

WEDNESDAY, 19 JANUARY 2022

**TO: ALL MEMBERS OF THE SOCIAL CARE & HEALTH
SCRUTINY COMMITTEE**

I HEREBY SUMMON YOU TO ATTEND A **VIRTUAL MEETING**
OF THE **SOCIAL CARE & HEALTH SCRUTINY COMMITTEE**
WHICH WILL BE HELD IN THE AT **2.00 PM ON WEDNESDAY,**
26TH JANUARY, 2022 FOR THE TRANSACTION OF THE
BUSINESS OUTLINED ON THE ATTACHED AGENDA.

Wendy Walters

CHIEF EXECUTIVE

Democratic Officer:	Emma Bryer
Telephone (Direct Line):	01267 224029
E-Mail:	ebryer@carmarthenshire.gov.uk

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

SOCIAL CARE & HEALTH SCRUTINY COMMITTEE

14 MEMBERS

PLAID CYMRU GROUP – 7 MEMBERS

- | | | |
|----|-------------------|-------------------------------|
| 1. | Councillor | Kim Broom |
| 2. | Councillor | Karen Davies |
| 3. | Councillor | Tyssul Evans |
| 4. | Councillor | Jean Lewis |
| 5. | Councillor | Emlyn Schiavone |
| 6. | Councillor | Gwyneth Thomas [Chair] |
| 7. | Councillor | Dorian Williams |

LABOUR GROUP – 4 MEMBERS

- | | | |
|----|-------------------|--------------------|
| 1. | Councillor | Rob Evans |
| 2. | Councillor | Ken Lloyd |
| 3. | Councillor | Kevin Madge |
| 4. | Councillor | Bill Thomas |

INDEPENDENT GROUP – 2 MEMBERS

- | | | |
|----|-------------------|--------------------------------------|
| 1. | Councillor | Sue Allen |
| 2. | Councillor | Ieuan Wyn Davies [Vice-Chair] |

NEW INDEPENDENT GROUP – 1 MEMBER

- | | | |
|----|-------------------|------------------------|
| 1. | Councillor | Louvain Roberts |
|----|-------------------|------------------------|

AGENDA

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 & CAPITAL BUDGET MONITORING REPORT 2021/22 5 - 22
5. REVENUE BUDGET STRATEGY CONSULTATION 2022/23 TO 2024/25 23 - 54
6. DEPARTMENT FOR COMMUNITIES DEPARTMENTAL BUSINESS PLAN 2022/23 55 - 124
7. LONELINESS IN CARMARTHENSHIRE TASK AND FINISH REVIEW UPDATE 125 - 138
8. EXPLANATION FOR NON-SUBMISSION OF SCRUTINY REPORT 139 - 144
9. FORTHCOMING ITEMS 145 - 162
10. TO SIGN AS A CORRECT RECORD THE MINUTES OF THE MEETING HELD ON THE 20TH DECEMBER, 2021 163 - 166

This page is intentionally left blank

**SOCIAL CARE & HEALTH SCRUTINY
COMMITTEE
26th JANUARY 2022**

**Revenue & Capital Budget
Monitoring Report 2021/22**

To consider and comment on the following issues:

- That the Scrutiny Committee receives the budget monitoring report for the Social Care & Health Service and considers the budgetary position.

Reasons:

- To provide Scrutiny with an update on the latest budgetary position as at 31st October 2021, in respect of 2021/22.

To be referred to the Cabinet for decision: NO

Cabinet Member Portfolio Holders:

- Cllr. David Jenkins (Resources)
- Cllr. Jane Tremlett (Social Care & Health)

<p>Directorate: Corporate Services</p> <p>Name of Director: Chris Moore</p> <p>Report Author: Chris Moore</p>	<p>Designation:</p> <p>Director of Corporate Services</p>	<p>Tel No. / E-Mail Address:</p> <p>01267 224120 CMoore@cararthenshire.gov.uk</p>
--	--	--

EXECUTIVE SUMMARY

SOCIAL CARE & HEALTH SCRUTINY COMMITTEE 26th JANUARY 2022

Revenue & Capital Budget Monitoring Report 2021/22

The Financial Monitoring Report is presented as follows:

Revenue Budgets

Appendix A

Summary position for the Social Care and Health Scrutiny Committee. Services within the Social Care and Health Scrutiny remit are forecasting a £168k overspend.

Appendix B

Report on Main Variances on agreed budgets.

Appendix C

Detailed variances for information purposes only.

Capital Budgets

Appendix D

Details the main variances on capital schemes, which shows a forecasted net spend of £332k compared with a working net budget of £397k giving a -£65k variance.

Appendix E

Details all Social Care capital projects.

Savings Monitoring

Appendix F

The savings monitoring report.

DETAILED REPORT ATTACHED?

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

IMPLICATIONS

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

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

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

3. Finance

Revenue – The Social Care & Health Service is projecting that it will be over its approved budget by £168k.

Capital – The capital programme shows a variance of -£65k against the 2021/22 approved budget.

Savings Report

The expectation is that at year end £775k of Managerial savings against a target of £1,075k are forecast to be delivered. £50k of Policy savings put forward for 2021/22 against a target of £50k are projected to be delivered.

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
2021/22 Budget	Corporate Services Department, County Hall, Carmarthen
2021-26 Capital Programme	Online via corporate website – Minutes of County Council Meeting 3 rd March 2021

This page is intentionally left blank

Social Care & Health Scrutiny Report
Budget Monitoring as at 31st October 2021 - Summary

Division	Working Budget				Forecasted				Oct 2021 Forecasted Variance for Year £'000	Aug 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		
Adult Services										
Older People	63,364	-22,250	3,193	44,307	62,454	-22,735	3,193	42,912	-1,395	-1,002
Physical Disabilities	7,622	-1,875	276	6,023	8,174	-2,550	276	5,900	-123	-102
Learning Disabilities	40,834	-11,098	1,282	31,018	42,010	-10,951	1,282	32,341	1,323	1,353
Mental Health	10,263	-4,107	228	6,384	10,640	-4,093	228	6,775	391	334
Support	9,498	-8,009	1,133	2,621	9,635	-8,175	1,133	2,593	-28	-100
GRAND TOTAL	131,582	-47,340	6,110	90,352	132,914	-48,504	6,110	90,520	168	483

Social Care & Health Scrutiny Report
Budget Monitoring as at 31st October 2021 - Main Variances

Division	Working Budget		Forecasted		Oct 2021 Forecasted Variance for Year £'000	Notes	Aug 2021 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Expenditure £'000	Income £'000			
Adult Services							
Older People							
Older People - LA Homes	8,237	-3,891	8,219	-4,359	-486	Reduced costs associated with fewer beds occupied in conjunction with support from Hardship Fund	-425
Older People - Private/ Vol Homes	25,962	-12,918	25,539	-12,918	-423	Reduced costs associated with fewer beds occupied in conjunction with support from Hardship Fund	-417
Older People - Extra Care	774	0	853	0	79	Cwm Aur contract - savings proposals in previous years only partially delivered	73
Older People - LA Home Care	7,569	0	7,565	-81	-86	Part year vacant posts	-39
Older People - Private Home Care	8,984	-2,573	8,900	-2,573	-84	Decrease in hours being commissioned by the Council because of the lack of availability of care linked to recruitment and retention issues. Also, significant funding being received from Welsh Government under the Hardship Fund to help address the pressures in the sector.	65
Older People - Enablement	1,920	-444	1,834	-444	-85	Part year vacant posts	-41
Older People - Day Services	873	-82	738	-0	-53	Reduced provision of day services due to COVID19 restrictions	-74
Older People - Private Day Services	276	0	100	0	-176	Reduced provision of day services due to COVID19 restrictions	-201
Older People - Other variances					-81		57
Physical Disabilities							
Phys Dis - Private/Vol Homes	1,499	-306	1,235	-306	-264	Demand led - Reduced use of residential respite care due to COVID19	-346
Phys Dis - Community Support	185	0	115	0	-70	Reduction in provision of community based services due to COVID19 restrictions	-90
Phys Dis - Direct Payments	2,634	-589	2,925	-589	291	Demand for Direct Payments increasing as a consequence of fewer alternatives during COVID19 restrictions e.g. community support and respite	291
Phys Dis - Other variances					-80		43

Social Care & Health Scrutiny Report
Budget Monitoring as at 31st October 2021 - Main Variances

Division	Working Budget		Forecasted		Oct 2021 Forecasted Variance for Year £'000	Notes	Aug 2021 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Expenditure £'000	Income £'000			
Learning Disabilities							
Learn Dis - Private/Vol Homes	11,384	-4,373	12,226	-4,373	842	Pressure remains on this budget as alternative provision is unavailable due to COVID19 restrictions. Timelines for achieving savings have slipped as many of the initiatives require face to face contact with service users and providers.	832
Learn Dis - Direct Payments	3,916	-558	4,771	-558	855	Direct Payments increasing due to demand	882
Learn Dis - Group Homes/Supported Living	10,171	-2,254	10,562	-2,254	391	Rightsizing in Supported Living ongoing but delayed due to COVID19. Accommodation and Efficiency project plans for strategic longer term future accommodation options as well as current client group has experienced delays due to COVID19.	361
Learn Dis - Day Services	2,515	-405	2,315	-370	-165	Loss of income received, staff vacancies and client taxis not used. Reduced premises and running costs as building based provision is reduced due to social distancing regulations and alternatives provided.	-129
Learn Dis - Private Day Services	1,327	-82	881	-82	-446	Day Services significantly reduced. Where care has been reassessed and alternative has been provided, the additional cost is shown as an overspend in that budget.	-470
Learn Dis - Other variances					-154		-124
Mental Health							
M Health - Private/Vol Homes	6,203	-3,294	6,474	-3,294	271	Pressure remains on this budget as alternative provision is unavailable due to COVID19 restrictions. Timelines for achieving savings have slipped as many of the initiatives require face to face contact with service users and providers.	135
M Health - Group Homes/Supported Living	1,265	-410	1,514	-410	249	Rightsizing in Supported Living ongoing but delayed due to COVID19. Accommodation and Efficiency project plans for strategic longer term future accommodation options as well as current client group has experienced delays due to COVID19.	236
M Health - Direct Payments	148	-44	263	-44	115	Direct Payments increasing due to demand	113
M Health - Community Support	623	-76	505	-76	-118	No payment to Hafal Dom care grant scheme	-114
M Health - Other variances					-126		-36
Support							
Home Acc-Transport	1,500	-1,773	1,520	-1,886	-93	Provision of additional services to support Hywel Dda	-145
Support - Other variances					65		45
Grand Total					168		483

Social Care & Health Scrutiny Report
Budget Monitoring as at 31st October 2021 - Detail Monitoring

Division	Working Budget				Forecasted				Oct 2021 Forecasted Variance for Year £'000	Notes	Aug 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			
Adult Services											
Older People											
Older People - Commissioning	4,028	-529	675	4,173	4,003	-553	675	4,125	-49		-11
Older People - LA Homes	8,237	-3,891	907	5,253	8,219	-4,359	907	4,767	-486	Reduced costs associated with fewer beds occupied in conjunction with support from Hardship Fund	-425
Older People - Supported Living	99	0	0	99	99	0	0	99	-0		-0
Older People - Private/ Vol Homes	25,962	-12,918	328	13,372	25,539	-12,918	328	12,949	-423	Reduced costs associated with fewer beds occupied in conjunction with support from Hardship Fund	-417
Older People - Private Day Care	30	0	0	30	62	0	0	62	32		32
Older People - Extra Care	774	0	10	784	853	0	10	863	79	Cwm Aur contract - savings proposals in previous years only partially delivered	73
Older People - LA Home Care	7,569	0	750	8,319	7,565	-81	750	8,233	-86	Part year vacant posts	-39
Older People - MOW's	5	-6	0	-0	0	0	0	0	0		0
Older People - Direct Payments	1,235	-305	6	937	1,195	-305	6	897	-40		-35
Older People - Grants	560	-214	16	362	564	-214	16	366	4		3
Older People - Private Home Care	8,984	-2,573	116	6,526	8,900	-2,573	116	6,442	-84	Decrease in hours being commissioned by the Council because of the lack of availability of care linked to recruitment and retention issues. Also, significant funding being received from Welsh Government under the Hardship Fund to help address the pressures in the sector.	65
Older People - Ssmms	996	-237	99	857	967	-237	99	829	-29		68
Older People - Careline	1,816	-1,051	4	769	1,816	-1,051	4	769	0		0
Older People - Enablement	1,920	-444	174	1,650	1,834	-444	174	1,564	-85	Part year vacant posts	-41
Older People - Day Services	873	-82	108	899	738	-0	108	847	-53	Reduced provision of day services due to COVID19 restrictions	-74
Older People - Private Day Services	276	0	0	276	100	0	0	100	-176	Reduced provision of day services due to COVID19 restrictions	-201
Older People Total	63,364	-22,250	3,193	44,307	62,454	-22,735	3,193	42,912	-1,395		-1,002
Physical Disabilities											
Phys Dis - Commissioning & OT Services	827	-297	42	573	685	-185	42	542	-30		-48
Phys Dis - Private/Vol Homes	1,499	-306	13	1,207	1,235	-306	13	943	-264	Demand led - Reduced use of residential respite care due to COVID19	-346
Phys Dis - Group Homes/Supported Living	1,120	-170	12	962	1,078	-170	12	920	-42		91
Phys Dis - Community Support	185	0	1	186	115	0	1	116	-70	Reduction in provision of community based services due to COVID19 restrictions	-90
Phys Dis - Private Home Care	327	-90	3	240	327	-90	3	240	0		-0
Phys Dis - Aids & Equipment	821	-424	190	586	1,604	-1,210	190	583	-4		-0
Phys Dis - Grants	154	0	0	154	150	0	0	150	-4		-0
Phys Dis - Direct Payments	2,634	-589	14	2,060	2,925	-589	14	2,351	291	Demand for Direct Payments increasing as a consequence of fewer alternatives during COVID19 restrictions e.g. community support and respite	291
Phys Dis - Manual Handling	4	0	0	4	4	0	0	4	0		0
Phys Dis - Independent Living Fund	51	0	0	51	51	0	0	51	0		0
Physical Disabilities Total	7,622	-1,875	276	6,023	8,174	-2,550	276	5,900	-123		-102

Social Care & Health Scrutiny Report
Budget Monitoring as at 31st October 2021 - Detail Monitoring

Division	Working Budget				Forecasted				Oct 2021 Forecasted Variance for Year £'000	Notes	Aug 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			
Learning Disabilities											
Learn Dis - Employment & Training	1,818	-231	305	1,892	1,656	-110	305	1,851	-41		-22
Learn Dis - Commissioning	974	0	144	1,118	959	0	144	1,102	-16		-41
Learn Dis - Private/Vol Homes	11,384	-4,373	81	7,092	12,226	-4,373	81	7,934	842	Pressure remains on this budget as alternative provision is unavailable due to COVID19 restrictions. Timelines for achieving savings have slipped as many of the initiatives require face to face contact with service users and providers.	832
Learn Dis - Direct Payments	3,916	-558	23	3,381	4,771	-558	23	4,236	855	Direct Payments increasing due to demand	882
Learn Dis - Group Homes/Supported Living	10,171	-2,254	53	7,970	10,562	-2,254	53	8,361	391	Rightsizing in Supported Living ongoing but delayed due to COVID19. Accommodation and Efficiency project plans for strategic longer term future accommodation options as well as current client group has experienced delays due to COVID19.	361
Learn Dis - Adult Respite Care	1,005	-812	95	289	957	-816	95	237	-52		-17
Learn Dis - Home Care Service	334	-157	4	181	334	-157	4	181	0		0
Learn Dis - Day Services	2,515	-405	318	2,428	2,315	-370	318	2,263	-165	Loss of income received, staff vacancies and client taxis not used. Reduced premises and running costs as building based provision is reduced due to social distancing regulations and alternatives provided.	-129
Learn Dis - Private Day Services	1,327	-82	11	1,257	881	-82	11	811	-446	Day Services significantly reduced. Where care has been reassessed and alternative has been provided, the additional cost is shown as an overspend in that budget.	-470
Learn Dis - Transition Service	529	0	97	626	559	0	97	656	30		39
Learn Dis - Community Support	3,184	-160	24	3,048	3,124	-160	24	2,988	-60		-68
Learn Dis - Grants	334	0	5	339	324	0	5	329	-10		1
Learn Dis - Adult Placement/Shared Lives	2,826	-1,960	84	950	2,781	-1,944	84	921	-29		-33
Learn Dis/M Health - Ssmss	518	-108	38	447	561	-129	38	470	23		16
Learn Dis - Independent Living Fund	0	0	0	0	0	0	0	0	0		0
Learning Disabilities Total	40,834	-11,098	1,282	31,018	42,010	-10,951	1,282	32,341	1,323		1,353

Social Care & Health Scrutiny Report
Budget Monitoring as at 31st October 2021 - Detail Monitoring

Division	Working Budget				Forecasted				Oct 2021 Forecasted Variance for Year £'000	Notes	Aug 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			
Mental Health											
M Health - Commissioning	1,427	-82	83	1,428	1,320	-85	83	1,318	-110		-37
M Health - Private/Vol Homes	6,203	-3,294	41	2,949	6,474	-3,294	41	3,220	271	Pressure remains on this budget as alternative provision is unavailable due to COVID19 restrictions. Timelines for achieving savings have slipped as many of the initiatives require face to face contact with service users and providers.	135
M Health - Private/Vol Homes (Substance Misuse)	145	-33	0	111	144	-33	0	111	-0		0
M Health - Group Homes/Supported Living	1,265	-410	7	861	1,514	-410	7	1,110	249	Rightsizing in Supported Living ongoing but delayed due to COVID19. Accommodation and Efficiency project plans for strategic longer term future accommodation options as well as current client group has experienced delays due to COVID19.	236
M Health - Direct Payments	148	-44	1	104	263	-44	1	219	115	Direct Payments increasing due to demand	113
M Health - Community Support	623	-76	6	553	505	-76	6	435	-118	No payment to Hafal Dom care grant scheme	-114
M Health - Day Services	1	0	0	1	1	0	0	1	0		0
M Health - Private Day Services	0	0	0	0	0	0	0	0	0		0
M Health - Private Home Care	84	-28	1	58	84	-28	1	58	0		9
M Health - Substance Misuse Team	367	-138	88	318	336	-122	88	302	-16		-8
Total Mental Health	10,263	-4,107	228	6,384	10,640	-4,093	228	6,775	391		334
Support											
Departmental Support	2,834	-3,302	799	331	2,860	-3,308	799	351	21		-16
Performance, Analysis & Systems	397	-43	44	398	399	-43	44	400	2		9
VAWDASV	980	-980	8	8	980	-980	8	8	0		0
Adult Safeguarding & Commissioning Team	1,553	-67	100	1,586	1,641	-114	100	1,628	42		51
Regional Collaborative	2,234	-1,844	83	474	2,234	-1,844	83	474	0		-0
Holding Acc-Transport	1,500	-1,773	98	-175	1,520	-1,886	98	-268	-93	Provision of additional services to support Hywel Dda	-145
Support Total	9,498	-8,009	1,133	2,621	9,635	-8,175	1,133	2,593	-28		-100
TOTAL FOR SOCIAL CARE & HEALTH SERVICE	131,582	-47,340	6,110	90,352	132,914	-48,504	6,110	90,520	168		483

Capital Programme 2021/22							Variance for Year £'000	Comment
Capital Budget Monitoring - Report for October 2021 - Main Variances								
DEPARTMENT/SCHEMES	Working Budget			Forecasted				
	Expenditure £'000	Income £'000	Net £'000	Expenditure £'000	Income £'000	Net £'000		
- Social Care	1,109	-712	397	804	-472	332	-65	Slip to 2022/23.
TOTAL	1,109	-712	397	804	-472	332	-65	

This page is intentionally left blank

Social Care

Capital Budget Monitoring - Scrutiny Report For October 2021

Scheme	Target Date for Completion	Working Budget			Forecasted		
		Expenditure £'000	Income £'000	Net £'000	Expenditure £'000	Income £'000	Net £'000
Learning Disabilities Accomodation Developments	Mar'23	157	0	157	90	0	90
Learning Disabilities Developments		157	0	157	90	0	90
Extra Care Schemes	Ongoing	240	0	240	242	0	242
Cartref Cynnes Development Carmarthen		240	0	240	242	0	242
Intermediate Care Fund (ICF) - Discretionary Capital Programme	Mar'22	375	-375	0	348	-348	0
ICF - CA CAP10 - Garreglwyd		31	-31	0	31	-31	0
ICF - CA CAP2 - Independent Living		100	-100	0	100	-100	0
ICF - Digital Transformation & Record Management		119	-119	0	119	-119	0
ICF - CA CAP - Complex Needs Development		86	-86	0	86	-86	0
ICF - Learning Disabilities Equipment		39	-39	0	12	-12	0
ICF Main Capital Programme	Mar'22	337	-337	0	124	-124	0
ICF Care Homes Grant Fund		337	-337	0	124	-124	0
NET BUDGET		1,109	-712	397	804	-472	332

Variance for Year £'000	Comment
-67	Slip to 2022/23.
-67	
2	
2	
0	Funded by ICF Grant.
0	
0	
0	
0	
0	
0	Funded by ICF Grant.
0	
-65	

This page is intentionally left blank

2021/22 Savings Monitoring Report
Social Care & Health Scrutiny Committee
26th January 2022

1 Summary position as at : 31st October 2021

£300 k variance from delivery target

Communities	2021/22 Savings monitoring		
	2021/22	2021/22	2021/22
	Target	Delivered	Variance
	£'000	£'000	£'000
	1,125	825	300
1,125	825	300	

2 Analysis of delivery against target for managerial and policy decisions:

Managerial
Policy

£300 k Off delivery target
£0 k ahead of target

Communities	MANAGERIAL			POLICY		
	2021/22	2021/22	2021/22	2021/22	2021/22	2021/22
	Target	Delivered	Variance	Target	Delivered	Variance
	£'000	£'000	£'000	£'000	£'000	£'000
	1,075	775	300	50	50	0
1,075	775	300	50	50	0	

3 Appendix F (i) : Savings proposals not on target

Appendix F (ii) : Savings proposals on target (for information)

DEPARTMENT	2020/21 Budget	FACT FILE	2021/22 Proposed	2021/22 Delivered	2021/22 Variance	EFFICIENCY DESCRIPTION	REASON FOR VARIANCE
	£'000		£'000	£'000	£'000		

Managerial - Off Target

Communities

Adult Social Care

Shared Lives	834	Shared Lives provides placements for individuals with Learning Disability or Mental Health issues with families that have been approved as Shared Lives Carers .	82	30	52	Stepping down three individuals from residential care to a Shared Lives setting will save approx. £50k to £60k per individual	Savings reprofiled to be delivered in later years as work was delayed due to initial COVID19 period. The Shared Lives Team structure is currently being reviewed to create additional capacity to progress this work . However, the likelihood is that restrictions may still impact on ability to deliver in full. However the likelihood is that restrictions may still impact on ability to deliver in full.
Right Sizing Supported Living	7,608	Supported living is provided for those individuals with a Learning Disability or Mental Health who need support with daily living tasks to remain in the community. Support is provided from staff in the setting which can range from a few hours to 24/7 in some circumstances. Promoting independence is a key aspect of supported living	23	15	8	Reviewing high cost placements and decreasing levels of support to promote independence and enhance daily living skills will result in cost savings e.g. reduction of 20 individual packages x 5hrs x £20 per hour = £105k	During COVID19 the accommodation projects have been on hold and we have been unable to undertake reviews for rightsizing or progress the deregistration with providers. This work will be picked up at pace but there will not be a full effect of the year's savings due to the months lost during COVID19 where essential business and safeguarding was prioritised over strategic work.
Right Sizing Residential	6,525	People may move into a residential home because their health has deteriorated or is so severe they are unable to look after themselves without 24/7 support, they are living with families who no longer able to support them or there are not alternative accommodation options. Some homes offer short term stays, but generally they provide long term accommodation. Approximately 200 individuals are accommodated in residential accommodation, a key objective for the service is to reduce the numbers in residential care, increase the range of alternatives and promote choice and independence for individuals.	200	100	100	Review packages of care and collaborate with commissioned services to promote independence, facilitate progression pathways and step down options whilst continuing to meet eligible need. To develop a sustainable accommodation market and to maximise collaborative funding opportunities with health partners.	During COVID19 the accommodation projects have been on hold and we have been unable to undertake reviews for rightsizing or progress the deregistration with providers. This work is now being picked up at pace but there will not be a full effect of the year's savings due to the months lost during COVID19 where essential business and safeguarding was prioritised over strategic work. Work planned for 2021/22 remains the main focus of our work. However the likelihood is that restrictions may still impact on ability to deliver in full.
De-registration of Residential	6,525	Over the last year we have been working with several providers to maximise the independence of individuals in residential settings. As a result a number of residential providers are changing their settings to provide supported living which promotes independence and results in improved outcomes for those individuals.	60	30	30	De-registering independent residential settings to supported living, saving approximately £30k per individual per annum	During COVID19 the accommodation projects have been on hold and we have been unable to progress the deregistration with providers. This work will be picked up at pace but there will not be a full effect of the year's savings due to the months lost during COVID19 where essential business and safeguarding was prioritised over strategic work. Work is progressing to de-register a number of residential settings although this work was delayed due to COVID19 so savings partially delivered. However, the likelihood is that restrictions may still impact on ability to deliver in full.
Direct Payments - Remodel	3,211	If individuals have been assessed as needing social services support they have the option of asking for a Direct Payment to purchase the care and support instead of receiving the support arranged by the local council.	75	10	65	The service is exploring potential innovative models for Direct Payments such as citizen directed cooperatives which could result in a more cost effective use of DP.	Focus during COVID19 has been to sustain the service and keep everyone safe, however tasks are now being picked up at pace to progress this. .
Staffing	344	In line with the modernisation of services the division has been undertaking a management and staffing restructure to ensure that we have the right number and appropriate skill set to deliver the new models of service	45	15	30	As part of management restructure and reconfiguration of services, reduction in some management posts.	Focus during COVID19 has been to sustain the service and keep everyone safe, however tasks are now being picked up at pace to progress this. .
Domiciliary Care (in-house)	7,514	Domiciliary Care Services, also known as Homecare, provide practical or personal care for someone in their own home. This could be because health or mobility is declining, or a person may have been in hospital or they have a long term health condition. The in-house service currently provides around 35% of the market and provides over 4,500 hours of care every week to over 400 service users.	50	35	15	Domiciliary Care - delivering more care hours as a result of better rostering, reduction in sickness rates and ensuring vacancies are filled	Focus during COVID19 has been to sustain the service and keep everyone safe, however performance tasks are now being picked up at pace. Delivering more care hours remains a focus for the service. Detailed analysis and reporting tools have been developed to progress this. .
Total Adult Social Care			535	235	300		

Communities Total **535 235 300**

Policy - Off Target

NOTHING TO REPORT

DEPARTMENT	2020/21 Budget	FACT FILE	2021/22 Proposed	2021/22 Delivered	2021/22 Variance	EFFICIENCY DESCRIPTION
	£'000		£'000	£'000	£'000	
Managerial - On Target						
Communities						
Integrated Services						
Domiciliary Care	13,329	<p>Domiciliary Care is provided to 1069 individuals in the county in 2019/20 (Older people and people with physical disabilities). On average 11,630 hours per week are delivered by in-house and independent domiciliary care agencies.</p> <ul style="list-style-type: none"> - Around 251 individuals receive care from two carers (known as "double handed" care). - In 2019/20, there were 174 individuals who receive a large package of care involving 4 calls per day. - Fulfilled Lives is a model of domiciliary care which has been developed for individuals living with dementia which has demonstrated that the service can maintain people living at home for longer than traditional domiciliary care. In 2019/20 there were 63 individuals receiving this service in some parts of the county, and the plan is to expand the service to cover the entire county. - The Reablement Service provides short term domiciliary care. The number of clients who received Reablement in 2019/20 was 530 and 55% leave the service with no long term care package. - Information, Advice and Assistance (IAA) and the Carmarthenshire United Support Project (CUSP) are both preventative services which support individuals to maintain their independence without the need for statutory social services. By increasing the proportion of referrals that go through IAA or CUSP, it reduces the demand on statutory services. - The specialist Continence service has been established within Community Nursing. By providing the right continence products to meet the individual's continence needs, it is possible to reduce the number of visits per day of domiciliary care. 	218	218	0	<ul style="list-style-type: none"> -To reduce double handed domiciliary care packages to 18% by the end of 2021/22 from 25.4% in 2018/19. -To increase the percentage of clients exiting the Reablement Service with no long term care package from 44% to 55% by the end of 2021/22 To extend the Bridging Service across the 3 Community Resource Teams: 75 service users per quarter would receive this service -To reduce the number of clients receiving 4 or more calls a day by 11 per year - approx. 1% per year -To increase number of people with dementia receiving Fulfilled Lives service from 39 (March 2019) to 115 (March 2022) To reduce the number of clients receiving domiciliary care packages of less than 5 hours a week by 125 people (50%) in line with recommendations of Prof. Bolton -To increase the proportion of referrals receiving an Information, Assistance & Advice outcome to 20%, currently this equates to an additional 74 people per month). Assume this is achieved by increments of 1% from July to March in Year 1; Maintain in Year 2. -To increase the proportion of referrals receiving a preventative service through CUSP by an additional 5 people per month. Assume this is achieved by increments of 5 people from July to March in Year 1; Maintain in Year 2 - To reduce referrals to Brokerage from an average of 95 per month to 90 per month (5 fewer starters) - To provide specialist continence advice for identified service users to reduce the need for the existing level of domiciliary care (i.e. reduce one call per day)
Residential Placement - increased Extra Care tenancies	774	<p>Extra Care facilities provide supported accommodation as an alternative to a residential care home placement. There are 4 extra care facilities (Cartref Cynnes, Ty Dyffryn, Plas y Môr and Cwm Aur) for older people. A domiciliary care service is provided to those tenants living in the Extra Care facilities who require care and support. The aim of Extra Care is to avoid or delay the need for a residential care placement. Residential care is provided in local authority and private sector care homes for individuals who can no longer live independently in the community. Depending on the nature of their needs, their placement may be made by the local authority or jointly with the health board, or entirely by the health board if they qualify for free continuing health care (CHC).</p>	100	100	0	Reduce residential placements by increasing the number of extra care new tenancies
Total Integrated Services			318	318	0	
Adult Social Care						
Releasing Time to care in-house DC	5,025	A number of young people in our Learning Disability service are supported by two or three (in some circumstances) staff in relation to moving and handling activity. Currently independent providers are also commissioned to support this.	30	30	0	Reduction of third party payments by operating Releasing Time to Care approach within day services which trains staff to be able to maximise the use of assistive technology, subsequently reducing the number of staff required to safely undertake moving and handling of individuals. This will reduce costs in relation to this activity.
Reduce reliance on external providers of complex Respite	6,525	Respite care is provided for individuals with a Learning Disability by a number of external providers. A priority for the division is to increase the in-house options for respite which will be more cost effective and provide individuals and carers with more choice and control in relation to respite options.	50	50	0	Reviewing models of in house respite, staffing structures and collaboration with health to increase the respite offer, thus avoiding high cost independent provision
Reduce reliance on external providers of complex Day Care	5,025	Day services are provided for individuals with a Learning Disability by a number of external providers, particularly those with the most complex needs. The vision for the in-house day service is that our building based service will cater for those with the most complex needs, thus reducing the reliance on external provisions.	50	50	0	As part of day service provision, the buildings will provide for those with most complex needs, thus reducing the reliance on external providers for day provision for those with complex needs.
Total Adult Social Care			130	130	0	

DEPARTMENT	2020/21 Budget	FACT FILE	2021/22 Proposed	2021/22 Delivered	2021/22 Variance	EFFICIENCY DESCRIPTION
	£'000		£'000	£'000	£'000	

Support Services

Support Services	2,127	The service provides business support for Social Care. The functions include payment of creditors, management of transport and premises; the assessment and collection of income for residential and non residential services; and general business support	34	34	0	Rationalisation of staffing structure with the Business Support Unit
Support Services	2,127	The service provides business support for Social Care. The functions include payment of creditors, management of transport and premises; the assessment and collection of income for residential and non residential services; and general business support	6	6	0	Reduction in Supplies and Services budgets, by reducing postage and printing costs.
Support Services - additional saving	2,127	The service provides business support for Social Care. The functions include payment of creditors, management of transport and premises; the assessment and collection of income for residential and non residential services; and general business support	9	9	0	Reduction in Supplies and Services budgets, by reducing postage and printing costs. Additional £9k saving above original target
Support Services	1,424	The service provides business support for Social Care. The functions include payment of creditors, management of transport and premises; the assessment and collection of income for residential and non residential services; and general business support	18	18	0	Review of Transport for service users, making better use of the buses available, and increasing contracted-in work
Support Services - additional saving	1,424	The service provides business support for Social Care. The functions include payment of creditors, management of transport and premises; the assessment and collection of income for residential and non residential services; and general business support	25	25	0	Review of Transport for service users, making better use of the buses available, and increasing contracted-in work Additional £25k saving above original target
Total Support Services			92	92	0	

Communities Total**540 540 0****Policy - On Target****Communities**

Day Services	3,667	LD & MH day services currently provide support for approximately 300 individuals across the county utilising 9 different sites. The services provide opportunities for individuals to receive therapy, maintain their health and wellbeing, gain skills, socialise whilst also providing respite for carers. The review of day services has highlighted the need to develop community options and specialist services which will see a decline in the use of building based services. This will provide opportunities for us to develop intergenerational services in partnership with adult services within Coleshill and Manor Road and vacate the premises at Cross Hands.	50	50	0	Reduction of one building and more efficient use of current estate in community inclusion
--------------	-------	---	----	----	---	---

Communities Total**50 50 0**

SOCIAL CARE & HEALTH SCRUTINY COMMITTEE 26th 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 Social Care & Health Service

Appendix A(ii) – Growth Pressures summary for the Social Care & Health Service

Appendix B – Budget monitoring report for the Social Care & Health Service

Appendix C – Charging Digest for the Social Care & Health Service

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. David Jenkins (Resources)
- Cllr. Jane Tremlett (Social Care & Health)

<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>
---	---	---

EXECUTIVE SUMMARY

SOCIAL CARE & HEALTH SCRUTINY COMMITTEE 26th 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 Social Care & Health Service.

Appendix C

Charging Digest for the Social Care & Health 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

This page is intentionally left blank

REPORT OF DIRECTOR OF CORPORATE SERVICES

Social Care & Health Scrutiny Committee

26th 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.

SOCIAL CARE & HEALTH SCRUTINY COMMITTEE

26th 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	

Communities

Integrated Services

Domiciliary Care	13,980	Domiciliary Care is provided to approx 1,000 individuals in the county in. On average over 11,000 hours per week are delivered by in-house and independent domiciliary care agencies. - Around 250 individuals receive care from two carers (known as "double handed" care). - Approx 170 individuals receive a large package of care involving 4 calls per day. - Fulfilled Lives is a model of domiciliary care which has been developed for individuals living with dementia which has demonstrated that the service can maintain people living at home for longer than traditional domiciliary care. The plan is to expand the service to cover the entire county. - The Reablement Service provides short term domiciliary care. The number of clients who receive Reablement is over 500 and 55% leave the service with no long term care package. - Information, Advice and Assistance (IAA) and the Carmarthenshire United Support Project (CUSP) are both preventative services which support individuals to maintain their independence without the need for statutory social services. By increasing the proportion of referrals that go through IAA or CUSP, it reduces the demand on statutory services. - The specialist Continence service has been established within Community Nursing. By providing the right continence products to meet the individual's continence needs, it is possible to reduce the number of visits per day of domiciliary care.	510	675	475	1,660	-To reduce the number of clients receiving small packages by 125 people (50%), in line with recommendations of Prof Bolton '-Reduce the number of people receiving 4 calls per day or more by 1%. This equates to 11 people per year. '-Increase number of people with dementia receiving Fulfilled Lives service from 85 (July 2021) to 105 in Year 1, 125 in Year 2, 140 in Year 3. (The figure in March 2019 was 39) '-To increase the number of people not requiring a long term service - To reduce double handed care by a further 20 cases in Year 1; 20 in Year 2; Maintain in Year 3.
Extra Care		Extra Care facilities provide supported accommodation as an alternative to a residential care home placement. There are 4 extra care facilities (Cartref Cynnes, Ty Dyffryn, Plas y Môr and Cwm Aur) for older people. A domiciliary care service is provided to those tenants living in the Extra Care facilities who require care and support. The aim of Extra Care is to avoid or delay the need for a residential care placement. Residential care is provided in local authority and private sector care homes for individuals who can no longer live independently in the community.	50	50	50	150	EXTRA CARE Increase in number of Extra Care Category A residents with complex care needs. Extra Care is a strategy to reduce residential placements. TARGET: Increase number of people in Cat A flats from 68 (average 2020-21) to 77 by 2024-25, thereby preventing 9 placements.
Residential Homes		Residential care homes provide accommodation as well as 24-hour personal care and support for older people and adults who struggle to live independently, but do not need nursing care. Residential care homes help people manage daily life, such as assisting with getting dressed, washing and eating.	50	150	150	350	Residential Care Manage Demand from hospital including CHC + Out of County placement
Cross Departmental - Print		Reduction in print budgets following better ways of working	2	0	0	2	Reduction in print budgets following better ways of working
Cross Departmental - Travel		Reduction in travel budgets following better ways of working	25	0	0	25	Reduction in travel budgets following better ways of working
Total Integrated Services			637	875	675	2,187	

Adult Social Care

Shared Lives		Shared Lives provides placements for individuals with Learning Disabilities or Mental Health issues with families that have been approved as Shared Lives Carers.	110	55	55	220	Shared Lives – Stepping down two individuals from res care
Residential and Supported Living		Supported Living is provided for those individuals with Learning Disabilities or Mental Health issues who need support with daily living tasks to remain in the community. Support is provided from staff in the setting which can range from a few hours to 24/7 in some circumstances. Promoting independence is a key aspect of supported living.	165	550	550	1,265	Rightsizing of placements to maximise independence and mitigate against over provision, deregistration of residential care to Supported Living. Collaborative opportunities for income including grants
Day Services		Day services are provided for individuals with a Learning Disability by a number of external providers, particularly those with the most complex needs. The vision for the in house day service is that our building based service will cater for those with the most complex needs, thus reducing the reliance on external provision.	330	165	55	550	Accommodating individuals with complex needs in house provision in line with transformation plans to accommodate those with the most complex needs in building based services, and maximise use of community and local authority provision to promote independence.
Print		Reduction in print budgets following better ways of working	3	0	0	3	Based on 50% reduction of 2021-2022 budgets
Travel		Reduction in travel budgets following better ways of working	32	0	0	32	Based on 50% reduction of 2021-2022 budgets
Total Adult Social Care			640	770	660	2,070	

DEPARTMENT	2021/22 Budget	FACT FILE	2022/23 Proposed	2023/24 Proposed	2024/25 Proposed	Total	EFFICIENCY DESCRIPTION
	£'000		£'000	£'000	£'000	£'000	
Business Support and Commissioning							
Print		Reduction in print budgets following better ways of working	18	0	0	18	Based on 50% reduction of 2021-2022 budgets
Travel		Reduction in travel budgets following better ways of working	7	0	0	7	Based on 50% reduction of 2021-2022 budgets
Postages			4	4	0	8	
Departmental Managerial Restructure		The service provides business support for Social Care. The functions include payment of creditors, management of transport and premises; the assessment and collection of income for residential and non residential services; and general business support	75	0	0	75	Review of Managerial posts across Communities Department
Transport		The service provides transport support for Social Care.	70	80	100	250	Review of Transport for service users, making better use of the buses available, and increasing contracted in work
Total Business Support and Commissioning			174	84	100	358	
Performance and Business Transformation Teams							
Print		Reduction in print budgets following better ways of working	1	0	0	1	Based on 50% reduction of 2021-2022 budgets
Travel		Reduction in travel budgets following better ways of working	1	0	0	1	Based on 50% reduction of 2021-2022 budgets
Total Performance and Business Transformation Teams			2	0	0	2	
Communities Total			1,453	1,729	1,435	4,617	

This page is intentionally left blank

Demographic, Legislative or continuing pressures

APPENDIX A (ii)

	Description	2022/23 £'000
Demographic Growth 2.7% on older peoples budgets	Based on forecasts for population growth for over 75 age group and anticipation of increased intensity of care needs	1,643
NATIONAL Living Wage Increase - £8.91 to £9.50 - Additonal Increase above inflation	Actual increase of 6.6% applied to wage component of commissioned care	1,430
Additional increase to FOUNDATION Living Wage (to £9.90)	Included within WG Programme for Government. Minister's letter instructs Local Authorities to provide from base budgets	2,448
Social care levy effect on commissioned care	Estimated impact of National Insurance increase on commissioned care providers	694
TOTAL FOR SOCIAL CARE & HEALTH		6,215

This page is intentionally left blank

Social Care & Health 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	
Adult Services									
Older People	63,364	-22,250	3,193	44,307	62,454	-22,735	3,193	42,912	-1,395
Physical Disabilities	7,622	-1,875	276	6,023	8,174	-2,550	276	5,900	-123
Learning Disabilities	40,834	-11,098	1,282	31,018	42,010	-10,951	1,282	32,341	1,323
Mental Health	10,263	-4,107	228	6,384	10,640	-4,093	228	6,775	391
Support	9,498	-8,009	1,133	2,621	9,635	-8,175	1,133	2,593	-28
GRAND TOTAL	131,582	-47,340	6,110	90,352	132,914	-48,504	6,110	90,520	168

Social Care & Health Scrutiny Report
Budget Monitoring as at 31st October 2021 - Detail Monitoring

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		
Adult Services										
Older People										
Older People - Commissioning	4,028	-529	675	4,173	4,003	-553	675	4,125	-49	
Older People - LA Homes	8,237	-3,891	907	5,253	8,219	-4,359	907	4,767	-486	Reduced costs associated with fewer beds occupied in conjunction with support from Hardship Fund
Older People - Supported Living	99	0	0	99	99	0	0	99	-0	
Older People - Private/ Vol Homes	25,962	-12,918	328	13,372	25,539	-12,918	328	12,949	-423	Reduced costs associated with fewer beds occupied in conjunction with support from Hardship Fund
Older People - Private Day Care	30	0	0	30	62	0	0	62	32	
Older People - Extra Care	774	0	10	784	853	0	10	863	79	Cwm Aur contract - savings proposals in previous years only partially delivered
Older People - LA Home Care	7,569	0	750	8,319	7,565	-81	750	8,233	-86	Part year vacant posts
Older People - MOW's	5	-6	0	-0	0	0	0	0	0	
Older People - Direct Payments	1,235	-305	6	937	1,195	-305	6	897	-40	
Older People - Grants	560	-214	16	362	564	-214	16	366	4	
Older People - Private Home Care	8,984	-2,573	116	6,526	8,900	-2,573	116	6,442	-84	Decrease in hours being commissioned by the Council because of the lack of availability of care linked to recruitment and retention issues. Also, significant funding being received from Welsh Government under the Hardship Fund to help address the pressures in the sector.
Older People - Ssmms	996	-237	99	857	967	-237	99	829	-29	
Older People - Careline	1,816	-1,051	4	769	1,816	-1,051	4	769	0	
Older People - Enablement	1,920	-444	174	1,650	1,834	-444	174	1,564	-85	Part year vacant posts
Older People - Day Services	873	-82	108	899	738	-0	108	847	-53	Reduced provision of day services due to COVID19 restrictions
Older People - Private Day Services	276	0	0	276	100	0	0	100	-176	Reduced provision of day services due to COVID19 restrictions
Older People Total	63,364	-22,250	3,193	44,307	62,454	-22,735	3,193	42,912	-1,395	
Physical Disabilities										
Phys Dis - Commissioning & OT Services	827	-297	42	573	685	-185	42	542	-30	
Phys Dis - Private/Vol Homes	1,499	-306	13	1,207	1,235	-306	13	943	-264	Demand led - Reduced use of residential respite care due to COVID19
Phys Dis - Group Homes/Supported Living	1,120	-170	12	962	1,078	-170	12	920	-42	
Phys Dis - Community Support	185	0	1	186	115	0	1	116	-70	Reduction in provision of community based services due to COVID19 restrictions
Phys Dis - Private Home Care	327	-90	3	240	327	-90	3	240	0	
Phys Dis - Aids & Equipment	821	-424	190	586	1,604	-1,210	190	583	-4	
Phys Dis - Grants	154	0	0	154	150	0	0	150	-4	
Phys Dis - Direct Payments	2,634	-589	14	2,060	2,925	-589	14	2,351	291	Demand for Direct Payments increasing as a consequence of fewer alternatives during COVID19 restrictions e.g. community support and respite
Phys Dis - Manual Handling	4	0	0	4	4	0	0	4	0	
Phys Dis - Independent Living Fund	51	0	0	51	51	0	0	51	0	
Physical Disabilities Total	7,622	-1,875	276	6,023	8,174	-2,550	276	5,900	-123	

Social Care & Health Scrutiny Report
Budget Monitoring as at 31st October 2021 - Detail Monitoring

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		
Learning Disabilities										
Learn Dis - Employment & Training	1,818	-231	305	1,892	1,656	-110	305	1,851	-41	
Learn Dis - Commissioning	974	0	144	1,118	959	0	144	1,102	-16	
Learn Dis - Private/Vol Homes	11,384	-4,373	81	7,092	12,226	-4,373	81	7,934	842	Pressure remains on this budget as alternative provision is unavailable due to COVID19 restrictions. Timelines for achieving savings have slipped as many of the initiatives require face to face contact with service users and providers.
Learn Dis - Direct Payments	3,916	-558	23	3,381	4,771	-558	23	4,236	855	Direct Payments increasing due to demand
Learn Dis - Group Homes/Supported Living	10,171	-2,254	53	7,970	10,562	-2,254	53	8,361	391	Rightsizing in Supported Living ongoing but delayed due to COVID19. Accommodation and Efficiency project plans for strategic longer term future accommodation options as well as current client group has experienced delays due to COVID19.
Learn Dis - Adult Respite Care	1,005	-812	95	289	957	-816	95	237	-52	
Learn Dis - Home Care Service	334	-157	4	181	334	-157	4	181	0	
Learn Dis - Day Services	2,515	-405	318	2,428	2,315	-370	318	2,263	-165	Loss of income received, staff vacancies and client taxis not used. Reduced premises and running costs as building based provision is reduced due to social distancing regulations and alternatives provided.
Learn Dis - Private Day Services	1,327	-82	11	1,257	881	-82	11	811	-446	Day Services significantly reduced. Where care has been reassessed and alternative has been provided, the additional cost is shown as an overspend in that budget.
Learn Dis - Transition Service	529	0	97	626	559	0	97	656	30	
Learn Dis - Community Support	3,184	-160	24	3,048	3,124	-160	24	2,988	-60	
Learn Dis - Grants	334	0	5	339	324	0	5	329	-10	
Learn Dis - Adult Placement/Shared Lives	2,826	-1,960	84	950	2,781	-1,944	84	921	-29	
Learn Dis/M Health - Ssmss	518	-108	38	447	561	-129	38	470	23	
Learn Dis - Independent Living Fund	0	0	0	0	0	0	0	0	0	
Learning Disabilities Total	40,834	-11,098	1,282	31,018	42,010	-10,951	1,282	32,341	1,323	

Social Care & Health Scrutiny Report
Budget Monitoring as at 31st October 2021 - Detail Monitoring

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		
Mental Health										
M Health - Commissioning	1,427	-82	83	1,428	1,320	-85	83	1,318	-110	
M Health - Private/Vol Homes	6,203	-3,294	41	2,949	6,474	-3,294	41	3,220	271	Pressure remains on this budget as alternative provision is unavailable due to COVID19 restrictions. Timelines for achieving savings have slipped as many of the initiatives require face to face contact with service users and providers.
M Health - Private/Vol Homes (Substance Misuse)	145	-33	0	111	144	-33	0	111	-0	
M Health - Group Homes/Supported Living	1,265	-410	7	861	1,514	-410	7	1,110	249	Rightsizing in Supported Living ongoing but delayed due to COVID19. Accommodation and Efficiency project plans for strategic longer term future accommodation options as well as current client group has experienced delays due to COVID19.
M Health - Direct Payments	148	-44	1	104	263	-44	1	219	115	Direct Payments increasing due to demand
M Health - Community Support	623	-76	6	553	505	-76	6	435	-118	No payment to Hafal Dom care grant scheme
M Health - Day Services	1	0	0	1	1	0	0	1	0	
M Health - Private Day Services	0	0	0	0	0	0	0	0	0	
M Health - Private Home Care	84	-28	1	58	84	-28	1	58	0	
M Health - Substance Misuse Team	367	-138	88	318	336	-122	88	302	-16	
Total Mental Health	10,263	-4,107	228	6,384	10,640	-4,093	228	6,775	391	
Support										
Departmental Support	2,834	-3,302	799	331	2,860	-3,308	799	351	21	
Performance, Analysis & Systems	397	-43	44	398	399	-43	44	400	2	
VAWDASV	980	-980	8	8	980	-980	8	8	0	
Adult Safeguarding & Commissioning Team	1,553	-67	100	1,586	1,641	-114	100	1,628	42	
Regional Collaborative	2,234	-1,844	83	474	2,234	-1,844	83	474	0	
Holding Acc-Transport	1,500	-1,773	98	-175	1,520	-1,886	98	-268	-93	Provision of additional services to support Hywel Dda
Support Total	9,498	-8,009	1,133	2,621	9,635	-8,175	1,133	2,593	-28	
TOTAL FOR SOCIAL CARE & HEALTH SERVICE	131,582	-47,340	6,110	90,352	132,914	-48,504	6,110	90,520	168	

APPENDIX C

CHARGING DIGEST - Social Services

2020/21 Actual £	2021/22 Budget £	2022/23 Budget £	Business Unit	Service Provided	2021/22 Charge Levied £	2022/23 Proposed Charge £	Comments
124	899	917	Laundry	Cost per person to max 1 load	2.55	2.75	All Charges normally change from the date that DWP benefits increase for recipients. The changes will therefore be effective from: 4th April 2022 - Increased to reflect cost of service with increased costs of frontline staff costs
23,118	190,184	193,988	Community meals incl day care	Cost per meal	5.00	5.35	4th April 2022 - Increased to reflect cost of service with increased costs of frontline staff costs
201,131	214,699	218,993	Respite Care Charge to Clients	Adults with learning difficulties (per wk) All other adults <u>except</u> those receiving Higher Rate Attendance Allowance / Higher Rate Disability Living Allowance All other adults receiving Higher Rate Attendance Allowance/ Higher Rate Disability Living Allowance (per wk)	Full cost of placement Full cost of placement Full cost of placement	Full cost of placement Full cost of placement Full cost of placement	4th April 2022. Now classed as Non-residential services, and capped at the WG rate. This should now follow inflation applied to other Non-residential services.
3,414,091	2,822,381	2,878,829	Non - Residential Care Charges	Max charge (per wk) Home Care Charge (per hr) Day Care - all adults (per session) Community Support (per hr) Education Support (per hour) Supported Living (per hour) Adult Placement Long Term Placement Adult Placement Short/Short Breaks Adult Placement Day Care/Sessional Replacement Care	100.00 16.85 16.50 16.85 FREE 16.85 16.50 16.50 2.65 16.85	100.00 18.00 17.60 18.00 FREE 18.00 17.60 17.60 2.85 18.00	N/A 4th April 2022 - Increased to reflect cost of service with increased costs of frontline staff costs 4th April 2022 - Increased to reflect cost of service with increased costs of frontline staff costs 4th April 2022 - Increased to reflect cost of service with increased costs of frontline staff costs N/A 4th April 2022 - Increased to reflect cost of service with increased costs of frontline staff costs 4th April 2022 - Increased to reflect cost of service with increased costs of frontline staff costs 4th April 2022 - Increased to reflect cost of service with increased costs of frontline staff costs 4th April 2022 - Increased to reflect cost of service with increased costs of frontline staff costs 4th April 2022 - Increased to reflect cost of service with increased costs of frontline staff costs
				Telecare (per week)	3.22	3.50	4th April 2022 - Increased to reflect cost of service, and digitalisation of technology within Delta

This page is intentionally left blank

Agenda Item 6

SOCIAL CARE AND HEALTH SCRUTINY

26TH 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:

- Homes and Safer Communities (Care Homes element only) - Page 20
- Commissioning and Business Support - Page 35
- Adult Social Care - Page 42
- Integrated Services - Page 49

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 Jane Tremlett (Social Care & Health)

Cllr Linda Evans (Housing)

<p>Directorate Department for Communities</p> <p>Name of Head of Service:</p> <p>Chris Harrison</p> <p>Alex Williams</p> <p>Avril Bracey</p> <p>Jonathan Morgan</p> <p>Report Author: Silvana Sauro</p>	<p>Designations:</p> <p>Head of Strategic Joint Commissioning (Pembrokeshire and Carmarthenshire)</p> <p>Head of Integrated Services</p> <p>Head of Adult Social Care</p> <p>Head of Homes and Safer Communities</p> <p>Performance, Analysis & Systems Manager</p>	<p>Tel Nos. E Mail Addresses:</p> <p>C.Harrison@pembrokeshire.gov.uk</p> <p>AlexWilliams@carmarthenshire.gov.uk 01267 228915</p> <p>ABracey@sirgar.gov.uk 01554 899285</p> <p>JMorgan@sirgar.gov.uk 01554 899285 01267 228897</p> <p>ssauro@carmarthenshire.gov.uk</p>
--	--	--

SOCIAL CARE AND HEALTH SCRUTINY COMMITTEE

26TH 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:
 - Homes and Safer Communities (Care Homes element only)
 - Commissioning and Business Support
 - Adult Social Care
 - Integrated Services
- 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: **Chris Harrison, Head of Strategic Joint Commissioning**
Alex Williams, Head of Integrated Services
Avril Bracey, Head of Adult Social Care
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	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:

Chris Harrison, Head of Strategic Joint Commissioning
Alex Williams, Head of Integrated Services
Avril Bracey, Head of Adult Social Care
Jonathan Morgan, Head of Homes and Safer Communities

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

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		Corporate Strategy

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



Page 59

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

	Page
The Purpose of this Plan.....	3
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
Appendices	62

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

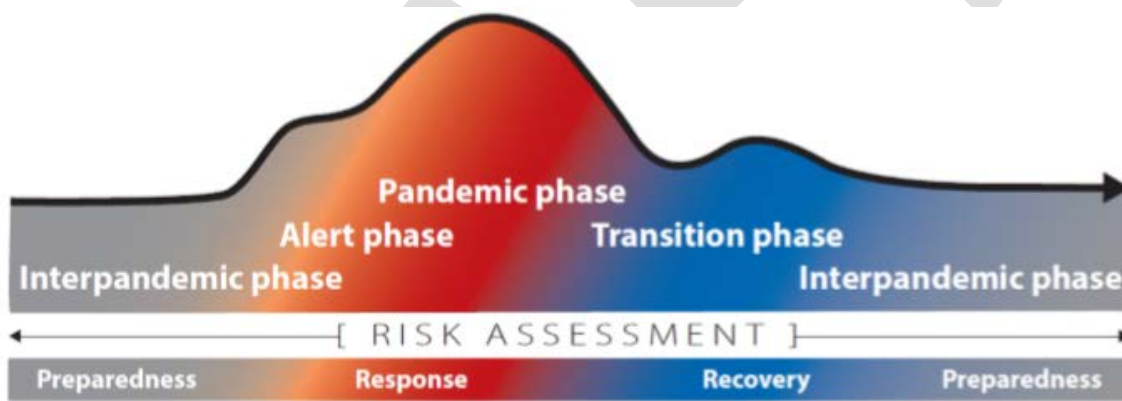
It's been over 18 months since COVID-19 changed our ways of working and indeed the world as we know it.

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)

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



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

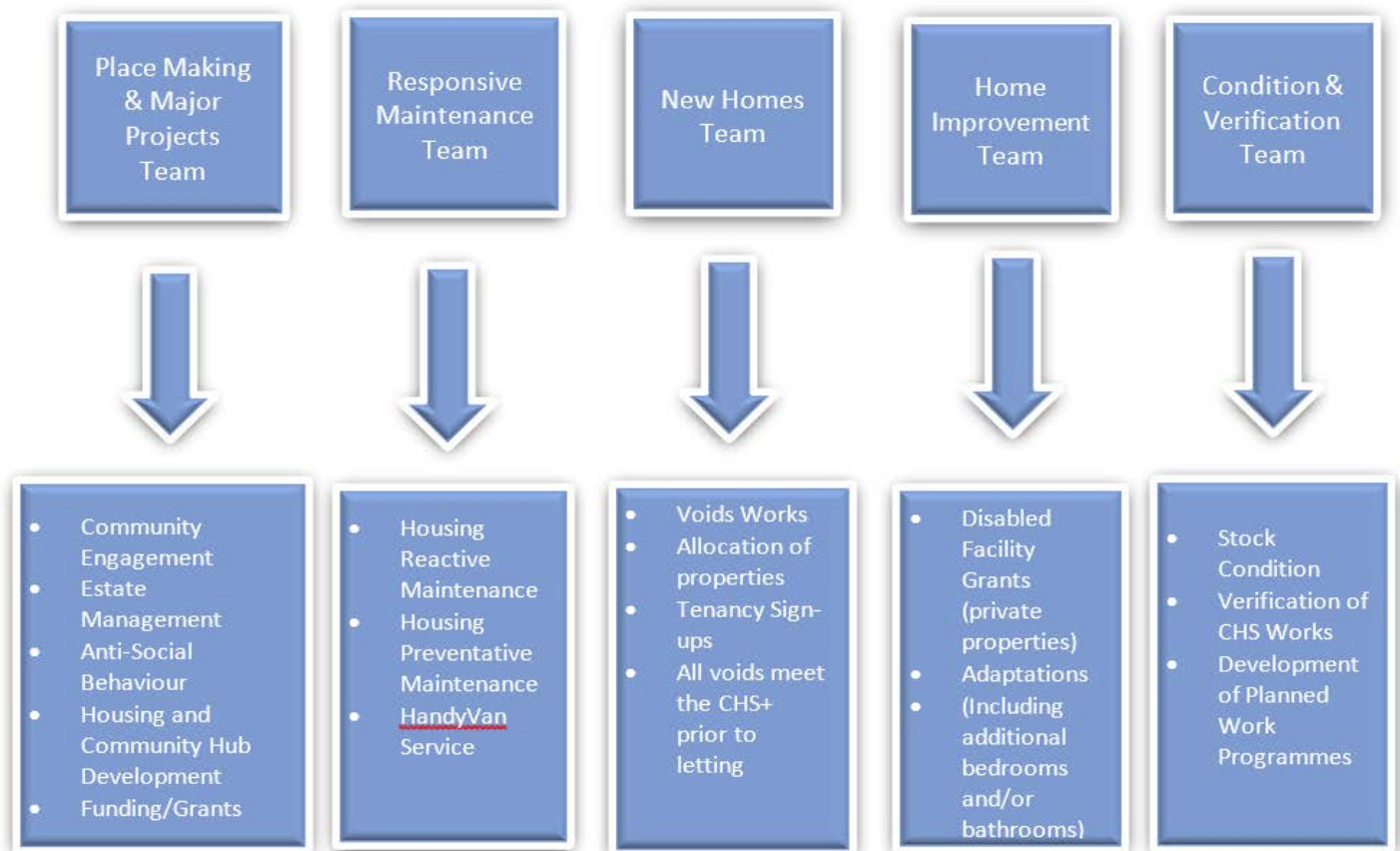
The Division employs 125 staff covering the following services:

- **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		Significant price inflation 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	
CRR190050			
CRR190051			
CRR190007		Increased backlog of repairs, voids, and improvements leading to reduced tenant satisfaction 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	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		
Page 98 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.
		<p>All risks can be profiled in the Divisional Plan. In this departmental plan the Division should identify:</p> <p>1. Any Risks that it has on the Corporate Risk Register</p> <p>2. Significant Risks (scored 16+)</p> <p>3. For Service High Risk (scored 12+), see Divisional Plan</p>	
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

DRAFT

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.

DRAFT

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. 				
--	---	--	--	--	--

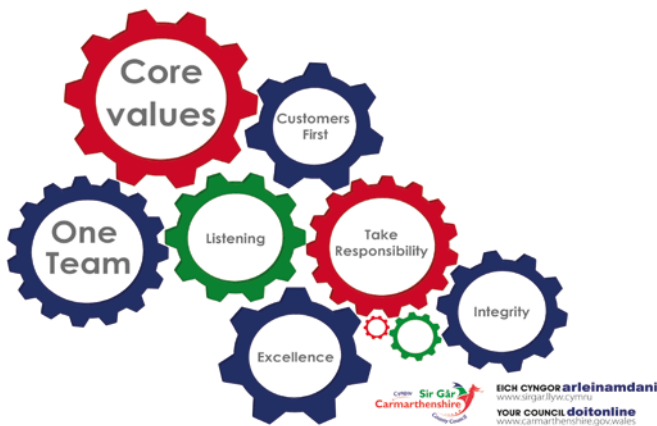
Key Measures

- 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](#)

This page is intentionally left blank

Agenda Item 7

Social Care & Health Scrutiny Committee
26th January 2022

Subject: Loneliness in Carmarthenshire Task and Finish Review Update Report

Purpose:

To update the Committee on progress with the recommendations emerging from the Task and Finish Review on Loneliness in Carmarthenshire during the 2018/19 municipal year.

To consider and comment on the following issues:

Progress against the initial recommendations emerging from the task and finish review.

Reasons:

To formulate views on how well the Local Authority is meeting the needs of those that are isolated due to loneliness in the community.

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

CABINET MEMBER PORTFOLIO HOLDER:- Cllr Jane Tremlett, Cabinet Member for Social Care and Health

Directorate Communities Name of Head of Service: Alex Williams Report Author: Alex Williams	Designations: Head of Integrated Services	Tel Nos. 01267 228900 E Mail Addresses: alexwilliams@carmarthenshire.gov.uk
--	--	--

Social Care & Health Scrutiny Committee

26TH JANUARY 2022

Subject: Loneliness in Carmarthenshire Task and Finish Review Update Report

Purpose:

To update the Committee on progress with the recommendations emerging from the Task and Finish Review on Loneliness in Carmarthenshire during the 2018/19 municipal year.

1. BRIEF SUMMARY OF PURPOSE OF REPORT:

In the 2018/19 municipal year, the Committee undertook a review into Loneliness in Carmarthenshire. The final report and recommendations were considered at the Committee's meeting of 3rd July 2019.

The Review put forward 4 recommendations as follows:

Recommendation One - Take a strategic approach to loneliness. Identify a senior officer at a Head of Service level, within the Authority to lead and drive an integrated approach to prevention where community connection and addressing loneliness is a priority. This role would work across all disability and age groups and be integrated in the communities' directorate and will also work closely with children and education.

Recommendation Two - Address loneliness as an important shared priority. When the leadership is in place to drive this agenda, an integrated work stream should be developed to implement a practical and joined up plan to improve community connection, thereby delivering the directive from Welsh government.

Recommendation Three - Focus on building and supporting community assets. Work with all stakeholders including PSBs to ensure that we maximise all resources. This will include further attention to the community asset transfer approach with the aim of encouraging community activity.

Recommendation Four - Directly address barriers to connection. A co-designed action plan should be developed to address barriers to connection.

The purpose of the report is to brief the Committee on progress made on the 4 recommendations emerging from the Review.

2. OTHER OPTIONS AVAILABLE AND THEIR PROS AND CONS

Not applicable.

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: Alex Williams

Head of Integrated Services

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

Policy, Crime & Disorder and Equalities

Tackling loneliness, particularly for people who are isolated due to age and/or disability is a key priority for us. Going forward, we plan to develop a whole population approach to tackling loneliness as part of our overall Prevention Strategy for Carmarthenshire.

Staffing Implications

As part of the new management structure for Integrated Services, we are anticipating that we will create a Senior Manager for Prevention who will take a whole population approach to prevention. This will be a new post who will take the strategic operational lead in this area, which will include tackling loneliness.

CONSULTATIONS

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

Signed: Alex Williams

Head of Integrated Services

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

1. Local Member(s)

Not applicable.

2. Community / Town Council

Not applicable.

3. Relevant Partners

Not applicable.

4. Staff Side Representatives and other Organisations

Not applicable.

**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
Social Care and Health Scrutiny Committee, Task and Finish Review Report, Loneliness in Carmarthenshire	Not applicable	<u>Agenda for Social Care & Health Scrutiny Committee on Wednesday, 3rd July, 2019, 10.00 am (gov.wales)</u>

This page is intentionally left blank

**Report of the Director of Communities
Social Care and Health Scrutiny Committee**

26th January 2022

**Subject:
Loneliness in Carmarthenshire Task and Finish Review Update Report**

Purpose:

To update the Committee on progress with the recommendations emerging from the Task and Finish Review on Loneliness in Carmarthenshire during the 2018/19 municipal year.

Head of Service & Designation/Report Author	Directorate	Telephone No.
Alex Williams, Head of Integrated Services	Communities	01267 228900

Introduction:

In the 2018/19 municipal year, the Committee undertook a review into Loneliness in Carmarthenshire. The final report and recommendations were considered at the Committee's meeting of 3rd July 2019. The Review put forward 4 recommendations as follows.

Recommendation One:

Take a strategic approach to loneliness. Identify a senior officer at a Head of Service level, within the Authority to lead and drive an integrated approach to prevention where community connection and addressing loneliness is a priority. This role would work across all disability and age groups and be integrated in the communities' directorate and will also work closely with children and education.

Recommendation Two:

Address loneliness as an important shared priority. When the leadership is in place to drive this agenda, an integrated work stream should be developed to implement a practical and joined up plan to improve community connection, thereby delivering the directive from Welsh government.

Recommendation Three:

Focus on building and supporting community assets. Work with all stakeholders including PSBs to ensure that we maximise all resources. This will include further attention to the community asset transfer approach with the aim of encouraging community activity.

Recommendation Four:

Directly address barriers to connection. A co-designed action plan should be developed to address barriers to connection.

The purpose of the report is to brief the Committee on progress made on the 4 recommendations emerging from the Review.

Progress to date:

The review itself was concluded in July 2019. At the time that the review was concluded, it was anticipated that progress would be made through the creation of a dedicated lead for Prevention as part of the Integrated Services restructure. Plans were afoot to progress with this when the pandemic hit in March 2020, and the pandemic has unfortunately hindered progress as the priority has been to maintain operational service delivery to ensure that social care needs are met as well as protect the population from harm from Covid. There has however been some positive steps forward to tackle loneliness as demonstrated in table below and the new Integrated Service Structure itself is in the process of being finalised, with a view to commencing the consultation process in early 2022. As part of this restructure, a new post will be created who will take a lead in further implementing the recommendations emerging from the Review.

Progress to date against the recommendations is demonstrated in the table below.

	Recommendation	Progress
1	<p><u>Recommendation one:</u> Take a strategic approach to loneliness. Identify a senior officer at a Head of Service level, within the Authority to lead and drive an integrated approach to prevention where community connection and addressing loneliness is a priority. This role would work across all disability and age groups and be integrated in the communities'</p>	<p>Rhian Dawson was appointed to the role of County Systems Director in January 2020. This is an integrated role between Carmarthenshire County Council and Hywel Dda University Health Board and is designed to take a whole population approach to prevention and early intervention. Rhian Dawson therefore provides the strategic lead for prevention at Chief Officer level.</p> <p>As part of the plans for the Integrated Services restructure, it is proposed that a Senior Manager for Prevention will be appointed that will support coordination of our prevention approach for the County. This Senior Manager will be the strategic operational lead for prevention and developing an overall Prevention Strategy for Carmarthenshire will be a</p>

	<p>directorates and will also work closely with children and education.</p>	<p>key priority. A Preventions Group will be established early in 2022 which will oversee development of the Prevention Strategy and implementation of an associated Action Plan. As part of this Strategy, tackling loneliness and isolation will form a critical part.</p>
2	<p><u>Recommendation two:</u> Address loneliness as an important shared priority. When the leadership is in place to drive this agenda, an integrated work stream should be developed to implement a practical and joined up plan to improve community connection, thereby delivering the directive from Welsh government.</p>	<p>It is envisaged that this will be a key area that will emerge out of the action plan linked to the overall Prevention Strategy for Carmarthenshire.</p>
3	<p><u>Recommendation Three:</u> Focus on building and supporting community assets. Work with all stakeholders including PSBs to ensure that we maximise all resources. This will include further attention to the community asset transfer approach with the aim of encouraging community activity.</p>	<p>Again, it is envisaged that this will be a key area that will emerge out of the action plan linked to the overall Prevention Strategy for Carmarthenshire. However, a number of areas have moved forward in relation to this recommendation as follows:</p> <p><i>Community Asset Transfer:</i> The Council welcomes expressions of interest in relation to Community Asset Transfer and will continue to support appropriate future community asset transfer requests. The council's Community Asset Transfer Procedures are in the process of being reviewed. This review will be taking place alongside engagement with Town and Community Councils to ensure that challenges and lessons learnt from dealing with a large</p>

		<p>number of asset transfers of parks and playgrounds are reflected in the proposed new procedures. The proposed engagement will also help identify possible assets suitable for future transfer.</p> <p><i>Carmarthen Town Task group:</i> A specific task group has been established in Carmarthen Town to look at the issue of loneliness. The group was established last September and includes representatives from the 3rd sector. The group has also been looking at the effect of COVID and its impact on loneliness, and is being led by the Town Council.</p> <p><i>Third Sector Support:</i> There are a number of third sector initiatives in place which support those lonely and isolated in the community including the CAVS Befriending Services and support service facilitated via Age Cymru. The Council was recently awarded a grant by Welsh Government in relation to Loneliness and Isolation and is currently working with CAVS so this can be accessed by groups in communities to support initiatives at a very local level.</p>
4	<p><u><i>Recommendation Four:</i></u> Directly address barriers to connection. A co-designed action plan should be developed to address barriers to connection.</p>	<p>This will again form a key part of the Prevention Strategy, but there has already been significant progress against this recommendation as indicated against the key workstreams below:</p> <p><i>Delta Connect:</i> Delta Wellbeing has made excellent progress in rolling out Delta Connect to those isolated and vulnerable in Carmarthenshire, as well as across the region. At the time of writing the report, 2,781 individuals had signed up to Delta Connect which is 108% more than the identified target. Delta</p>

Connect provides customers with regular proactive checking in calls, as well as a rapid response service to support people in crisis at home rather than needing to for example dial 999 unnecessarily. Customer feedback indicates that the social connection that the service provides through the regular proactive calls is a lifeline for many, particularly in these difficult times where people are unable to interact socially in their communities in the usual way. Delta Connect also played a key role early on in the pandemic in reaching out to all those individuals that were shielding in the County as well as providing those that needed them with food parcels.

Virtual Day Support:

As part of the ongoing development of day services for older people, we are piloting a virtual day service for those individuals who previously attended our building-based services. This service facilitated via People First provides individuals with social interaction via electronic devices with others through a range of activities. Our intention is longer term to be in a position to roll this service out further.

Social Prescribers:

In conjunction with our primary care colleagues, we have appointed a number of Social Prescribers who are embedded in GP practices and work with vulnerable people to identify activities and support to help their overall wellbeing. This is a key way that we can work proactively with vulnerable people before they access statutory support and help tackle issues such as social isolation. Once we have appointed to all roles in Carmarthenshire, there will be 6 WTEs across the County.

Dewis:

Carmarthenshire continues to use Dewis as the sole vehicle to provide information on the range of services available in Carmarthenshire. There are still areas to develop within it, but we are continuing to promote its development.

Connect to Kindness:

Connect to Kindness is a regional campaign which aims to create more understanding about the benefit and impact of kindness to ourselves and others in our community. As part of the campaign, regional partners are developing stronger community networks to create an environment where acts of kindness can flourish and happen more easily. To learn more about the Connect to Kindness Campaign in West Wales and the impact that kindness can have on ourselves and our communities, follow the link [Connect to kindness - About](#) .

Wheel of Wellbeing:

As part of the regional Transformation funded initiatives, a Wheel of Wellbeing tool has been designed to be implemented by practitioners to identify what matters to people in terms of their own wellbeing and devise a plan of who that can be supported. This is now being implemented in Carmarthenshire and across the region.

Time Credits:

Time Credits remains one example of a practical solution to overcome barriers to engagement and support individuals and communities who have limited resources and financial security.

		<p>The introduction of the three Connect Platforms across our region in 2019 allowed us to develop a person to person Time Banking option to support the existing person to organisation Time Bank firmly embedded in Carmarthenshire. Time Credits being where members of the time bank share their time with each other. What is a timebank? - Connect Carmarthenshire</p> <p>Connect Carmarthenshire Connect Carmarthenshire - Supporting Carmarthenshire is an online platform which connects individual and communities and was launched early in 2020 as a result of the need to move services to a digital platform during the initial Covid 19 lockdown. The platform now has over 400 members, 14 teams community teams, 2 campaigns and calls for action, direct links to co-production and connect to kindness and over 40 activities and is growing day by day. Plans are afoot to expand the Time Credit scheme, including initiatives to increase awareness and participation as well as look at the scheme will be locally managed going forward.</p>
--	--	--

**SOCIAL CARE & HEALTH
SCRUTINY COMMITTEE
26TH 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. Jane Tremlett (Social Care & Health)

<p>Report Author: Emma Bryer</p>	<p>Designation: Democratic Services Officer</p>	<p>Tel No. / E-Mail Address: 01267 224029 ebryer@carmarthenshire.gov.uk</p>
---	--	---

EXECUTIVE SUMMARY
SOCIAL CARE & HEALTH
SCRUTINY COMMITTEE
26TH 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

This page is intentionally left blank

EXPLANATION FOR NON-SUBMISSION OF SCRUTINY REPORTS

SCRUTINY COMMITTEE : Social Care & Health

DATE OF MEETING : 26th January 2022

ITEM	RESPONSIBLE OFFICER	EXPLANATION	REVISED SUBMISSION DATE
Autism Update	Avril Bracey	Kelvin Barlow (Autism lead) and Kirsty Jones (project officer) both left the department in November and we are recruiting to their posts .Kelvin has also taken up the post of interim head of the Regional Collaboration and there is some work progressing regionally on autism. Can I therefore respectfully suggest that we postpone this update until March when we should have recruited to their posts and be in a better position to update to include the regional developments .I apologise for any inconvenience caused.	10 th March 2022

This page is intentionally left blank

**SOCIAL CARE & HEALTH
SCRUTINY COMMITTEE
26TH 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 Social Care & Health Scrutiny Committee to be held on the 10th March, 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. Jane Tremlett (Social Care & Health)

Report Author:
Michelle Evans Thomas

Designation:
Principal Democratic
Services Officer

Tel No. / E-Mail Address:
01267 224470
MEEvansThomas@carmarthenshire.gov.uk

EXECUTIVE SUMMARY

SOCIAL CARE & HEALTH SCRUTINY COMMITTEE 26TH 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 Social Care & Health Scrutiny Committee's Forward Work Programme to be considered at the next meeting, to be held on 10th March, 2022.

Also attached for information are the 2021/22 Forward Work Programmes in respect of the Social Care & Health Scrutiny Committee and the Cabinet.

DETAILED REPORT
ATTACHED?

YES:

- (1) List of Forthcoming Items
- (2) Social Care & Health 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
--	-----

**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
-------------------	---

This page is intentionally left blank

SOCIAL CARE & HEALTH SCRUTINY COMMITTEE

26th January 2022

FORTHCOMING ITEMS TO BE HELD ON 10TH MARCH 2022 [10.00 A.M.]

In order to ensure effective Scrutiny, Members need to be clear as to the purpose of requesting specific information and the outcome they are hoping to achieve as a consequence of examining a report. Limiting the number of agenda items may help to keep meetings focused and easier to manage.

Discussion Topic	Background	Reason for report
Domiciliary Care Update	To provide an update on the latest position regarding Domiciliary care.	The Committee requested an additional update following presentation of the report at the Scrutiny meeting on the 5 th October, 2021.
Residential Care Update (in-house & independent)	The Committee requested an update on care homes due to concerns regarding the impact that Covid has had.	Requested by Scrutiny.
Mental Health Update – inc impact of Covid	The Scrutiny Committee to receive an update on Mental Health and the impact of Covid on mental health and wellbeing.	For Scrutiny to be updated on mental health and wellbeing and the work being undertaken in this area.
Services & Support for Children & Young People (Multi Agency Forum Update)	To provide an overview of services currently available for young people with emotional and mental health issues and outline progress made on the services provided.	The Committee requested an update following presentation of the report at the Scrutiny meeting on the 17 th April, 2019.
Autism Update	To provide the committee with an update on the work being done by the Authority.	Update requested by the Scrutiny Committee at its meeting on the 21 st May, 2021.

Items circulated to the Committee under separate cover since the last meeting

No items have been circulated to members of the Committee for information since the last meeting.

The following document(s) attached for information

1. The latest version of the Social Care & Health Scrutiny Committee's Forward Work Programme 2021/22
2. The latest version of the Cabinet Forward Work Programme 2021/22

SC&H Scrutiny Committee – Forward Work Programme 2021/22

21 st May 21	7 th July 21	5 th October 21	29 th November 21	20 th December 21	26 th January 22	10 th March 22	20 th April 22	Joint Scrutiny E&PP + SC&H (Date tbc)
Mental Health - General Update	Draft Annual Report of the Statutory Director of Social Services 20/21	Budget Monitoring 2021/22 –	Annual Safeguarding Report – moved from July & October	Mental Health Update – inc impact of Covid moved to March	Budget Monitoring 2021/22	Domiciliary Care Update	Budget Monitoring 2021/22 - to be circulated via email	Area Planning Board's Drug & Alcohol Misuse Annual Report
SC & Health Scrutiny Committee Forward Work Programme 2021/22	Annual Report on the Wellbeing Objectives	Performance Management Report (Quarter 1)	Budget Monitoring 2021/22 – to be circulated via email	Services & Support for Children & Young People (Multi Agency Forum Update) moved to March	Revenue Budget Consultation 2021 – 2023	Residential Care Update (in-house & independent) moved from November	Performance Management Report (Quarter 3)	Area Board Substance Misuse Service Annual Report
Budget Monitoring 2021/22 – to be circulated via email	SC&H Scrutiny Committee Annual Report 2020/21	Covid-19 Position Statement – moved from July	Residential Care Update (in-house & independent) moved to March	Performance Management Report (Quarter 2)	Communities Department Business Plan 2021/22 – 23-24	Mental Health Update – inc impact of Covid moved from December	Carers Update	
	Annual Safeguarding Report moved to October	Domiciliary Care, Social Work Workforce & Market Pressures	Covid-19 Position Statement		Loneliness - Task & Finish Update	Services & Support for Children & Young People (Multi Agency Forum Update) moved from December	Learning Disability Strategy (2021-26)	

21 st May 21	7 th July 21	5 th October 21	29 th November 21	20 th December 21	26 th January 22	10 th March 22	20 th April 22	Joint Scrutiny E&PP + SC&H (Date tbc)
	Covid-19 Position Statement – moved to October	End-of-Year Budget Monitoring moved from July	Dementia Action Plan – (Moved from April – DATE TBC)		Autism Update Moved to January	Autism Update Moved from January	Dementia Action Plan - (DATE TBC)	
	End-of-Year Budget Monitoring moved to October	Annual Safeguarding Report moved from July – moved to November				Adult Social Services Complaints and Compliments Report (Q3) – to be included within the main corporate annual report.		
		Adult Social Services Complaints and Compliments Report (Q1) – to be included within the main corporate annual report.						
		Communities Department Business Plan 2021/22 – 23-24 (date TBC) Process of updating won't start until end Sept. To be included in FWP next municipal year.						

ITEMS CARRIED OVER FROM PREVIOUS WORK PROGRAMME:

- Services & Support for Children & Young People (Multi Agency Forum Update)
- Mental Health of Carers and Young People (incorporated into General Mental Health Update)
- Annual Safeguarding Report
- Dementia Action Plan

ITEMS FOR JOINT MEETINGS IN 2021/22: DATE TBC

- Area Planning Board's Drug & Alcohol Misuse Annual Report (E&PP and Social Care & Health)
- Area Board Substance Misuse Service Annual Report (E&PP and Social Care & Health)

TASK & FINISH REVIEW (on hold pending re-scoping exercise / due to time constraints delayed until next year):

- Early Intervention & Prevention of Suicide in Carmarthenshire.

{NOTES: Age group 18-24/ males. 1 area of national strategy – PREVENTION (what are we doing). 6 priorities in WG National Strategy}.

TASK & FINISH REVIEW – FOR FUTURE CONSIDERATION

- Mental Health of Children – joint with Education (Chair to arrange with E&CS Chair)
- Social Care in the Home – Review of how other Countries are working / Best Practice

DEVELOPMENT SESSIONS:

21st May

- Overall approach to supporting discharge to hospital – Alex

7th July

- ~~Shared Lives Placement (inc. Living Units for people with learning disabilities) – Avril~~
- Day Services & Respite Service – Avril
- Overview of Delta Wellbeing & Social Care Services Delivery

5th October

- ~~Overall approach to right sizing and review of domiciliary care – Alex (included with COVID update 05/10/21 Scrutiny)~~
- ~~Recruitment and Retention of OT & Social Workers – Alex / Avril (included with COVID update 05/10/21 Scrutiny)~~
- ~~Shared Lives Placement (inc. Living Units for people with learning disabilities) – Avril (moved from 7th July – Moved to December)~~

1st December

- Shared Lives Placement (inc. Living Units for people with learning disabilities) – Avril (moved from 7th July)

10th March

- CHC / Citizens Voice Body [Chair to confirm date]
- Domestic Violence – Avril (tbc)

20th April

REPORTS REQUESTED / CIRCULATED VIA E-MAIL:

- Budget Monitoring Report (18/05/21)
- Budget Monitoring Report (18/11/21)

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

This page is intentionally left blank

SOCIAL CARE & HEALTH SCRUTINY COMMITTEE

Monday, 20 December 2021

PRESENT: Councillor G. Thomas (Chair)

Councillors:

S.M. Allen, K.V. Broom, I.W. Davies, R.E. Evans, W.T. Evans, M.J.A. Lewis, K. Lloyd, K. Madge, E.M.J.G. Schiavone, B. Thomas, D.T. Williams and D.E. Williams (In place of K. Davies)

Also in attendance:

Councillor J. Tremlett, Cabinet Member for Social Care and Health

The following Officers were in attendance:

J. Morgan, Head of Homes & Safer Communities
A. Williams, Head of Integrated Services
S. Sauro, Performance, Analysis & Systems Manager
E. Evans, Principal Democratic Services Officer
S. Rees, Simultaneous Translator
K. Evans, Assistant Democratic Services Officer
E. Bryer, Democratic Services Officer

Virtual Meeting - 2.00 pm - 3.05 pm

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors K. Davies and B.A.L. Roberts.

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

Councillor	Minute No (s)	Nature of Interest
K. Madge	4 - 2021/22 Quarter 2 - Performance Report (1st April to 30th September 2021) Relevant to this Scrutiny	Daughter works in Social Care.

There were no declarations of prohibited party whips.

3. PUBLIC QUESTIONS

The Chair advised that no public questions had been received.

4. 2021/22 QUARTER 2 - PERFORMANCE REPORT (1ST APRIL TO 30TH SEPTEMBER 2021) RELEVANT TO THIS SCRUTINY

The Committee considered the Quarter 2 Performance Report. The report showed progress as at the end of Quarter 2 - 2021/22 of the deliverables (Actions and Measures) linked to the Corporate Strategy and the 13 Well-being Objectives.

The Committee noted that 2021/2022 was the first year that the Authority would self-evaluate and report on, under the terms of the new Local Government and Elections (Wales) Act 2021, especially Part 6 of the Act on Performance and Governance.

The Cabinet Member for Health and Social Care drew the committee's attention to the two off target objectives.

- WBO13 – Better Governance and use of Resources – the delay in the roll out of the eclipse system to March had impacted this work.
- WB07 – Help people live healthy lives – referrals to the National Exercise Referral Scheme had been impacted due to covid restrictions but had improving now that restrictions had been eased.

A number of questions were raised to which the officers responded. The main matters were as follows:

- Concern was expressed regarding the scale of childhood obesity and how the interventions and referral schemes appeared to be failing.
The Head of Integrated Services advised that the Exercise Referral Scheme was free to all participants. The scheme was accessible to adults following a referral from a professional such as a GP. The scheme was targeted towards the older and frailer individuals. The Cabinet Member for Health and Social Care advised that schools had various initiatives such as healthy eating programmes, breakfast clubs and walk a mile every day to help alleviate childhood obesity.
- It was asked if figures and/or anecdotal evidence was available regarding anti-social behaviour in relation to WBO8 Support community cohesion, resilience, and safety.
The Head of Homes & Safer Communities advised that he did not have the direct figures, but these would be provided to the committee at a later date. It was confirmed that service requests regarding anti-social behaviour had risen since the relaxation of covid restrictions. It was noted that there were no major issues in Carmarthenshire however, the Community Cohesion Team were monitoring the situation on a daily basis.
- In relation to WBO9 Support older people to age well and maintain dignity and independence in their later years, it was asked if there were mechanisms in place to monitor if people were claiming the benefits that they were entitled to.
The Head of Integrated Services advised that Delta Wellbeing worked with individuals and signposted them to the relevant agencies for benefit advice.
- Concern was expressed regarding the recovery of outstanding debts and the impact this would have on individuals who were already suffering financial hardship.
The Head of Integrated Services advised that social care services were means tested to determine how much an individual could afford to pay. Assurance was given that no individual was charged outside of the national parameters, and this was currently capped at a means tested contribution of a maximum of £100 per week for care at home. The Committee was advised that the non-payment of on-going charges would be dealt with sensitively and payment plans put in place to deal with any arrears. It was also stated that should someone in residential care be unable to pay, the

Authority had the option of taking out a charge on their property so that the debt could be recovered from the estate at a later date.

- Reference was made to WBO12 Promote Welsh Language & Culture and how heartening it was to see that the target had been met. It was asked if staff had recently shown more of an interest in learning the Welsh language and how was the target set.

The Head of Integrated Services stated that the department actively encouraged all staff to improve their Welsh Language skills. The Committee was advised that there wasn't a set numerical target and that it was about actively promoting the Welsh language and encouraging staff to learn. Assurance was given that the department had a number of Welsh speakers and that should a client wish for an assessment to be undertaken in Welsh the department would be able to provide it.

- Concern was expressed regarding the closure of day centres and how some organisations had been able to maintain services and remain open despite the pandemic.

The Head of Integrated Services advised that in light of the guidelines continually changing this had been a difficult service to maintain. The Authority had taken a different approach for the varying client groups. With younger adults, the service closed early in the pandemic but re-opened quickly albeit on a scaled down basis. Support was also being provided at home and in other environments such as leisure centres. It was stated that the situation was more complex with older and more vulnerable people. Virtual day support had been offered as well as 1-2-1 support. Some had declined the alternative service and others had engaged well. The Authority was currently planning how to re-open the day centre service early in the new year however this would be dependent on the prevailing covid situation. It was recognised that things could have been done differently however the priority was on managing the risks. The Committee was advised that Carmarthenshire's approach was consistent with the rest of Wales and contact and support had been maintained throughout.

The Committee expressed thanks to the Head of Integrated services for regularly attending and positively contributing to the Scrutiny Committee meetings.

UNANAMOUSLY RESOLVED that the report be received.

5. EXPLANATION FOR NON-SUBMISSION OF SCRUTINY REPORT

The Committee received an explanation for the non-submission of the following scrutiny reports.

- Mental Health Update
- Services and Support for Children and Young People

Concern was expressed regarding the non-submission of the Mental Health Update Report and the number of non-submissions received generally.

RESOLVED that the explanation for the non-submission be noted.

6. FORTHCOMING ITEMS

RESOLVED that the list of forthcoming items to be considered at the next scheduled meeting on the 26th January, 2022 be noted.

7. TO SIGN AS A CORRECT RECORD THE MINUTES OF THE MEETING HELD ON THE 29TH NOVEMBER, 2021

UNANAMOUSLY RESOLVED that the minutes of the meeting of the Committee held on the 29th November, 2021 be signed as a correct record.

CHAIR

DATE