problems occurring or getting worse may help public bodies meet their objectives</i>
<i>How good are we at this?</i>	Partial
Self-Assessment Review:	<p>We want to develop long-term prevention services that will successfully deliver results, particularly in terms of alleviating homelessness and making tenancies more sustainable for tenants and communities. We have started on the journey, but more needs to be done. Our pre-tenancy service successfully delivered training and supported over ??? people in 2021/22.</p>

	<p>Additionally, our services contribute greatly to the anti-poverty agenda in making sure people are able to sustain their accommodation and are able to access the right type of support when it is needed.</p> <p>Coming out of the COVID pandemic we need to change the way we worked in managing the homelessness demand and preventing homelessness. We have implemented a new “front of house structure” that will significantly contribute to preventing homelessness occurring in the first place.</p> <p>Also we want to develop a core Social Care and Health Protection service that will manage preventative actions for respiratory illnesses for vulnerable people and defined settings e.g. care homes.</p>
<p>Planned Improvement for 22/23 - we will: (Link to action plan)</p>	<p>Action 5 will ensure we completely review our current homelessness and temporary accommodation service to ensure it is “fit for purpose in the future”.</p> <p>Action 4 will deliver a new core Social Care and Health Protection Service.</p>
<p>3. Integration</p>	<p><i>Considering how well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies</i></p>
<p><i>How good are we at this?</i></p>	<p>Partial</p>
<p>Self-Assessment Review:</p>	<p>As an example, the onset of the COVID pandemic changed the way we worked, particularly in managing Residential Care Services. In the last 12months we have created a Senior Integrated Nurse role for Infection Prevention Control primarily focusing on Residential Care Homes but also advising Schools as part of our Covid-19 response. Both the Residential Care Manager and Infection Prevention and Control Manager worked closely with the Commissioning Manager and the PPE Cell to ensure appropriate placements in our Care Homes.</p> <p>On the homelessness side further work is required to develop better integration in the supply of accommodation and delivery of housing support in order to sustain accommodation with RSL partners, the private rented sector and housing support providers</p>
<p>Planned Improvement for 22/23 - we will: (Link to action plan)</p>	<p>Action 5 will ensure we completely review our current homelessness and temporary accommodation service to ensure it is “fit for purpose in the future” and provide greater integration with key partners</p> <p>Action 4 will deliver a new core Social Care and Health Protection Service and further evolve our services with social care and health partners, particularly in preventing, as much as we can, respiratory illness</p> <p>Actions 2 and 3 will also involve an innovative investment programme for Care Homes and Sheltered Housing Schemes that meets the future needs of older people in the County. We will also support people living with dementia and people with a learning disability/mental well-being issue with the development of more specialist accommodation and support options</p>

4. Collaboration	<i>Acting in collaboration with any other person (or different parts of the body itself) that could help the body meet its well-being objectives</i>
<i>How good are we at this?</i>	Strong
Self-Assessment Review:	<p>We have many good examples of how we work with partners, and how we have strengthened those relationships and developed new relationships because of Covid-19.</p> <p>As examples we work with RSL's, the third sector, support agencies and older persons services in a co-located and collaborative way to find new sustainable housing solutions. We also have a Common Housing Register and Allocation Policy and have worked collaboratively with key agencies in delivering our resettlement programme e.g. Syrians and Afghans</p> <p>Our new three year affordable homes plan has been developed in conjunction with regeneration, planning and finance colleagues.</p>
Planned Improvement for 22/23 - we will: (Link to action plan)	Actions 2, 3, 4 and 5 will further develop our collaborative approach as a Division
5. Involvement	<i>Importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area</i>
<i>How good are we at this?</i>	Strong
Self-Assessment Review:	<p>Last year was an exceptionally difficult year, particularly for our tenants. Many are vulnerable or families that have struggled to come to terms with the effects of the pandemic. Interacting with our tenants has remained one of our key priorities. We have found new ways to communicate with them through technology, as face to face meetings are not at this time possible. We have also ensured that vulnerable tenants weren't left isolated during this time and found new ways to communicate with them through technology and other digital platforms such as WhatsApp.</p> <p>We carried out a Tenant Survey in Autumn 2021 and whilst satisfaction rates have declined slightly from the survey in 2019, they remain on par with the majority of housing organisations. We want to do better, however, and will use these results as a springboard to improve further. Our re-structure has a specific focus on community engagement at the "front door" and will ensure we continue to involve residents and tenants in our service planning and delivery, making sure we reflect diversity issues in all that we do.</p> <p>Our Care and Support Services also regularly survey residents, families, staff and professionals- these results have been extremely positive.</p> <p>Finally we have recently (November 2021) surveyed all divisional staff in terms of the well-being and again will use this as a platform to further improve our approach.</p>
Planned Improvement for 22/23 - we will: (Link to action plan)	To continue to involve residents, tenants, staff and partners in our service planning and delivery

Divisional Summary Action Plan

Ref #	Key Actions and Measures	By When or EOY Target?
A1	Development of new strategic vision and direction for Housing	Sep 2022
M1	Political approval at Full Council	
A2	Delivery of first year of the three year housing regeneration development programme	March 2023
M2	Number of affordable homes delivered	
A3	Development of new homes standard linking to decarbonisation plan	Sep 2022
M3	Delivery of new plan with milestones	
A4	Implementation of new service around social care and health protection in specific settings and for vulnerable groups of people	June 2022
M4	New service set up and operational Carmarthenshire COVID incident rate per 100,000 population	
A5	Review of homelessness and temporary accommodation services	Sep 2022
M5	Clear action plan of improvement with monitoring measures Percentage of households successfully prevented/relieved from becoming homeless.	
A6	Development of a programme to invest and modernise our residential homes.	March 2023
M6	Detailed plan to invest and modernise Care Homes	
A7	Development of workforce development plans to support Housing	December 2022
M7	Detailed workforce development plan for Division	

Measures from the Performance Framework

- Carmarthenshire incident rate per 100k number of cases over a rolling 7 days and a comparison to the previous 7 day period.
- % of proactive visits that resulted in improvement, Closure and fixed penalty notices being served.
- % of household successfully prevented/relieved from becoming homeless.
- How many affordable homes were delivered?
- Rent arrears
- Number of bed night void in care homes.

Housing Property & Strategic Projects Divisional Plan

Head of Service: Jonathan Fearn



Divisional Profile

The Housing Property & Strategic Projects Division was created on 1st October 2021 from elements of the former Property Division and Homes & Safer Communities Division to bring together and focus on a range of housing property-related services.

Our housing portfolio is spread out over 922 square miles and comprises:

- 792 Sites (Streets / Estates) and associated land
- 9,200 Homes, 506 of which are in sheltered accommodation
- 24 complexes
- 401 Blocks
- 566 Garages
- 512 Parking Bays

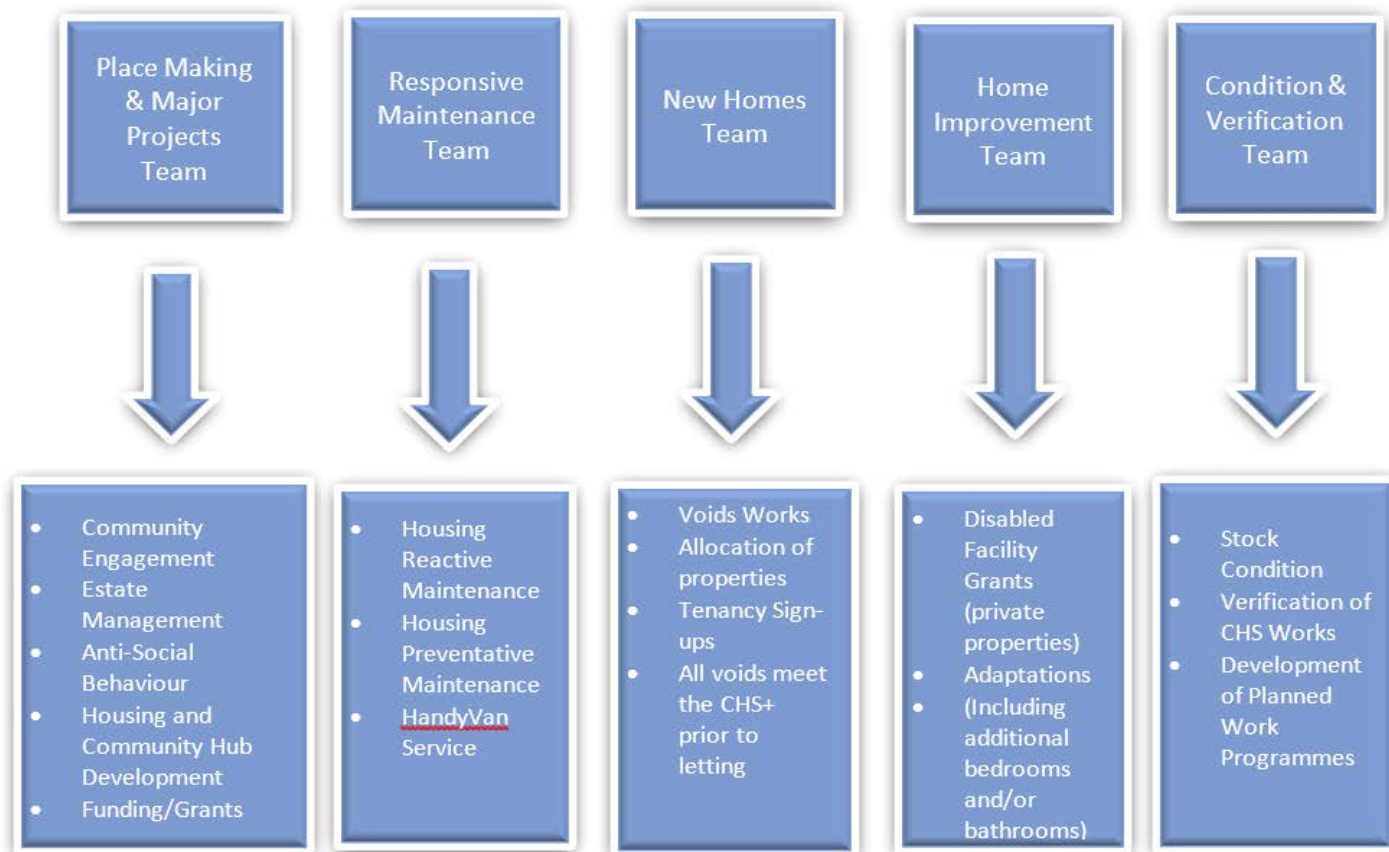
The Division employs 125 staff covering the following services:

- **Housing Repairs & Maintenance**
A team of Property Inspectors delivering 24-hour / 365-day repair and maintenance services via our in-house maintenance technicians (electricians, plumbers, carpenters, labourers, and apprentices) and a range of external contractors.
- **The New Homes Team**
A team of Officers managing vacant homes from handover by outgoing tenants to refurbishment and re-letting to new tenants.
- **The Home Improvement Team**
A team of Occupational Therapists and Home Improvement Officers supporting Disabled Facilities Grants for private homes and Adaptations for the Council's homes. The Team also works closely with Care & Repair Carmarthenshire to facilitate minor repairs to private and public homes
- **Housing Stock Condition & Verification Team**
A team of Verification Officers undertaking detailed surveys of our homes to inform future investment and improvement programmes in our 30-year Housing Business Plan.
- **Transforming Tyisha Team**
A team focussed on implementing a transformational master plan for the Tyisha ward which will address the concerns of residents and provide a sustainable future from a housing, environment, community safety, and regeneration perspective.

We also work with a range of Services in the Environment Department, including:

- Framework and Contract Management
- Delivery of the Carmarthenshire Homes Standard, including kitchens and bathrooms, external insulation, re-roofing etc
- Housing Health & Safety and Risk Management/Reduction
- Housing Minor Works
- Boiler Servicing and replacement programmes

During the coming year we will further review how these services are provided with a view to possible further disaggregation into the Housing Property & Strategic Projects Division.



Self-assessment of performance in 2021/22

Covid-19 had a significant impact on our services. All non-essential maintenance works were suspended to reduce the risk of Covid infection during the first lockdown from March 2020 and subsequent lockdowns. Non-essential inspections, including stock condition surveys, were also suspended. As a result, there is significant latent maintenance work and a backlog of enquiries which we are currently working through.

As our economy re-opened, there was significant pressure from all sectors for building work. Material costs have increased significantly, and our contractors have also been unable to cope with the additional demand, which has led to increased turnaround times and delays in completing work.

Despite the significant impact of Covid on our ability to deliver work, response times for essential maintenance that we have been able to undertake has continued to improve, although the average time to respond to non-essential work has worsened.

Due to the inability to access homes and contractor capacity issues, backlogs have also increased in responding to Disabled Facilities Grants and the turnaround time for Voids.

The grouping of housing property-related services together in the new Division will facilitate joint working across the teams to respond to the backlog challenge.

Because of the pandemic, there has also been a delay in seeking a development partner for our Transforming Tyisha project, although this has enabled significant interim work in liaising with residents, concentrating on environmental and behaviour improvements and gauging their views. Work has now begun on early market engagement for selecting a partner developer and in demolition of the 4 Ty's to prepare this key site for development.

Links to sources of evidence (Regulatory Reports, Member T&F, etc.)

- Internal Audit reports around procurement of repair works contract management and Welsh Government Enable Funding for Independent Living improvements
- Review of Environment Department Contract Management, covering some of the services now in the new Division
- Review of the New Homes Team to be undertaken Jan – March 2021
- Staff Wellbeing Surveys
- Moving Forward in Carmarthenshire Key Actions for the Division:
 - 47: Review social housing arrangements in Station Road, Llanelli
 - 48: Maintain the Carmarthenshire Home Standard for all Council owned properties
 - 75. Develop a pilot project in the Tyisha ward to develop ways of addressing poverty in the area.

Key Areas for Improvement arising from Self-assessment

1. Increased focus on council house void numbers and turnaround times
2. Improved performance around adaptations and DFG turnaround times
3. Reduction in the backlog of housing repairs
4. Introduction of revised procurement and contract management arrangements to address current contractor capacity and to widen the range of contractors available to help us deliver maintenance and improvements to our tenants' homes
5. Recruitment to increase in-sourcing of maintenance staff and expand our existing apprentice programmes to help address the post-Covid and post-Brexit skills gap

Key Divisional Risks

Risk Ref or New?	Risk score after mitigation	Identified Risk All risks can be profiled in the Divisional Plan. In this departmental plan the Division should identify: 1. Any Risks that it has on the Corporate Risk Register 2. Significant Risks (scored 16+) 3. For Service High Risk (scored 12+), see Divisional Plan	Divisional Summary Action Plan Ref No.
New New Corporate Risk		Skills Gap in West Wales leading to a lack of suitable staff Linked to Corporate Risk below: Effect of COVID-19 & Brexit on recruiting and impact of workforce planning	
New CRR190007 CRR190050 CRR190051		Reduced contractor capacity due to increased demand following Covid-19 and Brexit Linked to Corporate Risks below: Ensuring effective management of Procurement / Contract Management and Partnership arrangements COVID19 – Strategic Risk of contractor and suppliers failing to deliver projects/schemes. - contractors resources depleted - contract failure - cost increases - sourcing materials COVID19 – Strategic Failure to recover from the COVID19 impact and non-delivery of departmental objectives	A1

CRR190007		<p>Significant price inflation following Covid-19 and Brexit</p> <p>Linked to Corporate Risks below: Ensuring effective management of Procurement / Contract Management and Partnership arrangements COVID19 – Strategic Risk of contractor and suppliers failing to deliver projects/schemes.</p> <ul style="list-style-type: none"> - contractors resources depleted - contract failure - cost increases - sourcing materials <p>COVID19 – Strategic Failure to recover from the COVID19 impact and non-delivery of departmental objectives</p>	
CRR190050			
CRR190051			
CRR190007		<p>Increased backlog of repairs, voids, and improvements leading to reduced tenant satisfaction</p> <p>Linked to Corporate Risks below: Ensuring effective management of Procurement / Contract Management and Partnership arrangements COVID19 – Strategic Risk of contractor and suppliers failing to deliver projects/schemes.</p> <ul style="list-style-type: none"> - contractors resources depleted - contract failure - cost increases - sourcing materials <p>COVID19 – Strategic Failure to recover from the COVID19 impact and non-delivery of departmental objectives</p>	A6
CRR190050			
CRR190051			

5 Ways of Working

1. Long Term	<i>The importance of balancing short-term needs with the need to safeguard the ability to also meet long term needs</i>
<i>How good are we at this?</i>	Partial
Self-Assessment Review:	Our planned maintenance programmes and long-term approach to delivering the Carmarthenshire Homes Standard through our 30-year Housing Revenue Account Business Plan and detailed 3-year investment plans are positive examples of planning for the longer term. We can improve further, however, and through our Stock Condition Surveys we will further develop our understanding of our homes' current condition which will enable us to better plan for the future and introduce more tailored future investment programmes.
Planned Improvement for 22/23 - we will: (Link to action plan)	Identify new programmes of investment in our tenants' homes following the first year of stock condition surveys (A5)
2. Prevention	<i>How acting to prevent problems occurring or getting worse may help public bodies meet their objectives</i>
<i>How good are we at this?</i>	Partial
Self-Assessment Review:	We have performed well in implementing improvements to our homes through the Carmarthenshire Homes Standard programme, but some tenants continue to decline improvement works. These homes will be improved when next void. These improvements anticipate future required maintenance and seek to implement timely replacements and improvements to reduce the need for urgent repairs.

Planned Improvement for 22/23 - we will: (Link to action plan)	Our Stock Condition Survey has commenced and will better inform future programmes of work (A5)
3. Integration	<i>Considering how well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies</i>
<i>How good are we at this?</i>	Strong / Partial / None
Self-Assessment Review:	Our repairs and improvements contribute significantly to Poverty and Job Creation (through supporting SMEs) objectives
Planned Improvement for 22/23 - we will: (Link to action plan)	Ensure our backlogs are reduced (A2 & A6) and that procurement arrangements better support the local economy (A1)
4. Collaboration	<i>Acting in collaboration with any other person (or different parts of the body itself) that could help the body meet its well-being objectives</i>
<i>How good are we at this?</i>	Strong / Partial / None
Self-Assessment Review:	We have strong collaboration with our partner contractors though our contractual arrangements and frameworks. We also support Cyfle and CCTAL collaborative apprentice schemes with Coleg Sir Gar and local contractors. We link in with collaborative groups, including CLAW to share and learn from best practice.
Planned Improvement for 22/23 - we will: (Link to action plan)	Continue to develop and support collaborative arrangements to deliver our programmes of work
5. Involvement	<i>Importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area</i>
<i>How good are we at this?</i>	Strong / Partial / None
Self-Assessment Review:	We undertake monthly surveys of a sample of our tenants following completed repairs to gauge quality of our work. These surveys have consistently demonstrated a high level of tenant satisfaction and provide valuable feedback to further improve areas where tenants remain unsatisfied. We have an ongoing and comprehensive programme of engagement and consultation as part of the Transforming Tyisha project
Planned Improvement for 22/23 - we will: (Link to action plan)	We will continue with surveys and further develop engagement opportunities

Divisional Summary Action Plan

Ref #	Key Actions and Measures	By When or EOY Target?	By Whom? Responsible Officer	Scrutiny	WBO Ref & Step WBOXX/a
A1	Improve Contractor Capacity through reviewing current Frameworks and Contractual arrangements	December 2022	Jonathan Fearn		
M1	Completion of new Frameworks				
A2	Review and rebalance internal and external resources by employing more in-house operational maintenance staff	March 2023	Chris Derrick		
M2	% of maintenance spend in-house vs external				
A3	Appoint a partner developer and prepare development of key sites as part of the Transforming Tyisha Project	January 2023	Jonathan Fearn	E&PP	WBO4
M3	Completion of developer partnership agreement				
A4	Review and re-brand our housing repairs, improvement, and voids services	February 2023	Jonathan Fearn		
M4	Completion of rebranding				
A5	Identify new programmes of investment in our tenants' homes following the first year of stock condition surveys	December 2022	Vaughan Thomas		
M5	Updated investment programme				
A6	Improve turnaround times and reduce the backlog of repairs, Voids and DFGs	March 2023	Chris Derrick Neil Evans Rob Evans		
M6	Void Turnaround Times; Void Rent Loss; Average Time to Complete Housing Repairs				
A7	Review other housing-related property functions with a view to further possible disaggregation into the Division	March 2023	Jonathan Fearn		
M7	Completion of disaggregation discussions				

Key Measures

- PAM/015 - The average number of calendar days taken to deliver a Disabled Facilities Grant
- PAM/037 - Average number of calendar days taken to complete all housing repairs
- PAM/039 - Percentage of rent lost due to properties being empty

Commissioning & Business Support Service

Divisional Plan

Head of Service: Chris Harrison



Divisional Profile

The division comprises of two key service areas, namely Business Support and which came together as one division in February 2021. The Division employs 132 FTE staff covering the following services:

- Business Support

The Business Support Section supports all front-line teams throughout the Department as well as undertaking some specific business functions. There are 8 core functions within the section which includes the following teams:

- Collections
- Payments
- Financial Assessments
- Audit and Compliance
- Blue Badge
- Transport
- Buildings + Emergency Planning
- Divisional Business Support

Besides the typical administrative support to operational teams, the service provides a diverse range of functions, such as the provision of transport for service users; emergency planning and income collection.

- Commissioning

The Commissioning Team are responsible for all aspects of the commissioning activity relating to care and support services. This includes, identifying need and developing new service models, procurement and brokerage – purchasing of services and, contract management, monitoring quality assurance and provider performance. The department commissions over 60 million pounds worth of social care services for adults. This includes care home provision, domiciliary care provision, community support provision, supported accommodation services, including extra care, day care and a range of third sector preventative service contracts. Significant among these are the care home contracts. Services provided under the Housing Support Grant, Carers and Personalisation (direct payments) agendas also fall under the responsibility of the Commissioning team. The number of staff working within this section is 25.

Self-assessment of performance in 2021/22

The teams have and continue to support the sector and have worked effectively with other departments/ service areas throughout the Covid pandemic. They have demonstrated their flexibility, adaptability and continued resilience with a primary focus on supporting the sector to keep the residents of Carmarthenshire as safe as possible and mitigating Covid risks. The challenges have been significant with many care homes experiencing Covid outbreaks. The most challenging period felt was during the Christmas 2020 holiday break, with multiple homes experiencing acute workforce pressures- additional resources were provided by the in house services, via mutual aid and health. Enormous collective efforts were focused on resident safety and the prevention of care

home collapse. Market pressures continue with workforce recruitment & retention a key area of concern, this is especially evidenced in the domiciliary care sector where there has been a significant increase in the waiting list for care, contract terminations, and overall more people leaving the sector than providers are able to recruit.

Both Business Support and the Commissioning Team, together with our partner organisations, have worked extremely well together- providing a single point of access for commissioned and in house services, which has included:

- support 7 days a week to the care & support sector to mitigate Covid risks,
- providing advice and guidance,
- coordination with Infection prevention control,
- ordering & distribution of many thousands of items of PPE,
- supporting our health colleagues with the vaccination programme,
- made multiple 'covid' payments to the sector, and
- ensured sector contingency co-ordination & support during Covid outbreaks to prevent care home collapse.

Feedback from the sector has been positive and relationships have improved with the sector as a result.

Inevitably, on-going covid demands on the Teams has diverted capacity from our programme of work and consequently our ability meet our key priorities and objectives, for example:

- We has to suspend some of our recommissioning activity as it would have been inappropriate to progress during covid due to market pressures.
- Our scheduled programme of quality assurance work has been revised and adapted, with a heavier reliance of virtual/ desk top intelligence.
- Feedback from the teams has shown that some staff have found the new agile working combined with the covid uncertainties more stressful and people's well-being has been impacted as a result.
- The impact of vacancies, secondments has had an impact on capacity within the teams.

Despite the challenges the two service areas have come together in February 2021 under the Head of Strategic Joint Commissioning and following a review of what was working well and areas of improvement, a restructure of both teams commenced and is on target for completion by March 2022.

Some notable areas of progress during 2021/22 are as follows:

- The recommissioning of the domiciliary care service and contract implementation. The learning from Covid and a number of pilots to focus on outcomes and 'what matters' to people has shaped this new Framework agreement.
- The successful in-sourcing of the Direct Payments Service in April 2021 which involved a TUPE transfer from the previously commissioned provider. The restructure will allow us to support the development of Direct Payments service.
- Publication of the Regional Carers strategy and the ongoing implementation of the regional and local action plan of delivery.
- We have also continued to contribute to the regional commissioning agenda including the review of advocacy services and the commissioning of Independent Professional Advocacy

Key Areas for Improvement arising from Self-assessment

1. There are growing workforce pressures within the care and support sector. Primary focus will be on implementation of the workforce plan to support the sector to recruit, retain and develop the workforce to meet future demands.
2. It will be important to consolidate the restructure to ensure we have a team who have the knowledge, skills and experience to meet the requirements of the business plan. We will develop a workforce development plan to ensure the necessary support for both the managers and teams is in place.
3. The importance of the digital agenda has been recognised and will be a key area of development. We will build on the learning from the Covid outbreak and capitalise on the opportunities it has also provided ie new ways of working and innovation in service delivery.
4. It is important that we progress at pace those areas of work which have been delayed due to the impact of Covid.
5. Balancing the ongoing Covid demands & the capacity pulls will be challenging to ensure we meet the objectives and actions as detailed within our Business Plan.
6. We will be focusing on the re design of services to meet a preventative agenda, working collaboratively with Health, Independent Sector and 3rd Sector organisations with an objective of taking a holistic view of an individual's journey, the aim is to create a pathway where there will be a menu of options boasting creative and accessible solutions for people within their community.

Key Divisional Risks

Risk Ref or New?	Risk score after mitigation	Identified Risk All risks can be profiled in the Divisional Plan. In this departmental plan the Division should identify: 1. Any Risks that it has on the Corporate Risk Register 2. Significant Risks (scored 16+) 3. For Service High Risk (scored 12+), see Divisional Plan	Divisional Summary Action Plan Ref No.
SS700016	Medium 6	Workforce challenges (See departmental risk)	5A
SS700022	Medium 6	Ensuring robust systems remain in place to identify early warning signs of market failure in order to avoid or reduce serious risks to service provision and the impact on service users. This will have an even greater importance as the care sector recovers from the impact from Covid 19.	4A
SS700023	High 9	Capacity to delivery against major commissioning & business support projects	5A
	Medium 6	Ensure a more robust commissioning and contracting arrangement is in place for supported accommodation in order to deliver efficiencies in the PAN disability service areas as part of the authority's budget management.	3A
	Medium 6	Staff turnover and delays in appointing to vacancies will impact on the ability to deliver on the priorities.	5A
	Medium 6	Allocate funding for property repairs and maintenance is insufficient to respond to current need.	

5 Ways of Working

1. Long Term	<i>The importance of balancing short-term needs with the need to safeguard the ability to also meet long term needs</i>
<i>How good are we at this?</i>	Partial
Self-Assessment Review:	Our ability to focus on longer term/more strategic focus has been impact by Covid over the last 12-18 months. However during 2021/22 the Population Needs Assessment (PNA) and the Market Stability Report for Regulated services are both being developed for the West Wales Region. The 'sufficiency' assessment of the PNA, combined with the 'stability' assessment of Regulated services will provide a strong foundation for strategic planning for the next five years.
Planned Improvement for 22/23 - we will: (Link to action plan)	We await the findings from the assessments; however, a key focus will be to support the market to recover from Covid and ensure market stability through what is a challenging period, but also to innovate and respond to future needs.
2. Prevention	<i>How acting to prevent problems occurring or getting worse may help public bodies meet their objectives</i>
<i>How good are we at this?</i>	Partial
Self-Assessment Review:	Some good work has been developed with commissioned services linked to prevention i.e. Fulfilled Lives (FL) and CIS – both these services focus on wellbeing outcomes and, finding alternative solutions to meet people's needs. The FL project for people with dementia has demonstrated that focusing on the individual's strengths, interests and assets has allowed them to continue to do what matters to them. This has proven to delay their care needs as finding alternative solutions has improved and or maintained their level of independence. Carers resilience project has also provided preventative services to carers during COVID, focusing on the 3 pillars of support, carers have been able to access advice, information and practical help to support them to continue in their caring role.
Planned Improvement for 22/23 - we will: (Link to action plan)	Re design of our third sector services to meet preventative agenda. The focus will be on developing greater collaboration between the independent sector, 3 rd sector and communities to provide solutions for people and to also prevent dependency on statutory services / escalation of needs. The FL model and the CIS service (combined with Reablement) will be embedded into the new domiciliary Framework agreement in 2022

3. Integration	<i>Considering how well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies</i>
<i>How good are we at this?</i>	Strong
Self-Assessment Review:	<p>We have been working closely with Health colleagues to develop a joint approach to reviewing commissioned services across older people services. We have piloted a community assessment services which was designed to have a quick response to facilitating hospital discharges, the timely response has reduced hospital stays and with the focus on assessing the individual at home, their care needs have improved considerably.</p> <p>We are also progressing a joint pre-placement agreement for the commissioning of older people care home placements.</p>
Planned Improvement for 22/23 - we will: (Link to action plan)	The recommissioning of Domiciliary Support services which will includes some aspects of health within the agreement. The intended outcome being seamless services that will focus on the individual's wellbeing. We are also working with health colleagues in developing Step-down beds, dementia + beds (Care Homes) and Bridging service (community) all are in line with the Intermediate care strategy, discharge to assess pathway and dementia strategy – the aim is to ensure that every opportunity is taken to improve the health and wellbeing of the individual.
4. Collaboration	<i>Acting in collaboration with any other person (or different parts of the body itself) that could help the body meet its well-being objectives</i>
<i>How good are we at this?</i>	Strong
Self-Assessment Review:	Work has evolved within the Commissioning function whereby working collaboratively with Independent and 3 rd sector organisations has gone from strength to strength. We have been working closely with providers to encourage creativity within their services in response to the COVID pandemic. Many services have embedded an outcome focused approach to service provision and have embraced different ways of working to ensure that people are supported.
Planned Improvement for 22/23 - we will:	Commissioning review of Community services which will involve working collaboratively with Health, Independent sector and 3 rd sector

(Link to action plan)	<p>organisations in redesigning services. The objective is to allow us to take a holistic view of the individual's journey. The intention is to have a pathway for people with a menu of options that will provide the right service, at the right time, in the right place.</p> <p>The strategic review of the Housing Support Grant will also enable greater collaboration with partners to deliver good quality, affordable services that give the individuals who use the services the outcomes that they need. Work has started on developing services for young people (16-25) and a review of current arrangements for other service user groups is underway.</p>
5. Involvement	<i>Importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area</i>
<i>How good are we at this?</i>	Strong
Self-Assessment Review:	<p>We have been actively seeking the views of people who use the services that we commission, including their carers. An example of where we have Involvement of people with an interest is at the Carers Strategic Partnership Board. The board is made up of LA adult, children and education service professionals, LHB Professionals, 3rd Sector and Carers representative. The board has allowed us to establish a forum which will allow us to take in to account the needs of the carers and involve them in the planning of services so that wellbeing goals can be achieved.</p>
Planned Improvement for 22/23 - we will: (Link to action plan)	<p>Carers - Planned review of commissioning services for Carers. The work will be linked to the Regional programme of work, with a local delivery plan that will reflect the voice of the carer and focus on the needs of carers. The intention is to develop a model that is responsive, and which supports the carer to achieve what matters to them. We will consult with carers and obtain their views around the key principles of what is important to them, we will use their feedback to shape the carers support model. Discussions are also taking place with commissioning colleagues in Pembrokeshire and the health board to look at a joint commissioning exercise for carers information service, this will link into the carers support model in Carmarthenshire</p>

Divisional Summary Action Plan

Ref #	Key Actions and Measures	By When or EOY Target?	By Whom? Responsible Officer	Scrutiny	WBO Ref & Step WBOXX/a
A1	We will develop and implement a Prevention Strategy- strengthening our approach especially in relation to the third sector & the wider community, including carers.	March 2022	Chris Harrison/ Alison Watkins		
M1	Commissioned third sector framework established Increased number of community support groups/ initiatives.				
A2	We will continue to work with housing and other partners to develop our accommodation offer, to support people to live well, with models of provision of care and support which has progression and outcomes at its core.	March 2022	Chris Harrison/ Alison Watkins		
M2	Increase the number of units of accommodation developed. Recommissioned community support framework established.				
3A	To continue to ensure we have effective and efficient oversight of the market- including contract management to ensure care & support providers safely manage COVID-19 and comply with their duty to provide quality, reliable and safe services while securing value for money	March 2022	Alison Watkins		
3M	Escalating Concerns CIW regulatory reporting Covid monitoring				
4A	To further develop and diversify the market to ensure people have a range of options to meet their care & support needs. As part of this we will: <ul style="list-style-type: none"> Proactively support the development of micro enterprises Support the recommendations within the Market Stability report for regulated services (to be published in June '22) 	March 2022	Chris Harrison		
4M	Publish Market Stability Report Increase the number of micro enterprises developed.	June 2022			
5A	To develop a workforce plan to recruit, retain and develop staff to ensure a suitable workforce for the future.	March 2022	Chris Harrison/ Alison Watkins/ Rhys Page		
5M	Workforce plan for commissioning and business support. Reduce staff sickness levels Commissioned care and support workforce data- i.e. reduced level of vacancies reduction in turnover rates,				

6A	We will review our current departmental business processes, with a focus on digitalisation in order to meet the future demands of the services. This will include: <ul style="list-style-type: none"> • The planning and implementation of the new ECLIPSE Finance module • Direct Payments Management system 		Rhys Page		
6M	Implementation on new systems				
7A	We will ensure we continue to maximise income recovery within the department and reduce the levels of debt.		Rhys Page		
	Reduce levels of debt (% target to be agreed)				
8A	We will review the transport arrangements for Day Care in line with the review of Day Services within the Department.		Rhys Page		
	Complete departmental review Contribute to departmental efficiencies				

Key Measures

DRAFT



Divisional Profile

The Adult Social Care Division comprises the following teams:

The Community Learning Disability Teams are collocated with Hywel Dda Health Board staff. The social work service supports adults over the age of 25, undertaking assessments and planning support to meet identified needs. Promoting independence and person-centred interventions are paramount.

The Community Mental Health Teams work collaboratively with health to support people under a national legislative framework - the Mental Health (Wales) Measure. The future vision for mental health services is a shift away from mental illness to mental wellbeing and this is being responded to by the development of early intervention and timely access, innovative day opportunities, the adoption of a recovery model and a collaborative crisis response.

The Adult Safeguarding Team works across the Council responding to all safeguarding issues. Officers in the team act as lead managers, make threshold decisions, and undertake and coordinate safeguarding investigations. The Safeguarding team plays a lead role in the development of regional policy and practice and plays an integral role in regional safeguarding arrangements and the implementation of the new All Wales Adult Protection procedures. The safeguarding team also has responsibility for activity relating to The Deprivation of Liberty Safeguards (DOLS) introduced in 2009 to safeguard people who lack mental capacity. DOLS will be replaced in 2022 by the new Liberty Protection Safeguards (LPS). The division is currently preparing for implementation for LPS.

The 0-25 Disability Team. The Transition Team was an established team who work with disabled children and young people aged between 16 & 25. In 2020 a 0-25 team was created bringing together the Transition Team with children with disability. The division is progressing a through age model for disability and phase two 25+, will be implemented this year.

The Substance Misuse Team is a team of Social Workers experienced in working with people with drug and alcohol problems. The team is a key partner in Carmarthenshire's integrated drug and alcohol service, alongside Hywel Dda Health Board and the Third Sector.

Community Inclusion provides and develops meaningful day opportunities for adults and young people. Support services include employment opportunities, attendance at social centres, individually focussed day services as well as a range of leisure and personal development opportunities.

The West Wales Adult Placement Scheme operates across the three counties in the West Wales region. Adult placement is a model of provision that complements and provides alternatives to traditional service models.

Domiciliary Care Service. During 2020, the domiciliary care service including reablement, became part of the Adult Social Care Division. Future plans include collaborating with colleagues in Integrated Services in relation to intermediate care and to expand the in-house provision.

Self-assessment of performance in 2021/22

The impact of Covid -19 on Adult Social Care has been significant, and staff have shown commitment and resilience in continuing to support our most vulnerable. The service also received a positive report from CIW following an assurance visit in February 2021, which is quite remarkable during a pandemic.

However, the impact of a second year has taken its toll on our social care workforce and this undoubtedly has been our greatest challenge over the last six months. We have had difficulty recruiting, high levels of sickness and isolation and increased demand from hospital has meant that domiciliary care has been very fragile. Our Domiciliary Care Team have shown great resilience in continuing to provide care in people's homes throughout the pandemic. In March 2021, a new Senior Manager for the service was appointed and is tasked with building an efficient, strong and sustainable in-house service. This will include enhancing the in-house provision and redeveloping the reablement services. We have successfully piloted a triage arrangement for intermediate care with health colleagues and this is already having an impact on hospital flow and reducing waiting lists. We have also progressed an aggressive recruitment campaign, streamlined our recruitment processes and introduced additional capacity to support recruitment which is paying dividends. These initiatives will be built upon in 2022/2023.

One of our key objectives in Adult Social Care has been to develop a range of supported accommodation to reduce the reliance on residential care. This would improve outcomes and enable choice for individuals and promote their independence. This programme of work will also impact on savings targets for the division, by reducing over provision in some cases. This ambitious programme of change has slowed during the pandemic so will need to progress at pace during 2022. However, it is worth acknowledging that although ability to develop housing projects has been limited, several individuals have been supported to step down from residential care.

Whilst the last year has been challenging, it has also brought opportunities for the division, such as in day opportunities where we have had to adapt, provide less building-based activities and support people in very different ways. This was always our intention. We have also been able to maximise the use of technology to keep in touch with people and this has proved very successful. Our current position is that we have reopened five of our day service buildings and we are gradually accommodating more numbers, prioritising those individuals and families who are struggling. This has been on a significantly reduced basis, so that we can maintain everyone's safety. Services are not operating as they previously did. We are continuing to offer support at home and a range of online virtual activities, which remain popular with those who use our services and their carers.

However, we are not able to offer the range of activities or be able to support as many people as we did previously. This is of concern, as we know that families are struggling to provide care for their loved ones with limited or in some cases no support. Our priority for 2022/2023 is to find innovative solutions to support more individuals and their carers.

The social work teams have kept in touch with those who use our services together with their families and continued to visit people at home when needed, on a risk assessed basis - to ensure people are supported where necessary. Face to face visits have increased during 2021 and for some teams such as the Mental Health Teams it has been business as usual. The pandemic is challenging for everyone, but the impact on the mental health and wellbeing of many people in Wales is significant and we have seen an increased demand for mental health services. This year the Council has approved a significant investment in Mental Health Services, which will enable us to develop and deliver improved services. Unfortunately, despite the investment, we have been unable to recruit to the Social Work posts, so we are embarking on an ambitious programme to "grow our own", linked with development pathways for social care staff.

In relation to Safeguarding of Adults, we have seen an increase in safeguarding activity and an increase in the complexity of referrals. Multi-agency forums have continued to meet virtually, and an additional regional forum was set up to have assurance that safeguarding processes were being followed during the pandemic. A robust regional approach to managing new and existing Deprivation of Liberty Safeguard Authorisations (DOLS) was agreed when we were unable to visit care homes, but visits have now been reinstated. Our priority in 2022 will be to prepare for implementation of the Liberty Protection Safeguards (LPS) which will replace the Dols arrangements.

Over the last year, Increased demand and complexity have been a consistent feature in all the Social Work teams in Adult Social Care. This includes our Learning Disability Teams who are responding to the impact of the pandemic on individuals and their families and our Substance Misuse Team who have seen increased complexities related to increased substance misuse.

In order to manage demand going forward, we have to ensure that we have a robust prevention strategy to provide advice, information, assistance, early intervention and timely response to those in crisis. This will allow us to, wherever possible, help people to maintain their independence for as long as possible, and prevent unnecessary admissions to hospital and residential care. Person centred practice will be at the heart of everything we do, as well as supporting carers to continue in their caring role. Getting this right must be our key focus for the next financial year. The key actions and measures outlined in the business plan set out how we propose to do this in practice.

[Links to sources of evidence \(Regulatory Reports, Member T&F, etc.\)](#)

Key Areas for Improvement arising from Self-assessment

2021 has been another unprecedented year for Adult Social Care and staff have shown great tenacity, flexibility, and resilience in continuing to support our most vulnerable. However, the pandemic has taken its toll on the social care workforce so supporting our staff to move forward after this unprecedented time must be our key priority if we are to have a sustainable Adult Social Care Service.

In order to sustain services, we will need to remodel our domiciliary care service and consolidate on progress made in relation to intermediate care services. We also need to maximise the opportunities that Covid has provided to reduce our building-based services. This was always our plan.

We have a significant programme of change in relation to accommodation for those with a mental health issue or learning disability, to meet current and future accommodation needs and to meet efficiency targets; this work must progress at pace.

The future remains uncertain, but with the decrease in community transmission, serious illness and death and the rollout of the vaccination booster programme, we can be optimistic. Collaboration with partner agencies has been strong throughout the pandemic, and this will serve us well in relation to our prevention and early intervention ambitions for the division going forward. Now is a good opportunity to pause and reflect, revisit our strategic priorities and structure, so that we can deliver on our objectives and have sustainable services to support future generations.

Key Divisional Risks

Risk Ref or New?	Risk score after mitigation	Identified Risk	Divisional Summary Action Plan Ref No.
		All risks can be profiled in the Divisional Plan. In this departmental plan the Division should identify: 1. Any Risks that it has on the Corporate Risk Register 2. Significant Risks (scored 16+) 3. For Service High Risk (scored 12+), see Divisional Plan	
New	Significant 20	Failure to recruit and retain our workforce will impact on our ability to meet future demand for services.	Action 1
SS500027	High 12	The number of individuals going into residential care will increase and there will be an impact on financial savings if we do not develop alternative community provision.	Action 2
New	Significant 20	Failure to implement a prevention strategy will impact on our ability to sustain services and respond to future demand	Action 3
New	Medium 9	Failure to remodel our in-house service and consolidate improvements made in 2021 will compromise our ability to meet future demand for services.	Action 4
New	Medium 9	Failure to remodel our day services will impact on our ability to meet the needs of individuals and their carers and respond to future demand.	Action 5

5 Ways of Working

1. Long Term	<i>The importance of balancing short-term needs with the need to safeguard the ability to also meet long term needs</i>
<i>How good are we at this?</i>	Strong
Self-Assessment Review:	It is our priorities in relation to workforce, prevention, remodelling services and collaboration which will enable us to have sustainable services in the future. Our vision is to build upon the work commenced in 2021 to remodel our day opportunities, collaborate with the health board to embed an intermediate care response, to better manage demand for domiciliary care, and to ensure that we have a workforce that will enable us to respond to the future demand for services and meet long term needs.
Planned Improvement for 22/23 - we will: (Link to action plan)	This business plan will enable us to respond to short term needs, but also ensure we have sustainable services to meet long term needs and collaborate with the health board to have a robust intermediate care service which will include the reablement service (Action 5). We will develop a workforce plan (Action1), a preventive strategy (Action 3), and remodel our day opportunities (Action 4), and develop a strategic plan for accommodation (Action 2).
2. Prevention	<i>How acting to prevent problems occurring or getting worse may help public bodies meet their objectives</i>
<i>How good are we at this?</i>	Strong
Self-Assessment Review:	This is probably our least developed area and one which we need to prioritise during 2022. There are examples of innovative practice in our day services where we have utilised community and leisure facilities to prevent people needing to attend a building-based service. We also have examples of creative intervention by our community teams to prevent the need for statutory interventions, but we have much to do in this area in order to be able to meet future demand.
Planned Improvement for 22/23 - we will: (Link to action plan)	A prevention strategy is a high priority for the division and the communities department. A Senior Manager post is being established to work across integrated services and adult social care to develop a whole population

	approach to prevention. It is envisaged this will reduce demand for statutory intervention and maximise the potential of individuals.
3. Integration	<i>Considering how well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies</i>
<i>How good are we at this?</i>	Partial
Self-Assessment Review:	Whilst Adult Social care is not formally integrated with health, there is a strong commitment to collaborative working. The Community teams are co-located with health colleagues, collaboration with HCUHB is critical to the development of our divisional objectives and we are working together to progress a number of strategic imperatives e.g. transforming mental health and learning disability, service suicide and self-harm prevention strategy. We have met regularly as part of a Bronze arrangement to respond to urgent issues arising from the pandemic, which require a collaborative response. There remain some challenges in relation to joint funding arrangements, but we remain committed to resolving this together.
Planned Improvement for 22/23 - we will: (Link to action plan)	We commenced a number of arrangements during 2021 which will need to progress at pace during 2022 - a single Point of Access, an improved crisis response and pathways for those with substance misuse and co-occurring mental health and learning disability and those with alcohol related brain damage (Action 3).
4. Collaboration	<i>Acting in collaboration with any other person (or different parts of the body itself) that could help the body meet its well-being objectives</i>
<i>How good are we at this?</i>	Strong
Self-Assessment Review:	There are well established arrangements for collaboration between health and social care, third sector, those who use services and their carers via the Regional Partnership arrangements. There are also strong partnerships in relation to regional safeguarding arrangements and other regional and national programmes such as the transforming Mental Health Strategy and Regional Improving Lives (Learning Disability) Programme.
Planned Improvement for 22/23 - we will: (Link to action plan)	A priority for 2022/2023 is to establish a more robust programme management structure to progress the accommodation agenda. Also to establish a more robust structure for strategic joint commissioning to include needs analysis, development of local and regional projects and maximise grant funding opportunities such as ICF (Action 2).
5. Involvement	<i>Importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area</i>
<i>How good are we at this?</i>	Strong
Self-Assessment Review:	Engagement and involvement with those who use our services is a priority in Adult Social Care and underpins our approach to delivering all services. There are many examples of service development which have been based on co-production such as the 0-25 disability service and the development of an ISP with the Mental Health Carer network, involving those with lived experience on planning forums, chairing groups and on interview panels.
Planned Improvement for 22/23 - we will: (Link to action plan)	We have recognised that we need to improve the involvement of carers in the development of services. We meet with carers of those who attend day services, and we will build upon this engagement to inform the remodelling of day services (Action4). Engagement is also a priority for safeguarding locally and regionally.

Divisional Summary Action Plan

Ref #	Key Actions and Measures	By When or EOY Target?	By Whom? Responsible Officer	Scrutiny	WBO Ref & Step WBOX/a
A1	Develop a workforce Plan to recruit, retain and develop staff to ensure a sustainable workforce for the future.	March 2023	Avril Bracey	SC+H	
M1	<ul style="list-style-type: none"> No of vacancies Staff turnover. (starters/leavers) Exit interviews Number of people on career development pathways, apprenticeships. trainee schemes	March 2023	Avril Bracey	SC+H	
A2	Establish a range of supported accommodation to promote independence, reduce the reliance on residential care and contribute to achieving the division's savings targets.	March 2023	Avril Bracey	SC+H	
M2	<ul style="list-style-type: none"> Number of units of accommodation developed. Number of adults in residential care and associated costs. Number of adults diverted from and stepping down from residential care. 	March 2023	Avril Bracey	SC+H	
A3	Develop a prevention strategy for adult social care	March 2023		SC+H	
M3	<ul style="list-style-type: none"> Number of people diverted from statutory interventions Number of people who have accessed information, advice, assistance. Qualitative evidence from those who use services 	March 2023	Avril Bracey	SC+H	
A4	Remodel and grow a quality, sustainable and efficient in-house domiciliary care service.	March 2023	Avril Bracey	SC+H	WBO9
M4	<ul style="list-style-type: none"> Number of hours delivered vs capacity. Number of service users leaving reablement, who do not require a future service Qualitative evidence from those who use services	March 2023	Avril Bracey	SC+H	
A5	Implement a new model for learning disability day services	March 2023	Avril Bracey	SC+H	
M5	<ul style="list-style-type: none"> Number of individuals accessing community, leisure and cultural -based alternatives to building based services Number of people aged 16-25 and over 25 with an LD in employment, education and training.	March 2023	Avril Bracey	SC+H	
A6	Reducing our carbon footprint need to add something here re the work Sharon is progressing with environment.	March 2023	Avril Bracey	SC+H	

Key Measures

- Compliance with new All Wales Safeguarding procedures
- Compliance with Implementation of Liberty Protection Safeguards
- Implement Phase 2 of the through age model for disability
- Number and percentage of young people aged 16-25 with an LD in employment, education and training.
- Number of service users leaving reablement who don't require a future service
- Number of new units of supported accommodation developed
- Number of individuals accessing community-based alternatives to building based day services
- Number of hours delivered vs capacity and cost (Domiciliary Care)
- Number of Adults in residential care and associated costs

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Integrated Services Divisional Plan

Head of Service: Alex Williams



Divisional Profile

Integrated Services is a joint division between Carmarthenshire County Council and Hywel Dda University Health Board. The division has responsibility for providing Information, Advice and Assistance as well as assessing for and commissioning services to support social care needs of older adults and adults with a physical disability. The division also has responsibility for providing community health services in the County including community nursing, community hospitals and intermediate care beds and palliative care. The core areas of delivery focus on prevention, proactive and planned care, hospital discharge planning and admission avoidance, as well as long-term care.

Aligned to the integrated Services Business Plan, a County Integrated Plan is drafted each year and monitored under the Health Board governance structures. The effective joint working between the Local Authority and Carmarthenshire County Council is paramount to these plans, as well as the cross-working across divisions particularly with Adult Social Care, Commissioning and Homes and Safer Communities.

Under both plans, we will continue to focus on these tiers of delivery:

Help for Strong Communities; strengthening our communities to care for themselves through embedding community connectors / social prescribers and co-ordinators into local Integrated Community Networks. We will actively pursue opportunities to enable continuous engagement, support for carers and a model which enables community led initiatives to thrive.

Integrated Community Networks: These Networks recognise that responsibility for health and wellbeing does not solely sit with statutory health and social care services. Our statutory responsibility is to provide services only when such needs present. Adopting a social model for health however requires us to work with our populations, to understand the wider determinants of health that exist in local populations, recognise the assets that exist in the communities to mitigate these wider determinants and to support the population to develop assets in their communities that meet underlying need where these do not exist.

Other tiers of delivery will be delivered through **Integrated Localities:** Carmarthenshire will operate as one of three Integrated Localities within the Health Board. Carmarthenshire for some time has an overarching Section 33 agreement in place which has allowed a joint management/planning structure for integrated care for Older People and people with Physical Disabilities. We will continue to evolve how we work however within the co-terminus boundary of the County with our wider Local Authority, Health and Public Service Board partners to adopt a population-based approach to prevention and service provision that meet the health and wellbeing needs of our population.

The three **Clusters** (Llanelli, Aman Gwendraeth and Tywi and Taf (from a Health Board planning perspective, Teifi sits under a different Cluster)) are critical components within the Carmarthenshire Integrated Locality and will ensure planning and commissioning meet the local population needs. We will ensure delivery is seamless at Cluster level and Locality level and that governance is in place to empower and enable the Clusters to identify, plan and deliver based on the care needs of the population, both resident and temporary. Therapy Social Care

and Specialist Nursing workforce will be aligned at a Locality (County) level but will also connect with the Integrated Multidisciplinary Community Teams and the local Networks at Cluster level to deliver place based integrated care.

Integrated Community Teams (ICT): Integrated Community Teams which consist of health and social care professionals will be clearly aligned to the Clusters and will deliver integrated care to the population. We will increasingly align our services and the co-ordination of care around our population, based on their needs and the shared understanding of what matters most. These teams will ensure:

- ***'Help to Help Yourself'*** - Proactive care assessment and delivery of 'stay well' plans for risk stratified populations at Cluster level. They will connect with wider health and Local Authority workforce to deliver place-based provision of support to maintain and sustain the health and wellbeing of our population with simple and stable health conditions.
- ***'Help when you Need It'*** – Intermediate care provision for the population with exacerbating health needs to prevent further health decline and where appropriate avoid acute hospital admission or support early discharge from the acute setting. This approach will contribute to the provision of ***'Good Hospital Care'***
- ***'Help Long Term when you Need It'*** – Long term care assessment, planning and care provision for those individuals with complex needs and who require statutory health and care & support to maintain their health and independence at home (includes residential and nursing homes).

Self-assessment of performance in 2021/22

The last year has continued to present ongoing challenges for the division. We have had the dual challenge of the ongoing impact of the pandemic as well as the consequent increase in demand for our services particularly from older people and those with chronic health conditions. Our primary concern has continued to be how we can keep people safe in the context of both Covid and pressures on our services, rather than be in a position to strategically plan for the future.

Whilst from a Covid perspective things seem to be stabilising, with the vaccination programme and good infection control procedures minimising the impact on key settings such as care homes, demand has increased to an unexpected level. We are experiencing significant pressures both in terms of referrals for social care assessment as well as demand for domiciliary care. This has hit us at a time when both our qualified professional workforce and our domiciliary care workforce are experiencing recruitment and retention issues like we have never seen before. We have never before been in a position where we simply cannot attract any applicants to posts and all Local Authorities and providers are competing for an ever-decreasing pool of suitably qualified staff.

The impact of the pandemic on both the service and staff cannot be underestimated; it has been a period of ongoing uncertainty and ever shifting goalposts. This has led to staff having to take critical decisions and make difficult choices on a day-to-day basis. For example, they have had to manage care home Covid outbreaks when we have not known from one day to the next whether sufficient staff can be found to manage a shift, they have had to prioritise those waiting for assessment even though we know in an ideal world we would prioritise them all and they have also had to prioritise those waiting for care in the context of not enough care being available. The service has become about managing risk on a day-to-day basis to ensure that we can support those at greatest need.

In the context of these hugely difficult choices and decisions, staff have shown true grit and resilience and we cannot thank them enough for the huge contributions they have made to citizens in Carmarthenshire. The pressures that we are facing mean that we cannot always get it right, but we continue to do our very best and balance all of the risks that we are facing.

Despite the challenges, key achievements have been as follows:

- Supporting care homes during Covid outbreaks to maintain the ongoing safety and care of residents, whilst supporting staff wellbeing and the sustainability of the homes.
- Sustaining our services to ensure that those who need our help have received the right level of support when they need it.
- Appropriate management of risk to prioritise those most in need of assessment and those waiting for care.
- Our contribution to the Vaccination Programme both in terms of the practical support of staff and venues, as well as ensuring that all health and social care staff and those most vulnerable in our population have been prioritised. Alongside this, as a Council we have developed a clear Vaccination Policy for a staff which is considered good practice in Wales.
- The launch of the Multi-Disciplinary Triage Team initially focussed on supporting patients to leave hospital sooner by taking an integrated approach to assessment and creatively providing interim support to allow patients to go home to be assessed.
- The launch of Ty Pili-Pala as a community-based step-down unit to initially support patients to leave hospital more quickly with a view to maximising independence on their return home.
- Working in partnership with Delta Wellbeing to develop our overall approach to preventative support through the ongoing embedding of Delta Connect, the rapid response pathways and supporting referrals through information and Advice without the need for further assessment.
- Implementation of Eclipse for adults, our new client management system.
- We have tried very hard to support staff wellbeing and encouraged staff across the department to come forward as Wellbeing Champions to represent their divisions as part of the Communities Wellbeing Group. This group is leading the way on taking a departmental approach to sharing good practice and also feeding through ideas of how we can support wellbeing such as better use of teams and diaries to give staff the space they need to work. Some fantastic ideas have been shared in terms of how teams have supported each other and we hope these ideas will be replicated across divisions.

Whilst there have been many achievements, the operational challenges have made it difficult to find the space and time to strategically plan for the future. As a consequence of the above, we have not been in a position to progress as quickly as we would have liked with our strategic management review to ensure that our services are aligned to best support the population of Carmarthenshire and effectively future proofed. It should also be noted that in the face of such unprecedented challenges, our workforce has sustained the highest level of professionalism and commitment. They have been truly remarkable in the face of such pressures. However, the last 18 months have inevitably taken its toll on the wellbeing of our staff, particularly as they have continued to work isolated from each other. Therefore, focussing on how we support staff and help them remain resilient is paramount going forward.

[Links to sources of evidence \(Regulatory Reports, Member T&F, etc.\)](#)

Scrutiny reports:

[Summary.pdf \(gov. wales\)](#)

[Summary.pdf \(gov. wales\)](#)

[Summary.pdf \(gov.wales\)](#)

Key Areas for Improvement arising from Self-assessment

In light of the above, our challenge over the next 12 months is therefore how to ensure that we prioritise those that most need our support, until we are able to grow the workforce to effectively support all those that need our help. At the same time, we want to be in a position to strategically plan for the future to make sure that we can both support the independence of our communities and ensure that our services are sustainable for the future. We therefore need to redesign the pathways for those that we support to ensure that we have a consistent approach across the County and give equal priority to those in crisis and those in need of ongoing long-term planned support/review. Our proposed management review and revision of Integrated agreements is critical to achieve this. Supporting staff wellbeing is also of critical importance to ensure the workforce can remain resilient in the face of the inevitable challenges that are likely to continue into 2022/23.

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Key Divisional Risks

Risk Ref or New?	Risk score after mitigation	Identified Risk	Divisional Summary Action Plan Ref No.
		All risks can be profiled in the Divisional Plan. In this departmental plan the Division should identify: 1. Any Risks that it has on the Corporate Risk Register 2. Significant Risks (scored 16+) 3. For Service High Risk (scored 12+), see Divisional Plan	
SS100021	High 15	Not delivering on financial efficiencies will compromise our ability to deliver future services and progress the modernisation agenda.	All Actions
SS100035	High 12	There is a risk that the future round of WG funding (replacement of ICF/Transformation) will not be secured to sustain current commitments which leads to a risk of a number of services being unfunded and/or an impact on core funding.	4A
CRR190066	Significant 20	Insufficient numbers of social work and care staff to provide sufficient assessment and care capacity which provides a risk to vulnerable people in not having needs assessed and being unsupported and potentially unsafe in the community.	3A
CRR190067	Significant 20	Lack of availability of domiciliary care to support vulnerable adults which leads to the risk of people being unsupported and potentially unsafe in the community, as well as people being delayed leaving hospital preventing others being able to access urgent medical treatment.	E1A

5 Ways of Working

1. Long Term	<i>The importance of balancing short-term needs with the need to safeguard the ability to also meet long term needs</i>
<i>How good are we at this?</i>	Partial
Self-Assessment Review:	We are developing our prevention, proactive care and short-term pathways to help us manage long-term demand. This is work in development, but we have already seen the impact on hospital admission avoidance and facilitating a greater number of hospital discharges earlier despite the significant pressures on domiciliary care.
Planned Improvement for 22/23 - we will: (Link to action plan)	We will deliver Action A1 by developing our overall vision and strategic plan/pathways for prevention, proactive care including dementia, short-term care and long-term care, to ensure that we can deliver the vision for integrated services and effectively manage demand.
2. Prevention	<i>How acting to prevent problems occurring or getting worse may help public bodies meet their objectives</i>
<i>How good are we at this?</i>	Partial
Self-Assessment Review:	This area is probably our least developed. There are some really good examples of prevention working in practice, for example the development of the IAA service through Delta Wellbeing, the roll out of Delta Connect and social prescribers. However, there is not a clear strategy for prevention on a County level to articulate our overall vision and delivery plan.
Planned Improvement for 22/23 - we will: (Link to action plan)	As part of proposals for the revised Integrated Services structure, we plan to create a post for a Senior Manager for Prevention to develop a whole population approach to promoting independence and delaying/preventing demand for statutory support (Action C1A).

3. Integration	<i>Considering how well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies</i>
<i>How good are we at this?</i>	Strong
Self-Assessment Review:	Carmarthenshire has an integrated structure between the Local Authority and the Health Board in relation to services for older people and physical disabilities. There is work that needs to be done to improve our integrated arrangements, but this will be built on a solid foundation and commitment to integrated working.
Planned Improvement for 22/23 - we will: (Link to action plan)	We will implement Action 1A and 2A which will set out and confirm our strategic intent and commitment in terms of integration, as well as ensure that our structure is aligned in way to support integrated delivery to our population.
4. Collaboration	<i>Acting in collaboration with any other person (or different parts of the body itself) that could help the body meet its well-being objectives</i>
<i>How good are we at this?</i>	Partial
Self-Assessment Review:	Again, there are well established arrangements for collaboration in health and social care across the Regional Partnership Board arrangements. These require development but have a solid foundation to work from.
Planned Improvement for 22/23 - we will: (Link to action plan)	We will deliver Action 1A by developing our overall vision and strategic plan/pathways for prevention, proactive care including approach dementia, short-term care and long-term care, to ensure that we can deliver the vision for integrated services and effectively manage demand. Collaborating with others will be critical to delivery.
5. Involvement	<i>Importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area</i>
<i>How good are we at this?</i>	Partial
Self-Assessment Review:	We need to develop our approach to effective engagement and coproduction into the development of services. There is some evidence of effective engagement, but this can be strengthened.
Planned Improvement for 22/23 - we will: (Link to action plan)	As part of our overall pathway development under Action 1A, we will look at how we engage with service users, patients, families and carers to design and develop our services going forward.

Divisional Summary Action Plan

Ref #	Actions and Measures	By When or EOY Target?	By Whom? Responsible Officer	Scrutiny	WBO Ref & Step WBOXX/a
A	Integrated Services Overall				
1A	We will develop our overall approach to Integrated Services, so we are able to help develop strong communities, help people to help themselves, provide help when people need it and provide long-term support whilst keeping people safe. We will ensure we are in a position to do this through agreement of a vision for Integrated Services between the Local Authority and Health Board, and a new Section 33 agreement setting out our collective responsibilities.	Sept 2022	Alex Williams/ Rhian Dawson	SCH&H	WBO8/9
1M	<ul style="list-style-type: none"> Approved Section 33 agreement in place. 	Sept 2022			
2A	We will agree a new structure to allow us to deliver the overall vision set out above.	Sept 2022	Alex Williams/ Rhian Dawson	SCH &H	WBO8/9
2M	<ul style="list-style-type: none"> New structure in place. 	Sept 2022			
3A	We will grow the professional Social Work and Occupational Therapy workforce by ensuring that Carmarthenshire is an attractive place to work, there are opportunities for career progression and development of career pathways for non-qualified staff to become qualified.	March 2023	Alex Williams	SCH&H	WB09/D
3M	<ul style="list-style-type: none"> Reduction in number of Social Work and Occupational Therapy vacancies, so any vacancies only reflect gaps that occur during the recruitment process. 	March 2023			
4A	We will secure the next phase of Welsh Government Transformation funding, as the successor to ICF and Transformation funding, to sustain and grow our services in the medium term.	June 2023	Alex Williams/ Rhian Dawson	SCH &H	WB08/9
4M	<ul style="list-style-type: none"> Approval of bids by Welsh Government 	April 2022	Alex Williams/ Rhian Dawson		
5A	We will support staff wellbeing to ensure that they remain as resilient as possible and are able to successfully fulfil their roles.	March 2023	Alex Williams	SCH &H	WB013/ B5
5M	<ul style="list-style-type: none"> Overall reduction in stress-related sickness. Feedback from staff that they feel well supported in their roles. 	March 2023			

B	Prevention				
B1A	We will develop and implement a Prevention Strategy for Carmarthenshire which will include continuing to work in partnership with Delta Wellbeing in support of our residents.	March 2023	Rhian Dawson	SCH &H	WB08/A&C
B1M	<ul style="list-style-type: none"> • Senior Manager for Prevention in post. • Number of GP practices supported by Social Prescribers. • Growth in Delta Connect customers over the year. • % of Social Care enquiries closed at Information and Advice, not requiring referral to teams. 	March 2023			
C	Proactive and Planned Care				
C1A	We will provide proactive and planned care to people in the community with chronic long-term health conditions/increased frailty and those that require support at the end of their life.	March 2023	Alex Williams/ Rhian Dawson	SCH &H	WB09/A
C1M	<ul style="list-style-type: none"> • Senior Manager for Proactive and Planned Care in post. • Day Services for Older People safely reopen. • Planned respite safely reinstated. • Increase in those 'at risk' with stay well plans and care coordination in place. 	March 2023			
D	System Flow and Short-Term Urgent Care				
D1A	We will continue to reshape our approach to support patient flow and home first by developing the discharge to assess pathways and ensure that monitoring and escalation processes are maintained to ensure effective flow across the Carmarthenshire system.	March 2023	Alex Williams/ Rhian Dawson	SCH&H	WB09/A,B&C
D1M	<ul style="list-style-type: none"> • Senior Manager for System Flow and Short-Term Urgent Care. • Reduction in conveyance to hospital of frail elderly population. • Reduction in average length of stay in hospital of frail elderly population. 	March 2023			
E	Long Term Care				
E1A	We will ensure that we effectively deliver our statutory duties to assess and review care and support needs of older people and those with physical disabilities, and support people to achieve their desired outcomes.	March 2023	Alex Williams/ Rhian Dawson	SCH &H	WB09/B
E1M	<ul style="list-style-type: none"> • Senior Manager for Long Term Care in post. • Number statutory reviews completed. • Number of hours released via Releasing Time to Care. • Number of hours commissioned for domiciliary care. • Number of funded residential care, nursing care and CHC placements. 	March 2023			

	<ul style="list-style-type: none"> • Number of clients receiving direct payments. • Regular audit of those awaiting assessment and domiciliary care to evidence that risk is being appropriately managed. 				
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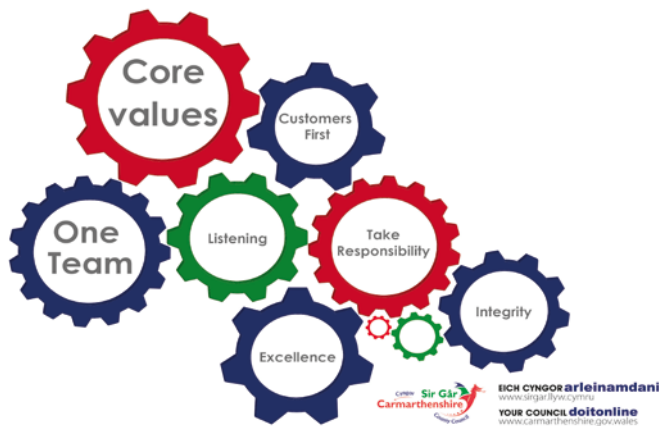
Key Measures

- Hospital - Average length of stay - Ready to leave (Social Service Clients)
- Number of reviews completed
- Number of clients receiving direct payments at month end
- Information Advice and Assistance Measures
- Number of people engaged with the connect project and their outcomes
- Number of Hours commissioned for Domiciliary care
- Funded residential care, nursing care and CHC placements

DRAFT

4. Department Resources

Core Values



Customers First – we put the needs of our citizens at the heart of everything that we do

Listening – we listen to learn, understand and improve now and in the future

Excellence – we constantly strive for excellence, delivering the highest quality possible every time by being creative, adopting innovative ways of working and taking measured risks

Integrity – we act with integrity and do the right things at all times

Taking Responsibility – we all take personal ownership and accountability for our actions

Seven areas of Corporate Change required

The statutory guidance of the Well-being of Future Generations Act identifies seven areas where change needs to happen. These are:

1	Corporate Planning
2	Financial Planning
3	Workforce Planning
4	Procurement
5	Assets
6	Risk Management
7	Performance Management

[i More information on the 7 Areas of Corporate Change required](#)

1. Corporate Planning

Following local government elections in May 2022 we will publish a revised Corporate Strategy incorporating Well-being Objectives.

2. Financial Planning - Budget Summary

Budget setting process (Council 3rd March 2022)

<https://democracy.carmarthenshire.gov.wales/ieListDocuments.aspx?CId=155&MId=4219&Ver=4>

2022-23 Budgets will be set following Budget Consultation Process through December 2021 - January 2022. Details to follow.

Financial Planning - Savings and Efficiencies



Departmental
Business Plan 2022-2

2022-24 Savings and Efficiencies will be set following the Budget Consultation Process through December 2021 - January 2022. Detail to follow.

3. Key Workforce Planning Issues

Kate to ADD

Need to identify:

1. Current workforce issues?

The Department has an ageing workforce profile and has a high proportion of specialist roles, with many of these roles occupied by an older profile.

2. Future business priorities and implications on the workforce?

Business Priorities are highlighted throughout this Business Plan. The **Better Ways of Working** project is reviewing the transformation in working practices brought on through the pandemic and will consider the best way forward to deliver services in the future.

3. What is your Development Plan to address the gap implications? (Between 1 & 2 above)

A full Departmental Workforce Plan is being drafted by the Departmental Management Team with support from HR staff. The next steps, to be undertaken Dec 2021 to March 2022, are to take the workforce profile to Third Tier Managers for analysis at team level to gain an initial understanding of the initial implications on service delivery for the short, medium and long term. This process will be linked into the ongoing Better Ways of Working project.

4. Procurement

For 2022/23 outline any significant procurement activity planned (e.g. tenders, etc.)

- WIFI
- Point of Sale
- Digital Transformation

5. Asset Management

Service Asset Management Plans currently being reviewed with key issues as follows:

- Delivery of Phase 1 Pentre Awel
- Ten Towns programme and investment in strategic sites in town centres
- Review and confirm operational office need through BWOW workstream
- Review and confirm service non office needs, e.g., social care day centres etc.
- Provide draft Corporate Asset Management Plan to CMT (Q4 2022)
- Rural Estate Review with focus on impact of pollution regulations
- Review of Community Asset Transfer procedures following Town & Community Council consultations
- Review of Council's 5-year capital receipts programme
- Review of Land holdings to highlight opportunities in relation to phosphate mitigation, tree planting and energy generation as part of net zero carbon commitment
- Review and update of Council's disposal of schools policy.

6. Risk Management

Summary Divisional Plans

Corporate and Significant Risks are identified within the Divisional Business Plan sections of this Departmental Plan.

7. Performance Management

The Department Performance Framework was constructed and updated early 2021, this plan is monitored monthly, and a meeting is chaired by the Director of Community services. During 2022 there will be a further review of the plan and further measures will be monitored. This plan is in conjunction with the Departments Risk Register and Actions.



Final Performance
Framework 17 03 21

CIW Performance meeting are held each quarter.

DRAFT

5. Departmental Key Measures

To be completed:

Definition / Measure Reference (abbreviated definition is fine)		2019/20	2020/21			2021/22		2022/23	Cost Measure (£)
		Our Result	All Wales Comparative data			Target set	Result (when available)	Target set (at EOY)	
			Our Result	Quartile * to ****	Welsh Median				
PAM/13	Percentage of empty private properties brought back into use								
PAM/12	Percentage of households successfully prevented from becoming homeless								
PAM/15	The average number of calendar days taken to deliver a DFG								
PAM/17	Number of visits to leisure centres per 1000 population								
PAM/23	Percentage of food establishments that meet food hygiene standards								
PAM/ 37	Average number of calendar days taken to meet all housing repairs								
PAM/ 39	Percentage of rent lost due to properties being empty.								
PAM/41	Percentage of people referred to the national exercise referral scheme that complete the 16 week programme								
PAM/45	Number of new homes created as result of bringing empty properties back in to use.								

Well-being of Future Generations Act 2015

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

A. The Sustainable Development Principle of the Act

The new law states that we must carry out sustainable development, improving the economic, social, environmental and cultural well-being of Wales. **The sustainable development principle is**

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

B. The Five Ways of Working required by the Act

To show that we have applied the sustainable development principle we **must** demonstrate the following 5 ways of working: -

1. Looking to the **long term** so that we do not compromise the ability of future generations to meet their own needs;
2. Taking an **integrated** approach so that public bodies look at all the well-being goals in deciding on their priorities;
3. **Involving** a diversity of the population in the decisions that affect them;
4. Working with others in a **collaborative** way to find shared sustainable solutions;
5. Understanding the root causes of issues to **prevent** them from occurring.

C. The Seven Well-being Goals of the Act

There are **7 well-being goals** in the Act. Together they provide a shared vision for public bodies to work towards. We must work towards achieving all of them.

Well-being Goals



The Seven Well-being Goals of the Future Generations Act

A prosperous Wales

An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change), and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.

A resilient Wales

A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).

A healthier Wales

A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.

A more equal Wales

A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio-economic background and circumstances).

A Wales of cohesive communities

Attractive, viable, safe and well-connected communities.

A Wales of vibrant culture and thriving Welsh Language

A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.

A globally responsible Wales

A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing makes a positive contribution to global well-being

Local Government and Elections Act 2021

Our performance and governance arrangements for 2021/22 will be evaluated under the requirements of the new Act.

Statutory guidance on the performance and governance of councils (Part 6 of the Local Government and Elections (Wales) Bill)

The statutory duties placed on the Council:

1. Duty to keep performance under review

The Act requires a council to keep under review the extent to which it is fulfilling the 'performance requirements' that is, the extent to which it is:

- exercising its functions effectively.
- using its resources economically, efficiently and effectively; and
- has effective governance in place for securing the above.

2. Duty to consult on performance

A council must consult a range of people at least once in each financial year about the extent to which the council is meeting the performance requirements. The statutory consultees are local people, local businesses, staff of the council and Trade Unions.

3. Duty to report on performance

A council must produce a self-assessment report in respect of each financial year including actions improvement. This must go to the Governance and Audit Committee.

4. Duty to arrange a panel assessment of performance and respond to it.

A council must arrange for a panel to undertake an assessment. This will apply sometime after the May 2022 Election.

The Act also references duties from other related Acts

5. Well-being of Future Generations Act

The performance and governance provisions in the Bill are framed within the wider sustainable development duties of the Well-being of Future Generations (Wales) Act 2015, which sets out a legally binding common purpose for the public bodies subject to that Act to improve the social, economic, environmental and cultural well-being of Wales.

6. Socio-economic duty

Additionally, the ethos of the performance and governance provisions within the Act align to the **Socio-economic Duty, which will come into force on 31 March 2021**. This duty will require principal councils, when taking strategic decisions such as 'deciding priorities and setting objectives', to consider how their decisions might help to reduce the inequalities associated with socio-economic disadvantage.

Implications for Business Planning 2022/23

We have a duty to keep performance under review Para 2.2 of Guidance

- exercising functions effectively
- using resources economically, efficiently and effectively
- governance is effective for securing the above

Office Use - Business Plan Guidance

What's new for Business Planning for 2022/23?

- To address the requirements of the Local government and Elections (Wales) Act 2021 the template has been strengthened in the parts concerning the self-assessment of the 2021/22 year.
- The template has been adjusted to prompt SMART action plans and stronger Performance Indicator coverage. This reflects the Scrutiny Committees and regulators feedback during the year, requesting that business plans should be clearer in identifying what success will look like.

Business Plan Timetable

Draft <u>Department</u> Business Plan	By 12 November 2021
First Draft <u>Divisional</u> Business Plans 2022/23 deadline	By 15th Dec 2021
Chief Executive's and Panel Challenge of Departmental Plan	November- December 2021
Opportunity to revise plans following challenge	First two weeks of January 2022
<u>Departmental Plans</u> to accompany Budget to: - <ul style="list-style-type: none">• Departmental Budget Seminars• Budget Scrutiny's	Late January - February 2022
<u>Divisional Plans</u> to be worked up in more detail and presented to Scrutiny Committees	TBC

[iScrutiny remit and business plans](#)

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Agenda Item 9

COMMUNITY AND REGENERATION SCRUTINY
COMMITTEE

31 JANUARY 2022

**Regeneration Extract of the
Chief Executive's Departmental Business Plan 2022/23**

Purpose:

To give members an opportunity to review the Department's Business Plan extract.

To consider and comment on the following issues:

Elements of the business plan relevant to this Scrutiny's remit as identified below:-

- Regeneration----Page 38

Reasons:

To show how the department, for which this Scrutiny has a remit, supports the Corporate Strategy.

To be referred to the Cabinet / Council for decision: NO

CABINET MEMBER PORTFOLIO HOLDER:-

Cllr. Emlyn Dole (*Leader: Economic Development*)

Directorate Chief Executive Name of Head of Service: Jason Jones Report Author: Jason Jones	Designations: Head of Regeneration Head of Regeneration	Tel Nos. E Mail Addresses: JaJones@cararthenshire.gov.uk JaJones@cararthenshire.gov.uk
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COMMUNITY AND REGENERATION SCRUTINY COMMITTEE

31 JANUARY 2022

Regeneration Extract of the Chief Executive's Departmental Business Plan 2022/23

Purpose:

To give members an opportunity to review the Department's business plan extract.

1. BRIEF SUMMARY OF PURPOSE OF REPORT.

This is the Chief Executive's Departmental Business Plan, but the following service areas are under the remit of this Scrutiny:

- Regeneration -Page 38

The purpose of the business plan is to show how the Division will support the delivery of the Corporate Strategy.

2. OTHER OPTIONS AVAILABLE AND THEIR PROS AND CONS

- The impact of the pandemic and BREXIT create a lot of uncertainty in future planning and this plan is subject to change.

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: Jason Jones Head of Regeneration

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

1. Policy, Crime & Disorder and Equalities

- This departmental business plan shows how the department supports the Corporate Strategy and its Well-being Objectives.
- It will be supported by more detailed divisional business plans.
- The actions that support the Well-being Objectives and the steps taken to achieve them will be monitored throughout the year.
- The COVID-19 pandemic has had a considerable impact on departments and business plans reflect this. There have been many lessons learnt and new ways of working developed that will be maintained.

2. Legal

The Well-being Future Generations Act (2015) requires that functions of the council should maximise their contributions to the Well-being Objectives set by the Council. Our Well-being Objectives maximise our contribution to the seven national Goals of the Act and demonstrate the five ways of working.

3. Finance

The Well-being Future Generations Act (2015) requires that we ensure that resources are allocated annually to meet our objectives. The budget breakdown is a separate item on this meeting's agenda.

4. ICT

The Digital Transformation Strategy sets out the Council's strategic digital priorities and aspirations, and outlines what we plan to do to achieve our vision for a Digital Carmarthenshire.

5. Risk Management Issues

Key risks are identified for each department and mitigating actions are outlined.

6. Staffing Implications

As identified within the plan.

7. Physical Assets

Some projects might be included in the business plan.

CONSULTATIONS

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

Signed: **Jason Jones**

1. Local Member(s)

Name(s) of local member(s) and individual comments, if appropriate

N/A

2. Community / Town Council

Name(s) of Town/Community Councils(s) and individual comments to be included, if appropriate

N/A

3. Relevant Partners

Name(s) and individual comments to be included, if appropriate

N/A

4. Staff Side Representatives and other Organisations

Name(s) and individual comments to be included, if appropriate

N/A

**CABINET 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:**

THESE ARE DETAILED BELOW:

Title of Document	File Ref No.	Locations that the papers are available for public inspection
Corporate Strategy		<u>Corporate Strategy 2018-2023</u>

Chief Executive's Department Business Plan

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

January 2022

carmarthenshire.gov.wales

Cyngor **Sir Gâr**
Carmarthenshire
County Council



Page 279

The Sustainable Development Principle


The Well-being of Future Generations (Wales) Act 2015 states that, we must carry out sustainable development, improving the economic, social, environmental and cultural well-being of Wales. The **sustainable development principle** is....

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

To show that we have applied the sustainable development principle we must demonstrate.....


The 5 Ways of Working (see Appendix 1)

Long term



The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.

Prevention



How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.

Integration




Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.

Collaboration



Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.

Involvement



The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.

Contents

Cabinet Member Foreword

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3. Summary Divisional Plans.....	11
4. Department Resources.....	68
5. Departmental Key Measures.....	74
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The Purpose of this Plan

This Departmental Business Plan sets the strategic objectives for the services within this Department. In turn, the strategic objectives translate into service objectives and individual staff targets. It provides an open and transparent way of showing staff, customers, elected members and stakeholders what is to be achieved and how we plan to do this.

It shows how resources will be used to achieve objectives and the service implications of budgetary increases or reductions. It shows what we get for what we spend and if we are making the most of what we have. The plan also aims to demonstrate and provide assurance on service standards so that the service can be held to account.

Cabinet Members Responsible:



Cllr Emlyn Dole – Economic Development, Swansea Bay City Deal, Marketing & Media, Public Services Board, Corporate Strategic Planning

.....



Cllr Glynog Davies – ICT

.....



Cllr David Jenkins - Property/Asset Management and Major Projects, Statutory Services (Coroners, Registrars, Electoral, Lord Lieutenancy), Customer Services, Armed Forces, Planning Policy

.....



Cllr Ann Davies – Community Safety, Counter Terrorism & Security Act, Well-being of Future Generations, Tackling Poverty, Rural Affairs

.....



Cllr Linda Evans – Ageing Well, Audit Wales

.....



Cllr Peter Hughes Griffiths – Development of the Welsh Language, Tourism, Town & Community Council liaison, TIC

.....



Cllr Phillip Hughes - HR, Performance Management, Training

1. Departmental Overview

Introduction by Director



Priorities

The picture for public services is at an even more critical point now than compared to the pre pandemic position. We've got some key challenges ahead:

We have some strategic challenges:	This Departments role	Other Departments
Economic Recovery	The <i>Regeneration Division</i> leads on the Economic Recovery Plan	This applies to all departments
Climate Change	This applies to all departments	The strategic lead on this has moved from this department to the <i>Environment Department - Head of Place and Sustainability</i> .
Economic pressure/crisis	The <i>Regeneration Division</i> leads on the Economic Recovery Plan	This applies to all departments

Our regulators and citizens are looking to local government and other public sector partners to transform and innovate our way through the forthcoming years. As hard as the last 19 months have been, we also need to learn from the experience and not allow us to revert to the norm because the 'norm' is more comfortable and safe i.e. we need to challenge the status quo, it's now or never.

Additional challenges:	For this department	Other departments
Workforce planning which should include helping our workforce recover, skill gaps (in new post Covid world) and planning for growth	The <i>People Management Division</i> leads on this	This applies to all departments
Legacy cost (human and financial) of the pandemic and how you manage long term impact	The <i>People Management Division</i> leads on human legacy costs	This applies to all departments
New approaches to service delivery and harnessing technology	The <i>Head of People Management</i> will lead on new ways of working-supported by the TIC team. <i>The Better Ways of Working project will modernise our working practices and provide us with a framework that will meet the service delivery needs.</i> The <i>Head of IT and Corporate Policy</i> will lead on harnessing technology	This applies to all departments
Collaboration – only where it works and proves to deliver	The <i>Head of IT and Corporate Policy</i> will lead on partnership working	This applies to all departments

This year's Business Planning will be one of the most considered and robustly structured.

Local Government Elections - May 2022

During 2022/23 we will have to organise the local government elections and ensure that the newly elected members are fully inducted to undertake their role and ensure that the priorities of the newly elected or re-elected administration shape our Corporate Strategy and Well-being Objectives.

Local Government and Elections (Wales) Act 2021

The Local Government and Elections (Wales) Act 2021 (“the Act”) provides for a new and reformed legislative framework for local government elections, democracy, governance and performance.

Duties	Department Lead Role
Democracy	
Changes to the Constitution . The development of a formal petition scheme and public participation strategy for the Democratic Process	Head of Administration and Law
Electoral changes	Electoral and Registration Services
Governance and Performance	
Duty to keep performance under review a) Are we exercising our functions effectively? b) Are we using our resources economically, efficiently and effectively? c) Is our governance effective to secure a+b?	Head of ICT and Corporate Policy
Duty to consult on performance	
Duty to report on performance	
Duty to arrange a panel performance assessment	
Duty to respond to a panel performance assessment report	

The expectations of this Act coincide with a reset of our Performance Management Framework and a renewed commitment of critically self -assessing our current performance to secure improvement for the future. This is more than stating what arrangements are in place, it about knowing how well we are doing, how we know it and what and how we can do better. Our performance monitoring and business planning arrangements will be further developed, and our ambition will be to always do better, not just satisfying minimum duties but exceeding expectations. We must be self-aware and using data insight to underpin decision making.

Well-being of Future Generations (Wales) Act

It is challenging to think of future generations impact as opposed to immediate crisis but prevention is key, so in years to come our business planning and as such our investment programme must be one of no regrets.

The statutory guidance on the Well-being of Future Generations (Wales) Act requires change for a core set of activities common to the corporate governance of public bodies. This requirement is incorporated in the Local Government and Elections (Wales) act. These areas are:

7 areas of corporate change required:	To demonstrate this change and the application of the sustainable development principle we need apply the 5 Ways of Working
Corporate planning	Led by this Department
Performance management	
Workforce planning	
Financial planning	Led by Corporate Services Department
Procurement	
Risk management	
Assets	See Regeneration

New for 2022

2022 will bring with it the same challenges but with it some new and positive plans, from work starting at Pentre Awel and the Tyisha regeneration in Llanelli, to delivering a new public sector service Hwb for Carmarthen.

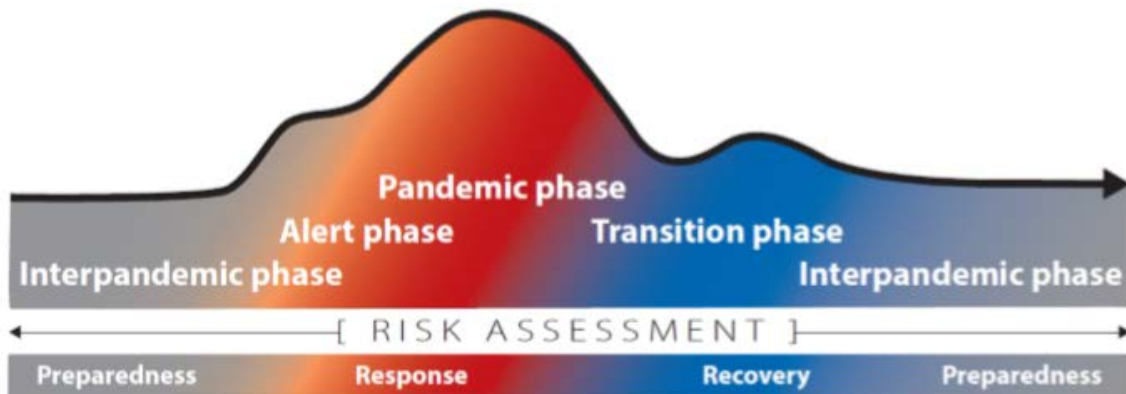
Recovery Planning and Preparedness

Since the start of COVID-19 we have seen our ways of working change significantly and indeed the world as we know it.

Whilst it has been challenging and let's not forget it still remains extremely tough, especially within certain services, we have learnt to adapt well to our new working arrangements and thanks to a huge effort from everyone we have continued to deliver our services, albeit in a different way in some cases. We are now in a position where we need to learn how to work alongside the virus. It hasn't gone away and whilst we've all worked so well to provide services to the residents of Carmarthenshire, some of which may have been compromised by Covid, we now need to accept that this is our new normal and we need to move forward, further strengthen our approach and the new ways of working.

As a Council we have some key challenges ahead as we look at how we recover from Covid. Our business planning will be key to this, with priority areas such as our recovery plan and what new approaches we can bring to our services as well as looking at the technology available to us. We need to take what we have learnt over the pandemic and challenge what is already in place, but we also need to be innovative.

The World Health Organisation Pandemic advice is be prepared.



Department Structure



2. Strategic Context

2.1 National Well-being Goals

The Well-being of Future Generations (Wales) Act 2015, provides a shared vision for all public bodies to work towards. See **Appendix 1** for an ABC guide to the Act. Our well-being objectives are designed to maximise our contribution to the national shared vision goals (Appendix 1b).

2.2 Local Government and Elections (Wales) Act 2021.

The new duties of this Act apply to the self-assessment of 2021/22 – see **Appendix 2**

2.3 The Council's [Corporate Strategy 2018-23](#) (incorporating Our Well-being Objectives 2021/22)

Well- Being Objective	ICT & Corp Policy	Legal & Admin	People Mgt	Regeneration	Direct Reports
Start Well					
1. Help to give every child the best start in life and improve their early life experiences		✓			
2. Help children live healthy lifestyles					
3. Support and improve progress, achievement, and outcomes for all learner	✓			✓	
Live Well					
4. Tackle poverty by doing all we can to prevent it, helping people into work and improving the lives of those living in poverty	✓	✓	✓	✓	
5. Create more jobs and growth throughout the county	✓	✓	✓	✓	
6. Increase the availability of rented and affordable homes		✓		✓	
7. Help people live healthy lives (tackling risky behaviour and obesity)					
8. Support community cohesion, resilience & safety	✓	✓			
Age Well					
9. Support older people to age well and maintain dignity and independence in their later years	✓	✓			
In a Healthy and Safe Environment					
10. Look after the environment now and for the future	✓	✓		✓	
11. Improve the highway and transport infrastructure and connectivity	✓	✓			
12. Promote Welsh Language and Culture	✓	✓	✓		✓
In addition a Corporate Objective					
13. Better Governance and Use of Resources	✓	✓	✓	✓	✓

📌 See [How HOS join up to deliver Well-being Objectives](#) and 📌 [the steps of each WBO](#)

2.4 The PSBs [Carmarthenshire Well-being Plan - The Carmarthenshire We Want \(2018-23\)](#)

How is the Department contributing to the Public Services Board (PSB) Well-being Plan?

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

Healthy Habits: people have a good quality of life, & make healthy choices about their lives & environment

Due to the pandemic, this group has not been actively meeting. Public health colleagues have rightly been focusing their attention on COVID-19 response and recovery. This objective will be re-considered as the new well-being assessment is developed.

Early Intervention: to make sure that people have the right help at the right time; as & when they need it

Due to the pandemic, this group has not been actively meeting. Public health colleagues have rightly been focusing their attention on COVID-19 response and recovery. This objective will be re-considered as the new well-being assessment is developed.

Strong Connections: strongly connected people, places & organisations that are able to adapt to change

The PSB Support Team has support the work of the Strong Connections Delivery Group. As a result of the pandemic there has been a renewed focus on support and co-ordination of Volunteers and the Strong Connections Group has undertaken a piece of work to look at developing a Volunteering Strategy for the county.

Prosperous People and Places: to maximise opportunities for people and places in both urban and rural parts of our county

The PSB Support Team hosted a Welsh Government Foundational Economy Challenge Fund project looking at public sector food procurement. The project looked at current public sector food procurement arrangements as well as local food supply chain capacity. The PSB will continue to develop this area of work as a key priority going forward.

2.5 Legislation Those highlighted in bold apply to ALL

Administration & Legal

Local Government Act 1972 / Local Government & Housing Act 1989

Political Balance Regulation 1990

LG Wales Measure 2011

Local Government and Democracy Wales Act 2013

Local Government Act 2000

The Local Authorities (Executive Arrangements) (Functions and Responsibilities) (Wales) Regulations 2007

The Local Authorities (Model Code of Conduct) (Wales) (Amendment) Order 2016 2008 order Joint Committees

Well-being of Future Generations (Wales) Act 2015

Local Government and Elections (Wales) Act 2021

The Local Authorities Standing Orders Wales Regulations 2006 as amended

The South West Wales Corporate Joint Committee Regulations 2021

And all Local Government related legislation

ICT & Corporate Policy

UK General Data Protection Regulation

Data Protection Act 2018

Welsh Language Standards under s44 Welsh Language (Wales) measure 2011

Equality Act 2010

Freedom of Information Act 2000

Environmental Information Regulations 2004

Section 60 of the Local Government (Wales) Act 1994 - (relating to records management)

Crime & Disorder Act (1998)

National Violence Against Women, Domestic Abuse and Sexual Violence (Wales) Act

People Management
All Employment Legislation
Regeneration
Landlord and Tenant Act 1954 Land Compensation Acts of 1961 and 1973 Planning and Compensation Act 1991 Agricultural Holdings Act 1986 Housing Act 1985 and 1988 Leasehold Reform Act
Business and Executive Board Support
Electoral and Registration
Electoral Registration and Administration Act 2013 Senedd and Election (Wales) Act 2020 The Registration of Births, Deaths and Marriages Regulations 1968 Birth and Death Registration Act 1953 Civil Partnerships, Marriages and Deaths (Registration etc) Act 2019
Media and Marketing

2.6 Our Own Strategies and Policies

Directory

Administration and Legal
Council Constitution Annual Review of the Constitution
ICT and Corporate Policy
Welsh Language Promotion Strategy Strategic Equality Plan County of Carmarthenshire's Well-being Plan 2018-23 Corporate Strategy (incorporating Well-being Objectives) The Digital Technology Strategy 2021-2024 The Digital Transformation Strategy The Digital Schools Strategy Complaints Policy Performance Management Framework
People Management
Our People Strategy Learning and Development Policy Health and Safety Policy
Regeneration
Economic Recovery Plan (April 2021) The Action Plan has been distributed /embedded in Service Business Plans with actions/measures abbreviated as ERP Moving Forward in Rural Carmarthenshire The Action Plan has been distributed /embedded in Service Business Plans with actions/measures abbreviated as MFR Net Zero Carbon The Action Plan has been distributed /embedded in Service Business Plans with actions/measures abbreviated as NZC Corporate Asset Management Plan Acquisition and disposal of property policy
Business and Executive Board Support
Electoral and Registration
Media and Marketing
Social Media Strategy Media Protocol

3. Summary Divisional Plans

The following Summary Divisional Plans are included:

1. Administration & Legal Division

2. ICT & Corporate Policy Division

3. People Management Division

4. Regeneration Division

5. Direct Reports:

- **Business and Cabinet Support**
- **Electoral and Registers**
- **Media and Marketing**

Divisional Profile

Our Division has 46.5 staff, 34.5 in the legal service and 12 FTE and one 20 hours pw. in the democratic service. As a Division we ensure legality and probity in the Council's decision-making. We work within a statutory framework governing such things as the way meetings are run, the way decisions are taken and the legislation behind each decision which needs to be taken.

We handle the arrangements for all our democratic meetings in-house, as well as providing democratic and / or Monitoring Officer support and advice to various partnerships such as the Wales Pension Panel Joint Governance Committee and the Police and Crime Panel.

On the legal front we aim to handle as much of the legal work needed by the Authority in-house as we can, although there will be occasions when we need to put some legal work out. We have robust arrangements in place for sending work to external lawyers.

As a result of the Covid 19 pandemic, and new rules relaxing the requirements around the way meetings are held, Carmarthenshire's Democratic Process has changed significantly since June 2020 with all meetings currently being held virtually. As we move into 2022/23, and as coronavirus rules allow, we anticipate moving to hybrid meetings, whereby some members will attend meetings physically and others remotely, with the public also being able to attend physically or remotely. We already have the systems in place ready for that move.

The Local Government and Elections (Wales) Act 2021 has already, or will shortly, bring new democratic provisions into force, and we have been and are constantly revising the Authority's Constitution to capture those provisions. Amongst the changes we will see will be a petition scheme, the production of an easy guide to the Constitution, a new duty on the leaders of the political groups to promote good standards of conduct by their members, and the potential for various office holders to job-share.

Finally, we are making arrangements for the local government elections 2022. In July 2021 the Council signed up to being a "Diverse Council" so have committed to encouraging more women and people from under represented groups to consider standing as candidates at the May 2022 elections, and we are actively working up the Action Plan to support that commitment. A significant piece of work following the elections will be to work out the political balance make up of the Council and design and deliver the induction programme for both new Members and returning members, introduce them to the Democratic process and the technological skills they will need to attend our meetings.



Self-assessment of performance in 2021/22

Legal Services

- Generally speaking the service has performed well during this period despite significant challenges. Officers have continued to work closely with and support their client departments and elected members.
- However the service has needed to make greater use of external legal support than is usually the case.
- In certain specific practice areas the service has found it more challenging to meet client expectations regarding the delivery of requested advice and support.
- The level of complaints received about the service continues to be very low compared to the volume of matters being dealt with.
- No court deadlines have been missed.
- Legal documents for key regeneration projects have been provided in a timely manner and those legal transactions completed as soon as it was reasonably practical to do so.
- The need for increased use of external legal support has largely been focussed in specific practice areas

- During the period covered by this assessment the service has handled a total of 5,737 legal matters across the full range of the authority's functions and departments.
- During the period 1st April 2021 to 1st November 2021, 862 new matters were sent to the service to deal with.
- A total of 108 cases are currently being handled for the authority by external solicitors. Many of these were referred before April 2021.

Land Charges

- The housing market has recovered well from the pandemic and the number of search requests received has now largely returned to pre-pandemic levels.
- During the period 1st April 2021 to 1st November 2021 a total of 2,117 Official Land Charges searches were received and processed. The average time taken to respond to an official search was 5 days.
- A decision by the UK government to accelerate the implementation of its programme to transfer all local land charges registers to HM Land Registry now means that Carmarthenshire's register is scheduled to migrate to HMLR in 2022/2023. Land Charges staff, along with colleagues from ICT, Planning and Building Control and Environmental Health have therefore working closely with HMLR staff to bring this about. Once the migration is completed, the Council's land charges section will still have a statutory responsibility to keep the land charges register up to date, but the register itself will be hosted online by HMLR.

Democratic Services


- Whilst virtual meetings have now been ongoing since June 2020 it should be noted that remote attendance does provide an additional strain on existing staffing resources plus there is also a need for additional IT support.
- The role of Committee Chair has also become more challenging and more resources are required behind the scenes to make sure everything runs smoothly.
- Webcasting public meetings has resulted in a substantial increase in workload for the team, from 50 webcasts a year, to 98 in 2020/21 a significant challenge for the team and our existing resources. We anticipate that the number of meetings webcast during 2021/22 will be approximately 200 as per the current calendar of meetings for the year, and this will be a further challenge for the team going forward.
- The new statutory requirement to publish decisions within a set number of days has put additional pressure to ensure that these legal deadlines are met.
- The Local Government and Elections (Wales) Act 2021 required us to make a number of revisions to the Council Constitution during 2021 and further revisions will need to be made as and when elements of the Act come into force.
- In 2020/21 there were 3,464 Councillor Enquiries. processed and following the Education (Admission Appeals Arrangements)(Wales)(Coronavirus) (Amendment) Regulations 2020 coming into force on 4 May 2020 which allowed Appeals Panels to meet remotely team processed 188 appeals from 01/04/20 to 31/03/21.

 [Links to sources of evidence \(Regulatory Reports, Member T&F, etc.\)](#)

[The Local Authorities \(Coronavirus\) Meetings \(Wales\) Regulations 2020](#)

[The Local Government & Elections \(Wales\) Act 2021](#)

[The Education \(Admission Appeals Arrangements\) \(Wales\) \(Coronavirus\) \(Amendment\) \(Amendment\) Regulations 2021](#)

 See [sources of evidence to inform self-assessment as outlined in Local Government and Elections Act 2021](#)

Key Areas for Improvement arising from Self-assessment

(including Regulatory Report (WAO/FG), Member T&F, TIC and Consultation Findings; addressing bottom quartile results, etc.)

Legal Services

- Independent Review of Planning Services – although this was a review of a different service, it did identify a lack of capacity within our service on S106 agreements. Additional staff resources have been secured to address this.
- To develop a set of key performance indicators for the service. **A1**

Democratic Services

- Although not an area for improvement, changing legislation has meant that the team will need to develop its skills further by the facilitating hybrid meetings and its roll out to all Committees. **B10**
- A participation strategy and petition scheme will also be developed during the year. **B7**

★ Address & cross-reference any actions arising within the Divisional Summary Action Plan section below if applicable

Key Divisional Risks

Risk Ref or New?	Risk score after mitigation	Identified Risk	Divisional Summary Action Plan Ref No.
		All risks can be profiled in the Divisional Plan. In this departmental plan the Division should identify: 1. Any Risks that it has on the Corporate Risk Register 2. Significant Risks (scored 16+) 3. For Service High Risk (scored 12+), see Divisional Plan	
CRR190031	12	A CMT Risk CRR190031 - Failure to comply with the requirements of the Local Government and Elections (Wales) Act <ul style="list-style-type: none"> • petition scheme being developed • Collaborative working with Principal councils - awaiting further guidance from WG • Corporate Joint Committees - Guidance awaiting from WG - LG engagement will be expected in developing regulation • webcasting of meetings arrangements in place and work Team ongoing on developing the arrangements for moving from remote attendance meetings to hybrid meetings 	B7+8+9
New	-	County Hall requires emergency electrical work, and close liaison will have to be maintained between DSU and the Contractor to ensure smooth running of the scheduled meetings	B8
New	-	Hybrid/Virtual meetings being resource intensive and sufficient resources to deliver the democratic process – for a multi-location meeting we will need a Democratic Services Officer in the Chamber to assist the Chair with running the meeting, participants and voting and a second Democratic Services Officer to host and run the zoom meeting, plus an officer to handle the broadcasting of the meeting live in dual language. To achieve this we will therefore need at least 3 Democratic staff as a minimum for hybrid meetings	B9+10

★ All Corporate and Significant Risks must be addressed in the Divisional Summary Action Plan below

5 Ways of Working

1. Long Term	<i>The importance of balancing short-term needs with the need to safeguard the ability to also meet long term needs</i>
<i>How good are we at this?</i>	Strong / Partial / None
Self-Assessment Review:	As a service we are expected to respond promptly to the demands placed upon us by the courts, the wider public, other council departments and elected members. However, these demands cannot always be predicted in advance. The Democratic Team, Members and Officers have developed new skills in the move to virtual meetings and this continues as we slowly return to the office and introduce multi location meetings.
Planned Improvement for 22/23 - we will: (link to action plan)	Funding for three additional solicitor posts in the social care and education team has been secured. This will ease the pressure on existing members of staff in that team and help to reduce the need to utilise external solicitors In Democratic Services we will introduce Multi-location meetings a mix of both physical and remote attendance and roll out of facilities available on the new conference system (physical meeting only). We will make arrangements for the formation of the new Council which includes arrangements for politically balanced Committees and an Induction Programme for Elected Members following Local Government Elections in May 2022. B3
2. Prevention	<i>How acting to prevent problems occurring or getting worse may help public bodies meet their objectives</i>
<i>How good are we at this?</i>	Strong / Partial / None
Self-Assessment Review:	We use management data to identify where the service has a lack of capacity and if necessary work is outsourced. Through our mandatory professional development and networking with other lawyers we monitor changes in the law which have the potential to impact upon the authority and the service. We produced guidance for virtual meetings and all members received Scrutiny and webcast training in readiness for Scrutiny Committees being webcast.
Planned Improvement for 22/23 - we will: (link to action plan)	In Legal Services we will develop a suite of performance measures .We will encourage Scrutiny members to set their own agendas and prioritise items for discussion. A1
3. Integration	<i>Considering how well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies</i>
<i>How good are we at this?</i>	Strong / Partial / None
Self-Assessment Review:	The service ensures decisions are taken through the democratic process in a timely manner. A new integrated impact assessment and committee report template is being development and will be rolled out in 2022.
Planned Improvement for 22/23 - we will: (link to action plan)	To continue to work with departments and keep Forward work plans for Council, Executive, Scrutiny etc under review. DSU will work with Departmental Report Co-ordinators on ensuring the new Committee templates are completed correctly.
4. Collaboration	<i>Acting in collaboration with any other person (or different parts of the body itself) that could help the body meet its well-being objectives</i>
<i>How good are we at this?</i>	Strong / Partial / None
Self-Assessment Review:	We work collaboratively within the Authority and externally and is responsible for hosting and servicing joint governance arrangements I.e Wales Pension Partnership, Dyfed Powys Police and Crime Panel and the new Education Partnership.
Planned Improvement for 22/23	To continue to work with other organisations in Joint arrangements.

5. Involvement	<i>Importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area</i>
<i>How good are we at this?</i>	Strong / Partial / None
Self-Assessment Review:	All our actions are driven by the instructions we receive from our clients. The decision to webcast all meetings has allowed the public greater access to meetings, allowing them to view from home rather than travelling to the meeting Venue. A public participation strategy and separate petition scheme are also being developed and will be in place by May 2022. B7
Planned Improvement for 22/23 - we will: (link to action plan)	The performance measures that we intend to introduce will include measures relating to client satisfaction with how well we provide the service to them The development of a formal petition scheme and public participation strategy for the Democratic Process. B7

Divisional Summary Action Plan

Ref #	Key Actions and Measures	By When or EOY Target?	By Who? Responsible Officer	Scrutiny	WBO Ref & Step WBOXX/a
A Legal Services and Land Charges					
1	To develop a set of key performance indicators for the Legal Services and Land Charges service.	Mar 2023	Robert Edgecombe	P&R	WBO 13
2	To collaborate with HM Land Registry (HMLR) so as to enable HMLR to become the registering authority for Local Land Charges for the County of Carmarthenshire in accordance with the provisions of Schedule 5 of the Infrastructure Act 2015.	Timeline to be prescribed by HMLR	Robert Edgecombe	P&R	WBO 13
B Democratic					
Arrangements for May 2022 Elections					
3	Training and induction programme for returning and new members.	Sept 2022	Gaynor Morgan	P&R	WBO 13
4	Compiling new members details and working with Group Leaders and unaffiliated members on the political balance arrangement for the new Council, which includes establishing and agreeing membership of the Cabinet and politically balanced committees, Advisory Panels and representation on outside bodies.	May/ June 2022	Gaynor Morgan	P&R	WBO 13
5	Statutory survey of members on the timings of meetings.	Sept 2022	Gaynor Morgan	P&R	WBO 13
6	Update database to revise Electoral Wards (58 to 51, with 22 of those being multi-member wards) and creation of an additional elected member.	Sept 2022	Gaynor Morgan	P&R	WBO 13
Local Government and Elections (Wales) Act 2021					
7	Production of a Petition Scheme and public participation Strategy.	May 2022	Gaynor Morgan	P&R	WBO 13
8	Legal requirement to allow members to attend either physically or remotely (multi-location meetings).	In force	Gaynor Morgan	P&R	WBO 13
9	Broadcasting of Council meetings.	May 2022	Gaynor Morgan	P&R	WBO 13
Delivery of the democratic process					
10	Committee support and delivery of the democratic process through multi-location meetings.	Mar 2023	Gaynor Morgan	P&R	WBO 13
11	Elected member support to allow elected representatives to carry out their councillor role. (Increase in elected members – from 74 to 75 from May 2022).	Mar 2023	Gaynor Morgan	P&R	WBO 13

Divisional Profile

ICT Services

This Business Unit has three key strategies underpinning our service delivery. Namely the Digital Transformation Strategy 2021-2024, the Digital Technology and Digital Schools Strategies; which both are currently under revision this year. Key areas of work covered by the unit are as follows:

- Core Network and Infrastructure (Data and Telephony)
- Facilitate the delivery of the DTSG Work Program and Funding (Digital Transformation Steering Group)
- Application Development
- Systems Support for Business-Critical Systems
- Workforce / Operational Support (Hardware / Software)
- Schools Operational and Strategic ICT Support
- I.T. Procurement function



Our purpose is to engage with and understand our customers to help them deliver effective services

Corporate Policy

This Business Unit leads on a range of corporate statutory duties and strategic requirements on behalf of the whole Council. This is done by liaising with and advising Council departments and Cabinet on a range of corporate matters. As a unit we have an agreed purpose, that being '*Getting it right: supporting, advising and challenging to ensure sustainable quality services*'. The key areas of work covered by the unit are as follows:

- **Corporate Policy** requirements relating to Equalities, Welsh language, Well-being of Future Generations, Armed Forces and Tackling Poverty.
- **Performance management and monitoring** through the implementation of the Council's Performance Management Framework.
- **Data Insight** focus on making the best use of information and intelligence to support service planning (new function established following team review in October 2021).
- **Partnership working** between public sector organisations in the County, through the Public Services Board (PSB) including community safety.

Self-assessment of performance in 2021/22

ICT Services

Our 1st Digital Transformation Strategy 2017-2020 set out the Council's strategic digital priorities and aspirations and ensured that when the COVID-19 pandemic struck, we as an authority and our service were in a very strong position to respond and recover; as detailed in the '*Impact of COVID-19 on ICT & Corporate Policy Report*' – December 2020.

Our new Digital Transformation Strategy 2021-2024 has been approved this year which builds on the positive progress made over the last four years and aims to compliment the Authority's Action Plans and contribute towards key commitments such a Net Zero Carbon by 2030; and by exploiting the use of our digital platforms such as Microsoft Teams and Office 365 and with further technological breakthroughs over the coming years will greatly assist the Authority in meeting this commitment.

The demand on the service is ever increasing as our direct customers (service areas and departments) are pro-actively looking to transform, streamline, automate, integrate, improve their effectiveness and adopt a

'customer first' approach. A positive strength for our division is that we have been able to continue to deliver a high standard and output for our customers even through this pandemic. However, this is becoming challenging as resource / capacity is limited to meet the demand and ongoing budgetary saving expected to be delivered over the next 3 years (likely resulting in a further reduction of staff) is now presenting a risk and potential barrier to service transformation at the speed expected by our customers. This is a key area of focus as a division to ensure we continue to maintain this high-level of service and responsiveness for our customers.

We have done some excellent work and a good example of this is the Schools Sustainability Project. Total transformation of the I.T. hardware provisions across all schools from students to staff to ensure latest technology available for all; including a robust replacement programme to future-proof for years to come. The scale of the transformation has been enormous. 4,700 Windows Devices, 9,000 Chromebooks, 1,600 iPads, 750 PC's across all schools over the past year. This will ensure a more effective service support can be provisioned from ICT Services and to a higher standard.

Critically analysing ourselves and looking in-ward in an honest and transparent manner, here are some of the key reflections and areas of improvements we need to focus on, improve upon and plan for:

1. More can be done with improving our Security (Cyber) and Disaster Recovery capabilities to ensure we can be as responsive as possible in the event of any threat. Testing core infrastructure and systems recovery in the event of a disaster is critical as services depend more on technology and electronic access to their data 24/7. Invisible work not seen by our customers but is critical to ensure the operational running of the authority and effective response if any Business Continuity Plans had to be implemented. See Action A4.
2. We have a robust 'Expression of Interest' process for services to request resources and plan their digital initiatives and allow us to ensure we are continually focusing our efforts on organisational priorities. This process works well and allows us to quickly evaluate and respond to customer needs / demand. Always room to improve and give visibility of activity to our customers. There is more that can be done for wider use of a similar process for other service areas to adopt; especially those internal services when we need to draw upon each-other. See Action A1 & A6.
3. We have a robust project management and governance in place but as the service is needing to respond to day-to-day challenges and demands, does make juggling project work and support difficult to plan in a rigid/structured manner. Timescales prove challenging to hold firm to as projects stop / start regularly or the need to re-prioritise (due to an event i.e. flooding, fire, pandemic). This is an area of focus to improve upon to ensure we understand our available capacity to deliver. See Action A1.
4. Resilience in our supply chains (procurement) is a challenge. Global supply chain issues and semiconductor shortages, has made this year very challenging for sourcing hardware (laptops/tablets) and in a timely manner. With contracts in place typically with one supplier and dependence on that one supplier to obtain stock has proven challenging. To ensure our effective replacement programmes (staff, members and schools) continue to function to our high standard, more focus is needed to improve redundancy and contingency with our procurement planning.
5. Customer priorities vs internal priorities. We are very much customer focused as a service and do look to prioritise resources / capacity towards their priorities. This however, means that internal projects (usually essential / critical) do not get the same level of focus and feel more rushed. Customer projects are more visible, where internal projects are not but are vital to the running of the organisation in many cases. Better balance and thought needed as there is the risk that we will over-commit and could end up spinning too many plates. Too many customer projects and not enough capacity for a critical internal projects could impact the performance and effectiveness of the service. See Action A1 & A3.


Corporate Policy

- The Corporate Policy team was reviewed in order to ensure it is fit for purpose to provide support, advice and challenge across all Council services as required. Review completed by 1 October 2021 with new operational arrangements being implemented.
- In October 2021, the Cabinet agreed for the Council to re-affirm its commitment to the Armed Forces community by signing the updated Armed Forces Covenant.
- Developing and engaging with a range of service areas on the introduction of the *new Integrated Impact Assessment* and committee cover sheet process has been a significant undertaking. This new approach was implemented from January 2022 with further development work to be undertaken during 2022-23 to support the embedding and adding value as part of the Council's decision making. **B13**
- Engagement with the ONS on the delivery of the Census 2021 was led by the team. A range of council services supported the work including marketing and media, library services, revenues, mapping etc. The focus of the team will now shift from delivery to analysis and distribution of key Census 2021 statistics as they become available from March 2022 onwards. **B22**
- The introduction of a refreshed and re-focused Council *Performance Management Framework* in line with new performance and governance arrangements in the Local Government and Elections (Wales) Act 2021. The development of the new Framework and embedding new arrangements such as the Engagement and Assurance Sessions and the Quarterly Performance Monitoring sessions have been key in responding to service development needs relating to business planning and performance monitoring. Some of these performance monitoring issues were raised as part of an Audit Wales review into planning services and the new arrangements respond to some of the shortcomings identified with stronger links established between performance, finance, risk and other key service intelligence sources. **B20**
- Measuring performance has been a challenge during the pandemic with many national data sources and comparative data being paused. However, this has also highlighted some weakness in our local performance measures data which we will aim to strengthen as part of the 2022-23 business planning and performance monitoring cycle.
- The Welsh Language Commissioner has published the 2020-2021 Assurance Report - '*Stepping Forward*' report, which focuses on the effect the COVID-19 pandemic has had on the provision of services and the experiences of Welsh speakers. The report considers the difficulties identified by public sector organisations as they responded to the pandemic as well as highlighting effective practice identified
- Work on developing the Council's *tackling poverty plan* has progressed with a number of cross-service sessions held to improve alignment and understanding of support services the Council currently provides. There is a need to provide greater focus to this work as a key priority for the Council as part of its pandemic with the pace of response needing to increase. Development and monitoring of an action will support this going forward into 2022-23. **B7**
- Handling and response to complaints has been well maintained despite services facing significant pressures. The *new Complaints Policy* was introduced with increased performance monitoring now being implemented however this remains a key area of development and links with the performance and data insight team functions. An escalation procedure has been introduced as a result of some issues in terms of timeliness of response by services to complaints and progressing investigations. Progress will continue to be monitored regularly.
- The PSB *Well-being Assessment* has been undertaken and identified a key set of priorities for the county however it is recognised that further development work and analysis needs to be undertaken to improve our understanding and response to certain issues, especially on a more localised geographical basis.
- The PSB has continued to meet virtually and has taken forward some key development in terms of partner engagement in pandemic recovery plans, the foundational economy local food procurement project (which was supported with dedicated officer capacity) and support for undertaking the well-being assessment. However, progress with some of the original delivery groups has been paused as a result of the pandemic with key staff from partner organisations being re-deployed for Page 208 to

aid pandemic response. This has inevitably impacted on the PSBs ability to make progress against it's original objectives. This will be reviewed and re-developed as part of the re-refresh of the PSB well-being plan by May 2023. **B8**

- There has been significant development on the partnership approach to embedding the new *Contest Cymru Framework (counter terrorism)* within the Council and across partners. The team also lead on the regional Contest arrangements with a significant amount of engagement with regional and national partners as the work evolves. The introduction of the framework has provided a firmer basis to develop planning with further work to be taken forward during 2022-23. The team lead on the Council's response to the UK Government Protect Duty consultation and have established the Carmarthenshire Protective Security Preparedness Group which will pave the way for the introduction of the Protect Duty during 2022-23. There is a need to firm up the Carmarthenshire and regional action plans in certain elements of each of the 4Ps (prevent, protect, prepare, pursue) and ensure full engagement and response of relevant services within the Council and across partners going forward. **B11**

 [Links to sources of evidence \(Regulatory Reports, Member T&F, etc.\)](#)

 [See sources of evidence to inform self-assessment as outlined in Local Government and Elections Act 2021](#)

Key Areas for Improvement arising from Self-assessment

(including Regulatory Report (WAO/FG), Member T&F, TIC and Consultation Findings; addressing bottom quartile results, etc.)

ICT Services

1. Due to the challenges presented and required response due to the COVID pandemic, our 2nd strategy had to be delayed by 1 year. However, this delay has presented an opportunity to improve upon and align our 2nd Digital Transformation Strategy 2021-2024 with our 2nd Digital Technology Strategy 2021-2024, and Digital Schools Strategy 2021-2024 going forward. **A1**
2. As a service, we will look to improve how customers contact our ICT Helpdesk by utilising the very latest technology in RPA (Robotics Process Automation), Artificial Intelligence and ChatBOTS; and by promoting more self-service capabilities.
3. The need to continue to exploit the use of Microsoft Teams, SharePoint and Office365 for all areas across the council to allow them to transform their services to be more effective. **A3**
4. Ensure ICT Services maintains a high profile, both internally and externally with key stakeholders and focuses on ensuring sustainable and resilient digital technologies are utilised. Further promote the importance of the Expression of Interest process for requesting resources and prioritising projects as well as promoting the use wider for other services to adopt. **A3**
5. To strengthen our approach to Disaster Recovery and work with key service areas to ensure their Business Continuity adequately addresses their ICT requirements; aligning with the Corporate Contingency Planning Working Group. The need to ensure continued focus towards testing and mitigating risks. **A4**
6. We will ensure to focus our priorities and technical strategy towards projects that contribute to the Net Zero Carbon by 2030 commitment.
7. Need to review our procurement processes to ensure that we have improved redundancy and contingencies in place if there are issues with supply chains or global issues to ensure an effective replacement programme for staff, members and schools.
8. To improve on prioritising and planning our internal projects, resources / capacity in conjunction with customer commitments.

Corporate Policy

9. We will need to reset the Council's 'Moving Forward in Carmarthenshire 5 Year Plan', Corporate Strategy and revisit our Well-being Objectives. **B5**
10. Following the review of Corporate Policy undertaken in 2021 one of the key areas of development identified for the business unit is to further improve the Council's use of data, information and intelligence to inform service planning and development, including the use of information

from corporate complaints. We will be looking to embed this approach through the new Data Insight Team. **B14**

11. Rebuild and recover community based Welsh medium activities in partnership with the County Welsh language Strategic Forum. **B2 & B3**
12. Re-visit the delivery group approach for PSB activity and progress against its well-being plan objectives. **B8**
13. Developing the current systems used to handle complaints related information in order to be able to draw greater performance intelligence will be a development area moving forward. **B9**
14. Continually review and evolve the Council's approach to business planning and performance monitoring. **B13**

★ Address & cross-reference any actions arising within the Divisional Summary Action Plan section below if applicable

Key Divisional Risks

Risk Ref or New?	Risk score after mitigation	Identified Risk	Divisional Summary Action Plan Ref No.
		All risks can be profiled in the Divisional Plan. In this departmental plan the Division should identify: 1. Any Risks that it has on the Corporate Risk Register 2. Significant Risks (scored 16+) 3. For Service High Risk (scored 12+), see <i>Divisional Plan</i>	
CRR190034	15	Cyber Risk: Failure to adequately invest in cyber resilience from capital funds could leave the Authority vulnerable to cyber-attacks.	A4
CRR190051	12	COVID-19: Strategic failure to recover from COVID-19 impact and non delivery of departmental objectives <i>Recovery Group</i>	B20
CRR190060	20	Critical Authority-wide IT systems <ul style="list-style-type: none"> • Main server and back-up server at different sites • MS Database SQL expertise in IT department • Cloud systems 	Mitigated
New Risk	-	Failure to follow due consideration and due diligence when completing Integrated Impact Assessment, may lead to challenge in the decision-making process and by external stakeholders	B6
New Risk	-	Non-Office Staff being equipped with technology. Potential for 3,000-4,000 non-office staff being equipped with technology and dependence on ICT Services for support. Potential impact on the service deliver and support capabilities.	A1
New Risk	-	Lack of Resources to keep up with increasing demand. We effectively deliver with current resource / capacity but longer-term unlikely to keep up with volume in demand and speed of change expected by our customers.	A1

★ All Corporate and Significant Risks must be addressed in the Divisional Summary Action Plan below

5 Ways of Working

1. Long Term	<i>The importance of balancing short-term needs with the need to safeguard the ability to also meet long term needs</i>
<i>How good are we at this?</i>	Strong
Self-Assessment Review:	<ul style="list-style-type: none"> • Our Digital Transformation Strategy, Digital Technology Strategy and Digital Schools Strategy will modernise the way we interact with citizens and continue to improve service delivery. To also have the potential to transform the county and the lives of our residents, businesses and communities as well as allowing the council to generate long-term saving and efficiencies. • The Council's Corporate Strategy and Well-being Objectives sets out a direction of travel for the whole Council over the period of the administration whilst also setting longer-term development goals. • The introduction of the Council Performance Management Framework and Data Insight Team during the year will support the re-invigoration of longer-term thinking across the organisation.
Planned Improvement for 22/23 - we will: (link to action plan)	<ul style="list-style-type: none"> • We have a robust Forward Work Programme in place that will continue with the service transformations, on-line service provisions to our residents and businesses. • We look to exploit the use of Microsoft Teams, SharePoint and Office365 for all areas across the council to allow them to transform their services to be more effective. • Through the Data Insight Team, we will focus on improving the use of data and information to inform service planning and development across the Council.B14 • Embedding the new integrated impact assessment arrangements as part of decision making across the Council will support longer-term thinking.B6 • During work to develop the PSB's new Well-being Plan, planning for the long-term will be taken more into account.B8
2. Prevention	<i>How acting to prevent problems occurring or getting worse may help public bodies meet their objectives</i>
<i>How good are we at this?</i>	Strong
Self-Assessment Review:	<ul style="list-style-type: none"> • We will continue to review our processes and delivery models to reduce failure demand and ensure we provide a more efficient service to our customers. • A robust change management process assists with preventing unnecessary failure. • Ensuring a strong response to the embedding of statutory duties and requirements across a range of policy areas has worked well during the year.
Planned Improvement for 22/23 - we will: (link to action plan)	<ul style="list-style-type: none"> • We will look to improve how customers contact our ICT Helpdesk and reduce failure demand by utilising the very latest technology in RPA (Robotics Process Automation), Artificial Intelligence and ChatBOTS; and by promoting more self-service capabilities. • We will continue to test and improve-upon our Disaster Recovery capabilities to mitigate risk as much as possible and ensure the authority can respond quickly to any threat to ensure the operational running of the authority and effective response if any Business Continuity Plans had to be implemented.A4 • We will continue to ensure a robust approach to Cyber security and that sustainable solutions are implemented for Information Governance.A4 • We will be reviewing our various security and Information Governance Policies in 21/22 to ensure they are fit for purpose.A4 • Focus on improving the use of data and information to inform service planning and development.B14 • Through the Data Insight Team, we will focus on improving the use of data and information to inform service planning and development across the Council.B14 • Embedding self-assessment approaches related to performance management.B13
3. Integration	<i>Considering how well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies</i>
<i>How good are we at this?</i>	Partial
Self-Assessment Review:	<ul style="list-style-type: none"> • We will align all digital technology to the needs of the teachers, learners, the curriculum, and the Digital Competence Framework.

	<ul style="list-style-type: none"> We will continue to strengthen our relationship and work more closely with Health colleagues to develop the Integrated/Regional Hub's and ensure the very latest Digital Technology is utilised across organisations. We interact across all areas of the authority and at all levels to allow us to better understand their business needs to help improve upon their effective delivery of their services to their customers. Embedding corporate challenge and collaboration across all Council services as part of the Council's Performance Management Framework.
Planned Improvement for 22/23 - we will: (link to action plan)	<ul style="list-style-type: none"> We will act as an enabler and vehicle for transforming the way services across the Council are delivered to customers by increasing opportunities for accessing council services via digital technologies.A3 We will continue to support the implementation of the Integrated Impact Assessment requirement across the Council's decision-making processes to ensure compliance with a range of statutory duties, including the Well-being of Future Generations Act.B6
4. Collaboration	<i>Acting in collaboration with any other person (or different parts of the body itself) that could help the body meet its well-being objectives</i>
<i>How good are we at this?</i>	Strong
Self-Assessment Review:	<ul style="list-style-type: none"> We will continue to facilitate and underpin collaboration locally, regionally and nationally through the intelligent deployment of digital technology. We will continue to underpin key digital initiatives from the Swansea Bay City Deal. Through the work of the PSB there are several projects being undertaken which enables greater scope for collaboration on core service provision e.g., Multi-agency Hubs. The Complaints team have formed positive working relationships with all Council divisions and departments.
Planned Improvement for 22/23 - we will: (link to action plan)	<ul style="list-style-type: none"> We will continue to strengthen our regional and national relationship and continue participation vis key working and strategic groups such as SOCITM Wales, PSBA etc. We will continue to work closely with the Digital Programme Manager / Lead at Swansea Bay City Deal to ensure close alignment of digital projects and regional/national projects.A1 We will implement innovative digital solutions that will enable increased collaboration & facilitate organisations to work seamlessly together & further exploit existing tools such as Microsoft Teams and Office 365 to facilitate greater collaboration in a secure manner around information governance & data protection. We will implement innovative digital solutions that will enable increased collaboration and facilitate organisations to work seamlessly together. Prepare PSB Well-being Plan on a multi-agency basis to identify future priorities for collaborative working in response to the findings of the Well-being Assessment.B8 Strengthen links with divisions in terms of the new Complaints Policy, ensuring clear communication of process and accountability.B9
5. Involvement	<i>Importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area</i>
<i>How good are we at this?</i>	Partial
Self-Assessment Review:	<ul style="list-style-type: none"> To adopt a 'customer first' approach when working with our service areas when reviewing and transformation their services. The team supports several key involvement networks such as the Ageing Well Carmarthenshire Network, Disability Partnership, Equalities Carmarthenshire and Town & Community Council liaison forum.
Planned Improvement for 22/23 - we will: (link to action plan)	<ul style="list-style-type: none"> We work with Marketing & Media to ensure citizens are a primary focus when developing on-line solutions and end-to-end / customer-to-back-office processes. Work with Marketing & Media and Democratic Services to embed the Council wide involvement, participation, and consultation framework. Through the Data Insight Team, we will focus on improving the use of data and information gathered through the Council's involvement approaches to inform service planning and development across the Council.B14

Divisional Summary Action Plan

Ref #	Key Actions and Measures	By When or EOY Target?	By Who? Responsible Officer	Scrutiny	WBO Ref & Step WBOXX/a
A ICT					
1.	We will in line with our Digital Transformation Strategy 2021-2024, continue to engage, prioritise and implement department needs to allow them to deliver effective services.	31/03/2023	Julian Williams	P&R	WBO13A
2.	We will continue to improve the condition, suitability and ICT resources within schools and ensure all schools have the latest digital technologies and infrastructures in place to deliver 21st century education.	31/03/2023	John Williams	ECS or P&R	WBO3C
3.	Provide responsive ICT support and expertise to all staff, elected members and schools at all times. To ensure they have a safe, secure, up-to-date and fit for purpose I.T. provision to carry out their work and duties effectively.	31/03/2023	John Williams	P&R	WBO13A
4.	We will ensure a robust approach to Cyber security and sustainable solutions are implemented for Information Governance.	31/03/2023	John Williams	P&R	WBO13A
5.	We will act as an enabler and vehicle for transforming the way services across the Council are delivered to customers by increasing opportunities for accessing council services via digital technologies.	31/03/2023	Julian Williams	P&R	WBO13A
6.	We will ensure to align and focus to implementing solutions and infrastructure projects that assist and contribute to the Net Zero Carbon by 2030 commitment.	31/03/2023	John Williams	P&R	WBO10-C
	% use of the ICT Self Service helpdesk ICT/002	TBC	John Williams	P&R	WBO13-B4
	Number of Transactional Council Services available to the public online ICT/003	TBC	Julian Williams	P&R	WBO13-A
	% of employee laptops with 4GB of memory (RAM) or under ICT/009	TBC	John Williams	P&R	WBO13-B5
7.	We will fulfil our statutory obligation under the Data Protection Act and ensure we are up to date with revisions in law being introduced in the UK.	31/03/2023	John Williams	P&R	WBO13-B2
	% of Freedom of Information Act request responded to in 20 working days 2.1.1.17	TBC	John Tilman	P&R	WBO13-B2
	Number of appeals to the Information Commissioner under the Act 2.1.1.18	TBC	John Tilman	P&R	WBO13-B2
	Number of appeals resulting in the Council being compelled by the Commissioner to release information that had been withheld 2.1.1.19	TBC	John Tilman	P&R	WBO13-B2
B Corporate Policy					
8.	We will drive and monitor progress to support implementation of the recommendations of the Moving Rural Carmarthenshire Forward report through the Rural Affairs Advisory Panel and consider any new issues as they arise. (14717)	31/03/2023	Gwyneth Ayers	P&R	WB05-C
9.	We will review and refresh the County's Welsh Language Promotion Strategy considering the progress to date and the Census 2021 results, which are expected during the year.	31/03/2023	Gwyneth Ayers	P&R	WB012-C
10.	We will review the current Internal Use of the Welsh language policy and prepare a framework to support departments to increase the use of the Language in administration.	31/03/2023	Gwyneth Ayers	P&R	WB012-C
	% of staff at Level 3 of the Welsh language skills framework	TBC	Gwyneth Ayers	P&R	WB012-C
	% of posts recruited at the required level of the advertised post	TBC	Gwyneth Ayers	P&R	WB012-C
	Number of staff following Welsh language skills learning and improvement courses	TBC	Gwyneth Ayers	P&R	WB012-C

Ref #	Key Actions and Measures	By When or EOY Target?	By Who? Responsible Officer	Scrutiny	WBO Ref & Step WBOXX/a
11.	We will ensure the Council fully embeds the new requirements relating to performance and governance of the Local Government and Elections Act and align them to our current duties relating to the Well-being of Future Generations Act.	31/03/2023	Gwyneth Ayers	P&R	WBO13-B3
12.	Following local government elections in May 2022 we will publish a revised Corporate Strategy incorporating Well-being Objectives.	31/07/2022	Gwyneth Ayers	P&R	WBO13
13.	We will continue to support and monitor the implementation of the Integrated Impact Assessment requirement across the Council's decision-making processes to ensure compliance with a range of statutory duties including the new Socio-Economic Duty.	31/03/2023	Gwyneth Ayers	P&R	WBO13-B7
14.	We will implement and update the Tackling Poverty Plan to respond to the current challenges faced by residents and communities.	30/06/2022	Gwyneth Ayers	P&R	WBO4-A
15.	We will lead the review and refresh of the Public Service Boards (PSBs) Well-being Plan.	01/05/2023	Gwyneth Ayers	P&R	WBO13-B2
16.	We will work with and support departments to ensure ownership of the Council Complaints Policy.	31/03/2023	Gwyneth Ayers	P&R	WBO13-B7
	Number & % of complaints completed within statutory deadline	Target TBC	Kate Harrop	P&R	WBO13-B2
	Number of complaints relating to Welsh Language Standards received	Target TBC	Kate Harrop	P&R	WBO13-B7
17.	We will ensure that we embed any relevant recommendations from the Equalities & Diversity (Black Asian Minority Ethnic) Task & Finish Group into the Council's Strategic Equality Plan.	31/03/2023	Gwyneth Ayers	P&R	WBO13-B1
18.	We will ensure the Council fulfils its duties relating to the current Contest Strategy (counter terrorism) and respond to any duties as they arise, including the Protect Duty (2022).	31/03/2023	Gwyneth Ayers	C& Regen	WBO8-D
19.	To ensure the Council fully considers and responds to the requirements of the Protect Duty once published.	31/03/2023	Kate Harrop	C& Regen	WBO8
20.	We will further enhance and embed the Performance Management Framework in line with the requirements of the Local Government and Elections (Wales) Act.	31/03/2023	Rob James	P&R	WBO13-B6
21.	We will focus on use of information and intelligence to inform the following priority areas: <ul style="list-style-type: none"> Tackling poverty Net zero carbon. 	31/03/2023	Gwyneth Ayers	P&R	WBO4A+ WBO10C
22.	We will undertake analysis of 2021 Census data as it becomes available throughout 2022/23.	31/03/2023	Gwyneth Ayers	P&R	WBO13-B6

Divisional Profile

As a Division we employ approximately 96 members of staff and provide people management support to the entire organisation (in the region of 8,500 employees); we also provide people management services to a range of external organisations. The Division is made up of 5 key business units:

People Services

- HR Strategy and Advice
- Pay and Reward
- Employment Relations and Policy
- Employee Services (Recruitment and Payroll)

Employee Wellbeing

- Health and Safety compliance
- Occupational Health & Safety Management and Development
- Occupational Health Services
- Health and Wellbeing Solutions

Transform, Innovate and Change (TIC)

- Responsible for the delivery of the TIC work programme
- The Programme takes into account factors such as the potential to deliver financial efficiencies, service improvement, opportunities to work collaboratively with other public sector partners and transformational projects with the potential to deliver greater efficiency savings.

Organisational Development

- Organisational Design and Interventions
- Workforce Learning and Development
- Social Care Workforce Development Programme
- Workforce Analytics Research and Management Support

Business & Projects:

- Divisional Project Management and Coordination
- Divisional Business Management and Planning Support
- Workforce Engagement
- Workforce Planning
- Internal Staff Communications



Self-assessment of performance in 2021/22

Recruitment - One of the post-pandemic legacies, and a significant risk for the service, has been the Division's capacity to manage increased vacancy volumes and demand for our services, which has been compounded by Brexit. We have introduced new processes to ensure pre-employment checks for critical roles are processed more quickly, temporary online ID checking for DBS checks has been extended by the DBS, temporary staffing arrangements have been secured to support the increased activity, and the overall recruitment process has been streamlined as far as possible subject to the limitations of the current recruitment system – these measures appear to be having a positive impact. A review of the recruitment process, facilitated by TIC, is also being undertaken, which will look at streamlining processes further and drive out any waste before we procure a new recruitment system to make sure we make best use of the technology available to us. We have also successfully introduced a "Right to Work post Brexit" checking process and renewed our licence with the Home Office to allow us to sponsor workers from abroad where appropriate. The increased recruitment volume has also had a wider knock on effect across the whole of People Services, for example, all job profiles for vacancies need to be checked and new jobs require evaluation and employment contracts and payroll set up must be prioritised to ensure new starters can be

brought on board and paid without delay. All checks for new starters are filtered through the Recruitment Team to ensure that our legal responsibilities are complied with.

Social Care Recruitment - During the last year this has become a national problem and so we have set up a working group that has introduced new and improved ways of attracting people into the profession and streamlined the application process. In a bid to demonstrate recognition and improve retention we also introduced additional payments for some social care staff, which the Employee Services team has successfully implemented despite the additional demands on the service. The Recruitment Team has worked closely with Community Business Support and Service Managers to prioritise and speed up the recruitment process for Home Care, Residential Care and Social Workers. In addition, we are working with Dyfed Powys Police with a view to speeding up DBS checks wherever possible. We will be looking to increase the number of ID verifiers within Communities to ensure that DBS checking can be further improved and speeded up.

Senior Officer / Headteacher Recruitment - We have successfully managed the recruitment process for two new Heads of service 1) Regeneration 2) Place & Sustainability, the Interim and several Headteacher posts and (*at the time of writing*) are in the process of appointing an interim Director of Environment.

Staff Retention - We have developed and introduced an automated system (Exit Questionnaire) to capture feedback from leavers. Going forward we need to refine this process to get better quality data and make sure the data is available to all departments. Work has been undertaken with our Communities colleagues to look at market rates for Social Workers and as a result a retention allowance will be payable with the aim of reducing turnover within key occupations. This will be kept under review.

The whole Division has pulled together and provided project management support for the **Better Ways Of Working project**; we developed the new **Our People Framework**, which was agreed by CMT in May 2021 and as a result we have reviewed, revised and introduced a range of people management policies, health and wellbeing interventions and learning materials to support the move to Better Ways of Working. We have also provided support for several service improvement and transformation projects via the TIC work programme.

We have introduced a **revised attendance management policy** and associated e-learning to further support managers to manage attendance effectively. This is a priority for the Council, and we continue to provide the management information to CMT and service managers for monitoring purposes.

We published our **Annual Pay Policy** that complied with the required legislation and provided transparency around pay decisions. As part of the Pay Policy, the Council continued its commitment to paying the Real Living Wage.

Equal Pay Audit - we completed and published our audit, which indicates the gap has reduced to approx 14%.

Flu Vaccine - to support the Welsh Government drive to increase take up of the vaccine, we agreed and introduced a policy for the reimbursement of flu vaccine costs for staff not entitled to a free vaccination. We also introduced a process for staff to re-claim any costs.

Covid Vaccination Policy - we supported the Welsh Government drive to increase take up of the vaccine and developed a new Covid Vaccination Policy, which provided time off for staff to receive their vaccinations.

Restructuring Support - we have provided HR advice and guidance in relation to the major realignment of services within Communities and Environment departments, which saw the creation of a new portfolio for the Head of Place and Sustainability.

Corporate Employee Relations Forum (CERF) - last year, we doubled the amount of paid facilities time we offered to our recognised Trade Unions and have continued to consult regularly with Union colleagues on a range of policies and Other areas. In particular, during COVID, they were consulted regularly and as early as possible in relation to health and safety advice and processes, changes to policy and service changes.

Workforce Planning - we have organised dedicated Local Government Association (LGA) facilitated workforce planning sessions with CMT and Heads of Service. The team was also responsible for providing

all the required data for these successful events and we developed an online dashboard for Heads of Service / Service Managers.

HR Payroll System - we successfully negotiated and renewed the licence with our system provider (Zellis) for another 4 years and are now in the process of migrating the system to the cloud based application, which will reduce the risk of systems failure.

HR Advice - during the pandemic recovery phase, council services re-opened which resulted in more staff returning to the workplace. The team adapted quickly to providing an online service and has continued to provide HR advice and guidance in a rapidly changing environment with minimal disruption. During the first year of the COVID pandemic, People Management were an integral part of Silver and Gold Command and able to develop guidance and advice in conjunction with these groups.

We have successfully procured a new **reward platform**, which will provide staff with a range of discounts and benefits with many of the main retailers. It is anticipated that this will be ready to launch in the New Year (2022). In addition, we are looking at introducing a technology salary sacrifice scheme to allow employees to access mobile phones, tablets etc in an affordable way thus supporting digital inclusion and to further enhance the reward offer to staff. We have also contracted with Salary Finance to provide a financial wellbeing service including access to loans for staff. This will be promoted via the new reward platform.

Officer Code of Conduct and Declarations of Interest Process - developed the new Officer Code of Conduct Intranet pages including a “frequently asked questions” section and launched the new on-line process for declaring interests, gifts, and hospitality.

Health & Wellbeing - During the recovery phase, as well as raising awareness and promoting a range of key initiatives to support staff health and wellbeing, the team has been working with services to investigate the wellbeing issues that are arising from Covid. Bespoke solutions have been developed to meet individual service needs as well as delivering a variety of learning resources for a range of topics including Mental Health First Aid, Remote Working Best Practice and Lifestyle Advice. The Team has also continued to develop the Health & Wellbeing Champions network. We now have over 60 champions across the council and another 60 plus in our schools. As all our services re-opened the Team has been integral in supporting staff and schools’ staff to prepare for a different way of working.

Health & Safety - During the pandemic, the team was recognised as the authority’s lead for professional, competent, and balanced advice in the absence of national or public health advice or guidance which assisted in the measured and proportionate decision making required during the early stages of the pandemic.

Throughout the pandemic recovery phase, the team has:

- Reviewed and revised the Corporate Health & Safety Policy – agreed by CMT September 2021
- Facilitated site visits buildings being accessed by staff and members of public were ‘COVID secure’ and integral to the safe re-opening and running of our schools.
- Provided drop-in sessions / workshops for Head Teachers to support the development of site-specific risk assessments for each school.
- Responded to changes to legislation, guidance, or alert levels by ensuring all relevant risk assessments and safe working practices were reviewed and amended as required.
- Worked closely with the Test, Trace, Protect and Infection Control teams to enable consistent and competent advice provision across the authority
- In liaison with other Council colleagues, developed risk assessments and procedures to support the Introduction of Lateral Flow Testing within schools and Lateral Flow and PCR Testing with Care Homes and Domiciliary Care.
- Worked with the Infection Control team to risk assess and develop safe working practices to introduce relevant and safe visits to Carmarthenshire County Council and private sector care homes.
- Integral to the safe running of the elections during May provision of advice and guidance as well as undertaking the risk assessments to ensure all our venues / polling stations were covid secure.

- When schools have seen an increase in positive cases, the Team has also worked closely with the Test, Trace, Protect and Infection Control teams, to undertake intervention case reviews and advise on the additional measures required to reduce the risk of further transmission.

Occupational Health - throughout the Pandemic recovery phase, the Wellbeing Support Service Appointments, Occupational Health Advisor/ Physician and Consultant appointments have all continued virtually either via phone or MS Teams. From feedback provided, the majority of employees have welcomed the change, as often travel, parking, health conditions etc. may all have been barriers to them accessing the centre previously. These reasons could be linked to the 37% decrease we have seen in the number of charged non-attendances. Due to the heightened concerns raised by staff to managers and the impact on staff wellbeing attributed to the pandemic, the Employee Wellbeing team temporarily launched the Employee Wellbeing Advice and Support Service to support employees through the emergency phase of the pandemic. The self-referral form was accessible to all employees who required extra support, information, or signposting. When shielding was paused, all employees in the high-risk categories who had been unable to work from home were able to return to the workplace. An Occupational Health clinician assessed each individual that was referred to the service – these medical provided managers with the information and advice they needed to make sure appropriate measures were taken to support the return to the workplace.

We have been successful in providing **Kickstart placements** for 20 young people currently on Universal Credits as part of the Government's flagship programme and have supported the recruitment of 7 more **graduates** across the organisation, in particular supporting a targeted project within in the Communities department.

Our **Welsh Language Development Programme** goes from strength to strength, and we received the award for Welsh Language Employer of the Year (2020).

During 2021 we launched **new Appraisal process** (Recognise, Grow, Together)

We have supported **Leadership & Management Development** across the organisation, adapting the bite-sized sessions to be delivered on-line.

A new digital skills framework has been developed and is in the process of consultation, which will provide a firm foundation for our **Digital Skills Development Programme** going forward.

Working closely with other local authority partners and the WLGA we have developed a prototype of a **new Learning Experience Platform & Management System [LXP/LMS]**. This has the potential to significantly enhance provision at both a strategic and operational level and it is hoped that a new system will become fully operational during 2022/23.

We have also supported a range of projects using different **digital learning solutions** across the organisation.

Transform, Innovate & Change (TIC) - One of the key themes to emerge from the **TIC** Taking Stock review undertaken in 2019 was the need to strengthen the process for reporting progress and outcomes to the TIC Programme Board with the aim of ensuring that there is a greater responsibility and accountability for delivery within TIC Projects and to ensure that improvement and change is sustainable. Some progress has been made in the last year, but the Covid pandemic has impacted on the ability to fully implement the revised reporting framework. However, there is now an opportunity to link this work with the revised corporate performance monitoring framework.

As the Council emerged from the first phase of the Covid crisis, the TIC Team were asked to undertake a **strategic review of the Council's response** to the pandemic and to identify any learning which could then be reflected in the strategic and operational delivery frameworks. The review, which was undertaken in conjunction with colleagues in Organisational Development, resulted in a comprehensive and evidence based review which was reported to Corporate Management Team and Executive Board in September 2021. A Delivery Plan was also developed to take forward the outcomes of the review and this is monitored via CMT on a 6 monthly basis.

 [Links to sources of evidence \(Regulatory Reports, Member T&F, etc.\)](#)

Key Areas for Improvement arising from Self-assessment

(including Regulatory Report (WAO/FG), Member T&F, TIC and Consultation Findings; addressing bottom quartile results, etc.)

Workforce Strategy

- The current People Strategy needs to be reviewed in light of the pandemic to support the organisation to recover. We need to develop a new Workforce Strategy. **A2**
- Workforce Planning – consider the impact of Covid on our workforce and develop a Strategic Workforce Plan based on departmental and corporate workforce requirements. **A3**
- Employee experience – we need to evaluate the employee experience and undertake research to develop a Workforce Engagement Strategy that will underpin the new Workforce Strategy, which will include a new staff voice mechanism, and develop an annual reporting structure for monitoring and evaluation purposes. **A4**

Employee Well-being

- We are starting to see a significant increase in the number of occupational health referrals, in particular referrals to our Wellbeing Support Services. To stem this increase we need to invest more time in developing proactive preventative solutions such as promoting good health and educating employees on healthy lifestyle choices. However, we do not have permanent funding for our Health and Wellbeing team, which includes support for mental health. **B1**
- Develop an Employee Wellbeing Strategy that underpins our new Workforce Strategy. **B1**
- Scope opportunities to commercialise some of the Employee Wellbeing services. **B3**

Organisational Development

- Ensure that Learning & Development priorities and programmes are fully aligned with corporate priorities and needs. **C6**
- Complete and implement the findings of the strategic review of Learning Development. **C6**
- Further develop the Council's Leadership and Management Programme to support key corporate priorities. **C6**
- Design and implement Member Induction Programme following election in May 2022. **C13**
- Implement the new LMS system. **C12**
- Work with other PM colleagues to implement the findings of the Investors in People review. **C7**
- Contribute to the Divisional Project that creates the process for the development, monitoring and evaluation of Welsh Language learning agreements. **C8**
- Increasing the number of Social Work student placements & support for qualified Social Worker as new post qualifying framework emerges. **C9**

People Services

- Complete the review of Recruitment and implement its findings. **D1**
- Procure and implement a new Recruitment System. **D1**
- Launch Icom Staff Benefits platform. **D6**
- Ensure our Pay Policy for 2022 / 2023 and annual Equal Pay / Gender Pay Audit/ comply with legislation and provide transparency around pay decisions. Separate Pay Policy for Teachers. **D4**

TIC

- Strengthen performance management and reporting aspects of the TIC programme and align with corporate performance management framework in response to previous TIC Taking Stock Review. **E1**
- Further strengthen the use of data and corporate intelligence to inform TIC priorities. **E1**
- Developing TIC Transformation strategy to ensure that TIC work is fully aligned with supporting the key priorities of the organisation. Eg. BWOW; Digital transformation; Net Zero Carbon; Commercialisation. **E2**

★ Address & cross-reference any actions arising within the Divisional Summary Action Plan section below if applicable

Key Divisional Risks

Risk Ref or New?	Risk score after mitigation	Identified Risk All risks can be profiled in the Divisional Plan. In this departmental plan the Division should identify: 1. Any Risks that it has on the Corporate Risk Register 2. Significant Risks (scored 16+) 3. For Service High Risk (scored 12+), see Divisional Plan	Action Plan Ref No.
CRR190038	15 High	COVID19 – increase in levels of anxiety which is directly affecting mental health. Health and wellbeing of staff and the public Employee health and wellbeing and attendance levels – emerging legacy costs as a result of the pandemic.	B1+B5
CRR190006	8 Medium	Ensuring effective People Management.	D15
CRR190015	12 High	Delivery of the approved Capital Programme <i>Responsibility for one of the four mitigating actions</i> <ul style="list-style-type: none"> Project Management Training. 	
CRR190030	20 Significant	Coronavirus – risk to business continuity, system failure and service delivery: Safe systems of work; consultation with TU's; re-deployment hub.	
	12 High	Health & Safety – Management of all health & safety risks across the authority.	B4
	16 Significant	The current Occupational Health (OH) IT System contract has expired, and a new cloud based system is needed, records.	B3
CRR190056	20 Significant	Effect of COVID-19 & Brexit: <i>Responsibility for two of the nine mitigating actions</i> <ul style="list-style-type: none"> on recruiting and impact on workforce planning. 	D2
	16 Significant	Corporate turnover rates are relatively low, however there are retention concerns in some of our critical areas such as social care.	D6
	15 High	Employee Relations: Consultation with the recognised non-teaching Trade Unions is ongoing via the CERF but without commitment to partnership working, relationships can be difficult and agreements difficult to achieve.	D17
	16 Significant	Failure to fully achieve the benefits of a proactive approach to commercialisation.	

* All Corporate and Significant Risks must be addressed in the Divisional Summary Action Plan below

5 Ways of Working

1. Long Term	<i>The importance of balancing short-term needs with the need to safeguard the ability to also meet long term needs</i>
<i>How good are we at this?</i>	Partial
Self-Assessment Review:	<p>We support services to plan long term for their workforce requirements with people management data and or facilitated workforce planning sessions.</p> <p>The Employee Well-being Service supports the long term health and wellbeing of our employees. We are constantly monitoring capacity, referrals and waiting times in our OH service to ensure we can meet demand.</p> <p>Learning and development programmes are aimed at developing skills to support the whole organisation long term. Our Workready programme supports the council's workforce and succession planning priorities.</p> <p>Our People Management policies e.g., time off work, flexible working, agile working impacts on staff retention and turnover.</p> <p>TIC has an underlying key principle of supporting sustainable service delivery.</p>
Planned Improvement for 22/23 - we will: (link to action plan)	<p>We will publish a new <u>3 year Workforce Strategy</u>. A1</p> <p>We will promote healthy lifestyle choices and support mental health. B1</p> <p>We will Complete the TIC review of the learning and development function and implement its findings. C2</p>
2. Prevention	<i>How acting to prevent problems occurring or getting worse may help public bodies meet their objectives</i>
<i>How good are we at this?</i>	Strong
Self-Assessment Review:	<p>We have recently published a new <u>Officer Code of Conduct Guidance</u> and automated the <u>Declarations of Personal Interest, Gifts and Hospitality</u> process and raised awareness of the new guidance.</p> <p>Health and Wellbeing initiatives and Occupational Health Services support the prevention of ill health amongst our employees which in turn supports positive attendance and employee wellbeing. The work of our Health and Safety team ensures risks are managed and accidents prevented.</p> <p>We have already started to see an increase in absence levels as a direct result of the pandemic. For example, waiting times for NHS procedures and operations is extending the period of time staff are absent and an increase in absences that are related to mental health concerns.</p> <p>Longer term we need to consider expanding our Occupational Health service with a view to easing the pressure on the NHS where possible. This would help to reduce the length of absences, which in turn would help staff return to work quicker, avoid terminations, ill health retirements and all replacement associated costs.</p> <p>The work of the People Services team, in particular the HR policy, advice and guidance element, is designed to prevent the authority breaching legislative requirements</p> <p>The TIC service improvement approach always looks to identify the root cause of issues and resolve them so they are not repeated.</p>
Planned Improvement for 22/23 - we will: (link to action plan)	<p>To meet increased demand we need funding for our Health +Wellbeing team. B2</p> <p>Health & Safety will continue to ensure we are compliant with all the Covid related regulations but also needs to refocus on Health & Safety. B3</p> <p>We will reinstate the TIC awards to recognise improvement activity outside of the TIC programme.</p>

3. Integration	<i>Considering how well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies</i>
<i>How good are we at this?</i>	Partial
Self-Assessment Review:	<p>Our People Strategy needs to be reviewed to ensure pull together the contributions of every department to ensuring we have a workforce fit for the future.</p> <p>Employee Well-being impacts employee attendance and engagement – this in turn affects the quality of services being delivered across the council.</p> <p>Organisational Development aims to give staff the opportunity to develop and progress within the organisation. This impacts employee motivation, which in turn affects the quality of services being delivered across the council</p> <p>All our People Management policies and initiatives e.g., living wage, time off work, flexible working, agile working, financial wellbeing support are all designed to contribute to a good work life balance, which in turn support our staff in their personal lives. This supports our Well-being Objectives especially on Healthy lives and tackling poverty.</p>
Planned Improvement for 22/23 - we will: (link to action plan)	<p>We will review our current strategy in light of Covid and publish a new <u>3 year Workforce Strategy</u> and <u>Strategic Workforce Plan</u>. A1+A2</p> <p>We will ensure that Learning and Development priorities and programmes are fully aligned with corporate priorities.C2+E1</p> <p>Introduction of the iCOM Reward Hub will give our staff access to local and national rewards and discounts, which in turn will support the local economy.D4</p> <p>We will ensure that TIC work is fully aligned with supporting the key priorities of the organisation through a Transformation strategy.E1</p>
4. Collaboration	<i>Acting in collaboration with any other person (or different parts of the body itself) that could help the body meet its well-being objectives</i>
<i>How good are we at this?</i>	Strong
Self-Assessment Review:	<p>During the Pandemic the team worked very closely with service managers and head teachers to ensure risk assessments and safe systems of work were in place. The Pentre Awel development is a good example of how our Health and Safety team has worked closely with partners to ensure the project delivers its aims and objectives.</p> <p>People Management works closely with colleagues in other departments when developing key policies or changing processes. Regionally we work closely with other HR directors (HRD Network) – sharing good practice, exchanging ideas, advising WLGA on HR related matters.</p> <p>The TIC work programme encourages a collaborative approach across the organisation and with other partners including all Wales improvement networks, the Academi transformation network, Pembrokeshire and Swansea County Councils, Dyfed-Powys police and UWHDHB.</p>
Planned Improvement for 22/23 - we will: (link to action plan)	<p>We will need to continue this relationship in terms of internal communications around Better Ways of Working.</p> <p>We need to provide dedicated health and safety and Occupational Health support for the next phases of the Pentre Awel project to ensure its success; however, we do not currently have funding.</p>
5. Involvement	<i>Importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area</i>
<i>How good are we at this?</i>	Partial
Self-Assessment Review:	<p>The Division currently leads on a number of initiatives that involve staff in decision making e.g Better Ways of Working, TIC programme/projects, Health & Wellbeing Champions network, Investors in People review. An Annual analysis</p>

	<p>suggest that we need to develop a framework that provides additional ways for all staff to get involved and to have their say.</p> <p>The “Our People Framework” is a good example of how staff, managers, heads of service and trade unions were involved in developing the final framework</p> <p>TIC service improvement projects always include consultation with service users and all stakeholders in any service redesign proposals.</p>
<p>Planned Improvement for 22/23 - we will: (link to action plan)</p>	<p>We need to invest more time in proactive preventative solutions such as promoting good health and educating employees on healthy lifestyle choices. B1</p> <p>We need to develop and publish a new Workforce Engagement Strategy. A3</p> <p>We need to develop a better understanding of how our policies impact on our staff. The Business & Projects section will look to develop a Workforce Engagement Strategy that will include staff involvement. A3</p> <p>Undertake the IIP review in 2022 and implement its findings. C3</p> <p>We will continue to consult with key stakeholders internally and externally so that their views are taken on board when redesigning services and processes and delivering the improvements. E1+2</p>

Divisional Summary Action Plan

Ref #	Key Actions and Measures	By When or EOY Target?	By Who? Responsible Officer	Scrutiny	WBO Ref & Step WBOXX/a
A Business and Projects - Manager Cheryl Reynolds					
1	We will review and develop a new Workforce Strategy.	October 2022	Cheryl Reynolds	P&R	WBO13/B5
2	We will produce a Strategic Workforce Plan <ul style="list-style-type: none"> Review departmental submissions Develop and publish a Strategic Workforce Plan. 	Sept 2022	Cheryl Reynolds	P&R	WBO13/B5
3	We will develop and publish a new Workforce Engagement Strategy, working with the Marketing & Media team to develop a mechanism to evaluate the employee experience.	April 2022	Cheryl Reynolds	P&R	WBO13/B5
B Employee Wellbeing - Manager Heidi Font					
4	Develop and publish a new Employee Wellbeing Strategy <ul style="list-style-type: none"> Develop and deliver new corporate and bespoke service health and wellbeing initiatives to support the wellbeing of our employees and secure permanent funding to support the growth in demand for services. <p style="text-align: right;">CRR190038</p>	March 2023	Heidi Font	P&R	WBO13/B5
5	Procure and implement new OH IT system <ul style="list-style-type: none"> Resolve procurement issues Procure new system Secure additional resource to ensure OH data is migrated effectively. 	Dec 2021 Jan 2022	Heidi Font	P&R	WBO13/B5
6	Health and Safety - Covid support, advice and guidance will continue; however, we now need to refocus our work to ensure the management of all Health & Safety risks across the authority.	Mar23	Heidi Font	P&R	WBO13/B5
7	To continue monitoring attendance, ensuring managers are trained and briefed in positive attendance management and are aware of in-house support.	Mar23	Heidi Font	P&R	WBO13/B5
C Organisational Development – Interim Manager Jon Owen					
8	Number of apprentices on formal recognised apprenticeship schemes per 1,000 employees (PAM/044). (2019/20 Result 34.4; 2020/21 Target 20.0)	20	Alex Machin	P&R	WBO13/B5
9	Complete and implement the findings of the strategic review of Learning Development.	Sep22	Jon Owen	P&R	WBO13/B5
10	Implement the findings of the Investors in People Review.	Mar23	Jon Owen	P&R	WBO13/B5
11	Strengthen monitoring, evaluation and reporting mechanisms in respect of the Welsh Language.	March 2023	Alex Machin	P&R	WBO12+ WBO13/B5
12	Increase the number of Social Work student placement opportunities & support for qualified Social Worker.	March 2023	Jon Owen	P&R	WBO1+2+9 WBO13/B5
13	Fully implement new Learning Management System.	Mar23	Jon Owen	P&R	WBO13/B5
14	Design and implement Member Induction Programme following election in May 2022.	Mar23	Jon Owen	P&R	WBO13/B5

Ref #	Key Actions and Measures	By When or EOY Target?	By Who? Responsible Officer	Scrutiny	WBO Ref & Step WBOXX/a
D People Services – Manager Alison Wood					
15	We will continue to ensure that our recruitment, retention, people management and development policies, systems and process comply with changing legislation and reflect the needs of the organisation.	March 2023	Alison Wood / Jon Owen	P&R	WBO13/B5
16	We will ensure our Pay Policy for 2022 / 2023 and annual Equal Pay comply with legislation and provide transparency around pay decisions. Separate Pay Policy for Teachers.	March 2022	Alison Wood	P&R	WBO13/B5
17	We will develop an Employee Relations Strategy to inform engagement with the Trade Unions.	March 2023	Alison Wood	P&R	WBO13/B5
18	We will take steps to improve staff retention and launch Icom Staff Benefits Platform.	March 2023	Alison Wood	P&R	WBO13/B5
E TIC - Manager Jon Owen					
19	Develop a TIC Transformation Strategy to ensure that TIC work is fully aligned with supporting the key priorities of the organisation. E.g. BWOW / Digital transformation / NZC / Commercialisation.	Sept 22	Jon Owen / Bernadette Dolan	P&R	WBO13/B5
20	Strengthen performance management and reporting aspects of the TIC Programme and align with corporate performance management framework.	March 2023	Jon Owen	P&R	WBO13/B5

Regeneration Summary Divisional Plan

Head of Service: Jason Jones

Divisional Profile

The Division provides business, employability, grant funding and skills support and advice whilst also contributing to the delivery of the policies and strategies for the Swansea Bay City Region Deal, which includes the Pentre Awel development planned for Delta Lakes, South Llanelli, and the digital infrastructure and skills and talent programmes. The service is also delivering our strategic Regeneration Plan for Carmarthenshire and its key transformational projects. We are responsible for the management of the Council's land assets, taking a strategic commercial view to ensure the portfolio is managed to meet the Council's economic development needs. The Strategic Asset Management team handles the preparation and implementation of a strategic approach to the Council's corporate asset objectives and management of the operational property resources. We are also responsible for the Council's Geographic Information Service (GIS) which provides an effective Geographical Information Systems and Gazetteers service which gives accurate and timely information for key service users and systems.



The Division seeks to address the needs of the economy and communities within Carmarthenshire and delivery of jobs and growth is the key priority. The COVID pandemic has had a fundamental impact upon our economy and our role has evolved to encompass the new challenges this presents. As such, the delivery of the Economic Recovery Plan for Carmarthenshire forms the strategic basis for all our activities within the Division and *Economic Development*.

The *Property & Major Projects* section of the Division is responsible for managing various land and building assets of the Council taking a strategic commercial view to ensure they are managed in a way that meets the Council's economic development needs.

The *Strategic Asset Management* team handles the preparation and implementation of a strategic approach to the Council's corporate asset objectives and management of the property resources.

The *Pentre Awel* team is tasked with the development and delivery of all four zones at Pentre Awel and includes key areas of work such as service planning, funding / investment, procurement, design development and construction. Pentre Awel is a cornerstone of key internal and external policies and strategies: it supports and catalyses our Regeneration Plan (including economic recovery).

The *Digital Programme* Unit is primarily responsible for the delivery of the Swansea Bay City Deal Digital Infrastructure Programme across the Region on behalf of all partners and stakeholders. It is an investment in the Digital Connectivity and associated Telecommunications Infrastructure of the region.

Self-assessment of performance in 2021/22

Carmarthenshire's economy has been significantly impacted by the Covid-19 pandemic and Brexit. To gain an informed understanding of the position in Carmarthenshire, we have engaged with over 1,000 businesses to gather evidence on the impact of the pandemic on our businesses, unemployment and our rural and primary town economies. This has assisted us to put in place a clear [recovery plan](#) with an immediate priority focus on protecting jobs and supporting our small and medium enterprises (SMEs) to upscale. We will also continue to address the longer-term challenges that constrain growth in Carmarthenshire including low productivity and wages, skills deficits, too few businesses scaling up and the need for investment in modern business infrastructure and premises. We will support Carmarthenshire's economy to recover as quickly as possible to become one that is more productive than before, more equal, greener and with more sustainable communities.

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. In addition, an overarching advisory group, comprising key private sector industry leaders, has been established.

established, that assisted with the development and refinement of the recovery plan, and is now providing leadership as we deliver the recovery plan actions over the next 2 years. We will work with marketing and media to plan and deliver campaigns that align with the economic recovery plan as well as establishing the new brand and communications strategy for Pentre Awel.

To support the overarching county wide recovery plan, we have recovery plans in place for our three Primary towns – Carmarthen, Llanelli and Ammanford, as well as growth plans for our 10 rural towns.

In support of the recovery proposals the Council is providing £4.4m (Capital £3.7m, revenue £0.7m) to deliver initiatives including Carmarthenshire Rural Enterprise Fund, Commercial Property development Fund, Business Start Up and Growth Funds, Ten Towns capital Fund and Transforming Towns Initiative.

The regeneration service is not able to deliver everything in terms of the economic recovery proposals, nor is the Local Authority. We are working corporately and strategically with other services areas who can support delivery of the Carmarthenshire Economic Recovery Plan. We will also need to work with external organisations to ensure these influences support our plan for recovery and growth.

Economic Development

- In response to the COVID-19 pandemic, the Division has led on the development and delivery of the Carmarthenshire's Economic Recovery and Delivery Plan. Resources have been secured and actions have commenced to deliver the plan. This approach has been referenced in the Wales Audit report [*Regenerating Town Centres in Wales – National Report*](#) (September 2021), with Carmarthenshire specifically mentioned on p33 of the report as being an example of where we have taken the opportunity to refresh our regeneration plans in response to the pandemic and provides a good summary of the "live" challenges facing towns in the county.
- We are progressing well with recovery activity in response to the key outcomes identified in the economic recovery plan. In the first 6 months of a 2-year plan we have created 575 jobs and safeguarded 641 jobs, engaged with 1,682 businesses and delivered training to 237 job seekers. Over the next 18 to 24 months, we have identified actions and activity to achieve or surpass the overall economic recovery plan targets.

Property & Major Projects

- In collaboration with the Health Board we have continued to assist in securing agreements for the setting up of COVID-19 Testing Centres and Mass Vaccination Centres.
- Developments underway (creating job opportunities & significant capital receipts): a strategic development in Trostre; a housing development in Llandeilo; targeted properties in Llanelli Town Centre in regenerating the town; expanding our Street Markets; Council owned industrial land.
- We continue to support the delivery of the Council's Housing Regeneration and Development Delivery Plan, supporting the delivery of over 2,000 additional homes across the County.
- Property disposals have not progressed as anticipated because of the pandemic. Capital receipt targets for 2020/2021 were not achieved. 2021/2022 target was achieved although this involved slippage from the 2021 overall target and is, therefore, not a true reflection. There is confidence that overall capital receipts target remains achievable although the timescale for achievement needs to be extended.

Strategic Asset Management

- Asset Valuations have been audited with no issues raised on the 20% rolling programme.
- Property Workstream has been set up to review and respond to Better Ways of Working (BWoW).
- Conclusion and adoption of Corporate Asset management Plan and some Service AMP's were placed in abeyance as a result of Covid. Plans will require review in light of BWoW and reset of services.
- Consider the outcomes of the Audit Wales - Springing Forward Project - Asset Management Tracer.

Pentre Awel

- Has taken a major step forward during 2021/22 having transitioned from strategic planning to implementation and delivery following the approval of its City Deal Business Case in March 2021. A number of critical milestones have been realised:

Business Case - UK and Welsh Government approval of the City Deal Business Case in March 2021. Funding agreement developed and ratified, enabling draw-down of investment.

Procurement - CCC has procured around £75m of contract works for Pentre Awel during

Contractor Appointment - In [October](#) the Authority appointed Bouygues UK as the Develop and Construct Contractor for Zone 1.

Service Planning – Education, Health, Research, Leisure, Catering, Welsh Language, Communications.

Governance - a revised governance structure has been put into operation.

Funding - appraisals and funding models have been developed and issued to the financial markets. A whole site funding review is ongoing to consider the net funding requirement for all Zones.

Digital Programme

- The SBCD Digital Infrastructure Programme:

Governance - the Digital Programme Business Case, Board and Governance has been established and is functioning


Funding - access to the £25M City Deal funding for the Digital Programme is secured; approximately £13.5M additional public sector funding has also been secured across the region

Resources - appointment of specialist advisors and a central team to the Digital Programme is complete.

- The CCC Digital Regeneration Programme:

Significant Commercial Investment in Gigabit fibre build secured and ongoing at Cross Hands, Llangennech, Burry Port, Llanelli, and Carmarthen; together with Superfast Cymru 2 Investment Secured to connect 3300 of Carmarthenshire`s worst served rural premises.

 [Links to sources of evidence \(Regulatory Reports, Member T&F, etc.\)](#)
[Regenerating Town Centres in Wales – National Report](#) (September 2021)

 See [sources of evidence to inform self-assessment as outlined in Local Government and Elections Act 2021](#)

Key Areas for Improvement arising from Self-assessment

(including Regulatory Report (WAO/FG), Member T&F, TIC and Consultation Findings; addressing bottom quartile results, etc.)

Economic Development

- Address Audit Wales recommendations on [Regenerating Town Centres in Wales – National Report](#) (A27&28)
- Track BREXIT progress and COVID recovery and its impact on Carmarthenshire (A2)
- Delivery of the Economic Recovery Action Plan (Throughout A)
- We will work with marketing and media to plan and deliver campaigns that align with the economic recovery plan as well as establishing the new brand and communications strategy for Pentre Awel (Throughout A)

Property & Major Projects

- Continue to seek opportunities to expand our Street Markets (B49)
- Improve marketing approach for disposal / leasing of assets (B46)
- A review will be undertaken of the capital receipts programme and targets for the next 5 years with a report to be presented to Cabinet (B46)
- Support the delivery of the Council’s Housing Regeneration and Development Delivery Plan (B47)

Strategic Asset Management

- Review of Rural Estate Plan and effect of regulations regarding pollution (C52)
- Review of Asset Transfers in progress and consultation with Town and Community Councils (C52)
- Revised Corporate Asset management plan to be prepared and formally adopted by Cabinet (C52)

Pentre Awel

- Prior to entering into the construction contract with Bouygues UK, we will ensure good contractual governance and a consolidated funding position (D53)
- Early and frequent engagement with Bouygues UK in the development and delivery of a bespoke Community Benefits programme (D53)
- Work collaboratively with tenants and wider stakeholders to effectively plan for and realise the projected benefits for the scheme (D53)

Digital Programme

- Fully transition from planning and preparation to delivery on the SBCD Digital Infrastructure Programme (E56)
- Attract Welsh & UK Government Funds for key strategic Digital projects both Regionally and locally (E56)

★ Address & cross-reference any actions arising within the Divisional Summary Action Plan section below if applicable

Key Divisional Risks

Risk Ref or New?	Risk score after mitigation	Identified Risk All risks can be profiled in the Divisional Plan. In this departmental plan the Division should identify: 1. Any Risks that it has on the Corporate Risk Register 2. Significant Risks (scored 16+) 3. For Service High Risk (scored 12+), see Divisional Plan	Divisional Summary Action Plan Ref No.
CRR190049 COVID19 CMT Strategic	20	Risk of local business and economy not recovering from the pandemic. <i>Controls: Financial support to businesses; Advice to businesses; Support to businesses; Database of local suppliers and traders; Robust economic recovery plan to protect jobs and safeguard businesses and the delivery on the Local Innovation Strategy.</i>	Most of A
CRR 190013	12	Delivery of the regional City Deal projects (Pentre Awel, Skills & Talent and Digital Infrastructure). <i>Controls: Establishment of Swansea Bay City Region Board; Development of Regional Joint Committees; Welsh Government Assurance Gateway Reviews; individual project/programme specific Boards</i>	D53-54 A34, A39-45 E55-56
CRR190023	12	Failing to respond to impact of COVID recovery and BREXIT on increased business demands, e.g. Supporting local businesses with advice, grants and loans as part of regeneration activities; Creating jobs directly through CCC's capital programme contract works; Failure to deliver the Economic Recovery Plan due to the loss of EU funds; The availability of UK Government replacement funds poses a significant risk as the authority is competing against UK-wide authority areas. <i>Controls: Decrease in external funding due to new SPF regimes; Officer/Member Working Group with representations from all council services; Review all services/plan contingencies; Follow advice from Welsh Government and WLGA; Communications with residents & businesses.</i>	A2 Most of A
CRR 190014	8	Delivery of the Pentre Awel Project (Outcomes/Budget). <i>Controls: Development of Zones 1-4 of Pentre Awel, Financial Planning</i>	D53 & 54

★ All Corporate and Significant Risks must be addressed in the Divisional Summary Action Plan below

5 Ways of Working

1. Long Term	<i>The importance of balancing short-term needs with the need to safeguard the ability to also meet long term needs</i>
<i>How good are we at this?</i>	Strong
Self-Assessment Review:	<ul style="list-style-type: none"> • Development of the Economic Recovery and Delivery Plan during the pandemic, that follows on from our strategic regeneration plan for Carmarthenshire 2015-2030 – Transformations that set out our focus for the next 15 years. • The RLSP supports the transition of the region and its economy by developing appropriate skills and training to support all the priority sectors within the Swansea Bay City Deal including digital, construction, manufacturing, health and energy and develop upskilling and apprenticeships opportunities. • Development of Town Centre Growth Plans for next 10 years through the 10 towns initiative and Primary Town Centre Recovery Growth Plans. • The Council’s short-term aspirations to maximise capital receipts from the sale of property needs to be balanced with longer term considerations by applying a clear and sustainable approach to the sale of surplus assets. A longer term approach will help safeguard and support strategic acquisitions, facilitate jobs, new housing and economic growth in the county all being in accordance with the aspirations / objectives of the Economic Recovery Plan. • Short term needs in terms of capital receipts generated from property disposals are balanced with a clear process for the sale of surplus assets that will continue to be utilised in the long term. Corporate AMP captures short to medium term service needs to ensure alignment with long term strategy and aims. • Pentre Awel will deliver transformational social and economic benefits. This will provide economic regeneration opportunities in Llanelli that links with the Swansea Bay City Region and provides long term benefits such as health, education, employment and availability of quality jobs. • SBCD Digital Infrastructure Programme and CCC Digital Regeneration Programme is deploying connectivity to meet the needs of citizens and businesses for at least the next 25 years. This connectivity infrastructure will support and underpin the delivery of transformational social and economic benefits.
Planned Improvement for 22/23 - we will: (link to action plan)	<ul style="list-style-type: none"> • Delivery of the SW Wales Regional Economic Development Strategy (to be adopted). • Delivery of the Economic Recovery Plan. Throughout Action Plan • Delivery of Skills Action Plan through the SBCD Skills and Talent Programme and the Regional Learning & Skills Partnership. A34 • Continued delivery of the Transformations Plan. A13 • Delivery of Town Centre Action Plans. A10, A13, A14, A15, A27, A28 • Ensure that we continue to follow the property acquisition and disposals procedures and that these are aligned to the Recovery Plan. B46 – B48 • Service plans highlighting current needs will be reviewed to produce the Corporate Asset Management Plan to ensure alignment with long term corporate aims. C52 • Finalise proposals for further and higher education at Pentre Awel. D53 & D54 • Establish the Education Implementation Group to support career progression. This will help address long-term critical skills shortages within health and care disciplines, as evident during the recent Covid pandemic. D53 & D54 • We will continue to lead the £55 million investment in Digital Infrastructure across Carmarthenshire and the wider Swansea Bay City Region. E56 • We will continue to focus on the long term economic and social needs of the Region when making decisions about Digital procurement and investment. E55
2. Prevention	<i>How acting to prevent problems occurring or getting worse may help public bodies meet their objectives</i>
<i>How good are we at this?</i>	Partial
Self-Assessment Review:	<ul style="list-style-type: none"> • Prevention of the demise of the economy following the devastating impacts of the Pandemic.

	<ul style="list-style-type: none"> • Providing upskilling and training opportunities for our citizens to prevent our skills base, e.g. low NVQ levels, from getting worse. • Vacant and derelict properties have a negative effect on the locality and the longer they remain vacant the higher the risk of vandalism and safety issues arising. • We are committed to becoming a Net Zero Carbon (NZC) LA by 2030 and are reviewing our estate to highlight areas for planting, sequestration & energy generation. • We have reviewed the service proposals and designs for the Clinical Delivery Centre in Pentre Awel to ensure fitness for purpose and incorporation of Covid-learning (i.e. shift towards digital health). The Health Impact Assessment informs all service planning, encouraging all partners to holistically consider the wider determinants of economic inequalities and health. • We have and will continue to co-design services at Pentre Awel which will help people stay healthy and lead independent lives for longer through proactive preventative measures. Joint service pathways with leisure and health have been identified. • Regional & local Digital Infrastructure interventions have been co-designed with partners & stakeholders to act now in order that the social & economic prosperity of the Region is supported & underpinned by future proofed Digital connectivity.
Planned Improvement for 22/23 - we will: (link to action plan)	<ul style="list-style-type: none"> • Delivery of the Regeneration COVID Recovery Plan and its action areas. Throughout Action Plan • The RLSP Action Plan advises WG on the skills required by our businesses. This provides WG with the local intelligence and influences how colleges etc are funded. The SBCCD Skills & Talent project will also help prevent our skills levels from deteriorating by delivering key focused training. A34 • Delivery of business support & other funds to assist SMEs recovery from the pandemic. A21 • The COVID pandemic has delayed the sale of some properties and we will prioritise their disposal to mitigate risk and bring them back to beneficial use to help reshape and improve our towns. B46 • Work with Bouygues UK to deliver for Pentre Awel, targeted interventions around recruitment and training, supply chain, education & community engagement. D53&D54 • Issue a mid-year update to Pentre Awel's Health Impact Assessment. D53 & D54 • Establish a multi-agency working group to consider Pentre Awel's utilisation of outdoor and green spaces for the betterment of mental and physical wellbeing for people of all ages and abilities. D53 & D54
3. Integration	<i>Considering how well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies</i>
How good are we at this?	Partial
Self-Assessment Review:	<ul style="list-style-type: none"> • The impact of the COVID pandemic and Brexit are continuously reviewed. • The RLSP has ambitious plans to develop the ways education and training are delivered in the region. • The Digital Infrastructure project, funded via the Swansea Bay City Deal, aim to break down the inequalities in the digital culture. • The disposal of property assets accords with the Council's corporate strategy, with a focus on two of the Council's seven high level priorities. • The well-being objectives of the Council and Public Services Board partners have been fully incorporated into the Pentre Awel project with strong synchronicity between partner objectives. Additionally, there will be significant integration between Pentre Awel and other City Deal projects, in particular the Skills and Talent Initiative, and the Digital Infrastructure project.
Planned Improvement for 22/23 - we will: (link to action plan)	<ul style="list-style-type: none"> • Delivery of the Economic Recovery Plan. Throughout Action Plan • The RLSP to link skills and education to the needs of communities and businesses. A38 • Delivery of the Digital Infrastructure project. E56 • Work with other public sector bodies to identify opportunities for shared use and diversified use of buildings in town centres. B50 • Work with Partner organisations to benefit from new ways of working and set up pilot hub in Llandeilo.

	<ul style="list-style-type: none"> • Pentre Awel - develop and agree Heads of Terms with Hywel Dda UHB, UWTSO, Cardiff University & Swansea University; also further engagement with PSB partners to explore unique and collaborative models for delivering services at Pentre Awel. D53 & D54 • We will undertake further engagement with partners and stakeholders to ensure collaborative models for Digital Infrastructure deployment and innovative solutions for delivering Digital public services. E55
4. Collaboration	<i>Acting in collaboration with any other person (or different parts of the body itself) that could help the body meet its well-being objectives</i>
<i>How good are we at this?</i>	Strong
Self-Assessment Review:	<ul style="list-style-type: none"> • Co-work and co-production across all public sector services, with Welsh Government, including Joint Ventures. • Emerging partnership with UK Government – e.g. UK Government funded Carmarthenshire and Pembrokeshire Hwb project. Within Carmarthenshire, the Carmarthen Hwb will bring a prominent redundant town centre property back into use, creating a central hub for services to support people in <i>starting well, living well and ageing well</i>. It will bring together health, social care and active leisure, alongside university provision and a welcome point for visitors to the town, whilst also responding to the need to repurpose Carmarthen’s town centre offer. • Collaboration with Town Centre Task Forces and 10 Towns Growth Plan Teams. • The recovery economic agenda has involved considerable collaboration with the businesses and communities, including Town and Community Councils. • The RLSP’s work with individual sectors to identify the skills needs related to the low-carbon Wales policy to ensure that businesses are well equipped to capitalise on the opportunities this brings. • Our approach to Community Asset Transfer aims to align with the principles of the WBFGA, which looks to improve the social, economic, environmental and cultural well-being of Wales through sustainable development. • Pentre Awel have worked in close partnership with Higher and Further Education, Health Boards, third sector stakeholders and the private sector. Together with links between therapists, specialist nurses, health rehabilitation professionals, leisure and sport – for example, jointly designing the gymnasium to encourage multi-generational use across abilities and upskilling of fitness instructors.
Planned Improvement for 22/23 - we will: (link to action plan)	<ul style="list-style-type: none"> • Delivery of the Economic Recovery Plan. Throughout Action Plan • Delivery of key regional bids for digital and skills under the banner of the City Deal. A34 & E56 • Delivery of Town Centre initiatives, including the Carmarthen Hwb (responding to the need to repurpose Carmarthen’s town centre). A13, A10, A14, A15, A27, A28 • To revisit the Disposals Policy for surplus schools with a particular emphasis being given to properties being used for community use in the future in order to help build stronger communities. B46 • Finalise remaining transfers and continue to consider asset transfers to support community led regeneration. C52 • Collaborate with experts from the private sector and 3rd sectors to develop innovative solutions on our estate to becoming net zero carbon. • Establish a Community Benefits group that brings together CCC, Bouygues and supply chain partners, Gleeds and local stakeholders (Coleg Sir Gar and wider employability/training initiatives such as Workways). D53 & D54 • Collaborate with training partners, care providers and employers across the public and private sector to develop a Care Academy at Pentre Awel. D53 & D54 • Continue to work in close partnership with Regional Local Authorities, Universities, Health Boards, wider Public Sector and Private Sector to ensure successful delivery of our Regional and Local Digital Connectivity Programmes. E55 & E56

5. Involvement	<i>Importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area</i>
<i>How good are we at this?</i>	Partial
Self-Assessment Review:	<ul style="list-style-type: none"> • Ongoing facilitation of Town Centre Regeneration Forum in Carmarthen, Task Forces in Ammanford & Llanelli (to assist in the development and delivery of regeneration master-plans for those towns. • Ongoing COVID recovery task groups and also BREXIT Officer / Member Group. • Continued work on the community masterplan in Tyisha, with a delivery plan for taking forward the work and on-going engagement with the community. • Ongoing work with businesses across the county to support growth and prosperity. • We will continue to work closely with partner public sector organisations, identifying opportunities where appropriate for the transfer of surplus/vacant land and property between publicly funded bodies in Wales via the Land Transfer Protocol process. • Continued to assist third sector and community groups with property advice in relation to asset transfer initiatives. Review of Asset Transfer Policy and Better Ways of Working will involve integrated impact assessment. • Pentre Awel consultation with core partners and third sector stakeholders has been carried out throughout the project. Community engagement has been a part of the development of the project and will continue as part of the service planning process. The project team engaged the Carmarthenshire Disability Partnership (CDP) during the design development phase to allow due consideration to be given to accessibility and inclusivity in relation to building facilities and layout.
Planned Improvement for 22/23 - we will: (link to action plan)	<ul style="list-style-type: none"> • Continued delivery of the Economic Recovery and Delivery Plan Throughout Action Plan • Available assets will be flagged on the electronic property information and mapping service for the public sector (e-PIMS). • Undertake consultations with third sector partners to learn from previous transfer experience and review policy. BWoW to be taken through IIA. • Implement the Pentre Awel Communications Plan to involve local stakeholders in Bouygues' Community Benefits programme and raise awareness of the education, health, research and business opportunities. Through 'widening access', we will work to improve aspirations locally by highlighting opportunities available for education and work both within Pentre Awel and wider. D53 & D54 • Continue to involve a diverse range of partners and stakeholders in the delivery of all Digital Infrastructure initiatives both locally and regionally. E55 & E56

Divisional Summary Action Plan

Key: Moving Rural Carmarthenshire Forward - MFR

Ref #	Key Actions and Measures	By When or EOY Target?	By Who? Responsible Officer	Scrutiny	WBO Ref & Step WBOX/a
A Economic Development					
1	We will work with partners to deliver a range of support services to support the development and growth of the third sector within the County. (14006)	31/03/2023	Helen Morgan	C& Regen	WBO4-D
2	We will investigate and monitor the impact of Brexit on the economy of Carmarthenshire via the Brexit Risk and Opportunities Register. (14015)	31/03/2023	Helen Morgan	C& Regen	WBO5-F
3	We shall consider opportunities to work with other local authorities and partners to establish a Rural Deal to focus on rural regeneration and continue to deliver support through the Leader programme. (14893)	31/03/2023	Helen Morgan	C& Regen	WBO5-C
4	We will continue to maximise the draw-down of funding from external sources via the new funding programmes and support/undertake their delivery, e.g. the £2.9m award from UK Government's Community Renewal Fund. (14919)	31/03/2023	Helen Morgan	C& Regen	WBO4-D
5	We will continue to promote the County's tourism potential via the Celtic Routes project. (14920)	31/03/2023	Helen Morgan	C& Regen	WBO4-D
6	That the Council works with partners to develop a co-ordinated approach to identifying, supporting and developing volunteering across the County. MFR-42	31/03/2023	Helen Morgan	C& Regen	WBO4-D MFR-42
7	That the Council ensures a focus on the further development of the Foundational Economy sector within Carmarthenshire whilst supporting the principles of the Circular Economy. MFR-3	31/03/2023	Helen Morgan	C& Regen	WBO5-D MFR-3
8	That the Council continues to make grant funding available to support the growth aspirations of the County's businesses and communities via external funding programmes.	31/03/2023	Helen Morgan	C& Regen	WBO5-C MFR
9	That the Council works with other business support agencies and services (e.g. Business Wales, Business in Focus, Farming Connect etc) to enable greater clustering of support and signposting to local businesses. MFR-7	31/03/2023	Helen Morgan	C& Regen	WBO5-D MFR-7
10	Development of recovery and growth plans for Ten Rural Market Towns and to commence delivery of interventions identified. (15142)	31/03/2023	Rhian Phillips	C& Regen	WBO5-C ERP
11	Investigate and develop opportunities to develop community-based hubs in rural areas. (15143)	31/03/2023	Rhian Phillips	C& Regen	WBO5-C ERP
12	Supporting local businesses by creating a digital platform to showcase local produce and to provide an additional outlet for local businesses. (15152)	31/03/2023	Rhian Phillips	C& Regen	WBO5-G ERP
13	We will deliver the Carmarthen Town Centre Recovery Masterplan by Delivering Initiatives and Projects to include: Jackson Lane Development, Town centre key building acquisitions, various transforming towns and CRF revenue initiatives and delivery of LUF Funded Carmarthen & Pembroke Hwb project.	31/03/2024	Mike Bull	C& Regen	WBO5-B NEW
14	We will deliver the Ammanford Town Centre Recovery Masterplan by delivering initiatives and projects to include: Carregamman Car Park Greening, CRF – revitalise Rhydaman and Transforming Towns Revenue Initiatives.	31/03/2023	Mike Bull	C& Regen	WBO5-B NEW
15	We will deliver the Llanelli Town Centre Recovery Masterplan by delivering a number of transformational projects including the redevelopment of the former YMCA, etc. (13167)	31/03/2023	Tess Peregrine	C& Regen	WBO5-B
16	We will deliver the Cross Hands Growth Zone and bring forward developments at Cross Hands East Phase 2; Strategic Employment Site. (13164)	31/03/2025	Tess Peregrine	C& Regen	WBO5-B

Ref #	Key Actions and Measures	By When or EOY Target?	By Who? Responsible Officer	Scrutiny	WBO Ref & Step WBOXX/a
17	We will further develop the Carmarthenshire Coastal Belt at Llanelli, Burry Port and Pembrey. (13168)	31/03/2023	Tess Peregrine	C& Regen	WBO5-B
18	We will further develop the Carmarthenshire Coastal Belt at Pendine by delivering the Pendine Attractor Project. (13169)	31/03/2023	Mike Bull	C& Regen	WBO5-B
19	We will deliver regeneration initiatives that focus on the development of the rural market towns in the County via projects and initiatives such as the 10 Towns capital fund, Rural Employment Space Joint Venture, Laugharne Car Park and Llandeilo Market Hall. (13175)	31/03/2024	Mike Bull	C& Regen	WBO5-C
20	We will continue to deliver both the Commercial Property Development Fund and Rural Enterprise Fund (Existing and New Funds) to stimulate a total estimated economic investment into the County's economy of £20 million. (14011 AND 14012)	31/03/2024	Mike Bull	C& Regen	WBO5-D
21	We will provide business support to start up and established businesses including self-employed and micro businesses by delivering a programme of business grants with a focus on helping businesses to grow. (14894)	31/03/2023	Tess Peregrine	C& Regen	WBO5-D ERP
22	To engage with Carmarthenshire businesses within key sectors and/or key growth areas via a prioritised business engagement list. (15119)	31/03/2023	Tess Peregrine	C& Regen	WBO5-D ERP
23	To provide business support in relation to public sector tender pipeline opportunities and lower value procurement opportunities. (15125)	31/03/2023	Tess Peregrine	C& Regen	WBO5-D ERP
24	Launch a Business Renewable Energy Fund to support businesses with renewable energy initiatives and carbon reduction. Support up to 50% of the project cost to a maximum of £10,000. (15137)	31/03/2023	Tess Peregrine	C& Regen	WBO5-D ERP
25	Liaise with forward planning to put in place Local development Orders for Primary Towns and strategic employment site at Cross Hands East (15144)	31/03/2023	Stuart Walters	C& Regen	WBO5-B ERP
26	That the Council considers demand and opportunities for the development of medium sized food based business and production units. MFR-37	31/03/2023	Stuart Walters	C& Regen	WBO5-B MFR-37
27	In line with the Audit Wales Report <u>Regenerating Town Centres in Wales – National Report</u> Sept 2021, recommendation 4, we will through the multi-disciplined corporate enforcement group implement the Empty Property Action Plan, using potential loan funding from Welsh Government's Empty Property Management Fund to utilise necessary enforcement powers where appropriate.	31/03/2023	Stuart Walters	C& Regen	WBO5-C Audit Wales Regenerating Town Centres
28	In line with the Audit Wales Report <u>Regenerating Town Centres in Wales – National Report</u> Sept 2021, recommendation 6, we will use the regeneration tool to self-assess our town centre regeneration work where necessary. <u>(the tool is here)</u> . (Linked on PIMS to:15142 & 15146)	31/03/2023	Rhian Phillips Stuart Walters	C& Regen	WBO5-C Audit Wales Regenerating Town Centres ERP
Measures					
29	EconD/001: Direct Jobs created (<i>change of definition to Inc jobs accommodated & No. into Jobs</i>) with Regeneration assistance. 2021/22 Target: 1160, 22/23 Target:1000 (TBC)	1,000 (TBC)	Mike Bull	C& Regen	WBO5-B
30	New: Indirect Jobs Created (indirect and construction jobs) with Regeneration assistance. new measure 22/23 Target: 150 (TBC)	150 (TBC)	Mike Bull	C& Regen	WBO5-B ERP
31	New: The number of jobs safeguarded with Regeneration assistance. new measure 22/23 target 500 jobs safeguarded (TBC)	500 (TBC)	Mike Bull	C& Regen	WBO5-B ERP
32	New: The number of business enquiries supported. new measure 22/23 target 2500 enquiries supported (TBC)	2,500 (TBC)	Mike Bull	C& Regen	WBO5-D ERP
33	EconD/008: The level of Private Sector Investment / external funding secured (£). (EconD/008) - 2021/22 Target: £9,792,346, 22/23 Target 10,000,000 (TBC)	£10M (TBC)	Mike Bull	C& Regen	WBO5-D

Ref #	Key Actions and Measures	By When or EOY Target?	By Who? Responsible Officer	Scrutiny	WBO Ref & Step WBOXX/a
Regional Partnership					
34	Deliver the £30million Skills and Talent Programme to create a skilled workforce for the future, developing opportunities to upskill and train at least 3500 individuals in the county and increase the % of Carmarthenshire citizens with above level 3 qualifications by 2026. (13176)	31/03/2023	Jane Lewis	C& Regen	WBO5-E
35	Develop a digital training programme to upskill citizens across the region to meet the changing digital skills needs. (15114)	31/03/2023	Jane Lewis	C& Regen	WBO5-E ERP
36	Create apprenticeships & graduate opportunities internally and via Property Minor Works & Regional Contractor Framework partners that will include 52 weeks training and skills opportunities (Regen). (15115)	31/03/2023	Jane Lewis	C& Regen	WBO5-H ERP
37	Provide an urgent support mechanism for those at risk of redundancy or have lost their job by utilising existing employability skills & expertise from within CCC. Promote a contact number/details & support available, support to include advice and guidance; jobs fairs and training where required to support people into work. (15131)	31/03/2023	Jane Lewis	C& Regen	WBO5-E ERP
38	Provide support through Employability programmes, identifying key training and skills opportunities through engagement with businesses & identifying key skills required. Departments within CCC will work with the RLSP to identify key skills gaps. (15132)	31/03/2023	Jane Lewis	C& Regen	WBO5-E ERP
Measures					
39	% of adults that feel more positive with improved confidence about seeking work after receiving employability support through Workways, Communities 4 Work and Communities 4 Work Plus Programmes (EconD/020) – 2021/22 Target: 100	100%	Amy Wakefield /Shan Williams	C& Regen	WBO4-C
40	% of residents that feel more confident in using a computer and gaining IT skills after receiving digital inclusion support through Workways, Communities 4 Work and Communities 4 Work Plus Programmes (EconD/021) – 2021/22 Target: 100	100%	Amy Wakefield /Shan Williams	C& Regen	WBO4-C
41	The number of accredited qualifications achieved by residents attending Employment related courses within the Workways, Communities 4 Work and Communities 4 Work Plus Programmes (EconD/022) – 2021/22 Target: 200	200	Amy Wakefield /Shan Williams	C& Regen	WBO4-C
42	New: Number of skills and Qualifications achieved by self-employed / micro businesses -250	250	Jane Lewis	C& Regen	WBO5-E ERP
43	New: Qualifications achieved within high growth sectors/ employment pathways - 300	300	Jane Lewis	C& Regen	WBO5-E ERP
44	New: Number of employees supported through employability schemes to earn real living wage - 200	200	Jane Lewis	C& Regen	WBO5-E ERP
45	New: Increased digital skill competency levels - 200	200	Jane Lewis	C& Regen	WBO5-E ERP
B Property and Major Projects					
46	We will generate capital receipts through the disposal of surplus properties to support the Councils Capital Programme. Milestone for 2022/23 to generate capital receipts of £1.56m – subject to a review that will be undertaken of the capital receipts programme and targets for the next 5 years with a report to be presented to Cabinet.	31/03/2023	Peter Edwards	P&R	WBO13-B6
47	We will support the delivery of the Council's Housing Regeneration and Development Delivery Plan through acquiring identified land and buildings.	31/03/2025	Peter Edwards	P&R / C& Regen	WBO6-A & WBO5-G
48	We will lead on and complete all land acquisitions required to facilitate strategic highway schemes such as Cross Hands Economic Link Road and Towy Valley Cycleway. (13181)	31/03/2025	Richard Evans	C& Regen	WBO5-G & WBO11

Ref #	Key Actions and Measures	By When or EOY Target?	By Who? Responsible Officer	Scrutiny	WBO Ref & Step WBOXX/a
49	We will expand the size and number of Street Markets in the County subject to the demand being sustained to help business start-ups and strengthen our town centre economies.	31/03/2023	Richard Evans	C& Regen	WBO5-G
50	To actively promote, market and deliver development opportunities in relation to: 1. The Costal Belt; 2. Town Centres; 3. Cross Hands East Strategic Employment Site - Milestone for 2022/23 - to agree terms for 3 employment sites.	31/03/2023	Peter Edwards/ Richard Evans	C& Regen	WBO5-B
Measures					
51	% performance against target to generate capital receipts to support the capital program (2.1.2.12) – 2022/23 Target: 100%	100%	Peter Edwards	P&R	WBO13-B6
C Strategic Asset Management					
52	We will review and formally adopt the Council's Corporate Asset Management Plan by March 2023.	31/03/2023	Stephen Morgan	P&R	WBO13-B4
D Pentre Awel					
53	As part of the City Deal we will deliver a whole-site project plan for Pentre Awel, to include design and build, service/business planning, public engagement and securing private sector financing to ensure benefits maximisation and ongoing sustainability. (12985)	31/03/2024	Richard Reynolds	C& Regen	WBO5-A
54	Continuation of delivery of projects on key strategic sites with a view to job creation and growing the economy: Pentre Awel. (15155)	31/03/2023	Sharon Burford	C& Regen	WBO5-A ERP
E Digital Programme					
55	Work with all relevant partners and stakeholders to address issues of poor broadband connectivity and mobile coverage across the County, particularly in rural areas. (14892)	31/03/2023	Gareth Jones	C& Regen	WBO5-G ERP
56	We will continue to lead the £55 million investment in Digital Infrastructure across Carmarthenshire and the wider Swansea Bay City Region. (14921)	31/03/2023	Gareth Jones	C& Regen	WBO5-G ERP
Measures					
57	Ensure at least 91% of premises across Carmarthenshire have access to Superfast broadband connectivity or better (ICT/007)	91%	Gareth Jones	P&R	WBO13-B3
58	New: Ensure at least 40% of premises across Carmarthenshire have access to Gigabit capable broadband.	40%	Gareth Jones	P&R	WBO13-B3

Business and Cabinet Support Business Unit: Nicola Evans

Unit Profile

The Business and Cabinet Support Service is responsible for providing a range of corporate, departmental and service specific support within the Chief Executive's Department:



- business support to the Chief Executive
- business support to the Leader
- business support to members of the Cabinet
- forward work programme support to Corporate Management Team
- departmental Management Team support
- administrative support in connection with the functions of the Lieutenancy,
- support for Royal Visits, ceremonial duties, honours and presentations made by the Lord-Lieutenant on behalf of Her Majesty the Queen
- creditors and debtors processes for department
- mail handling at County Hall, Carmarthen
- staff ID system
- support to Electoral Services team in relation to postal votes
- provide secretariat services for a number of corporate groups.

Self-assessment of performance in 2021/22


The Business Unit continued to respond and contribute to the Authority's response to the pandemic in a pragmatic manner, ensuring all essential services to staff and Members were prioritised and provided, to ensure continuation of core services.

Since the outbreak of Covid, the team has adopted a hybrid approach to working, some officers have attended the workplace due to the nature of their role, whilst others have continued to work from home. As a result, we have continued to review our processes to identify better ways of working. We have also accommodated the sharing of staff to ensure critical services have continued to be provided, ie a member of staff has worked in the creditors service to cover an extended period of staff absence.

The Unit supported *all Gold Command meetings* for Covid and major floodings. We have also supported the *Planning Assurance Board and Planning Intervention Board* who met weekly.

We worked closely with the Electoral Services Team in ensuring the postal vote opening system was in place and carried out in an effective manner working within very tight timescales and rigid working practices for the Police and Crime Commissioner and Senedd elections during May 2021.

 [Links to sources of evidence \(Regulatory Reports, Member T&F, etc.\)](#)

 See [sources of evidence to inform self-assessment as outlined in Local Government and Elections Act 2021](#)

Key Areas for Improvement arising from Self-assessment

(including Regulatory Report (WAO/FG), Member T&F, TIC and Consultation Findings; addressing bottom quartile results, etc.)

Moving Forward

The Business Unit will continue to provide support to the department, staff and Members.

We will support the Corporate Resources Department by being the first unit to implement the 'No PO No Pay' initiative. The initiative will increase compliance with existing financial procedure rules, whereby supplier invoices are rejected if they are not able to provide a PO number. This approach applies to the purchase of goods and services from suppliers only, it does not cover 3rd party payments for example grant recipients. **A1**

We will continue to work with colleagues in the TIC Team and implement any recommendations from their reviews that impact on our work area, ie electronic signatures, staff travel system, hybrid mail system, storage. **A2 & A3**

We will also implement all recommendations from Internal Audit reviews, ensuring that any procedural / administrative changes are implemented. **A3**

As part of better ways of working, we will continue to work with business unit managers to further develop paperless processes and systems. **A1 & A2**

A number of officers are attending specific election postal votes training in the new year. This will ensure that we plan and are prepared for Local Authority and Town & Community Council elections in May 2022.

Following the elections in May 2022, we will work with the incoming administration to develop a Moving Forward Strategy and agree member portfolios. **A4**

★ Address & cross-reference any actions arising within the Business Unit Action Plan section below if applicable

Risks

Risk Ref or New?	Risk score after mitigation	Identified Risk	Business Unit Action Plan Ref No.
		All risks can be profiled in the Divisional Plan. In this departmental plan the Division should identify: <ol style="list-style-type: none"> 1. Any Risks that it has on the Corporate Risk Register 2. Significant Risks (scored 16+) 3. Service High Risk (scored 12+) 	
		No Corporate or Service Risks identified.	

★ All Corporate, Significant Risks and Service High Risks must be addressed in the Business Unit Action Plan below

5 Ways of Working

1. Long Term	<i>The importance of balancing short-term needs with the need to safeguard the ability to also meet long term needs</i>
<i>How good are we at this?</i>	Partial
Self-Assessment Review:	As a service we welcome the introduction of better ways of working ensuring our service users benefit from the changes we make to our process.
Planned Improvement for 22/23 - we will: (link to action plan)	Continue to streamline processes especially those that are heavily reliant on paper. Implement all recommendations from TIC and Internal Audit reviews. A1 & A2
2. Prevention	<i>How acting to prevent problems occurring or getting worse may help public bodies meet their objectives</i>
<i>How good are we at this?</i>	Strong
Self-Assessment Review:	The Unit proactively supports managers within a number of functions, such as HR processes, financial regulations, procurement.
Planned Improvement for 22/23 - we will: (link to action plan)	Implement all recommendations from TIC and Internal Audit reviews. A3
3. Integration	<i>Considering how well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies</i>
<i>How good are we at this?</i>	Strong
Self-Assessment Review:	Development of the forward work programme for Corporate Management Team ensuring reports are tabled at the appropriate timings and in line with the democratic committee cycle.
Planned Improvement for 22/23 - we will: (link to action plan)	Continue to review the forward work programme with departmental report co-ordinators. A6 & A8
4. Collaboration	<i>Acting in collaboration with any other person (or different parts of the body itself) that could help the body meet its well-being objectives</i>
<i>How good are we at this?</i>	Partial
Self-Assessment Review:	Development of the forward work programme for Corporate Management Team ensuring reports are tabled at the appropriate timings and in line with the democratic committee cycle.
Planned Improvement for 22/23 - we will: (link to action plan)	Continue to review the forward work programme with departmental report co-ordinators. A8
5. Involvement	<i>Importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area</i>
<i>How good are we at this?</i>	Strong / Partial / None
Self-Assessment Review:	
Planned Improvement for 22/23 - we will: (link to action plan)	

Business Unit Action Plan

Ref #	Actions and Measures	By When or EOY Target?	By Who? Responsible Officer	Scrutiny	WBO Ref & Step WBOXX/a
A	Business & Cabinet Support				
1	Ensure that all budget efficiencies agreed are delivered and identify potential efficiencies for future years.	31/03/23	Nicola Evans	P&R	-
2	Assist TIC with specific corporate efficiency projects.	31/03/23	Nicola Evans	P&R	-
3	Implement all TIC and Internal Audit recommendations from reviews that have an implication on the unit.	31/03/23	Nicola Evans	P&R	-
4	Work with the new administration to produce a Moving Forward Strategy.	31/03/23	Nicola Evans	P&R	-
5	Work with the new administration to agree member portfolios.	31/03/23	Nicola Evans	P&R	-
6	Produce a forward work programme for Corporate Management Team (CMT).	31/03/23	Nicola Evans	P&R	-
7	Ensure all CMT actions are followed up.	31/03/23	Nicola Evans	P&R	-
8	Produce a departmental forward work programme.	31/03/23	Nicola Evans	P&R	-
9	Co-ordinate Cabinet / Corporate Management Team Away Days.	31/03/23	Nicola Evans	P&R	-

Electoral Services and Civil Registration: Amanda Bebb

Divisional Profile



Both Electoral Services and Civil Registration are statutory services. The Registration Service includes the registration of births, deaths, stillbirths, marriages and civil partnerships, the provision of a certificate service and the provision of Citizenship Ceremonies. Electoral Services is responsible for the update and maintenance of the Register of Electors and the conduct of all elections relevant to Carmarthenshire.



Although the Registration Service is regulated by the Registrar General, the local and legal responsibility for the provision of the Service is given to the Proper Officer. The Proper Officer for Carmarthenshire is Wendy Walters, Chief Executive.

Wendy Walters is also the designated Returning Officer (or Deputy/ acting depending on the type of election) for all elections administered for Carmarthenshire. Electoral Services are also responsible for the update and maintenance of the Register of electors and any relevant boundary maintenance.

This Service area is also responsible for Coroner Services. Coroners although appointed and paid for by local councils, are not local government officers but holds office under the Crown. The current Acting Senior Coroner is Mr Paul Bennett for the Pembrokeshire and Carmarthenshire Jurisdiction. The Service therefore works with the Coroner and Pembrokeshire Council to ensure value for money, performance and financial efficiencies are achieved.

Self-assessment of performance in 2021/22

The work of the *Registration Service* has been under such continuous spotlight during the last year as we moved through the global pandemic. The pressures of high increase in death numbers alongside a backlog in birth registration emerging from the 1st wave as well as handling continuous changes to ceremony delivery have been immense. The backlog of some 800 births were cleared down in 4 months of recommencing the service. Arrangements for marriages and civil partnerships continue to evolve.

Together with dealing with the pressures of the pandemic, major legislative change was introduced with the Marriage Schedule System. The introduction of this major change impacts members of the Clergy and Approved Persons who will no longer be responsible for completing the formal register for the marriages they solemnize.

Our Registration Staff have demonstrated considerable resilience, adaptability and an on-going commitment to deliver a professional and caring service during a time when they were worried about their own personal safety and that of their families. Coupled with this they have embraced new legislation.


The *Election Team* were tasked with administering a complex combined Police and Crime Commissioner election with Senedd Elections which saw 16- and 17-year-olds and foreign nationals voting for the first time at the Senedd elections, two different voting systems whilst putting in place new procedures throughout the election process to comply with public health guidance with the main aim to ensure that voters were confident that they could vote safely. Due to the lateness of legislation, the election team together with a highly skilled Election Project team showed great teamwork, a resilience and commitment to the long hours required to deliver a successful combined election.

National Service Standards

Under the governance arrangements, Carmarthenshire Registration Service is committed to the service delivery standards developed by the General Register Office (GRO) and adheres to good practice guidance and the codes of practice. GRO guidance provides information on specific national standards the Local Authority must meet together with aspirational standards.

- Carmarthenshire Registration Service submits Annual Performance Reviews to the Registrar General confirming adherence to the Code of Practice, key service developments and performance indicators.
- Follow up discussions with the General Register Office Compliance Officers have confirmed that Carmarthenshire Registration Service continues to deliver services to an excellent level. The Service works to the Public Protection Counter Fraud framework to ensure compliance.
- Registration Officers meet regularly to discuss all aspects of the service and the Superintendent Registrar meets monthly with the Electoral Service and Civil Registration Manager to discuss registration matters and other local authority requirements.
- The Service is subject to Stock and Security reviews by the General Register Office and security of stock, data and fees is deemed paramount within this service. Registration officers and all staff are aware of the established security protocols and of the need to maintain robust filing and document retention systems. Up to date banking instructions and audit arrangements are in place. Cash handling and deposit arrangements are also appropriate.

 [Links to sources of evidence \(Regulatory Reports, Member T&F, etc.\)](#)

 [See sources of evidence to inform self-assessment as outlined in Local Government and Elections Act 2021](#)

Key Areas for Improvement arising from Self-assessment

(including Regulatory Report (WAO/FG), Member T&F, TIC and Consultation Findings; addressing bottom quartile results, etc.)

- To take all opportunities to engage, contribute and support the retention of the current easements continuing with regards death registration being enabled by telephone and electronic transmission of documents.
- To build upon and strengthen the partnerships established during the pandemic – i.e., hospitals, Medical Examiners, Funeral Directors, Coroner, health board and our mass fatalities project group to ensure we meet our statutory duty and to support bereaved families through their registration journey.
- To determine if our opening times still meet customer trends and business needs by participating in relevant consultation with our customers, staff and key stakeholders to seek views that will help make a decision on service improvement. **A2**
- We will analyse our performance indicators-both internal and external (such as statutory duty to register deaths in 5 days, births within 42 days, number of certificate applications processed, number of 16/17 year olds resident within Carmarthenshire to percentage registered to vote, stats on number of electors registered : number actually voting), this vital information for both services will aid the decision-making process as well as assess the efficiency & effectiveness of service delivery. **A2**
- To address each service area staffing structure and develop a robust workforce equipped with the necessary skills and knowledge to enable service delivery in any exceptional circumstances
- To commence planning for the delivery of the Local Elections schedule to take place on 5 May 2022.
- To implement the Carmarthenshire Electoral Boundary order.
- The recruitment of an Engagement Officer, whose role will be to consult, engage and analyse registration and participation in the Local Elections 2022.

 **Address & cross-reference any actions arising within the Divisional Summary Action Plan section below if applicable**

Key Risks

Risk Ref or New?	Risk score after mitigation	Identified Risk All risks can be profiled in the Divisional Plan. In this departmental plan the Division should identify: 1. Any Risks that it has on the Corporate Risk Register 2. Significant Risks (scored 16+) 3. For Service High Risk (scored 12+), see Divisional Plan	Divisional Summary Action Plan Ref No.
CRR190031	12	Failure to comply with the requirements of the Local Government and Elections Wales Act in delivering Local Elections and not fulfilling our obligation to engage and promote registration and voting among 16–17-year-olds and other qualifying foreign nationals.	B2
New	-	Risk of not generating sufficient income to meet the income target as the Registration service is demand led. There is a risk of further Covid disruption, depending on infection rates.	
New	-	Loss of accommodation in relation to reduced Council owned buildings-this could impact on registration services. Secondly could have an impact on the administration of elections where a number of buildings are required.	

★ All Corporate and Significant Risks must be addressed in the Divisional Summary Action Plan below

5 Ways of Working

1. Long Term	<i>The importance of balancing short-term needs with the need to safeguard the ability to also meet long term needs</i>
<i>How good are we at this?</i>	Strong
Self-Assessment Review:	<p>The Council is committed to delivering the service in accordance with the Good Practice Guide with achievement to National Standard as a minimum. All Key Performance Indicators for both Statutory Standards and Operational Delivery Standards within the guide are measured. Achievement is reported to General Register Office (GRO) in the Annual Performance Report. The GRO assessment templates are used to ensure that standards of work meet the GRO statutory and operational delivery requirements. These standards help us to reflect on our staffing needs and plan for business continuity.</p> <p>Electoral Services are required to comply with the National electoral register data matching test then analyse results and act upon those results. The Electoral Administration Act 2006 gave the Electoral Commission powers to set and monitor performance standards for electoral services.</p> <p>Under these provisions, the Commission:</p> <ul style="list-style-type: none"> determine and publish standards of performance for relevant electoral officers in Great Britain (Electoral Registration Officers and Returning Officers). Carmarthenshire elections team pride themselves on the joined-up work to ensure there is consistency in delivering elections within the Mid and West Wales region. The joined-up approach ensures we reflect on each Electoral Canvass and each election and put measurements in place from lessons learnt.
Planned Improvement for 22/23 - we will: (link to action plan)	<p>We will continue to invest in meeting our service delivery standards and will strive to meet the changing needs of our communities by example:</p> <ul style="list-style-type: none"> looking at the hours we operate and ensuring we have a robust staffing structure in place. We will engage with all sectors of our County, in particular young people on how we can help to encourage them to register and participate at relevant elections. A3

2. Prevention	<i>How acting to prevent problems occurring or getting worse may help public bodies meet their objectives</i>
<i>How good are we at this?</i>	Strong
Self-Assessment Review:	<p>Strong- Covid 19 impacted in every aspect of the Registration service. Business continuity plans and risk assessments were constantly being updated with the aim of maintaining staff levels and manage significant increases in workload. The profile of the service was raised and highlighted how important it was to work with key stakeholders in ensuring that the death journey for the bereaved was as painless as we could make it. We trained up additional staff from the Elections Team and staff from other departments, we participated and contributed to stakeholder meetings -both external and internal, operated a 7-day service at times whilst ensuring the well-being of the team.</p> <p>Detailed planning for an outcome of safe, fair and transparent elections was achieved with the delivery of the combined Police and Crime and Senedd Elections in May 2021.</p>
Planned Improvement for 22/23 - we will: (link to action plan)	<p>As both managers of Registrars and Elections have a key role to play in Wales i.e., Chair of the Wales Regional Group for Registration Services and Vice-Chair (Wales) of the Association of Electoral Administrators and Regional Chair for Wales Coroner Panel, we are in a position to positively contribute to national planning, have early access to proposed legislation etc and feed this back to our local authorities which will aid us in planning both short term and long term business continuity plans. We will continue to participate and contribute to regular Excess Deaths group meetings and monitor and plan for early indications of further waves.</p> <p>We will also work closely with the Elections' Project group in taking forward what we learnt from delivering the 21 elections when planning for the May 22 elections. B1</p>
3. Integration	<i>Considering how well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies</i>
<i>How good are we at this?</i>	Strong
Self-Assessment Review:	<p>We contribute to commemorating life events such as birth registration and death registrations.</p> <ul style="list-style-type: none"> • We ensure new parents are notified of the process in registering their new-born baby. We ensured that the back log of postponed birth registrations was dealt with quickly and efficiently when we were able to commence this process. • We also worked with our key partners to ensure that the death registration journey was conducted <u>with respect and dignity</u>. • We continued to deliver citizenship ceremonies as we know that it is important for this process to aid <u>social integration and community cohesion</u>. • Our work in training Registrars and ensuring they are up to date on legislation and guidance surrounding sham marriages and fraudulent use of certificates and fictitious birth certificates contribute to <u>the prevention of crime</u>. <p>Our planned engagement activities on ensuring that all 16–17-year olds were given the opportunity to register and vote at the May 2021 elections were delivered working with young Influencers, Electoral Commission and our internal partners.</p>
Planned Improvement for 22/23 - we will: (link to action plan)	<p>We will continue to create equal access to our services, providing full bi-lingual options for all ceremonies and registration processes. We will provide awareness and if required training to our stakeholders such as funeral directors, venues licenced for ceremonies, GP practices and Coroner Services with the aim of strengthening harmonious, effective working relations.</p> <p>To work with Education sector on becoming more proactive in our activities to promote the importance of registration and voting and to analyse data provided on the number of 16–17-year olds in our county: the number registered to vote and utilising the findings of this data to make informed decisions on future engagement. B2</p>

4. Collaboration	<i>Acting in collaboration with any other person (or different parts of the body itself) that could help the body meet its well-being objectives</i>
<i>How good are we at this?</i>	Strong
Self-Assessment Review:	<p>The Registration Service regularly asks customers to complete satisfaction surveys so that we can understand what is working well and meeting expectation and what isn't working well and could be improved upon. We have worked and will continue to work with external bodies such as the Home Office to deliver its Public Protection and Counter Fraud agenda. The General Register Office, where we have the opportunity to contribute to proposals to legislation change. In the last year we have worked with Welsh Government on their lockdown timetable on opening up marriages and strengthened our relations with funeral directors, mortuaries, Medical Examiners, Coroner Services and the local crematorium services – all working together to deliver a dignified death registration journey for families during what was very difficult times.</p> <p>Elections worked collectively with the Association of Electoral Administrators, Electoral Commission, Cabinet Office and Welsh Government to deliver a safe and fair election in May 2021. An elections project group was established that ensured all elements of the election planning was controlled and shared by key players.</p>
Planned Improvement for 22/23 - we will: (link to action plan)	To continue to build upon and strengthen relations with key stakeholders in ensuring that we all deliver our service to meet the needs of our customers. A5
5. Involvement	<i>Importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area</i>
<i>How good are we at this?</i>	Strong
Self-Assessment Review:	<p>Registration Service has been a key service during the pandemic and worked closely with key stakeholders in pulling together a robust plan for each wave of the pandemic, meeting on a regular basis to ensure that deaths of all faiths were managed with dignity and respect.</p> <p>Although there were periods where marriages were not allowed, giving much turmoil to couples, we worked with the couples and their external wedding venues in ensuring that we could marry them when convenient to all. We continued with the advice of our Senior Business Partners to conduct urgent weddings where one of the parties was seriously ill and not expected to recover, giving comfort to the couple.</p>
Planned Improvement for 22/23 - we will: (link to action plan)	<p>The Registration Service will work towards delivering shared outcomes with a number of key partners including the General Register Office, HM Passport Office, The Home Office and UK Visas and Immigration, the Department for Work and Pensions, the Department of Health and other central government departments.</p> <p>Electoral Services will ensure that there is a programme of engagement working with our educational establishments and youth organisations in ensuring all 14–18-year-olds are aware of their registration and voting rights. Work will continue beyond the May 2022 elections, using statistical information to move forward with engagement plans for all future elections.B2</p>

Action Plan

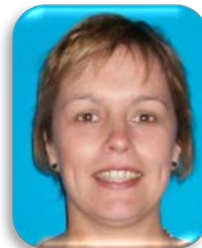
Ref #	Key Actions and Measures	By When or EOY Target?	By Who? Responsible Officer	Scrutiny	WBO Ref & Step WBOXX/a
A Civil Registration and Coroner Services					
A1	We will ensure that any potential merger of the coroner's jurisdiction with Swansea/Neath Port Talbot jurisdiction, results in a more resilient and consistent service for the bereaved people by working with key stakeholders including Pembrokeshire Council, Chief Coroner and Ministry of Justice.	Mar 23	Amanda Bebb	P&R	WBO13
A2	We will continue to provide the facilities to the Acting Coroner to ensure the backlog of inquests due to the Coronavirus Pandemic are conducted safely in a timely fashion to give closure to families and loved ones.	Mar 23	Amanda Bebb	P&R	WBO13
A3	We will continue to deliver a Registrars service that meets and exceeds the national standards in all areas by working closely with our stakeholders. to improve the quality of service providing high level services that give value for money and are based on best practice. We will also develop and retain highly skilled and valued officers who will have the right tools to deliver.	Mar 23	Andrea Rowlands	P&R	WBO13
A4	We will pursue the relocation of our Registration Office for the Ammanford area.	Mar 23	Andrea Rowlands	P&R	WBO13
A5.	We will administer and work with our stakeholders in delivering the Civil Partnerships, Marriages and Deaths (Registration etc.) Act 2019.	Mar 23	Andrea Rowlands	P&R	WBO13
A6	We will continue to develop lessons learned from the Coronavirus pandemic to inform how our future services can be delivered in line with the governments' digital agenda.	Mar 23	Andrea Rowlands	P&R	WBO13
A7	We will engage and build upon current relationship with Medical Examiner and Coroner Services in the planning for the introduction of the statutory Medical Examiner scheme.	Apr 22	Andrea Rowlands	P&R	WBO13
A8	We will continue to develop lessons learned from the Coronavirus pandemic to inform how our future services can be delivered in line with the governments' digital agenda.	Mar 23	Andrea Rowlands	P&R	WBO13
Measures					
	We will work with our key stakeholders <ul style="list-style-type: none"> to ensure that we register births within the statutory timeframe of 42 days, non-coronial deaths within the statutory timeframe of 5 days, conduct all Citizenship Ceremonies within 60 days of the Home Office invitation and Issue 100% of Priority Service certificates within 24 hours 	Targets 42 days 5 days 60 days 100%	Andrea Rowlands	P&R	WBO13
B Electoral Services					
B1	To put in place robust planning and engagement arrangements for delivering the May 2022 combined Local and Town and Community Council Elections with the view of ensuring that all eligible electors are registered to vote, and we have in place the facilities for them to exercise their vote.	May 22	Amanda Bebb	P&R	WBO13

Ref #	Key Actions and Measures	By When or EOY Target?	By Who? Responsible Officer	Scrutiny	WBO Ref & Step WBOXX/a
B2	We will recruit an Engagement Officer whose role will be to primarily work with key stakeholders on delivering a timetable of activities to encourage registration and participation. The role and the activities will be assessed post May elections for their success and take forward lessons learnt for all future engagement.	Sept 22	Amanda Bebb	P&R	WBO13
B3	Review suitability of all polling station accommodation and provide instructions and guidance for polling station staff about temporary reasonable adjustments to make stations fully accessible and consult with representatives of disability groups regarding all aspects of registration and voting.	May 22	Amanda Bebb	P&R	WBO13
B4	To carry out an effective campaign to ensure that all 16- and 17-year-olds and foreign nationals newly enfranchised living within Carmarthenshire are registered and encouraged to participate in the Local Elections taking place on 5 May 2022.	May 22	Amanda Bebb	P&R	WBO13
B5	To expand the team of other Council staff who will gain knowledge and experience on all aspects of administering an election	May 22	Amanda Bebb	P&R	WBO13
B6	Publish and maintain an accurate and legally compliant Electoral register each year and maximise registration for target groups within the County	May 23	Amanda Bebb	P&R	WBO13
B7	To discharge the Council's increasing statutory responsibilities, required by local government and elections (wales) act 2021 and future proposed electoral reform, within the context of extraordinary financial constraints.	May 23	Amanda Bebb	P&R	WBO13



Profile

Media, Marketing and Customer Service is a diverse unit which prides itself on delivering the highest standards for a range of services. The service has expertise in public relations, graphic design and print, media, advertising, social media, internal communications, web, digital, engagement, consultation, and translation. Our key aim is to ensure all messages are communicated bilingually and attractive in a way that appeals to our given audience. Communicating with our staff, elected members, our business community, our partners, and visitors is the key driver of our purpose, promoting the county as an attractive and commercially viable place to visit and invest in, through the regional and national campaigns that we lead on.



Self-assessment of performance in 2021/22

The Media and Marketing service have again this year played a key role in supporting all divisions across the authority to effectively communicate in both Welsh and English relevant information to residents, businesses and stakeholders throughout the county ensuring consistency and relevancy across all communications.

As well as additional external communications that has been required for us to publish, the team has delivered a wide range of additional internal communications to support staff who have had to change the way they work including a growing demand on simultaneous translation of all democratic virtual meetings.

The team continues to play a key role in supporting businesses, particularly those in the tourism industry, to react and recover as restrictions are lifted and aim to ensure that they can benefit from targeted support and in creating campaigns that will continue to attract people to holiday and visit Carmarthenshire.

The additional demand on customer services during the past 12 months has been dramatic. It has been challenging to deliver a service due to the increase in service demand. It has been inevitable that there has been an increase in waiting times and number of abandoned calls. New processes and further discussions with specific services are taking place to reduce this as best we can. Recruitment has proved to be difficult, and we continue to look for additional staff to join the team to build resilience into the staffing structure.

The team also successfully trialled standby arrangement to assist with communication outside of normal working hours. This has been critical during recent events.

Some of the key campaigns and support provided during this time include:

- Prosiect Zero SirGar
- Tackling poverty
- Ty isha
- Housing and regeneration masterplan
- Preparing for election
- Levelling up and community renewal fund
- 20mph changes
- Hwb move to new town centre site in Carmarthen
- Canolfan Eto
- Waste strategy
- Regeneration recovery plan
- WESP
- Pentre Awel
- Recruitment
- Sandy Road consultation
- Conduct formal evaluation of Planning Hwb pilot to inform potential further roll out of approach in other services currently provided by Contact Centre

The pandemic continues to provide an additional strain on the team and its workload. With the general elections coming up and continual changes to covid regulations the team still have a considerable amount of work that cannot be scheduled, and timescales given.

 [Links to sources of evidence \(Regulatory Reports, Member T&F, etc.\)](#)

Key Areas for Improvement arising from Self-assessment

(including Regulatory Report (WAO/FG), Member T&F, TIC and Consultation Findings; addressing bottom quartile results, etc.)

Moving Forward

The Media and Marketing team will restructure to ensure the service can deliver and achieve the communication and marketing needs of the Authority and build on the high-class service to its internal and external customers.

To deliver the Council's key principle of *One Council, One Vision, One Voice*, moving forward we will structure in a way that will allow us to have a greater working relationship with partner organisations and ensure the Council brand is proactively promoted through all our communications channels consistently and in a way in which our customers want. **A1**

The service moving forward will be driven by the priorities, services and activity outlined in the corporate plans and we will use our resources and focus our energy to meet these priorities. Working closely with key services we must ensure a consistent, coordinated, and unified approach and department must plan to ensure that we support them in engaging with the right people, in the right way at the right time. **A3**

Key projects that we already know that will require our expertise include: **A1, A3, A7, A10**

- General elections
- Waste strategy
- Ten towns initiative
- Jobs and growth / Developing Carmarthenshire together
- Prosiect Zero Sir Gar / Tackling Climate Change together
- Sponsorship and advertising opportunities
- WESP
- Raising the profile of democracy and how we engage and consult with the public
- MEP
- Canolfan eto
- Pentre Awel
- Levelling Up (2) and community renewal fund (7)
- Major events and filming opportunities
- Post 16 education
- Digital transformation

Customer Services will continue to review all its processes to ensure that we deliver a clear customer journey for all council service enquiries.

- Identify other services where the first of point of contact enquiries could be dealt with by Contact Centre/ adopt a Hwb approach. **E6**
- Pushout and enhance the claim what's your service and develop a consistent approach within the Council to ensure all services manage customers with financial and wellbeing concerns in the same manner to avoid confusion and to build confidence and clarity. **E3**

★ Address & cross-reference any actions arising within the Business Unit Action Plan section below if applicable

Risks

Risk Ref or New?	Risk score after mitigation	Identified Risk	Action Plan Ref No.
		1. Any Risks that it has on the Corporate Risk Register 2. Significant Risks (scored 16+) 3. Service High Risk (scored 12+)	
New	New	24/7 response cover to ensure we keep the public informed of any major incident that happens within the County.	
New	New	Adequate staff numbers to manage the current customer service demand.	
New	New	Translation being able to maintain a service to meet the Welsh language standards.	D1-4
New	New	Under various regulations we are required to communicate in an accessible manner (WCAG 2.1 AA standards) and adhere to data protection. Severe penalties and reputational damage is a factor if not met.	A1
New	New	To ensure the safe management of corporate or major events.	
New	New	Ensuring adequate additional measure are in place if traditional means of communication fail due to eg cyber attacks or major incident.	

★ All Corporate, Significant Risks and Service High Risks must be addressed in the Business Unit Action Plan below

5 Ways of Working

1. Long Term	<i>The importance of balancing short-term needs with the need to safeguard the ability to also meet long term needs</i>
<i>How good are we at this?</i>	Strong
Self-Assessment Review:	<ul style="list-style-type: none"> Managing Customer Services day to day depending on changes to service and public demand is becoming more of a challenge. The long term needs to recruit more staff is critical for this service to progress and develop to become the front door for this council, providing a clear point of entry to each of our customers. Developing a corporate communications plan will allow communication and engagement to embed the responsibility with everyone who represents the Council. The strategy will be a key tool to assist and support everyone in knowing how to communicate with their audience. Effectively introduce and embed the County Council new brand across all communication work, to both internal and external audiences.
Planned Improvement for 22/23 - we will: (link to action plan)	<ul style="list-style-type: none"> Move Carmarthen Hwb to the town centre to improve accessibility and to introduce additional partners to the Hwbs, widening the offer to our customers. E1
2. Prevention	<i>How acting to prevent problems occurring or getting worse may help public bodies meet their objectives</i>
<i>How good are we at this?</i>	Partial
Self-Assessment Review:	<ul style="list-style-type: none"> Support departments with their messaging by proactively promoting changes to services in the way customers wish to be informed. Continue with standby arrangement to assist with communication outside of normal working hours. This is critical when considering recent events. Improve communications with all staff and develop solutions to communicate effectively with frontline staff who do not have a council email address. We provide a translation service available to all council services which supports the Authority in ensuring all content and engagement is provided bilingually in Welsh and English. We coordinate consultation and engagement to ensure all residents are made aware and have had a voice into any key changes that are happening to services in a way that is easy to understand and follow.
Planned Improvement for 22/23 - we will: (link to action plan)	<ul style="list-style-type: none"> Develop a timeline of key council priorities to ensure relevant resources are given to key council objectives. A1

	<ul style="list-style-type: none"> • Look at ways in how Council work can be coordinated and communicated jointly making the message easier to understand for our customers and ensure all our conversations are valuable. A1
3. Integration	<i>Considering how well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies</i>
<i>How good are we at this?</i>	Strong
Self-Assessment Review:	<ul style="list-style-type: none"> • We play a key role in supporting all Well-being Objectives 4 / 5 / 8 / 10 / 12 / 13 helping consult / engage / assist with comms / lead on customer experience etc. We also support all other well-being objectives. • The new Carmarthenshire tourism brand and how this is developed with the customer in mind performs effectively to its given audience with specific campaigns such as walking, beaches and what's on figuring in the top five requests on a regular basis. • Our Translation service continues to support the Council and other key partners to deliver their services bilingually. • Continue to work with local, regional and national stakeholders to develop and deliver marketing actions to support post pandemic economic recovery, with focus on rural Carmarthenshire and seasonality.
Planned Improvement for 22/23 - we will: (link to action plan)	-
4. Collaboration	<i>Acting in collaboration with any other person (or different parts of the body itself) that could help the body meet its well-being objectives</i>
<i>How good are we at this?</i>	Partial
Self-Assessment Review:	<ul style="list-style-type: none"> • We represent the County at the annual all Wales tourism summit and attend the quarterly South West Wales Regional Tourism Forum. • Attend Customer Focus Wales. • Hwb opens its doors to work collaboratively with other partners such as Dyfed Powys Police. • We attend the all Wales warning and informing group to proactively look at how we manage emergencies. • Regional corporate communications group chaired by Hywel Dda Health Board. • We coordinate the public relations for the Dyfed Powys Police and Crime panel. • Represent marketing and media on various cross departmental working groups and forums.
Planned Improvement for 22/23 - we will: (link to action plan)	<ul style="list-style-type: none"> • Continue to work with partners and in a collaboratively way to ensure customers are kept well informed. A1 & A4 • Develop a corporate communications group to improve the way the Council communicate as one council, providing clarity and consistency to our audiences. A3
5. Involvement	<i>Importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area</i>
<i>How good are we at this?</i>	Partial
Self-Assessment Review:	<ul style="list-style-type: none"> • Developed relevant marketing and promotional campaigns to ensure our customers engage and understand the role of the local authority. • Ensure all communication is available to our customers in the format they wish to find out about the local Authority. • Ensure all correspondence is fully bilingual Welsh and English and involve customers in all that the Council deliver.
Planned Improvement for 22/23 - we will: (link to action plan)	<ul style="list-style-type: none"> • We will work with other Council services to further develop the Council's involvement, participation, and consultation framework. A1 • Improve further the accessibility of our communication and continue to educate services of the importance of clear and accessibly information is to ensure we reach all our audiences. A3 & A7 • Identify specific audiences that we need to reach and ensure we communicate with them in a way that is engaging and effective. A4

Media, Marketing and Customer Service Action Plan

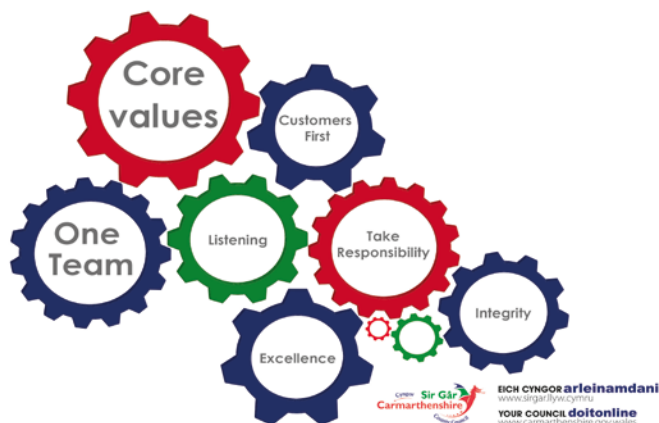
Ref #	Actions and Measures	By When or EOY Target?	By Who? Responsible Officer	Scrutiny	WBO Ref & Step WBOXX/a
A Communications & Marketing					
1.	Deliver the council's corporate communications strategy following the key principle of <i>One Council, One Vision, One Voice</i> . As part of the launch of this strategy, communicate and embed a corporate communications standard across all departments to ensure the basic principles of communication are understood and utilised by all - for example, communications are always accessible, bilingual, friendly and with a clear call to action.	30/08/2023	Deina Hockenull	P&R	WBO13
2.	Improve forward planning to maximise timely and topical PR opportunities and coordination across departments.	31/03/2023	Laura Morris	P&R	WBO13
3.	Set up a cross-departmental corporate comms group to ensure a consistent and co-ordinated approach to communicating with staff and the public and use this group to map out the range of council communications resources and channels both internally and externally to ensure that key messages are communicated with the right audience, in the right way and at the right time.	30/06/2023	Diane Phillips	P&R	WBO13
4.	Service user involvement: The Council should develop a systematic approach to involving service users in the future design and development of its online/channel shifted services. <i>(14300 Regulatory Recommendation)</i>	31/03/2023	Deina Hockenull	P&R	WBO13 AW
5.	To work with services to create web content that places our customer at the heart of everything we communicate online and to highlight the importance of putting the customer first when creating new processes.	31/03/2023	Deina Hockenull	P&R	WBO13
6.	To continuously enhance our flagship websites in terms of content and functionality.	31/03/2023	Deina Hockenull	P&R	WBO13
7.	Improve communications with all staff by using a new corporate Teams channel and Sway with the aim of increasing engagement and provide budget savings. Develop solutions to communicate effectively with frontline staff who do not have a council email address.	31/03/2023	Laura Morris	P&R	WBO13
8.	Re-brand our internal communications across all departments so that it is consistent with corporate branding.	30/08/2023	Deina Hockenull	P&R	WBO13
9.	Support PMP to promote a new staff rewards platform (ICOM), communicate major organisational changes, assist with the new recruitment system and contribute to the development of a workforce engagement plan.	31/03/2023	Deina Hockenull	P&R	WBO13
10.	Plan and deliver priority campaigns that align with Cabinet objectives during the next 12 months, including Transforming Tyisha, Pentre Awel, Recycling (waste strategy and circular economy), Prosiect Zero Sir Gar etc.	31/03/2023	Diane Phillips	P&R	WBO13
11.	Ensure a planned and co-ordinated approach to engagement and consultation across the authority by developing a solution to coordinate requests. Communicate this approach across all departments to ensure consistency.	31/03/2023	Deina Hockenull	P&R	WBO13
12.	Working with local, regional and national stakeholders, develop and deliver marketing actions to support post pandemic economic recovery, with focus on rural Carmarthenshire and seasonality.	31/03/2023	Deina Hockenull	P&R	WBO5
13.	NEW: Increase the follower growth of the Council's Corporate Social Media account of <i>Facebook</i> (baseline: 20,000)	26,000 followers	Laura Morris	P&R	WBO13
14.	NEW: Increase the follower growth of the Council's Corporate Social Media account of <i>Twitter</i> (baseline: 11,000)	13,000 followers	Laura Morris	P&R	WBO13

Ref #	Actions and Measures	By When or EOY Target?	By Who? Responsible Officer	Scrutiny	WBO Ref & Step WBOXX/a
15.	ICT/005 - Number of user sessions to the County Council website (Target 21/22: 2,750,000)	3,000,000 sessions	Deina Hockenhill	P&R	WBO13
B Tourism					
1.	Develop and deliver actions to increase local secondary spend from both overnight and day visitors.	31/03/2023	Huw Parsons	C& Regen	WBO12
2.	Increase the number and economic / branding value of film and screen productions in the County, liaising pre and during filming and promoting post.	31/03/2023	Huw Parsons	C& Regen	WBO12
3.	Attract and develop the number and value of major and signature events to Carmarthenshire, focusing on those that amplify the values of Carmarthenshire and deliver local benefits.	31/03/2023	Huw Parsons	C& Regen	WBO12
4.	That the Council builds on existing arrangements to work with all interested partners in the tourism sector to create and promote a Carmarthenshire destination offer. MFR-25	31/03/2023	Huw Parsons	C& Regen	WBO12
5.	That the Council works with all interested partners in the tourism sector and local communities to develop, support and promote a programme of year-round local events/festivals across the County MFR-26	31/03/2023	Huw Parsons	C& Regen	WBO12
6.	That the Council works with partners and the private sector to identify opportunities to address the current gap in terms of open air and all-weather provision in the County. MFR-27	31/03/2023	Huw Parsons	C& Regen	WBO12
7.	Establish a new brand and communication strategy to support increased value of visitor economy as well as brand value of local products and services to residents.	30/06/2023	Huw Parsons	C& Regen	WBO12
C Advertising & Branding					
1.	Create and promote a digital support "toolkit" for local community event organisers that will enable them to plan and deliver safe, vibrant and sustainable activities.	31/03/2023	Deina Hockenhill	P&R	WBO13
2.	Effectively introduce and embed the County Council new brand across all communication work, to both internal and external audiences.	31/03/2023	Huw Parsons	P&R	WBO13
3.	Integrate more effective digital ordering and client relationship software package, increasing the efficiency and quality of design requests.	30/08/2023	Huw Parsons	P&R	WBO13
4.	Plan and implement campaign to attract external income through offering advertising opportunities through bus shelters and roundabouts.	31/03/2023	Deina Hockenhill	P&R	WBO13
5.	Increase the planning and understanding of advertising opportunities by providing online "Toolkit" outlining why's, how's and case studies.	31/03/2023	Deina Hockenhill	P&R	WBO13
D Translation					
1.	Use Déjà vu to its full potential and as efficiently as possible. Ensure that the terms in the terminology are correct and that we are consistent as translators.	31/03/2023	Helen Davies-Eynon	P&R	WBO12
2.	Improve customer awareness of what the translation service can provide.	30/08/2023	Helen Davies-Eynon	P&R	WBO12
3.	Simultaneous Translation – look at how to extend the Unit's simultaneous translation service for departments and creating a simultaneous translation protocol. Create a formal simultaneous translation request form similar to the written translation request on the new system coming into effect. Thus making the managing of requests more efficient.	31/03/2023	Helen Davies-Eynon	P&R	WBO12

Ref #	Actions and Measures	By When or EOY Target?	By Who? Responsible Officer	Scrutiny	WBO Ref & Step WBOXX/a
4.	Look further into grant funded / 3rd party work, making enquiries as to what projects are grant funded in order to report on further income opportunities for the Unit.	31/03/2023	Helen Davies-Eynon	P&R	WBO12
E Customer Service					
1.	Develop Carmarthen Hwb to include partnership working with employability projects and other agencies.	30/06/2023	Eifion Davies	P&R	WBO13
2.	Develop and promote the Claim <i>What's yours</i> initiative to support the Council's tackling poverty initiative which is responding to the current challenges faced by residents and communities.	31/03/2023	Deina Hockenhull	P&R	WBO13
3.	Produce corporate customer service standards to enable customers to receive the same level of service no matter where in the organisation they are dealt with and inform staff of the service expected.	30/06/2023	Deina Hockenhull	P&R	WBO13
4.	Produce a standard Enquiry / Contact Us form to be used online by customers ensuring that all information is received in a consistent format and that all relevant information is captured.	30/08/2023	Eifion Davies	P&R	WBO13
5.	Continually review processes and eforms with customers at the forefront to ensure that any online forms are easy to use for customers and gets the information to the relevant part of the organisation thus reducing double handling of data.	31/03/2023	Eifion Davies	P&R	WBO13
6.	Increase the number of customer service enquiries/requests that can be dealt with at first point of contact and strengthen processes for managing those requests that needed to be actioned within services.	31/03/2023	Eifion Davies	P&R	WBO13
7.	NEW: Number of residents requesting a face to face appointment at one of the three main town centre Hwbs (Carmarthen, Llanelli or Ammanford).	-	Eifion Davies	P&R	WBO13
8.	NEW: Number of calls handled at the Contact Centre.	-	Eifion Davies	P&R	WBO13
9.	2.2.2.20 - Average speed (mins) to answer calls to the Contact Centre.	5 mins	Eifion Davies	P&R	WBO13

4. Department Resources

Core Values



Customers First – we put the needs of our citizens at the heart of everything that we do

Listening – we listen to learn, understand and improve now and in the future

Excellence – we constantly strive for excellence, delivering the highest quality possible every time by being creative, adopting innovative ways of working and taking measured risks

Integrity – we act with integrity and do the right things at all times

Taking Responsibility – we all take personal ownership and accountability for our actions

Seven areas of Corporate Change required

<p>The statutory guidance of the Well-being of Future Generations Act identifies seven areas where change needs to happen. These are:</p>	1	Corporate Planning
	2	Financial Planning
	3	Workforce Planning
	4	Procurement
	5	Assets
	6	Risk Management
	7	Performance Management

[More information on the 7 Areas of Corporate Change required](#)

1. Corporate Planning

See Section 2 - Strategic Context

Following local government elections in May 2022 we will publish a revised Corporate Strategy incorporating Well-being Objectives.

2. Financial Planning - Budget Summary

See separate item at Budget Departmental Seminar / Budget Scrutiny for further information

Administration and Legal

Budget setting process (Council 3rd March 2021)

<https://democracy.carmarthenshire.gov.wales/ieListDocuments.aspx?CId=155&MId=4219&Ver=4>

There is a corporate decision to move IT systems to a cloud based solutions which will result in significant additional costs and budget pressures. Systems within the service include Landcharges, Timebase, the Legal Services Case Management System and the Committee Management System (which transferred to a cloud solution as of October 2020).

A draft determination by the Independent Remuneration Panel for Wales proposed a significant increase in Member Salaries at approx. £250k per annum. A growth bid was successfully submitted for £200k to ensure that funding was available within this budget should the determination be confirmed in the final 2022 report.

Regeneration		
Capital Covid Recovery £3.7m inclusive of:	Revenue Covid recovery £0.7m inclusive of:	Capital Funding (Non recovery related) £2m inclusive of:
Transforming Towns £1.2m PDF £1m Ten Towns £1m Rural Enterprise fund £0.5m	Business Support fund £0.5m Business Skills support fund £0.2m	Business Renewable Energy Fund £0.5m £1.5m Capital allocation for Transformational Strategic Projects

Financial Planning - Savings and Efficiencies

Administration and Legal
Reduction in Member travel budget due to multi-location meetings – a proportion of the members’ budget has been given up to achieve the necessary divisional budget savings.
Regeneration
2022/23 Total £70k:- £20k - Anticipated increase in Income/reduction in operating costs on administrative estate through New Ways of Working. £25k anticipated decrease in utility costs on administrative estate due to reduced occupancy through continued agile working. £10k reduction in community grants. £15k supplies within industrial budget.
2023/24:- £30k additional income from Swansea University Parc Dewi Sant.
2024/25:- £30k anticipated increase in income / reduction in operating costs on admin estate through new ways of working

3. Key Workforce Planning Issues

<p>📌 Workforce Planning Toolkit to help complete this section</p> <p>Need to identify:</p> <ol style="list-style-type: none"> 1. Current workforce issues? 2. Future business priorities and implications on the workforce? 3. What is your Development Plan to address the gap implications? (between 1 & 2 above) <p>Admin & Legal</p> <p>Workload pressures, particularly since the beginning of 2020, have had a significant and detrimental impact upon staff health and well-being.</p> <p>People Management</p> <p>The age profile in some areas of the service is a cause for concern but we have developed contingency plans to meet potential succession planning requirements.</p> <p>However, the legacy costs of the pandemic has resulted in a steady growth in demand for our services post covid, with an increase in absences and referrals into our Wellbeing Support Services. Our Health & Wellbeing and Occupational Health teams are relatively small and so we will need to grow the teams to meet demand.</p> <p>We will also need to respond to the recommendations resulting from the TIC review that will affect our Working Safely team.</p> <p><i>Workforce Planning</i></p> <p>There is a need to make better use of data and intelligence to help inform future workforce development requirements.</p> <p>Ensure that the service is able to further respond to the on-going recruitment and retention challenges within the social care sector via the Social Worker development programme and the integrated Awiff induction programme</p>
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The impact of the Covid-19 pandemic has further increased the demands for digital skills across all services and the service will need to ensure that it has also has the capacity and skills to respond to this approach

People Services - The age profile in some areas of the service is a cause for concern but we have developed contingency plans to meet potential succession planning requirements.

Employee Services – team will need to be re-skilled following recruitment review and implementation of the new recruitment system to reduce risk and increase resilience. Personal development plans will be created for each team member.

Employer Pensions Administration has seen an increase in demand to support the provision of data. Part of the Employee Services restructuring will look at identifying the level of resource required to meet this demand on an ongoing basis. Early indication suggest that an additional resource will be needed and that a growth bid will be submitted.

Resourcelink Team – we have successfully grown the number of MyView users which has helped to free up resources in departments and allowed us to relinquish a resource. However, we have seen a significant increase in demand for systems development and user support, so this part of the service will need to grow over the next 18 months to 2 years to meet demand.

The age profile in some areas of the service is a cause for concern but we have developed contingency plans to meet potential succession planning requirements.

HR Business Partners will continue to support their DMTs to develop workforce plans to support business priorities.

TIC

The lack of capacity within the services to support change and transformation objectives has been highlighted as a significant risk, and this has the potential to impact on its ability to progress a number of key priorities such as service improvement, commercialisation and its response to the NZC agenda. One of the objectives for the TIC programme will be to develop the capacity and skills within services to adopt a self-help approach to reviewing and challenging working practices and implementing the associated changes in a sustainable way. The TIC team is also looking make further use of data and information to support a more evidence based to identifying priorities and improvement activity and there will be a need to ensure that the team has the relevant skills and capacity to undertake this work.

Regeneration

The Regeneration service workforce has proven to be very resilient and adaptable with its response to the pandemic. We have provided support to businesses, communities and vulnerable residents, delivering significant business support grants, providing business advice and support via a dedicated business contact centre, providing foodbank support and food parcel deliveries, creating a county wide community directory to signpost residents to services and support available locally.

The focus is now supporting the county's economy to recover. To deliver on this ambition we will:

1. Identify current workforce issues:

- Hybrid working - (see 4 below).
- European funded staff seek other employment - XX% of regeneration posts are funded by EU grant. This funding will come to an end in March 2023. The work programmes however will need to continue beyond then to support our recovery proposals.
- Agency staff – we will be reviewing the use of Agency staff and identify permanent positions, where appropriate.

2. Consider future business priorities and implications on the workforce:

- European funded programmes, e.g. LEADER ending in March 2023
- Greater focus required on business support and engagement with a focus on progressive procurement opportunities to increase our spend with local businesses

- Community Bureau function to be expanded to provide specialist Business Planning service for the Authority for external funding programmes and a corporate intelligence function, providing a central point for external funding across the authority.
 - Additional resource to be considered to support town centre recovery plans.
3. Develop a **Plan** to address the gap implications:
 - Seek alternative external funding to fund activities that are currently funded by the EU programmes and retain European funded staff via expanded Community Bureau Function
 - Recruit 2 Community Bureau funding officers
 - Recruit 2 Business Support officers
 - Recruit 2 regeneration officers
 - Utilise grant funding such as Transforming towns, WG JV and UK Gov LUF to fund specific posts for project delivery
 4. Consider **New Ways of Working** - It is anticipated that the service need for property floorspace will be significantly reduced as the regeneration unit embraces new ways of working. An approach will be developed in consultation with staff that provides accommodation that supports new ways of working coupled with utilisation of technology and digitisation of paper records to deliver a better service. Workspace will be a mix of team and shared zones, configured to support a hybrid working solution comprising a mix of agile collaborative workplace and home working, with staff rotated into the office environment taking into account service need and personal preference. This proposed new way of working will support staff induction, developing, training, and mentoring.
 5. Review **Property Management Structure** – A review will be undertaken with the intention of filling the vacant Property and Major projects post.
 6. Support **Staff Development** – Leadership training will be made available to aspiring future senior managers and the Regeneration Academi development programme “Igniting and building talent” will be re-established to support and develop staff knowledge and skills in key areas of competence reflecting their future ambition.
 7. Support **Continuous professional development** - As a service we are committed to continuous training and development of our staff, both in job-related skills and in their professional career development.

4. Procurement

Admin & Legal

The service is under significant pressure from the ICT department to procure a new cloud based Land Charges Softyware package to replace the current, server based in-house ‘Ladybird’ software. Despite a lack of funding we are looking at available options with a view to moving away from Ladybird as soon as possible.

The service is also under significant pressure from the ICT Department to move its current case management software (Timebase) off the Council’s servers and onto the cloud. Again there is no funding for this but we are looking at all options to try and meet this request.

The Democratic Service will need to review and procure a new hybrid webcasting contract and it is anticipated that this will be at a much higher cost due to the decision to webcast all meetings and the need to increase our hosted content (number of hours footage) by 200 hrs plus.

Regeneration

Sale of housing development sites where the authority will look to purchase a % of houses completed to a confirmed specification to add to the Council’s Housing stock, including: Cwm Y Nant, Dafen, Llanelli; Carmarthen West; Site 4 Burry Port; Residential sites Burry Port.

5. Asset Management

Service Asset Management Plans currently being reviewed with Key issues as follows –

- Delivery of Phase 1 Pentre Awel
- Ten Towns programme and investment in strategic sites in town centres
- Review and confirm operational office need through BWOW workstream
- Review and confirm service non office needs, e.g., social care day centres etc.
- Provide draft Corporate Asset Management Plan to CMT (Q4 2022)
- Rural Estate Review with focus on impact of pollution regulations
- Review of Community Asset Transfer procedures following Town & Community Council consultations
- Review of Council's 5-year capital receipts programme
- Review of Land holdings to highlight opportunities in relation to phosphate mitigation, tree planting and energy generation as part of net zero carbon commitment
- Review and update of Council's disposal of schools policy.

6. Risk Management

See Section 3 – Summary Divisional Plans

Corporate and Significant Risks are identified within the Divisional Business Plan sections of this Departmental Plan.

7. Performance Management

Democratic Services

All Scrutiny Committees prepare an Annual Report giving an account of the Committee's activities over the previous year.

Regeneration

- The Economic Recovery Plan reports performance to the Regeneration Delivery Team (RDT) Board and Cabinet
- Pentre Awel Zone 1 Construction Board
- BREXIT Member / Officer Group
- 10 Towns Working Group
- BWOW Strategic Group

Electoral Registration and Registrars

Under the governance arrangements, Carmarthenshire Registration Service is committed to the service delivery standards developed by the General Register Office (GRO) and adheres to good practice guidance and the codes of practice. GRO guidance provides information on specific national standards the Local Authority must meet together with aspirational standards.

Carmarthenshire Registration Service submits Annual Performance Reviews to the Registrar General confirming adherence to the Code of Practice, key service developments and performance indicators.

Follow up discussions with the General Register Office Compliance Officers have confirmed that Carmarthenshire Registration Service continues to deliver services to an excellent level. The Service works to the Public Protection Counter Fraud framework to ensure compliance. Registration Officers meet regularly to discuss all aspects of the service and the Superintendent Registrar meets monthly with the Electoral Service and Civil Registration Manager to discuss registration matters and other local authority requirements.

The Service is subject to Stock and Security reviews by the General Register Office and security of stock, data and fees is deemed paramount within this service. Registration officers and all staff are aware of the established security protocols and of the need to maintain robust filing and document retention systems. Up to date banking instructions and audit arrangements are in place. Cash handling and deposit arrangements are also appropriate.

5. Departmental Key Measures

Definition / Measure Reference (abbreviated definition is fine)		2019/20	2020/21				2021/22		2022/23	Cost Measure (£)
			All Wales Comparative data				Target set	Result (when available)	Target set (at EOY)	
		Our Result	Our Result	Quartile * to ****	Welsh Median	Welsh Best Quartile				
Administration and Legal										
NO MEASURES										
ICT and Corporate Policy										
ICT/002	% use of the ICT Self Service helpdesk	46.5%	58%	NOT APPLICABLE			60.5%	TBC	TBC	
ICT/003	Number of Transactional Council Services available to the public online	30	41	NOT APPLICABLE			45	TBC	TBC	
ICT/009	% of employee laptops with 4GB of memory (RAM) or under – New 21/22	-	-	NOT APPLICABLE			32%	TBC	TBC	
2.1.1.17	% of Freedom of Information Act request responded to in 20 working days	98.46%	96.87%	NOT APPLICABLE			90%	TBC	TBC	
2.1.1.18	No. of appeals to the Information Commissioner under the Act	4	2	NOT APPLICABLE			0	TBC	0	
2.1.1.19	No. of appeals resulting in the Council being compelled by the Commissioner to release information that had been withheld	0	1	NOT APPLICABLE			0	TBC	0	
NEW 22/23	% of staff at Level 3 of the Welsh language skills framework	-	-	NOT APPLICABLE			-	-	TBC	
NEW 22/23	% of posts recruited at the required level of the advertised post	-	-	NOT APPLICABLE			-	-	TBC	
NEW 22/23	No. of staff following Welsh language skills learning and improvement courses	-	-	NOT APPLICABLE			-	-	TBC	
NEW 22/23	No. & % of complaints completed within statutory deadline	-	-	NOT APPLICABLE			-	-	TBC	
NEW 22/23	No. of complaints relating to Welsh Language Standards received	-	-	NOT APPLICABLE			-	-	TBC	
People Management										
PAM/001	The number of working days lost to sickness absence per employee	10.7 days	7.7 days	****	8.4 days	7.7 days	9.6 days	TBC	TBC	
PAM/044	No. of apprentices on formal recognised apprenticeship schemes per 1,000 employees	34.4	27	NOT APPLICABLE			20	TBC	TBC	

Definition / Measure Reference (abbreviated definition is fine)		2019/20 Our Result	2020/21 All Wales Comparative data			2021/22		2022/23	Cost Measure (£)	
			Our Result	Quartile * to ****	Welsh Median	Welsh Best Quartile	Target set	Result (when available)		Target set (at EOY)
Regeneration										
Economic Development										
EconD/001	Direct Jobs created (<i>change of definition to Inc jobs accommd & No. into Jobs</i>) with Regen assistance	393	266	NOT APPLICABLE			1,160	TBC	1,000 (TBC)	
NEW 22/23	Indirect Jobs Created (indirect and construction jobs) with Regen assistance	-	-	NOT APPLICABLE			-	-	150 (TBC)	
NEW 22/23	No. of jobs safeguarded with Regen assistance	-	-	NOT APPLICABLE			-	-	500 (TBC)	
NEW 22/23	Number of business enquiries supported	-	-	NOT APPLICABLE			-	-	2,500 (TBC)	
EconD /008	Level of Private Sector Investment / external funding secured (£)	£16,247,339	£6,819,854	NOT APPLICABLE			£9,792,346	TBC	£10M (TBC)	
Regional Partnership										
EconD /020	% of adults that feel more positive with improved confidence about seeking work after receiving employability support	100%	100%	NOT APPLICABLE			100%	TBC	100%	
EconD /021	% of residents that feel more confident in using a computer and gaining IT skills after receiving digital inclusion support	100%	100%	NOT APPLICABLE			100%	TBC	100%	
EconD /022	No. of accredited qualifications achieved by residents attending Employment related courses	258	95	NOT APPLICABLE			200	TBC	200 (TBC)	
NEW 22/23	No. of skills & quals achieved by self-employed /micro businesses	-	-	NOT APPLICABLE			-	-	250 (TBC)	
NEW 22/23	Qualifications achieved within high growth sectors/ employment pathways	-	-	NOT APPLICABLE			-	-	300 (TBC)	
NEW 22/23	No. of employees supported through employability schemes to earn real living wage	-	-	NOT APPLICABLE			-	-	200 (TBC)	
NEW 22/23	Increased digital skill competency levels	-	-	NOT APPLICABLE			-	-	200 (TBC)	
Property & Major Projects										
2.1.2.12	% performance against target to generate capital receipts to support the capital program	87.22%	12.39%	NOT APPLICABLE			100%	TBC	100%	

Definition / Measure Reference (abbreviated definition is fine)		2019/20		2020/21			2021/22		2022/23	Cost Measure (£)
				All Wales Comparative data			Target set	Result (when available)	Target set (at EOY)	
		Our Result	Our Result	Quartile * to ****	Welsh Median	Welsh Best Quartile				
Digital Programme										
ICT/007	Ensure at least 91% of premises across Carmarthen have access to Superfast broadband connectivity or better	-	-	NOT APPLICABLE			-	-	91%	
NEW 22/23	Ensure at least 40% of premises across Carmarthen have access to Gigabit capable broadband.	-	-	NOT APPLICABLE			-	-	40%	
Direct Reports										
Business and Executive Board Support										
	NO MEASURES									
Electoral and Registration Services										
NEW 22/23	Work with key stakeholders to register births within the statutory timeframe of 42 days,	-	-	NOT APPLICABLE			-	-	42 days	
NEW 22/23	Register non-coronial deaths within the statutory timeframe of 5 days	-	-	NOT APPLICABLE			-	-	5 days	
NEW 22/23	Conduct all Citizenship Ceremonies within 60 days of the Home Office invitation	-	-	NOT APPLICABLE			-	-	60 days	
NEW 22/23	Issue 100% of Priority Service certificates within 24 hours	-	-	NOT APPLICABLE			-	-	100%	
Media and Marketing										
NEW 22/23	Increase the follower growth of the Council's Corporate Social Media account of Facebook (baseline: 20,000)	-	-	NOT APPLICABLE			-	-	26,000	
NEW 22/23	Increase the follower growth of the Council's Corporate Social Media account of Twitter (baseline: 11,000)	-	-	NOT APPLICABLE			-	-	13,000	
ICT/005	No. of user sessions to the County Council website	2,050,954	2,969,796	NOT APPLICABLE			2,750,000	TBC	TBC	
NEW 22/23	No. of residents requesting a face to face appointment at one of the three main town centre Hwbs (Carmarthen, Llanelli or Ammanford).	-	-	NOT APPLICABLE			-	-	NO TARGET	
NEW 22/23	No. of calls handled at the Contact Centre.	-	-	NOT APPLICABLE			-	-	NO TARGET	
2.2.2.20	Average speed to answer calls to the Contact Centre.	-	-	NOT APPLICABLE			-	-	5 mins TBC	

Well-being of Future Generations Act 2015

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

A. The Sustainable Development Principle of the Act

The new law states that we must carry out sustainable development, improving the economic, social, environmental and cultural well-being of Wales. **The sustainable development principle is**

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

B. The Five Ways of Working required by the Act

To show that we have applied the sustainable development principle we must demonstrate the following 5 ways of working:-

1. Looking to the long term so that we do not compromise the ability of future generations to meet their own needs;
2. Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their priorities;
3. Involving a diversity of the population in the decisions that affect them;
4. Working with others in a collaborative way to find shared sustainable solutions;
5. Understanding the root causes of issues to prevent them from occurring.

C. The Seven Well-being Goals of the Act

There are **7 well-being goals** in the Act. Together they provide a shared vision for public bodies to work towards. We must work towards achieving all of them.



The Seven Well-being Goals of the Future Generations Act

7 National Goals

A prosperous Wales

An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change), and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.

A resilient Wales

A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).

A healthier Wales

A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.

A more equal Wales

A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio-economic background and circumstances).

A Wales of cohesive communities

Attractive, viable, safe and well-connected communities.

A Wales of vibrant culture and thriving Welsh Language

A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.

A globally responsible Wales

A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing makes a positive contribution to global well-being

Local Government and Elections Act 2021

Our performance and governance arrangements for 2021/22 will be evaluated under the requirements of the new Act.

[Statutory guidance on the performance and governance of councils](#)

[\(Part 6 of the Local Government and Elections \(Wales\) Bill\)](#)

The statutory duties placed on the Council :

1. **Duty to keep performance under review**

The Act requires a council to keep under review the extent to which it is fulfilling the 'performance requirements' that is, the extent to which it is:

- exercising its functions effectively.
- using its resources economically, efficiently and effectively; and
- has effective governance in place for securing the above.

2. **Duty to consult on performance**

A council must consult a range of people at least once in each financial year about the extent to which the council is meeting the performance requirements. The statutory consultees are local people, local businesses, staff of the council and Trade Unions.

3. **Duty to report on performance**

A council must produce a self-assessment report in respect of each financial year including actions improvement. This must go to the Governance and Audit Committee.

4. **Duty to arrange a panel assessment of performance and respond to it**

A council must arrange for a panel to undertake an assessment.
This will apply sometime after the May 2022 Election.

The Act also references duties from other related Acts

5. **Well-being of Future Generations Act**

The performance and governance provisions in the Bill are framed within the wider sustainable development duties of the Well-being of Future Generations (Wales) Act 2015, which sets out a legally binding common purpose for the public bodies subject to that Act to improve the social, economic, environmental and cultural well-being of Wales.

6. **Socio-economic duty**

Additionally, the ethos of the performance and governance provisions within the Act align to the **Socio-economic Duty, which will come into force on 31 March 2021**. This duty will require principal councils, when taking strategic decisions such as 'deciding priorities and setting objectives', to consider how their decisions might help to reduce the inequalities associated with socio-economic disadvantage.

Implications for Business Planning 2022/23

We have a duty to keep performance under review Para 2.2 of Guidance

- exercising functions effectively
- using resources economically, efficiently and effectively
- governance is effective for securing the above

Office Use - Business Plan Guidance

What's new for Business Planning for 2022/23?

- To address the requirements of the Local government and Elections (Wales) Act 2021 the templated has been strengthened in the parts concerning the self-assessment of the 2021/22 year.
- The template has been adjusted to prompt SMART action plans and stronger Performance Indicator coverage. This reflects the Scrutiny Committees and regulators feedback during the year, requesting that business plans should be clearer in identifying what success will look like.

Business Plan Timetable

Draft <u>Departmental</u> Business Plan	By 12 November 2021
First Draft <u>Divisional</u> Business Plans 2022/23 deadline	By 15th Dec 2021
Chief Executive's and Panel Challenge of Departmental Plan	November- December 2021
Opportunity to revise plans following challenge	First two weeks of January 2022
<u>Departmental Plans</u> to accompany Budget to:- <ul style="list-style-type: none"> • Departmental Budget Seminars • Budget Scrutiny's 	Late January - February 2022
<u>Divisional Plans</u> to be worked up in more detail and presented to Scrutiny Committees	TBC

[①Scrutiny remit and business plans](#)

**COMMUNITY AND REGENERATION
SCRUTINY COMMITTEE
31ST JANUARY 2022**

NON-SUBMISSION OF SCRUTINY REPORT

To consider and comment on the following:

- Explanation provided for the non-submission of a scrutiny report.

Reason:

- The Council's Constitution requires Scrutiny Committees to develop and publish an annual Forward Work Programme which identifies the issues and reports to be considered at meetings during the course of the year. If a report is not presented as scheduled, officers are expected to prepare a non-submission report explaining the reason(s) why.

To be referred to the Cabinet for decision: NO

Cabinet Member Portfolio Holder: Cllr. L. Evans (Housing) Cllr E. Dole (Leader) Cllr P. Hughes-Griffiths (Culture Sport and Tourism), Cllr D. Jenkins (Resources) Cllr A. Davies (Communities and Rural Affairs)

<p>Report Author: Kevin Thomas</p>	<p>Designation: Democratic Services Officer</p>	<p>Tel No. / E-Mail Address: 01267 224027 kjthomas@carmarthenshire.gov.uk</p>
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EXECUTIVE SUMMARY

COMMUNITY AND REGENERATION SCRUTINY COMMITTEE 31ST JANUARY 2022

NON-SUBMISSION OF SCRUTINY REPORT

The Council's Constitution requires Scrutiny Committees to develop and publish an annual Forward Work Programme which identifies the issues and reports to be considered at meetings during the course of the year.

If a report is not presented as scheduled in the Forward Work Programme, the responsible officer(s) are expected to prepare a non-submission report explaining the reason(s) why.

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: **Linda Rees-Jones**

Head of Administration & Law

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

CONSULTATIONS

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

Signed: **Linda Rees-Jones**

Head of Administration & Law

1. Local Member(s) – N/A

2. Community / Town Council – N/A

3. Relevant Partners – N/A

4. Staff Side Representatives and other Organisations – N/A

CABINET MEMBER PORTFOLIO HOLDER 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.

Title of Document

Locations that the papers are available for public inspection

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EXPLANATION FOR NON-SUBMISSION OF SCRUTINY REPORTS

SCRUTINY COMMITTEE: COMMUNITY AND REGENERATION

DATE OF MEETING: 31ST JANUARY 2022

ITEM	RESPONSIBLE OFFICER	EXPLANATION	REVISED SUBMISSION DATE
Welsh Public Library Standards Annual Report 2020/21: Carmarthenshire	Ian Jones	Advice received from the Welsh Government is that the Covid 19 pandemic has disrupted its ability to collect the usual WPLS data.	N/A – the information will be e-mailed to members later in the year
Revenue and Capital Budget Monitoring Report 2021/22	Randal Hemingway	Due to the large number of agenda items scheduled for this meeting, the report will be e-mailed to members direct	N/A
5 Year Capital Programme Budget Consultation	Randal Hemingway	This report lies within the Policy and Resources Scrutiny remit and will be considered by that Committee	N/A
City Deal Procurement Update	Jason Jones	Due to the large number of agenda items scheduled for this meeting the report has been deferred to the next meeting of the Committee	24 th February 2022
Decarbonisation and Affordable Warmth Strategy	Jonathan Morgan	Further work is required on this report and will be submitted to the committee at a later date	TBC
Environment Department Business Plan	Rhodri Griffiths	The newly appointed shared role of Interim Director of Environment - Noelwyn Daniel and Ainsley Williams will require additional time to develop the Environment Department Business Plan to ensure it reflects their aspirations for the Department in 2022/23. They would like the opportunity to re-shape the plan to ensure it is strategically aligned to deliver the Well-Being Objectives within the approved Corporate Strategy.	24 th February 2022

**COMMUNITY AND REGENERATION
SCRUTINY COMMITTEE
31ST JANUARY 2022**

FORTHCOMING ITEMS

To consider and comment on the following:

- To note the forthcoming items to be considered at the next meeting of the Community and Regeneration Scrutiny Committee to be held on the 24th February, 2022.

Reason:

- The Council's Constitution requires Scrutiny Committees, at the commencement of each municipal year, to develop and publish a Forward Work Programme which identifies the issues and reports which will be considered at meetings during the course of the year.

To be referred to the Cabinet for decision: NO

Cabinet Member Portfolio Holder: Cllr. L. Evans (Housing) Cllr E. Dole (Leader) Cllr P. Hughes-Griffiths (Culture Sport and Tourism), Cllr D. Jenkins (Resources) Cllr A. Davies (Communities and Rural Affairs)

<p>Report Author: Kevin Thomas</p>	<p>Designation: Democratic Services Officer</p>	<p>Tel No. / E-Mail Address: 01267 224470 kjthomas@carmarthenshire.gov.uk</p>
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EXECUTIVE SUMMARY
COMMUNITY AND REGENERATION
SCRUTINY COMMITTEE
31ST JANUARY 2022

FORTHCOMING ITEMS

The Council's Constitution requires Scrutiny Committees, at the commencement of each municipal year, to develop and publish a Forward Work Programme which identifies the issues and reports to be considered at meetings during the course of the year. When formulating the Forward Work Programme the Scrutiny Committee will take into consideration those items included on the Cabinet's Forward Work Programme.

The list of forthcoming items attached includes those items which are scheduled in the Community and Regeneration Scrutiny Committee's Forward Work Programme to be considered at the next meeting, to be held on 24th February, 2022.

Also attached for information are the 2021/22 Forward Work Programmes in respect of the Community and Regeneration Scrutiny Committee and the Cabinet.

DETAILED REPORT
ATTACHED?

YES:

- (1) List of Forthcoming Items
- (2) C & R Scrutiny Committee Forward Work Programme
- (3) Cabinet Forward Work Programme

IMPLICATIONS

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

Signed: Linda Rees-Jones Head of Administration & Law

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

CONSULTATIONS

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

Signed: Linda Rees-Jones Head of Administration & Law

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

CABINET MEMBER PORTFOLIO HOLDER AWARE / CONSULTED	YES
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**Section 100D Local Government Act, 1972 – Access to Information
List of Background Papers used in the preparation of this report:**

There are none.

Title of Document	Locations that the papers are available for public inspection
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FORTHCOMING ITEMS – TO BE CONSIDERED AT THE NEXT MEETING OF THE COMMUNITY AND REGENERATION SCRUTINY COMMITTEE TO BE HELD ON 24TH FEBRUARY 2022

Agenda Item	Background	Reason for report
		<p>What is Scrutiny being asked to do? e.g. undertake a full review of the subject? Investigate different policy options? Be consulted on final proposals before decision making? Monitor outcomes /implementation?</p> <p><i>If the item is for information or for noting, can the information be provided in an alternative format i.e, via email?</i></p>
Universal Credit	Carmarthenshire has been a full-service Universal Credit area since December 2018. Universal Credit has replaced historic legacy benefits including Housing Benefit and is a benefit that is predominantly claimed digitally.	The report will provide members of the Committee with an update on where we currently are in relation to tenancies that have moved onto UC since its introduction.
City Deal Procurement Update	Pentre Awel is a key strategic development for the Authority. As part of the Project's member engagement programme, scrutiny committees are informed of key milestones at appropriate reporting periods.	This item will provide members with an important update on recent procurement activities and milestones, including the appointment of a contractor for Zone 1 and design consultants for Zone 3.
Environment Department Business Plan	As part of the Business Plan Development process the Committee is invited to consider and comment on an annual basis on the Business Plans for the Environment Departmental	To afford the Committee the opportunity of commenting on and making any recommendations for changes to the Environment Departmental Business Plan relevant to its remit.

Items circulated to the Committee under separate cover since the last meeting

- Revenue and Capital Budget Monitoring Report 2021/22

N.B. Copies of these reports can be obtained by emailing Scrutiny@carmarthenshire.gov.uk

Items attached for information

1. The latest version of the Community and Regeneration Scrutiny Committee Forward Work Programme 2021/22
2. The latest version of the Cabinet's Forward Work Programme 2021/22

Community and Regeneration Scrutiny Committee – Forward Work Programme 2021/22

17 th May 21 (cancelled)	1 st July 21	9 th Aug 21 (additional meeting)	30 th Sept 21	17 th Nov 21 - CANCELLE D 11/11/21	14 th Dec 21	31 st Jan 22	24 TH Feb 22	6 th April 22
Community Scrutiny FWP 2021/22 (moved to 1 st July)	Annual Report	Cartrefi Croeso (added 16/7/21)	Annual Performance Report 2020/21 (Planning Services) moved to 17/11/21	Revenue and Capital Budget Monitoring Report 2021/22 moved to 14/12/21	Revenue and Capital Budget Monitoring Report 2021/22 moved from 17/11/21	HRA Budget Service Charges and Rent Setting 2022/23	Scrutiny Actions update	Revenue and Capital Budget Monitoring Report 2021/22
Revenue and Capital Budget Monitoring Report 2020/21 (sent by e-mail)	Community Scrutiny Annual Report 2020/21	Regeneration proposals – Tyisha Ward (added 14/7/21)	Adopted Carmarthenshire Local Development Plan – Annual Monitoring Report 2020/21	Section 106 Agreements withdrawn – Date TBC	St Clears Leisure Centre update added 08/07/21	Housing Revenue Account Business Plan 2022-23 Carmarthenshire Investment Programme	Ten Towns Initiative (def from 17/12/21 / Withdrawn until after May 2022 –	Quarter 3 Performance Management
	Community Scrutiny FWP 2021/22		Scrutiny Actions Update	Annual Performance Report 2020/21 (Planning Services) moved from 30/09/21 – withdrawn 2/11/21- WG info not received	Y Gat, St Clears -Update added 08/07/21	Welsh Public Library Standards Annual Report 2020/21: Carmarthenshire To be circulated by e-mail when available	Universal Credit – added 1/11/21)	
	Anti Social Behaviour added		Revenue and Capital Budget	Actif Digital Development added	Pendine Outdoor Education	Revenue and Capital Budget	Asset Transfer (added 1/11/21) –	

	13/5/21 – initially meant for E&PP Scrutiny		Monitoring (outturn 2020/21)	23/08/21 – deferred to Dec meeting	Centre – Update added 08/07/210	Monitoring Report 2021/22 To be e-mailed to members	withdrawn 10/1/22 until the summer	
			Revenue and Capital Budget Monitoring 2021/22 (withdrawn 21/09/21)	Empty properties in Carmarthens hire added 20/09/21- deferred to Dec meeting – further deferred 16/11/21	Quarter 2 Performance Management	Revenue Budget Consultation 2022/23 - 2024/25	City Deal procurement – moved from January	
			Quarter 1 Performance Management		Regeneration Town Centres In Wales – WAO Report added 20/10/21	5-Year Capital Programme Budget Consultation To be considered by P&R Scrutiny	Environment Department Business Plan - moved from January	
			Economic recovery Plans Ammanford, Carmarthen, Llanelli added 09/07/21		Ten Towns Initiative (added 13/09/21 – deferred to 24/2/22	City Deal Procurement added 13/09/21 – Cabinet FWP – moved to Feb meeting		
					Empty properties in Carmarthenshire deferred from November meeting – Further deferred Date TBC	Homelessness – Temporary accommodation added 28/10/21 – withdrawn 8/12/21		
					Acif Digital Development	Housing and Regeneration		

					deferred from 17/11/21	Masterplan – added 5/11/21		
						Decarbonisation and Affordable Warmth Strategy – added 5/11/21 Withdrawn new date tbc		
						Business Plans (added 6/12/21) x3 – C/ex, Community, Env Environment Dept Plan moved to February		

OTHER REPORTS TO BE INCLUDED:

Llanelli Development Order – Update Monitoring Report – Date to be confirmed

Universal Credit Update (Ref from Comm Scrutiny 30/09/21 – To be held on 24th February 2022

Joint Housing and Regeneration Masterplan (Ref from Scrutiny 30/09/21) – To be held on 31st January 2022

Section 106 – deferred from 17th November – Date to be confirmed

TASK AND FINISH REVIEW

Task and Finish to be determined at a later date

Site Visits

- Y Stordy / Museums / Libraries – Dates to be confirmed following the relaxation of Covid 19 rules

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CABINET FORWARD WORK PROGRAMME 2021/22
–as at 23/09/2021 (For the period September 21 – September 22)

Introduction

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

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

WORKING DRAFT

CABINET FORWARD WORK PROGRAMME 2021/22
 –as at 23/09/2021 (For the period September 21 – September 22)

CHIEF EXECUTIVE

Subject area and brief description of nature of report	Responsible Officer	Cabinet Portfolio	Scrutiny Committee to be consulted	Date of expected decision by Cabinet
ECONOMIC RECOVERY PLANS (TOWN CENTRES)	Jason Jones, Head of Regeneration	Resources	Community	25.10.21
CITY DEAL – PROCUREMENT UPDATE	Wendy Walters, Chief Executive	Leader	Community	31.01.22
EQUALITY AND DIVERSITY TASK & FINISH GROUP	Wendy Walters, Executive	Communities & Rural Affairs		8.11.22
WELSH GOVERNMENT CONSULTATION DOCUMENTS	Wendy Walters Executive	Deputy Leader	If applicable	As and when required
REVIEW OF COMMUNITY COUNCIL BOUNDARIES & ELECTORAL ARRANGEMENTS	Wendy Walters, Chief Executive	Resources		As and when required
REVIEW OF THE CONSTITUTION (LEGISLATION CHANGES) - CRWG	Linda Rees Jones Head of Administration & Law	N/A CRWG - FEB	N/A	As And When Required
CITY DEAL UPDATE (INCLUDING PENTRE AWEL)	Wendy Walters Chief Executive	Leader		As & When Required

WORKING DRAFT

CABINET FORWARD WORK PROGRAMME 2021/22
 –as at 23/09/2021 (For the period September 21 – September 22)

COMMUNITY SERVICES

Subject area and brief description of nature of report	Responsible Officer	Executive Portfolio	Scrutiny Committee to be consulted	Date of expected decision by Cabinet
DIRECTOR OF SOCIAL SERVICES ANNUAL REPORT 2021/22	Jake Morgan – Director of Communities/Silvana Sauro	Social Care & Health	07/07/21 & 08/07/21	13/09/2021
DOG BREEDERS LICENCE UPDATE (Change of Policy / Legislation – awaiting WG confirmation)	Jonathan Morgan – Head of Homes and Safer Communities/ Roger Edmunds	Public Protection		TBC
PROVIDING ADDITIONAL PITCHES FOR GYPSIES AND TRAVELLERS IN THE LLANELLI AREA	Jonathan Morgan – Head of Homes and Safer Communities/Rachel Davies	Housing	TBC	18/10/2021
HRA BUDGET SERVICES CHARGES AND RENT SETTING 2022/23	Jonathan Morgan – Head of Homes and Safer Communities/Rachel Davies	Housing		January 22
CHS+ DELIVERING WHAT MATTERS BUSINESS PLAN	Jonathan Morgan – Head of Homes and Safer Communities/ Rachel Davies/ Gareth Williams	Housing	February 2022	February 2022 (Budget)

WORKING DRAFT

CABINET FORWARD WORK PROGRAMME 2021/22
 –as at 23/09/2021 (For the period September 21 – September 22)

CORPORATE SERVICES

Subject area and brief description of nature of report	Responsible Officer	Executive Portfolio	Scrutiny Committee to be consulted	Date of expected decision by Cabinet
BI-MONTHLY REVENUE AND CAPITAL BUDGET MONITORING REPORTS	Chris Moore Director of Corporate Services	Resources	N/A	SEPT NOV JAN MARCH
QUARTERLY TREASURY MANAGEMENT AND PRUDENTIAL INDICATOR REPORT	Chris Moore Director of Corporate Services	Resources	N/A	SEPT/OCT JAN APR
ANNUAL TREASURY MANAGEMENT & PRUDENTIAL INDICATOR REPORT	Chris Moore Director of Corporate Services	Resources	N/A	JULY
BUDGET OUTLOOK	Chris Moore Director of Corporate Services	Resources	N/A	JULY
5 YEAR CAPITAL PROGRAMME	Chris Moore Director of Corporate Services	Resources	ALL JAN/ FEB	JAN
COUNCIL TAX BASE	Chris Moore / Helen Pugh	Resources	N/A	DEC
Council Tax Reduction Scheme	Chris Moore / Helen Pugh	Resources	N/A	FEB
BUDGET STRATEGY (Revenue and Capital)	Chris Moore Director of Corporate Services	Resources	ALL JAN/ FEB	JAN
HIGH STREET RATE RELIEF	Chris Moore Director of Corporate Services /Helen Pugh	Resources	N/A	March
CORPORATE RISK REGISTER	Chris Moore Director of Corporate Services / Helen Pugh	Resources	– Audit Committee March & SEPT	
TREASURY MANAGEMENT POLICY AND STRATEGY	Chris Moore Director of Corporate Services	Resources	N/A	FEBRUARY – BUDGET MEETING
FINAL BUDGET Revenue & Capital	Chris Moore Director of Corporate Services	Resources	N/A	FEBRUARY – BUDGET MEETING
HOUSING REVENUE ACCOUNT BUDGET AND RENT SETTING REPORT	Chris Moore Director of Corporate Services	Resources	HOUSING	FEBRUARY BUDGET MEETING
BUDGET STRATEGY	Chris Moore Director of Corporate Services	Resources	N/A	NOV

CABINET FORWARD WORK PROGRAMME 2021/22
-as at 23/09/2021 (For the period September 21 – September 22)

WORKING DRAFT

CABINET FORWARD WORK PROGRAMME 2021/22
-as at 23/09/2021 (For the period September 21 – September 22)

EDUCATION & CHILDREN

Subject area and brief description of nature of report	Responsible Officer	Executive Portfolio	Scrutiny Committee to be consulted	Date of expected decision by Cabinet
MODERNISING EDUCATION PROGRAMME – MUTUAL INVESTMENT MODEL -DEED OF ADHERENCE	Simon Davies – Head of Access to Education	Education & Children		27/09/2021

WORKING DRAFT

CABINET FORWARD WORK PROGRAMME 2021/22
 –as at 23/09/2021 (For the period September 21 – September 22)

ENVIRONMENT

Subject area and brief description of nature of report	Responsible Officer	Executive Portfolio	Scrutiny Committee to be consulted	Date of expected decision by Cabinet
HIGHWAYS MAINTENANCE MANUAL	Steve Pilliner - Head of Transportation & Highways/ Chris Nelson/ Richard Waters	Environment	EPP 4/10/21	25/10/21
LEQ	Ainsley Williams	Environment	EPP 4/10/21	25/10/21
FUTURE WASTE STRATEGY	Ainsley Williams / Dan John	Environment	4/10/21	25/10/21
EQUESTRIAN STRATEGY	Steve Pilliner - Head of Transportation & Highways /Caroline Ferguson	Environment	EPP 12/11/21	22/11/21
ELECTRIC VEHICLE STRATEGY	Steve Pilliner / Simon Charles	Environment	EPP 12/11/21	6/12/21
PUBLIC CONVENIENCES	Ainsley Williams. Head of Waste & Environmental Services Rhys Davies	Environment	EPP 16/12/21	January 22

WORKING DRAFT

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COMMUNITY & REGENERATION SCRUTINY COMMITTEE

Tuesday, 14 December 2021

PRESENT: Councillor F. Akhtar (Chair)

Councillors:

S.M. Allen (In place of H.B. Shepardson), W.R.A. Davies, H.L. Davies, D.C. Evans, S.J.G. Gilasbey, J.K. Howell, B.W. Jones, H.I. Jones, M.J.A. Lewis (In place of G.B. Thomas) and D. Thomas

Also in attendance:

Councillor L.D. Evans, Cabinet Member for Housing
P. Hughes-Griffiths, Cabinet Member for Culture, Sport and Tourism
D.M. Jenkins, Cabinet Member for Resources

The following Officers were in attendance:

I. Jones, Head of Leisure
J. Jones, Head of Regeneration
J. Morgan, Head of Homes & Safer Communities
J. Fearn, Head of Property
N. Daniel, Head of ICT and Corporate Policy; Interim Head of Planning
A. Thomas, Group Accountant
C. Daniels, Senior Sports and Leisure Manager
S. Rees, Simultaneous Translator
J. Owen, Democratic Services Officer
K. Thomas, Democratic Services Officer

Virtual Meeting - 10.00 am - 12.23 pm

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors R. Evans, S. Matthews, H. Shepardson and G. Thomas together with Cabinet Members Councillors A. Davies and E. Dole.

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

There were no declarations of prohibited party whips.

Councillor	Minute No (s)	Nature of Interest
J. Gilasbey	5 – 2021/22 Quarter 2 – Performance Report (1 st April to 30 th September 2021) relevant to this scrutiny	Trustee and Secretary of Kidwelly Tinline Museum – Has dispensation to speak but not vote

J. Gilasbey	6 – Revenue and Capital Budget Monitoring Report 2021/22	Trustee and Secretary of Kidwelly Tinline Museum – Has dispensation to speak but not vote
J Gilasbey	12 – Forthcoming Items	Executive Board Forward Work Programme – School in her ward is detailed in the report – Has dispensation to speak but not vote

3. PUBLIC QUESTIONS (NONE RECEIVED)

The Chair advised that no public questions had been received.

4. AUDIT WALES REPORT: REGENERATING TOWN CENTRES IN WALES

The Committee received a report presented by the Head of Regeneration, on behalf of the Leader of the Council, on Audit Wales' National Report on Regenerating Town Centres in Wales. The report made 6 recommendations and called for all levels of government in Wales to help make town centres sustainable. Recommendations 4 and 6 related to local government and stated:-

“Recommendation 4

The Welsh Government has provided all 22 local authorities with training on how best to use existing enforcement, financial assistance and debt recovery powers, but they are not being consistently nor effectively utilised to support regeneration. We recommend that local authorities take appropriate action, using these existing powers and resources available to achieve the best possible outcome for town centres by:

- using alternative methods of enforcement before using Compulsory Purchase Orders as a last resort;
- integrating enforcement strategies with wider departmental strategies across housing, environmental health, planning and regeneration teams to make more effective use of existing skills and resources; and
- ensuring there is capacity and the right expertise to use the full range of powers, working in collaboration with other councils to achieve good outcomes

Recommendation 6

Town centres are changing, and local authorities need to be receptive to these changes and plan to manage these shifts. We recommend that local authorities use our regeneration tool to self-assess their current approaches to identify where they need to improve their work on town-centre regeneration”.

The Head of Regeneration advised that the Council had prepared an Action Plan in response to the Audit Wales report, as detailed in the report for the Committee’s

consideration and approval.

The following issues were raised on the report:-

- Reference was made to the low level of business participation at a recent meeting of the 10 Town's Initiative for Cross Hands. It was confirmed the low level was not reflective within the other town centres and officers were working with businesses in the area to encourage increased participation and engagement.
- The Committee was informed the 10 Town's initiative involved the Council working in partnership with the Joint Ventures, Welsh Government and local businesses in a focussed and co-ordinated approach. While each town would have an independent approach on what it considered would be of benefit to its town e.g. provision of business units, car parking, increased retail provision etc, which would be examined individually for each town, there would also be an inter-dependence between the towns. Accordingly, officers would be co-ordinating the initiative between the towns to maximise its impact.
- With regard to funding, although the County Council had set a sum aside within its capital programme, there was no other set funding available but, work was on-going to draw down funds from other sources to help support the initiative and implement the Audit recommendations. Those included, for example, working with the Welsh Government on Town Centre Funding, accessing U.K Government 'levelling up' funding and community renewal. Other avenues to increase town centre viability and vibrancy could come in the form of intervention in skills and training etc being provided as part of the Swansea Bay City Deal together with providing more residential properties thereby increasing the level of disposable income and assisting with the night time economy.
- It was recognised that one of challenges facing town centres was in attracting shoppers away from internet shopping.
- An endorsement was made to recommendation R3 of the Audit report for the Welsh Government to 'consolidate funding to replace bureaucracy by streamlining processes and grant conditions and keeping requests for information and supporting materials to a minimum'.
- In response to recommendation R1 of the Audit report for the Welsh Government's consideration relating to National Non Domestic Rates, the Head of Regeneration confirmed that while local authorities were charged with the collection of business rates, responsibility for their setting lay with the Welsh Government. Although the NNDR payment holiday introduced as part of the Covid regulations expired in March 2022, no indication had been received from the Welsh Government on any proposals beyond that date.

UNANIMOUSLY RESOLVED that the Audit Wales report be received and Carmarthenshire's Action Plan in response thereto be approved.

5. 2021/22 QUARTER 2 - PERFORMANCE REPORT (1ST APRIL TO 30TH SEPTEMBER 2021) RELEVANT TO THIS SCRUTINY

(NOTE: Councillor J Gilasbey, having earlier declared an interest in this item, re-declared that interest and remained in the meeting during the reports consideration)

The Committee received the 2021/22 Quarter 2 Performance Report for the period 1st April to 30th September 2021 presented by the Cabinet Members for Housing, Culture, Sport and Tourism, Communities and Rural Affairs, Resources and by the Head of Regeneration and Interim Head of Planning in respect of the areas falling within their portfolios and the Committees remit.

The report detailed the progress made against the actions and measures within the Corporate Strategy and on the delivery of the 13 Well-Being Objectives. The Committee noted that 2021/22 was the first year the Council would self-evaluate and report on under the terms of the Local Government and Elections (Wales) Act 2021, especially Part 6 relating to Performance and Governance.

The following issues were raised on the report:-

- A reference was made to the impact current NRW regulations on the impact of phosphates on water quality were having on development / regeneration not only within Carmarthenshire but Wales wide. Clarification was sought on what measures, if any, were being introduced to address their consequential detrimental impact on the construction industry.

The Interim Head of Planning advised that presently, the authority had 72 planning applications held in abeyance pending a resolution on the position with 50 of those being directly linked to phosphates and the remaining 22 being partially attributed. While discussions were being undertaken across Wales, an early resolution was not anticipated.

The Committee was further informed that the Welsh Local Government Association would be meeting in January 2022 to discuss the position

UNANIMOUSLY RESOLVED that the report be received.

6. REVENUE & CAPITAL BUDGET MONITORING REPORT 2021/22

(NOTE: Councillor J Gilasbey, having earlier declared an interest in this item, re-declared that interest and remained in the meeting during the reports consideration)

The Committee considered a report presented by the Cabinet Member for Resources on the 2021/22 Revenue and Capital Budget Monitoring reports for the Housing, Regeneration, Planning and Leisure and Recreation Services for the period up to the 31st August, 2021. It was noted that the revenue budget was forecasting a £131k underspend, the capital budget a £39,703k underspend, whilst the Housing Revenue Account was forecasting a £1,159k underspend.

UNANIMOUSLY RESOLVED that the Revenue and Capital Budget Monitoring Report be received.

7. ACTIF SPORT & LEISURE'S 'ACTIF ANYWHERE' PLATFORM

The Committee received a report presented by the Cabinet Member for Culture Sport and Tourism, together with a power point presentation, on Actif – the Council's Sport and Leisure Section – on the way the 'Actif Anywhere' developments were leading the way in terms of digital development in the leisure

sector by enabling the population to access and participate in activity across the life course and health spectrum.

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

- The Head of Leisure confirmed that subject to community halls having the necessary spatial requirements and appropriate I.T. equipment there was no reason why those facilities could not be used as venues for digital exercises. Whilst the digital platform was not intended to replace physical buildings, its primary aim was to provide a greater mix and flexibility of choice/provision for people to become more active.
- It was confirmed that while £25k funding had been secured for the operation of the model scheme within three communities, additional finance would be required to facilitate its further roll out.
- With regard to the pilot platform for schools, the Head of Leisure confirmed it had been completed and discussions were ongoing with the Education Department on its roll out to schools in the new year. While the platform would largely operate on an extra curricula basis it could be used for breakfast and lunch clubs. The potential gain of the platform would be to make children fitter.
- It was noted that one of the platform's main exponents was that it could be offered in Welsh and English across Wales, the U.K and the world with any resulting revenue income being used to underpin other service provision

UNANIMOUSLY RESOLVED that the report be received.

8. UPDATE ON THE OUTDOOR EDUCATION OFFER IN CARMARTHENSHIRE

The Committee considered an update report presented by the Cabinet Member for Cultural Sport and Tourism, on the Outdoor Education offer within Carmarthenshire, following a previous site visit by the Scrutiny Committee to the Pendine Outdoor Education Centre. The report provided a backdrop to the current offer, including a review of assets, financial resources, staffing activity and purposes together with highlighting the impact and challenges of dealing with Covid -19 and to how the service would need to re-model and evolve both in the short to medium and medium to long term within existing resources. The report also contained 8 recommendations for the Committee's consideration.

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

- The Committee referred unanimously to the value of the existing facility at Pendine to the whole of the County and to the experience it provided for school children. It whole heartedly supported its continued operation and the need to identify capital, and other funding sources, to secure its provision for future generations

The Head of Leisure referred to the report presented to the Committee and to one of the options being to examine the purpose of its provision. The centre at Pendine was clearly defined as an education resource for children within Carmarthenshire which, in turn, provided its own difficulties and challenges in accessing grants and external funding. There were potential commercial opportunities for people to use its facilities outside of school terms which may provide an avenue to access tourism and regeneration

grants. An assurance was provided that all potential sources of grant funding were pursued when an opportunity arose.

- With regard to the centre's re-opening post covid, a consultation exercise had been undertaken with users providing a positive feedback who valued its provision and supported its continued operation. While it was hoped the centre may be able to reopen from April 2022, that was reliant on Welsh Government regulations and the schools having confidence to use the facility. Any such re-opening could also be different to previous operations at the site with single school use as opposed to multi school use.
- While recognising the centre as a valued asset, the Committee was reminded that it was an ageing resource and a previous condition survey had estimated works in the region of £5-6m would be required to meet modern requirements. It was therefore essential the Council explored other options to provide facilities off site and not limit its use to purely educational. The next step required an agreed asset plan and in the long term examining its potential re-purposing and potential partnership arrangement, possibly with the new hostel at Pendine. It was anticipated the asset plan would be completed over the coming months with a view to finalising the centre's future direction as soon as possible thereafter

UNANIMOUSLY RESOLVED

- 8.1 that the report and recommendations for the Outdoor Education Offer in Carmarthenshire be adopted.**
- 8.2 that every effort be made to identify alternative funding / grant sources to assist with funding improvements to the Pendine Outdoor Education Centre and if, appropriate, that include examining the centre's definition as a purely educational resource.**

9. ST CLEARS LEISURE CENTRE

The Committee received an update report presented by the Cabinet Board Member for Culture, Sport and Tourism on developments that had taken place at the St Clears Leisure Centre and those planned to occur which would improve the business unit performance, customer experience and service delivery.

The following questions/issues were raised on the report:

- In response to a question on a potential partnership approach to draw in additional funding to the centre, the Head of Leisure advised on a previous arrangement where it had been managed by a voluntary group in the 1990's but had returned to council control in the 2000's. It was accepted that attracting external funding/ partnering was a key factor and, in that regard, discussions were being undertaken with the Health Board to fund the delivery of preventative activities at the centre. However, while, it may be possible to attract grant funding from the Board, that would not include ongoing revenue funding. The more funding the council could attract would assist in making the centre a valuable resource.
- In response to a question on the NERS scheme (National Exercise Referral Scheme), the Head of Leisure confirmed an annual grant of £150K was received from the Welsh Government towards its cost. However, if that funding could be for a set period of years that would assist in better scheme management. The scheme was also limited to the type of conditions that

could be supported and provided in leisure centres. There was a therefore a call nationally for the scheme parameters to be extended and for the health boards to provide additional funding to facilitate it becoming a more preventable than reactionary resource.

UNANIMOUSLY RESOLVED that the update report be received.

10. Y GAT, ST CLEARS

The Committee considered an update report presented by the Cabinet Member for Culture, Sport & Tourism on the current position regarding the future operation of Y Gât, St Clears following a previous site visit by the Scrutiny Committee. The report noted the current operational position, the latest position on dialogue with St Clears Town Council over a potential asset transfer together with future options. It was further reported that a decision on the transfer was anticipated from the Town Council in the near future.

UNANIMOUSLY RESOLVED that the update report be received.

11. EXPLANATION FOR NON-SUBMISSION OF SCRUTINY REPORT

The Committee received an explanation for the non-submission of the following scrutiny report

- Empty Properties in Carmarthenshire

RESOLVED that the explanation for the non-submission be noted.

12. FORTHCOMING ITEMS

(NOTE: Councillor J Gilasbey, having earlier declared an interest in this item, re-declared that interest and remained in the meeting during the reports consideration)

The Committee received a list of forthcoming items to be considered at its next meeting to be held on the 31st January, 2022. Reference was made to the number of proposed agenda items detailed in the report and a suggestion made they be reduced, and an additional meeting be arranged, if necessary, to facilitate their consideration

UNANIMOUSLY RESOLVED that the list of forthcoming items to be considered at the next scheduled meeting on the 31st January, 2022 and be noted but that consideration be given to reducing the number of proposed items and that, if necessary, an additional meeting of the committee be arranged to facilitate their consideration

13. TO SIGN AS A CORRECT RECORD THE MINUTES OF THE MEETING HELD ON 30TH SEPTEMBER 2021

UNANIMOUSLY RESOLVED that the minutes of the meeting of the Committee held on the 30th September, 2021 be signed as a correct record.

CHAIR

DATE