

**TUESDAY, 7 FEBRUARY 2023**

**TO: ALL MEMBERS OF THE CABINET**

I HEREBY SUMMON YOU TO ATTEND A **MULTI LOCATION** MEETING OF THE **CABINET** WHICH WILL BE HELD IN THE **CHAMBER - COUNTY HALL, CARMARTHEN. SA31 1JP AND REMOTELY AT 10.00 AM, ON MONDAY, 13TH FEBRUARY, 2023** FOR THE TRANSACTION OF THE BUSINESS OUTLINED ON THE ATTACHED AGENDA

*Wendy Walters*

**CHIEF EXECUTIVE**

Democratic Officer:	Kevin Thomas
Telephone (direct line):	01267 224027
E-Mail:	kjthomas@carmarthenshire.gov.uk

**This is a multi-location meeting.  
Members can attend in person at the venue detailed above or remotely via the  
Zoom link which is provided separately.**

**The meeting can be viewed on the authority's website via the following link:-  
<https://carmarthenshire.public-i.tv/core/portal/home>**

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

# **CABINET**

## **MEMBERSHIP – 10 MEMBERS**

<b>COUNCILLOR</b>	<b>PORTFOLIO</b>
<b>Councillor Darren Price</b>	<b>Leader</b>
<b>Councillor Linda Evans</b>	<b>Deputy Leader and Cabinet Member for Homes</b>
<b>Councillor Glynog Davies</b>	<b>Education and Welsh Language</b>
<b>Councillor Ann Davies</b>	<b>Rural Affairs and Planning Policy</b>
<b>Councillor Philip Hughes</b>	<b>Organisation and Workforce</b>
<b>Councillor Gareth John</b>	<b>Regeneration, Leisure, Culture and Tourism</b>
<b>Councillor Alun Lenny</b>	<b>Resources</b>
<b>Councillor Edward Thomas</b>	<b>Transport, Waste and Infrastructure Services</b>
<b>Councillor Jane Tremlett</b>	<b>Health and Social Services</b>
<b>Councillor Aled Vaughan Owen</b>	<b>Climate Change, Decarbonisation and Sustainability</b>

# **A G E N D A**

- 1. APOLOGIES FOR ABSENCE**
- 2. DECLARATIONS OF PERSONAL INTEREST**
- 3. TO SIGN AS A CORRECT RECORD THE MINUTES OF THE MEETING OF THE CABINET HELD ON THE 30TH JANUARY 2023** 5 - 10
- 4. QUESTIONS ON NOTICE BY MEMBERS**
  - 4.1 QUESTION BY COUNCILLOR ROB JAMES TO COUNCILLOR GARETH JOHN CABINET MEMBER FOR REGENERATION LEISURE CULTURE AND TOURISM**

‘Can the Cabinet Member for Regeneration provide an update on the Levelling Up Fund bids for Llanelli and confirm whether it is the intentions of the administration to resubmit the plans during phase 3?’
  - 4.2 QUESTION BY COUNCILLOR ROB JAMES TO COUNCILLOR ALUN LENNY, CABINET MEMBER FOR RESOURCES**

‘Can the Cabinet Member for Resources state whether immediate action is being taken to end months of roadworks on Blue Street, Carmarthen, after businesses have been hit financially by the disruption, and will the Council engage with affected businesses to discuss compensation for loss of business?’
  - 4.3 QUESTION BY COUNCILLOR ROB JAMES TO COUNCILLOR DARREN PRICE, LEADER OF THE COUNCIL**

‘Would the Leader of Council agree with me that where a business has created accommodation - utilising an annex, renovating a disused barn on a farm or other means - that this practice is not removing housing stock from local communities nor is it a second home in the traditional sense, and as such, should not be liable to any Council tax premium?’
- 5. PUBLIC QUESTIONS ON NOTICE**
- 6. CARMARTHENSHIRE COUNTY COUNCIL CORPORATE STRATEGY 2022-27** 11 - 50
- 7. COUNCIL TRANSFORMATION STRATEGY** 51 - 96
- 8. CARMARTHENSHIRE COUNTY COUNCIL'S SIGNING OF THE EDINBURGH DECLARATION** 97 - 102
- 9. HIGHWAY ASSET MANAGEMENT PLAN - MAINTENANCE MANUAL PARTS 4.5, 4.6 & 4.7** 103 - 128

- 11. ANY OTHER ITEMS OF BUSINESS THAT BY REASONS OF SPECIAL CIRCUMSTANCES THE CHAIR DECIDES SHOULD BE CONSIDERED AS A MATTER OF URGENCY PURSUANT TO SECTION 100B(4)(B) OF THE LOCAL GOVERNMENT ACT, 1972.**

## CABINET

**MONDAY, 30 JANUARY 2023**

**PRESENT:** Councillor D. Price (Chair)

**Councillors (In Person):**

G. Davies	P.M. Hughes	G.H. John	A. Lenny
E.G. Thomas	J. Tremlett	A. Vaughan Owen	

**Councillors (Virtually):**

L.D. Evans

**Also in attendance (Virtually):**

Councillor D.M. Cundy

**Also Present (In Person):**

W. Walters, Chief Executive  
J. Morgan, Director of Community Services  
C. Moore, Director of Corporate Services  
G. Morgans, Director of Education & Children's Services  
A. Williams, Director of Place and Infrastructure  
L.R. Jones, Head of Administration and Law  
J. Jones, Head of Regeneration  
D.W. John, Interim Head of Waste and Environmental Services  
C. Higginson, Media Manager  
L. Jenkins, Cabinet Support Officer  
S. Rees, Simultaneous Translator  
J. Owens, Democratic Services Officer

**Also Present (Virtually):**

J. Owen, Democratic Services Officer  
S. Hendy, Member Support Officer

**Chamber - County Hall, Carmarthen. SA31 1JP and remotely - 10.00 - 10.41 am**

**1. APOLOGIES FOR ABSENCE**

An apology for absence was received from Councillor A. Davies.

**2. DECLARATIONS OF PERSONAL INTEREST**

There were no declarations of personal interests.

**3. TO SIGN AS A CORRECT RECORD THE MINUTES OF THE MEETING OF THE CABINET HELD ON THE 9TH JANUARY 2023**

**UNANIMOUSLY RESOLVED** that the minutes of the meeting of the Cabinet held on the 9<sup>th</sup> January 2023 be signed as a correct record.

#### **4. QUESTIONS ON NOTICE BY MEMBERS**

The Chair advised that no questions on notice had been submitted by members.

#### **5. PUBLIC QUESTIONS ON NOTICE**

The Chair advised that no public questions had been received.

#### **6. PETITION FOR NEWCASTLE EMLYN ROAD AND PAVEMENT SAFETY**

The Cabinet, in accordance with minute 7 of the Council meeting held on held on 12 October 2022, considered a report on a petition in respect of Road and Pavement Safety in Newcastle Emlyn.

The report detailed the ongoing partnership work within the areas of Education, Engineering and Enforcement to enable the Council to meet its statutory duties to improve road safety and prevent road traffic collisions.

The report also set out the two-stage framework implemented by the Council in respect of prioritising highway improvements within the context of budgetary constraints to enable an evidence-based approach to such requests and ensure that funding was directed to the areas of greatest need.

Pertinent data in respect of the existing crossing facilities, vehicle flows, composition and speeds, pedestrian flows and composition, site characteristics and road accident data were also set out for the Cabinet's consideration, and it was reported that further data gathering was required in between the main peaks and troughs of traffic and pedestrian numbers to ensure a comprehensive site assessment.

#### **UNANIMOUSLY RESOLVED that:**

**6.1 The content of the report be noted.**

**6.2 The petitioners be notified of the report.**

**6.3 Traffic surveys and pedestrian crossing assessments be undertaken at key locations within Newcastle Emlyn in the Spring 2023 and the petitioners advised of the findings.**

#### **7. UPDATE ON THE UK SHARED PROSPERITY FUND (UKSPF)**

Further to minute 7 of the Cabinet meeting held on 31 October 2022, consideration was given to a progress report made in respect of the Shared Prosperity Fund (SPF).

It was confirmed that the UK Government had approved the South-West Regional Investment Plan in December 2022 and an allocation of funding which totalled £38.6m had been secured for Carmarthenshire to enable the Authority to deliver against some of the County's strategic objectives. Reference was made to

the legal implications set out within the report whereby it was confirmed that Swansea Council, as the lead Authority on behalf of the South-West region, maintained overall accountability for the funding and the operation of the SPF, however delivery and management of the programme in Carmarthenshire was the responsibility of the Authority.

The report detailed the anchor projects within the themes of Community, Rural, Place, Supporting Local Business and Employability & Skills. An overview of the financial implications, governance and administrative processes was also provided to the Cabinet. In this regard, consideration was given to the decision-making arrangements for the Anchor and Standalone projects which included the development of an application form and assessment criteria, as appended to the report.

In recognition that UK Government had stipulated a completion date of 31 March 2025 for all UK SPF activity, the Cabinet's approval was requested to proceed with the recruitment of staff for the Internal Anchor teams and the Programme Management team, together with the opening up of calls for all applications prior to entering into a formal Service Level Agreement with Swansea Council.

#### **UNANIMOUSLY RESOLVED:**

- 7.1 To endorse steps taken to date and proposed to enable officers to continue their preparatory work for the delivery of the funding, i.e. setting up processes and procedures for delivery, and developing formal legal agreements as required.**
- 7.2 To approve the proposed application and decision making process.**
- 7.3 To approve flexibility in the working budgets so that refinements can be made in consultation with Finance and the Regeneration Partnership.**
- 7.4 To delegate authority to Cabinet Member for Regeneration, Leisure, Culture and Tourism to sign off the detailed Anchor projects following recommendation of the Regeneration Partnership.**
- 7.5 To proceed at risk with opening up calls for all applications prior to entering into a formal Service Level Agreement with Swansea Council.**
- 7.6 To delegate authority to Cabinet Member for Regeneration, Leisure, Culture and Tourism to approve projects up to £100k.**
- 7.7 To proceed at risk with the recruitment of staff for the internal Anchor teams and Programme Management team to enable the programme to commence as soon as possible.**

## **8. ARFOR 2 (2022-2025) APPROVAL**

The Cabinet was advised that based on the success of the first phase of the Programme, a further £11 million would be provided by Welsh Government until March 2025 to support communities to flourish through economic interventions and contribute to increased opportunities in the visibility and use the Welsh language on a daily basis.

The Cabinet considered the proposed governance arrangements for the Arfor 2 programme, together with the strategic objectives which would be achieved through delivery of the following work packages:

- Llwyddo'n Lleol - Targeted youth programme to support entrepreneurial skills to deter youth migration.
- Cymunedau Mentrus/Enterprising Communities - Administered by Carmarthenshire County Council to create opportunities for business start-up, growth and third sector development via a third grant aligned with Arfor objectives.
- Arfor Challenge Fund- Opportunity for organisations across the region to submit applications for resources to develop and pilot activities that will address the strategic objectives of the Programme.
- Strengthening the Identity of Arfor Communities - Create a communication and marketing program for the Programme.
- Monitoring and Evaluation and learning.

### **UNANIMOUSLY RESOLVED that:**

- 8.1 The steps taken to date to enable the County to benefit from the Arfor 2 Programme be endorsed.**
- 8.2 The establishment of appropriate governance arrangements for the implementation of the programme at a local level, including the establishment of the Cymunedau Mentrus third party grant be approved.**

## **9. WASTE STRATEGY UPDATE**

Further to minute 7 of the Cabinet meeting held on 11 October 2022, consideration was given to a report which provided an update on the progress made to date on the Council's Waste Strategy for 2021-2025, together with the recent roll out of the interim kerbside waste changes.

The Authority's strategy set out a comprehensive programme of works to deliver service transformational change in line with its carbon reduction ambitions. An overview of the interim position was provided to the Cabinet, which detailed the changes made to the kerbside waste collections which had commenced on 23 January 2023. The Cabinet was advised that the Authority aimed to introduce a longer-term service change to achieve the Blueprint collection methodology by 2024, which would include enhancements to the current fleet provision.

Consideration was also given to the waste management policy appended to the report which provided a consolidated document outlining the Authority's delivery of refuse and recycling collection services, its network of Household Waste Recycling Centres and Re-use facilities in accordance with the Authority's strategic objective of improving kerbside domestic waste collections to increase recycling rates in Carmarthenshire.

Reference was made to the significant financial penalties that would be imposed should the Authority fail to meet the statutory recycling targets. Furthermore, in considering the Authority's moral obligations to reduce its carbon footprint, the Cabinet acknowledged the efforts made thus far to move towards a system based upon the principles of a circular economy.

**UNANIMOUSLY RESOLVED that:**

**9.1 The progress and delivery of the Waste Strategy 2021 be noted.**

**9.2 The Waste and Recycling Policy be approved.**

**10. TO CONFIRM THE APPOINTMENT OF THE VICE-CHAIR OF THE PLACE SUSTAINABILITY AND CLIMATE CHANGE SCRUTINY COMMITTEE AS AUTHORITY'S REPRESENTATIVE ON 'PATROL' AND THE CABINET MEMBER FOR WASTE, TRANSPORT AND INFRASTRUCTURE SERVICES AS THE NOMINATED SUBSTITUTE**

The Cabinet considered nominations in relation to the appointment of the Authority's Representative and Substitute on the PATROL (Parking and Traffic Regulations Outside London). The nomination was required as a result of the resignation of the current representative.

**UNANIMOUSLY RESOLVED that:**

**10.1 The Vice-Chair of the Place, Sustainability and Climate Change Scrutiny Committee be confirmed as the Authority's representative on 'PATROL'.**

**10.2 The Cabinet Member for Waste, Transport and Infrastructure Services be confirmed as the Authority's substitute on 'PATROL'.**

**11. ANY OTHER ITEMS OF BUSINESS THAT BY REASONS OF SPECIAL CIRCUMSTANCES THE CHAIR DECIDES SHOULD BE CONSIDERED AS A MATTER OF URGENCY PURSUANT TO SECTION 100B(4)(B) OF THE LOCAL GOVERNMENT ACT, 1972.**

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

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**CHAIR**

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**DATE**

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## Cabinet 13 February 2023

<b>Carmarthenshire County Council</b> <b>Corporate Strategy 2022-27</b>		
<b>Purpose:</b> The Corporate Strategy sets the strategic direction for the Council.		
<b>Recommendations / key decisions required:</b> 1. To approve the Corporate Strategy 2022-27.		
<b>Reasons:</b> <ul style="list-style-type: none"> <li>Under the requirements of the Well-being of Future Generations Act we must set and publish Well-being Objectives for the Council that maximise our contribution to the 7 National Well-being Goals.</li> </ul>		
Cabinet Decision Required		YES
Council Decision Required		YES
<b>CABINET MEMBER PORTFOLIO HOLDER:</b> Cllr. Darren Price, Leader		
Directorate: Chief Executive  Name of Head of Service: Noelwyn Daniel  Report Author: Gwyneth Ayers	Designations:  Head of ICT & Corporate Policy  Corporate Policy, Performance & Partnership Manager	Tel:  Email addresses:  <a href="mailto:NDaniel@carmarthenshire.gov.uk">NDaniel@carmarthenshire.gov.uk</a>  <a href="mailto:GAyers@carmarthenshire.gov.uk">GAyers@carmarthenshire.gov.uk</a>

## EXECUTIVE SUMMARY

### Carmarthenshire County Council Corporate Strategy 2022-27

The Council's Corporate Strategy, which includes the Council's well-being objectives, sets the direction of travel and priorities for the organisation over the period of the current administration. The Strategy provides the framework for delivering on the Cabinet's vision and commitments during that period.

This new Corporate Strategy will focus on a smaller number of population-based objectives whilst identifying the thematic priorities, service priorities and core business enablers that the Council will aim to make progress on during this period. This approach has been developed following consideration of feedback from Engagement & Assurance sessions held with departmental teams during the 2021-22 business planning process, feedback from stakeholders including residents, staff, businesses and trade unions as well as findings of the PSB well-being assessment.

Our new proposed Council well-being objectives are as follows:

1. Enabling our children and young people to have the best possible start in life (**Start Well**)
2. Enabling our residents to live and age well (**Live & Age Well**)
3. Enabling our communities and environment to be healthy, safe and prosperous (**Prosperous Communities**)
4. To further modernise and develop as a resilient and efficient Council (**Our Council**).

At the heart of this approach is integration and collaboration across the Council and with our stakeholders, and our focus going forward will be on:

**Developing Carmarthenshire Together: One Council; One Vision; One Voice**

Within this Strategy we have identified a series of thematic and service priorities that are aligned to our well-being objectives. Detailed delivery plans (at a divisional level for the 2023-24 business planning cycle) will outline actions to be taken for each well-being objective and thematic/service priority with clear measures to monitor progress against the overall well-being objective through a corporate data suite. These delivery plans will be reviewed annually (as part of business planning cycle) and monitored quarterly as part of current performance monitoring arrangements.

DETAILED REPORT ATTACHED?

YES  
Corporate Strategy 2002-27

# IMPLICATIONS

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

Signed: Noelwyn Daniel, Head of ICT & Corporate Policy

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

## 1. Policy, Crime & Disorder and Equalities

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

To comply with the Well-being of Future Generations (WbFG) Act 2015, we must (in carrying out sustainable development):	
<ul style="list-style-type: none"> <li>Set and publish well-being objectives</li> <li>Take all reasonable steps to meet those objectives</li> <li>Publish a statement about well-being objectives</li> </ul>	Corporate Strategy will fulfil these duties
<ul style="list-style-type: none"> <li>Publish an annual report of progress</li> </ul>	Annual Report will fulfil this duty

Only when a public body can demonstrate it has taken into account the sustainable development principle in the setting, taking steps and meeting of its well-being objectives will it be compliant with the Act. Public bodies may take other matters into account when making their decisions, but in order to comply with the Act they must take into account the 5 ways of working (long-term; integration; involvement; collaboration; prevention).

### Local Government and Elections Act (Wales) 2021

The Local Government and Elections Wales Act 2021 provides for the establishment of a new and reformed legislative framework for local government elections, democracy, governance and performance. It replaces the Local Government Measure 2009.

The Act requires that a Council must produce a self-assessment report in respect of each financial year. The report must set out its conclusions on the extent to which it met the performance requirements during that financial year, and any actions it intends to take, or has already taken, to increase the extent to which it is meeting the performance requirements

The performance requirements are the extent to which:

- we are exercising our functions effectively.
- we are using our resources economically, efficiently and effectively.
- our governance is effective for securing the above.

# CONSULTATIONS

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

Signed: Noelwyn Daniel, Head of ICT & Corporate Policy

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

<b>1. Scrutiny Committee request for pre-determination</b> Specific member development session held to seek feedback on draft Strategy.		YES
<b>If yes include the following information: -</b>		
<b>Scrutiny Committee</b>	<b>All member development session</b>	
<b>Date the report was considered:-</b>	<b>27 January 2023</b>	
<b>Scrutiny Committee Outcome/Recommendations:-</b> Feedback from the member development session which has been reflected in the final draft of the Strategy: <ul style="list-style-type: none"> <li>• Need to ensure all well-being objectives, thematic and service priorities take account of the key areas of decarbonisation, climate and nature emergencies, Welsh language and equalities.</li> <li>• Need to ensure feedback to stakeholders on involvement and consultation outcomes.</li> <li>• Need to ensure community safety and cohesion thematic priority also includes focus on community resilience.</li> </ul>		

## 2. Local Member(s)

Councillors have been engaged on the development of the new Corporate Strategy through member sessions and through the residents' survey where feedback on Council priorities was sought.

## 3. Community / Town Council

Councils will have received information about the residents' survey where feedback on Council priorities was sought.

## 4. Relevant Partners

Findings of the PSB well-being assessment have been considered in the development of the Council Corporate Strategy.

## 5. Staff Side Representatives and other Organisations

Staff have been engaged on Council priorities through the staff survey undertaken.

<b>CABINET MEMBER PORTFOLIO HOLDER(S) AWARE/CONSULTED</b> YES		Cllr. Darren Price supportive of the approach and links with the Cabinet Vision Statement
<b>Section 100D Local Government Act, 1972 – Access to Information</b> <b>List of Background Papers used in the preparation of this report:</b> <b>THESE ARE DETAILED BELOW</b>		
Title of Document	File Ref No.	Locations that the papers are available for public inspection
<b>Well-being of Future Generations Act</b>		<b>Cymraeg:</b> <a href="#">Deddf Llesiant Cenedlaethau'r Dyfodol (Cymru) 2015: yr hanfodion [HTML]   LLYW.CYMRU</a> <b>English:</b> <a href="https://gov.wales/well-being-future-generations-act-essentials-html">https://gov.wales/well-being-future-generations-act-essentials-html</a>

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# Carmarthenshire County Council

## Corporate Strategy 2022-2027

Developing Carmarthenshire Together:  
One Council, One Vision, One Voice



[sirgar.llyw.cymru](http://sirgar.llyw.cymru)  
[carmarthenshire.gov.wales](http://carmarthenshire.gov.wales)



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## 1 | Introduction by Cllr. Darren Price, Leader of Carmarthenshire County Council



Within our Cabinet Vision Statement we have set out a range of commitments that we will work towards achieving during the course of this administration until 2027.

We have set these out with a view to addressing the key challenges and development areas facing Carmarthenshire but with a longer-term view to improving the social, economic, environmental and cultural well-being of the residents and communities of Carmarthenshire.

We will ensure that we embed the sustainable development principle in all that we do by making sure that we act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.

We have set a vision statement for the Council but given the numerous externally driven pressures and challenges facing us as a population and as organisations over coming years we have to be realistic in terms of what's achievable. We will have to continually review and assess what and where we need to invest and prioritise our interventions going forward and ensure we make the best use of resources available to us.

This Corporate Strategy provides the framework for delivering on those commitments outlined in the Cabinet Vision Statement and detailed delivery plans, that will be monitored and reviewed regularly, will set out the exact actions we'll be taking as a Council to make progress against our objectives.

This Strategy and the detailed delivery plans have been developed taking into account feedback received through consultation with our residents, staff, businesses and trade unions undertaken during the Summer of 2022.

This type of stakeholder engagement and involvement is something I will ensure that the Council further develops and embeds across our service planning approaches. I will also ensure that we provide regular feedback to our stakeholders so that you know what we did as a result of your input.

Local government has faced a challenging period in having to adapt in its response to the pandemic. There are many lessons to be learnt from that experience and good practice that needs to be embedded. However, we are entering another period of uncertainty over the next few years that are set to be just as challenging. We fully appreciate the cost of living pressures facing our residents and we want to ensure that the Council is able to provide support wherever we can.

The Council itself is also facing tremendous budgetary pressures, which we have not seen the likes of before in public service, therefore, the next few years are likely to require a significant shift in the way that we provide our services. We must and will respond to this challenge again, ensuring we do all that we can to support the residents, businesses and communities of Carmarthenshire.

As a Cabinet we will take collective and individual responsibility for ensuring progress against the well-being objectives, thematic and service priorities outlined in this Corporate Strategy with the Cabinet member portfolios focusing on key areas.

We have identified the key areas of decarbonisation, climate and nature emergencies, and Welsh language as thematic priorities and, along with a focus on equality, we will ensure these key areas are embedded and progressed in all that we do.



**Cllr Linda Evans**

Deputy Leader and Cabinet Member for Homes



**Cllr Philip Hughes**

Cabinet Member for  
Organisation and Workforce



**Cllr Alun Lenny**

Cabinet Member for  
Resources



**Cllr Ann Davies**

Cabinet Member for Rural  
Affairs and Planning Policy



**Cllr Aled Vaughan Owen**

Cabinet Member for Climate  
Change, Decarbonisation and  
Sustainability



**Cllr Edward Thomas**

Cabinet Member for  
Transport, Waste and  
Infrastructure



**Cllr Gareth John**

Cabinet Member for  
Regeneration, Leisure,  
Culture and Tourism



**Cllr Glynog Davies**

Cabinet Member for  
Education and Welsh  
Language



**Cllr Jane Tremlett**

Cabinet Member for Health  
and Social Services



## 2 | Introduction by Wendy Walters, Chief Executive of Carmarthenshire County



I am pleased to present this Corporate Strategy for Carmarthenshire County Council which sets out our direction of travel and priorities as an organisation.

In developing this Strategy we have taken time to reflect and refresh our approach following discussion with a range of stakeholders including councillors, officers and external partners. We have also sought feedback from residents, staff, businesses and trade unions on their views about the Council and priorities and these views have shaped our well-being objectives.

As we emerge and reflect on our experiences from the pandemic and look ahead at the extremely challenging period ahead for public services in terms of increasing demand and budgetary constraints, we have taken a fresh approach to our Corporate Strategy and well-being objectives by focusing on a smaller number of population based objectives whilst identifying our thematic priorities, service priorities and core business enablers.

Our well-being objectives are focused on:

1. Enabling our children and young people to have the best possible start in life (Start Well)
2. Enabling our residents to live and age well (Live & Age Well)
3. Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Communities)
4. To further modernise and develop as a resilient and efficient Council (Our Council)

At the heart of this approach is integration and collaboration across the Council and with our stakeholders, and our focus going forward will be on:

### Developing Carmarthenshire Together: One Council; One Vision; One Voice

Within this Strategy we have identified a series of thematic and service priorities that are aligned to our well-being objectives. Detailed delivery plans will outline actions to be taken for each thematic and service priority with clear measures to monitor progress against the overall well-being objective.

During the course of this Strategy, we will continuously challenge the status quo, ask questions of ourselves about how we are operating and consider best practice in Wales and beyond. We will critically self-assess our performance and seek feedback from stakeholders so that we can continue to learn and improve the way that we work.

Our staff are the driving force of the Council and their commitment and determination to do their best for the people of Carmarthenshire is never doubted and something I am tremendously proud of.

As we enter another challenging period for public services, I will ensure that the Council is in the best position possible to respond to whatever that may bring. Going forward a focus on continuous service transformation is going to be critical, and I will drive this transformation within the organisation to make sure that we can adapt, be innovative and respond with the needs of our residents at the centre of all that we do despite the challenges ahead.

### 3 | About Carmarthenshire

#### Population

Source: Census 2021

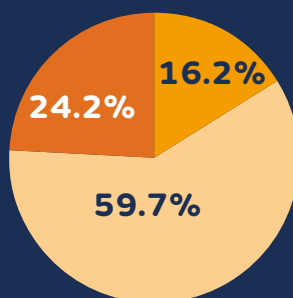
**187,900** people live in Carmarthenshire

**81,800** households

**16.2%** (30,400) aged 0-14,

**59.7%** (112,100) aged 15-64 and

**24.2%** (45,400) aged over 65

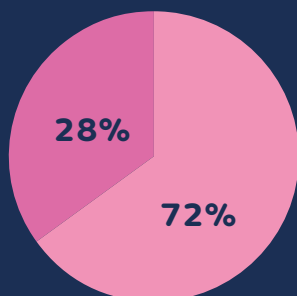


#### Employee jobs

Source: Census 2021

Total Employee Jobs:

**64,800**



Full-time: 72.0% (46,700)

Part-time: 28.0% (18,100)

#### Gross weekly pay for full time workers

Source: ONS Annual Survey of hours and earnings



**£623.40 -**

Compared to **£640** for GB.

#### Total Business Enterprises in Carmarthenshire

Source: ONS: Inter Departmental Business Register

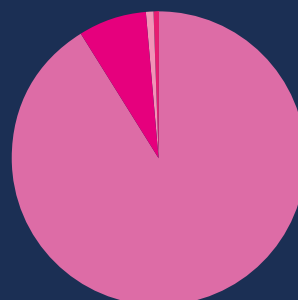
**8,200**

Micro [0 - 9]: 91.6% (7,515)

Small [10 to 49]: 7.2% (590)

Medium [50 to 249]: 0.9% (75)

Large [250+]: 0.2% (15)



## Employment by Occupation

Source: 2021 Census

**31,000 / 37.9%**

Managers, Directors and Senior officials,  
Professional Occupations, Associate  
Professional Occupation

**19,400 / 23.7%**

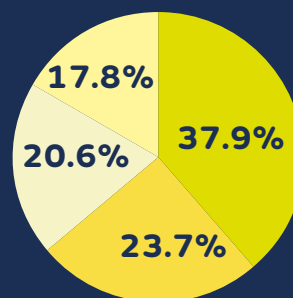
Administrative and Secretarial Occupations,  
Skilled Trades Occupations

**16,900 / 20.6%**

Caring, Leisure and other service occupations,  
Sales and Customer Service occupations

**14,600 / 17.8%**

Process Plant and Machine Operatives,  
Elementary occupations



## Qualifications

Source: ONS Annual Population Survey

NVQ 4 and above: **35.3% (37,700)**

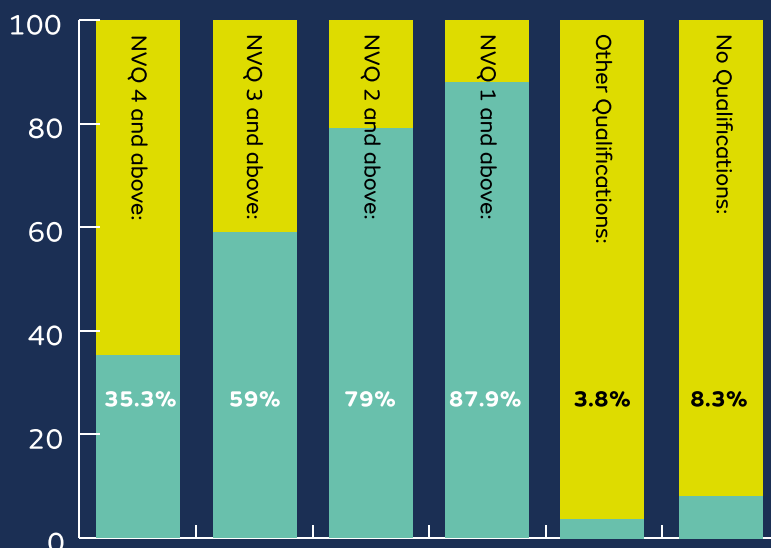
NVQ3 and above: **59% (63,000)**

NVQ2 and above: **79% (84,300)**

NVQ1 and above: **87.9% (93,900)**

Other Qualifications: **3.8% (4,000)**

No Qualifications: **8.3% (8,900)**



## Welsh Language

Source: 2021 Census

**39.9%** of people in  
Carmarthenshire can speak Welsh.



## 4 | About the Council

**Carmarthenshire County Council has just over 8,000 employees, split over five departments covering a wide range of services, with a Gross budget of £600m**

### Education and Children Services

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- Corporate Parenting and child welfare
- Family support
- Sustainable Communities for Learning
- Learner inclusion
- Safeguarding children and young people
- Adult community learning
- Early Years childcare, play and education
- Youth support service • Fostering and adoption support services
- Support services for supporting learner behaviour
- School services – catering, music, admissions and governance
- School improvement and learner progress
- Transition arrangements and support for children and young people with complex needs
- Welsh in Education

### Place and Infrastructure

---

- Building control
- Emergency planning
- Environmental and planning enforcement
- Flood risk management
- Highway infrastructure management
- Passenger Transport
- Planning and conservation
- Property/architectural design and maintenance
- Public rights of way
- Street cleansing, litter and grounds maintenance
- Traffic management, road safety and car parking
- Waste management and recycling
- Engineering Design
- Fleet Management

## Chief Executives

- Chief Executive, Leader and Cabinet support
- Corporate communications
- Corporate policy and partnership
- Corporate strategy
- Democratic services
- Electoral and registration services
- Information technology
- Legal services
- People management and performance
- Performance management
- Regeneration and property

## Corporate Services

- Accountancy and financial management
- Creditor payments
- Corporate procurement
- Internal audit
- Payroll control
- Pensions administration
- Revenues & Housing Benefits Services
- Revenue services
- Risk management
- Treasury management and pension investments

## Communities

- Adult safeguarding
- Care and support
- Carmarthenshire Home standards+
- Cultural services
- Environmental protection
- Home care
- Housing repairs and maintenance
- Independent living
- Licensing
- Mental health and learning disability services
- Older people and physical disability services
- Outdoor recreation
- Public protection
- Sport and leisure

## 5 | About the Council - Key Statistics



**75**  
County Councillors  
representing  
**51**  
community wards



Keeping our website  
updated (Over  
**3 million**  
user sessions by the  
public on our website  
per annum)



Taking over  
**250,000**  
calls & responding to over  
**25,000**  
electronic enquiries annually  
in our contact centre



Determine an  
average of  
**1,500**  
Planning Applications  
a year



Responsible for the  
highway network in  
Carmarthenshire of  
**3,500 km.**



Over  
**80,000**  
tonnes of municipal  
waste collected  
during the year



**1** nursery school,  
**95** primary schools,  
**12** secondary  
schools & **2** special  
schools which provide  
education for over  
**27,000**  
pupils



**16,000**  
school meals a day



Deal with over  
**340,000**  
invoices a year



We manage just over

**9,000**  
council houses



Over **3,500**  
clients supported  
with a Social Care  
Service



We have  
**20**  
libraries in the County  
(including mobile and  
community run)



We run  
**6**  
leisure centres  
in the County



Our registrars on average annually record around

**2,500 Deaths, 2,400 Births\***  
and over

**500**

**Marriages and Civil Partnerships**

\* Please note that birth figures include Ceredigion and  
Pembrokeshire residents who use the maternity services at  
Glangwili General Hospital



Helping as many as possible of our

**8,000**  
businesses in the County,  
(90% of which have fewer than 10  
employees), together with



Work with **partners regionally** to prevent,  
resolve and improve delivery of services

- Public Services Board;
- Corporate Joint Committee (transport, planning, economic well-being);
- Swansea Bay City Deal;
- Regional Learning & Skills Partnership;
- Dyfed Powys Local Resilience Forum;
- Regional Safeguarding;
- Regional Partnership Board – West Wales Care Partnership;
- VAWDA-SV Regional Board;
- Area Planning Board – Substance Misuse;
- Partneriaeth – education consortium.

## 6 | Our core values are:

**1 Working as one team**

We recognise that by working together and making constructive connections we can make the best use of our resources for our communities.




**4 Strive for excellence**

We will remain vigilant and ensure that we deliver to the best of our abilities and always explore ways to improve what we do.



**2 Act with Integrity**

We will actively think about what is the right thing to do when presented with choices in a work situation.



**5 Take personal responsibility**

We will all consider how we support and apply these values, so they actively underpin and guide the way we work.



**3 Focus on our customers**

We work to improve the lives of the people in our communities this is our focus and key purpose.



**6 Listen to improve**

We will listen and engage with our communities, partners, and all stakeholders to inform our improvement plans.



## 7 | Council Well-being Objectives

### Well-being Objective 1

#### Enabling our children and young people to have the best possible start in life (Start Well)

##### Why is this important?

1. Giving every child the best start in life is crucial to reducing health inequalities across the life course. The foundations for virtually every aspect of human development – physical, intellectual and emotional – are laid in early childhood. What happens during these early years, starting in the womb, has lifelong effects on many aspects of health and well-being – from obesity, heart disease and mental health, to educational achievement and economic status. To have an impact on health inequalities we need to address the social gradient in children's access to positive early experiences. Later interventions, although important, are considerably less effective if they have not had good early foundations. Fair Society, Healthy Lives, the Marmot Review, 2010
2. Adverse Childhood Experiences ACE's are stressful experiences during childhood that directly harm a child (e.g. sexual or physical abuse) or effect the environment in which they live (e.g. growing up in a house with domestic violence) that can impact throughout the course of life. For every 100 adults in Wales, 47% have suffered at least one ACE and 14% have suffered 4 or more.
3. Early language acquisition is important in the development of the child. Welsh language development in the early years can encourage feelings of belonging.
4. In March 2022, there were 165 Looked After Children in Carmarthenshire, which equates to 45 per 10,000 population compared to the Welsh average of 112.
5. 31% of children are living in poverty in Carmarthenshire (in households with less than 60% of the average income before housing costs). This is just above the Welsh average of 30.6%.
6. Carmarthenshire is the 5th worst county in Wales for levels of childhood obesity. In 2018/19, almost a third of children aged 4 to 5 were overweight or obese.
7. Compulsory education is changing in Wales and a new curriculum is being introduced that aims to provide young people with the skills they will need in the future.



A recent consultation with Carmarthenshire's residents indicates that there is overall agreement that local schools provide children and young people with a good education.

8. Children learn through play and develop essential skills - play sufficiency is essential.
9. Attendance at a quality pre-school (aged 0-3) is shown to improve outcomes for children.
10. Making sure young people are in Education, Employment or Training reduces the effects of poverty and the wider cost to society of support services, reliance on benefits and offending.
11. Young carers are more likely to achieve poorer educational outcomes – there are 1,800 young carers in Carmarthenshire.
12. There is a net migration over the last five years in the 16-24 range.
13. Key local issues identified by the Carmarthenshire Youth Forum are:
  - a. access to training and jobs with 21.3% of votes
  - b. homelessness with 20.9% of votes,
  - c. domestic violence with 17 of votes%.
14. Concern over mental health is a key issue raised by young people.
15. Young people are also concerned with bullying and cyberbullying.
16. Research on early years investment suggests significant returns for each £1 invested.



## Outcomes we hope to achieve

- Improved availability of early years education and childcare settings across the county, particularly in rural areas; with a particular focus on providing and strengthening Welsh-medium childcare.
- Pupils with Additional Learning Needs are fully supported.
- Increased school attendance rates and access to education for vulnerable pupils.
- Deliver a rounded curriculum raising educational standards.
- Nutritious free school meals for all primary school pupils.
- Increased bilingual and Welsh medium education.
- Improved opportunities for all residents in literacy, numeracy and digital skills to upskill for employment.
- Schools for sustainable community learning that are fit for 21st Century
- Keeping children at home with their families whenever possible.
- Reducing the inequalities faced by children from disadvantaged backgrounds which may affect their later life chances.
- Families facing difficulties are supported to provide stable, safe and secure home environments for their children.
- Families from disadvantaged backgrounds are able to access health and well-being provision within their local areas.

## What will we do?

As a Council we will focus on the following thematic and service priorities with separate detailed delivery plans outlining our approach to making progress against our outcomes in each of the areas.

### Thematic Priority: Healthy Lives – prevention /early intervention

We will give every child the best start in life, improving their early life experiences and ensuring they live healthy lifestyles. We will protect children and young people from harm and work to ensure their emotional and physical well-being.

### Service Priority: Early years

Protecting children who are experiencing, or are at risk of abuse, neglect, or other kinds of harm is our priority. Our focus is on early intervention / prevention to ensure all children can reach their full potential and be healthy, happy and safe. Helping to give every child the best start in life and improve their early life experiences is our key aim.

### Service Priority: Education

We will support all Carmarthenshire learners. We will ensure that they are happy, safe, are thriving, and are fulfilling their personal, social and learning potential.

The future direction of Education Services will focus on supporting learners to become:

- Ambitious, capable learners, ready to learn throughout their lives.
- Enterprising, creative contributors, ready to provide a full part in life & work.
- Healthy and confident individuals, ready to learn fulfilling lives as valued members of society.
- Ethical, informed citizens of Wales and the world.

## Well-being Objective 2

### Enabling our residents to live and age well (Live & Age Well)

#### Why is this important?

1. Poverty and deprivation have serious detrimental effects, impacting all aspects of well-being. Over a third of our households continue to live in poverty (35.6%), a level which has increased by 0.9% over the last ten years. This translates to around 29,500 households, suggesting that almost 600 additional households have slipped below the income threshold over the last ten years.  
A large proportion of respondents to a recent consultation agreed that poverty is a problem in their respective area.
2. The cost of living is rising across the UK, with more working families experiencing poverty.
3. According to the Census 2021, Carmarthenshire has an ageing population, whereby 11% of the county's population are aged over 75 (above the national average of 9.8%). This will require the NHS and the Local Authority to plan for the expected increased demand for health and social care services.  
Health and Social Care was indicated to be the most important theme in terms of prioritisation for investment by Carmarthenshire's residents through a recent consultation.
4. The challenge is to prevent ill health, living healthy lives allows people to fulfil their potential, meet educational aspirations and play a full part in the economy and society of Carmarthenshire, many of the preventive services and interventions lie outside health and social care.
5. Dementia prevalence is projected to significantly increase in the next 15 years.
6. Mental ill health is something that one in four adults will experience in the course of their lifetime.  
There was overall strong agreement from residents that it is important that consideration is given to supporting people's mental health and wellbeing.

7. Homelessness, and the risk of homelessness, poses significant risk to a person's well-being, negatively impacting on emotional, mental and physical health as well as indicating poor social and economic circumstances
8. Access to good quality, affordable homes promotes improved health and well-being, meeting the individual needs of residents, building strong sustainable communities and places where people want to live. It is also good for the economy - in order to thrive, new businesses need easy access to its workforce and quality housing will help to attract this cohort.

There was overall strong agreement from residents that it is important that local people are supported to buy homes locally.

9. Good quality energy efficient affordable homes are good for the people and the environment – well insulated homes fitted with the latest innovative technologies not only serve to reduce carbon emissions but also promote affordable warmth for our residents.





### Service Priority: Social Care

Social care services across a range of client group areas are likely to see an increase in demand over coming years and with the sector facing significant pressures in terms of workforce capacity there is a need to focus attention and respond innovatively.

The further development of collaboration and integration with health will be essential in order to deliver the key principles and standards relating to prevention, system flow, proactive care and planned care, and long-term care. The long-term aim is to wherever possible help people to maintain their independence at home for as long as possible, prevent unnecessary admissions to hospital and support timely discharge home from hospital to ensure that those that need good hospital care can access it.



## Well-being Objective 3

### Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Communities)

#### Why is this important?

1. Providing secure and well-paid jobs for local people is crucial as increasing employability is fundamental to tackling poverty and reducing inequalities. This has a dramatic impact on our health and ability to function in everyday society.
2. Carmarthenshire has a high economic inactivity rate. This is a significant barrier to growth for Carmarthenshire, as the economically inactive represent a significant source of labour supply which is a crucial element of a well-functioning labour market. This is also concerning given that being inactive for a long period of time can negatively impact a person's well-being, health and life-satisfaction.
3. A barrier to employment for many is a lack of qualifications or skills. This applies to those that have no qualifications at all and those that wish to re-skill or up-skill to better themselves and seek higher level or alternative employment. This is a pertinent issue for Carmarthenshire, as the county exhibits a higher-than-average number of people with no qualifications and a lower proportion than average of people with higher level qualifications.
4. Business birth rates in Carmarthenshire have seen a small decline in recent years when compared with regional and national averages. A stagnant start-up rate is a barrier to growth and suggests a lack of confidence and capacity within the economy. Evidence highlighted in recent work on the Innovation prospects for the county suggests that the potential entrepreneurial capacity of the county is amongst the highest in Wales. Therefore, whilst current businesses within the county need relevant support there is also a need to focus on creating an ecosystem which harnesses existing entrepreneurial flare and make Carmarthenshire an attractive place to start a business.
5. The county is characterised by micro and small sized enterprises which account for 97.2% of the total business demography. Whilst they are the very foundation of the county's economic and cultural ecosystem their combined annual turnover is significantly less than that generated by the county's 430 (2.8%) medium and large sized enterprises.



If we are to realise notable economic growth and increase productivity, there is a need to focus on supporting these businesses to upscale.

The local economy was highlighted as the third most important theme for prioritisation for investment by respondents to a recent consultation. This included sub-themes such as local business investment and town centre regeneration.

6. Access to services is a challenge in some instances owing to a lower population density and rurality. Large travel distances increase the time and cost for accessing services, which can hinder an individual's ability to feel connected to their communities, worsen isolation and reduce feelings of local pride and belonging. This is especially pertinent for marginalised groups.

Findings from a recent Carmarthenshire residents survey highlights that whilst there was overall agreement from respondents that they can easily access services, a large proportion disagreed.

7. Transportation & highways play a key role in supporting and sustaining our communities, it provides the vital infrastructure which connects people to one another, binds communities and enables businesses to grow and expand. A modern, successful economy is reliant upon the safe and efficient movement of people and goods and providing opportunities for people to gain access to employment, education, health, leisure and shopping. The majority of respondents either disagreed or strongly disagreed that there are good transportation links around them.
8. Areas of the county are susceptible to the negative effects of the climate emergency, especially flooding. Just over 15,000 properties (mostly residential) in the county are currently at some level of flood risk. 3,151 of these properties are at high risk. Climate change will increase the number of properties, infrastructure and key services at risk of flooding. Places which do not currently flood will become at risk of flooding and those already known to be at risk will see the level of that risk become greater.



The threats of the climate and nature emergencies were highlighted by residents as being a concern. Particular reference was made by some to the threats posed by flooding.

9. A biodiverse natural environment is good for well-being, with healthy functioning ecosystems, supporting social, economic and ecological resilience. Planning plays an integral role in order to deliver the Council's vision.
10. To reduce carbon outputs and meet Welsh Government National targets, we must deliver our Waste Management and Recycling Strategy and meet our statutory recycling targets (70% by 2025 / 100% by 2050) and wider obligations including improvements to the quality of recyclable materials or suffer financial penalties.
11. The latest Census data for 2021 indicates that Carmarthenshire is home to 72,838 Welsh speakers which translates to 39.9% of the county's total population. This figure has decreased by 5,210 since the last Census in 2011, which translates to a percentage point decrease of 4.0. This is the largest percentage point decrease of all local authorities in Wales. In 2001 and 2011, Carmarthenshire had the highest number of Welsh speakers of all local authorities in Wales, with 84,196 and 78,048 Welsh speakers respectively. These new figures mean that the county now has the second highest number of Welsh speakers of all local authorities in Wales and the fourth highest in terms of the percentage of the population that are able to speak Welsh. The county remains a key strategic stronghold for the future of the Welsh language and the social and economic benefits of bilingualism are widely recognised. Evidence gathered via the residents' survey indicates that overall respondents agreed that it is important that the Welsh language is promoted and protected.

Evidence gathered via the residents' survey indicates that overall respondents agreed that it is important that the Welsh language is promoted and protected.

12. Carmarthenshire exhibits increasing crime rates in some areas, however the county remains among the safest areas in the UK, with Carmarthenshire ranking 13th safest out of the 22 counties in Wales with a rate of 83.6 crimes per 1,000 population.

Overall, there was agreement that residents feel safe in their communities.



## Outcomes we hope to achieve

- Businesses supported and employment provided.
- People are supported to take advantage of local opportunities whether it be through starting a business, gaining qualifications or gaining meaningful employment.
- Businesses are supported to take advantage of local supply chains and procurement opportunities.
- People feel empowered to lead active and healthy lives through access to fit for purpose services and provision
- On track to meet the national recycling targets.
- Continue to work towards becoming a Net Zero Carbon Local Authority by 2030.
- Look to improve the availability and affordability of early years education and childcare settings across the county, to address one of the common barriers faced by individuals looking to return to, or find employment.
- Look to improve access to services through enhanced transportation networks and infrastructure.
- Improve current and explore new developments to limit the effects of flooding and other environmental threats which affect our residents and service users.
- Sustain low crime rates whilst continuing effective partnership working to address increasing rates evident in some areas of the county.
- Increase in the number of Welsh speakers.
- Increased confidence and use of the Welsh as a thriving language.

## What will we do?

As a Council we will focus on the following thematic and service priorities with separate detailed delivery plans outlining our approach to making progress against our outcomes in each of the areas.

### Thematic Priority: Economic Recovery and Growth

The strength of our local economy is central to our communities' wider well-being and going forward we will focus our regeneration efforts on developing our businesses, people and places. In our future plans we will enable Carmarthenshire to become more productive whilst being more equal, greener and healthier and supporting business and community resilience and growth.

### Thematic Priority: Decarbonisation & Nature Emergency

The Natural Environment is a core component of sustainable development. The Council has already declared its commitment to addressing the climate and nature emergencies and will continue on its route towards becoming a Net Zero Carbon Local Authority by 2030 and addressing the issues that are driving a decline in our biodiversity and support nature recovery.

### Thematic Priority: Welsh Language & Culture

Carmarthenshire is a stronghold for the Welsh language and is considered to be of high strategic importance in its future. Bilingualism is beneficial to both the economy and individuals through cognitive and social benefits. We will work towards increasing the number of Welsh speakers and supporting the regular use of the language across all aspects of our daily lives.

Engaging in cultural activity has demonstrable positive impact on starting well, living well and ageing well. We want our future generations to be immersed in a strong, intriguing, wholly unique Carmarthenshire Culture, that reflects our past and shapes our future.

### **Thematic Priority: Community Safety, Resilience and Cohesion**

Safety and a feeling of belonging are important to personal well-being and more people now appreciate the value of kindness and being part of a community. Supporting cohesive communities and ensuring those from different backgrounds share positive relationships, feel safe in their neighbourhood, and have a sense of mutual respect and shared values is central to having active and thriving communities.

Community Resilience is also essential to enable communities to respond to, withstand, and recover from adverse situations. When communities are able to work together to support each other it builds a sense of pride and belonging which is key for social well-being.

### **Service Priority: Leisure & Tourism**

Sport and leisure, culture and outdoor recreation are the heartbeat of our communities. These services provide a range of health and well-being activities, facilities and programmes in order to support our residents and communities to lead healthy, safe and prosperous lives.

In a similar way the promotion of our County as an attractive and commercially viable place to visit and invest in is a key economic and well-being factor.

We will continue to develop these services in response to the need of our residents, businesses and visitors.

### **Service Priority: Waste**

A circular economy keeps resources and materials in use for as long as possible and avoids all waste. Moving to a circular economy is key to the delivery of essential environmental outcomes in terms of the opportunity to reduce our carbon emissions and impact on natural resources whilst aiding nature recovery. We will ensure that we develop a new approach to waste management that embeds the circular economy principles in Carmarthenshire.

### **Service Priority: Highways & Transport**

Our highway and transportation networks underpin the economic prosperity of Carmarthenshire, facilitating access to employment and learning opportunities, social connections, health, leisure, active travel and delivering services that touch every home every day. Connectivity and accessibility are central to facilitating economic and social well-being and we will continue to develop and enhance our local infrastructure in order to support our communities.



## Well-being Objective 4

### To further modernise and develop as a resilient and efficient Council (Our Council)

#### Why is this important?

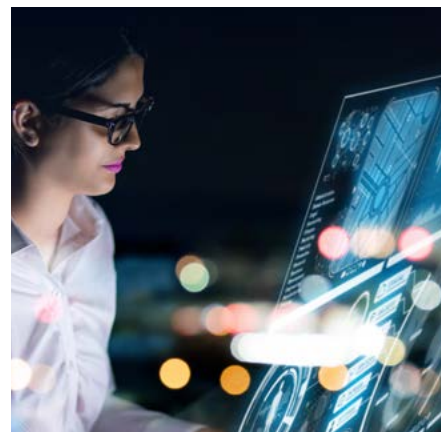
1. In March 2020, we entered one of the most challenging periods ever faced by local government with the COVID-19 pandemic. Emerging from the crisis, there was a recognition that ‘things would never quite be the same’ and we would not be the same organisation that we had been. We therefore wanted to capture the learning from our response to the pandemic; what worked well/did not work so well, and how this could potentially change ‘what we do’ and ‘how we do’, it in the future. This is now an opportunity to re-set or go back to basics in using some core principles that underpin service delivery.

Findings from a recent staff consultation indicate that the vast majority of respondents feel proud of the way we responded as an organisation to the pandemic.

Additionally, the majority feel ready to move forward and work in a post covid world.

Mostly, staff agree that they were well led during the pandemic, however a lower proportion agreed that they feel valued for the contributions they made during this time.

2. We had to adapt our services quickly to continued delivery, which often required innovative and creative thinking, and a multi-team approach within the Council and with other public sector partners. Services demonstrated extreme resilience and as a result are now armed with more robust service continuity plans and a more mature approach to risk – having greater confidence and ambition in seeking ways of developing more purposeful services.



3. The benefits of having a more flexible, dynamic, empowered workforce will be important to support a transformation programme, to help us achieve our wider aims and objectives. The likelihood is that our staff recruitment challenges are likely to be with us for at least the medium term, and therefore there will need to be a greater focus on the development and retention of staff - priority of our Workforce Strategy.  
Overall respondents to the staff consultation strongly agree that they have the right skills and equipment to do their work, however a lower proportion agrees that they are encouraged to learn and develop in their role.
4. We are able to develop a more sustainable approach to meet our future workforce needs by adopting a 'grow your own' strategy - our 'Future Workforce' programme will seek to increase graduate, apprenticeship and work experience opportunities.
5. Therefore, our Transformation Programme based on what we have learnt, will design and implement a programme of internal change and transformation that will support the Council to deliver on our vision and priorities as set out within this Corporate Strategy.



## Outcome we hope to achieve

- To further modernise and develop the Council's ways of working.
- Support the development of the Council as a modern, diverse, inclusive and responsive organisation and be an 'Employer of Choice'.
- Listen to our staff through regular staff engagement and empower them to improve their own service areas.
- Ensure local and regional partnership working is efficient and effective and adds value to the work of the Council.
- Increased public engagement through engagement, participation and consultation.
- A more commercial approach to the delivery of Council services with a view to increasing the level of income generated.
- Make better use of digital technology to further transform our services into smarter, efficient service processes and to deliver a better experience for customers.
- Embrace and promote agile working, hybrid meetings and new ways of working across the organisation, by being more sustainable and creative to improve Council services.
- Deliver organisational change that supports key Net Zero Carbon targets.
- Ensuring the Council is using its resources economically, efficiently and effectively.
- Embedding the sustainable development principle in all that the Council does.

## What will we do?

As a Council we will focus on the following thematic priorities with separate detailed delivery plans outlining our approach to making progress against our outcomes in each of the areas.

### Thematic Priority: Organisational Transformation

Public service as a whole has been through a period like no other in responding to the pandemic and with a challenging period likely to be facing us in terms of budgetary pressure it is essential to improve our capabilities and the way that we use our resources economically, efficiently and effectively in order to provide more value and benefits to our customers and residents.

A focus on organisational transformation will further accelerate the process of modernisation across the Council and allow us to deliver high-quality, cost-effective services within the context of a challenging external environment. There will need to be an inclusive and integrated approach to transformation that makes the best use of its people, systems and processes whilst encouraging the adoption of modern working practices and speeding up of processes.



## Core Business Enablers

In addition to the identified thematic and service priorities, there are a range of core business enablers that will be essential to enable us to make progress against our well-being objectives.



As part of the development of the delivery plans for the thematic and service priorities consideration will also be given to the support and function required from these core business enablers.

- Information and Communication Technology (ICT)
- Marketing & Media including customer services
- Legal
- Planning
- Finance
- Procurement
- Internal Audit
- People Management (Human Resources, Learning & Development, Occupational Health)
- Democratic Services
- Policy & Performance
- Electoral Services & Civil Registration
- Estates & Asset Management
- Risk Management
- Business Support

## 8 | How will we measure progress?

The Council's Performance Management Framework sets out our approach to managing and monitoring performance against our Corporate Strategy and well-being objectives.

The specific actions and measures for how we will make progress against our Corporate Strategy and well-being objectives will be outlined within detailed delivery plans for the thematic and service priorities which will also recognise the work of the core business enablers. These delivery plans will be developed with the life cycle of this Corporate Strategy until 2027 in mind and will be reviewed and updated annually.

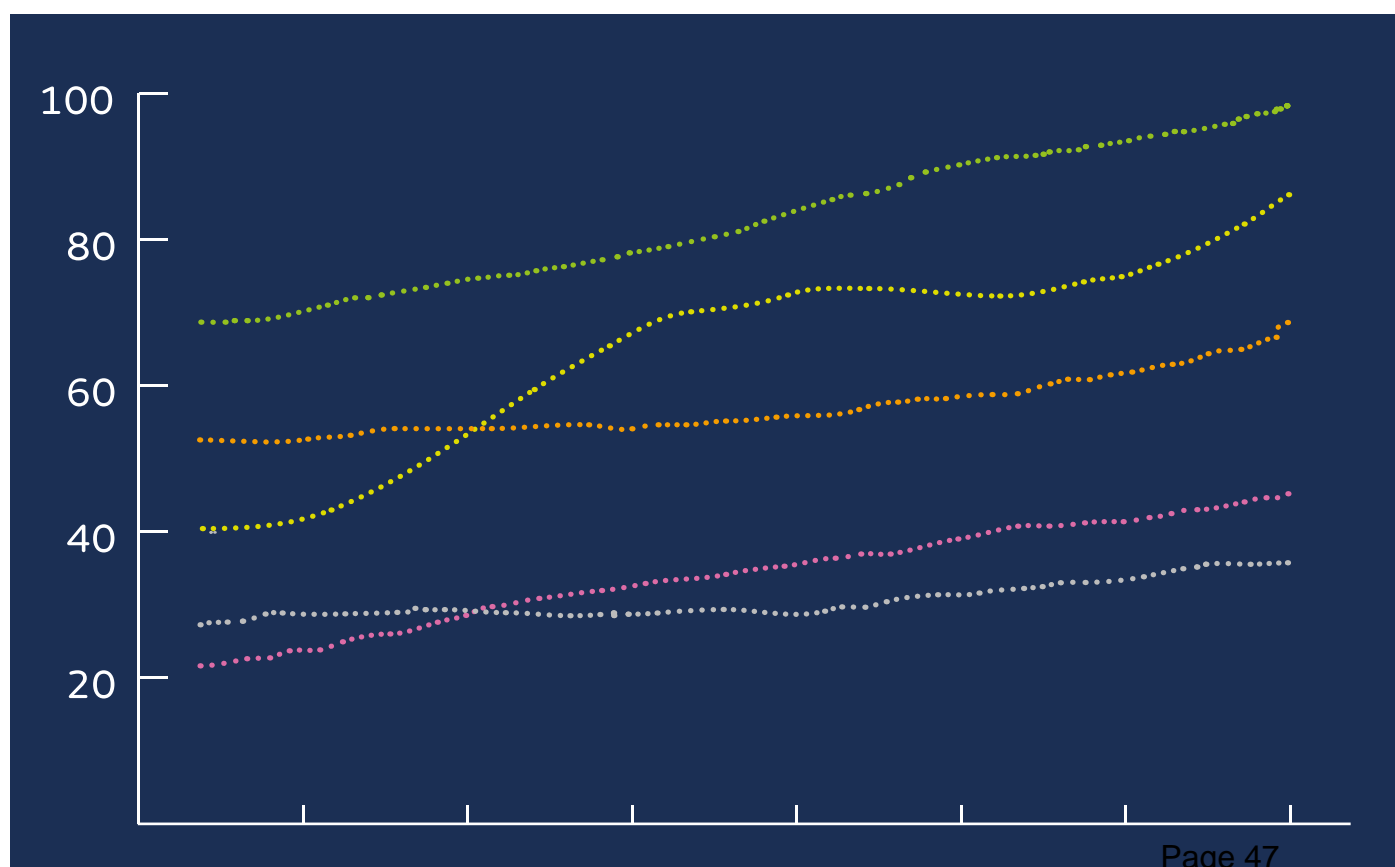
On-going performance management will be undertaken through quarterly performance monitoring reports to the Corporate Management Team, Cabinet and Scrutiny which will be aided with a corporate performance data suite.

An Annual Report on Council performance will be prepared in order to keep under review the extent to which:

- we are exercising our functions effectively;
- we are using our resources economically, efficiently and effectively;
- our governance is effective for securing this.

This will be developed through a self-assessment approach alongside effective use of data, information and intelligence in order to inform and further develop our delivery plans and ways of working.

We will also consult and engage with a range of stakeholders on our performance including residents, businesses, Council staff, organisations and trade unions in order to inform our self-assessment.



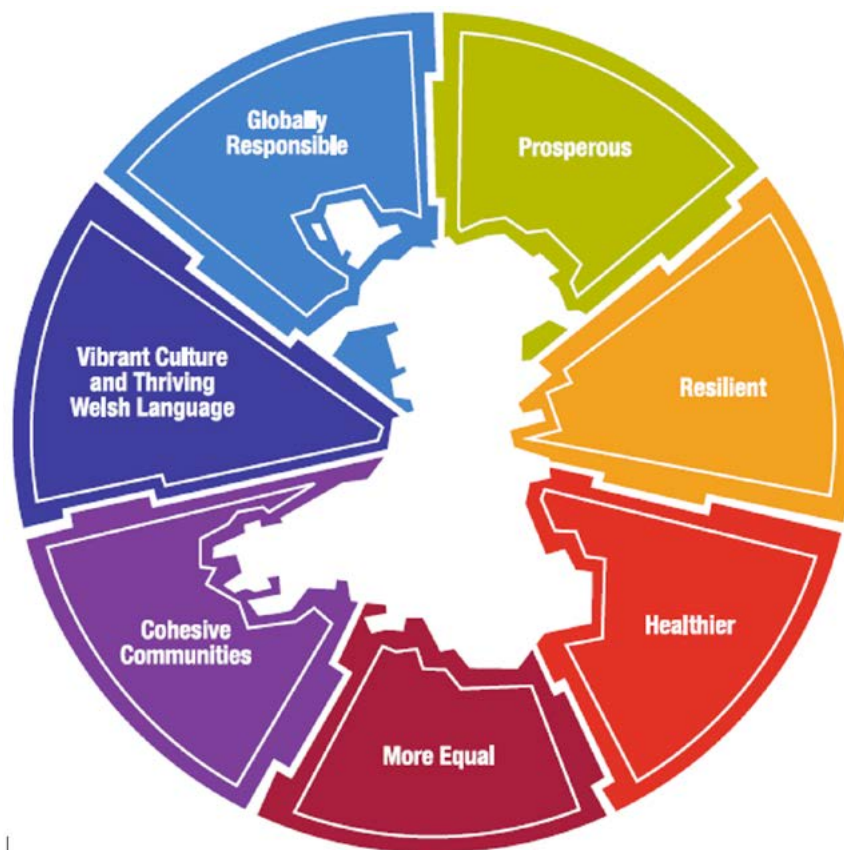
## 9 | Appendix 1 - Well-being of Future Generations Act (Wales) 2015

The general purpose of the Act is to ensure that the service planning and governance arrangements of public bodies focuses on improving the economic, social, environmental and cultural well-being of Wales whilst taking the needs of future generations into account, in line with the sustainable development principle.

The Act provides a shared vision for all public bodies in Wales to work towards.

The Act states that:

- a) We must carry out and embed the sustainable development principle in all that we do. The Council must act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.
- b) We must set and publish Well-being Objectives for the Council that maximise our contribution to the 7 National Well-being Goals.
- a) We must demonstrate that we are giving due consideration to the 5 ways of working in all that we do. The 5 ways of working focus on long-term thinking, integration, involvement, collaboration and prevention.



## 10 | Appendix 2 - How our Well-being Objectives support National Well-being Goals



Well-being Objectives	7 National Well-being Goals						
	Prosperity	Resilience	Healthier	More Equal	Cohesive Communities	Vibrant Culture and Welsh Language	Global Responsibility
1. Enabling our children and young people to have the best possible start in life (Start Well)	✓	✓	✓	✓	✓	✓	✓
2. Enabling our residents to live and age well (Live & Age Well)	✓	✓	✓	✓	✓	✓	✓
3. Enabling our communities and environment to be healthy, safe and prosperous (Prosperous communities)	✓	✓	✓	✓	✓	✓	✓
4. To further modernise and develop as a resilient and efficient Council (Our Council)	✓	✓	✓	✓	✓	✓	✓

## 11 | Appendix 3 - Well-being Statement

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

1. We feel that our Well-being Objectives contribute significantly to the achievement of the National Well-being Goals. Our Well-being Objectives relate to different aspects of life's course and focuses on the areas that we can influence and shape in order to improve well-being in a systematic way.
2. These Well-being Objectives have been identified following consultation and feedback with a range of stakeholders and developed alongside a basket of different sources of information focusing on the needs of our population, performance data and regulatory feedback. In developing delivery plans to achieve these objectives we will involve all relevant stakeholders with an interest in achieving them.
3. The steps we take to achieve the Well-being Objectives (through our delivery plans) will look to ensure that the 5 ways of working (long term, preventative, integrated, collaborative and involvement) are fully embraced and embedded in the way that we deliver.
4. Each Cabinet portfolio holder/s will have defined accountability for their relevant Well-being Objectives.
5. To ensure that we deliver the steps for each Well-being Objective we will implement our Performance Management Framework. All the delivery plans will be monitored and reported on a quarterly basis to Departmental Management Teams, Corporate Management Team and Cabinet. In addition, progress will be reported to Scrutiny Committees. The Council will prepare an Annual Report on its Well-being Objectives and revise the objectives if required.
6. The content of delivery plans to achieve the Well-being Objectives will need to be adequately resourced. To achieve these objectives services will integrate and collaborate with partners and fully involve citizens in all their diversity.
7. Our Objectives are long term, but our delivery plans will include milestones that will enable monitoring and assurance of progress.
8. To ensure that our Well-being Objectives are deliverable and that the expectations of the Act are embraced we will adapt financial planning, asset management, risk assessment, performance management and scrutiny arrangements.
9. The requirements of the Local Government and Elections Act 2021 Governance and Performance requirements will also be embedded within this approach.

## Cabinet

13 February 2023

### Subject: Council Transformation Strategy

**Purpose:** A Transformation Strategy will provide the strategic framework to support the delivery of the next phase of the Council's Transformation Programme.

### Recommendations / key decisions required:

To consider the key priorities within the Council's Transformation Strategy and approve the Strategy which will underpin the implementation of the next phase of the Council's Transformation Programme.

### Reasons:

A Transformation Strategy will provide the strategic framework to support the implementation of a programme of organisational transformation over the next 5 years.

Cabinet Decision Required YES 13<sup>th</sup> February 2023

Council Decision Required NO

CABINET MEMBER PORTFOLIO HOLDER : : Cllr Phillip Hughes - Cabinet Member for Organisation and Workforce

Directorate:	Designations:	Tel:
Name of Head of Service: Paul R Thomas	Assistant Chief Executive (People Management)	<a href="mailto:PRThomas@carmarthenshire.gov.uk">PRThomas@carmarthenshire.gov.uk</a>
Report Author: Jon Owen	Transformation Manager	<a href="mailto:JOwen@carmarthenshire.gov.uk">JOwen@carmarthenshire.gov.uk</a>
		:

# EXECUTIVE SUMMARY

<p style="text-align: center;"><b>SUBJECT</b></p> <p style="text-align: center;"><b>COUNCIL TRANSFORMATION STRATEGY</b></p>
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**1. BRIEF SUMMARY OF PURPOSE OF REPORT.**

The main aim of the Transformation Strategy is to provide the strategic framework to underpin a programme of significant organisational change that will support the Council in achieving its wider aims and objectives, as set out within its Corporate Strategy.

It will aim to further accelerate the process of modernisation across the Council, and allow us to continue to deliver high quality, cost-effective services within the context of a challenging external environment.

Transformation should be regarded as an on-going process, and therefore this will be a dynamic Strategy which will require review and updating on an annual basis.

The Strategy encompasses 8 thematic priorities:

- Workforce
- Workplace
- Efficiencies and Value for Money
- Income & Commercialisation
- Service Design & Improvement
- Digital and Customers
- Decarbonisation
- Schools

<b>DETAILED REPORT ATTACHED?</b>	<b>YES</b>
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# IMPLICATIONS

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

**Signed:** Paul R Thomas

Head of People Management

Policy, Crime & Disorder and Equalities	Legal	Finance	ICT	Risk Management Issues	Staffing Implications	Physical Assets
<b>YES</b>	<b>NO</b>	<b>YES</b>	<b>YES</b>	<b>YES</b>	<b>YES</b>	<b>YES</b>

## 1. Policy, Crime & Disorder and Equalities

The Transformation Strategy which will provide the strategic framework to support the implementation of a programme of organisational transformation and change over the next 5 years. Its main aim is to create the internal change required to support the delivery of aims and objectives of the new Corporate Strategy.

## 2. Finance

One of the key aims of the Transformation Strategy will be to help the Council to continue to achieve a sustainable financial future in the context of a potential reduction in budgetary resources, combined with increasing service demands and costs. The 'Efficiencies and Value for Money' theme will aim to continue and build on the work of the current TIC Expenditure workstream and to deliver financial savings through efficiencies or cost reductions and smarter ways of working. The 'Income & Commercialisation' theme will look to develop a more commercial approach to the delivery of Council services with a view to increasing the level of income generated and debt recovered.

## 3. ICT

The use of technology will be key to the modernisation and automation of Council processes, supporting smarter and more productive ways of working for staff, whilst making it easier for customers to contact the Council.

#### **4 Risk Management Issues**

The delivery of individual workstreams and the implementation of transformation projects will need to be underpinned by the effective application of risk management practices.

#### **5. Physical Assets**

The 'Workforce' theme encompassed within the Strategy will look to exploit the opportunities presented by a move to hybrid working, which will allow the Council to further rationalise its accommodation portfolio and to modernise and improve the working environment within the remaining core buildings

#### **6. Staffing Implications**

The Strategy identifies a number of 'people/workforce' issues to be progressed as part of the new phase of Transformation. The Workforce thematic priority will aim to oversee the development of a Workforce Strategy, and delivery of other initiatives, to enable the Council to become a more modern and responsive organisation and an 'Employer of Choice'. Effective staff engagement mechanisms will be key to the successful delivery of the wider transformation and change programme.

# CONSULTATIONS

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

Signed: Paul R Thomas

Head of People Management

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

<b>1. Scrutiny Committee request for pre-determination</b>	NO
<b>If yes include the following information: -</b>	
<b>Scrutiny Committee</b>	
<b>Date the report was considered:-</b>	
<b>Scrutiny Committee Outcome/Recommendations:-</b>	

**2. Local Member(s)**

N/A

**3. Community / Town Council**

N/A

**4. Relevant Partners**

N/A

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

Trade Union representatives will be engaged as part of the implementation of the Transformation Strategy and Programme

<b>CABINET MEMBER PORTFOLIO HOLDER(S) AWARE/CONSULTED</b>  YES	<b>Include any observations here</b>
--	--------------------------------------

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

**THESE ARE DETAILED BELOW OR THERE ARE NONE** (Delete as applicable)

<b>Title of Document</b>	<b>File Ref No.</b>	<b>Locations that the papers are available for public inspection</b>
<b>N/A</b>		

# Transformation Strategy

December 2022



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## Foreword

Chief Executive	Leader
<p>Welcome to Carmarthenshire County Council's Transformation Strategy which will cover the period 2022-27.</p> <p>This is the first time that the Council that has produced a Transformation Strategy, and it is intended that this will provide the strategic framework to drive a programme of significant change and transformation across the organisation over the next 5 years.</p> <p>This will provide an opportunity to build on the success achieved by the TIC Programme over the past 10 years, and to widen the scope and impact of the programme to enable it to support the delivery of other key Council priorities.</p> <p>There is no doubt that the experience of the last two years and dealing with the impact of the Covid-19 pandemic, has been one of the most challenging periods ever faced by this Council. As we emerge from the crisis, we are faced with another set of challenges, but also significant opportunities to transform the way that we work and deliver our services.</p> <p>The experience of responding to the pandemic has increased expectations about the use of technology moving forward, and it will play a significant role in modernising and transforming the way that we work in the future. This is an opportunity to fundamentally review 'why' and 'how' we deliver our processes and services.</p> <p>The role of staff will be key to delivering this transformation, as they are often best placed to understand what areas that we need to change and improve. We know that the response of staff in sustaining service delivery in the face of the unprecedented challenges posed by the pandemic was both creative and dynamic. Carrying this ethos forward is a keystone of this Strategy, and I would encourage our staff to take every opportunity to participate in what is an exciting programme of transformation over the next 5 years.</p>	<p>I am very pleased to be able to introduce the Council's new Transformation Strategy. The implementation of this Strategy will play a vital role in supporting the delivery of the aims and objectives set out in our new Corporate Strategy, which will cover the period 2022-2027.</p> <p>Although the last 2 years has brought unprecedented challenges for this Council, it could be argued that the last decade has been a period of constant challenge for local government. The UK Government's decision to significantly reduce public expenditure as a response to the financial crisis of 2008 resulted in severe budget challenges for local government which lasted for a period of almost 10 years.</p> <p>The fact that we were able to continue to deliver high quality services during a period when service demands was also increasing, is testament to the innovation and creativity shown by Council staff in identifying ways to deliver services in more efficient ways.</p> <p>The Council's TIC Programme has played a significant role in this by helping to encourage the cultural and behavioural changes and supporting a change in thinking about '<i>what we do</i>' and '<i>how we do it</i>'. As elected members, we are always pleased to hear how the TIC team is working with colleagues to find better ways of working, often resulting in improvements to the cost and quality of services.</p> <p>The next few years are likely to be as equally, if not more challenging, as external cost increases are likely to place extra strain on financial budgets. We are also likely to continue to see significant increases in demand for services such as social care in this post-Covid period, together with increases in customer expectations also heightened during the pandemic. This programme of change will allow the Council to look to the future with confidence and continue to deliver our ambitions and priorities for the benefit of our residents of our county.</p>

## Purpose of Transformation Strategy

The main aim of the Transformation Strategy is to provide a strategic framework to underpin a programme of significant organisational change that will support the Council in achieving its wider aims and objectives as set out within its Corporate Strategy.

The Transformation Strategy will set out goals and objectives to help achieve a specific vision.

The Strategy will aim to outline how the organisation intends to improve its capabilities and the way that it uses its resources to provide more value and benefits to its customers and residents.

It will aim to further accelerate the process of modernisation across the Council, and allow us to continue to deliver high quality, cost-effective services within the context of a challenging external environment.

The Strategy will aim to encourage an inclusive and integrated approach to transformation that makes best use of its people, systems, and processes. It will aim to provide a business case to further invest in our staff, buildings, and technology and to encourage the adoption of modern working practices and speed up processes. It will also aim to develop the skills, culture and behaviours required to make change possible.

It will aim to set out the approach that will underpin the implementation of a Transformation Programme, which will include a greater focus on 'delivery' and generating pace and energy to deliver the type of change that is required.

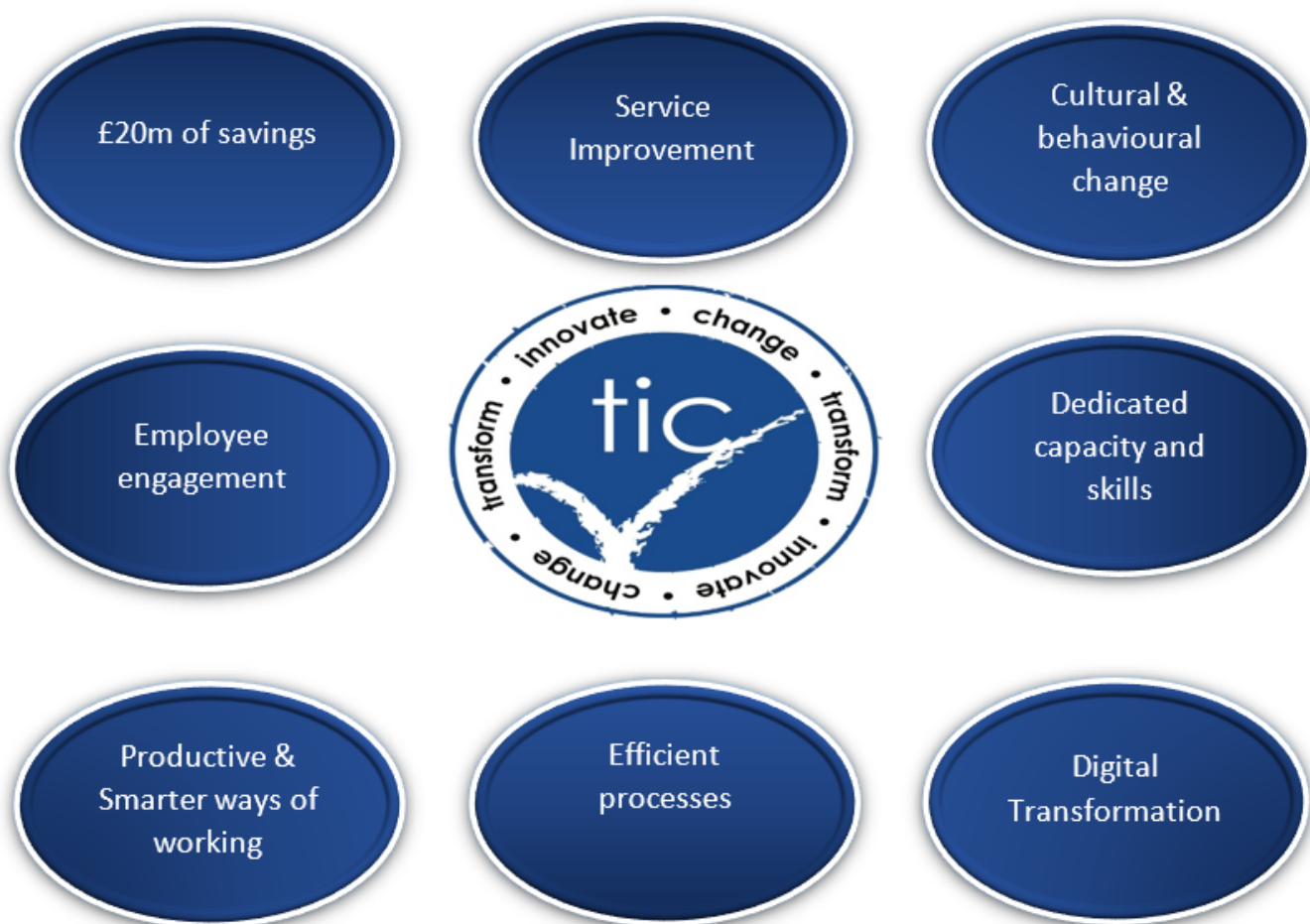
Transformation should be regarded as an on-going process, and therefore this will be a dynamic Strategy which will require review and updating on an annual basis.



## Transformation – Our journey to date

The Council's TIC Programme has been the one of the main vehicles for supporting change and transformation across the organisation during the last 10 years. The main aim of the programme has been to support the delivery of a sustainable approach to transforming the organisation; an approach that would allow the Council to meet its financial savings targets, whilst also protecting the standards and quality of front-line services.

The Programme has successfully delivered on these objectives and has helped in the development of more modern and resilient working practices.

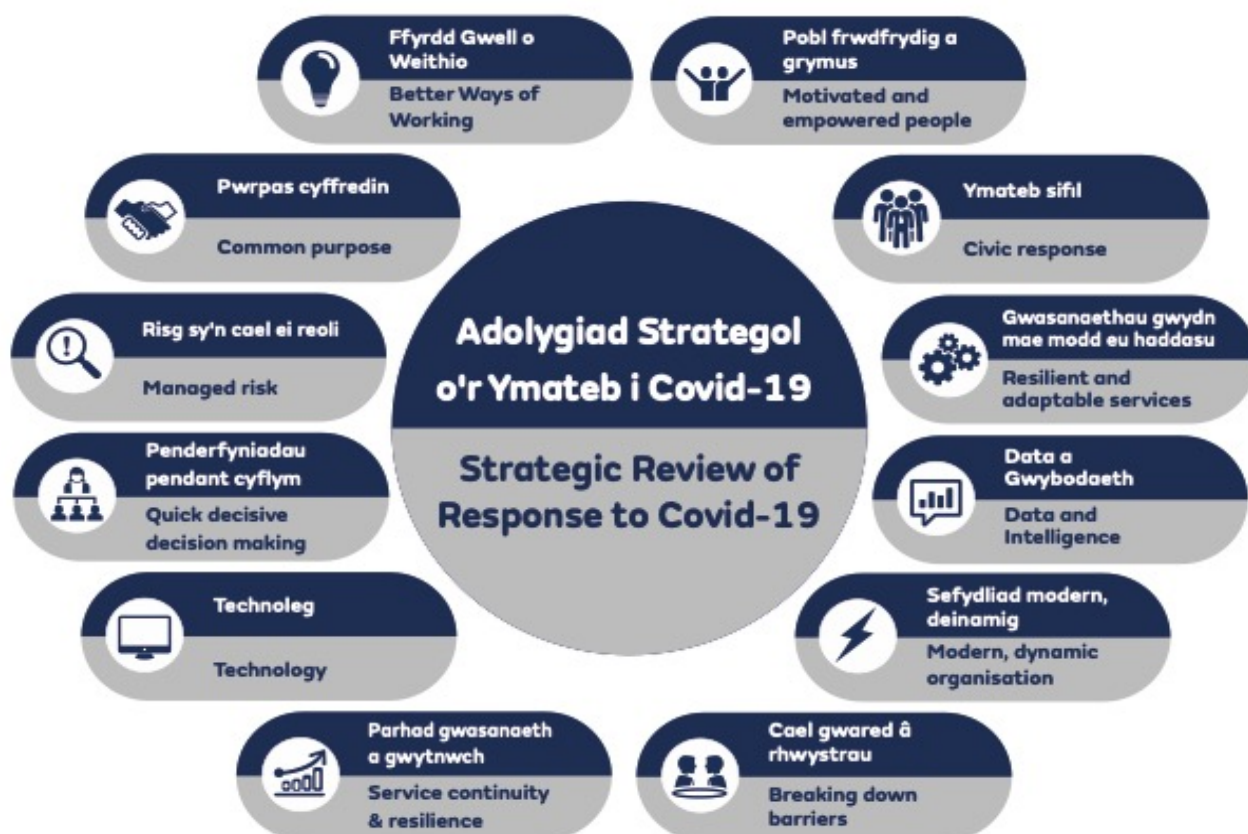


## The Council's response to the Covid-19 pandemic – unplanned transformation

In March 2020, Carmarthenshire County Council was about to enter one of the most challenging periods ever faced by local government. The impact of the worldwide Covid-19 pandemic presented a unique set of challenges for the whole country, and there was an acceptance that Councils would need to be at the heart of the local response to the crisis.

The emergence of the Covid crisis meant that services had to adapt quickly to put in place alternative delivery arrangements for users and staff to ensure continuity of provision.

The Council was keen therefore to capture the learning from its response to the pandemic – to understand what worked well and didn't work so well, and how this could potentially change 'what we do' and 'how we do', it in the future.



## Context

One of the most significant areas of new legislation to emerge in the last 10 years that will have a major bearing on the delivery of the Council's Transformation Programme, is the Well-Being of Future Generations Act, introduced by the Welsh Government in 2015. This is a statutory duty for every Council in Wales and requires a significant change in Council processes and behaviours. The Act is designed to improve the economic, social, environmental, and cultural well-being of Wales, in accordance with sustainable development principles. The law states that:

**'... 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.'**

This provides a significant opportunity to align the aims and objectives of the WCFG Act with those of the wider transformation agenda and ensure that the '5 Ways of Working' are fully considered and integrated into the design, delivery, and evaluation of the Transformation Programme.

Way of Working	Opportunities for Transformation Programme
Long-term	The Transformation Programme will seek to identify and deliver sustainable solutions in supporting the Council to make better use of its resources. The programme will aim to deliver on a balanced set of priorities to support the Council in achieving its objectives in the short, medium, and longer term.
Integrated	The delivery of priorities within the transformation programme will also need to consider the impact on, and interdependencies with, other transformation priorities and wider Council and partner objectives. Any initiatives or proposals for change will also consider opportunities to integrate work programmes and processes with others where there is clear benefit to the end user.
Involving	The current transformation has adopted a very inclusive and participative approach to its work and has to include staff from all parts and levels of the organisation in its work. The new phase of the transformation will now place greater emphasis on the use of co-production – to ensure that users of the service are fully engaged in any review or redesign of processes and service delivery models.
Collaborative	One of the key principles that will underpin the transformation programme will be that the Council will commit to collaborate and work in partnership with others where there is a clear benefit in terms of positive outcomes for the end user.
Preventative	One of the key features of the Council's service improvement methodology involves supporting services to better understand the nature of the customer demands coming into their service areas, and to identify issues which could be prevented if the Council placed more emphasis on understanding and addressing the root cause of these requests and thereby preventing issues from escalating.

There is also a need to consider the implications of the Local Government and Elections (Wales) Act 2021, and how the Transformation Programme can support the Council in meeting some of the key requirements of the Act. For example, Part 6 of the Act provides for an enhanced improvement regime for Councils and seeks to *‘establish a more regularised performance and governance system that puts the onus on the Council to take ownership of its own improvement.’*

## Challenges

The longer-term impact of the Covid-19 pandemic is likely to be far reaching and will present a number of challenges for the organisation moving forward, but also some opportunities.

Pre pandemic, local government was already experiencing an increasing demand for many of its services, within the context of shrinking budgetary resources. It is likely that the pandemic could make these challenges far more acute, although the full impact on the organisation in the medium to long term is still unknown.

The Covid-19 pandemic resulted in a vast financial outlay by the UK Government, and the need to tackle the historic levels of national debt may result in a future tightening of public spending in the short to medium term, which in turn could result in another extremely challenging financial environment for the public sector, including local councils. The significant increase in energy and food prices in the first 6 months of 2022 is already presenting financial challenges for the Council.

The effectiveness of the Council’s response to the Covid pandemic may have also increased the expectations of our customers, especially in the way that they access and receive services. This may result in the Council having to review the way that it delivers these services and consider a move to a 24hr/7-day approach to service delivery.

The recruitment and retention of a well-trained, flexible workforce is a key aspiration of many organisations, but the current labour market represents a significant challenge for many in the public sector. The Council is now operating in a far more competitive environment in respect of opportunities and wages, and number of services are experiencing significant difficulty in recruiting suitable, qualified staff.

Further advances in the use of technology brought about by the pandemic now presents a significant opportunity for the Council in terms of widening access to services and the automation of back-office processes.

Climate change represents one of the biggest challenges that currently confronts this organisation. At a meeting of Full Council in February 2019, the Council declared a ‘climate change emergency’ and unanimously agreed to become a Net Zero Carbon authority by 2030. Although the Council has agreed to adopt a phased and pragmatic approach to this work, it is recognised that transformational change will be required in some areas if these ambitious targets are to be achieved. There is now an opportunity to align the aims of the decarbonisation agenda with those of the wider transformation programme.

## Transformation – Our Vision

***‘To deliver substantial and rapid internal change over a 5-year period which will allow the Council to successfully deliver its aims and objectives as set out within its Corporate Strategy.’***

The Programme will aim to drive significant change and innovation throughout the Council and help us provide the very best outcomes with the resources available.

It will aim to allow the Council to:

- Be a modern, innovative, and dynamic organisation.
- Achieve a sustainable financial future.
- Develop a skilled and flexible workforce and become an ‘Employer of Choice’.
- Deliver more purposeful, high-quality services to meet customer needs at reduced cost to the Council.

## Key Objectives

- To support in the development of a financially sustainable Council, which can deliver high quality, value for money services.
- To identify and help deliver financial savings through efficiencies or cost reductions.
- To develop a more commercial approach to the delivery of Council services with the aim of increasing income generation opportunities.
- To implement a service improvement programme that ensures that the Council can deliver high performing services with the highest standards of customer care.
- To support on the remodelling of services to deliver modern, flexible, and dynamic services designed around the needs of the customer/end user.
- To become a more creative and innovative organisation.
- To work in collaboration with stakeholders and end users to identify the most appropriate way of delivering services
- To continue to develop an agile, well trained, flexible and empowered workforce, committed to delivering high quality services with the highest standards of customer care.
- To make further use of technology in support of the Council becoming a more modern, dynamic organisation.

- To act as an intelligent Council by making effective use of data to manage and improve performance, and to effectively manage demands through prevention and early intervention.
- To provide an opportunity to share and recognise good practice across the organisation.
- To identify where additional capacity and/ or resources may be required to support the process of change and transformation.
- To make effective use of communications, staff engagement and Learning and Development programmes to help create the necessary culture and behavioural change.

### **Proposed outcomes from the Transformation Programme:**

- Improvements in service quality and value for money
- More cost-efficient services
- Purposeful, responsive, customer focussed services
- A highly trained, flexible workforce
- A more engaged, motivated workforce
- Further development of a learning and 'can do' culture
- The best standards of customer care
- Delivery of financial savings
- Environmental savings and benefits
- Increases in the level of income generated
- Modern and efficient work processes

## Our Transformation Priorities

It is proposed that the Programme will focus on supporting the delivery of the following thematic priorities:

Priority	Aim
<b>Efficiencies and Value for Money</b>	To continue to deliver financial savings through efficiencies or cost reductions and smarter ways of working.
<b>Income &amp; Commercialisation</b>	To develop a more commercial approach to the delivery of Council services with a view to increasing the level of income generated.
<b>Workplace</b>	To exploit the opportunities presented by a move to hybrid working and to further rationalise the Council's accommodation portfolio and modernise and improve the working environment within the remaining core buildings.
<b>Workforce</b>	To oversee the development of a Workforce Strategy and delivery of key workforce priorities to enable the Council to become a more modern and responsive organisation and an 'Employer of Choice'.
<b>Service Design &amp; Improvement</b>	To provide for a more sustainable and creative approach to the review, remodelling and improvement of Council services.
<b>Customers &amp; Digital Transformation</b>	To continue to make better use of technology to deliver smarter, efficient service processes and to deliver a better experience for customers.
<b>Decarbonisation and biodiversity</b>	To support the Council in delivering transformational change in support of key decarbonisation and biodiversity objectives and targets
<b>Schools</b>	To assist schools in identifying cost reductions and better ways of working, and support the development of more sustainable school budgets and help protect front line provision.

## Cross-cutting priorities

Each of the workstreams will also be asked to consider the following key cross-cutting themes as part of their work:

<b>Customers</b>	How does what we are aiming to achieve meet the needs of our customers?	
<b>Making Better Use of Resources</b>	Will it deliver a better, more efficient way of working which could result in cost reductions, financial efficiencies or doing more for the same level of inputs?	
<b>Future Generation and Well-being</b>	How does it support the 5 Ways of Working that underpin the Act?	
	<b>Long-term</b>	<b>Integrated</b>
	<b>Involving</b>	<b>Collaboration</b>
	<b>Prevention</b>	
<b>Decarbonisation</b>	How does this work help the Council's NZC objectives?	
<b>Data</b>	Ensure that all decisions are based on appropriate data and evidence?	

## Transformation Priorities

### 1. Efficiencies and Value for Money

#### 1. Overall aim

***To continue to deliver financial savings through efficiencies, cost reductions and smarter ways of working.***

#### 2. What do we need to transform and why?

One of the key priorities of the TIC Programme since the outset has been to support in the identification and/or delivery of financial savings, through efficiencies or cost reductions to allow the Council to try and protect, or invest in, front line service budgets. Although the Council's financial settlements have generally been more favourable in recent years compared to those experienced during the preceding decade, the outlook beyond the current year remains very uncertain, with an expectation that the need to deal with legacy of Covid related debt at a national level could place a further squeeze on public finances. The need to deliver financial savings to some degree is likely to remain the norm for many years to come.

The current workstream has prioritised the review of areas of 'routine/repetitive' Council expenditure, such as travel, mail, and printing etc, as costs reductions in these areas of spend could limit the need to make any budget reductions in front line service areas as part of the Councils on-going budget setting process. A 5% reduction in repetitive related expenditure could deliver an annual saving of over £1m million.

The Council has achieved ongoing reductions in travel and print related expenditure for a number of years, and over £2m of staff travel related savings (cumulative) have been achieved since 2012. The Covid pandemic and the move to more use of remote working, now presents opportunities for further savings in these areas, and the workstream identified that a further £300k should be saved from travel and print during the next 3 years, which will also deliver associated environmental benefits.

This workstream has also prioritised a review of the Council's staffing related expenditure with a view to developing more sustainable staffing models moving forward. The Council currently spends over £5m per year on the use of agency staff and overtime payments and there may be opportunities to review core staffing levels within certain services which could deliver net financial savings and provide wider benefits in terms of ensuring enhanced service resilience. An action plan is already in place to start investigating these opportunities and this will probably remain a priority as part of the next phase of transformation.

An independent divisional budget analysis exercise was undertaken in the Autumn of 2021 to support services in identifying future budget savings. The Efficiency and Value for Money Workstream will aim to identify any corporate themes to emerge from the reports which could then

be further explored as potential savings opportunities, whilst also seeking to work with individual service areas to offer support and assistance in further exploring and progress opportunities at a service level.

The Workstream will also want to continue its current role in strategically overseeing the Council's procurement activity, and this will include evaluating the potential to make further use of the category management approach to deliver financial savings and seeking to strengthen the Council's contract management procedures.

The implementation of Category Management has been monitored and the changing economic landscape, particularly post Covid, as well as changes in national policy and Council priorities regarding investing in our local economy has inevitably led to changes in how this is approached strategically. A key focus was to develop a new suite of KPIs to reflect these changes and to ensure that our procurement solutions are creative, are based on identified need that has been challenged, mitigate against increases in costs and supports our 'Spend Local' plans whilst remaining within legislative requirements.

A high-level review of the Council's Contract Management procedures has been undertaken as this is recognised as a key element of the procurement cycle, with both pockets of strength and weakness in evidence across the Authority. It is essential to ensuring compliance with our financial and procurement regulations as well as optimising contractual performance and securing value for money.

### **3. What will be our key objectives?**

- Continue to monitor and investigate areas of routine/repetitive spend with a view to making further reductions in expenditure in these areas, where appropriate.
- Support the identification and delivery of PBB efficiency savings at both a corporate and service level.
- Identify other opportunities for efficiency savings through cost reductions and / or smarter ways of working
- Ensure that the Council can make best use of internal and external 'Invest to Save' opportunities to generate financial and/or productivity savings
- Ensure the Authority has robust processes in place for commissioning and contract management that are clear for staff at all levels of the organisation and adhered to across all our diverse services.
- Encourage staff to think more innovatively in relation to commissioning and procurement activities and challenge existing ways of working through category management.

#### 4. What will be our priorities for the coming year and beyond?

- Review the independent Divisional Budget Analysis reports to identify the potential for further financial savings at both a corporate and service level – **by June 2023.**
- Review progress in delivering existing planned efficiency savings at a service level and provide support and assistance, where appropriate – **Nov and then qtlly from thereon.**
- Identify non statutory services which could be ceased or statutory and non-statutory functions which could be subject to reductions in delivery standards in order to allow the Council to continue to deliver priority services and achieve a balanced budget **by October 2023.**
- Oversee the delivery of the Staffing Costs Delivery Plan including:
  - working with priority services to look at options to reduce agency costs/overtime through the implementation of more sustainable staffing structures **by April 2023**
  - Undertaking a further review of standby arrangements **by September 2023**
- Further develop the Routine Spend Dashboard and associated reports to help monitor and control areas of high spend/identify opportunities for potential savings at a cost level – **to be reviewed on a quarterly basis.**
- Review the Authority's approach to 'Invest to Save initiatives' including the identification of the potential external sources of funding and the awareness/accessibility of the authority's internal Development Fund initiative by **June 2023.**
- Review the outcomes from the authority's Procurement programme which will include the development and use of key PI' by **April 2023**
- Review progress in implementing the current action plan designed to strengthen the Authority's current contract management practices and identify areas where further improvement may be required **by April 2023.**

#### 5. How will we measure the impact of this work?

- Delivery of cashable efficiency savings
- Productivity savings
- Costs avoided

## 2. Income and Commercialisation

### 1. Overall aim

***To develop a more commercial approach to the delivery of Council services with a view to increasing the level of income generated.***

### 2. What do we need to transform and why?

One of the key priorities of the TIC programme has been to seek ways of generating more income from fees and charges, and to increase the levels of debt that the Council is able to recover.

Most of the Council's annual income comes from Welsh Government funding, Council Tax and Business Rates, with the remaining income generated from fees and charges levied by the Council. Many of these charges are set annually as part of the Council's budget setting process, and some are set nationally or by statute. Charges can be an important source of income and can help improve or sustain services. In many cases, charges are not based on the cost of providing the service and services can therefore be subsidised to varying degrees. Improved information on the relationship between costs and charges would help identify where current subsidies are disproportionate to the level of positive outcomes delivered for individuals or communities.

This is one example where the Council could adopt more of commercial approach to generate more income. However, commercialisation is more than just reviewing fees and charges, but involves looking at the business as a whole and identifying new opportunities to generate income. A number of local authorities are now recognising that an increasing level of commercialisation, and the associated increase in revenue, can provide for a more sustainable approach to dealing with the on-going challenges of shrinking budgets and increasing demands. The Audit Wales study on 'Commercialisation in Local Government' (October 2020) identified that '*local councils are looking at different ways of making savings, safeguarding services, and generating income. Commercialisation is consequently becoming more important for Councils*'.

Some Councils have consequently created Commercial Manager roles to provide the capacity and expertise to drive this agenda forward in their respective organisations, recognising the significant return on investment that this role could provide.

The TIC Income workstream has been undertaking work to identify the opportunities to implement a more commercial approach across the organisation and the type of skills and capacity available or will be required to support this. Workshops have been held with key services which will be used to develop a Business Case for the Council to adopt a more commercial approach. Initial work undertaken to date has already identified that there are clear benefits of investing in additional

capacity and expertise in this area, as evidenced by the success achieved by the Council's Leisure Services Division, which has significantly increased its income generation activities over the last 5 years, which in turn has reduced the level of Council subsidy required to deliver these services.

### 3. Key Objectives

- To promote the development of a more commercial culture and approach across the organisation in order to increase the level of income generated by the Council.
- To ensure that the Council has sufficient skills and capacity to support this approach.
- To ensure that service fees and charges reflect the costs of delivering that service unless a business case dictates otherwise
- To identify potential to generate more income through increasing take-up of services
- To provide clarity on the approach to the application of concessions and subsidies.
- To review the Council's income collection policies to ensure that income is collected by the most efficient means.
- To review opportunities to increase income from advertising and sponsorship.
- To identify further income generation opportunities through the selling of Council services to other public bodies/private sector whilst ensuring compliance with the relevant legislative framework.
- To further strengthen debt recovery processes and ensure that there is sufficient capacity to maximise the levels of debt recovered.

### 4. What will be our priorities for the coming year and beyond?

- Develop a business case report that identifies the Council's ambitions and further opportunities for commercialisation and the type of capacity and skills required to deliver this agenda **by June 2023**
- Develop a Commercial Strategy for the organisation **by September 2023**
- Develop a framework to support the implementation of a cost-recovery approach to the setting of Council fees and charges **by April 2023**
- Implement a rolling programme of cost-recovery reviews to inform the future setting of fees and charges **by April 2024**
- Implement a programme which supports the roll out of advertising on Council roundabouts pilot to be completed **by March 23 with full roll out by end of 23/24.**
- Identify other opportunities for increasing income from advertising and sponsorship and ensure that a more coordinated approach is adopted in order to maximise the level of income generated **by September 2023.**
- Develop a framework/guidance to support services in identifying income generation opportunities through the provision/sale of services to other public/private sector **by September 2023.**
- Further strengthen case management arrangements to support the increased recovery of Council debt **by April 2023.**

- Develop key measures to evaluate the outcomes of the Invest to Save Business initiative which allocated additional resources to the debt recovery function by **April 2023**.

## **5. How will we measure the impact of the changes?**

- Increases in income generated.
- Increases in amount of debt recovered.

### 3. Workplace

#### 1. Overall aim

***To exploit the opportunities presented by a move to hybrid working to further rationalise the Council's accommodation portfolio and to modernise and improve the working environment within the remaining core buildings.***

#### 2. What do we need to transform and why?

The Council's property portfolio encompasses a range of buildings including office buildings, operational depots, schools, community, and leisure facilities. One of the aims of the Agile Working project which was rolled out across the authority between 2017-18, was to adapt designated Council building, to create a work environment that supported the transition to a more agile way of working. This involved changes to the internal design and layout of some buildings to create more suitable, open plan office environments, together with the use of designated hot-desking facilities.

The impact of the Covid-19 pandemic has further accelerated the use of hybrid working, which now provides further opportunities for the Council to rationalise its building stock.

The move away from full time office working naturally means that we will probably need less buildings in the future, and that we may need to re-purpose those we decide to retain. It will be important to develop an evidence base on accommodation need versus demand to ensure that the hybrid model is meeting the needs of services and to determine future strategy.

Office working requirements will be met through the establishment of central hubs in the key towns, which will then allow other buildings to be released for sale or rent. This will provide an opportunity to deliver financial savings, but also for the Council to consider how it can modernise its remaining building assets (including operational depots), to ensure that it can support the needs of a modern workforce and increase footfall in town centre locations.

#### 3. Key Objectives

- Strengthen the Authority's approach to asset management to support financial, economic, social, cultural, and environmental objectives.
- Clarify the Authority's vision for future accommodation and improve the performance management of assets. Apply and embed sustainable development principles in the way we plan, deliver, and monitor the management of assets.
- Oversee the delivery of a property rationalisation plan to reduce the portfolio by up to 50%, lowering building maintenance and utility costs: with an increased emphasis on asset transfer and energy efficiency.

- Work in partnership with managers, staff and trade unions to create inclusive workspaces that support staff wellbeing and better service delivery. Workspaces will be consistent, well equipped, and fit for purpose. Support a shift to more people working remotely, helping them to build on progress made during the pandemic and better understand the benefits of remote working.
- Strengthen ongoing management and maintenance of buildings to ensure that facilities are delivered in the cost efficient and sustainable way whilst meeting the needs of building users.
- Ensure the development of strategies and plans to support sustainable development and contribute to Net Zero Carbon targets. Encourage and empower staff to be innovative when commuting to the workplace and when travelling as part of their day-to-day work.
- Work in partnership with the wider public sector, through the PSB, to make best use of resources across organisations in Carmarthenshire.
- Present staff with increased choice and opportunity to live and work in their local communities promoting a good work/life balance and wellbeing. Ensure that accommodation, systems, and technologies are available to staff to support this hybrid model of working.

#### 4. What are our priorities for the coming year and beyond?

- Develop a strategic *Office Accommodation plan 2023 – 2028* to deliver rationalisation of the estate. This plan to be agreed and signed off corporately **by January 2023**
- Deliver accommodation plan:
  - Carmarthen:
    - Confirm Carmarthen town workplace requirements for all services by **November 2022**
    - Review County Hall and 3 Spilman Street considering, mechanical and electrical constraints and office layouts to increase capacity **by January 2023**
    - Update the fire management plans for 3 Spilman Street and County Hall by **January 2023**
    - Relocation plan for different services by **December 2022**
    - Produce a phased plan for moves by **December 2022**
  - Ammanford:
    - Deliver report on condition and refurbishment costs of Ammanford Town Hall. **Complete**
    - Work with Housing to develop a plan for Old Library and the Cennen Centre **by February 2023**
    - Develop a plan to optimise use of Ty Parc-yr-hun **by February 2023**
  - Llanelli:
    - Implement new layouts for 1st and 2nd Floor Ty Elwyn to support hybrid working and increased workplace capacity **by November 2022**
    - Relocate Housing staff from East Gate to Ty Elwyn **by November 2022**
    - Review occupation proposals for the remainder Ty Elwyn with a view to consolidating staff from Eastgate and Town Hall into Ty Elwyn **by February 2023**
    - Create a sub-letting plan for Eastgate **by February 2023**

- Review delivery of multi-agency hubs in the 10 towns **by March 23**
- Deploy the 'Occupeye' Resource Management and booking system **by January 2023**
- Develop an integrated travel and parking plan for retained buildings **by January 2023**
  - With parking rationale for County Hall and Spilman.
- Set up 6 corporate hybrid meeting spaces across the county, available to all through a booking system. **Complete**
- Develop a set of performance and outcome measures for assets and monitor at a corporate level **by January 2023**
- Collect and review the data gathered by the Occupeye system **by March 2023**
- Review the role of the 'Premises Responsible Person' (PRP). Develop options and suggestions on a way forward to deal with the responsibilities of the role in a hybrid environment **by June 2023**

## 5. How will we measure the impact of this work?

- Supporting workforce/service efficiency & wellbeing
- Revenue & capital savings
- Environmental benefits.
- Building utilisation
- Numbers of staff working remotely on a regular basis.
  - (Occupeye?)
  - ICT logon data from ICT systems
  - Chubb door entry system.

## 4. Workforce

### 1. Overall aim

*To oversee the development of a Workforce Strategy and delivery of key workforce priorities to enable the Council to become a more modern and responsive organisation and an 'Employer of Choice'.*

### 2. What we need to transform and why?

Employees are the organisation's most important asset and account for approximately 60% of total expenditure. The future recruitment, retention, development, and well-being of our workforce will be key to the delivery of a successful Transformation Programme and to the Council's wider strategic objectives.

A number of managers have observed that the ability to create a flexible, more dynamic workforce which can respond to fluctuations in service demands, would be the biggest contributory factor in allowing them to transform their services. Workforce recruitment is one of the biggest challenges currently facing the organisation and there will be need to think differently about how we respond to these challenges.

Workforce Planning will be critical to forecasting and identifying current and future organisational needs. Age profile analysis indicates that a low proportion of the workforce is under 25, and as the workforce ages (over 50% of our workforce are over 45 years of age), there is a need to ensure that service delivery is sustained into the future.

The implementation of a new Staff Recruitment system will support with the adoption of modern working practices that also meets the needs of managers and applicants.

There will be a need to review current HR policies to ensure that they are fit for purpose and help the Council in meeting its ambitions of becoming a more modern and flexible organisation. This will need to dovetail with and complement change in other areas of the Council, such as office rationalisation and the move to hybrid and digital working.

There will also be a need to ensure that our workforce is equipped with the required skills and behaviours to support the type of change and transformation required across the organisation.

In order to measure our investment in staff, we have signed up to the Investors in People (IiP) standard which provides external benchmarking against an international standard. The current review is taking place in October 2022, which will provide objective feedback for us to use to improve.

### 3. Key Objectives

- Further develop and strengthen the Authority's strategic workforce management framework to support the Council in becoming an 'Employer of Choice'.
- Further develop the Councils approach to Workforce Planning to provide the capacity and resilience to deliver its strategic objectives and anticipate and meet future needs.
- Ensure that the Council is able to make effective use of data to strengthen the performance and strategic management of its workforce.
- Make effective use of technology to help modernise key workforce processes and procedures.
- Strengthen the Council's approach to the recruitment, retention, and flexibility of its workforce
- Ensure that the Council staff are equipped with the necessary skills and behaviours to support the effective implementation of the modernisation and transformation agenda to enable the Council to deliver on its wider aims and objectives.
- Continue to strive to improve the health and wellbeing of our workforce.

### 4. What will be our priorities for the coming year and beyond?

- Develop a new Workforce Strategy for the organisation which will set out the 'people' related aims and delivery priorities by **December 2022**
- Develop a comprehensive Workforce Data Framework and ongoing monitoring and review mechanisms at a corporate level **by June 2023.**
- Work with the LGA to implement a pilot Workforce Planning pilot project within Social Care/Children's Services and then roll out a similar approach across other services – **by June 2023.**
- Complete the implementation of new Staff Recruitment process and system by **September 2023.**
- To develop a Strategy and initiatives to attract, recruit and retain talent in the context of a contracting workforce **by June 2023.**
- Investigate opportunities to reduce agency and other staffing costs (corporate & schools) including the potential to establish an in-house agency/supply function and /or staffing hub **by September 2023**
- Fully implement the new Learning Management System to support the provision of targeted Learning & Development interventions that support the strategic aims of the organisation while streamlining processes **by September 2023**
- Further develop the Council's Leadership and Management framework to support the workforce to transform and deliver **by March 2023.**
- Implement Future Workforce Programme to encompass graduate, apprenticeship and work experience opportunities which are aligned to workforce planning priorities **by January 2023**
- Undertake a review of relevant HR policies to support the development of a more flexible and dynamic workforce **by June 2023.**

- Develop a business case to support the adoption of a more commercial opportunities in respect of the Council's Occupational Services **by January 2023.**
- Increase staff engagement initiatives across the organisation **by June 2023.**

## **5. How will we measure the impact of this work?**

- Reduction in sickness levels
- Reduction in staff turnover rates
- Exit Surveys – findings/themes
- Increase in levels of staff engagement
- Applicant to interview ratio (are we attracting the right staff) for internal and external applicants
- Job acceptance rate
- Win/lose ratio (where are we attracting candidates from/where are we losing candidates to)

## 5 Service Design & Improvement

### 1. Overall aim

*To provide for a more sustainable and creative approach to the review, remodelling, and improvement of Council services.*

### 2. What do we need to transform and why?

As a Council, we are proud of the quality of the services that we are able to provide. We have worked hard to increase efficiency in individual services and maintain or improve frontline services in the context of reducing resources. However, to get the best out of the resources available, we need to think differently about how we deliver our services.

This workstream will aim to provide for a more evidence based and sustainable approach to the improvement and remodelling of Council services. Previously, there has been concerns that the Council was not making best use of TIC capacity and that the team's work was not sufficiently aligned to support the Council's priorities in respect of service improvement.

There were also concerns over the pace and delivery of TIC reviews and follow-up improvement plans, and that often the change and improvement generated by these interventions were short-lived and seemed to diminish significantly when TIC resources and governance was withdrawn.

There will be greater use of data and information to inform the review programme, and it is likely that CMT quarterly performance monitoring reports will be the main source of review requests. Suggestions for reviews may also come directly for Directors or Heads of Service or via elected members.

The current TIC review methodology and any follow-on re-design of processes, will continue to be based on the requirement to identify and best meet the needs of our customers, ensure effective use of data and have evidence-based decision making and to seek all opportunities to eliminate waste and bureaucracy. However, the principles of providing good customer care and having robust and effective performance and workforce management practices have also been integrated into the approach.

Understanding the needs and priorities of service users has been central to the approach adopted as part of previous TIC reviews. There is now an opportunity to take this further and actively involve service users in the review process, especially when looking at options for redesigning processes or the remodelling of service delivery. This emphasis on a 'co-production' approach has clear benefits in helping users shape the future of the service around their specific needs.

One of the key lessons learned from undertaking previous TIC reviews has been the need to develop mechanisms to ensure that any changes brought about by the review, result in long term, sustainable change, and improvement. The commitment of leaders within the service to ensure that changes arising from reviews are fully implemented will be key to this, but there will also be a need to develop mechanisms to provide on-going monitoring at a corporate level. The Transformation Team's project signing off processes will be strengthened and will require services to identify a suite

of measures which can then be used to support the on-going monitoring and oversight of performance at a service and corporate level.

### 3. Key Objectives

The key objectives for the workstream are to:

- Develop a strategic, evidence-based, and inclusive approach to the identification of transformation reviews and projects with a view to ensuring that the review programme is focussed on supporting key Council objectives and priorities.
- Develop a 3-year rolling programme of reviews.
- Support the development and adoption of an innovative and inclusive approach to the undertaking of reviews, where all relevant stakeholders are effectively engaged in the process.
- Monitor the delivery programme to ensure that reviews are completed in a timely manner and deliver on required outcomes.
- Ensure that robust governance arrangements are in place at the outset of each review to ensure that projects have strong leadership and capacity to undertake the review.
- Oversee the development of robust delivery plans and ensure that these plans maximise the opportunities to deliver transformational change and improvement.
- Oversee the closure, sign off and post evaluation stages of reviews and identify opportunities to share learning and good practice with the rest of the organisation.
- Make effective use of performance data and other information to ensure sustainability of outcomes from reviews post closure and sign off.
- Develop an internal 'customer evaluation framework to enable the Transformation Team to continuously review and improve our own project practices.
- Develop and implement a model to support a 'self-help' approach to the review of service processes.

### 4. What will be our priorities for the coming year and beyond?

- Review the position of previous TIC reviews currently still within the delivery/implementation stage and apply the appropriate sign off processes including the production of data to support on-going monitoring at a corporate level **by April 2023**
  - Housing Repairs
  - Property Design
  - Planning Enforcement
  - Pensions
  - Risk Management
- Undertake a service review of the Transport Maintenance Unit **by June 2023**
- Develop clear and transparent process to support the identification of future service reviews to be undertaken as part of the Transformation Programme **by March 2023**
- Undertake a programme of strategic reviews of key cross-cutting priorities to ensure the effective use of resources and better outcomes for end users. **On-going**

- Develop a consistent methodology to support the undertaking of reviews and re-modelling within services **by March 2023**
- Develop a self-approach to the review of services **by March 2023**

## **5. How will we measure the impact of this work?**

- Establishing baseline performance measures for each review undertaken and use existing (or temporary) measures to review impact of service improvements.
- Tangible measures of improvement could include:
  - Increased customer satisfaction results.
  - Improvements in performance measures
  - Reduction in complaints
  - Delivery of cashable savings
  - Productivity increases
  - An increase in demand and or income
- Establishing baseline performance measures for each review undertaken

## 6 Customers & Digital Transformation

### 1. Overall aim

*To continue to make better use of technology to deliver smarter, efficient service processes, to deliver a better experience for customers and allow for transactions to be completed wherever possible.*

### 2. What do we need to transform and why?

The Programme's digital priorities have been re-focussed during the last 12 months to take account of the learning from the Covid-19 pandemic, both in terms of addressing the barriers which impacted on the ability of some staff to work remotely, and also due to the need to act on the opportunities to capitalise on the smarter, better ways of working which had been adopted during this time.

One of the findings from the Strategic Review of the Council's response to Covid-19 was that the Council was still heavily reliant on a range of paper-based processes (e.g., incoming, and outgoing mail, invoices, timesheets and signing of documents and forms requiring wet signatures) which had required some staff to attend office bases during the period of the pandemic. The Council had already been working towards rationalising and automating a number of these processes during the pre-pandemic period, but the experience of the last two years has further highlighted the need to press ahead with these changes, and to achieve some of the associated financial and environmental benefits that these changes will also deliver. A programme of process automation work is already underway, and a business case has been approved to support the implementation of an 'E-Signatures' platform and a 'Hybrid Mail' solution is also being piloted in a number of services.

The majority of what were previously categorised as office-based staff, now have the equipment to work remotely, but there is a need to ensure that we achieve the real benefits from genuine mobile working by maximising the number of work tasks that can be undertaken remotely without having to need to attend a fixed base, such as an office or depot.

Technology has acted as a key enabler to allow services accessed and delivered in alternative ways during the pandemic. The way that staff and customers have adapted to these changes has also increased expectations about the use of technology moving forward. New technologies can play a key role in modernising services by allowing them to be delivered in a way that provides better outcomes for customers, with fewer resources and reduced costs, although this often requires an initial financial investment. In addition, increasing numbers of people are seeking faster and more flexible ways to access services and information.

Therefore, digital transformation is expected to play a central role in the future design and delivery of services. Data collected from a range of LA's by SOCITM shows that web contact is 5% of the cost of a phone contact, which in turn is less than a third of the cost of a phone contact. In addition to being significantly cheaper, fully integrated web services also offer other additional benefits, as they

are available 24hrs per day, are often faster, can reduce workload and suit the preference of the individual service user. They offer an opportunity to make significant savings and deliver better, more accessible services.

The Council has already embarked on a programme of work which is looking to improve the way that it manages and responds to customer contacts. This will aim to ensure that contacts are managed in a timely manner and are dealt with at 'first point of contact', where possible.

The use of technology, and especially the integration of IT systems, will be key to supporting this approach and ensure that the most efficient 'end to end' process is adopted. The Council will only be able to fully maximise the benefits of greater take-up of online provision if it is able to ensure that the associated back-office processes are as efficient as possible, so that the move to digital options does not result in the automation of waste and inefficiency into the electronic version of the process.

Increasing the number of services provided online does not mean that traditional ways of accessing the Council should be deliberately downgraded or removed, and ensuring the sustainability of face to face and telephone options will still need to be a priority for the Council. The Council's Contact Centre and Hwb facilities will support those digitally excluded customers. We will aim to ensure that the customers have a choice to utilise the channel that best meets their needs.

As more services look to the use of technology, and commission specific IT systems to support the automation of service processes, there will be more of a reliance on the effective integration with existing core IT systems.

The Council has established a dedicated fund to provide investment of £200k per year to support digital transformation projects across the organisation; there may be a need to increase this funding to keep pace with future service expectations and technological advances. The Council is already making use of AI technology for undertaking some back-office tasks, and the next phase of the Digital Transformation programme will look to extend the roll out of this approach across other relevant functions. The use of Chat Bot and Live Chat in our customer contact services, together with further promotion of a self-help approach, will continue to expand the ways that customers choose to access our services. However, there will be a need to ensure that the pace of digital related developments also matches the needs and capabilities of staff and service users.

### **3. Key Objectives**

- To support the delivery of priorities within the Council's Digital Transformation Strategy for the organisation.
- To lead a significant programme of change and transformation which will seek to rationalise and/ or automate transactional processes which can lead to improvements in cost and quality of services.

- To consider investment proposals relating to digital technology solutions and make recommendations to CMT for the allocation of revenue/capital expenditure.
- To help the authority move towards the objective of being a paperless organisation
- Reduce the number of enquiries/requests received by Contact Centre by encouraging customers to access services online and seek to reduce the overall number of enquiries which could be classed as failure demand.
- Increase the number of requests dealt with at a first point of contact within the Contact Centre through providing enhanced access to information and systems
- Seek to increase take-up of self-service facilities through further development of the Council's website and ensure that this provides for 'end to end' automation of processes.
- Improve the customer experience by seeking to rationalise and centralise web portal access points to transactional services.
- Promote the use of user engagement activities as part of the review and development of IT systems
- Increase the levels of levels of digital accessibility and skills amongst service users
- Identify other services currently provided by the Contact Centre where a Hwb type model could be adopted.
- Identify invest to save opportunities to support the implementation of digital related solutions

#### 4. What will be our priorities for the coming year and beyond?

- Complete the roll out E-Signatures project to 5 priority areas and undertake a post evaluation before further roll out to other potential areas **by December 2022**
- Complete pilots of Hybrid mail pilot projects and identify programme of further roll out in other areas by December with a view to full implementation where appropriate **by June 2023.**
- Complete the automation of invoices relating to utility services and develop a plan to automate other high-volume invoices **by March 23**
- Undertake post evaluation exercise in respect of the recent time-sheet automation projects in Social Care and Building Cleaning **by January 2023** and identify the potential to roll-out to other services in Environment and take account potential system development requirements by **March 2023.**
- Implement a soft-launch of eBilling and Account Management of Council Tax / Revenues Services **by April 2023** with a wider roll-out and promotion of eBilling to our customer throughout **2023.**
- Complete a position statement on mobile working/telephony across the authority with a view to identifying further opportunities to extend this to other services or to identify/address barriers which may be preventing optimum use **by March 2023**
- Following on from above, identify the cost/benefits of digitising of information to support remote/mobile working **by June 2023**
- Implement a Chat Bot pilot in Waste Services as part of the roll out of the new Waste Strategy – pilot to completed for green waste services **by January 23 with full out to be completed by April 2024.**

- Work with specific priority services (Housing and Waste Services in first instance) to identify opportunities to increase the number of enquires/requests dealt with at first point of contact through extension of the Hwb facility and / or further development of online options -**Waste Services by June 2023 and Housing Services by December 2023.**
- Identify customer contacts being received directly by departments and whether these could potentially be dealt with in a Contact Centre to the benefit of the customer/end user **by March 2023**
- Ensure there is sufficient IT capacity to continue to support the financial system developments to further deliver efficiency/productivity savings with greater integration and automation into our Corporate Financial Management System (Agresso). Priorities agreed via the Governance Board - **Ongoing**
- Investigate opportunities to rationalise customer access points to web services – **June 2023**
- Build the Corporate Power BI environment to fully enable the council and service departments to better understand and analyse their data to help improve business intelligence and decision making **by March 2023**
- Identify a priority list of services/functions where the introduction of RPA (Robotics Process Automation) & (AI) Artificial Intelligence that could potentially result in smarter, more efficient processes and deliver cash savings **by June 2023**
- Continue to facilitate the migration of legacy on-premises systems to vendor cloud hosted managed services:
  - Web Recruitment **by December 2022**
  - Social Care (3 year project **by April 2024**)
  - Housing Repairs **by April 2024**
  - Housing (2 year project completed **by April 2024**)
  - Revenues & Benefits **by April 2024**
- Deploy an “Internet of Things” innovation network across key areas of the County as part of the All-Wales network. An open innovation network for the council and our partners, businesses, and citizens to trial various IoT use cases and service transformations **by April 2023.**
- Develop a business case to support the implementation of “Internet of Things” facility across Council services/functions. Use cases and trials across selected public services **by March 2023.**

## 5. How will we measure the impact of these changes?

- Productivity/transactional improvements
- Rationalised processes
- Financial savings
- Customer engagement
- Improved Business Continuity and Service Resilience

## 7 Schools

### 1 Overall aim

***To assist schools in identifying cost reductions and better ways of working and support the development of sustainable school budgets and help protect front line provision.***

### 2. What do we need to transform and why?

The TIC Schools' Programme was established in 2017 to support our schools as education budgets come under increasing pressure whilst schools strive to maintain high quality outcomes for children and young people. The programme aims to apply the core TIC principles of collaborative working and challenging existing practices by engaging with schools to support head teachers and governing bodies in taking advantage of cost saving opportunities across a wide range of activities.

A key focus of the programme to date has been to work with schools to identify alternative procurement arrangements for a range of support services, and this work helped deliver over cost reductions of over £1million to date. These have included printing and copying, telephone services, stationery and educational resources and waste and recycling, among others. Moving forward, it will be necessary to continue to raise awareness of these opportunities and encourage schools to maintain a focus on achieving Best Value and consider the most efficient deployment of resources in their spending plans, particularly when there are changes in leadership. This can be achieved through regular newsletters and formal engagement sessions with school governors which have taken place in the past.

The programme has also sought to improve the quality and value for money of a range of operational services provided to schools including building cleaning, property maintenance and grounds maintenance. These reviews have generated a number of positive outcomes including the introduction of the Property 'Handyvan' Service for schools which has the potential to deliver significant change and improvement in the quality of the service received by schools. Early feedback from primary head teachers on the service suggests that it is having a positive impact and it is hoped that, following the current pilot phase, schools will be willing to fund the service direct from school budgets in the future.

Another key activity promoted by the programme is the sharing of good practice in planning for efficient budget setting and making savings in all areas of school operation by using locally derived benchmarking data to enable schools to compare their spending with others. Enabling schools to compare themselves with others in the county across a range of curriculum, staffing and operational areas rather than operating in isolation has enabled open dialogue and good practice to be shared between schools in terms of operating more efficiently. For example, a number of schools have reviewed their staffing profiles in light of information in the benchmarking documents and revised their TLR structures leading to savings and leaner structures. The Covid-19 pandemic has had a significant impact on the efficacy of schools' financial data which has meant that the benchmarking activity has been curtailed over the past two years, but it is planned to re-energise this work in the coming months and into the next academic year.

The use of financial efficiency templates to provide schools with a financial 'health-check' has also been trialled with a number of individual schools and it is hoped that it will be possible to develop this in the future alongside the benchmarking work to support schools in developing sustainable budgets. These reports can also be used to contribute to the evidence base in considering business plans and decision making in the context of the MEP review.

Over the past two years, the programme has become more embedded more firmly in the work of the Access to Education division within the Education and Children Department, in particular through contributing to the MEP review which is considering the future sustainability of the school footprint across the Authority. This has included ongoing work to develop a new programme of School Suitability assessments and supporting with school capacity calculations, all of which contribute to the strategic MEP review.

### **3. Key Objectives**

- To support schools in identifying ways of developing sustainable financial budgets in the short, medium and long term and ensure that this work is aligned with the Council' Sustainable Learning Communities Programme.
- To engage Governing Bodies in discussions in relation to potential efficiencies and costs savings within school budgets.
- To develop a framework to share and disseminate good practice across schools.
- To work closely with key Council services to identify data and information which can be used to inform discussions with schools in relation to potential savings opportunities e.g. staffing structures, business support, class sizes.
- To further develop and enhance the role of strategic procurement within schools and to support the use of appropriate frameworks to ensure value for money from school expenditure.
- To support a re-modelling of the relationship between schools and key Council services in relation to areas of delegated spend e.g. property and grounds maintenance.
- To develop mechanisms to support data benchmarking across the county's schools in relation to key areas of expenditure.
- To work with the Council's HR Unit and Headteachers with a view to reducing expenditure relating to sickness absence, and recruitment and selection, including the use of supply teachers

#### 4. What will be our priorities for the coming year and beyond?

- Carry out Expenditure / Routine Spend Benchmarking activities and share data with secondary schools to stimulate discussion and facilitate sharing of good practice in sustainable budget setting **by November 2022.**
- Develop and extend the use of Financial Efficiency templates with identified schools to support and challenge those in financial difficulty. Initial priority schools **by March 2023.**
- Review the impact of Schools' Property 'Handyvan' Service initiative to ensure cost effectiveness for schools and the LA and inform sustainable future development. Initial report and evaluation complete, ongoing monitoring with final evaluation **by February 2023.**
- Continue and embed recommendations from the review of Grounds Maintenance to support schools with a more efficient and cost-effective service **by March 2023.**
- Investigate high expenditure areas in school budgets, e.g use of agency/supply and establish links with the wider corporate agenda. Align with corporate work in this area **by June 2023.**
- Investigate cluster/shared approaches to back-office functions in schools to utilise economies of scale and more efficient working, especially in smaller primary schools **by July 2023.**
- Implement findings of Review of SLAs across departments and with schools. Review recommendations **by March 2023.**
- Continue to identify savings opportunities for schools from corporate procurement contracts and communicate these to schools to ensure Best Value approaches to services and key expenditure areas. **Ongoing.**
- Utilise the regular School Operations Briefings and ECS Newsletters to communicate and share good practice in all financial matters. **Ongoing.**
- Continue with the rolling programme of School Suitability Surveys as part of the wider review and implementation of the Sustainable Communities for Learning (MEP) programme. Ongoing, secondary schools to be completed **by December 2022.**
- Lead on the Rising 4s project to identify a more efficient and cost-effective nursery provision in schools **by March 2023.**
- Undertake review of Catchment areas in line with the Sustainable Communities for Learning (MEP) programme. To be confirmed as aligned with SCL review.
- Support the ALN department in developing more cost effective funding models for mainstream and specialist ALN provision in schools and specialist unit **by March 2023.**

#### 5. How will we measure the impact of this work ?

- Financial efficiencies for schools
- Overall impact on school budgets
- Service improvement
- Contribution to system change

## 8 Decarbonisation and biodiversity

### 1 Overall aim

***To support the Council in delivering transformational change in support of key decarbonisation and biodiversity objectives and targets.***

### 2 What do we need to transform and why?

At a meeting of Full Council in February 2019, the Council declared a 'climate change emergency' and unanimously agreed to become a Net Zero Carbon authority by 2030. Achieving NZC by 2030 will require the delivery of a range of ambitious actions and targets as set out within a Carbon Reduction Plan which in turn will require the involvement and commitment of services across the Council

The Council has now furthered its commitment in both and declaring a Nature Emergency and in establishing a cross-party Advisory Panel to provide advice to Cabinet on the development and implementation of policies and programmes to deliver the transition to net zero by 2030 and address the nature emergency.

The statutory and legislative framework that governs actions to support Climate change, mitigation and adaptation, and the enhancement of biodiversity are distinct and have their own monitoring and reporting framework and requirements set out in legislature. While the two frameworks are distinct at the global, national and local level, activity in support of either agenda can have a role in supporting action to address the other.

To date the Council has adopted a phased and pragmatic approach in providing an early priority focus on reducing its own emissions and decarbonising its own estate. That work has resulted in a reduction of 14% overall carbon emissions to 2021, but it is recognised that transformational change will be required across the authority if we are to deliver net zero by 2030. Key areas will include further demand reduction and decarbonisation of our energy use, decarbonisation of our procurement, supply chain and built infrastructure, coupled with focussed approach to land use management and offsetting, if key objectives are to be achieved.

Activity in relation to supporting our schedule 6 requirement and enhance biodiversity are set out within the environment Act plan as required by statute. The duty to enhance biodiversity is a general duty, with the Welsh government yet to set out and supporting targets, milestones or further requirements on local authorities

This will need to work in parallel with work of projects undertaken as part of the current TIC programme which have sought to reduce the carbon cost of staff travel through the promotion of more sustainable meeting and travel options together with initiatives to rationalise printing and paper processes.

### 3. Key Objectives

- To support the delivery of the Authority's response to climate change and a nature emergency.
- Support the identification and delivery of carbon savings and nature enhancement at both a corporate and service level.
- To act as champions for decarbonisation and the enhancement of biodiversity within plans programmes, projects and other interventions designed in service areas
- Identify opportunities for carbon savings and biodiversity enhancement through service design, development and delivery.
- To identify barriers to meeting targets .
  - Encourage staff to think more innovatively in relation to commissioning and procurement activities and challenge existing ways of working.
  - To recommend the actions in support of the objective
  - To work with and influence partners, including regional organisations and government to deliver actions that decarbonise the public sector.
  - To align activity across the Authority.
- To identify opportunities within the Authority's remit to reduce our carbon footprint and address the nature emergency.
- Develop opportunities to engage with staff, other public sector partners and the public which demonstrate our commitment and encourage modal shift.

### 4. What will be our priorities for the coming year and beyond?

- Develop and roll out a Procurement Toolkit by **March 2023**.
- Develop "carbon trajectories" model **by December 2023**
- Develop a new Decarbonisation Strategy **by April 2024**
- Develop carbon costing model by **April 24**
- Develop carbon budgeting model **by April 24**
- Develop biodiversity plan as required by the Environment Act **by December 2023**
- Develop External Communications plan **by December 2023**.

### 5. How will we measure the impact of this work?

- Total carbon savings for each service area over time
- Annual reporting on the "State of nature" report.

## Governance and Approach

### Governance

One of the perceived strengths of the current TIC approach has been the governance arrangements for overseeing the management and delivery of the programme. A key objective of the TIC Programme Board has been to provide *for 'robust and inclusive governance arrangements that will aim to encourage and promote creativity, flexibility and learning across the organisation in support of sustainable change and transformation. but will also be underpinned by a comprehensive project and performance management approach to ensure effective implementation and delivery of required outcomes.'*

The TIC 'Taking Stock' Review undertaken in 2019, identified the positive culture and environment created within the TIC Programme Board, which has engendered an honest and transparent approach to the Programme's improvement work. The Board has also sought to strengthen its role in monitoring and overseeing progress and delivery of outcomes from the work programme. There is now an opportunity to further review the approach in this area and to bring for an even greater focus to the delivery aspects of the programme.

It is proposed that the TIC Programme Board will be renamed the 'Transformation Board' and will now meet on a quarterly basis. These meetings will place greater emphasis on the progress and outcomes achieved in respect of the transformation priorities identified within the Transformation Strategy and annual Delivery Programme and to help identify solutions to problems or barriers that may be impacting on progress.

It is also recommended that the membership of the Transformation Board is now be widened to include all Directors, and that it should also reflect some of the new priorities that are now to be incorporated within the Programme e.g., Workforce, Net Zero Carbon and the Accommodation/buildings priorities.

### Delivery

Small, focussed Delivery Groups will also be established to support the implementation of each of the transformation priorities and these will be led by a Director/Head of Service.

Each Delivery group will produce an end of year summary and then agree a new delivery plan for the following year taking into account the priorities, as agreed at Transformation Board.

Quarterly progress meetings will be held with the Cabinet Member with responsibility for Transformation and 6 monthly updates will be reported to Cabinet.

## Resources

The successful outcomes generated by the TIC Programme during the last 10 years, also demonstrates the importance of having dedicated resources to provide the necessary capacity to help deliver an effective organisational change and transformation programme.

This capacity allows the programme to be developed and delivered in a structured and timely way and to drive actions, oversee progress and to support an effective monitoring and reporting framework.

The current TIC team will undertake this role but will now be renamed the 'Transformation Team'.

Resources within the team may need to be reviewed to ensure that it has the capacity and skills to support the priorities outlined within the programme.

## People, Skills and Culture

### Staff engagement and communication

People will need to be at the heart of the process of delivering change and transformation across the Council. Changing the culture of the organisation and pace of change will be imperative to ensure the delivery of an ambitious programme that will improve services, as well as making better use of resources.

We want to empower our workforce to be innovative and creative and to bring new ideas to improve services. It is not just 'what' we achieve, it is also about 'how' we do it. We want to foster a one Council culture that embodies positivity, personal responsibility, openness, and transparency. People will need to be empowered to be advocates of change and adopt our values and behaviours. These behaviours can create a shared culture that celebrates a fresh and unique approach to public service, and how we expect our workforce to behave. By demonstrating more outcomes and people focussed values and behaviours, we can help provide the best possible service to our communities and create a great place to work.

Staff will have a range of opportunities to become involved within the Transformation Programme:

- Staff Intranet
- Suggestions and ideas
- Participation in projects and reviews
- Passing on customer views and feedback
- Staff Surveys
- Transformation Newsletter

## Learning and Development

The Council's learning and development function will also have a key role to play in any organisational transformation programme, by ensuring that staff are able to develop the necessary skills, knowledge and behaviours required to support the type of change required.

The Transformation Programme itself can also have a role to play in supporting the development of these skills and behaviours, by actively engaging staff in the work of the programme.

One of the key themes to emerge from the review of the Councils response to the Covid-19 was that staff felt more empowered and were encouraged to think creatively when looking to develop new solutions to the challenges posed by the pandemic. The Programme should continually seek opportunities for staff to be actively engaged and participate in the projects and reviews that will underpin the delivery of the programme. The principles of collaboration and partnership working has been very much at the heart of the TIC approach and the new phase of transformation should look to further build on this approach.

The programme should also seek to develop the skills and knowledge required to support a sustainable approach to the transformation journey which will enable teams to resource their own change and improvement work on an on-going basis.

A Future Leaders Programme has been established to help the Council identify and develop its senior leaders and it has been agreed that the Future Leaders programme will be closely aligned with the Transformation Programme to provide participants with skills and experience in leading on transformation projects

Learning and development activity will be aligned to supporting the delivery of the Transformation Programme through the following:

- **Leadership** – Directors & Heads of Service Development/Future Leaders Programme
- **Management development Programmes**
- **Specific skills** e.g. digital skills, continuous improvement





## Cabinet 13<sup>th</sup> February 2023

### **Subject: Carmarthenshire County Council's signing of the Edinburgh Declaration**

### **Purpose: To facilitate and publicise CCC's signing of the Edinburgh Declaration**

### **Recommendations / key decisions required:**

- Advise Cabinet of the process required for the Council, in line with Welsh Government's request, to sign the Edinburgh Declaration on global biodiversity and that cabinet advise whom should sign the Declaration on behalf of the Council. It is recommended that the Cabinet Member for Decarbonisation Climate Change and Sustainability do this.
- Requests that officers ensure the due process for signing the Declaration is implemented and that the signing of the Edinburgh Declaration is publicised by CCC's marketing and Communications team.

### **Reasons:**

On 15 September 2021 a letter was sent from Julie James ( WG Minister for Climate Change) to all LA's (Local Authorities) seeking pledges of support from LA's in Wales for the Edinburgh Declaration

On 4 July 2022, Cabinet established a cross-party Climate Change and Nature Emergency Advisory Panel to support the authority's approach to addressing the Climate and Nature Emergencies and the adoption of the Edinburgh Declaration. At the inaugural meeting of the advisory panel (21/09/22), members provided unanimous support for the signing the declaration by Cabinet.

Cabinet Decision Required YES

Council Decision Required NO

### **CABINET MEMBER PORTFOLIO HOLDER:-**

Cllr Aled Vaughan Owen, Cabinet Member for Decarbonisation Climate Change and Sustainability

Directorate:	Designations:	Tel/Email addresses:
Place and Infrastructure		
Name of Head of Service:		
Rhodri Griffiths	Head of Place and Sustainability	<a href="mailto:RDGriffiths@carmarthenshire.gov.uk">RDGriffiths@carmarthenshire.gov.uk</a>
Report Author:	Rural Conservation Manager	<a href="mailto:RACarmichael@carmarthenshire.gov.uk">RACarmichael@carmarthenshire.gov.uk</a>
Rosie Carmichael		01267 228727

# EXECUTIVE SUMMARY

## CABINET

### 13<sup>TH</sup> FEBRUARY 2023

#### Carmarthenshire County Council's signing of the Edinburgh Declaration

- **BRIEF SUMMARY OF PURPOSE OF REPORT.**

The purpose of this report is to request:

- Advise Cabinet of the process required for the Council, in line with Welsh Government's request, to sign the Edinburgh Declaration on global biodiversity and that cabinet advise whom should sign the Declaration on behalf of the Council. It is recommended that the Cabinet Member for Decarbonisation Climate Change and Sustainability do this.
- Requests that officers ensure the due process for signing the Declaration is implemented and that the signing of the Edinburgh Declaration is publicised by CCC's marketing and Communications team.

On 15 September 2021 a letter was sent from Julie James ( WG Minister for Climate Change) to all LA's, seeking pledges of support from LA's in Wales for the Edinburgh Declaration which supports the development of the post-2020 global biodiversity framework. The declaration states that the pledge '*recognises the important role that sub-national governments play in supporting nature and biodiversity.....*'

All details on the Declaration, including how to sign it, can be accessed via this link.

<https://www.gov.scot/publications/edinburgh-declaration-on-post-2020-biodiversity-framework/>

The Edinburgh Declaration is complementary to our existing biodiversity duties:

- Environment (Wales) Act 2016, namely the Section 6 (S.6) duty to maintain and enhance biodiversity and improve ecosystem resilience, a duty placed on all public bodies in Wales. Under this act all public bodies in Wales are required to publish and keep updated and report to WG on the delivery of its Environment Act Forward Plan.
- Wellbeing and Future Generations Act 2015 (especially the Resilient Wales Goal) and delivery of Carmarthenshire's own Well-being Objectives, in particular Objective 12.
- the work of the Carmarthenshire Local Nature Partnership, facilitated by CCC.

Signing the Edinburgh Declaration will strengthen CCC's commitment to supporting urgent action on these duties and responsibilities: it would also support Welsh Government's position on these matters. Signatories of the Declaration to date can be seen via the link above and include Chief Executives, and Cabinet Members, or equivalent

Bold action to protect and enhance the biodiversity of the Carmarthenshire will not only deliver benefits in terms of ecological resilience and human wellbeing, but it will also safeguard and strengthen the local economy.

- **OTHER OPTIONS AVAILABLE AND THEIR PROS AND CONS**

There appears to be no reason for not signing the Edinburgh Declaration. Several other LA's across Wales have signed the declaration. Failure to sign the declaration, may suggest that CCC does not recognise the critical links between the Nature and the Climate Emergencies as set out by WG, nor the need for more and stronger actions which will address both of these global issues.

<b>DETAILED REPORT ATTACHED?</b>	<b>NO</b>
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## IMPLICATIONS

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

Signed: **R D Griffiths**

Head of Place and Sustainability

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

## CONSULTATIONS

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

Signed: **R D Griffiths**

Head of Place and Sustainability

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

<b>1. Scrutiny Committee request for pre-determination</b>	N/A
<b>Scrutiny Committee</b>	
<b>Date the report was considered: -</b>	
<b>Scrutiny Committee Outcome/Recommendations: -</b>	

**2. Local Member(s)**

N/A

**3. Community / Town Council**

N/A

**4. Relevant Partners**

N/A

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

N/A

<b>CABINET MEMBER PORTFOLIO HOLDER(S) AWARE/CONSULTED</b> YES/NO * Delete as appropriate		<b>Include any observations here</b>
<b>Section 100D Local Government Act, 1972 – Access to Information List of Background Papers used in the preparation of this report:</b>		
<b>Title of Document</b>	<b>File Ref No.</b>	<b>Locations that the papers are available for public inspection</b>
<b>Edinburgh Declaration</b>	<b>N/A</b>	<a href="https://www.gov.scot/publications/edinburgh-declaration-on-post-2020-biodiversity-framework/">https://www.gov.scot/publications/edinburgh-declaration-on-post-2020-biodiversity-framework/</a>

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## CABINET

**Date: 13<sup>th</sup> February 23**

### **Highway Asset Management Plan – Maintenance Manual Parts 4.5, 4.6 & 4.7**

#### **Purpose:**

To adopt sections 4.5 to 4.7 of the Maintenance Manual in support of the Highway Asset Management Plan (HAMP) which was approved by Executive Board in July 2018. The Maintenance Manual forms Part 4 of the HAMP and is being developed as a portfolio of specific manuals covering the management of a range of highway asset categories. Parts 4.1 to 4.4 were adopted in 2021. The sections brought forward at this time cover:

Part 4.5	Highway Drainage Management
Part 4.6	Geotechnical Management
Part 4.7	Highway Emergency Response

Further sections will be brought forward in future years.

**Recommendation:** That Parts 4.5, 4.6 and 4.7 of the Highway Asset Management Plan - Maintenance Manual be adopted as detailed.

**Reasons:** To ensure the highway network is maintained in accordance with statutory duties, supports corporate objectives and complies with the revised national code of practice 'Well Managed Highway Infrastructure'.

Cabinet Decision Required YES (13<sup>th</sup> February 2023)

Council Decision Required NO

**CABINET MEMBER PORTFOLIO HOLDER:-** Councillor Edward Thomas, Cabinet Member for Transport, Waste and Infrastructure Services.

Stephen Pilliner	Head of Highways & Transport	<a href="mailto:SGPilliner@carmarthenshire.gov.uk">SGPilliner@carmarthenshire.gov.uk</a>
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**CABINET**  
**13<sup>TH</sup> FEBRUARY 2023**  
**EXECUTIVE SUMMARY**

**Highway Asset Management Plan – Maintenance Manual Parts  
4.5, 4.6 & 4.7**

**BRIEF SUMMARY OF PURPOSE OF REPORT.**

In 2018 Council adopted the Highway Asset Management Plan (HAMP) to ensure that the County Council manages and maintains the highway network in accordance with its statutory duties and to comply with best practice.

The HAMP is in line with national codes of practice and adopts a risk-based approach which targets limited resources to areas where they are most needed and where our investment will derive greatest value. This does mean that difficult decisions have to be made and the HAMP sets out the overarching policies and methodology to ensure that those decisions are evidence led and based on an equitable and objective analysis which reduces the authority's exposure to risk and provides best value for the long-term integrity of the highway asset. There are four parts to the HAMP:

Part 1	Explained the supporting role of the highway network in the wider policy context.
Part 2	Set out the highway network policies which are in place or being developed and our objectives adopted in managing the highway network utilising a risk-based approach.
Part 3	Comprises an Annual Statement which informs on the condition of the asset.
Part 4	A Maintenance Manual consisting of a portfolio of topic specific manuals setting out how particular elements of the highway asset are managed in line with the risk-based approach.

In December 2021 Cabinet approved the adoption of Parts 4.1 to 4.4 of the Maintenance Manual\*. This covered the following areas:

- Part 4.1 Highway Maintenance Management
- Part 4.2 Highway Network Hierarchy
- Part 4.3 Highway Safety Inspections & Repairs
- Part 4.4 Road Conditions Assessment and Investment Prioritisation

\* [\(Public Pack\)Agenda Document for Cabinet, 06/12/2021 10:00 \(gov.wales\)](#)

This report concerns is the second set of specific manuals covering the following areas:

- Part 4.5. Highway Drainage Management.
- Part 4.6. Geotechnical Management.
- Part 4.7. Highway Emergency Response

An overview is provided below with a full copy of Parts 4.5-4.7 are attached as a supporting document.

### **Part 4.5 Highway Drainage Management**

This part sets out the components of the highway drainage asset which includes around 60,000 road gullies, 2,900 grips, over 5,000 chambers and almost 1,400km of underground pipes.

The manual explains the risk-based approach being adopted to manage and maintain these assets including the cleaning frequencies of gullies, the investigation and repair of defects and the survey and assessment of high priority systems.

The manual also explains that there are around 760km of roadside ditches the Council has a right of continued discharge into but are normally the responsibility of the adjacent landowner.

### **Part 4.6 Geotechnical Management**

This part of the Manual explains that geotechnical failures often result in embankments either collapsing onto the highway, or a collapse of the highway itself, cause considerable disruption and are expensive to repair.

The section sets out the main topographical and geomorphological features of Carmarthenshire, the hydrological influences and the common geological features of the County.

The Manual sets out Inspection, monitoring and management regimes, how remedial schemes are developed and the five-year Geotechnical Asset Management Plan which has been developed.

### **Part 4.7 Highway Emergency Response.**

The Manual explains the Highways role in supporting a multi-agency response to major incidents and as a stand-alone response to minor or localised incidents and events.

The Manual sets out the Duty Officer system in place to provide a continuous all-year-round service operating outside normal office hours which manages and responds to emergencies, adverse weather events, public reported issues and supports other Category 1 responders.

**Recommendation.** That Parts 4.5, 4.6 and 4.7 of the Highway Asset Management Plan - Maintenance Manual be adopted.

**DETAILED REPORT ATTACHED**

**Highway Asset Management Plan: Maintenance Manual Parts 4.5, 4.6 and 4.7.**

## 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: S. Pilliner

Head of Highways & Transportation

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

### Legal

The County Council has a statutory duty under the Highways Act 1980 Section 41 to maintain the highway and to keep them safe for public use. Through the adoption of the HAMP and its associated Maintenance Manual the County Council will be ensuring that it discharges this statutory duty and maintains the highway asset in a safe and reasonable manner.

### Finance

The budgets available to local authorities to manage the highway asset have been under pressure for many years. The Maintenance Manual adopts a risk-based approach to make best use of available funding. The condition of the highway asset and the impacts of investment options are reported annually within the HAMP Annual Statement Report.

### Risk Management Issues

The HAMP and Maintenance Manual adopt risk management as a core theme. This approach is in accordance with national codes of practice and adopts standards recommended by the County Surveyors Society Wales, where available, for a consistent approach across Wales.

### Staffing Implication

The role of staff in delivering Parts 4.5 – 4.7 of the Maintenance Manual is discussed within each part of the Manual and is in keeping with current job profiles.

### Physical Assets

The highway network represents one of the County Council's most valuable assets with an estimated value of carriageways alone at £2.6Bn. Having a highway network which is fit for purpose is an essential component of supporting a healthy, prosperous and connected society.

In 2018 Council adopted the HAMP which set out the overarching goals, objectives and strategies for managing this critical asset. The Maintenance Manual is being developed to provide a portfolio of individual manuals setting out how each asset category is managed. The parts of the manual covered by this report include Highway Drainage Management, Geotechnical Management and Highway Emergency Response.

# CONSULTATIONS

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

Signed: S. Pilliner

Head of Highways & Transportation

## 1. Scrutiny Committee

Place, Sustainability and Climate Change Scrutiny Committee 23rd January 2023.

## 2. Local Member(s)

N/A

## 3. Community / Town Council

N/A

## 4. Relevant Partners

N/A

## 5. Staff Side Representatives and other Organisations

N/A

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

Highway Asset Management Plan (adopted 2018)

Highway Asset Management Plan - Maintenance Manual Parts 4.1 to 4.4

Title of Document	File Ref No.	Locations that the papers are available for public inspection
Highway Asset Management Plan		<a href="#">(Public Pack)Agenda Document for Executive Board, 02/07/2018 14:00 (gov.wales)</a>
Highway Asset Management Plan - Maintenance Manual Parts 4.1 to 4.4		<a href="#">(Public Pack)Agenda Document for Cabinet, 06/12/2021 10:00 (gov.wales)</a>

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# Highway Asset Management Plan

## Part 4:

### *Highway Maintenance Manual*

### Sections 4.5 - 4.7



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## 4.5 Highway Drainage Management

### 4.5.1 Introduction

The management of surface water falling or accumulating on the highway is an essential element of ensuring highway safety and prolonging the service life of the road. A lack of adequate highway drainage exacerbates the deterioration of the fabric of the road and can lead to the formation of potholes and carriageway rutting of the surface and a failure of the underlying structural layers of the pavement and subgrade. Excessive or ponding surface water can also pose a safety risk for road users. Efficient and effective highway drainage systems are a key component of highway maintenance, and the proactive management of the highway drainage asset provides a range of cost-effective benefits.

The highway drainage asset is probably best described as variable, and this is largely a reflection of the historical development of the highway network itself. Elements of the highway network, particularly in rural areas of Wales and the UK, will be historic or even of Roman origin. With the network developing rapidly during the Industrial Revolution when the movement of goods became a key necessity for economic growth, the drainage systems associated with that era contrast with the more modern roads which have drainage systems constructed to specific design standards and typically designed for a 1 in 5-year storm event. As a result of the historical development, much of the drainage network will not have been designed for the demands of a modern highway network or to deal with increasing adverse weather impacts. The highway drainage asset we now manage varies in both its design and condition.

The council maintains its highway drainage system for the purpose of draining water from the highway surface. The highway drainage system is maintained to ensure it is free flowing and discharges at a suitable location, but it should be noted that some water may escape into the ground especially where historical drains are present. The highway authority may have prescriptive rights to discharge water onto adjacent land.

Land or property owners adjacent to the highway can perceive they are owed a 'duty of care' to have the highway drainage protect their property in times of rainfall or storm, however this is not the case.

The principle that the owner of higher land can allow water on their land to drain naturally on to lower land does not apply to the highway. It is the duty of adjacent landowners to maintain their ditches adjacent to the highway, to keep their water off the highway, prevent a nuisance or obstruction of the highway and ensure any prescriptive rights of discharge from the highway remain operational.

Guidance on practical steps for property owners to protect their property can be found in the Council's Sandbag Policy.

## 4.5.2 Drainage Asset Information

Highway drainage systems collect and convey surface water which is normally discharged into the nearest watercourse. This is usually the case in both urban and rural areas although the method of surface water collection and conveyance may vary.

In rural areas there will typically be a grip or channel through the verge to take surface water off the road and into an adjacent roadside ditch or other prescriptive point of discharge. The highway authority will generally have a right of discharge in this respect. The verge and grip will normally be maintained by the highway authority and the ditch or other off highway receptor will normally be maintained by the adjacent landowner. In some cases, a small system of road gullies may collect and pipe surface water to the ditch or watercourse. In urban areas, systems of road gullies will collect surface water which is discharged into a wider system of carrier drains and culverts to reach the nearest appropriate watercourse. Road gullies may be connected to dedicated highway carrier drains or combined surface water sewers maintained by the local Water authority.

Given the historical development of highway drainage systems there is an associated general lack of information about the extensive network of pipelines beneath our roads which form part of the larger drainage system. Whilst the surface features such as road gullies, grips and ditches are more easily observed, the myriad of underground interconnecting pipelines are more difficult, and more costly, to survey and assess. Our information base is continually improving, and current estimates indicate that we have around 60,000 road gullies connected to an underground network of over 1300km of pipework. The highway drainage asset has the following main components:

Asset type	Description	Quantity (estimated)
Road gullies / gratings	There are a number of different gully types including those with or without sumps and traps and those directly on the line of a carrier drain, piped to a carrier pipe, and those with simple outlets.	60,000 no.
Grips	Open channels typically cut through roadside verges	2900 no.
Chambers	Covered access chambers usually at regular intervals or the intersection of pipes, used for maintenance purposes. (Some chambers may be responsibility of utility companies)	5,000+
Drainage pipes	Below ground assets, pipework of various sizes. (Note: Limited data - estimates based on surveys carried out to date)	A roads 173km B Roads 180km C Roads 490km U roads 530km  Total – 1373km
Ditches	Recorded ditches, primarily the responsibility of the adjacent landowner	8368 number. Length 760km

## Drainage Condition

Asset condition information, particularly on the underground highway drainage system, is not generally available and the cost of acquiring this information for the full highway network is unaffordable. A library of information is slowly being developed along particular highways to investigate areas of concern and to enable the asset to be better managed.

A programme of surveys has commenced on the more strategic sections of our road network and particular flood-prone locations to survey and assess the condition of the highway drainage system in place. The surveys are typically carried out by specialist contractors using camera survey techniques to record detailed location information of our drainage assets above and below ground, and also record a condition rating. The surveys record the service level (ability to carry water) and structural condition of the pipework (see table below). These surveys include an element of pipe cleansing in advance of the survey and can record photographic and video information to assist in prioritising and identifying solutions. Continuation of the survey programme is subject to budget availability.

### Structural and service grade definitions

Grade	Structural Condition	Service Condition
1	No defects	Clear
2	Superficial defects	Superficial deposits with loss of performance
3	Minor defects	Performance slightly reduced
4	Major defects	Performance severely reduced
5	Not fit for purpose	Blocked or unsafe condition
9	Assessment attempted but not possible	Assessment attempted but not possible
0	Assessment not attempted	Assessment not attempted

The results of initial surveys confirm the benefits of an on-going programme of further investigation and drainage repairs, subject to available funding. The survey works identify areas for structural repair which can be prioritised and coordinated with other repair or improvement programmes where feasible. This proactive work to identify and repair defective drainage on high-risk routes improves road safety by reducing flood risk and reduces reactive and future maintenance burdens.

### 4.5.3 Maintenance and Repair

Drainage maintenance and repair can be categorised into 3 main areas:

- **Planned Maintenance** – Gully cleansing, grip clearance, ditch cleaning
- **General Maintenance and Minor defects** – often identified during routine inspections or following reports from the public and verified through further investigation. Repairs and maintenance are funded by revenue budgets and prioritised in line with the authority's defect categories (see 4.3.9)
- **Programmed Repair** – generally identified by significant failure, flooding, drainage condition surveys or escalated from minor repairs that cannot address the issue. Where available, Capital funding will be invested to deliver a prioritised programme of schemes in coordination with other highway programmes.

#### Gully cleansing

Gullies vary in design and construction, but typically have sumps designed to collect silts and debris to prevent materials entering the connecting pipelines, which can cause blockages. These gullies require periodic cleaning to remove any detritus and scheduled gully cleansing is undertaken across the County as available resources permit.

In addition to planned gully cleansing, reactive cleansing may be required due to identified blockages or flooding. Reactive cleansing may be carried out manually by our maintenance teams or by deploying a vacuum cleaning vehicle or high-pressure jetting vehicle.

Planned gully cleansing is carried out using vacuum action cleansing vehicles operating on pre-planned cleansing schedules. This small fleet of specialist vehicles operates on an area basis throughout the year, carrying out planned cleansing actions. These schedules also allow for an element of reactive cleansing in response to emergency flooding incidents. The gully cleaning schedules are prioritised across the county highway network using a risk-based approach and are kept under review as we improve our information systems and data.

Historically, a coarse target would be to clean all gullies on an annual basis, however it is known that some gullies will require more or less frequent cleansing. The frequency may be adjusted due to the increased likelihood of blockage or the impact of ponding or flooding presenting a greater risk due to its location. To optimise resources, cleansing frequencies are reviewed and varied according to risk with frequencies influenced by, but not limited to, the following factors:

- Road Hierarchy (see 4.2.2 for full details)
- Speed limits – Flooding or standing surface water can present a higher safety risk to the travelling public on higher speed roads. Cleansing frequencies may be adjusted accordingly

- Flooding history – Sites identified with a history of flooding or ponding water may benefit from an increased cleansing frequency
- Silt levels – Locations with recognisable patterns of high or low silt levels may allow frequencies to be adjusted
- Flood risk areas – These may be locations affected by tidal or river or groundwater flooding and may benefit from an increased cleansing frequency where appropriate

## Cleansing frequencies

Our cleansing frequencies are subject to on-going review as the risk-based approach is refined and as information systems continue to be developed. The initial baseline frequencies are based on road hierarchies and are as follows :

Road Category	Description	Baseline frequency
CHSR	Strategic Route	12 months
CH1	Main distributor	12 months
CH2	Secondary distributor	12 months
CH3	Link Road	12 months
CH4	Local access road	12 months
CH5a	Minor road	24 months
CH5b	Lanes (includes back lanes)	24 months
CH5c	Green Lane or Track	Reactive
CH5d	Disused track	Reactive

(Note: local factors will increase or decrease these frequencies based on the above risk factors).

The baseline frequencies may be increased at locations where there is a higher risk of flooding or evidence of regular silt build up or decreased where the risk is deemed to be low.

## Enhanced Cleansing

Locations known to present a higher risk of flooding impact may be designated as Priority Zones and be subject to enhanced maintenance as set out below:

Priority	Description
Priority Zones 1	Increased gully cleansing frequency – e.g. 6 monthly
Priority Zones 2	Enhanced inspection regime – e.g. weekly/monthly checks over winter period
Priority Zones 3	Enhanced maintenance regime – e.g. maintenance visits in advance of flood warnings or severe weather warnings

## **General Maintenance**

In addition to planned gully cleansing, drainage assets are monitored and maintained in a number of ways:

- Highway Inspections – regular highway inspections (see 4.3.4) identify evidence of service or structural defects requiring additional maintenance work.
- Public/third parties – reports from the public or other parties (i.e. Police/Fire) by phone or online reporting systems of problems for further investigation. Includes out of hours Emergency response.
- Area Maintenance teams – cyclical maintenance activities carried out including clearing gully tops and manually cleaning gully chambers, grips and outlets by highway operatives.
- Additional specialist resources employed to tackle specific issues such as CCTV investigations, surveys, high pressure jetting or excavations to repair pipelines.

## **Programmed Repair**

Where funding allows, a prioritised programme of remediation works will address known flooding and reduced drainage capacity. Ideally any drainage repairs shall be carried out in advance of other carriageway maintenance and resurfacing. Co-ordination with programmed improvement schemes shall be considered to avoid abortive works. Prioritisation will consider:

- Road Hierarchy (see 4.2.2 for full details)
- Speed limits – Flooding or standing surface water can present a higher safety risk to the travelling public on higher speed roads.
- Flooding history – Sites identified with a history of flooding or ponding water
- Flood risk areas – These may be locations affected by tidal or river or groundwater flooding and may benefit from an increased cleansing frequency where appropriate
- Maintenance regime – a reduction to the maintenance regime allowing better use of resources

## 4.6 Geotechnical Management

### 4.6.1 Geotechnical Introduction

Historically, geotechnical problems have only become manifest when failure occurs or starts to occur and either embankments collapse onto road or the road itself starts to subside. These failures are most frequent on steep-sided river valleys where the highway is cut into the hillside and can be very expensive to address. They also cause significant disruption with roads often being closed for many months.

The proactive identification and assessment of areas of higher geotechnical risk on the County's road network may provide a timely and cost-effective approach and minimise disruption to the travelling public. This proactive approach has been developed in Carmarthenshire with the help of Welsh Government funding to support more resilient networks across Wales. This approach also recognises the increasing frequency of extreme weather events and the necessity to ensure key transport routes remain open for use during these events as part of an emergency response. The approach aims to reduce the risk of failure of geotechnical features and assets on key routes with a proactive programme of inspection, assessment and management which has been initiated for key routes such as the A484.

The Geotechnical Asset Management Plan (GeoAMP) introduced in 2022 promotes and presents the planned programme of inspections, assessments and planned geotechnical works for Carmarthenshire's strategic highway routes based on a rolling five-year plan. The report is a working document and forms part of the authority's HAMP suite of documents.

The GeoAMP summarises the condition of Carmarthenshire's geotechnical assets (as far as surveyed) along the strategic road network, the management activities which have taken place over the past year, and planned activities over the forthcoming five years. It also summarises the areas of known geotechnical risk across the network and the ways in which these risks are reviewed and considered in the planning of geotechnical asset inspections and the management of these assets. The GeoAMP seeks to reduce geotechnical risk by maintaining an on-going programme of risk-based inspection and remedial actions, subject to funding.

The GeoAMP has been prepared in general accordance with the requirements of *Design Manual for Roads and Bridges CS641 – Managing the maintenance of highway geotechnical assets* and is an evolving document that continues to be developed as further parts of the network are surveyed.

## **4.6.2 Geotechnical Setting**

### **Topography & Geomorphology**

This section introduces the Geotechnical setting with focus on areas to the north of the County where initial surveys have been completed. The GeoAMP annual updates will contain similar detail across the county as surveys progress.

The topography of the general area is largely influenced by Carmarthen Bay in the south and the hills to the north of Carmarthenshire. Increased elevations are typically found transecting the northern region of the network in an approximate west to east orientation. The elevations of the northern extent from west to east are approximate 64 m Above Ordnance Datum (AOD) and 216 m AOD, respectively.

It consists of an incised plateau which forms the watershed between northward-flowing tributaries of the Afon Teifi and southward-flowing tributaries of the Afon Tywi (Towy). The plateau rises towards Brechfa Forest in the east of the network.

### **Hydrology**

There are 86 main watercourses affecting the landscape within Carmarthenshire and these have an influence on the underlying geology and the risk to the highway network. Main rivers are defined as statutory watercourses designated by Natural Resources Wales.

Natural Resources Wales carries out maintenance, improvement or construction work on main rivers in Wales to manage flood risk.

Every other open watercourse in Wales is known as an 'ordinary watercourse' and the County Council (as the Lead Flood Authority) or Natural Resources Wales (as the internal drainage board) carries out maintenance, improvement or construction work on ordinary watercourses in Wales to manage land drainage.

A map showing the extent of main rivers in Carmarthenshire is shown in Appendix A. Further details are available from Natural Resources Wales.

### **Geology**

The geology relevant to strategic routes on the highway network and which have previously presented a number of geotechnical failures, including the A484 north of Carmarthen, are summarised below.

#### **Superficial Geology**

Glacial and peri-glacial deposits comprising Glacial Till, Glaciolacustrine deposits, Glaciofluvial deposits, and Head Deposits are commonly encountered across the southern extent of the network. Localised tills (Diamicton) are known to also be found within the A4069, A478 and A4066 extents.

Glacial till consists of a heterogeneous mixture of clay, sand, gravel, and boulders varying widely in size and shape.

- Glaciolacustrine deposits consist of sands, silts and clays of deltaic origin, shoreface sand and gravel and lake bottom varved, fine-grained (fine sand, silt and clay) sediments.
- Glaciofluvial deposits consist of Sand and gravel, locally with lenses of silt, clay or organic material.
- Head deposits consist of gravel, sand and clay depending on upslope source and distance from source. Locally with lenses of silt, clay or peat and organic material.

Localised occurrences of River Terrace Deposits and Alluvium are present across the network and are associated with various watercourses.

- River Terrace Deposits consist of sand and gravel, locally with lenses of silt, clay or peat.
- Alluvium consists of clay, silt, sand and gravel.
- Tidal Flat deposits, Blown Sand, and Raised Storm Beach deposits are present along the coastal extent of the A484 approaching Llanelli, and are associated with Cardigan Bay.

Tidal Flat deposits normally consist of consolidated soft silty clay, with layers of sand, gravel and peat.

Raised Storm Beach deposits consist of mainly gravel and rarely sand.

### **Solid Geology**

The solid geology of the network north of Carmarthen is dominated by sedimentary strata.

The geology south of Carmarthen is the westernmost part of the South Wales Coalfield, comprising the Millstone Grit, Lower, Middle, and Upper Coal Measures. The Coal Measures Group is generally described by British Geological Survey (BGS) as 'Alternation of sandstone, grey siltstone and grey mudstone, with frequent coal seams and seat earth horizons'.

### **Hydrogeology**

Glaciofluvial and head deposits, river terraces and modern alluvial deposits constitute the main aquifers within the district. The primary porosity of the bedrock is very low; groundwater flow and storage are predominately within joints and fault-related fractures.

### **4.6.3 Inspections**

Initial Geotechnical Principal Inspections were carried out by consultant geotechnical engineers between December 2021 and February 2022 in accordance with *Design Manual for Roads and Bridges, CS641, Managing the Maintenance of Highway Geotechnical Assets*. Fieldwork surveys were undertaken in two respects:

- Site-based fieldwork for Principal Inspections was carried out in accordance with CS 641, recording all relevant inventory and classifying all geotechnical features. Recorded using

photographs, sketches and quantitative data of features where appropriate, with approved inspection data provided in spreadsheet format. Significant new defects or marked deterioration of existing known defects are reported immediately.

- Office-based “virtual inspection” Desk-based reviews of low-risk sections of route (previously identified in the desk study task) in accordance with CS641. Review utilised both Google Street View data, Google Earth, and the client-provided access to the Vaisala platform of videoed carriageway edges; approximately 60% inspections were completed on site, whilst the remaining 40% were completed remotely via virtual inspection.

The strategy for the frequency and targeting of inspections is the utilisation of a risk-based approach as recommended by CS 641. Risk is assessed on the likelihood of “failure”, where “failure” represents a condition that would require remedial works in order to allow the earthwork to perform its duty.

Assessment of the likelihood of “failure” has been based on the asset’s condition, geological composition and height. It is considered that the risk-based approach to inspections ensures that the focus of the inspections is biased towards those with known or potential problems.

Using the risk-based approach, assessment criteria, a target inspection frequency of 1, 2, 5 or 10 years can be assigned to every earthwork on the network. It is not practical for individual assets to be inspected due to logistics. Therefore common inspection frequencies are grouped into sections (or routes). This may result in some assets being inspected on a higher frequency than suggested by the methodology.

An annual review of all classified features is recommended to be carried out with prioritisation, and the likelihood and consequence of failure assessed as part of potential scheme development, considering the priorities of the County Council and wider programmes of work. It is noted that the frequencies are subject to change based on the additional sections in main distributor roads or latest inspection information.

The risk-based approach is recommended to dictate which future routes are to be inspected during future Principal Inspections. The remaining network can be assessed if required to determine earthworks which have outstanding inspections on an annual basis. Route sections of earthworks with similar inspection due dates can be compiled and used for the future annual inspection period.

#### **4.6.4 Monitoring, Maintenance and Scheme Development**

In addition to the GeoAMP reports, a database of Geotechnical Assets and identified defects will be maintained. The database will assist the authority in improving records of geotechnical issues and prioritising surveys and works in coordination with other work programmes.

The extent of inspection, monitoring and remediation programmes will be dictated by available resources. Priority will be given to addressing known defects and failures either through remediation work or regular monitoring where appropriate. In addition, a modest programme of further survey to collate inventory and condition information will continue as resources permit.

## **4.7 Highway Emergency Response**

### **4.7.1 Emergency Planning**

Major incidents normally require a multi-agency approach which is managed under separate arrangements in accordance with the Council's Emergency Response Plan. The Highways' Emergency Response service is managed in conjunction with the Emergency planning procedures where appropriate and as a stand-alone response to localised emergency which do not trigger a multi-agency response.

The regional Emergency Planning Duty Officer (EPO) provides a 24hr single point of contact during Major Incidents for the Emergency Services and other agencies who may require the support of Ceredigion, Carmarthenshire and Pembrokeshire County Councils and voluntary agencies. Major Incidents are as defined below.

#### **Major Incidents:**

The definition of a major incident is "An event or situation with a range of serious consequences which requires special arrangements to be implemented by one or more emergency responder organisation

If one organisation declares a Major Incident, it doesn't necessarily follow that it will be a major incident for all organisations. However, informing other responder organisations of the declaration will make them aware of the severity and impact of the incident on the declaring organisation.

Details on Emergency planning can be found on the Councils web pages.

### **4.7.2 Emergency Response – Highways Service**

The Highways and Transport Division provides an out of hours service to deal with Highways, Vehicle Fleet, and Waste Services related incidents in line with the overall responsibilities of the Department.

Duty Officers are on a standby rota 365 days a year in order to respond to service requests from Emergency Services and also service requests from the public. All out of hours calls are received by Llesiant Delta Well-being who provide a front-line call management service for the authority. The on-call Duty Officer will assess the need for appropriate action and prioritise a suitable response whilst making best use of resources.

Where an incident occurs that is likely to cause significant disruption or impact for a prolonged period the Senior Management Team and the Council's Press Office will be notified.

## **Duty standby arrangements**

**Summer period (1<sup>st</sup> April to mid-October) - Single tier system.** 2 Duty Officers in place covering distinct operational areas. The Duty Officer liaises directly with operational gangs in arranging a response to incidents and arranges additional resources such as external contractors as required.

**Winter period (mid-October to 31st March) - Two tier system.** A single Duty officer is in place and will also deal with Winter service management and incidents. The duty officer is supported by 2 Duty Supervisors who liaise directly with operational gangs and arrange additional resources as required, in addition to supervising the front-line Winter service operations.

The duty rota operates on a pre-arranged daily rota with a shift period as follows:

- Weekdays: 16:00 to 8:00am following day
- Weekends/Bank Holidays: 8:00am to 8:00am following day

The scope of incidents that may arise is varied however incidents that are regularly dealt with include:

- Winter Service – response to adverse weather and precautionary treatments in advance of predicted freezing or snow
- Road Traffic Collisions – make safe & clear debris, follow up recharges
- Road closures and set up of diversionary routes
- Oil/Fuel spillages
- Fallen or unsafe trees blocking/affecting the highway
- Carriageway & Footway defects – Potholes etc.
- Flooding
- Waste or refuse causing a hazard on the highway including discarded drug paraphernalia
- Damage to highway furniture, signs, safety barriers, lighting columns
- Dead animals on the highway

In addition to highways matters, the on-call team may on occasion support the Fleet management service. In the first instance Careline will direct calls to the on-call Fleet Technician. Where the technician requires additional guidance or assistance he may contact the Duty Officer for situations including:

- Broken down vehicle requiring fitter to attend
- Council vehicle involved in Road traffic collision or incident
- Recovery of vehicle and or passengers by authority approved contractor
- Access to Depots/premises
- Liaise with Police as required
- Access to vehicle tracking system

The Duty Officer will prioritise incidents in accordance with the defect categories (4.3.9) and where

appropriate arrange for a priority response out of working hours. Where possible, all actions are recorded on the highways management systems.

During periods of high demand, including adverse weather events, additional resources may be deployed. This is generally agreed in advance with Senior Managers following official Weather and Flood warnings or where events escalate in magnitude.

Subject to the scope and duration of the weather warning , management and supervisory resources may be increased by placing additional Supervisors or Duty Officers on standby. During the summer period we may revert from a single tier system (single Duty Officer) to a two-tier system (Duty Officer/s and Duty Supervisor/s). In certain circumstances, shift working arrangements may be implemented.

For significant incidents the Duty officer will coordinate with Tactical Coordination Group (TCG) when instigated.

### **4.7.3 Operational response**

During normal working hours the Highways Service has in place a dedicated workforce based at regional highway depots across the County. Outside of working hours, and during normal conditions, there will be 4 mobile operatives (2 per operational area) on standby at all times. Operatives are generally home-based outside of working hours and are contacted by telephone to attend to incidents as directed by the Duty Officer (Summer) or Duty Officer/Duty Supervisor (Winter).

The mobile gangs are equipped with general tools, chainsaws and material for dealing with small oil spillages and also sharps boxes for the clear up of drug paraphernalia. Additional equipment can be accessed at all the regional highway depots.

During periods of high demand, including adverse weather events, additional resources may be deployed. This is generally agreed in advance with Senior Managers following official Weather and Flood warnings. Subject to the scope and duration of the weather warning , operational resources may be increased to place additional mobile teams on standby. For more severe warnings, and subject to availability, we may deploy gully emptiers and sweepers and also engage additional internal and external resources such as cleansing crews or specialist Arboricultural contractors, to assist the Highways teams.

#### **4.7.4 Public Reporting System**

The service has established an online customer reporting system that allows defects or incidents to be reported simply and accurately and registered against the maintained highway network. The on-line reporting system allows for efficient reporting and transfers information directly into a computer management system. Customers are advised to pass any Emergency or Urgent issues to us by telephone (via Llesiant Delta Well-being) so that the on-call teams can be alerted immediately. Details will be entered by call handlers onto the highways management system. Customers will be provided with a call reference and if email details are provided, will be updated as the response is completed, within appropriate timescales.

The efficient capture of service requests supports the introduction of electronic work instruction that are increasingly being utilised to issue and record work operations.

## Appendix A – Main Rivers in Carmarthenshire



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## CABINET 13<sup>TH</sup> FEBRUARY 2023

### Subject: Partneriaeth Budget 2022 -2023

#### Purpose:

- To seek Cabinet approval of the first Annual Budget for Partneriaeth Regional Education Consortium in accordance with the requirements of the Legal Agreement
- To note the first annual budget (2022-23) for the Partneriaeth, including the contributions of each Council and for Cabinet to note the assumptions and estimates made in compiling the budget for 2022-23.

#### Recommendations / key decisions required:

- That Cabinet notes the assumptions and estimates made in compiling the first Annual Budget for 2022-23 and approves the first Annual Budget for the Partneriaeth Regional Education Consortium, including the contributions of each Council which have been calculated in accordance with the terms of the Legal Agreement.
- That Cabinet note that the Joint Committee resolved at its meeting on 29th April 2022 that the Lead Chief Finance Officer for Partneriaeth (the Section 151 Officer of the lead Council with responsibility for finance) is authorised to make amendments to the first Annual Budget for 2022-23 as assumptions and estimates are confirmed and that Cabinet approve this position.

Reasons: To approve the first Annual Budget for Partneriaeth in accordance with the requirements of the Legal Agreement.

Cabinet Decision Required **YES**

Council Decision Required **NO**

CABINET MEMBER PORTFOLIO HOLDER: - Cllr. Darren Price, Leader and Cllr Glynog Davies, Education and Welsh Language

Directorate: Education and Children's Services

**Name of Head of Service:**  
Gareth Morgans

**Report Author:**  
Gareth Morgans

Designations:

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## EXECUTIVE SUMMARY

## **Subject: Partneriaeth Budget 2022 -2023**

### **1. Introduction**

The legal agreement relating to the Partneriaeth regional education consortium between (1) Carmarthenshire County Council, (2) Pembrokeshire County Council and (3) The Council of the City and County of Swansea was completed on 20th April 2022 ("the Legal Agreement").

The Legal Agreement provides the following is a matter reserved for each of the Councils: *'Approving the first Annual Budget of the Partneriaeth and any subsequent Annual Budget which would exceed the scope of the authority delegated to the Joint Committee within its terms of reference'*. The Annual Budget is defined in the Legal agreement as "the itemised summary of intended income (to include Government Funding) and revenue and capital expenditure for each financial year". It is therefore requested that Cabinet consider and approve the first Annual Budget of Partneriaeth, which was endorsed by the Partneriaeth joint committee on the 29th of April 2022.

### **2. Assumptions and Estimates**

A number of assumptions and estimates have had to be made to create the first Annual Budget and should be considered throughout. The assumptions and estimates for the first Annual Budget, based on the alliance of the three Councils, are:

- The assumptions and estimates are subject to change as they are confirmed.
- The funding for the Regional Consortium School Improvement Grant (RCSIG) is indicative only and is subject to change by Welsh Government. It is assumed that it will be paid direct to Partneriaeth for 2022-23 (It was paid direct to Councils in 2021-22).
- For budgeting purposes, where elements of the Regional Consortium School Improvement Grant (RCSIG) and Pupil Development Grant (PDG) are still to be confirmed, the funding level has been excluded as agreement will need to be made as to the distribution from Partneriaeth via the strategic directors group using agreed formulas in the future.
- No commissioning of Partneriaeth services by other Councils, including Neath Port Talbot, Ceredigion and Powys has been included within this budget, for prudence and due to the "TBC" status of these funding streams within the indicative funding, other than the Higher-Level Teaching Assistant and future leaders programme for Neath Port Talbot (assumed £80k).
- All posts for 2022-23, both filled and vacant, have been included.
- A 4.0% pay increase from April 2022 has been budgeted for anyone on the non-teaching pay grades.
- Salaries for all other staff have remained the same for the period April to August 2022, as their increases do not come into effect until September 2022, with a 4.0% pay increase budgeted for September 2022 to March 2023.
- Remote working will continue for this period due to uncertainty around Covid-19 and to reduce costs.
- Service Level Agreements (SLA's)- the costs have been re-calculated for the Partneriaeth structure when compared with the ERW structure, including the Principal Accountant and the Accounting Technician moving into the Finance SLA.

- Audit Wales have yet to confirm their external audit service fees for 2022-23.
- £20k has been included for laptop replacements, to ensure technology is fit for purpose especially as remote working is to continue.

### 3. Partneriaeth Budget 2022-23 Council Contributions

The total contributions of the three Councils for 2022-23 will be £300,000, following a request by the Lead Education Director (Currently Gareth Morgans, Carmarthenshire) to reduce the contributions from 2021-22 levels.

The contribution of each Council is calculated by dividing the total contribution of the Councils on a pro rata basis between the Councils based on:

- the number of learners in each Council's administrative areas as detailed in PLASC-20 figures as a proportion of the aggregate number of learners (used to calculate 80% of Council contributions); and*
- the number of schools within each Council area as a pro rate share of the total number of schools in the region (used to calculate 20% of Council contributions).*

The required contribution of each Council is shown in the table below-

Local Authority	2019-20	2020-21	2021-22	2022-23
	ERW Contribution £	ERW Contribution £	ERW Contribution £	Partneriaeth Contribution £
Powys	33,535	81,934	34,139	-
Pembrokeshire	33,895	79,898	79,898	65,370
Carmarthenshire	53,167	123,998	123,998	107,160
Swansea	69,998	150,785	150,785	127,470
Ceredigion	18,692	43,741	-	-
NPT	40,713	0	-	-
<b>Total</b>	<b>250,000</b>	<b>480,356</b>	<b>388,820</b>	<b>300,000</b>

The increase in contribution levels for 2020-21 was due to a requirement to fund the ERW structure following the review and reform work undertaken in 2019 as outlined in the report considered and approved by the ERW Joint Committee on 9 December 2019.

Powys remained in ERW until 31 August 2021 and contributed £34,139 for 2021-22 (5/12th's), they have received no services from 1<sup>st</sup> September 2021. Neath Port Talbot County Borough Council left ERW on 31 March 2020 and Ceredigion County Council left ERW on 31 March 2021.

## Service Level Agreements (SLA's)

In accordance with the Legal Agreement, a Council can be appointed by the Joint Committee as a Lead Council to discharge a certain function on behalf of the Partneriaeth. The discharge of those functions is to be covered by an SLA and the associated costs are rechargeable to the Partneriaeth. The Annual Budget presented within this report include the rechargeable Lead Council costs associated with the SLA's as set out below.

SLA's	2021-22 ERW £	2022-23 Partneriaeth £
Committee Services (Carmarthenshire)	5,000	5,000
Scrutiny (Swansea)	5,000	5,000
Finance (Pembrokeshire)	40,000	121,000
Internal Audit (Pembrokeshire)	25,000	26,000
Human Resources (Pembrokeshire)	20,000	6,000
Information Technology (Pembrokeshire)	24,000	31,000
Procurement (Pembrokeshire)	20,000	20,000
<b>Total Budgeted SLA's</b>	<b>139,000</b>	<b>214,000</b>

The reason for the increase in the Finance SLA is that the Principal Accountant and the Accounting Technician are now included. Previously they were part of the ERW Central Team, but it was deemed prudent for them to be included in the Finance SLA in order to provide a level of resilience in their absence.

The reason for the reduction in the HR SLA is due the reduced size of the Partneriaeth structure but a 0.8 FTE HR Manager still being retained by Partneriaeth.

For the purposes of the budget, the SLA's have been rounded to the nearest £k.

There continues no charge being made for the services of the Partneriaeth Lead Chief Executive, Partneriaeth S151 Officer, Partneriaeth Monitoring Officer or the Partneriaeth Lead Education Director.

## Partneriaeth Annual Budget 2022-23

Budgeted Expenditure	Core Funded £'000	Grant Funded £'000	Total £'000
<b>Staffing Costs</b>			
Salaries, Secondments, Specialists		1,930	1,930
Travel, Subsistence, Training & Development		15	15
IT Hardware & Mobiles	8	12	20
	<b>8</b>	<b>1,957</b>	<b>1,965</b>
<b>Development and Running Costs</b>			
Rent and Accommodation	25		25
General Office Expenses	7		7
Stationary, Telephone & Photocopying	5		5
Translation		40	40
Software & Marketing	26		26
Service Level Agreements	214		214
External Audit	15		15
Business Plan Objectives		3,058	3,058
	<b>292</b>	<b>3,098</b>	<b>3,390</b>
<b>Estimated Total Expenditure</b>	<b>300</b>	<b>5,055</b>	<b>5,355</b>
<b>Estimated Total Expenditure</b>	<b>300</b>	<b>5,055</b>	<b>5,355</b>
Budgeted Income	Core Funded £000	Grant Funded £000	Total £000
Local Authority Contributions	300		300
Grant Funding REGIONAL CONSORTIUM SCHOOL IMPROVEMENT GRANT		4,159	4,159
Grant Funding REGIONAL CONSORTIUM SCHOOL IMPROVEMENT GRANT EIG Retained		841	841
PDG Co-ordinator		55	55
<b>Estimated Total Income</b>	<b>300</b>	<b>5,055</b>	<b>5,355</b>

The above does not include an estimate for Pupil Development Grant for Looked After Children, as this is 'TBC' by Welsh Government, however, 10% is usually retained to carry out work across the region in line with the Business Plan approved by the Joint Committee and the Looked After Children Plan approved by the Directors of Education. It is suggested that 10% be made available for this purpose once funding is confirmed.

The £80k from NPT outlined above is included in the £4.159m in the table.

**DETAILED REPORT ATTACHED?**

**NO**

## IMPLICATIONS

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

**Signed: Gareth Morgans, Director of Education and Children's Services**

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

### **Policy, Crime & Disorder and Equalities**

Approval of the first Annual Budget for Partneriaeth is required to comply with the requirement of the Partneriaeth Legal Agreement.

### **Legal**

There are no legal issues arising from this report.

### **Finance**

It should be noted that the Regional Consortium School Improvement Grant (RCSIG) indicative figures for 2022-23, have now been confirmed and the funding will be paid direct to Partneriaeth.

### **Risk Management Issues**

Continued reliance on grant funding was a risk for ERW and remains a risk for Partneriaeth.

Partneriaeth currently has no working balance or reserves, however, it is anticipated that a working balance and reserve will be created following the cessation of ERW, utilising any ERW reserve or balances. If there are no balances following the cessation of ERW, consideration would have to be given how to fund a Partneriaeth working balance or reserve, e.g., specific contribution from each Council.

It is anticipated that the costs of any redundancies from the cessation of ERW will be met from ERW balances, however, should there be insufficient balances, the costs would have to be funded by Councils in accordance with the ERW Joint Agreement.

### **Staffing Implications**

The HR issues, e.g., pay increases for 2022-23, have been included in the body of the report.

## CONSULTATIONS

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

Signed: Gareth Morgans, Director of Education and Children's Services

1. Scrutiny Committee request for pre-determination

N/A

**If yes include the following information: -**

Scrutiny Committee

Date the report was considered:-

Scrutiny Committee Outcome/Recommendations:-

2. Local Member(s) - NA

3. Community / Town Council-NA

4. Relevant Partners - NA

5. Staff Side Representatives and other Organisations – NA

**CABINET MEMBER PORTFOLIO  
HOLDER(S) AWARE/CONSULTED- YES**

**Cllrs Darren Price and Glynog Davies are  
supportive of this approach.**

**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
Partneriaeth Legal Agreement		Available from Carmarthenshire County Council