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THURSDAY, 12 OCTOBER 2023

TO: ALL MEMBERS OF THE CORPORATE PERFORMANCE & RESOURCES SCRUTINY COMMITTEE

I HEREBY SUMMON YOU TO ATTEND A MEETING OF THE CORPORATE PERFORMANCE & RESOURCES SCRUTINY COMMITTEE WHICH WILL BE HELD IN THE CHAMBER - COUNTY HALL, CARMARTHEN. SA31 1JP AND REMOTELY AT 10.00 AM ON WEDNESDAY, 18TH OCTOBER, 2023 FOR THE TRANSACTION OF THE BUSINESS OUTLINED ON THE ATTACHED AGENDA

Wendy Walters

CHIEF EXECUTIVE

Democratic Officer:	Kelly Evans
Telephone (direct line):	01267 224178
E-Mail:	kellyevans@carmarthenshire.gov.uk
This is a multi-location meeting. Committee 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

CORPORATE PERFORMANCE & RESOURCES SCRUTINY COMMITTEE

PLAID CYMRU GROUP - 7 Members

Cllr. Kim Broom (Vice-Chair)
Cllr. Terry Davies (Committee Member)
Cllr. Alex Evans (Committee Member)
Cllr. Deian Harries (Committee Member)
Cllr. Gareth John (Committee Member)
Cllr. Jean Lewis (Committee Member)
Cllr. Dai Nicholas (Committee Member)

LABOUR GROUP - 3 Members

Cllr. Rob James (Committee Member)
Cllr. Dot Jones (Committee Member)
Cllr. Kevin Madge (Committee Member)

INDEPENDENT GROUP - 1 Members

Cllr. Giles Morgan (Chair)

A G E N D A

- 1. APOLOGIES FOR ABSENCE**
- 2. DECLARATIONS OF PERSONAL INTEREST INCLUDING ANY PARTY WHIPS ISSUED IN RELATION TO ANY AGENDA ITEM**
- 3. PUBLIC QUESTIONS (NONE RECEIVED)**
- 4. TASK & FINISH GROUP 2023/24 PLANNING AND SCOPING DOCUMENT TO REVIEW THE PERFORMANCE AND DEVELOPMENT OF THE CORPORATE CONTACT CENTRE** 5 - 12
- 5. CARMARTHENSHIRE COUNTY COUNCIL'S DRAFT ANNUAL REPORT FOR 2022/23** 13 - 242
- 6. REVENUE BUDGET OUTTURN REPORT 2022/23** 243 - 274
- 7. REVENUE & CAPITAL BUDGET MONITORING REPORT 2023/24** 275 - 316
- 8. QUARTERLY TREASURY MANAGEMENT AND PRUDENTIAL INDICATOR REPORT 1ST APRIL 2023 TO 30TH JUNE 2023** 317 - 332
- 9. 2023/24 QUARTER 1 - PERFORMANCE REPORT (01/04/23-30/0623) RELEVANT TO THIS SCRUTINY** 333 - 356
- 10. CARMARTHENSHIRE PUBLIC SERVICES BOARD (PSB) MINUTES APRIL 2023** 357 - 366
- 11. EXPLANATION FOR NON-SUBMISSION OF SCRUTINY REPORT** 367 - 370
- 12. FORTHCOMING ITEMS** 371 - 392
- 13. TO SIGN AS A CORRECT RECORD THE MINUTES OF THE MEETING OF THE COMMITTEE HELD ON THE 19 JULY 2023** 393 - 396

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CORPORATE PERFORMANCE AND RESOURCES

SCRUTINY COMMITTEE

18TH OCTOBER 2023

**Corporate Performance and Resources Scrutiny Committee
Task & Finish Group 2023/24
Planning and Scoping Document
To Review the Performance and Development of the
Corporate Contact Centre**

To consider and comment on the following issues:

- To consider and endorse the aims and scope of the work of the Task & Finish Group.
- To agree on the Membership of the Task and Finish Group.

Reasons:

- To enable the Committee to consider the aims and scope of the work of the Task & Finish Group and agree on the Membership of the Task and Finish Group.
- The Task & Finish Group is required to report the progress of its work to the main Scrutiny Committee.

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

CABINET MEMBER PORTFOLIO HOLDER:

- Cllr. Darren Price (Leader)
- Cllr. Alun Lenny (Resources)
- Cllr. Philip Hughes (Organisation and Workforce)

Directorate

Chief Executive

Name of Head of Service:

Linda Rees Jones

Report Author:

Kelly Evans

Designations:

Head of Administration and Law

Democratic Services Officer

Tel Nos. / E Mail Addresses:

01267 224010

lrjones@carmarthenshire.gov.uk

kellyeans@carmarthenshire.gov.uk

EXECUTIVE SUMMARY
CORPORATE PERFORMANCE AND RESOURCES
SCRUTINY COMMITTEE
18TH OCTOBER 2023

Corporate Performance and Resources Scrutiny Committee
Task & Finish Group 2023/24
Planning and Scoping Document
To Review the Performance and Development of the
Corporate Contact Centre

The Corporate Performance and Resources Scrutiny Committee has agreed to establish a task and finish group to develop an action plan to help manage customer telephone contact within Carmarthenshire.

The Committee's discussions on the key aims and objectives for this task and finish review have been captured and developed into the appended Planning and Scoping document which members of the Committee are asked to consider and agree.

The Committee is required to agree on which members will form the Task and Finish Group, which will consist of up to 6 Members and be politically balanced.

The first meeting will appoint a Chair and Vice Chair from its membership. Officers from within the Chief Executive's department will support the work of the Task & Finish Group.

DETAILED REPORT ATTACHED ?

YES

IMPLICATIONS

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

Signed: Linda Rees-Jones Head of Administration & Law

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

CONSULTATIONS

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

Linda Rees-Jones Head of Administration & Law

- 1. Local Member(s)** - Members will be consulted as part of the Task & Finish Group's review.
- 2. Community / Town Council** - Representatives from partner organisations will be consulted as part of the Task & Finish Group's review.
- 3. Relevant Partners** - Representatives from partner organisations will be consulted as part of the Task & Finish Group's review.
- 4. Staff Side Representatives and other Organisations** - Officers within Chief Executive have contributed to the development of the Planning and Scoping document and will continue to support the work of the Task and Finish Group.

**CABINET PORTFOLIO HOLDER(S)
AWARE/CONSULTED**

YES

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

THESE ARE DETAILED BELOW

Title of Document	File Ref No.	Locations that the papers are available for public inspection
Corporate Performance and Resources Scrutiny Committee Reports and Minutes		https://democracy.carmarthenshire.gov.wales/ieListMeetings.aspx?Committeeld=406
Carmarthenshire's Well-being Objectives from the County Council's Corporate Strategy 2018-23		https://www.carmarthenshire.gov.wales/media/1214849/corporate-strategy-2018-23.pdf

Corporate Performance and Resources Scrutiny Committee Task & Finish Group 2023

To Review the Performance and Development of the Corporate Contact Centre

Planning & Scoping Document

Task & Finish Objective	To review and examine the performance and development of the Corporate Contact Centre and how the current policies, procedures and operational responsibilities are structured to manage customer telephone contact in Carmarthenshire.
Context	<ul style="list-style-type: none"> • The Corporate Policy and Resources Committee has a key role to play in monitoring services, development of key policies and strategies, as well as identifying areas for improvement or development within their remit. • The Contact Centre deals with incoming calls, emails and social media from members of the public, all departments, external agencies e.g Dyfed Powys Police • The service is delivered Monday to Friday 8.30am to 6.00pm. Calls outside of these times are handled by Delta Wellbeing. • Currently it deals with 200,000 calls per annum with performance on call handling waiting times, abandoned calls and longest waiting times monitored. • There are other service areas that receive calls directly and performance of these calls are not included in the monitoring of the contact centre • The service offers a bilingual service giving customers the option on the telephony to select the language of their choice. • A 'menu' option is available to customers to select the service they require which directs them to the appropriate officers in a more efficient manner. • Constantly review processes and work with service areas to improve customer experience and understand the demand that is coming into the service • Learned from Covid that the awareness of a centralised contact centre increased with customers and service areas.
The main aims of the review	<ul style="list-style-type: none"> • Understand, review and monitor the performance of the contact centre • Review the procedures and resources dedicated to dealing with incoming customer telephone queries • Review the sporadic nature of direct calls being handled by service areas

	<ul style="list-style-type: none"> • Formulate recommendations and actions for consideration by the Cabinet that can develop a strategic approach to customer contact in Carmarthenshire.
<p>Scope of the review</p>	<p>This review will focus on the current policies, procedures and how operational responsibilities are structured in response to customer telephone contact in Carmarthenshire Council.</p> <p>The review will need to explore:</p> <ul style="list-style-type: none"> • The council services being delivered by the contact centre and how to expand and develop the service putting the customer at the heart of the review. • How the sharing of information between contact centre, service areas and other agencies is currently undertaken. • Explore whether current service provision is sufficiently robust, consistent, coordinated, non-duplicitous, provides measurable outcomes and presents value for money. • Research new ways to raise the profile of the service and to attain recognition of the specialist body of skills, knowledge and support of customer telephone contacts to residents of Carmarthenshire. • Formulate recommendations for consideration by the Cabinet.
<p>How it will contribute to achieving corporate / community objectives and well-being objectives</p>	<p>Undertaking this review will coincide with the Council's Vision:- <i>'Life is for living, let's start, live and age well in a healthy, safe and prosperous environment'</i></p> <p>The review will touch possibly every one of Carmarthenshire's Well-being Objectives from the County Council's Corporate Strategy 2018-23 (http://intranet/media/654960/corporate-strategy-18-23.pdf).</p> <p>However I would emphasise the following 4:</p> <ul style="list-style-type: none"> • Live Well <p>Wellbeing Objective 9 Supporting good connections with friends, family and safer communities</p> <ul style="list-style-type: none"> • Age well <p>Wellbeing Objective 10 Supporting the growing number of older people to maintain dignity and independence in their later years.</p> • Healthy, Safe and Prosperous Environment <p>Wellbeing Objective 14 Promoting Welsh language and culture</p> <p>Wellbeing Objective 15 Building a Better Council and Making Better Use of Resources</p>

<p>List of key stakeholders [not exhaustive]</p>	<p><i>Direct Stakeholders</i></p> <ul style="list-style-type: none"> • All departments and officers of the Council • Members <p><i>External Stakeholders to be consulted</i></p> <ul style="list-style-type: none"> • Members of the public • Public Service Board partners • Town and Community Councils • Customer Focus Wales • Others as identified
<p>What information / documents are required to inform the work of the study? [not exhaustive]</p>	<ul style="list-style-type: none"> • Call handling data • Types of enquiries received • Complaints and Compliments • Budget
<p>Membership</p>	<p>Up to 6 Elected Members</p> <p>A politically balanced membership of up to 6 Councillors to be agreed at the Corporate Policy and Resources Scrutiny Committee.</p> <p>Advisors / Support Officers</p> <ul style="list-style-type: none"> • Deina Hockenhull (Media and Marketing Manager) • Eifion Davies (Contact Centre Manager) • Nicola Evans (Business Support Manager) • Della Mills (Contact Centre Team Leader) • Michelle Phillips (Contact Centre Team Leader)
<p>Timescale for completion of the review</p>	<p>To be confirmed by the Committee</p>

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CORPORATE, PERFORMANCE AND RESOURCES SCRUTINY MEETING

18 OCTOBER 2023

CARMARTHENSHIRE COUNTY COUNCIL'S DRAFT ANNUAL REPORT FOR 2022/23

THE SCRUTINY COMMITTEE IS ASKED TO:

Review and assess the information contained in Report and provide any recommendations, comments, or advice to the Cabinet Member and / or Director prior to the report's consideration by Cabinet.

Reason(s)

- Under the Well-being of Future Generations (Wales) Act 2015 we are required to publish an Annual Report on our Well-being Objectives.
- Under the Local Government and Elections Act (Wales) 2021 we have a duty to report on performance based on a self-assessment approach.

This report aims to meet both these requirements in one document

CABINET MEMBER PORTFOLIO HOLDER

Corporate Overview: Cllr Philip Hughes, Cabinet Member for Organisation and Workforce

Well-being Objective Portfolio Holders

Cllr Darren Price	Leader
Cllr Philip Hughes	Cabinet Member for Organisation and Workforce
Cllr Alun Lenny	Cabinet Member for Resources

Name of Head of Service:	Designations:	Tel Nos. E Mail Addresses:
Jason Jones	Head of Regeneration, Policy and Digital	JaJones@carmarthenshire.gov.uk
Paul Thomas	Assistant Chief Executive (People Management)	PRThomas@carmarthenshire.gov.uk
Linda Rees-Jones	Head of Administration & Law	LRJones@carmarthenshire.gov.uk
Randal Hemingway	Head of Financial Services	RHemingway@carmarthenshire.gov.uk
Helen L. Pugh	Head of Revenues and Financial Compliance	HLPugh@carmarthenshire.gov.uk
Amanda Edwards	Electoral & Civic Registration Manager	AMEdwards@carmarthenshire.gov.uk
Deina Hockenhull	Media and Marketing Manager	DMHockenhull@carmarthenshire.gov.uk
Report Author:		
Rob James	Strategic Performance Manager	RNJames@carmarthenshire.gov.uk
Tracey Thomas	Principal Business Development Officer	TrThomas@carmarthenshire.gov.uk

EXECUTIVE SUMMARY

CARMARTHENSHIRE COUNTY COUNCIL'S DRAFT ANNUAL REPORT FOR 2022/23

The following sections within the document are relevant to Corporate Performance and Resources Scrutiny Committee remit.

Page	Annual Report 2022-23	Cabinet Cllr
1-17	Introduction	All
	WBO 1	Enabling our children and young people to have the best possible start in life (Start Well)
	WBO1a	Thematic Priority: Healthy Lives – prevention /early intervention
	WBO1b	Service Priority: Early years
	WBO1c	Service Priority: Education
	WBO2a	Thematic Priority: Tackling Poverty
	WBO2b	Service Priority: Housing
	WBO2c	Service Priority: Social Care
	WBO 3	Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Communities)
	WBO3a	Thematic Priority: Economic Recovery and Growth
	WBO3b	Thematic Priority: Decarbonisation & Nature Emergency
	WBO3c	Thematic Priority: Welsh Language & Culture
	WBO3d	Thematic Priority: Community Safety, Resilience and Cohesion
	WBO3e	Service Priority: Leisure & Tourism
	WBO3f	Service Priority: Waste
	WBO3g	Service Priority: Highways & Transport
135	WBO 4	To further modernise and develop as a resilient and efficient Council (Our Council)
139	WBO4a	Organisational Transformation - Overarching
140	WBO4b	Organisational Transformation - Efficiencies and Value for Money
140	WBO4c	Organisational Transformation - Income & Commercialisation
141	WBO4d	Organisational Transformation - Workplace
141	WBO4e	Organisational Transformation - Workforce
142	WBO4f	Organisational Transformation - Service Design & Improvement
142	WBO4g	Organisational Transformation - Customers & Digital Transformation
142	WBO4h	Organisational Transformation - Decarbonisation and Biodiversity
143	WBO4i	Organisational Transformation - Schools
		Philip Hughes
144	5	Core Business Enablers
145	5a	Information and Communication Technology (ICT)
147	5b	Marketing & Media including customer services
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	5d	Planning
153	5e	Finance
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158	5g	Internal Audit
160	5h	People Management
165	5i	Democratic Services
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172	5l	Estates & Asset Management
175	5m	Risk Management
177	5n	Business Support
178		Appendix
		All

The structure of the Annual Report is based on the new Council Well-being Objectives (4) as agreed in the Council's Corporate Strategy for 2022-27. As business plans for the 2022-23 period were based on the former 13 well-being objectives progress reports have been aligned on a best fit model. In that respect, this should be considered as a transition report as we move to fully implementing our new Well-being Objectives for the 2023-24 period.

18/19 19/20 20/21 21/22 22/23 23/24 24/25 25/26 26/27

**Old Corporate Strategy 2018-23
with 13 Well-being Objectives**

(An end of year PIMS action and target report is automatically available if required)

**New Corporate Strategy 2022-27
with 4 Well-being Objectives**



This is an Annual Report and self-assessment on the new Corporate Strategy

The Annual Report looks in turn at each of our four Well-being Objectives and Core Business Enablers and assesses the progress that has been made during the year. The report provides information on the following basis for each Well-being Objective and Core Business Enabler:

- Overarching judgement
- Why is this important
- Key overarching indicators and measures
- Outcomes we set ourselves
- How well are we doing and how do we know
- Case studies
- Areas for improvement
- Governance.

Under the Well-being of Future Generations (Wales) Act 2015 we are required to publish an Annual Report on our Well-being Objectives.

Under the Local Government and Elections Act (Wales) 2021 we have a duty to report on performance-based on a self-assessment approach.

The Local Government and Elections (Wales) Act 2021 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:

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

We also have a duty to consult on our Performance Assessment.

This report aims to meet both these requirements in one document.

DETAILED REPORT ATTACHED?

YES

IMPLICATIONS

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

Signed: Jason Jones (Head of Regeneration, Policy and Digital)

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

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"> Set and publish well-being objectives Take all reasonable steps to meet those objectives Publish a statement about well-being objectives 	Our new Corporate Strategy and Well-being Objectives
<ul style="list-style-type: none"> Publish an annual report of progress 	
This will be accomplished by the enclosed Annual Report	

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.

1. Long term
2. Integrated
3. Involving
4. Collaborative
5. Preventative

Under the 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 Local Government and Elections (Wales) Act 2021 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.

2. Legal

This is the second year that we are reporting under the duties of Local Government and Elections (Wales) Act 2021.

[Part 6 of the Act outlines new duties in respect of Performance and Governance of Principal Councils](#) and includes specific duties for the Council:

- Duty to keep performance under review;
- Duty to consult on performance;
- Duty to report on performance – based on self-assessment approach;
- Duty to arrange a panel performance assessment;
- Duty to respond to a panel performance assessment report.

Finance

For the period 2022-23 the Council had a revenue budget of £656m (total expenditure/income). This is drawn from a range of sources:

- Revenue Support Grant (Welsh Government) - £243m (37%)
- Specific Grants - £108m (16%)
- Council Tax - £104m (16%)
- Fees, Charges & other Income - £90m (14%)
- Non-domestic Rates - £68m (10%)
- Housing Rents - £43m (7%).

In addition, for the same period there was a Capital Budget of £189m

CABINET MEMBER PORTFOLIO HOLDER(S) AWARE/CONSULTED	YES	
Section 100D Local Government Act, 1972 – Access to Information List of Background Papers used in the preparation of this report: THESE ARE DETAILED BELOW:		
Title of Document	File Ref No.	Locations that the papers are available for public inspection
Well-being of Future Generations (Wales) Act 2015		SPSF2:Individual Public Body Role
Local Government and Elections (Wales) Act 2021		Part 6 of the Act outlines new duties in respect of Performance and Governance of Principal Councils

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ANNUAL REPORT for 2022/2023 on the Council's Corporate Strategy 2022-2027

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

October 2023



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carmarthenshire.gov.wales

Corporate Strategy 2022-27 - Summary



1 Start Well

Enabling our children and young people to have the best possible start in life

Thematic Priority

- Healthy Lives – prevention / early intervention

Service Priorities

- Early Years
- Education



2 Live & Age Well

Enabling our residents to live and age well

Thematic Priority

- Tackling Poverty

Service Priorities

- Housing
- Social Care



Developing Carmarthenshire Together



3 Prosperous Communities

Enabling our communities and environment to be healthy, safe and prosperous

Thematic Priorities

- Economic Recovery and Growth
- Decarbonisation and Nature Emergency
- Welsh language and Culture
- Community Safety, Resilience and Cohesion

Service Priorities

- Leisure and Tourism
- Waste
- Highways and Transport



4 Our Council

To further modernise and develop as a resilient and efficient Council

Thematic Priority

- Organisational Transformation

Underpinned by our Core Business Enablers: Information and Communication Technology (ICT), Marketing and 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.

Welcome from the Leader of the Council to our Annual Report for 2022-2023

Once again, it is time to publish our Annual Report and take some time to reflect on the events of the last year. In my introduction last year, I wrote about how we had moved from the pandemic into a cost-of-living crisis and as I write this, we are still in the midst of that crisis. We can see some signs of recovery, but certainly these are tough times for many. Responding to that crisis has shaped most of the last year but we have also worked hard to achieve some important things and to better ourselves where we might have needed to.

We knew at the beginning of the year that we would need to act decisively to respond to the Cost-of-Living Crisis and we ensured that there were advisors in our HWBs to provide budgeting and benefit advice. £180,000 was made available from the Poverty Fund for residents and community groups to deliver Warm Welcome Spaces, we opened our libraries in Carmarthen, Llanelli, and Ammanford as warm places as well as supporting third sector partners to deliver support in the community. We continue to support our residents, and to ensure that we are absolutely focused on this issue we have established a cross party advisory panel on tackling poverty to report to Cabinet regularly.

The last year has seen some of our flagship projects come to fruition. The first phase of Pentre Awel got underway, the £200 million-plus healthcare, leisure and research project will help to push the boundaries of understanding what it means to live well. Pentre Awel will be home to big science and small start-ups, all working in partnership with universities and colleges and the health board to make life better. A clinical delivery and research centre will enable Hywel Dda University Health Board to expand its research and medical engineering provision and an education and training centre will focus on health and care training, with courses ranging from entry level through to postgraduate, placing students in a clinical setting and focusing on areas where there is a skill shortage.

We've continued with our Modernising Education Programme and opened two new schools in Kidwelly and Gorslas. We have also increased our Universal Free School meals provision to Nursery, Reception and Years 1 and 2 and are on track to deliver to all primary pupils by April 2024, which should help families experiencing the effects of the Cost-of-Living Crisis.

In March we opened the Pendine Tourism Attractor Project, and I had the pleasure of being present at the official opening. Pendine has a unique history in terms of the land speed record as well as being one of the most picturesque stretches of beach in the country. The project includes the 'Caban' - accommodation that has been constructed using sustainable building technologies.

Our commitment to expand our social care workforce received a boost last summer when we launched the Care Academi which offers opportunities to those looking for a career in social work or social care. This provides training, support, and guidance, and enables candidates to earn while they learn and choose a career path that suits them best.

Importantly, we have developed a range of actions in terms of tackling the climate and nature emergency, and we look forward to progressing this work further in collaboration with our local partners and the Welsh Government. As I said in my introduction last year, we continue to grow despite the challenges, and we have managed to do that again this year. I look forward to working with members and officers of this Council as we attempt to make further progress in a range of areas and improve the lives of the people that we serve.



We welcome constructive comments on our strategies and services. Feedback from customers and service users is essential in identifying opportunities for improvement and we hope that if you have any comments or suggestions that you believe would help that you will share them with us. Please contact us at **Corporate Performance Management**, Carmarthenshire County Council, County Hall, Carmarthen SA31 1JP or email at performance@carmarthenshire.gov.uk

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6 Calculating Average Index Score (AIS)		
7 What and how we can do better/Identified areas for Improvement		
8 Population Indicators and Performance Measures Ranking Table		

INTRODUCTION TO OUR ANNUAL REPORT

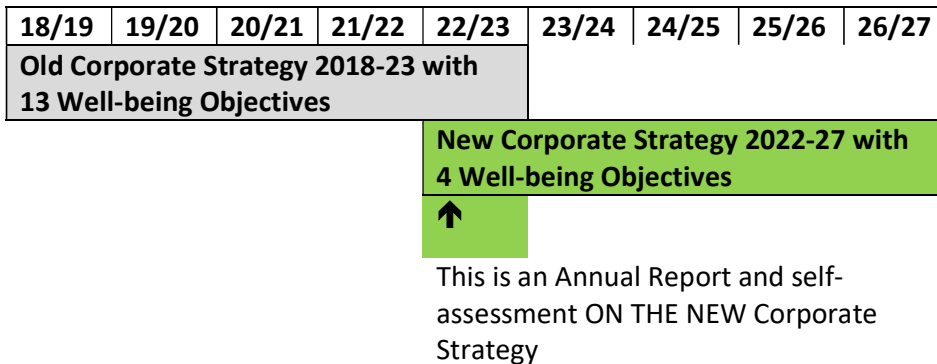
In May 2022 a new administration was elected, and the Cabinet outlined its *Cabinet Vision Statement 2022-2027*. We therefore set about reviewing our Corporate Strategy and Well-being Objectives. As part of developing a Carmarthenshire Well-being Plan with our Public Services Board (PSB) partners we undertook a comprehensive well-being assessment to identify key issues. As part of the preparation of the well-being assessment and plan we undertook a series of engagement and consultation exercises to seek feedback and we also consulted with residents, businesses, staff and Trade Unions on Council performance during 2022.

We considered this feedback as we refreshed our Corporate Strategy and set our new Well-being Objectives and it was agreed to revise our previous 13 Well-being Objectives into a more compact set of population level objectives which resulted in the new Corporate Strategy adopting 4 Well-being Objectives.

See Appendix 1 to see more on how our new Corporate Strategy and Well-being Objectives were formulated.

Throughout 2022/23 we monitored the delivery of the former 13 Well-being Objectives on our Performance Information Monitoring System (PIMS). On the approval of our new Corporate Strategy and 4 Well-being Objectives we reassigned the actions and targets set for the 13 Well-being Objectives to the 4 new Well-being Objectives. We can report against progress on both sets of well-being objectives during the year. However, the emphasis of this Annual Report will be on the new Well-being Objectives.

This Annual Report is based on the new Well-being -Objectives for 2022/23



This Annual Report is produced by the Council because we believe we should provide comprehensive and balanced information to the public about our services, so that they can see how we are performing and the challenges we are facing. It is also a statutory duty under the Local Government and Elections Act (Wales) 2021 and the Well-being of Future Generations Act 2015 (*See Appendix 2a*).

This annual report and self-assessment addresses two legal duties:

Well-being of Future Generations Act (Wales) 2015		Local Government and Elections Act (Wales) 2021	
Requirement	How we meet our statutory obligations	Requirement	
Demonstrate the extent to which well-being objectives are contributing to the achievement of the well-being goals	This will be outlined in the Annual Report for each Well-being Objective and outlined in <i>Appendix 2b</i>	<p>The Act requires each council in Wales to keep under review, through self-assessment, the extent to which it is meeting the 3 <u>'performance requirements'</u>, that is the extent to which:</p> <ol style="list-style-type: none"> 1. It is exercising its functions effectively 2. It is using its resources economically, efficiently, and effectively 3. Its governance is effective for securing the above 4. We must consult on the 'Performance requirements' <p>Conclusions as to the extent to which the performance requirements were met during that financial year</p> <p>Any actions to be taken, or that have already been taken, to increase the extent to which performance requirements will be met</p>	
Take all reasonable steps to meet their well-being objectives	We set out steps for each Well-being Objective (WBO) with targets and actions. Progress on these commitments is provided in each WBO		
Demonstrate well-being objectives are consistent with the sustainable development principle	We include a Case Study within each Well-being Objective		
	Each Well-being Objective concludes with an Action Plan		
The Annual Report is a combination of the requirements of both sets of legislation.			

Our Approach to self-assessment is via our Well-being Objectives

Using well-being objectives to frame the self-assessment enables the Council to integrate the reporting requirements of both the Local Government & Elections (Wales) Act and the Well-being of Future Generations (Wales) Act into a single report.

This approach provides the context within which we exercise our functions, use resources and ensure governance is effective:

- It ensures the self-assessment is strategic, focusing on the organisation, rather than individual services and on the extent to which the Council is achieving its well-being objectives and intended outcomes.
- It allows us to reflect at a strategic level on how all our functions (including corporate activities) are contributing to the achievement of our well-being objectives, how we are operating and what action we need to take to improve further and continue to provide effective services now and for the long-term.
- Using well-being objectives as the overarching framework encourages a more holistic view of Council performance, recognising that many services 'join-up' and contribute to one or more well-being objective.
- We continue to manage individual service performance via Divisional Delivery Plans.

Managing Performance in Carmarthenshire County Council

Our Performance Management Framework is based on a Plan/Do/Review cycle, and we have strengthened it to enhance self-assessment. This will be further developed to reflect the expectations of the Local Government & Elections (Wales) Act and statutory guidance.

Our Performance Management Framework - 'Wedding Cake'



Improvements made during 2022/23

- How our Well-being Objectives are contributing to the National Goals. See *Appendix 2b*.
- We reset our Corporate Strategy and Well-being Objectives following the Local Government elections in May 2022. See *how we set our Well-being Objectives in Appendix 1*.
- We introduced a new format of Service Delivery Plans aligned to the new Corporate Strategy Well-being Objectives.
- *Recognise/Grow/Together*
We ensure that individual officers can identify how they contribute to the above and have a voice.

Governance

Carmarthenshire County Council (the Authority) is responsible for ensuring that its business is conducted in accordance with the law and proper standards. It must also ensure that public money is safeguarded and properly accounted for and used economically, efficiently and effectively and to secure continuous improvement in this regard.

The Authority is responsible for putting in place proper arrangements for the Governance of its affairs and facilitating the effective exercise of its functions including having appropriate arrangements for the management of risk.

The Council sees Corporate Governance as “doing the right things, in the right way, for the right people in a timely, inclusive, open, honest and accountable manner.” The Governance Framework comprises the systems, processes, cultures, and values by which the Authority is directed and controlled and also the way it accounts to, engages with and leads the Community. It enables the Authority to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost-effective services.

We have continued our revamped approach to the Annual Governance Statement. In addition to looking at what arrangements were in place for 2022/23 we considered how well these arrangements are doing, how do we know and how can we improve?

See *Appendix 5*

Working with Partners

Swansea Bay City Deal

The Swansea Bay City Deal is an unprecedented investment of up to £1.3 billion across a portfolio of nine headline projects and programmes throughout the counties of Swansea, Carmarthenshire, Neath Port Talbot and Pembrokeshire.

Aligned to three themes of economic acceleration, energy and smart manufacturing, and life science and well-being, all nine business cases have been approved by the Welsh Government and the UK Government, which means that the entire portfolio is now in full delivery. Making the SBCD the First of the Welsh City and Growth Deals to achieve this milestone.

The ambitious regional Portfolio will:

- Create over **9,000** jobs in areas including energy, manufacturing, digital, health and wellness, R&D, education, retail, leisure, and tourism.
- Help **14,000** people upskill, through **2,200** training opportunities and over **3,000** new apprenticeships.
- Contribute **£1.8-2.4 billion** additional regional Gross Value Added (GVA).
- Transform South-West Wales into a place of opportunity for everyone, where people can live and work, have quality education, jobs and healthcare and where businesses can thrive.

With the Portfolio being in full delivery, the SBCD is in a strong position to deliver these targets and has already begun to see some key achievements to date, including:

- £262m of total investment to date 10% of total investment target has been secured from the Private Sector
- £100m+ investment in 2022-23
- 9,200 training weeks provided across Portfolio construction activity to date with at least 1,200 weeks delivered in 2022-23
- At least 550+ Full Time Equivalent (FTE) employment opportunities
- 100 FTE apprenticeship opportunities created or continued as a result of construction activity.
- 47,380m² of completed floor space across the Portfolio
- 200 HAPS homes delivered in 2022-23 realising £42m of investment.
- 200+ contracts awarded to Welsh based companies.

PARTNERIAETH

PARTNERIAETH was established following the abolition of ERW, as a regional service to support schools. This was done in partnership with Swansea and Pembrokeshire Councils. A new Joint Committee was established, and a Legal Agreement was developed to manage the work of the new entity. Core staff have been restructured to create a team of officers to support and complement school improvement activities in the three counties. A Chief Officer and Senior Management Team have been appointed to lead on partnership working and to work to meet the specific needs of the partners and the Welsh Government. Work continues to strengthen governance, monitoring and holding PARTNERIAETH to account for its contribution to school improvement in the region.

South-West Wales Corporate Joint Committee (CJC)

The South-West Wales Corporate Joint Committee (CJC) has been established as a regional corporate body by Welsh Ministers. Membership consists of the Leaders of Carmarthenshire, Neath Port Talbot, Pembrokeshire and Swansea Councils, along with a member of the Bannau Brycheiniog National Park Authority and a member of the Pembrokeshire Coast National Park Authority.

The CJC published its Corporate Plan for 2023-2028 during the year. In recognising this CJC's functions and responsibilities within South West Wales in terms of economic well-being, energy, transport and strategic planning, the Corporate Plan seeks to convey the progress made to date as well as set out future ambitions. To this end, the Corporate Plan includes a Vision for South West Wales 2035, as well as 3 well-being objectives and an equality objective. The production of the Corporate Plan also allows this CJC to chart the progress being made in respect of the public sector duties. In this regard, it is noted that this CJC is still in its relative infancy having first met in January 2022.

Carmarthenshire Public Services Board (PSB)

The PSB brings together several different organisations providing services to the public who are working together for the benefit of Carmarthenshire. They have a longstanding successful track record of partnership working and continue to build on that.

The PSB promotes a positive culture of working together, concentrating collective energy, effort and resources on providing efficient and effective services to local communities. They will continue to do this by working collaboratively to add value to each other's services and will look at innovative approaches and new and different ways of working to achieve this.

Following the publication of the Carmarthenshire Well-being Assessment, the PSB built on the evidence base to prepare its Well-being Plan for 2023-28. The plan outlined the PSBs ambition for the County and how they wish to see real improvements in the economic, social, environmental and cultural well-being of our residents and communities. This Plan, as required through the Well-being of Future Generations (Wales) Act, was developed following significant engagement with our communities and other key stakeholders.

This engagement has identified the PSBs five key well-being objectives that they will focus their attention on delivering through collective action over the next few years:

- Ensuring a sustainable economy and fair employment
- Improving well-being and reducing health inequalities
- Responding to the climate and nature emergencies
- Tackling poverty and its impacts
- Helping to create bilingual, safe and diverse communities.

A new delivery structure will be established to make progress against the Well-being Objectives and identified steps. As part of this, the PSB will build stronger partnerships with communities and promote co-production so that residents can come together to help improve their lives and solve the problems that are important to them.

Consultation undertaken by the Council

The Council has a well-established method of engaging with citizens and other key stakeholders across all key Council functions. There are several network groups which represent a range of interests from the youth council to the ageing well network. We also strive to ensure that we engage and seek the views of those with specific protected characteristics as recognised by the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011. The following list of consultations were held in the last year.

Budget Consultation 2023: We consulted on a number of policy proposals which included: delegated school budgets, restructuring library services, introducing parking charges, rationalisation of litter bins amongst other policy proposals across all Council departments for the annual budget. The consultation received 2,161 responses from local residents and key stakeholders.

Linkl Project Final Term Evaluation: Following the success of the Linkl project, the Council were successful in securing further external funding to continue the service. The Council sought views from residents and key stakeholders to assess the success and effectiveness of the scheme in meeting the project objectives. In total, 103 responses were received.

Post-16 Education Review: Significant changes in education, changes in oversight of Post 16 education and the experience of the pandemic have meant it is important we review whether Post 16 Education in Carmarthenshire is meeting the needs of our learners, families, communities, and business/ industry. The engagement exercise resulted in 2,361 responding to the online questionnaire with additional focus groups also informing the final report.

Introduce Council Tax Premiums for Second homes and empty properties: Currently, the Council does not apply a council tax premium scheme and second homes and long-term empty properties are currently charged at the standard council tax rate. When considering whether or not to amend the premium levels, the discretion given to local authorities to charge a premium is intended to be a tool to help local authorities to: Bring long-term empty homes back into use to provide safe, secure and affordable homes; and increase the supply of affordable housing and enhance the sustainability of local communities. A consultation was conducted to gather residents' views on the proposals to introduce a premium. A total of 944 respondents completed the survey.

Carmarthenshire County Council Annual performance surveys: The Council launched a suite of surveys aimed to engage with a range of stakeholders. Following the local elections in May 2022 the Council set out to understand the views of Carmarthenshire's residents, businesses and Trade Unions on several areas to inform future planning and priority setting. 2,195 residents took the opportunity to respond to this survey, 36 businesses and 5 Trade Unions.

The highlighted consultations provide clear evidence that there has been an increase in participation of online consultations. When evaluating comparable consultations, the Budget consultation in 2020 which consulted on specific proposals received 2,004 responses whilst in 2022 the consultation received 2,161. The increase in participation is attributed to the closer relationship developed with the Media and Marketing team ensuring that consultations are promoted on social media and corporate website and are sent to all key stakeholders.

The Council is currently examining how to better promote and display the results of each consultation in a bid to ensure that there is better clarity and transparency.

Equality and Diversity

Strategic Equality Plans (SEPs) are important documents that set out how public bodies will consider the needs of groups with protected characteristics, as outlined in the Equality Act 2010. This is intended to ensure that all individuals receive just and equitable treatment in respect of service delivery and strategy/policy formulation.

During the year, we have started the preparation work for the revision of our SEP, which must be published by April 2024. Carmarthenshire County Council will be working with partners across Ceredigion, Pembrokeshire and Powys to undertake this work and to ensure that we work closely with our communities across the region.

The involvement work will focus on key areas like education, housing, health, crime, leisure and access to the coast and countryside. We will also ask people to rate their own experiences of these services and their perceptions of the experience that other people in our society may have.

All public bodies have to produce a Strategic Equality Plan setting out how they will ensure services they provide are accessible to all residents and service users irrespective of their protected characteristics, as set out in the Equality Act 2010.

The Equality and Human Rights Commission have published a report called 'Is Wales Fairer' (2018) which sets out the state of the nation when looking at the more vulnerable groups in society. The survey uses the key areas listed in the report as a focus.

Each public sector body has a duty to:

- Eliminate discrimination, harassment and victimisation.
- Advance equality of opportunity between people who share a relevant protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

Alongside the survey, each region will engage with particular community groups that represent and advocate for some of the less heard groups like LGBTQ or re-settled refugees.

Welsh Language (also, please see *Well-being Objective 3c*)

The Census data for 2021 indicates that Carmarthenshire is home to **72,838 Welsh speakers**. This 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 authority areas in Wales. In 2001 and 2011, Carmarthenshire had the highest number of Welsh speakers of all local authority areas 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 authority areas in Wales. Carmarthenshire remains the fourth highest in terms of the percentage of the population that are able to speak Welsh.

We are continuing to implement the **Welsh Language Standards** across the Council with regular dialogue with the Welsh Language Commissioner's Office. During the year we have undertaken targeted messaging with Council services on identifying and recording linguistic choice of service users, further to feedback from an investigation held by the Commissioner's Office. Messages about the Standards are conveyed to staff through presentations by the Policy and Involvement Team and through the communication streams maintained by Marketing and Media.

The **Welsh Language County Strategic Forum**, which continues to be led by the Council and includes representation from the County's language promotion organisations, as well as public bodies, has also continued with its role of developing a programme of promoting the Welsh language in the County and instigated much joint planning for the implementation of the Carmarthenshire Promotion Action Plan, in line with the Promotion Strategy. During 2022-23, the focus of the Forum's work has been the analysis of impact of the first Welsh Language Promotion Strategy, which will be the basis of the second **Promotion Strategy for 2023-2028** to be published in May 2023.

How we measure the success of our Well-being Objectives

Measuring Progress

The Well-being Future Generations Act promotes a shift in focus from service productivity to all public bodies working together to progress outcomes that improves the quality of life of citizens and communities, both now and in the future.

This requires us to look at a range of data and evidence to build as comprehensive a picture as possible of our progress both in terms of trends over time and in relation to how we compare with other local authorities in Wales.

For us to do this effectively we have developed a data suite of indicators and measures which brings together a wide range of different sources, allowing us to reflect on the evidence available to us in the round. The range of data covers the following:

- ⦿ **Population Indicators:** In the main these include publicly available data that have been identified to develop an understanding of trends and Carmarthenshire's position relative to the other local authorities in Wales. Sources include (but are not limited to); [National Survey for Wales](#), [Annual Population Survey](#), Public Health Wales, Welsh Government, Department for Work and Pensions.
- ⦿ **Performance Measures:** Inclusive of statutory returns, internal Council measures and primary intelligence in the form of consultation findings that we utilise to measure and monitor performance on a regular basis. These are the direct responsibility of the Council.

Primary Intelligence – Consultation Findings

Following the Local Elections in May 2022 we set out to understand how residents, Council staff, businesses and Trade Unions felt about the Council's performance. Whilst this meets the statutory obligations placed on us through the Local Government and Elections Act it was also an opportunity to gain views (predominantly from residents and businesses) on a number of wider key policy issues such as: the climate and nature emergencies, poverty, education, community safety, the Welsh language and mental health and well-being.

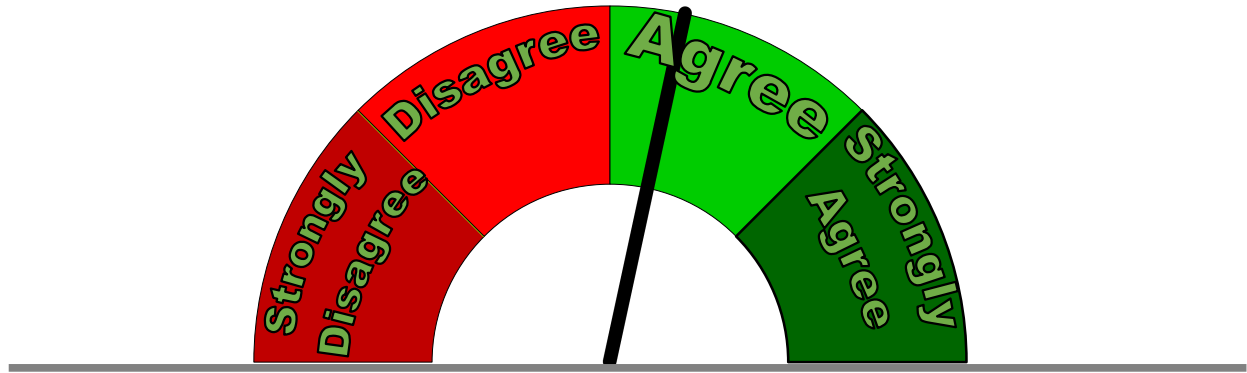
This primary intelligence has been invaluable and when considered as part of a wider suite of measures they will be an important indicator of our performance, with results for 2022 acting as a baseline on which we will monitor performance in the coming years. This is indicative of our commitment to meeting our well-being objectives with residents, service users, our business community and staff at the forefront of everything that we do.

Throughout this report the consultation findings are depicted by an average index score (AIS). This score is a weighted average and will allow for the easy comparison between results year on year. A key is provided below for reference with more information on how AIS's are calculated available in *Appendix 6*.

AIS Key:

- A score below 1 indicates overall disagreement;
- A score between 0 and 1 indicates overall agreement, and
- A score between 1 and 2 indicates overall strong agreement.

The Council provides good quality Services overall? Residents Survey*



Regulatory Verdict

During the year our regulators issued a number of reports, and these are listed in **Appendix 3**



<https://www.audit.wales/>



<https://www.estyn.gov.wales>



<https://careinspectorate.wales/>

Other Regulatory Assessments:



Welsh Government – OSG Gateway Review:
Strategic Assessment of Swansea Bay City Deal

[Published Statistics \(ombudsman.wales\)](https://www.ombudsman.wales/)



This Annual Report looks at a wide range of evidence to make a self-assessment of how we are performing.

New Corporate Strategy 2022-2027

WBO 1	Enabling our children and young people to have the best possible start in life (Start Well)
WBO1a	Thematic Priority: Healthy Lives – prevention /early intervention
WBO1b	Service Priority: Early years
WBO1c	Service Priority: Education
WBO 2	Enabling our residents to live and age well (Live & Age Well)
WBO2a	Thematic Priority: Tackling Poverty
WBO2b	Service Priority: Housing
WBO2c	Service Priority: Social Care
WBO 3	Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Communities)
WBO3a	Thematic Priority: Economic Recovery and Growth
WBO3b	Thematic Priority: Decarbonisation & Nature Emergency
WBO3c	Thematic Priority: Welsh Language & Culture
WBO3d	Thematic Priority: Community Safety, Resilience and Cohesion
WBO3e	Service Priority: Leisure & Tourism
WBO3f	Service Priority: Waste
WBO3g	Service Priority: Highways & Transport
WBO 4	To further modernise and develop as a resilient and efficient Council (Our Council)
WBO4a	Organisational Transformation - Overarching
WBO4b	Organisational Transformation - Efficiencies and Value for Money
WBO4c	Organisational Transformation - Income & Commercialisation
WBO4d	Organisational Transformation - Workplace
WBO4e	Organisational Transformation - Workforce
WBO4f	Organisational Transformation - Service Design & Improvement
WBO4g	Organisational Transformation - Customers & Digital Transformation
WBO4h	Organisational Transformation - Decarbonisation and Biodiversity
WBO4i	Organisational Transformation - Schools
5	Core Business Enablers
5a	Information and Communication Technology (ICT)
5b	Marketing & Media including customer services
5c	Legal
5d	Planning
5e	Finance
5f	Procurement
5g	Internal Audit
5h	People Management
5i	Democratic Services
5j	Policy & Performance
5k	Electoral Services & Civil Registration
5l	Estates & Asset Management
5m	Risk Management
5n	Business Support

Cabinet Members and the Well-being Objectives

<p style="text-align: center;">LEADER OF THE COUNCIL</p>  <p>WBO3a Thematic Priority: Economic Recovery and Growth</p> <p>5b Marketing & Media including customer services.</p> <p>Cllr. Darren Price - LEADER</p>	<p style="text-align: center;">CABINET MEMBER FOR HOMES</p>  <p>WBO2a Thematic Priority: Tackling Poverty</p> <p>WBO2b Service Priority: Housing</p> <p>5c Legal 5i Democratic Services</p> <p>Cllr. Linda Evans - DEPUTY LEADER</p>
<p style="text-align: center;">CABINET MEMBER FOR EDUCATION & WELSH LANGUAGE</p>  <p>WBO1b Service Priority: Early years</p> <p>WBO1c Service Priority: Education</p> <p>WBO3c Thematic Priority: Welsh Language</p> <p>Cllr. Glynog Davies</p>	<p style="text-align: center;">CABINET MEMBER FOR HEALTH & SOCIAL SERVICES</p>  <p>WBO 1a Thematic Priority: Healthy Lives – prevention /early intervention</p> <p>WBO2c Service Priority: Social Care</p> <p>Cllr. Jane Tremlett</p>
<p style="text-align: center;">CABINET MEMBER FOR REGENERATION, LEISURE, CULTURE & TOURISM</p>  <p>WBO3a Thematic Priority: Economic Recovery and Growth</p> <p>WBO3c Thematic Priority: <u>Culture</u></p> <p>WBO3e Service Priority: Leisure & Tourism</p> <p>Cllr. Gareth John</p>	<p style="text-align: center;">CABINET MEMBER FOR RESOURCES</p>  <p>5e Finance 5f Procurement 5g Internal Audit 5m Risk Management 5l Estates & Asset Management Corporate Governance</p> <p>Cllr. Alun Lenny</p>
<p style="text-align: center;">CABINET MEMBER FOR RURAL AFFAIRS, COMMUNITY COHESION AND & PLANNING POLICY</p>  <p>WBO3a Thematic Priority: Economic Recovery and Growth</p> <p>WBO3d Thematic Priority: Community Safety, Resilience and Cohesion</p> <p>5d Planning</p> <p>Cllr. Ann Davies</p>	<p style="text-align: center;">CABINET MEMBER FOR CLIMATE CHANGE, DECARBONISATION & SUSTAINABILITY</p>  <p>WBO3b Thematic Priority: Decarbonisation & Nature Emergency</p> <p>WBO3g Service Priority: Highways & Transport (Flooding and Coastline management)</p> <p>Cllr. Aled Vaughan Owen</p>
<p style="text-align: center;">CABINET MEMBER FOR ORGANISATION AND WORKFORCE</p>  <p>WBO4 To further modernise and develop as a resilient and efficient Council (Our Council)</p> <p>5a Information and Communication Technology (ICT)</p> <p>5j Policy & Performance 5h People Management 5k Electoral Services & Civil Registration</p> <p>Cllr. Philip Hughes</p>	<p style="text-align: center;">CABINET MEMBER FOR TRANSPORT, WASTE & INFRASTRUCTURE SERVICES</p>  <p>WBO3f Service Priority: Waste</p> <p>WBO3g Service Priority: Highways & Transport</p> <p>Cllr. Edward Thomas</p>



Useful links

[Corporate Strategy 2022-2027 \(gov.wales\)](https://gov.wales)

Well-being Objective 1 – Start Well

Enabling our children and young people to have the best possible start in life.



Overarching Judgement

We aim to support all Carmarthenshire learners. We will ensure that they are happy, safe, thriving, and are fulfilling their personal, social and learning potential. We will strive to become the best we can be and be highly regarded locally, whilst also earning national and international recognition.

Children's services continue to introduce working practices (Signs of Safety and a relationship-based approach) which engage and work in partnership with families to help improve outcomes for children. To ensure this, senior managers audit assessments and highlight any areas for improvement and good practice.

For families with children under 4 living in deprived areas the Flying Start programme is expanding in a phased approach across the county. The Flying Start App has been integral in reaching families, providing key messages and support services.

We are continuing to develop our fostering and adoption services to meet the needs of children who become looked after and need permanence at an early stage.

Approximately 15,000 children and young people across the county aged between 0-25 years benefitted from the Summer of Fun and Winter of Well-being initiative.

The new Childcare Offer national digital service has been rolled-out and continually promoted. We are working towards addressing the gaps identified in our fifth Childcare Sufficiency Assessment (2022-27) and the accompanying Action Plan and continue to promote and develop Welsh medium childcare within the County.

Why this is important?

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



The key overarching indicators and measures we set ourselves for this overall objective


Measuring Progress

The table below shows the overall population indicators and performance measures which will be monitored for Well-being Objective 1.

Population Indicators in the main are publicly available data that have been identified to develop an understanding of trends and Carmarthenshire's position relative to the other local authorities in Wales. Through our well-being objectives the Council has an important role to play in making progress against these indicators, however, it should be noted that these are not solely indicative of the Council's performance and will be influenced by many external factors.

Performance Measures are inclusive of statutory returns, internal Council measures and consultation findings that we utilise to measure and monitor performance on a regular basis. These are the direct responsibility of the Council.

Population Indicators		
Indicator	Trend	Explaining the Data
Children Living in Poverty		<p>Child Poverty Rates are Rising</p> <p><i>The trendline adjacent shows that between 2014/15 and 2020/21 child poverty rates have generally been on an upward trend in the county. This is consistent with trends seen nationally.</i></p> <p>Data for 2020/21 indicates that 34.6% of children in Carmarthenshire are living in poverty, this translates to nearly 11,250 children. This is a 5.3 percentage point increase on 2014/15 figures and exceeds the Wales average by 0.6%.</p> <p>This is the 12th highest level of all local authorities in Wales which is an improvement on the 10th highest level the previous year.</p> <p>Poverty affects every aspect of someone’s life. It is especially detrimental to children, affecting their long-term health and development, educational attainment and their access to opportunities. A child growing up in poverty is at an increased risk of not having the best start in life given their access to food, shelter, health care and education may be compromised.</p> <p>The Council has seen increasing demand for many of its services and support systems following the pandemic, exacerbated now by the effects of the cost-of-living crisis which is causing some families to struggle. As always, the priority for the Council is to ensure that children are protected and supported with a focus on early intervention and prevention.</p>
Children aged 4-5 years overweight or obese (Child Measurement Programme NHS)		<p>Childhood Obesity Levels are Rising</p> <p><i>The trendline adjacent covers the period 2014/15 to 2021/22. It indicates that following a decline between 2016/17 and 2017/18 childhood obesity levels have seen an increase in the county.</i></p> <p>As of 2021/22 in Carmarthenshire 31.4% of 4-5 year olds were overweight or obese. This is an increase of 1 percentage point since 2018/19.</p> <p>Obesity in early life will have detrimental effects on long-term health and in turn the life chances of that person.</p> <p>Whilst the Council alone cannot affect the level of change required to reduce childhood obesity, several of the Council’s services have an important role to play, such as the provision of nutritious school meals and access to leisure and sporting activities.</p>

Performance Measure		
<p>Children on the Child Protection Register (per 10,000 population)</p>		<p>Slight Increases in the Number of Children on the Child Protection Register but Levels Remain Significantly Lower than Welsh Averages</p> <p><i>The trendline adjacent covers the period between 2020/21 and 2021/22 and shows a slight increase in the numbers of children on the child protection register.</i></p> <p>Despite this increase from 21 to 27 children per 10,000 of the population, the county continues to exhibit one of the lowest levels of children on the child protection register of all local authorities in Wales. The level is also significantly below averages for Wales which sits at 47.</p> <p>Actual figures for 22/23 indicate a further slight increase, with 125 children recorded as being on the register. This is a 22.5% increase on the same time period for the previous year.</p> <p>Recent times have been very challenging for families and staff due to the COVID pandemic. The department is facing the inevitable difficulties of supporting children and families at the end of the pandemic era. Hardships as a result of the rising cost of living are raising stress levels for families.</p> <p>The increasing complexity of cases requires the involvement of the Family Intervention Service, Integrated Family Support and Edge of Care teams to support.</p>

Outcomes we set ourselves

Corporate Strategy Outcomes	Progress during 2022/23	Improved Yes/No?
<p>1. <u>Improved availability</u> 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.</p>	<p>We are continuing to support and encourage the childcare and early years sector to develop Welsh language opportunities and providers have been made aware of all avenues where staff can access Welsh language courses and resources. The expansion of Flying Start programme will also encourage new providers who specialist in Welsh-medium provision.</p> <p>Progress has been slow due to pandemic aftermath and increasing living costs impacting on the viability of the sector. The sector remains under constant pressure to maintain their services for working parents and early years child development experiences for children.</p> <p>There were 90 childminders with 791 childcare places at 31/3/23 (a reduction compared with the same time last year which was 102 childminders with 781 childcare places.</p>	<p>Yes</p>

Corporate Strategy Outcomes	Progress during 2022/23	Improved Yes/No?
2. Pupils with Additional Learning Needs are fully supported.	Carmarthenshire has expanded workforce capacity to meet the demands of delivering the new ways of working, especially to support the provision of additional learning provision in mainstream schools. However, the duty to favour mainstream provision will necessitate further growth in central services to strengthen and build capacity in all areas and limit the requirement for growth in specialist setting provision and reconsiderations of school decisions	Yes
3. Increased school attendance rates and access to education for vulnerable pupils.	In the current academic year attendance levels in both sectors are above the level of 2021/22 by 1.6 percentage points in primary and 3.9 percentage points in secondary schools. This highlights that attendance is generally improving, including an uplift of improvement for eFSM learners. There is variation between schools in both sectors with some making considerably more progress than others	Yes
4. Deliver a rounded curriculum raising educational standards.	Support provided to schools for developing the curriculum has improved considerably since January 2023, with the Education and Children's Services department now playing a lead role in the design and delivery of the curriculum professional learning offer. Engagement of schools <u>has increased substantially from 5 schools per session to 55 +</u> . As a result, there is greater collaboration on understanding the curriculum for Wales, improved sharing of effective practice and a stronger link to authentic learning experiences. Working alongside local developments and businesses we continue to enrich our learning offer to schools, for example, extracting carbon, alongside Swansea University or focussing on the development of the Pentre Awel site	Yes
5. Nutritious free school meals for all primary school pupils.	Universal Primary Free School Meals (UPFSM) are being rolled out across the county in line with Welsh Government targets. All pupils up to year 2 currently receive UPFSM meals, with year 3 & 4 going live September 2023 and years 5 & 6 in April 2024	Yes
6. Increased bilingual and Welsh medium education.	The Authority successfully identifies the demand for Welsh medium education and meets this demand and provision in all phases reflects the Authority's Welsh in Education Strategic Plan (WESP). Carmarthenshire's WESP is innovative and ambitious and is effectively focused on ensuring Welsh medium education is available to all learners, within reasonable distance from their homes. The plan focusses rigorously on proactively ensuring that all schools can move along the	Yes

Corporate Strategy Outcomes	Progress during 2022/23	Improved Yes/No?
	language continuum, specifically focusing on the advantages of access to learning during the Foundation Phase through immersion methodology. As a result, the supply and demand for Welsh medium education across the authority continues to increase	
7. Improved opportunities for all residents in literacy, numeracy and digital skills to upskill for employment.	We have trained and supported more than 330 people by improving their digital skills (one of the key areas of targeted intervention), in order they are well equipped with better employment prospects.	Yes
8. Schools for sustainable community learning that are fit for 21 st Century	Carmarthenshire County Council has clear priorities for investment via its Modernizing Education Programme (MEP). The Programme is a strategic investment and rationalisation plan to transform school provision. It is kept under review to ensure that its school reorganisation and investment proposals retain flexibility at their core to reflect changing circumstances in a continually developing society and be responsive to changes in the education policy framework.	Yes
9. Keeping children at home with their families whenever possible.	Children’s services provide a range of services and support whose overall aim is to enable children and young people to reside within their own families and within their own communities wherever it is safe to do so, working with others to prevent the number of children who suffer adverse childhood experiences (ACE’s) and prevent the need for statutory involvement. <u>Despite an increase in the number of looked after children Carmarthenshire still has one of the lowest compared to the rest of Wales per 10,000 of the population.</u> Families have struggled in the aftermath of the pandemic and cost of living crisis which has added stress, issues arising increasing risks of abuse and neglect and mental health. Requests for accommodation are made through our accommodation panel to try and ensure alternative support options are considered through teams such as edge of Care, Integrated Family Support team (IFST) and Family Intervention Teams and other preventative services. We are reviewing EOC and IFST to ensure families receive the right help at the right time within their local communities. We are also developing parenting programmes.	
10. Reducing the inequalities faced by children from disadvantaged backgrounds which may affect their later life chances.		
11. Families facing difficulties are supported to provide stable, safe and secure home environments for their children.		
12. Families from disadvantaged backgrounds are able to access health and well-being provision within their local areas.	The Local Authority has a broad range of services that support families to access health and well-being provision. Including:	Yes

Corporate Strategy Outcomes	Progress during 2022/23	Improved Yes/No?
	<ul style="list-style-type: none"> The Family Information Service (FIS) is central resource for providing information on services for families and professionals. The Right Help, Right Time Framework helps to navigate the service available across different levels of need. FIS Facebook page has 1,195 followers and 34,390 website hits. Early Years services include the Flying Start programme and Early Years Cwm Gwendraeth Pathfinder Pilot. These provide multiagency and integrated working in targeted deprived communities, improving health and well-being outcomes for families. <p>A total of 2,356 children received support during 22/23 through the Flying Start programme.</p> <p>The Phase 1 expansion led to a further 127 children benefitting from the service.</p> <ul style="list-style-type: none"> Services 0-25 years The Families First programme is accessible across the County, and provides parenting support, support for young people and disability support. <p>A total of 9,230 individuals received a meaningful intervention in 22/23. Demand and complexity have increased, and the programme is responding positively, 94% of 789 cases closed reported a forward movement .</p>	

As a Council we focus on the following thematic and service priorities.

WBO1a Thematic Priority: Healthy Lives – prevention /early intervention

WBO1b Service Priority: Early years

WBO1c Service Priority: Education

Thematic Priority 1a - Healthy Lives-prevention/early intervention

In their last Assurance Check, Care Inspectorate Wales found **Children's Social Services had-**

- **Approachable and supportive leaders**
- **A Culture of co-production and personal outcomes being developed with people**
- **Clarity in operational methodology**
- **Strong multi-agency cooperation**
- **Positive integrated approach to a culture of prevention through joint working**
- **Low children looked after population**

Makes a positive contribution to the well-being of people in the pandemic period.

We are continually working to reduce the number of children becoming looked after utilising specialist and preventative teams such as Edge of Care (EOC), Integrated Family Support Team (IFST) and Family Intervention Team (FIT). We continue to face challenges to maintain children safely at home as families have struggled following the aftermath of the pandemic and cost of living crisis with increased hardship with issues arising where risks are high in relation to abuse and neglect, mental and emotional health issues. We work in partnership with families and other agencies to provide the right support at the right time to prevent the need for children to become looked after and to rehabilitate them safely at home wherever possible.




Why this is important?

- ⦿ Giving every child the best start in life, improving their early life experiences, and ensuring they live healthy lifestyles will reduce their risk of facing inequalities later in life and support them to reach their full potential. We recognise that early childhood is a time of great opportunity but also great risk as every interaction helps to shape the way children develop. We will therefore strive to protect children and young people from harm and work to ensure their emotional and physical well-beings are protected and nurtured.


How well are we doing (and how do we know)? [Sources of evidence](#)

Measuring Progress

The table below shows the overall population indicators and performance measures which will be monitored for the Healthy Lives – Prevention/Early Intervention thematic priority.

Performance Measures		
Measure	Trend	Explaining the Data
Number of children looked after by local authorities at 31 March		<p>A Slight Increase in the Number of Looked After Children but Levels Remain one of the Lowest in Wales</p> <p><i>The trendline adjacent covers the period 2017/18 to 2021/22 and shows a changing pattern categorised by slight increases from 2020/21.</i></p> <p>Since the 1980's Wales has consistently had more children looked after (per 10,000 of the population) than the rest of the UK. This is a source of concern given the impact on the outcomes of looked after children with regards to educational attainment, health, unemployment, homelessness and criminal justice.¹ However, in the last twenty years Carmarthenshire has consistently outperformed the rest of Wales with performance that is comparable with the best performing authorities in England.</p> <p>There is a lot of variation at a local authority level with data covering 22/23 for Carmarthenshire indicating 190 children were looked after as at March. The rate per (10,000 of the population) for the county remains the lowest in Wales.</p> <p>Increasing pressure placed on families by the pandemic and the cost-of-living crisis has seen the demand for services rise following a low of 148 in 2020/21. Challenges in the recruitment of social work has led to a number of vacancies in the service making the intensive work that families need harder to deliver.</p>
Number of children looked after in foster placements at 31 March		<p>A Slight Increase in the Number of Looked After Children in Foster Placements but Levels Remain one of the Lowest in Wales</p> <p><i>The trendline adjacent covers the period 2017/18 to 2021/22 and shows a changing pattern categorised by a slight increase from 125 to 145 between 2020/21 and 2021/22.</i></p> <p>The vast majority of the 145 placements were located within the county.</p> <p>The Council continues to develop our fostering and adoption services to meet the needs of children who become looked after and need permanence at an early stage.</p>
Number of Referrals of Children and Young people attending counselling by Area, Year and Gender		<p>An Increasing Number of Referrals for Counselling which Follows National Trends</p> <p><i>The trendline adjacent covers the period 2013/14 to 2021/22 and shows a steady increase to 2018/19 and a sharp increase between 2020/21 and 2021/22. This is in line with national trends.</i></p>

¹ [Children looked after | WCPP](#)

		<p>The most recent data indicates that 1,497 children and young people were referred for counselling in Carmarthenshire during academic year 2021/22. This is an increase of 444 children and young people on the previous year.</p> <p>Whilst it is concerning that more children and young people are requiring counselling it is positive to note that more children are receiving the support that they need.</p> <p>For further information, at a Wales level it is reported that 322 children receiving counselling in 21/22 did not identify as either male or female.</p> <p>Furthermore, the number of admissions to hospital for children following self-harm in Carmarthenshire has increased over the last reporting year (Q3 21/22 TO Q3 22/23). This is in line with trends for Ceredigion and Pembrokeshire, however the increase in Carmarthenshire is more significant. This data has and continues to be monitored closely since the COVID-19 pandemic, in light of regional concern and anxiety expressed in various forums about the impact of lockdowns on teenage mental health within the context of self-harming behaviour.</p>
Population Indicator		
<p>Live single births with a birth weight of under 2,500g</p>		<p>The Number of Babies Born with a Low Birth Weight is Decreasing</p> <p><i>The trendline adjacent covers the period 2016 to 2021 and shows some fluctuation characterised by a general downward trend from 2019 onwards.</i></p> <p>Babies born with a low birth weight are at an increased risk of developing health problems. It is positive therefore, that generally, the percentage of babies born with a low birth weight has been decreasing in Carmarthenshire.</p> <p>The most recent data for 2021 indicates that Carmarthenshire had the fifth lowest level of low birth weights in Wales.</p>

Progress in 2022/23

Safeguarding Children & young people

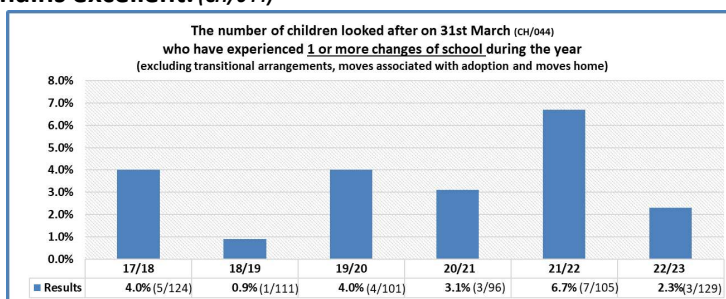
- ⦿ In the aftermath of the pandemic families have struggled especially due to the effects of the cost of living crisis. During the year we have seen an increasing demand for our services and support and has seen the number of contacts to the department continuing to rise along with the need for children to become looked after.
- ⦿ **83% of new assessments for children were completed within the statutory timescales (CH/006a/012).** Assessments are dependent on the availability of relevant multi-agency professionals and family members which can result in some being completed outside of timescales. Some may require a longer period of time ensuring quality and meaningfulness to achieve better outcomes for the child. Monitoring allows managers

to highlight what improvements can be made and further training has been arranged to strengthen the ability of social workers to complete assessments to a high standard.

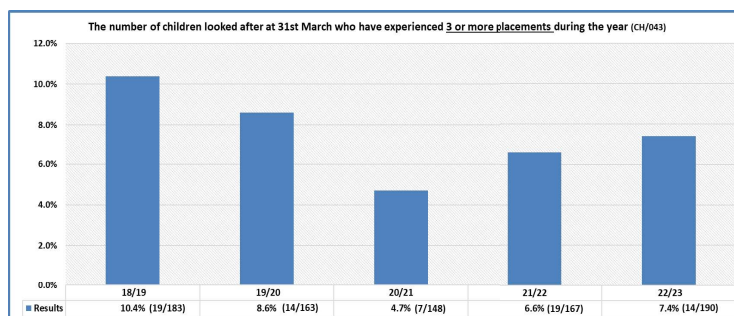
- The relationship based systemic approach to delivering social work incorporating signs of safety continues to embed and is being introduced to more teams across children’s services. Training for newly recruited social workers as well as refresher training for more experienced workers has been carried out and will be on-going to strengthen the approach to help improve outcomes for children.
- Auditing of assessments and plans has continued to ensure they are developed in partnership with children and families having regard to their wishes and feelings, to set outcomes which are achievable by them, taking into account the five principles of the Social Services and Well-being Act so that families have a voice and control over intervention, focus on well-being, plans are co-produced taking a multi-agency approach, providing early intervention and preventative support to ensure families are supported earlier. Auditing highlights areas for improvement and any training needs.

○ **Education stability of Looked After Children remains excellent. (CH/044)**

Figures have historically been very low in this metric. Only 3 children have required a change of school. This result is due to the hard work undertaken with social workers, schools, foster carers and other professionals to maintain children within their original school and community. This provides them with consistency in terms of their education to best meet their needs. Due to the rurality of Carmarthenshire this means that children may be travelling some distances to their schools when appropriate which has an impact on higher transport costs as foster placements may be located across Carmarthenshire.



- Of the 190 children looked after up to 31 March 2023, 14 children experienced 3 or more placement moves (CH/043). This is lower than last year of 6.6% with 19 of the 167 looked after children experiencing 3 or more placements. The children who experienced moves had Adverse Childhood Experiences, are less settled and have challenging and complex needs. We continued to focus on maintaining placement stability with good placement support being offered across the service to achieve this.



- A development day across the region confirmed multi-agency child protection arrangements are working effectively. Threshold meetings continue to be held quarterly to ensure this is maintained.
- 39 out of 110 schools have achieved Phase 5 of the Healthy Schools scheme. The scheme now runs in 110 schools; 95 Primaries; 1 Nursery School; 12 Secondary Schools; and 2 Special Schools. The result is equal to the previous year’s result, as progress in the scheme slowed during the pandemic, with schools having prioritised learning while there was also a delay in Healthy Schools Officers being able to undertake on-site inspections during restrictions. This situation has now improved, and we have seen an increase in the number of schools achieving the higher Phases, with an additional 4 schools achieving Phase 6 and 2 schools achieving the National Quality Award, with further schools working towards the NVQ. (8.3.1.6)

Actif Sport and Leisure

- ! Only **41.5% of children aged 11 can swim 25m** (3.4.2.1). School swimming has struggled to return to pre-pandemic levels with significantly less schools attending (and many not attending for the full 15 session

programme). This means we are not meeting the recommended ability to swim 25m performance target by the age of 11 for almost 60% of children across the County. Financial and time pressures may be affecting attendance, with feedback from schools being gathered to inform future planning. Ongoing dialogue with SwimWales, Welsh Government Sport Policy Unit to try and influence national policy and funding.

- Over **215,000 children** participated in **sport and physical opportunities** facilitated by Actif Communities during 2022/23 (3.4.2.8). With services resuming post-COVID, participations have returned more to normal.
- Assistant Development Officers funded to the end of March 2023 through Sport Wales Rescue Package Funding increased participation in school significantly in Cycling, Athletics and Triathlon. Nearly 61,000 participations in the Couch to 2km programme took place in schools across the county getting children active over an 8-week period.
- The ongoing development of water sports opportunities for children at Llandysul Paddlers has seen over 17,860 participations in 22/23. The sessions range from general activity on the lake or river to Duke of Edinburgh and school residential groups.
- 22/23 saw the launch of a new programme funded through the Child Development Fund called Amser Actif where children have the opportunity to develop basic fundamental skills in community settings such as village or community halls. The sessions run in Cwm Aman, Kidwelly and Gwendraeth have proved very popular with families and initial feedback on improving confidence, competence and motivation to be active, is positive.



Supported Housing

- To support the Cabinet’s ambition (CV18) to re-balance the market and take the profit out of children’s care we have opened an in-house children’s home (Ty Magu) during the year.
- Children’s services continue to work in partnership with housing and youth services to develop new improved supported accommodation services with increased support for vulnerable young people aged 16-25 within their home communities.
- The new In-house Supported Lodgings scheme is now up and running and already providing support to 10 young people aged 16-18 to ensure they receive the best start in life and improve their early life experiences including those who have more complex needs.

Fostering & Adoption Support Services

- Mid & West Wales Adoption Service (MWAS) is working in partnership with Reflect to provide improved support to birth parents at earlier stages in the adoption process. A significant level of support is also provided to children and adopters to ensure the right support is provided at the right time by a range of professionals.
- MWAS is working with National Adoption service to embed the Wales Early Permanence framework which will ensure children experience less loss and separation if there is a need to be placed with adopters which in turn will help improve their emotional well-being and outcomes as they develop through their childhood.
- We are working to increase foster placement choice by recruiting more foster carers with the skills and experience to manage children who have more complex needs. This is a key objective for 2023/24 (CV 21).
- Unfortunately, we have seen a reduction in foster carer households across Carmarthenshire this year due to carers retiring or leaving due to personal circumstances, alongside the cost-of- living crisis. This is a national as well as local issue that the department and Foster Wales are trying to improve on by supporting local authorities to recruit and retain more foster carers. WG funding has also been made available for 2023/24 to recruit a marketing officer specifically to the fostering service.

Corporate Parenting & Child Welfare

- ⦿ The Team Around the Family (TAF) co-ordinators ensure there is extensive local community knowledge and engagement and the team continue to focus on early intervention and support for families in their local communities.
- ⦿ Trauma Informed Practice and Attachment Awareness restorative practice is now embedded in the 4-phase inclusive behavioural model in schools.
- ⦿ New membership has been established for the Corporate Parenting Panel and new guidance issued by Welsh Government and a workshop planned to develop a new corporate parenting strategy to be compliant with the expectations of this with an increased focus on accountability from all departments across the council.

Is anyone better off?

Our Young People, Our Futures, Our Communities

Carmarthenshire's new in-house supported Lodgings Service is responsible as a county resource to provide temporary accommodation to support our most vulnerable young people aged 16-18 within Carmarthenshire to gain the independent living skills, they need to ensure the best positive outcomes to empower young people on their journey into independence.



Become a Supported Lodgings provider

Carmarthenshire's young people between 16-18 years **need your help.**

Could you be the **missing piece** to empowering and supporting young people who are homeless, at risk of homelessness, looked after or seeking asylum on their journey to independent living.

If this is you, please get in touch.
SupportedLodgings@carmarthenshire.gov.uk
Full training and support provided plus a paid allowance.

Our Ethos
Our Young People, Our Futures, Our Communities

carmarthenshire.gov.wales

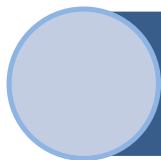
Cyngor Sir Gâr
Carmarthenshire
County Council

What and how we can do better

See our delivery plan to achieve this objective in Appendix 7

Governance Arrangements

- Corporate Parenting Panel
- CYSUR Audit & Evaluation Multi-agency group
- Accommodation Panel
- Multi-Agency Forum for Looked After Children and Care Leavers (MALAC)



1b - Service Priority-Early Years

Flying Start is expanding in a phased approach across the county.

Phase 1 of the expansion is already complete, and Phase 2 is due to commence in April 2023 to reach a target of 249 children aged 2-3 years by 31st March 2025. Once fully rolled out all families with children aged 2-3 years will be eligible for 12.5 hours of funded, high-quality childcare for 39 weeks of the year.

The 'Summer of Fun' and 'Winter of Well-being' funding enabled approximately 15,000 children and young people aged 0-25 to benefit from free activities across the county.

Why this is important?

- ⦿ 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.



How well are we doing (and how do we know)? ⓘ Sources of evidence

Success Measures / Explaining the Results

- ! We had **72.5% attendance at Flying Start** settings for 2022/23 (9.1.8.1), this did not meet our target of 80% and is slightly below last year (72.6%) and pre-COVID figures (79.2%). On a positive note, the % of **unauthorised absence** (9.1.8.8) are at their lowest at **1.36%**. We continue to work with families to overcome some of the anxieties. Getting families to report absence is an achievement and therefore it's encouraging to see families that are engaging well with the childcare settings and reporting absences.

Progress in 2022/23

- ⦿ **Flying Start** – The Flying Start App is integral especially during the FS expansion, in reaching families, providing key messages, such as health, language and play, safety messages, information, and links to the support services. Due to the digital officer's post being filled the App has been developed and further utilised to reach families e.g. families can book onto courses and have updates on their child when in childcare.
- ⦿ **Summer of Fun / Winter of Well-being** – Welsh Government funding (£270,000 and £434,689 respectively) enabled a significant package of support to be provided designed to help children, young people, and their families recover from the pandemic to ensure no child was left behind. Grants were allocated to play providers across the county and funding directly linked to the gaps identified within the Play Sufficiency Assessment.
- ⦿ **Families First** – early intervention support services for disadvantaged children, young people and their families have developed in line with the Family Support Strategy. During 2022-23 outcomes have been very positive:

- **9,230** individuals supported from the Families First (FF) programme, of which 6011 (65%) were new individuals.
 - **4,621** families supported from the FF programme, of which 2881 (62%) were new families.
 - **798** single agency Joint Assessment Family Framework (JAFF's) were closed with a forward movement of 749 (94%) on the distance travelled tool.
 - **25** cases were stepped up to Social Services, and 145 cases were stepped down from Social Services to the FF programme.
- ⊙ **Family Information Service (FIS)** have ensured families and professionals have received updated information on services, resources, and developments. FIS Facebook page has 1,195 followers and 34,390 website hits.
 - ⊙ **30 hours Childcare Offer National Digital Service** - promotion and support has continued to ensure eligible parents and childcare providers are familiar with the process. 522 parent applications were received and processed between 1st January to 31st March 2023 and 149 childcare providers have completed their on-line registration. £1,694,077.50 has been paid to local childcare providers in Carmarthenshire to eligible children during the year (1st April 2022 – 28th February 2023).
 - ⊙ Our most recent **Childcare Sufficiency Assessment 2022-27**, which was submitted to Welsh Government in June 2022, did not indicate any quantitative or qualitative sufficiency pressures for Foundation Learning funded 3-year-old places within approved Childcare settings across Carmarthenshire. Several approved Childcare Providers reported having vacant places in Autumn 2021 which would suggest we had surplus places in certain locations throughout Carmarthenshire.

Scrutiny Task and Finish Review	<p><u>Education and Young People and Welsh Language Scrutiny = Task and Finish</u> <u>A review of the current provision for early years education, childcare and play opportunities.</u></p> <p>In 2018/19 the Education & Children Scrutiny Committee completed a Task & Finish Review of the current provision for early years education, childcare and play opportunities.</p> <p>One of the conclusions identified in the report was that the Authority's 'Rising 4s' policy is markedly different to other neighbouring local authorities and that the 'Council undertakes a formal review of its current admissions policy for full time education for 4-year-olds (the rising 4s policy). A project group has completed a review of the 'Rising 4s' Policy (pupils admitted to primary schools' full time the term of their 3rd birthday) with a view to rationalising provision of full-time education for 4-year-olds in Carmarthenshire as part of the Admissions Policy and to bring it in line with other neighbouring authorities.</p> <p>The authority is due to consult on the proposals in the Autumn Term 2023 with a view to implement at the start of the academic year 2025/26</p>
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- ⊙ The 2022 **Play Sufficiency Assessment** identified a need to work in partnership with Education Officers and schools to ensure children have access to rich play environments both during and outside of teaching hours. This work is developed and delivered in partnership with Education Support Advisors and Healthy Schools officers.
 - A Quality Assessment framework for play provision is in development and will be utilised as a framework to quality assure the play opportunities provided within settings and communities.
- ⊙ **The Regional Maternity and Early Years Strategy** has been finalised. Both the regional steering group and the local operational groups continue to meet regularly implementing priorities. The Early Years Integration Team has been successful in being part of the Save the Children Better Start research project and accepted as part of the Save the Children Ehangu project for 2023/24.

Is anyone better off?

Expansion of the Flying Start early years scheme



Flying Start is expanding in a phased approach across the county. Welsh Government have announced a continued commitment to the Flying Start Programme, which historically has supported 36,000 children aged 0-4 years and their families living in some of the most deprived communities across Wales. In line with the co-operation agreement with Plaid Cymru this commitment has been extended to deliver a phased expansion of early years provision to include all two-year-olds with a particular emphasis on strengthening Welsh-medium provision.

This expansion of early years provision will be delivered across Wales through the Flying Start Programme. Flying Start Carmarthenshire will continue to use a geographical approach highlighting those communities most in need.

Carmarthenshire expanded their programme initially with an additional 127 families in September 2022 which is now complete. Flying Start Carmarthenshire will commence the second phase of an expansion for childcare only in April 2023 to reach a target of 249 children aged 2-3 years by 31st March 2025.

Once the Flying Start scheme has been fully rolled out, all families in Wales with children aged 2 to 3 years will be eligible for 12.5 hours of funded, high-quality childcare for 39 weeks of the year.

To meet this target, existing Flying Start childcare providers will be supported to expand their reach, with work ongoing to encourage new providers, including those who specialise in Welsh-medium provision, to offer the programme.

What and how we can do better

See our delivery plan to achieve this objective in Appendix 7

Governance Arrangements

Childcare and Early Years Steering Group
Play Sufficiency Steering Group
Regional Maternity and Early Years Steering Group

1C - Service Priority-Education

Overall, pupils are happy, safe, thriving and are fulfilling their personal, social, and learning potential.

Pupil surveys show Health and Wellbeing is generally good across all our schools.
Overall, outcomes for GCSE in 2022 are higher than 2019 when exams were last sat.
We have enhanced support for pupils with Additional Learning Needs and vulnerable learners.

Why is this important?

- We will support all Carmarthenshire learners. 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.

How well are we doing (and how do we know)? 📄 Sources of evidence

Success Measures / Explaining the Results

1.9% year 11 pupils &
3.8% year 13 pupils
are **Not in Education,
Employment or Training (NEET)**

(Previous year - Yr 11: **1.1%** &
Yr 13: **2.7%**)



The % of Year 11 and Year 13 pupils that are Not in Education, Employment or Training (NEET) have increased (worsened) during 2022. With **Year 11** pupils increasing from **1.1% (21/1,885) to 1.9% (36/1,914) (PAM/009)** and **Year 13** increasing from **2.7% (18/678) to 3.8% (26/691) (5.1.0.2)**. Despite this, the Year 11 result when compared other authorities, has moved from 18th in the previous year to 10th in 2022, the Welsh average has also increased from 1.6% to 2.1%. We have remained in 15th place for Year 13, but the Welsh average has increased from 2.3% to 2.8%. The Youth Support Service has delivered the Youth Engagement and Progression Framework though out the last year. There has been work undertaken to ensure that knowledge of the framework is understood within Education and Children`s Services Department. Last Autumn, secondary Schools and other key stakeholders were surveyed on their views of the delivery of Vulnerability Assessment Profile Meetings (which are part of the framework). All European Social Fund projects linked with the Youth Support Service have now been successfully completed in 2023 and have ended. Work continues to identify replacement funding for ESF projects, and we are liaising closely with WG on this matter.

- A consultation conducted with our residents in 2022 indicated that there was overall agreement from the 2,195 respondents that local schools provide children and young people with a good education with an Average Index Score (AIS) of 0.52.

- An inspection will take place in July 2023.
- The Council has prepared a self-evaluation against the inspection framework.
- 'Inspectors should evaluate whether corporate and other strategic plans are consistent with each other – such as this Well-being Objective priority.

Progress in 2022/23

Education Outcomes

Standards of learning and progress overall

GCSE 2022

- ⦿ Most pupils achieve good progress in their maths, numeracy, literacy, language and communication and digital skills overtime.
- ⦿ Overall outcomes for GCSE in 2022 are higher than 2019 when exams were last sat, but lower than 2021, when we had CDGs (Centre Determined Grades).
- ⦿ Overall standards at the end of Key Stage 4, in the three years prior to the pandemic, were high. Outcomes for pupils in Carmarthenshire's secondary schools were strong and generally above or well above Welsh averages.

Pupil Results

Category	% 5 or more A*-G	
	2021 (Centre Determined Grades)	2022
Non -Free School Meals	97.5%	96.9%
Entitled to Free School Meals	88.6%	84%
Difference	8.9%	12.9%
% 5 or more A*-C		
Non -Free School Meals	85.5%	81.5%
Entitled to Free School Meals	59.4%	51.5%
Difference	26.1%	30%

A gap exists between the achievements of those entitled to free school meals and those that are not.

A Level 2022

- ⦿ Overall outcomes at A Level in 2022 are higher than 2019 when exams were last sat, but lower than 2021, reflecting national trends.
- ⦿ In the 3 years prior to the pandemic the % of pupils attaining the Level 3 threshold remained above national averages for 2 out of the 3 years, dropping very slightly below national averages in 2018/2019.
- ⦿ The percentage attaining A* at GCSE has increased significantly from 7.3% in 2019 to 11.4% in 2022. The percentage attaining A*-A at GCSE has increased significantly from 21.3% in 2019 to 27.3% in 2022. The increase was reflected nationally.
- ⦿ At A Level, the percentage attaining A* has increased significantly from 8.4% in 2019 to 17.2% in 2022. At A Level, the percentage attaining A*-A has increased significantly from 24.9% in 2019 to 40.1% in 2022. The increase was reflected nationally.

Additional Learning Needs

- ⦿ There are currently 7,126 learners with Additional Learning Needs (25% of the cohort), and most are making progress in mainstream and specialist settings. We support the largest percentage of ALN pupils in Wales, 11.6% above the last recorded Welsh Average (Pupil Level Annual School Census 2023).
- ⦿ Most pupils with additional learning needs are making good progress in line with their baseline assessments and expectations.
- ⦿ Most pupils within 'specific groups' are achieving suitable progress in line with their range of complex, individual needs.
- ⦿ Schools receive high quality support for ALN (Additional Learning Needs) transformation.
 - Carmarthenshire has expanded workforce capacity to meet the demands of delivering the new ways of working specially to support the provision of additional learning provision in mainstream schools. However, the duty to favour mainstream provision will necessitate further growth in central services to strengthen and build capacity in all areas and limit the requirement for growth in specialist setting provision and reconsiderations of school decisions.
 - A recent review of additional learning provision has resulted in the creation of a four-phase model recognising the importance of strengthening schools universal learning provision and ALP underpinning inclusion and equity for all identified need.
 - Impact of ALN school quality assurance visits is evidenced through good outcomes in ESTYN inspections indicating that schools are well prepared and effectively embedding the new ALN system.

Children Looked After

- ⦿ Factoring in cohort size and the pandemic, there has been a **marked improvement in Children Looked After** attainment.

Year	A*-G%	A*-C%
2014/15	28	5.5
2017/18	72	44
2018/19	86	26
2019/20	100	90
2020/21	83	56
2021/22	50	17

79% of our Carmarthenshire care leavers are engaged in education, training or employment. This is an improvement on previous years (20/21 – 75%; 21/22 – 74%)

Wellbeing and attitudes to learning

- ⦿ Health and Wellbeing is generally good across all schools. Pupil wellbeing has improved since their return following COVID with most learners feeling safe and happy at school.
- ⦿ Attitudes towards learning is generally good in nearly all schools, with most pupils demonstrating good engagement and respect towards their peers and adults.
- ⦿ Behaviour is generally good in all schools and pupils are developing as respectful, ambitious, and capable citizens.

Carmarthenshire ESTYN inspections note that the wellbeing landscape is consistently good post Covid which demonstrates the impact of the greater focus on Wellbeing since March 2020

- ⦿ The Local Authority makes effective use of pupil surveys to gauge the views of learners. A thorough analysis of 1700 learners in 2022 provided clear intelligence which was used effectively as part of our forward

planning. For example, only 62% of pupils informed us that there was acceptable behaviour at breacktime. This was clear data used to support our ‘Your behaviour impacts everything and everyone campaign’ and led to an addition £500k investment in our secondary schools.

- 71.8% of pupils like school most of the time or better whilst 87% of pupils feel safe in school and often feel very safe (42.2%). This is confirmed by parents, 87.5% of whom agree or strongly agree that their child is safe in school.
- Safeguarding is strong in nearly all schools. In the very few schools where Estyn have identified a Health and safety issue pertaining to car parks, the LA is working with Governing Bodies to resolve these.

Attendance


- In the current academic year attendance levels in both sectors are above the level of 2021- 22 by 1.6 percentage points in primary and 3.9 percentage points in secondary schools. This highlights that attendance is generally improving, including an uplift of improvement for eFSM learners. There is variation between schools in both sectors with some making considerably more progress than others.

Exclusion

- The fixed term exclusion rate in Carmarthenshire is rising in line with Welsh data (once the effects of COVID-19 and lockdown periods are taken into account). Whilst rising, this compares favourably with Welsh Data, our figures are still below national average data.

Education Services

How regulators have judged our schools:

	<p>Few or our schools require follow up after inspection.</p> <p>Summary of Estyn Outcomes 2017-23 Based on published reports</p> <p>Since March 2022 there is a new inspection framework and Estyn no longer provide summative judgments for individual inspection areas. Inspectors can still place a school into Estyn Review if they judge that the school would benefit from a short period of time to improve a few aspects of their work. The two statutory categories of follow up remain unchanged. This is where schools need significant improvement or require special measures.</p>
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We want to reduce the proportion of schools requiring follow-up activity following an Estyn inspection.

Academic Year	Number of schools inspected	No Follow up	Estyn Review	Significant Improvement	Special Measures
2017-18	17	13	3	1	
2018-19	14	5	6		3
2019-20	13	7	6		
2020-21 (Covid)	No inspections				
2021- 22 Inspections Re -start New Framework	13	11		1	1
2022-23	8	7	1		

Since Estyn have started to inspect schools post Covid in March 2022, many of our schools have had no follow up or very few in a category. In nearly all cases there is close alignment between Estyn outcomes and the departments understanding of school’s strengths and areas of improvement.

An additional five schools were inspected in March -April 2023 -but their reports are not yet published. Coedcae / Mynydd y Gareg / Penygaer / Pontyberem / Llangadog.

Support for school improvement

- ⦿ The school improvement team has effective systems to monitor the challenge, support and interventions in all schools, utilising information from across the Department. The school improvement team focuses well on ensuring differentiated support, impacting positively on schools causing concern.
- ⦿ Most headteachers agree that the local authority knows its schools well due to the consistently rigorous and collaborative approach to school improvement across the education department, alongside our schools, pupil referral units and specialist settings.
- ⦿ Most headteachers agree that the local authority challenges and supports them on their performance, providing effective interventions to improve outcomes for all learners.
- ⦿ The directorate's senior leadership team meets Chairs of governing bodies each term collectively, addressing key strategic issues. Feedback from the governing body training and development programme and briefing sessions is positive, as areas of focus directly align to national priorities and to the analysis of need following monitoring visits.

Support for vulnerable learners

- ⦿ There is a strong network of support to help schools improve and manage behaviour.
- ⦿ Following a behaviour review undertaken across all schools a model was agreed to address providing equitable and consistent behaviour support services. The new service delivery model has doubled the number of staff on the Behavioural Support Community Team. Qualitative data collected provides a very positive response regarding the support of the team and the impact they are having in the training provided.
- ⦿ To enhance the specialist BESD support available in schools, the Local Authority listened to the concerns of Headteachers in Secondary Schools and agreed to provide funding to each school to employ an additional member of staff to support vulnerable learners demonstrating BESD. (£500k)
- ⦿ There is a strong service to support schools in managing and improving attendance.
 - LA and school-based attendance data is shared routinely with the Departmental Management Team to identify monthly trends in sectors and to identify schools where there may be cause for concern. This data is further shared with schools' Education Support Advisors as part of their support and challenge to schools.
- ⦿ The Youth Support Service works effectively with a range of partners to ensure that children and young peoples' needs are met and that they are safeguarded well.
 - The service has received several national and UK-wide accolades and ensures a Youth Worker for every Secondary school as well as universal and targeted provision. The LGBTQIA+ work is highlighted as 'sector leading' within the Youth Work Quality Mark report.
- ⦿ The Carmarthenshire Youth Council provides robust, meaningful opportunities to seek and respond to the views of our young people.

Admissions

- ⦿ The authority manages admissions to its schools well, and in line with statutory requirements, enabling most learners to obtain places at their first-preference school. The percentage of successful first choice applications to date for the normal round 22/23 for Primary is 80.64% and is 88.44% pupils for Secondary Schools.

Modernising Education Programme (MEP)

- ⦿ We have completed projects at Ysgol Rhys Prichard, Ysgol Pum Heol, Ysgol Llangadog and Ysgol Gorslas. Ysgol y Castell Phase 1 (new school building) was completed in November 2022 with Phase 2

(Demolition/MUGA/Sports pitch) due for completion in Summer 2023. Work continues on site to provide Ysgol Pembrey with a new school building with Phase 1 occupation expected in November 2023.

- ⦿ A review of school catchment areas across the Authority will align with the ongoing review of the Modernising Education Programme (MEP) to reflect potential changes to the overall school footprint across the Authority.
- ⦿ Carmarthenshire County Council is currently updating data on the suitability, sufficiency and condition of its schools including PRU's and specialist settings. Having been identified as a corporate risk, a rolling programme of suitability assessments, and a rolling programme of condition surveys has been implemented for all non-housing building stock including schools and PRUs
- ⦿ Carmarthenshire County Council has clear priorities for investment via its Modernising Education Programme (MEP). The Programme is a strategic investment and rationalisation plan to transform school provision. It is kept under review to ensure that its school reorganisation and investment proposals retain flexibility at their core to reflect changing circumstances in a continually developing society and be responsive to changes in the education policy framework.

<u>School Organisation Consultation Process</u>	
Scrutiny Task and Finish	In 2021 the Education and Children Scrutiny Committee agreed to establish a Task and Finish Group to review the current consultation process for school organisation changes, including changes in linguistic provision and closure of schools. Several recommendations were made and accepted by Cabinet and are being implemented into the process where appropriate

- ⦿ In 2019, we undertook a survey of school sites in relation to pedestrian and vehicular health and safety. As a result of this, highest risk sites were highlighted for investment. This survey is currently being repeated.

Welsh Medium Education

- ⦿ The Authority successfully identifies the demand for Welsh medium education and meets this demand and provision in all phases reflects the Authority's Welsh in Education Strategic Plan (WESP). Carmarthenshire's WESP is innovative and ambitious and is effectively focused on ensuring Welsh medium education is available to all learners, within reasonable distance from their homes.
- ⦿ The plan focusses rigorously on proactively ensuring that all schools can move along the language continuum, specifically focusing on the advantages of access to learning during the Foundation Phase through immersion methodology. As a result, the supply and demand for Welsh medium education across the authority continues to increase.
- ⦿ It is noteworthy that, since 2016, eight primary schools have positively changed their linguistic categorisation, providing increased opportunities to learn through the medium of Welsh.

Self-evaluation and improvement planning

- ⦿ Improvement planning is firmly based on the analysis of a broad range of data.
- ⦿ A notable feature of departmental structure is the Strategic Focus Groups, which provide important opportunities to strategically improve key issues for the education system based on local and national priorities.
 - A biennial Headteacher questionnaire provides important feedback and constructive suggestions for adapting and developing future service delivery. Pupils and parents are also consulted, and all information is cross-referenced and triangulated against corporate priorities, against information gleaned from focus groups such as several Headteacher fora, unions, and officer staff groups.

Safeguarding arrangements


Corporate Safeguarding

- ⦿ The newly revised [Corporate Safeguarding Policy](#) provides a framework for every service within the Council setting out responsibilities in relation to safeguarding and protecting children and adults at risk as well as the methods by which the Council will be assured that it is fulfilling its duties. This is supported by a robust Business Plan addressing identified priorities. The Corporate Safeguarding Officers Group, which consists of key representatives from a range of Departments and Chaired by the Statutory Director of Social Services, has a clear Terms of Reference and has overview of the Corporate Safeguarding Policy and monitors the implementation of the Safeguarding Action Plan. Reports are presented to CMT. Key safeguarding indicators and risks have been identified and are reported on regularly as part of the corporate Performance Information Management System (PIMS).

Safeguarding in schools

- ⦿ Safeguarding training for schools and for Designated Safeguarding Persons is kept updated on a termly basis, in response to emerging themes, trends, guidance and changes in legislation, and is also reviewed annually.
 - Feedback from course participants indicates that these updates ensures that the training continues to be highly relevant to the needs of schools and to the safeguarding of learners.
 - The training for schools and DSPS is provided on a regular, rolling programme. School staff and staff from the Music Service, TADG, Child Protection Officers, Residential Child Care Workers, MEAS and Area 43 counsellors have received training ensuring that they are up to date with consistent training, in line with the timescales in Keeping Learners Safe guidance.
- ⦿ In nearly all schools, learners are confident with online safety and share strategies for staying safe online. However, a very few settings needed to establish a program of regular online safety lessons. Interacting and collaboration occurs in a minority of schools and mainly with older learners.

Use of resources

 <p>Internal Audit</p>	<p>Schools Expenditure (Final Report Issued: 4th April 2023)</p>	<p><i>Assurance Rating</i></p>		
	<p><u>Objective of the review:</u> The review sought to provide assurance that schools' expenditure is appropriate and has been committed in line with the Authority's Financial Procedure Rules for Schools and other relevant policies. The review covered the controls and procedures in operation.</p>	<table border="1"> <tr> <td style="text-align: center;"><i>High</i></td> </tr> <tr> <td style="text-align: center;">Acceptable</td> </tr> <tr> <td style="text-align: center;"><i>Low</i></td> </tr> </table>	<i>High</i>	Acceptable
<i>High</i>				
Acceptable				
<i>Low</i>				

- ⦿ The Council's allocation of resources reflects the priority afforded to education services. The local authority spends above the indicator-based assessment for education services and has in recent years increased and protected schools' budgets against a backdrop of financial pressures across the Council.
- ⦿ The Council has protected/prioritised school funding despite need to find larger budget reductions across other services. This has meant that school budgets are higher than would have been the case if they had been treated on an equivalent basis.
- ⦿ Additional funding is provided every year to departmentally resourced education services for demand/legislative or unavoidable service pressures identified.
- ⦿ The authority has a comprehensive range of good value Service Level Agreements (SLAS) in place with nearly all schools buying into all the SLA's.

- ⦿ In 2022/23 Carmarthenshire delegated 87.9% of the education budget (excluding school transport) to schools which was above the Welsh average of 86.8%.
- ⦿ The authority is aware of current financial risks and those on the horizon and we recognise that it will be necessary to respond to increasing challenges, including potential increases in costs relating to staff pay and pensions, energy and transport.

Healthy Eating And Living And Making Healthy Choices

- ⦿ Nearly all pupils have a good understanding of how to keep fit and healthy and have a solid understanding of the importance and benefits of eating and drinking healthily along with undertaking physical exercise
- ⦿ Engagement in sporting activities both within and outside school hours is increasing and, where numbers are low, schools are responding creatively with innovation. For example, having learners to design their own PE kit, giving the bronze ambassadors more responsibility, arranging specific Health and Wellbeing days in the outdoors.
- ⦿ The percentage of participation in physical activities and sport across Carmarthenshire (41%) is higher than the national average (39%)

School meals

- ⦿ Monitoring visits are ongoing. All Catering assistants have completed the Food safety and Allergen training with only a handful of breakfast staff to complete. These are employees with limited IT skills or no access to computers who our Catering managers have had to support directly. Training and induction will be rolled out to all new starters and mobile catering officers.

Sport and Leisure

- ⦿ In response to local and national insight the **Actif** Communities team have rolled out a '*Physical Literacy*' programme to improve the quality of school sport and physical activity. This is being achieved through a whole-school approach via a package of school staff training, mentoring and support. Since the programme's inception in September 2022, 24 Schools have received training for their entire staffing workforce as well as follow-up mentoring session to embed the learning and provide further support. Initial impact assessment demonstrates increased confidence and competence levels of school staff with improved understanding the importance of physical literacy and increased knowledge of resources to further enhance the quality of delivery.
- ⦿ The *Young Ambassador Programme* in Schools continues to go from strength to strength with over 400 Ambassadors leading and inspiring the next generation to be more active. Around 25,000 participations were recorded in 22/23 lead by Ambassadors on their school yards or halls.
- ⦿ The *Actif Communities' Intervention and Engagement* programmes have seen targeted support provided across Carmarthenshire's secondary schools for young people who are disengaged or struggling to take part in regular school sport and PE. Following the 10-week programmes pupils are re-introduced to school sport and PE with heightened levels of confidence, competence and motivation. 365 Children across the county benefited from this initiative with plans to develop the programme further to develop the way in which we measure and demonstrate the impact this has on young people.
- ⦿ *Actif Anywhere Schools* was launched in January 2023 with a free trial period for schools to take part in the initiative. Actif Anywhere Schools provides live-streamed activity straight into classrooms across the county as well as a bank of on demand sessions. As well as the physical benefits of being active, the sessions help improve mood, concentration and memory of the children.



- We will work in partnership to look at the issue of around a third of our children and young people being classified as overweight or obese in the County, with the figure being one of the highest in Wales. This is a wider public health issue, and the Council will have a significant contribution through school dinners and leisure. A scrutiny task and finish working group has been established to review this issue during 2023-24, with work already underway. This area will continue to be a key focus for our prevention and early intervention work and affect better life-long habits for our residents.

What and how we can do better

See our delivery plan to achieve this objective in Appendix 7

Governance Arrangements

Cabinet Advisory Panels

- **Corporate Parenting And Safeguarding Panel**- The Corporate Parenting Panel provides a level of scrutiny, monitoring, oversight and challenge as to how well the Council is doing in meeting the needs of looked after children and care leavers.
- **School Improvement Panel** - The School Improvement Panel was established to enable the County Council to effectively discharge constitutional and statutory responsibilities for monitoring school performance, constantly striving to improve educational outcomes for our pupils
- **Education Admissions Forum**- The Council is required under The Education Act 2002 to establish an Admission Forum which has the power to advise the Local Authority on matters connected with the determination of admission arrangements.
- **Welsh In Education Forum** - The WESP sets out a requirement for each local authority to establish a Welsh Education Forum In legislation the Forum is described as follows-“Welsh medium education forum” (“fforwm addysg cyfrwng Cymraeg”) means a body established by a local authority for the purpose of improving the provision of Welsh medium education the members of which consist of local authority officers and such other persons as the local authority considers appropriate.

Education, Young People and the Welsh Language Scrutiny Committee

Cabinet Member for Education and Welsh Language

8 Education Strategic Focus Groups

Well-being Objective 2 – Live & Age Well

Enabling our residents to live and age well



Overarching judgement

Just over a third of Carmarthenshire households are thought to be living in poverty, a situation which will likely be made worse by the cost of living crisis. In response to this the Council has developed a stronger and more integrated approach to support residents.

Following the pandemic, we have seen increased demand for all social care services, made more challenging by the increasing complexity of cases, however, we have continued to innovate, develop and protect the most vulnerable. We are also clear regarding priorities and service improvements going forward.

We have delivered over 1,000 additional affordable homes since 2019/20 in recognition that the additional supply of homes in our rural and urban communities is key to enabling community resilience and cohesion.

Why this is important

We want to enable our residents to live and age well and participate fully in society. To achieve this, we need to:

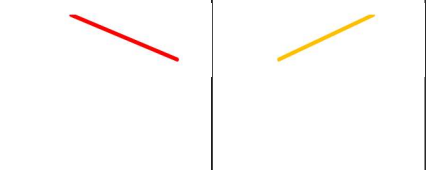

- Tackle poverty and reduce its detrimental impact.
- help people to maintain their independence at home for as long as possible.
- Ensure good quality affordable homes.

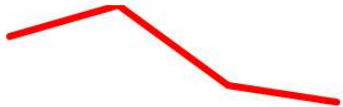

The key overarching indicators and measures we set ourselves for this overall objective

The table below shows the overall population indicators and performance measures which will be monitored for Well-being Objective 2.

Population Indicators in the main are publicly available data that have been identified to develop an understanding of trends and Carmarthenshire's position relative to the other local authorities in Wales. Through our well-being objectives the Council has an important role to play in making progress against these indicators, however, it should be noted that these are not solely indicative of the Council's performance and will be influenced by many external factors.

Performance Measures are inclusive of statutory returns, internal Council measures and consultation findings that we utilise to measure and monitor performance on a regular basis. These are the direct responsibility of the Council.

Population Indicators			
Indicator	Trend		Explaining the Data
	Male	Female	
Healthy Life Expectancy (HLE) at Birth			<p>Healthy Life Expectancy is Decreasing for Males and Increasing for Females</p> <p><i>The trendlines adjacent cover the periods 2017/19 to 2018/20.</i></p> <p>HLE measures the number of years someone is expected to live in good health. Generally, people are living longer than ever before due to advancements in health care and a general improvement in living standards.</p> <p>However, there are variations between sex and where a person lives. HLE for males in Carmarthenshire is lower than that for females and saw a decrease between 2017-19 and 2018-20 from 60.4 to 59.7. This is the 18th lowest level of all local authorities in Wales and is less than the Wales average of 61.5.</p> <p>Female HLE increased slightly over the same time period from 61.1 to 61.8. This is the 13th lowest level of all local authorities and is also less than the Wales average of 62.4.</p> <p>This is an important consideration in Carmarthenshire as the county is home to an above average level of people aged over 65, which, when coupled with a HLE which is below average, could result in increased pressure on health and social care services.</p>
			<p>Levels of Material Deprivation are Rising</p> <p><i>The trendline adjacent covers the period 2018/19 to 2022/23.</i></p> <p>Material deprivation is a measure which is designed to capture the consequences of long-term poverty on households.</p> <p>The most recent data (2022/23) indicates that 16.7% of households in Carmarthenshire are living in material deprivation. This is the 7th highest level of all local authorities in Wales and an increase on figures for 2020/21 (12%).</p> <p>This increasing trend is in line with generally increasing trends for poverty rates. The ongoing cost of living crisis is also likely having a detrimental impact on household deprivation levels.</p> <p>The Council is undertaking significant cross-departmental work to support residents affected by the cost of living crisis and improving the lives of those living in poverty. Intelligence gathered has resulted in the development of a Tackling Poverty Plan which encourages an integrated approach.</p>
% of People Living in Material Deprivation			

<p>Adult Mental Well-being Score</p>		<p>The Score for Adult Mental Wellbeing is on a Downward Trend which is Consistent with National Trends</p> <p><i>The trendline adjacent covers the period 2016/17 to 2022/23.²(Scores³ are out of 70, with a higher score indicating a better result).</i></p> <p>The score for Carmarthenshire as of 2022/23 was 48.3, a decrease on previous figures for 2021/22 (48.8). This is perhaps indicative of the effects of the pandemic, in which we saw the most significant change to normal life in decades. Decreases were seen at a Wales level also.</p> <p>Carmarthenshire’s position relative to the other local authorities in Wales is the 10th lowest, compared with 11th lowest for the previous year.</p> <p>Findings of a recent residents’ consultation indicate that there was overall agreement from respondents that consideration should be given to supporting people’s mental health in the county.</p> <p>The Council recognises this and is committed to working with partners to provide readily accessible and appropriate levels of support to individuals with mental health issues, focusing on an expansion of access and support to children and vulnerable adults.</p>
<p>Adults who have 2 or more healthy lifestyle behaviours</p>		<p>The Number of Adults with 2 (or more) Healthy Lifestyle Behaviours is Increasing</p> <p><i>The trendline adjacent covers the period 2018/19 to 2022/23.</i></p> <p>Healthy lifestyle behaviours are directly related to HLE as noted above and are defined as:</p> <ul style="list-style-type: none"> • Not smoking, • Being a healthy weight, • Eating five fruits/vegetables a day, • Not excessively drinking alcohol, and • Undertaking physical exercise in line with guidelines. <p>Carmarthenshire has seen a very slight improvement on figures for the previous year moving from 92.4% to 92.5%. This has translated to the county exhibiting the 9th highest figure of all local authorities in Wales, an improvement from 13th the previous year.</p> <p>This is slightly higher than the Wales average which sits at 92.3%. Continued improvement for this measure would likely translate to an improvement in HLE.</p>

² This question was not asked for 2019/20 therefore there is no comparable data for this year

³ This score is derived from the Warwick Edinburgh Mental Well-being Scale and is intended to measure mental well-being as opposed to mental illness or disorder.

Outcomes we set ourselves

Corporate Strategy Outcomes	Progress during 2022/23	Improved Yes/No?
Help and support to alleviate the effects of the 'cost of living' crises and poverty in the County	<p>Cross departmental work to tackle the Cost-of-Living crisis has developed a stronger more integrated approach within the Council and has better consolidated and identified what we are doing, can do and need to do.</p> <p>At a household level the most recently available paycheck data suggests that 34.5% of all households in Carmarthenshire are living in poverty⁴, this translates to around 28,730 households. This is a slight decrease of 1.1% since last year which mirrors trends seen nationally</p>	Yes
Seamless integrated services between Health and Social Care	<p>We continue to have an integrated service between the Health Board and Carmarthenshire County Council for older people and people with physical disabilities. Over the last year, we have relooked at our integrated management structure to ensure that our services can benefit all Carmarthenshire residents equally regardless of where they live.</p> <p>We have continued to develop our Home First approach to help those in hospital get home quicker and support those in crisis in the community to prevent them going to hospital in the first place. We now have a multi-disciplinary team based at our offices at Eastgate made up of a range of health, social care and third sector professionals to support those leaving hospital and those in crisis in the community. This team includes an Advanced Paramedic Practitioner who can support with diverting ambulances from the Emergency Department and Llesiant Delta Well-being (our council owned arms-length company) who are able to provide short term support for those in crisis through their rapid response service. Llesiant Delta Wellbeing are now supporting thousands of elderly people with proactive digital support in their own homes.</p> <p>To support this approach, we have further developed our 14-bed unit Ty Pili-Pala, attached to Llys Y Bryn care home, where patients leaving hospital can benefit from a period of assessment and rehabilitation. This development has proved highly successful with 70% of people leaving the service with no need for ongoing formal care. We have also launched our integrated reablement home care service, to provide short-term care to those leaving hospital and 90% of people accessing this service have no long-term care requirements on leaving the service.</p> <p>Our overall approach has led to a significant decrease in the number of patients in hospital waiting for care, which is particularly important at the moment with all of the challenges relating to securing care and support at home due to the ongoing recruitment and retention issues in the</p>	Yes

⁴ Household income totals less than 60% of the GB median income

Corporate Strategy Outcomes	Progress during 2022/23	Improved Yes/No?
	care sector. This approach has led to a significant decrease in the number of patients in hospital waiting for care.	
Accessible, inclusive, sustainable services, which promote and facilitate learning, culture, heritage, information, well-being and leisure.	We are progressing an ambitious programme of change in our learning day services provision; buildings are now being utilised for those with the most complex needs and we are working with colleagues in leisure and environment to offer community activities which promote independence and social inclusion.	Yes
Improved preventative services to meet the demands of an ageing population.	A multi-agency Prevention Board has been established comprising of representatives from the Council, Health Board, Public Health and the Third Sector. This Board will start to map existing preventative services in the County, with a view to identifying key gaps and an action plan for development. A new Senior Delivery Manager for Prevention is also in the process of being recruited who will provide leadership across agencies to drive this action plan forward. We have established well-being pathways within the Community Mental Health Teams.	Yes
A reduction and working towards an end to homelessness.	<p>A Rapid Re-Housing Plan has been developed which outlines the vision on how we intend to transform the homeless service.</p> <p>Workstreams as part of the Rapid Re-housing plan have been established to look at key areas which include:</p> <ul style="list-style-type: none"> • The Allocations Policy • Reviewing and Developing housing related support • Temporary accommodation • Developing settled accommodation <p>We have improved the Prevention of Homelessness by:</p> <ul style="list-style-type: none"> • Developing the Housing Hwb Team • Reviewing and Developing the Emergency Allocations Policy • Utilising the Discretionary Housing Prevention Fund <p>The Pre-tenancy team has:</p> <ul style="list-style-type: none"> • Provided more support to new tenants by maximising their benefits/income to help them maintain tenancies. • Expanded the support available to tenants in the private rented sector. • Re-introduced training packages for young people to help them maintain tenancies. • Pilot training program with the DWP as part of the claimant commitment. 	Yes
Availability of good quality and energy efficient affordable homes in the County	The Housing Regeneration and Development Delivery Plan confirms our commitment and approach to increasing the supply of good quality and energy efficient affordable homes throughout the county. In 2022/23 we delivered an additional 323 affordable homes (exceeding our target by over 100 homes), using a range of solutions including:	Yes

Corporate Strategy Outcomes	Progress during 2022/23	Improved Yes/No?
	<ul style="list-style-type: none"> • building new Council homes • bringing empty homes back into use • increasing our housing stock by buying private sector homes on the open market • working with our Housing Association partners and supporting them to build more homes in the County • managing private homes through our inhouse Simple Lettings Agency • delivering affordable homes for low-cost home ownership through the planning system <p>Since the beginning of our affordable housing programme, we have now delivered an additional 1,760 homes, creating homes and communities for local people</p>	
<p>Recognise and seek to limit the disproportionate barriers faced by marginalised groups in accessing services and support which allow them to live and age well.</p>	<p>The Age-friendly Communities approach was developed by the World Health Organisation in 2007, in consultation with older people around the world. It is built on the evidence of what supports healthy and active ageing in a place and supports older residents to shape the place that they live.</p> <p>By following this approach, local groups, leaders, councils, businesses and older residents will all work together to identify and make changes in both the physical and social environments. This includes improving transport, outdoor spaces, volunteering and employment, leisure and community services.</p> <p>All Local Authorities in Wales have received funding from Welsh Government in order to become members of the Age-friendly communities’ programme.</p> <ul style="list-style-type: none"> • During 2022/23, we have undertaken a detailed mapping exercise against the domains of the programme and this evidence will form basis for our future action planning. <p>In recognising that some people groups may face difficulties accessing services and support , we have put a number of things in place to mitigate this . Some examples are as follows:</p> <ul style="list-style-type: none"> • Carmarthenshire is part of a regional independent advocacy scheme which supports people to access services, and as part of their ongoing support . • Information is provided in easy read format and in language of choice. • Interpretation can be facilitated where necessary <p>For individuals with hearing impairments requiring TEC services and alarm monitoring, we can use SMS as means of communication and email/home visits to gather necessary information to enable us to set the service. There is also a lot of TEC available to support individuals with visual and hearing impairments</p>	<p>Yes</p>

Corporate Strategy Outcomes	Progress during 2022/23	Improved Yes/No?
Improved opportunities for all residents in literacy, numeracy and digital skills to upskill for employment.	We have established a skills hub for people with disabilities which will provide opportunities for accredited learning and digital skills to upskill them for volunteering and ultimately employment.	Yes
People are supported to take advantage of local opportunities whether it be through starting a business, gaining qualifications or gaining meaningful employment	The Employability Programmes in Carmarthenshire support individuals who are unemployed or who have been made redundant. The support includes one to one mentoring; training; confidence building; helping with CV' writing and finding suitable employment and volunteering opportunities. The programmes (C4W plus and Workways +) have both helped secure employment for individuals from Carmarthenshire as well as offering training to meet the needs of employers.	Yes

As a Council we focus on the following thematic and service priorities

WBO2a Thematic Priority: Tackling poverty

WBO2b Service Priority: Housing

WBO2c Service Priority: Social Care

Enabling our residents to live and age well

Thematic Priority 2a - Tackling Poverty

34.5% (28,730) of households are living in poverty⁵, a slight decrease of 1.1% since last year.

Whilst this is the case Carmarthenshire still exhibits the 8th highest level of all local authorities in Wales and poverty levels remain higher than the Welsh average by 1.1%.

Cross departmental work to tackle the Cost-of-Living crisis has developed a stronger more integrated approach within the Council and has better consolidated and identified what we are, can and need to do.



Why this is important?

- Poverty and deprivation have serious detrimental effects, impacting all aspects of well-being. It limits the opportunities and prospects for children and young people and damages the quality of life for families and communities.
- Poverty can be a barrier to full participation in society and is too often an intergenerational experience which poses a significant threat to experiencing positive well-being both now and in the future.
- With the added pressures of the cost-of-living crisis there is a need for a fully integrated and collaborative approach to responding and supporting in the areas that we can influence.
- In addition, 34.6% of children in Carmarthenshire are thought to be living in poverty, this translates to around 11,247 children. This exceeds national levels and is the 12th highest level of all local authorities in Wales and the joint sixth highest rate of change over the last five years.
- To corroborate this a large proportion of respondents to a recent consultation agreed that poverty is a problem in their respective area. In addition, the vast majority of the respondents highlighted the cost of living crisis and themes aligned to this as being one of the main challenges being faced by them and their families at the time of survey.


How well are we doing (and how do we know)? 📄 Sources of evidence

The table below shows the overall population indicators and performance measures monitored for the Tackling Poverty thematic priority.

⁵ Household income totals less than 60% of the GB median income -

Population Indicators		
Measure	Trend	Explaining the Data
Households Living in Poverty		<p>Slightly Less Households are in Poverty than the Previous Year but Levels Still Exceed National Averages</p> <p><i>The trendline adjacent covers the period 2014-2022. It depicts a changeable picture characterised by a general downward trend with increases seen in 2018, 2020 and 2021.</i></p> <p>The most recently available data (2022) suggests that 34.5% of all households in Carmarthenshire are living in poverty⁶, this translates to around 28,730 households. This is a slight decrease of 1.1% since last year which mirrors trends seen nationally. It is thought that this is largely to do with the time period covered by the data which coincides with the pandemic.</p> <p>Cross departmental work to tackle the Cost-of-Living crisis has developed a stronger more integrated approach within the Council and has better consolidated and identified what we are doing, can do and need to do.</p> <p>Departments are working hard to support those in most need through:</p> <ul style="list-style-type: none"> • Achieving supported savings in the form of income maximization and grants; • Supporting households to claim what they're entitled to; • Better signposting to relevant support agencies and information.
Median Weekly Pay (Full Time Workers)		<p>Weekly Pay for People Living in Carmarthenshire is Increasing</p> <p><i>The trendline adjacent covers the period 2012-2022 and depicts a generally increasing trend.</i></p> <p>The most recent data for 2021 indicates that Wales' average gross weekly earnings is £603.50 which is significantly lower than the GB average of £642.20⁷.</p> <p>In Carmarthenshire, the average weekly wage is £623.40, higher than the average for Wales but still noticeably lower than the GB average.</p>

⁶ Household income totals less than 60% of the GB median income - £20,021

		<p>Earnings have a direct effect on a person's life, impacting every decision that is made. This becomes particularly difficult if a person's earnings do not allow them to meet their basic needs and made worse if wage growth does not coincide with the rate of inflation, the effects of which many are facing right now.</p> <p>As noted previously, the Council is committed to supporting people to maximise their incomes and access the support that they are entitled to.</p>
<p>Housing Affordability Ratio</p>		<p>Housing Affordability is Amongst the Best in Wales</p> <p><i>The adjacent trendline covers the period 2014-2022 and depicts a fluctuating trend. Increases in the county have not been as significant as other areas in Wales.</i></p> <p>Dividing the house price for a given area by its earnings, produces a ratio which serves as an indicator of relative affordability. A higher ratio indicates that on average, it is less affordable for a resident to purchase a house in their local authority. Conversely, a lower ratio indicates higher affordability in a local authority.</p> <p>Carmarthenshire's current ratio is 5.61 which is significantly lower than the highest ratio in Wales of 9.47. This is the 6th lowest level of all local authorities as of 2022. Whilst increases have been seen over recent years these increases are not as significant as have been seen in other areas. It should be noted that housing affordability will vary between smaller areas within the county.</p> <p>Access to affordable housing is important as it leads to improvements in both physical and mental health and well-being. Put simply, the more affordable housing is then the more money households have to spend on the other things that they need which in turn increases their quality of life.</p> <p>Residents indicated via a recent consultation that it is important that local people are supported to buy homes locally.</p>

Performance Measure		
Poverty is a problem in my area - Residents Consultation	2022	<p>Poverty rates are generally on the rise, both at a national level and at a Carmarthenshire level, a trend which is likely to be exacerbated by the rising cost of living.</p> <p>Responses to this statement were mixed, however a higher proportion overall agree that poverty is a problem in their area. Further analysis indicates that agreement was more acute amongst some groups, as follows:</p> <ul style="list-style-type: none"> • Respondents with disabilities, • Respondents with caring responsibilities, • Members of the LGBTQ+ community, • Respondents whose household incomes are below £30,000 per year • Respondents who are either serving members of the armed forces or are veterans.
	0.23	

Progress in 2022/23

Child Poverty

- Children are consistently the age group most likely to be in relative income poverty; this is true across all four UK nations. Data for 2019/20 indicated that 31.3% of children in Carmarthenshire were living in poverty, compared with 30.6% at a Wales level.
- The latest data for 2021 estimates that 34% of children in Wales are living in poverty, a percentage point increase of 4.8 over the last five years. This is compared to an UK level of 27%. The figures for Carmarthenshire show a 4.7 percentage point increase over the same time period, with 34.6% of children living in poverty.⁸ This translates to around 11,247 children. This is the 12th highest level of all local authorities in Wales and the joint sixth highest rate of change over the last five years.⁹
- The largest proportion of children living in poverty live in workless households. However, more concerning is the increasing rate at which children living in working households are living in poverty. At a Wales level the risk of a child being in poverty in a household whereby all adults are in work is 17%. This is an increase of 5 percentage points from 12% over the last ten years.¹⁰

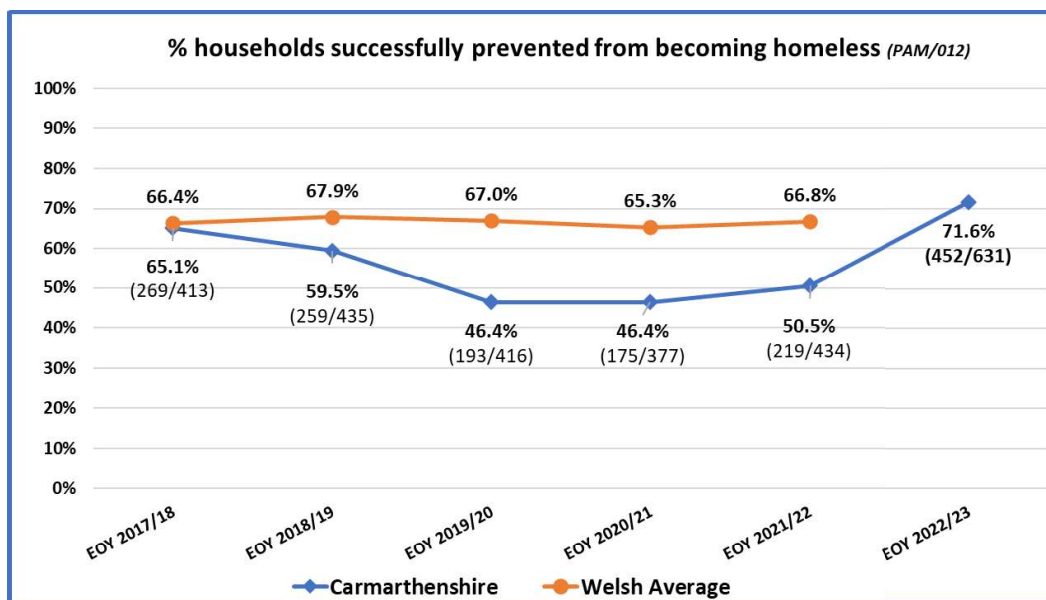
Toybox Appeal 2022

Over 9,900 toys and gifts to 1,650 children

This is an increase of 28% in the number of nominations. We are once again extremely grateful to the people of Carmarthenshire for their astounding generosity. The support has come from county councillors, town and community councils, churches and chapels, schools, shops, businesses, and extremely generous individuals from all corners of the county. This has enabled us to provide support for children and young people during the Christmas period and is a real example of the whole community working together to support families in need.

Homelessness Prevention

- % of households successfully prevented from becoming homeless in Carmarthenshire has improved from 50.5% (2021/22) to 71.63% (2022/23), this is the highest recorded prevention figure since reporting commenced in 2017/18.



⁸ [Child-Poverty-AHC-estimates-2015-2021-FINAL.xlsx \(live.com\)](#)

⁹ The HBAI figures for 2020/21 are less reliable than earlier years due to sampling issues related to the pandemic. This should be kept in mind when interpreting the statistics

¹⁰ <https://stats.wales.gov.wales/Catalogue/Community-Safety-and-Social-Inclusion/Poverty/childreninrelativeincomepoverty-by-economicstatusofhousehold>

We have achieved this by:

- developing the Housing Hwb Team – we now have more emphasis at the first point of contact where we are able to assess households’ circumstances in more detail to tailor the support and advice they require. By creating our in-house support team and re-aligning existing resources we have moved from a reactive service to a more preventative service.
- the introduction of the Emergency Allocations Policy. This has enabled us to directly match homes to applicants most in need, such as those who are homeless, are at risk of homelessness or are in urgent housing need. We are able to allocate homes more quickly and ensure the property they are matched to meets their needs and is in an area they have a community connection to.
- utilising Welsh Government grant funding known as the Discretionary Homelessness Prevention Fund. This funding has helped to prevent and relieve homelessness by utilising the money made available to top up rent where there is a shortfall, pay rent in advance to secure a new home where an individual wishes to move to, help to reduce rent arrears to enable existing tenants remain in their homes. By using this funding and offering other support services available from within the team we have been able to prevent more households from becoming homeless and help them to sustain their tenancies.
- Converting 8 3-bedroom houses into 2-bedroom en-suit properties suitable for 2 people to share accommodation. This has helped to alleviate the pressure on single person accommodation within the county.

Living in material deprivation

- ⊙ Five of Carmarthenshire’s Lower Super Output Areas (LSOAs) are identified as being in the top 10% most deprived in Wales and rank highly in a number of the domains most closely related to poverty, namely, income, employment, health, education and housing. These areas are: Tyisha 2, Glan-y-môr 4, Bigyn 4, Tyisha 3, Llwynhendy 3.
- ⊙ Since 2011 the number of areas in Carmarthenshire included in the 30% most deprived in Wales has increased by 25% which further corroborates the increasing poverty rates evident in the county.
- ⊙ A more detailed analysis of the 2019 WIMD data for Carmarthenshire can be accessed [here](#).

Review of our approach to Tackling Poverty

- ⊙ Our new Data Insight Team developed a poverty profile for Carmarthenshire so that we could understand the issues involved.
- ⊙ Cross departmental work to tackle the Cost-of-Living crisis has developed a stronger more integrated approach within the Council and has better consolidated and identified what we are doing, can do and need to do. We have prepared a Tackling Poverty Plan which *will be revised when Welsh Government publish their Child Poverty Strategy within the next 12-months*.
- ⊙ During the year Audit Wales published a report on poverty and made 2 recommendations for Welsh Government and 6 for local authorities. This was an all-Wales report and we had already been doing many of the best practice ideas recommended by the all Wales study.

This report looks at the challenge of poverty in Wales and how government is responding.

It acknowledges that effectively tackling poverty is not easy and is exceedingly difficult for both Welsh Government and councils in Wales. This is the first of three reviews on the challenge of alleviating and tackling poverty

Comment

The report identified best practice and we had already achieved a number of its recommendations.

	Recommendations for Local Authorities Abbreviated	Status	Comment
A	That councils use their Well-being Plans to provide a comprehensive focus on tackling poverty to co-ordinate their efforts, meet local needs and support the revised national plan targets and actions	✓	The Council will set tackling poverty as a thematic priority within one of its well-being objectives within the new Corporate Strategy and the PSB has also included tackling poverty in its draft Well-being Plan. Actions and measures to make progress against these objectives will be determined with clarity between organisational and partnership response to avoid duplication.
B	That each council designate a cabinet member as the council's poverty champion and designate a senior officer to lead and be accountable for the anti-poverty agenda	✓	Cllr Linda Davies Evans, Deputy Leader & Cabinet Member for Tackling Poverty already appointed following May 2022 elections. The Head of ICT & Corporate Policy identified as lead senior officer.
C	That councils improve their understanding of their residents' 'lived experience' through meaningful involvement in decision-making using 'experience mapping' and/or 'Poverty Truth Commissions' to review and improve accessibility to and use of council services.		Agreement to develop a Carmarthenshire engagement programme to seek views of residents. (By December 2023)
D	To ensure people are able to get the information and advice they need, we recommend that councils optimise their digital services by creating a single landing page on their website	✓	This is available through the Council's Website on the 'Claim What's Yours' page
E	To streamline and improve application and information services for people in poverty		<ul style="list-style-type: none"> • Work already underway centred around the Council's Hwb model. • Collation and use of data is being considered as part of wider Council data suite. • Specific issues relating to data sharing will be considered. (by September 2023)
F	That councils review their integrated impact assessments or equivalent		<ul style="list-style-type: none"> • Development of up to date Carmarthenshire data profiles is underway. • Review of Integrated Impact Assessment to ensure capture of these elements will be undertaken. (by September 2023)

Preventing Poverty

We have re-introduced our in-person pre-accommodation training courses which can be accessed by anyone cross tenure within Carmarthenshire. This has helped to identify support needs at an earlier point, signpost to appropriate support including income maximisation and informing people of what help is available to them.

We have Private Rented Sector Support Workers located in the 3 Job Centre Plus offices to provide help and advice to anyone with a housing cost attached to their Universal Credit (UC) claim.

Poverty and Work

Whilst it is well evidenced that being in paid employment reduces the risk of poverty compared to being in a workless household, trend data indicates that levels of what is termed as 'in-work' poverty are rising. For context, the risk of being in poverty for working age adults living in a household where all adults work has increased by 2 percentage points between 2010 and 2020.¹¹

Further evidence shows that the risk of poverty is higher for disabled workers, BAME workers, single parents and families with children. Falling benefit incomes and rising living costs continue to pull low-income working families into poverty.¹²

Job quality (remuneration), job quantity (labour market participation of household members) and household expenditure (cost of dependents) are some of the contributory factors to in-work poverty. We recognise therefore, the importance of meaningful employment and in line with this ensuring that people are supported into work or to improve their employability prospects is a priority for us. Through our Communities 4 Work Plus programmes we have achieved the following:

- ⦿ **532 adults** received **employability support** during 2022/23 with all (100%) of them feeling more positive with improved confidence about seeking work. *(EconD/020)*
- ⦿ **414 adults** received **digital inclusion support** during 2022/23 with all (100%) of them feeling more confident in using a computer and gaining IT skills. *(EconD/021)*
- ⦿ **502 accredited qualifications** were achieved by residents attending Employment related courses during 2022/23. *(EconD/022)*
- ⦿ **204** individuals were supported through Council employability schemes to earn the real living wages during 2022/23, this is an increase on the previous year of 153. *(EconD/023)*

Improving the lives of those living in poverty

Hwb Advisor Support

- ⦿ Specialist help, support and advice to help with the cost of living and other matters is available at each of our customer service Hwbs in Ammanford, Llanelli and Carmarthen, on the phone through our contact centre or online through the Claim What's Yours website page.
- ⦿ Hwb advisers, working alongside budgeting officers, are available every day to provide tailored packages of support to residents with access to a range of council and other partner support services available to residents.

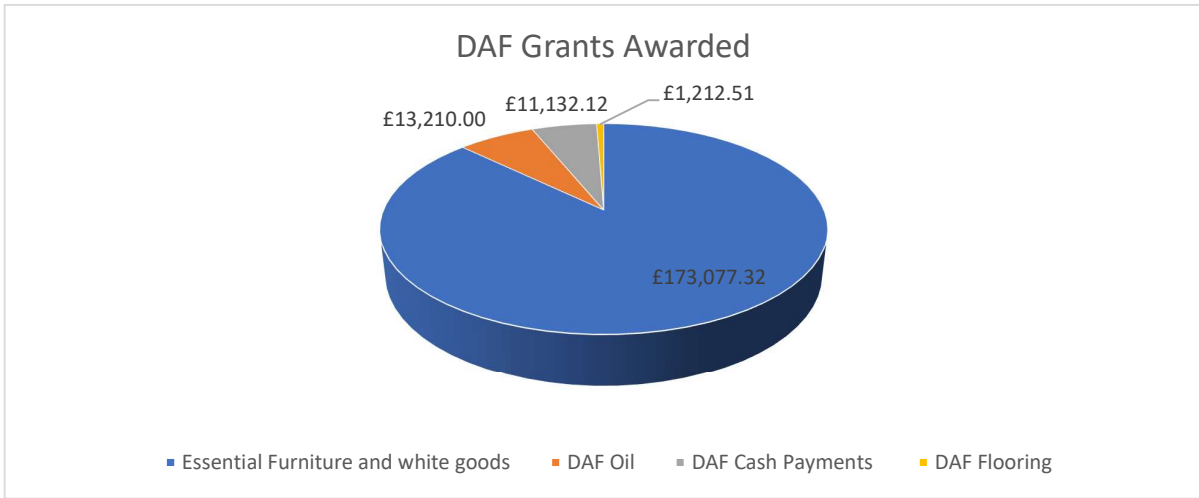
Pre-Accommodation Support

- ⦿ For the financial year April 2022/2023, we have supported a total of 847 new tenants' cross tenure (helping achieve £787,900 of supported savings in the form of income maximisation and grants). This is higher than the previous year due to an expansion of the service and, we are now recording Council Tax Reduction / Discounts - £345,641 for 2022/23.

¹¹ [Working age adults in relative income poverty by economic status of household \(gov.wales\)](https://gov.wales)

¹² [UK Poverty 2019/20: Work | JRF](#)

- Pre-Accommodation staff helped with income maximisation and completing several different benefit applications that financially impacted the tenants. We are trusted partners to apply to the Welsh Government Discretionary Assistance Fund (DAF) providing grants for white goods, off grid fuel and Emergency Assistance Payments, as well as verified assessors for Welsh Water, where we can apply for reduced water rates to qualifying households.



- We issue Foodbank vouchers and make referrals as required for more complex cases.
- Pre-Accommodation support has been expanded into the Private Rented Sector (PRS) and we have also supported 138 tenancies in the PRS (included in figure above), through Housing Support Grant funding.
- Our PRS Support Officers are now located in the 3 main Job Centre Offices, taking referrals for anyone making a claim for Universal Credit and have housing costs in the PRS.
- We have re-started our training programme for people who join our housing register. We have provided training to: Youth Training - 19 young people; General training (in person) - 81 Households; General advice provided via phone email - 51 households.
- We have also extended the training to include a module for University of Wales Trinity Saint David as part of a Youth Workers course.
- We have started a pilot of partnership working with the Department for Work & Pensions (DWP) to provide training to young jobseekers as part of their claimant commitment.
- Satisfaction with our service for 2022/23 was 4.85 out of 5 based on responses returned.

Warm Places

- As a result of the pressing cost of living crisis and rising energy costs the Council established dedicated warm places in Carmarthen, Llanelli and Ammanford libraries. Newspapers, magazines, computers / iPads and a television are available in a comfortable seating area. By the end of March 2023 just over 8,000 attendances, within these warm places.
- In addition to the Council run facilities a Welsh Government Poverty Grant of £274,000 was administered by the Council to support the establishment of 45 community led warm spaces and 6 food related projects. The community-based service up to the end of March 2023, recorded approximately 10,000 attendances across these provisions.

Supporting families to claim all the financial support they are entitled to.

- We continue to support families to claim all the support they are entitled to and actively pursue information to enable Housing Benefit and Council Tax Reduction Scheme claims to be processed as quickly as possible. We ensure we promote Discretionary Housing Payments and also actively encourage take up. There is close multi-Council service working and links with housing associations. An extra £100k has been allocated to the DHP fund via the cost -of -living discretionary scheme. In addition, we will undertake the relevant signposting and referrals to ensure that families receive the relevant advice and support.
- ! The average time taken to process new Housing /Council Tax Reduction Scheme claims **(6.6.1.2)** during 2022/23 is 18.46 days. Although this is higher than in 2021/22 when it was just over 16 days, this is still well within the DWP (Department for Work and Pensions) requirements of 30 days to process new claims.
- The average time taken to process Housing/Council Tax Reduction Scheme notifications of changes of circumstances continues to be very good at 3.62 days. **(6.6.1.3)**

Is anyone better off?

Hwb Advisor impact

Mrs H called into Hwb as she had received a summons for her council tax, as the Hwb Advisor was talking to her they could see that Mrs H was facing other financial difficulties, so the Hwb Advisor offered support to work through circumstances.

Mrs H was a single parent of 3 and a homeowner. Her only income was Employment Support Allowance (ESA), industrial injuries, Personal Independent Allowance (PIP - lower rate) and child benefit.

She was struggling with day-to-day bills and school dinners. She had applied for Free School meals but had been turned down.

Action Taken by Hwb Advisor

1. Issued with a council tax reduction (CTR) form and to apply for back dating
2. Checked council tax and could see there was no Single Occupancy Discount (SPD) in place, husband had left 2 years previous, issued SPD form
3. Advised to apply for Universal Credit (UC)
4. Advised to appeal Personal Independence Allowance (PIP) and apply for enhanced rate
5. Advised to apply for a blue badge due to health condition
6. Contacted Free School Meals services who advised to apply again if UC awarded and for Uniform Grant

Outcome

1. Council tax reduction awarded and backdated 3 months
2. Single Person Discount (SPD) awarded and backdated – refunded £1200
3. Awarded Universal Credit (UC)
4. Awarded the enhanced PIP
5. Awarded a blue badge
6. Free School Meals and Pupil Development Grant awarded

Mrs H was pleased with the help and support that she had received from the Hwb Advisor and noted that she was now approximately £800 a month better off and not struggling.



What and how we can do better

See our delivery plan to achieve this objective in Appendix 7

Governance Arrangements

- **Cross-party Tackling Poverty Advisory Panel** – The Tackling Poverty Advisory Panel provides important support to the Cabinet Member with responsibility for tackling poverty. The Panel which is made up of a cross-party group of elected members oversees and monitors the Council’s Tackling Poverty Action Plan, overarching policy and wider tackling poverty agenda.
- During November 2022 the Council established a Head of Service level **Tackling Poverty Officers Working Group** in order to ensure a multi-service response to the cost of living crises. This approach has proved to be extremely beneficial and the collaboration and integration between Council services and with external stakeholders has been extremely beneficial in developing our response to cost of living pressures for residents.

2b - Service Priority- Housing

We have delivered over 1,000 additional affordable homes over the last four years

Good quality affordable homes are the bedrock of healthy and sustainable communities. Delivery through our plans and our new Housing and Regeneration and Development Delivery Plan continues to exceed targets.

Why this is important?

- Good quality affordable homes as well as continued significant investment in existing homes promotes health and well-being, meeting the individual needs of the residents, building resilient and cohesive communities and places where people want to live. Investment in existing and the additional supply of homes in our rural and urban communities across the County will be key to enabling community resilience and cohesion.

How well are we doing (and how do we know)? Sources of evidence

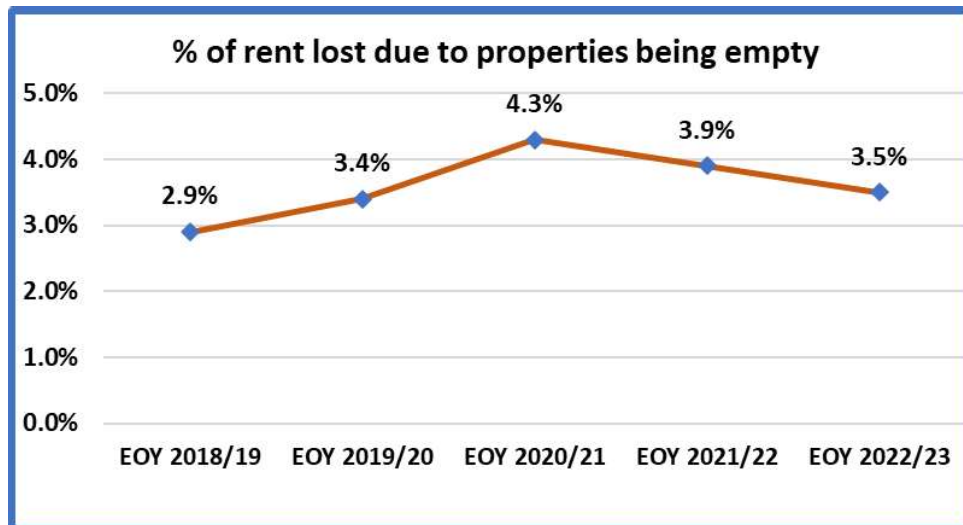
Success Measures / Explaining the Results


During 2022/23 we provided pre-accommodation support to 847 people cross tenure within Carmarthenshire. Within our own stock, we were able to support over 99% of new tenancies which started between 1st of April 2022 and 31st of March 2023.

- 323 additional affordable homes** were delivered in Carmarthenshire during 2022/23 (7.3.2.24)



- 3.5% of council house rent was lost due to properties being empty (Voids) during 2022/23 (PAM/039) this is an improvement on the last couple of years but not quite back to pre-COVID levels yet. We will continue to implement further improvement actions over the months to come, as laid out in our Void Action Plan and approved by Improvement Board. This has seen recent rates fall below 2018/19 levels.



 <p>Internal Audit</p>	<p>Housing Voids (Final report Issued:23rd August) <i>Assurance Rating: Acceptable</i></p> <p>Objective of the review: The objective of the review was to ensure that the systems and procedures in place for Voids and Allocations are robust and comply with the Authority’s approved policies and procedures and current legislation.</p>	<p>Assurance Rating</p> <table border="1"> <tr> <td>High</td> </tr> <tr> <td>Acceptable</td> </tr> <tr> <td>Low</td> </tr> </table>	High	Acceptable	Low
High					
Acceptable					
Low					

- It took an average of just over **6 calendar days to complete housing repairs** during 2022/23 (PAM/037), this is an improvement on the previous year of 15.1 days which was caused by a backlog of repairs on the aftermath of COVID and restrictions that came with it.



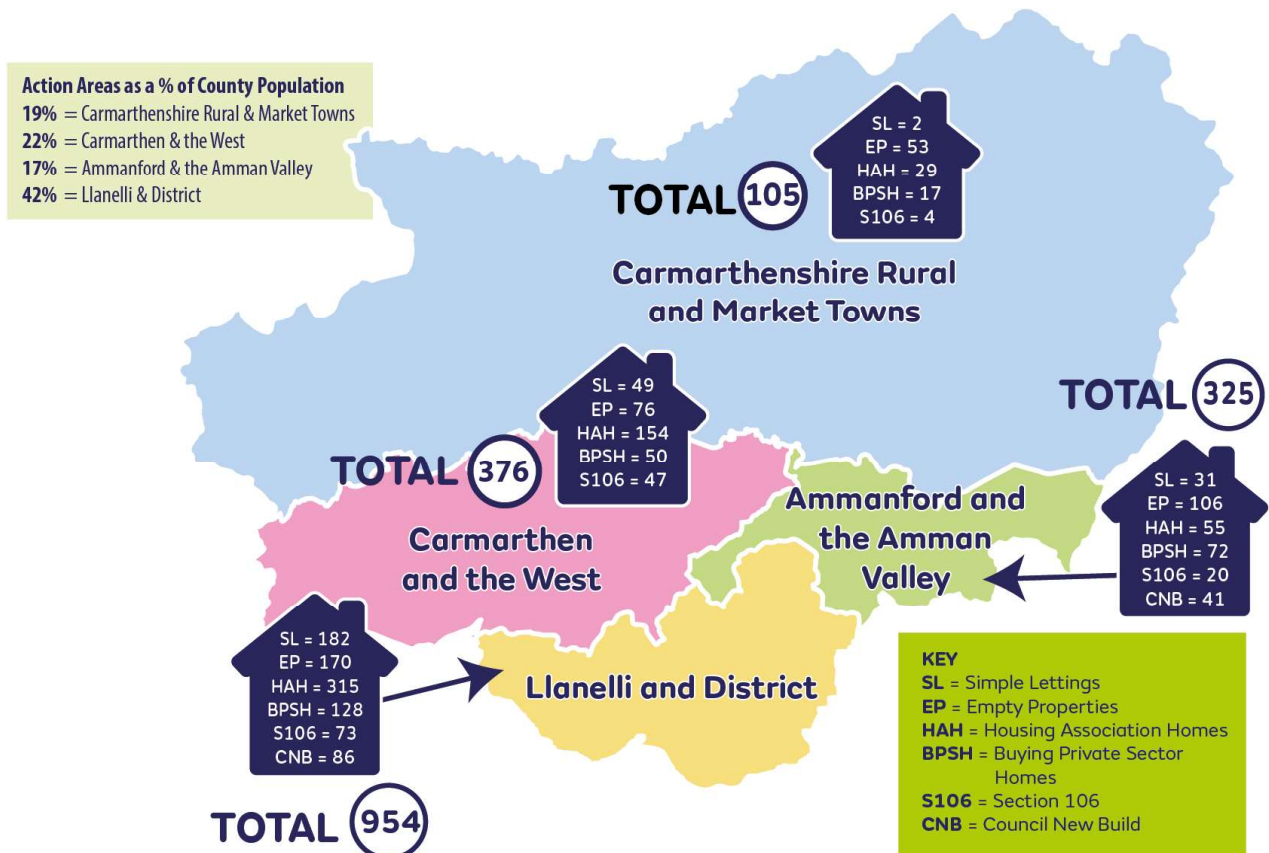
- There are many properties in the County that have been vacant for 6 months or more, as an Authority we provide advice and guidance as well as Welsh Government funded Empty Property Grants, to help to bring these empty properties back into use. Therefore, of the 1,980 empty properties that were empty in April 2022, we have helped **143 properties to be brought back into use** (PAM013), this equates to **7.2%** which is an improvement on 6% in 2021/22. The delivery of the Western Valleys Task Force, Valleys Task Force, Houses into Homes schemes, and a strong enforcement regime has allowed us to meet our target at the end of the year. There are however barriers that we have had to overcome like the economic crisis, supply and contractor availability and understanding the data/landscape of empty properties across the county that has slowed progress. The general decrease in the number of empty homes over the past 5 years and meeting this year’s target gives us a solid foundation to work from to deliver on the objectives within the empty homes policy over the next 3 years.

Progress in 2022/23


Affordable Homes

- Through our plans and our new Housing Regeneration and Development Delivery Plan we have delivered a total of 1,760 additional affordable homes since 2016, exceeding our targets every year. As noted previously, 1,105 of those have been delivered in the last four years. Our current homes have been delivered throughout the County using a range of solutions as shown in the map.

Countywide Affordable Housing Delivery




- A brand new supported accommodation project has been launched in Coleshill Terrace which provides 24-hour support for residents. This project is a collaborative approach between Housing and Social Care and forms part of the Council's five-year Housing Regeneration and Development Delivery Plan.
- The Council's first five new build developments have been completed and let creating 127 new homes in Llanelli, Burry Port, Pembrey, Ammanford and Llandybie.

<p>Internal Audit</p> 	<p>Affordable Homes (Final Report Issued: 6th July 2022) Assurance Rating: Acceptable</p> <p>Objective of the review: To ensure that systems and procedures for the management and administration of ‘affordable housing’ complied with those detailed in the approved Policies and Procedures. The audit also reviewed the adequacy of controls in place to verify the information declared in applications and confirmed that income is appropriately accounted for.</p>	<p>Assurance Rating</p> <table border="1" data-bbox="1237 197 1425 340"> <tr><td>High</td></tr> <tr><td>Acceptable</td></tr> <tr><td>Low</td></tr> </table>	High	Acceptable	Low
High					
Acceptable					
Low					

Housing Property

- ⦿ We have undertaken 643 detailed surveys in our council homes in order to establish a programme of investment for our tenants.

<p>Internal Audit</p> 	<p>Disabled Facilities Grants (DFGs) <i>Objective of the review:</i> The objective of the review was to ensure that effective systems and procedures are in place for the management, administration, and reporting of Disabled Facilities Grants.</p>	<p>Assurance Rating</p> <table border="1" data-bbox="1256 743 1425 856"> <tr><td>High</td></tr> <tr><td>Acceptable</td></tr> <tr><td>Low</td></tr> </table>	High	Acceptable	Low
High					
Acceptable					
Low					

Is anyone better off?

First tenants move into new supported housing project in Llanelli

Carmarthenshire County Council has opened a brand-new supported accommodation project with 24-hour support for its residents in Coleshill Terrace, Llanelli. The Council has transformed the former Registrar Office and Cash Desk into quality supported accommodation for eight individuals, helping them to live independently in the community.



The works to transform the building have been jointly funded by Welsh Government’s Integrated Care Fund and Carmarthenshire County Council. The new facility contains four self-contained flats and a separate shared accommodation unit for four tenants.

The Coleshill Terrace project forms part of our commitment to increasing the supply of affordable, quality supported accommodation that is owned by the Council, as part of our affordable housing delivery plan.

This is a collaborative approach between Housing and social care that will help individuals live independently in their own homes. We will also provide appropriate support to manage their own tenancy to achieve greater freedom and control in their lives.

This project forms part of the Council’s five-year Housing Regeneration and Development Delivery Plan which will see the creation of over 2,000 homes within five years and an investment of over £300million.

What and how we can do better

See our delivery plan to achieve this objective in Appendix 7

Governance Arrangements

A range of cross Divisional Groups have been established to ensure the effective governance of Divisional plans in addition to the formal political structures. These include:

- Housing and Regeneration Steering Group- Affordable Homes Programme
- Participation in RDT and Transformation Board
- Quarterly performance management sessions with Cabinet members across the Housing and Public Protection Division
- Improvement Board for Housing Voids and repairs
- Weekly SMT/DMTs

2c - Service Priority- Social Care

Following the pandemic, we have seen increased demand for all social care services, made more challenging by the increasing complexity of cases, however, we have continued to innovate, develop and protect the most vulnerable. We are also clear regarding priorities and service improvements going forward.

Why is this important?

- 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.

How well are we doing (and how do we know)? 📌 Sources of evidence

Success Measures / Explaining the Results

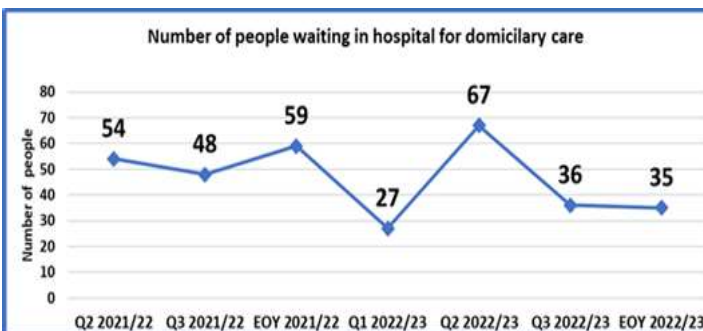


66%

Agree there's a good social care service available in their area
(Previously 47.5%)

Source: National Survey for Wales

According to the 2020/21 [National Survey for Wales](#) 66% of participants believed that there is **good Social Care Service available in the area**. This is an improvement on the last survey result of 47.5% and above the Welsh average of 63.9%.



The number of people waiting in hospital for domiciliary care varies during the year and is an 'as at' figure captured at the end of each month.

We continue our efforts to increase care capacity available via both internal and external recruitment and retention initiatives. We are increasing capacity through our enhanced integrated reablement service, which will help increase capacity available. There is a positive impact in reducing those waiting in hospital from our Home First approach, and providing short-term services where capacity allows. **(ASC/001)**

It takes us an average of **277** calendar days to deliver a

Disabled Facilities Grant

(Previously 259 days)



A backlog of delivering Disabled Facilities Grant adaptations occurred due to COVID-19 restrictions with delays and the ability to complete ongoing site work, since then the average number of days to complete these adaptations remains as we try to clear that backlog. This together with experiencing issues around contractor capacity, work is generally taking longer to complete. We are working on a new contractor framework and discussing ways to increase capacity in the interim



51.8% (198/382) of people referred to the National Exercise Referral scheme that completed the 16-week programme

(Pre-COVID this was at 57.4%-374/652)
(PAM/041)

The ability to run the full programme of NERS sessions (over the full 16-week programme) has been affected by capacity issues within the wider Health and Fitness team, and specifically the specialist NERS team. Exercise referrals cannot be taken and managed without qualified NERS instructors and upskilling a pool of staff to improve this position. Whilst both the number of overall referrals and then the number that complete the 16-week programme (a national indicator that reflects likely long-term adherence to healthier habits) are not back to pre-covid figures, both are improving, as we build back capacity and resilience in the team.

Progress in 2022/23

- ⦿ Despite all of the workforce challenges across social care, we have effectively managed the risk to Carmarthenshire residents. Similarly, to the rest of Wales and the UK, due to the ongoing shortage of qualified and non-qualified social care staff, we have many more people than we would like, waiting for social work assessment and care. Whilst we are doing everything we can to address these workforce challenges, it has been important that we keep those that are waiting safe. We have done this through effective and regular triage and prioritisation of those waiting for assessment to ensure that those in greatest need are assessed first. We have then ensured that once someone is assessed and waiting for care, we keep in regular contact through our Care and Support Coordinators to monitor any escalation of need which needs to be addressed.
- ⦿ We have established our Home First approach which supports earlier discharge from hospital and is starting to respond to people in crisis in the community. We are consequently providing patients with a period of assessment either at home or in a bed-based setting, prior to determining the long-term care arrangements required. This approach has led to a significant decrease in the number of patients in hospital waiting for care, which is particularly important at the moment with all of the challenges relating to securing care and support at home.
- ⦿ In 2022 the new integrated Home First Team, which is a collaboration between the Local Authority and Hywel Dda University Health Board, were finalists in the **UK Public Sector Transformation Awards**.

- ⦿ The Council's Reablement service is a critical pillar of Intermediate Care and is heavily involved with the Home First approach, which is proving to be an innovative and successful way of improving person centred outcomes for citizens. The success of the integrated approach with Hywel Dda University Health Board has been recognised in a number of local and national awards received in 2022/23.



- ❖ HDUHB team of the month – February 2022
- ❖ Public Sector Transformation Awards March 2022 – silver award in the Transformation in Health & Social Care Category
- ❖ NHS Wales October 2022 – Delivering Person Centred Care
- ❖ NHS Wales awards October 2022 – Outstanding Contribution to the Transformation of Health and Care
- ⦿ The Council's in house Homecare Service deploys 275 carers to deliver over 3,500 hours of essential care and support to over 330 citizens across the county. A Care Inspectorate Wales inspection report of 2022 found that:
 - ❖ People and their relatives speak highly about the care and support they receive.
 - ❖ The service provides an 'Active Offer' of the Welsh language. It anticipates, identifies and meets the Welsh language and cultural needs of people who use, or may use, the service.
 - ❖ Care Staff are knowledgeable, caring and take pride in the care and support they provide.
 - ❖ Care staff are well trained, have a good knowledge of the people they care for and are enthusiastic about working in the service.
 - ❖ The service has a strong leadership team with a clear vision for the service.
- ⦿ The success of the Carmarthenshire in-house long-term Homecare Service was celebrated when they became winners of the Great British Care Awards Wales, Homecare Team Award in January 2023.
- ⦿ Tŷ Pili Pala is a bed-based reablement unit which was established in joint partnership with Hywel Dda University Health Board, supporting people to be discharged from hospital with the aim of enabling people to return home safely and maintain their independence. During 2022/23, 125 people were admitted and 119 have returned home either with reablement, low-level support provided by the Red Cross, home care or no service at all.
- ⦿ Delta Well-being and Hywel Dda University Health Board have won a 'Partnership in Tec' award for a telehealth project which supports patients to manage their health and make sure they are fit for surgery. The project supports patients to monitor cardiac, lung function and chronic obstructive pulmonary disease remotely from their own homes using a range of health equipment paired to a mobile phone.
- ⦿ Delta Well-being's Rapid Response Team is helping to prevent unnecessary ambulance callouts and hospital admissions by attending non-medical emergencies and supporting people in their own homes. In 2022/23, they supported 152 people in this way as well as helped bridge care arrangements which were due to start within the next week to support patients to come home from hospital sooner.

- ⦿ A Skills hub for adults with disabilities has opened in Cross Hands. The Hub offers structured opportunities to learn new skills and will offer accredited training to enable people to progress volunteering and potential employment opportunities going forward.
- ⦿ We have continued to develop new and innovative ways to grow our workforce and address some of the recruitment challenges that we continue to face:
 - A Care Academi which offers exciting opportunities to those looking for a career in social work or social care was established. 7 people are currently on the programme and recruitment for the next cohort is underway. Individuals will have experience in the different social care settings through placement rotations. We are also growing our own social workers through an increase in the number of traineeships within the Council.
 - We continue to work with the external domiciliary sector to look at ways to develop their workforce. This has included the retendering of our domiciliary care framework to ensure that we have effective coverage across the county. Following a successful pilot in Pembrokeshire, we are starting to develop micro-enterprises to deliver care in discreet communities.
- ⦿ We are starting to develop our overall approach to prevention and supporting people earlier before they need a statutory intervention. In line with this, we have recently retendered our preventative services aligned the 5 localities supported under our domiciliary care framework. Third sector organisations are starting to work in each locality to understand what they need in relation to preventative services to develop a bespoke offer which addresses the need of individual communities.
- ⦿ We have collaborated with colleagues in housing and commissioning to progress several accommodation projects and utilised external funding such as the Integrated Care (Capital) Fund to progress bespoke housing projects: We have developed six accommodation schemes for individuals with a learning disability.
- ⦿ In relation to substance misuse our specialist team have been raising awareness of the impact of substance misuse across the county. The team have provided training for staff working with adults and children including front line care staff. This year the team have also provided intensive support for people with Alcohol Related Brain Damage. Prevention is a key objective for the team.

Is anyone better off?

‘Living her best life’

R is a young woman aged 20 who has successfully moved into supported living from residential care . Following her long transition to living a more independent life, R has been supported by a dedicated team and a loving family. R is now said to be ‘living her best life’. People close to R made sure that her wishes and feelings were at the forefront of any decision-making process.

At her previous accommodation R preferred to spend time in her room and living area, knowing this the team ensured her new room was decorated and refurbished to her requirements. Following her move R has amazed everyone by choosing to spend significant periods of time with the other people in the communal areas within the house.

Watching her cut the ribbon at her own front door on the day of her move with a beaming smile brought a tear to the eyes of all who have supported her.

In R’s words her enthusiasm for being in her new home is expressed by an exuberant ‘All right Butt’ when she meets people on a day-to-day basis. All who know and understand how R communicates see this as her saying very clearly ‘I’m happy and I feel safe’.

What and how we can do better

See our delivery plan to achieve this objective in Appendix 7

Governance Arrangements

- Monthly Integrated Services Quality Assurance Senior Management Team meetings.
- Performance Management Framework and scheduled dedicated Performance focused meetings as well as regular review of performance via Communities DMT and Integrated Services Quality Assurance SMT.
- We produce a Directors Annual Report ensuring a self-assessment of Social Services functions which is audited by the Care Inspectorate Wales.
- Assurance meetings with CIW 3 times a year.

Well-being Objective 3 – Prosperous Communities

Enabling our communities and environment to be healthy, safe, and prosperous.



Overarching judgement

We want to enable our communities and environment to be healthy, safe, and prosperous.

- *There are positive signs emerging from the local economy, but some challenges remain.*
- *Whilst we have significant Environmental challenges to address, significant early progress has been made and innovative work to develop carbon trajectories will assist us in targeting activity to meet the more challenging carbon reduction targets.*
- *We have made significant improvement to waste recycling as a result of service changes.*

Why this is important

Providing secure and well-paid jobs for local people is crucial and 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.

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.

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.

Areas of the County are susceptible to the negative effects of the climate emergency, especially flooding. Just over 15,000 properties in the County are currently at some level of flood 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 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.

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.



Useful links:


[Corporate Strategy 2022/27](#)




The key success measures we set ourselves for this overall objective

The table below shows the overall population indicators and performance measures which will be monitored for Well-being Objective 3.

Population Indicators in the main are publicly available data that have been identified to develop an understanding of trends and Carmarthenshire's position relative to the other local authorities in Wales. Through our well-being objectives the Council has an important role to play in making progress against these indicators, however, it should be noted that these are not solely indicative of the Council's performance and will be influenced by many external factors.

Performance Measures are inclusive of statutory returns, internal Council measures and consultation findings that we utilise to measure and monitor performance on a regular basis. These are the direct responsibility of the Council.

Population Indicators		
Indicator	Trend	Explaining the Data
Gross Disposable Household Income (GDHI)		<p>Disposable Household Income is Rising but Levels Remain Below National Averages</p> <p><i>The trendline adjacent covers the period 2016 to 2020 and shows a generally increasing trend.</i></p> <p>GDHI is an estimate of the amount of money that a household has available to spend on goods, services and saving.</p> <p>In 2020, gross disposable household income (GDHI) per head in the UK fell 0.2% when compared with 2019; England fell by 0.2% and Northern Ireland by 0.5%, while Wales and Scotland reported increases of 0.9% and 0.3%, respectively.</p> <p>Carmarthenshire saw growth of 1.1% over the same time period to £17,349 in 2020, which exceeds the growth rate for Wales and the other home nations. Whilst this is positive, this level remains below the Wales average of £17,592 and is significantly below the UK average of £21,440.</p> <p>Inflation is running at its highest level for many years with essential items like food and utilities seeing the most significant rises. This means that people are paying more for these items when in most cases their disposable income is not increasing at the same rate. This causes pressure for households and can ultimately result in a decline to living standards, impacting health, safety and prosperity.</p> <p>Whilst this is directly related to support mechanisms detailed in WBO 2, the Council also recognises the important role the local economy has to play in this respect, in providing local people with opportunities to access meaningful information or support to maximise their employability prospects.</p>

<p>Number of people killed and seriously injured on the roads</p>		<p>The Number of People Killed or Seriously Injured on the Roads has Increased Following the Height of the Pandemic</p> <p><i>The trendline adjacent covers the period 2019 to 2022 and shows a fluctuating pattern characterised by the Covid pandemic.</i></p> <p>The most recent data for 2021 at a Wales level indicates that 5.3% of all deaths of those aged 5-19 and 3.9% of those aged 20-34 were due to land transport accidents.¹³</p> <p>As of 2022, Carmarthenshire saw the second highest number of people (83) killed or seriously injured on the road of all local authorities in Wales.</p> <p>The Council is committed to making the County's roads safer through strengthened partnership working to raise awareness, educate and train all types of road users in order to improve skills and behaviour.</p>
<p>Levels of nitrogen dioxide (NO2) pollution in the air</p>		<p>The Level of Nitrogen Dioxide in the Air is Decreasing</p> <p><i>The trendline adjacent covers the period 2016 to 2020 and shows a generally decreasing trend.</i></p> <p>This measure provides an indication of air quality by providing an average concentration of pollutants in the air. Nitrogen dioxide is one of several major pollutants and is released into the air by the burning of fuel. These pollutants not only have serious detrimental impacts on human health but also exacerbate the climate and nature emergencies that we are facing.</p> <p>Positively, the level of Nitrogen Dioxide in the air in Carmarthenshire has been on a mainly downward trend, decreasing from 5.9 (µg/m3) in 2019 to 4.2 (µg/m3) in 2020.</p> <p>Whilst this compares positively with the Wales average of 6.5 (µg/m3) the county now has the 8th lowest level of all local authorities in Wales compared to 6th the previous year.</p>
<p>Crime rates</p>		<p>Despite Increasing Rates, Carmarthenshire Remains One of the Safest Places in the Country</p> <p><i>The trendline adjacent covers the period 2018/19 to 2022/23 and shows an increasing trend, characterised by sharp increases between 2021 and 2022.</i></p> <p>Crime volumes have been generally increasing in Carmarthenshire over the last five years. The most recent data for financial year 2022/23 indicates that there were 16,381 incidents of recorded crime in the county which is an increase of 497 on the previous year.</p> <p>Whilst this is the case, the County remains one of the safest in the country as comparably rates are quite low. Community safety is a priority for the Council and through the proactive work of the Safer Communities Partnership it is possible to target the main crime and disorder problems in the County ensuring that people feel safe to live, work and visit the County.</p>

¹³ [Deaths registered in England and Wales: 2021 \(refreshed populations\) - Office for National Statistics](#)

Outcomes we set ourselves

Corporate Strategy Outcomes	Progress during 2022/23	Improved Yes/No?
Businesses supported and employment provided.	1,237 businesses supported and 1,350 direct jobs created via Carmarthenshire Rural Enterprise Fund, Property development Fund, Pendine attractor, Llandeilo Market Hall, Ammanford Regeneration development fund, CRF - Towns and Growth, Carmarthen Town Regeneration Activity, Ammanford Town Regeneration Activity, Parry Thomas centre, C4W+/C4w+ YPG, RLSP, Workways/STU, CRF - Iaith Gwaith, BREF, Transforming Towns, Progressive Procurement, Business growth & Start Up, targeted business Engagement, CRF Business Llanelli	Yes
People are supported to take advantage of local opportunities whether it be through starting a business, gaining qualifications or gaining meaningful employment.	14 individuals supported to establish a new business under the Business Start Up fund and 619 individuals have been helped into employment via C4W+ C4W YPG, Workways / STU and linked activity with Job Centre Plus. Through the employability programmes within Carmarthenshire 463 individuals have been supported into meaningful employment, with Workway+ working with people with multiple barriers.	Yes
Businesses are supported to take advantage of local supply chains and procurement opportunities.	303 businesses have received support under the Progressive Procurement Initiative. In addition, funding has been secured under the Shared Prosperity Fund to deliver a business engagement project to promote the Think Carmarthenshire First approach to encourage spend within County development of Carmarthenshire inter-trading – linking businesses to each other to support local supply chains. Progressive procurement initiative within Carmarthenshire to increase local spend. As part of Procurements engagement with suppliers for our tendering activity in 2022-23: <ul style="list-style-type: none"> • 28 suppliers were met with on a 1-2-1 basis; • 4 Early Market Engagement Events were held with 151 attendees; • 6 Live Tender Workshops/Webinars were held with 125 attendees; • 9 Tender Briefing Sessions attendees 434; • 2 Getting Tender Ready Events, 67 attendees; • 3 Consortia/Joint Bidding Events, attendees 101. 	Yes
People feel empowered to lead active and healthy lives through access to fit for purpose services and provision	We have re-established public confidence in engaging in exercise, with attendances returning to pre-pandemic levels (over 100,000 pcm) by the end of the year. This included demonstrating exemplary health & safety standards by winning RoSPA's international 'Leisure Trophy' award. Over £300k of additional external funding leveraged to increase and broaden the activity programmes available, from free swim lessons for children living in deprivation and 61,000	Yes

	<p>participations in our ‘couch to 2km’ schools programme, to Actif legacy for youths, to walking sports and pre-diabetes activity for adults, to ‘curling and a cuppa’ for older adults to Beat the Street for the whole community of Llanelli that engaged almost 7,000 of the town’s population who actively travelled over 43,000 miles over 6 weeks and created a step-change in people’s activity levels.</p> <p>Particular improvements made to the welcome areas at Carmarthen and Amman Valley Leisure Centres, further digitalising access to enable customer service staff to have additional capacity to improve customer interaction.</p> <p>Digitalisation Across Actif Sport & Leisure also progressed in terms of functionality and popularity of Actif App, doubling the number of App downloads compared to 2021-22 (downloaded by 46,000 people) with an average of 230,000 module uses / 28,000 transactions per month (70% of all transactions).</p> <p>Average reach across all digital platforms (web/social media/app) of 406,000 per month.</p> <p>Enhancing sustainability/active travel by installing and activating car and e-bike parking and charging points at various leisure centres and taking activity to communities via our Actif van and establishing activity programmes in 3 community halls in Cwmaman, Kidwelly and Whitland.</p> <p>Amman Valley Leisure Centre/Ysgol Dyffryn Aman astroturf resurfaced, with brand new 3G pitch and synthetic track installation to commence imminently.</p>	
On track to meet the national recycling targets	<p>This year we have exceeded the statutory target with a performance of 65.25% which is currently being verified by NRW before official recycling rates are released for 2022/2023 nationally. Following the changes, the recycling performance in Q4 has significantly improved from last year from 2022 Q4 - 60.03% to 2023 Q4 - 67.69%.</p>	Yes
Continue to work towards becoming a Net Zero Carbon Local Authority by 2030	<p>The Council demonstrates a strong organisational commitment to carbon reduction and was the first local authority in Wales to publish net zero action plan and has reported annually against the plan. In the absence of guidance on a cost model the plan and annual updates have not indicated the total cost of the plan to meet the Council’s net zero objective. In 2023 the council has developed methodology for estimating the cost of meeting the Council’s net zero target by 2030. The model requires further refinement to provide consistency of approach across local authorities in Wales. The authority is pressing the Welsh Government for guidance while working with partners in the SBCR to develop the model.</p>	Yes
Look to improve the availability and affordability of early years education and childcare settings across the county, to address one of the	<p>30 hours Childcare Offer National Digital Service - promotion and support has continued to ensure eligible parents and childcare providers are familiar with the process. 522 parent applications were received and processed between 1st January to 31st March 2023 and 149 childcare providers have</p>	Yes

common barriers faced by individuals looking to return to or find employment.	<p>completed their on-line registration. Just under £1.7M has been paid to local childcare providers in Carmarthenshire to eligible children during the year (1st April 2022 – 28th February 2023).</p> <p>Our most recent Childcare Sufficiency Assessment 2022-27, which was submitted to Welsh Government in June 2022, did not indicate any quantitative or qualitative sufficiency pressures for Foundation Learning funded 3-year-old places within approved Childcare settings across Carmarthenshire. Several approved Childcare Providers reported having vacant places in Autumn 2021 which would suggest we had surplus places in certain locations throughout Carmarthenshire.</p>	
Look to improve access to services through enhanced transportation networks and infrastructure.	The aspiration for modal shift has influenced our investment in infrastructure particularly around our major population centres where we have built new infrastructure to support more sustainable travel journeys	Yes
Improve current and explore new developments to limit the effects of flooding and other environmental threats which affect our residents and service users.	<p>We have delivered 12 schemes within our capital works programme, 4 of these schemes are estimated to deliver flood reduction benefit to 112 residential and 13 business properties.</p> <p>We utilise telemetry at some of our assets, affording us live data on river levels at high-risk area. It is hoped that this will better inform our operational response, allowing us to target areas at greatest risk.</p> <p>We are in the process of developing our Flood Risk Management Plan 2024-2030 which will set out our FCERM# priorities over the next 7 years.</p> <p>#National Flood and Coastal Erosion Risk Management</p>	Yes
Sustain low crime rates whilst continuing effective partnership working to address increasing rates evident in some areas of the county.	Low crime rates have been sustained through effective partnership working. There has been a slight increase in the number of crimes reported in 2022/23 – 16,381 – which is 3% (497) higher than the previous year. However, the county remains one of the safest areas in the UK and Dyfed-Powys the safest Police Force area in England and Wales with the lowest crime rates.	
Increase in the number of Welsh speakers.	The latest Census data for 2021 indicates that Carmarthenshire is home to 72,838 Welsh speakers. This 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.	No
Increased confidence and use of Welsh as a thriving language.	The number of people able to speak, read and write Welsh in the county has decreased by 1.9 percentage points or 1,828 people. This is a considerably lower decrease than the figures for those only able to speak Welsh.	No

As a Council we focus on the following thematic and service priorities

- WBO3a** Thematic Priority: Economic Recovery and Growth
- WBO3b** Thematic Priority: Decarbonisation and Nature Emergency
- WBO3c** Thematic Priority: Welsh Language and Culture
- WBO3d** Thematic Priority: Community Safety, Resilience, and Cohesion
- WBO3e** Service Priority: Leisure and Tourism
- WBO3f** Service Priority: Waste
- WBO3g** Service Priority: Highways and Transport

Thematic Priority 3a - Economic Recovery and Growth

There are positive signs emerging from the local economy, but some challenges remain.

Building upon the Economic Recovery Plan (ERP), we have secured and are delivering the Shared Prosperity Fund (SPF) in Carmarthenshire. The £38.68m fund will help to deliver against some of Carmarthenshire's key strategic objectives. The Shared Prosperity Fund will provide new opportunities for local communities, support the development and growth of local businesses as well as supporting the recovery of our town centres and is a mix of revenue and capital funding that can be used to support a wide range of interventions to build pride in place and improve life chances. We've also launched the second phase of the £11 million ARFOR Programme, which aims to deliver an economic boost and strengthen the Welsh language across counties Gwynedd, Ceredigion, Carmarthenshire and Anglesey.

In addition, significant regeneration capital schemes have been delivered, most notably, the redevelopment of Llandeilo Market Hall and the Pendine Tourism Attractor Project. Both projects illustrate the Authorities ambition to invest in infrastructure which will stimulate and support the local economy.

Whilst positive, the County continues to face challenges:

- ! Positively, unemployment rates are falling, and employment rates are increasing. However, the County still exhibits a higher-than-average level of people (aged 16-64) who are economically inactive. This can restrict labour supply and stunt economic growth.
- ! Carmarthenshire continues to lag behind national averages with regards to the proportion qualified to level 4 or above. Developing skills and qualifications improves employability and career prospects and creates a well-skilled and able labour market.
- ! Continue to exhibit a significant and persistent productivity gap with the rest of the UK.
- ! Reliance on micro and small businesses, coupled with relatively high employment in the public sector which can make the economy more susceptible to threats.
- ! The cost-of-living crisis fuelled by the significant increase in inflation and energy prices is having an impact on businesses. As such business support grants through the Shared Prosperity Fund have been introduced to assist businesses and stimulate growth.

Why this is important?

- ⊙ 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.
- ⊙ Providing secure and well-paid jobs is central to everything we are seeking to achieve.
- ⊙ Increasing employability is fundamental to tackling poverty and the cost of living reducing inequalities and has a dramatic impact on our health and ability to function in everyday society.
- ⊙ We need to build a knowledge rich, creative economy by maximising employment and training places for local people through creating jobs and providing high quality apprenticeships, training and work experience opportunities, to have an ongoing skilled and competent workforce to face the future.

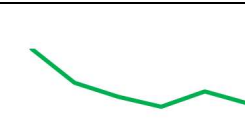




Measuring Success

The table below shows the overall population indicators and performance measures which will be monitored for the Economic Recovery and Growth thematic priority.

Population Indicators			
Measure	Trend		Explaining the Data
Employment & Unemployment	Employment Rate	Unemployment Rate	<p>Employment Rates are Rising and Unemployment Rates are Falling</p> <p><i>The trendlines adjacent cover the period 2017 to 2022.</i></p> <p>The employment rate in Carmarthenshire has seen fluctuation in recent years. There was some improvement between 2021 and 2022 from a rate of 68.7% to 72.3%, however this remains below averages for the UK and Wales.</p> <p>The unemployment¹⁴ rate has also seen fluctuation but is positively on a general downward trend, sitting at 2.2% as of 2022. This is lower than pre-pandemic levels which was 4.0%. This is consistent with trends seen at UK and Wales levels.</p> <p>Carmarthenshire exhibits a higher-than-average economic inactivity rate (22.6% compared with 20.75 at a Wales level), which means that the county is home to more people aged 16-64 who are not involved in the labour market, meaning they are neither working nor actively seeking employment. This restricts labour supply and can stunt economic growth.</p> <p>The Council recognises that to sustain sustainable growth the economy must be underpinned by a capable and available workforce. In line with this, regeneration assistance saw the creation of 1,350 direct jobs and 116 indirect jobs in 22/23.</p>

¹⁴ A person is unemployed if they are actively seeking or are available for work

<p>Highest Level of Qualification</p>	<p>No Qualifications</p> 	<p>Qualified to L4+</p> 	<p>Less People Have no Qualifications but the Numbers of People Living in Carmarthenshire with Higher Level Qualifications Remains Comparably Low</p> <p><i>The trendlines adjacent cover the period 2017 to 2022.</i></p> <p>The proportion of those aged 18-64 with no qualifications has been on a downward trend in recent years. The most recent data indicates a level of 7.0%, which compares positively with the average for Wales which sits at 8.3%.</p> <p>Conversely, Carmarthenshire continues to lag behind national averages with regards to the proportion qualified to level 4 or above. Improvements were seen between 2017 and 2019 where levels reached 41.4%, only to decrease to 37.6% by 2021. Levels have since began to rise again to a level of 40.0% in 2022.</p> <p>Developing skills and qualifications improves employability prospects, boosts career prospects and creates a well-skilled and able labour market. It also ensures that we have a workforce that is fit for the future.</p> <p>During 2022/23 residents attending Employment related courses within the Communities 4 Work and Communities 4 Work Plus Programmes achieved 502 accredited qualifications.</p>
<p>% of people claiming unemployment related benefits for over 12 months</p>		<p>Less People are Long-Term Unemployed</p> <p><i>The trendline adjacent covers the period 2017 to April 2023 and shows a steady trend characterised by a decline in recent years.</i></p> <p>The rate of people aged between 16-64 claiming unemployment related benefits for over 12 months has been on a downward trend from 2021. Levels remained consistent at 0.5% between 2017 and 2021. The most recent data for April 2023 indicates that the level is now 0.1% which is line with the Welsh average.</p> <p>This is positive and indicates that more people considered long-term unemployed have been reintegrated back into the labour market.</p> <p>The Council's employability support programmes have been working with both short and long-term unemployed individuals to support them into sustainable employment opportunities.</p>	

Business births & deaths	Births	Deaths	<p>Business Birth Rates are on the Rise but so are Business Deaths</p> <p><i>The trendlines adjacent cover the period 2016 to 2021.</i></p> <p>Following some stagnation between 2017 and 2019, business birth rates in the county are showing signs of improvement. This is positive as an improving start-up rate can be indicative of increased confidence and capacity within the economy. The most recent data for 2021 shows that 820 were opened/started, which is an increase of 100 on previous year. The largest uplift was seen in the Construction sector.</p> <p>There has been more fluctuation with regards to business deaths. The level was largely consistent between 2018 and 2020, however an increase between 2020 and 2021 is evident (+170). The main contributory factor to this was the loss of businesses within the Transport & Storage sector. This is likely related to the effects that lockdown restrictions had on the sector in terms of transportation i.e. rail, land transport, water transport and air transport industries.</p>

Performance Measures

Businesses are supported within the local area – Business Consultation	2022		<p>Businesses: A score of -0.88 represents overall disagreement. The Council has an important role in supporting businesses therefore whilst concerning it should be noted that this may be indicative of the wider challenges facing businesses at the time of survey and the increasingly difficult climate that businesses find themselves operating in given the cost of living crisis and post-COVID recovery.</p> <p>During 2022/23 1,237 business enquiries were supported through regeneration assistance.</p>
	-0.88		

Local people/ businesses are well supported to take advantage of local opportunities- Residents/Business Consultations	2022		<p>Businesses: The results show that in the main businesses who responded to the consultation (of which there were 36), do not feel supported to take advantage of local opportunities, with this statement scoring -0.76.</p> <p>Residents: A significant proportion of respondents indicated ‘neither’ when asked whether they feel local people are well supported to take advantage of local opportunities. Further views were mixed with slightly more people disagreeing than agreeing.</p>
	Business Consultation	Residents Consultation	
	-0.76	-0.05	

Progress in 2022/23

Through **Community Benefits** we have delivered/created the following during 2022/23:

43 jobs created

1,628 weeks of training
recruitment delivered

2,360 STEM pupil engagements
(Science, Technology, Engineering & Maths)

- ! We secured just under **£12m Private Sector Investment / external funding** during 2022/23, which is an excellent amount, but is only 60% of the investment and funding we were aiming for during the year. Significant funding of £38m has been secured in principle from UK government via the Shared Prosperity Fund, this will be drawn down over the next two years and reported in 2023/24 and 2024/25. In addition, Private Sector Investment anticipated on 3rd party grant schemes will also now be realised in 2023/24 as a result of delays to third party delivered projects due to procurement and supply chain issues.
- ! Delivering many of our large economic development projects depends on an efficient and effective planning service, there has been a vast improvement in performance of the service during 2022/23, with **72.4% of "major" applications determined within time periods** (just short of our 80% target) compared to 54.1% in 2021/22. The Planning Service are continuing to work through a number of planning applications which are out of time, but are identifying the backlog cases and prioritising the oldest cases in parallel to meeting the target time for new cases.
- We continue to deliver our aims and objectives in line with the [South West Wales Regional Economic Delivery Plan](#) which is the Council's over-arching economic regeneration policy. It builds on our distinctive strengths and opportunities to develop a more prosperous and resilient South-West Wales economy (Carmarthenshire, Neath Port Talbot, Pembrokeshire & Swansea) together with our local Recovery Plan we aim to achieve the vision and objectives contained in the policy.

Our Economic Recovery Plan (ERP)

Following our assessment in 2020 of the impact that COVID-19 had on Carmarthenshire businesses, and what was important to them in the short, medium and long-term, a business, economy and community recovery group was established to co-ordinate the development and delivery of the themed actions. Together with an overarching advisory group (that also comprised of key private sector industry leaders), an economic recovery and delivery plan was formally adopted in June 2021 after an independent review.

Key to the plan is ultra-reliable digital connectivity, actions that support the County's foundational economy and supporting local people to grow skills and talent in targeted areas so that there is a strong and resilient local workforce.

Our economy is made up by a large number of self-employed and micro sized enterprises together with significant employment within the [foundational economy](#) (business activities that we use every day and see all around us e.g. retail, care and food industries). So, our path to recovery has focused on: **Localism** - support within our local economies and increased local spend; and **Competitiveness** - increasing productivity and competitiveness.



With the support/intervention plan, Carmarthenshire's economy has started to recover as quickly as possible to become one which is more productive than before. We are not able to deliver everything, so working across all departments, with public sector partners, external organisations, including the private sector, ensures coordination of activity wherever possible to support our Plan for recovery and growth.

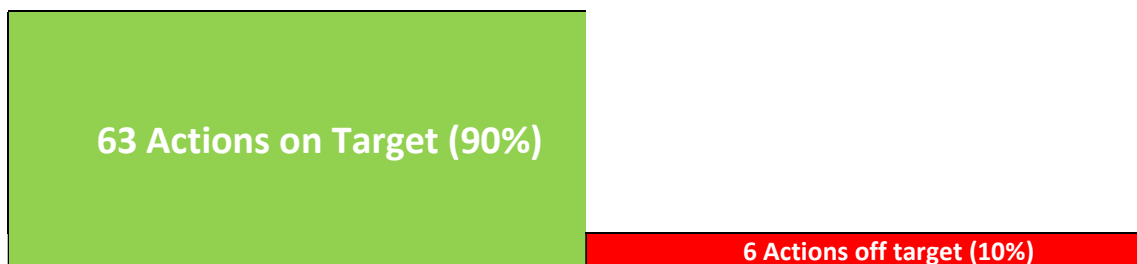
Explaining our ERP results

Of the eight Key Performance Indicators being monitored under the Economic Recovery Plan, four have now exceeded their target, these being “Skills and qualifications achieved by self-employed individuals and micro businesses”, “Training Delivered to Upskill Individuals”, “Number of employees earning real living wage” and “Increased digital competency levels”. These have been captured principally through the Regeneration Department’s employability schemes such as Workways, C4W+ the City Deal Skills & Talent Project, the LEADER Project as well as through Business Support Grants and work with Business Wales.


“Jobs Created” has seen a boost towards its target of 3,000, now reaching over 86% of this, mainly due to a consolidation of figures from the recently closed round of business support funds, Communities for Work Plus, targeted business engagement and partnership work with the Job Centre Plus and Business in Focus. Further collation of figures from projects such as Pentre Awel, which was profiled relatively highly towards this target, but which has only just started “on the ground”, will add to this over the coming quarters. “Business Enquiries Supported” has reached almost 75% of its target and with the newly launched Shared Prosperity Fund, should also be on profile to reach its target in the coming quarters.

Red flags are showing on “Jobs safeguarded” and “Number of construction/maintenance jobs safeguarded through delivery of energy efficiency measures” which both fall below 35% of their target. It is envisaged however that these figures will be boosted in the coming quarters from proposed and ongoing Housing and Education schemes, projects taking place within the Place and Infrastructure Department, through Shared Prosperity Fund Projects and Pentre Awel.

Progress on our Economic Recovery Plan – Action Plan



The Recovery Plan sets out our priorities for supporting Businesses, People and Place:

<p>Business</p>	<p>Over 90% of our nearly 8,000 businesses in Carmarthenshire are micro-businesses (i.e. with fewer than 10 employees), so we need to support these businesses to maintain, upscale and grow our economy. We also have more than 10,000 self-employed people who need support to survive and thrive in business. Therefore, safeguarding our existing businesses, supporting new start-ups and growing businesses in our foundational and growth sectors to become more productive and competitive is key</p> <p><u>Digital Economic Growth</u> The £55 million Swansea Bay City Deal (SBCD) Digital Infrastructure programme will benefit residents and businesses in all parts of the Region, which includes Carmarthenshire, Neath Port Talbot, Pembrokeshire and Swansea. The programme is estimated to be worth £318m to the regional economy over the next 15 years.</p>
<p>People</p>	<p><u>Regional Learning & Skills Partnership (RLSP)</u> - Carmarthenshire is the Lead Body for the RLSP. The RLSP is leading on the delivery of the SBCD Regional Skills and Talent Programme over the next 5 years. The key aim of the programme is to deliver the skills needs of the 8 City Deal projects and to support the skills needs of the region.</p>
<p>Place</p>	<p><u>Urban, coastal and rural Carmarthenshire</u> - Throughout all the town centres, businesses are supported to make best use of digital communications to grow their market reach, turnover and footfall; with decarbonisation encouraged through low carbon and climate-resilient infrastructure, renewable energy and sustainable developments; and Welsh language and culture supported and promoted to celebrate Carmarthenshire’s identity.</p> <p><u>Pentre Awel</u> part-funded by the Swansea Bay City Deal - brings together business, research, education, community healthcare and modern leisure facilities all at one prime location along the Llanelli coastline. It is the first development of its scope and size in Wales providing world-class medical research and health care delivery and supporting and encouraging people to lead active and healthy lives.</p> <p>As well as improving health and well-being, the project will create almost 2,000 jobs (750 to 950 in Zone 1), training/apprenticeship opportunities and is expected to boost the local economy by £467million over the next 15 years</p> <p><u>Rural Economy / Foundational Economy and Community Resilience</u></p> <p>The economic and policy context has changed considerably since 2013 at both Welsh and UK level, particularly in light of the UK’s decision to leave the European Union, the impact of the pandemic and changes regionally</p> 



BUSINESS:

- ⦿ We continued to support businesses to safeguard 143 jobs via Targeted Business engagement, Business Growth & Start Up fund, Community Bureau and Pendine Attractor Project.
- ⦿ We have secured over £4.5 million of Shared Prosperity Funding (SPF) to deliver Business Anchor projects that will see over the next two years £4.5m of third-party grant funding being made available to Carmarthenshire Business via the Property Development Fund, Business Renewable Energy Fund and Business Growth and Start Up Fund
- ⦿ Funding has also been secured from SPF to deliver over the next two years to deliver the Sir Gâr Business Engagement Project that will see support provided to businesses to encourage inter trading, support local supply chains, support delivery of progressive procurement initiative and encouraging entrepreneurship.

- Demand for our Business core funded Third Party Grants continues to exceed available funding. In 2022/23 both the Commercial Property Development Fund and Carmarthenshire Rural Enterprise Fund were fully committed in principle and over £400k of awards made under the Business Growth & start Up Fund
- Conversely, EU funded services we currently provide will end this year (e.g. Workways+; Community for Work, Short Term Unemployed, Cynnydd, LEADER, etc.), but we have been awarded through SPF funding for employability / skills initiatives running up to March 2025.
- Work was completed in March 2023 on the £4m redevelopment of Llandeilo Market Hall which will see an additional 20+ lettable commercial spaces becoming available for Carmarthenshire’s Rural businesses in 2023/24
- ! **Increasing Capital Costs / Supply Chain Issues:** Marked increases in the cost of delivering capital regeneration schemes have occurred over the past year. These increases are industry wide and are believed to have been triggered through several factors including Brexit, COVID-19 and more recently the conflict in Ukraine and resultant increases in inflation. These increases are putting pressure on what is achievable with budgets that were set at project outset. As such, the Council and third-party projects are having to be amended where possible to meet these increasing pressures. In addition, supply chain shortages are delaying programme delivery which in turn is adding further costs to already challenged schemes.
- Throughout the pandemic we delivered *over £66 million COVID-19 Business Recovery Funds* on behalf of the Welsh Government, which provided a lifeline to businesses in what was a challenging time, enabling the businesses to safeguard jobs.

<i>Business Recovery Grants</i>	<i>£586k</i>	<i>Discretionary Grants</i>	<i>£265k</i>	<i>Non-Domestic Rates Business Grants</i>	<i>£65.1m</i>
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- Through our Modernising Education and Housing and Highways programmes we awarded contracts to local businesses, providing skilled work opportunities in the local economy and safeguarding jobs.
- Over 97% of the 342,000 invoices received by the Authority were paid within 30 days, retaining our best ever performance of last year despite a 15% increase in the number of invoices. Prompt payment is essential for businesses especially at a continued time of uncertainty.


Digital Economic Growth

- ***The Swansea Bay City Deal Digital Infrastructure Programme:*** The Digital Programme Business Case, Board, and Governance of it was established; Access to City Deal funding for the Digital Programme together with additional public sector funding was secured across the region; A central team for the Digital Programme was also established.
- ***Our Digital Regeneration Programme:*** There has been significant commercial investment in Gigabit fibre at Cross Hands, Llangennech, Burry Port, Llanelli, Carmarthen, and Llandovery; together with Superfast Cymru 2 investment has been secured to connect 3,300 of Carmarthenshire’s worst served rural premises.
- We have trained and supported more than 330 people by improving their digital skills (one of the key areas of targeted intervention), in order they are well equipped with better employment prospects.
- We have been working with all relevant partners and stakeholders to address issues of poor broadband connectivity and mobile coverage across the County, particularly in rural areas.
 - Of Carmarthenshire’s approximately 96,000 premises:
 - 91.2% now have access to Superfast broadband or better (above 30 megabits per second).
 - 52% now have access to Gigabit broadband (Speeds above 1000 megabits per second).
 - Carmarthenshire has also seen an increase in mobile coverage in 2021-22:
 - Coverage from all four Mobile Network Operators (MNOs): up to 65% (3% increase from 2020-21).
 - Coverage from at least one MNO: up to 95% (2% increase from 2020-21).

We are working closely with the UK Government and all 4 MNOs to ensure delivery of the Shared Rural Network (SRN) programme which could contribute approximately £11 million of investment in Carmarthenshire and improve mobile coverage from all four operators across rural Carmarthenshire by the end of 2027.

We continue to work with private sector, UK Government and Welsh Government to support existing ongoing fibre deployment and to secure additional future fibre investment.

- We have continued to lead the £55 million investment in Digital Infrastructure across Carmarthenshire and the wider Swansea Bay City Region.
 - Operator engagement, lobbying and facilitation is ongoing on behalf of the region to ensure fibre and mobile deployment is accelerated and is as efficient as possible. Stakeholders within UK and Welsh Government are fully engaged, working closely with the programme team to ensure national, regional, and local connectivity projects are aligned. Telecoms providers have shown active interest in the programmes schemes and regional stakeholders remain fully committed to and engaged with the programme.
 - As a result of this work in 2021-22 the Digital Infrastructure programme secured the following significant investment to improve connectivity across the region:
 - £7.6 million public sector investment
 - £14.55 million private sector investment
 - Of this investment, Carmarthenshire has directly benefitted from:
 - £2.5 million public sector investment
 - £8.7 million private sector investment

	<p style="text-align: center;">Clear positive progress against all programme deliverables</p> <p>We engaged with external consultants (FarrPoint) to conduct a benefits realisation exercise to quantify the impact of the programme to date, and the report shows clear positive progress against all programme deliverables.</p> <p>We are re-engaging with FarrPoint to conduct another exercise to quantify further deployment of both fixed and mobile connectivity across Carmarthenshire and the region for 2022-23</p>
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- ! However competing demands and growing pressures within the public sector mean that capacity to deliver at an organisational level is increasingly challenging.
 - Staffing resources for the central programme team have been in place for over a year. A Programme Coordinator has recently been recruited to strengthen that central team.
 - All 4 Next Generation Infrastructure Managers have now been recruited across the region's local authorities. These roles act as a single point of contact to the mobile and fibre industry, the UK Government and Welsh Government. They are responsible for delivering a programme of work to encourage and streamline fibre and mobile deployment across the region and exploring the use of public sector land and assets to accelerate mobile and fibre deployment.
 - 4 x Rural connectivity support and engagement officers are now also in post at each of the local authorities across the region (as recommended by both the UK Government’s Barrier Busting Handbook for Local Authorities and Welsh Government’s Barrier Busting Report). They are funded by the City Deal Digital Programme to support rural communities in obtaining adequate broadband. **These roles have proven to catalyse public sector investment across Carmarthenshire, having supported residents to access £243,000 worth of Access Broadband Cymru (ABC) vouchers (2021-22) to fund/part-fund equipment and installation costs of new broadband connections for homes and businesses.**

- ⦿ We are funding a full fibre infrastructure build (FFIB) to approximately 100 regional public sector sites that do not currently have access to or plans to commercially build connectivity in the next three years.
- ⦿ A £6 million procurement of superfast broadband to rural and the hardest to reach premises across the region is currently being considered with plans being aligned to Welsh Government open market review data. This will ensure we avoid subsidising premises which the private sector intends to connect in the next 3 years. We are also awaiting details of intervention areas for UK Government’s £5 billion Project Gigabit which will fund connectivity to significant parts of rural Carmarthenshire and the Welsh Government’s future £70 million “Extending High Speed Broadband Reach in Wales” project which works to complement Project Gigabit. We are engaged with both Governments to ensure that our £6million funding for rural interventions is aligned to their proposals, working in coordination and collaboration to ensure public sector investment in Carmarthenshire has maximum impact.
- ⦿ A regional portfolio of opportunities has been developed to identify potential new interventions and investments in Digital technologies across key sectors. This will be presented to local and regional leadership in the latter part of 2023.


PEOPLE:

- ⦿ The Minister for Economy, Vaughan Gething MS officially launched the Employment and Skills Plan 2022-25, acknowledging the collaboration and co-production that had taken place to bring together the ambitious plan for the region. The main goal of the plan is to identify employment and skills priorities over short, medium and long-term periods to develop the social and economic potential of the South West Wales regional economy and will now help inform Welsh Government decisions on funding for further education and work-based learning.
- ⦿ The Regional Learning and Skills Partnership’s Skills and Talent programme moved another step forward in helping thousands of local students prepare for upcoming job opportunities across the region. The RLSP has approved 12 pilot applications which will help future proof the regions workforce. Spread geographically across the Swansea Bay City Region the 12 newly approved pilot projects will hope to maximise prospects for many local people and create job security for future generations to come by ensuring they have the training requirements they need to match their aspirations.



- ⦿ The RLSP along with the private sector chairs worked together to launch new look specific sector Careers Guide booklet for learners. The booklet will support learners in getting their dream career or boosting their career plans. [A guide to careers Digital English - Flip PDF | FlipBuilder](#)
- ⦿ Our dedicated employability team have worked with both short term and long-term unemployed individuals in Carmarthenshire to support them into sustainable employment opportunities.
- ⦿ During the last year we have collaboratively, with the RLSP, successfully delivered *six job fairs* in each of the primary towns, to support sectors experiencing acute recruitment challenges.

- During 2022/23 we helped 759 people into volunteering (the year before it was 927). Post pandemic, the team has identified consistently across programmes that public attitudes to volunteering has changed and people are now more reluctant to volunteer their time. We are addressing this via a specific Volunteering project under the Shared Prosperity Fund and we are working closely with CAVS to increase numbers going forward.
- The Skills and Talent programme moved another step forward with 12 pilot applications approved which will help thousands of local students prepare for upcoming job opportunities across the region. With 12 of the pilot projects now in delivery the Skills and Talent programme is working towards:
 - delivering at least 2,200 additional skills
 - supporting around 14,000 individuals with higher level (between 2-8) skills within 10 years.
 - create at least 3,000 new apprenticeship opportunities, to include level 3 to Degree apprenticeships

	<p>Audit Wales – A Missed Opportunity – Social Enterprise (December 2022) This is a National Report</p>
<ul style="list-style-type: none"> We have prepared a strategic action plan on how we as a County engage with Social Enterprises – we have consulted with Cwmpas and taken on board their recommendations. Once Shared Prosperity Fund applications have been decided upon, we will have additional capacity to address the recommendations of the Audit Wales report 	

PLACE:

Urban, coastal and rural Carmarthenshire

- Our Recovery Plans for our three primary towns (Carmarthen, Llanelli and Ammanford) were bespoke to the town and set out the impact that COVID-19 had on the town centres in terms of loss of spending, increased vacancy rates and decline in footfall. In developing the Plans, we worked closely with key members of the town’s stakeholders. The Plans highlighted key issues and opportunities and provided a delivery framework of interventions specific to the individual town centres. These Plans continue to be the basis for which activity is shaped within the primary town centres. We have developed funding initiatives utilising UK Government and Welsh Government funding to take forward actions held within the Plans while also providing support for third party applicants.
- Transforming Towns funding provided to the South West Wales Region is being utilised to directly deliver strategic redevelopment such as the former YMCA building and Market Street North. We have utilised Transforming Towns placemaking funding to deliver green infrastructure initiatives including the green wall at Llanelli Library and green and blue infrastructure at Carregamman Car Park. This support is also available to third party applicants to bring vacant commercial space back business use within the primary town centres.
- Alongside the three main town centres, we delivered a programme of investment to support the growth of our 10 rural market towns. Bespoke plans were developed to benefit the town and surrounding areas of Cross Hands, Cwmaman, Kidwelly, Laugharne, Llandeilo, Llandovery, Llanybydder, Newcastle Emlyn, St Clears and Whitland.



- WIFI provision has been made available within most of our town centres. 16 businesses are being supported to pilot IOT technology to see how their businesses can benefit from data such as air quality monitoring, fridge sensors and footfall counters.
- We have secured over £3.5 million of Shared Prosperity Funding to deliver the Place Anchor projects which will include £2.6 million of directly delivered projects within the primary and secondary towns. £900,000 of funding will be made available to third parties through the Vacant Property Fund and Events Fund specifically aimed at the primary town centres.
- The Pendine attractor project has been completed which aims to maximise Pendine's heritage and its natural assets in order to drive forward the resort's future economic regeneration. The project received funding of £3m through the European Regional Development Fund (ERDF) as part of the Welsh Government's Tourism Attractor Destination Scheme; £1.5m from Visit Wales Targeted Match Funding from Welsh Government; £128,000 from the RDP Funded Tourism Amenity Investment Fund to fund the sand sport area, and £984,000 from the Welsh Government Capital Stimulus Fund. The balance is match funded by Carmarthenshire County Council. Pendine attractor comprises of three individual projects:

- Y Caban accommodation is a brand new 14 room, 43 bed accommodation that has been constructed using sustainable building technologies.

Overlooking the beach, Y Caban facility also includes a restaurant and caters for the walking holiday and outdoor sports adventure market as well as those seeking a coastal experience. The accommodation has an overall rating of 9.6/10 from customers which is among the best in Wales.



- An Adventure playground with an events area, exhibition esplanade offering platforms to host events; a beach sand sports area; improved car parking facilities and the Dune Gardens providing seating and interpretation trails.
- Museum of Land Speed, opening end of May 2023, is an exhibition space displaying motor cars and associated land speed memorabilia. Interactive zones will be located throughout the museum allowing visitors to engage, listen and learn about stories of Pendine and land speed records.



- UK Levelling Up Funding is enabling us to deliver Carmarthen Hwb. We are progressing at pace with plans to deliver the £18.5m (additional £3.5m match funding from our Capital programme) project at the former Debenhams shop. It is being repurposed into a Hwb centre that will bring together a range of health, well-being, learning and cultural services. Our Customer Service Centre was also relocated to the Hwb.

Pentre Awel

[Pentre Awel](#) has taken a significant leap forward during the 2022/23 reporting period, reaching key procurement, design and construction milestones. Considerable resource and activity have been directed towards Zone 1 with works progressing at pace, whilst scoping and early concept design work is underway on Pentre Awel's other developable Zones.

- ⦿ **Zone 1** benefits from £96m of public sector investment to develop and co-locate new leisure, health, business, education and research facilities. An extensive pre-construction programme was undertaken during 2022/23 which encompassed key planning approvals; ground investigation work, ecology surveys, vegetation clearance and reptile translocation over the summer months; enabling works from October 2022 and market / supply chain engagement on over 40 work packages, from groundworks, steel frame to carpentry and flooring.
- ⦿ Following unanimous approval at Cabinet and Full Council in January 2023, the Council and Bouygues (BYUK) entered into a construction contract in February 2023. A ground-breaking event was held on 6th March 2023 to formally mark the start of works onsite, attended by the Secretary of State for Wales and local and regional partners/stakeholders.
- ⦿ Important socio-economic outputs are being realised during the pre-construction and construction stages through BYUK's community benefits programme, supporting local schools, organisations, businesses and labour pool:
 - Targeted Recruitment and Training - 4,680 person weeks of recruitment and training will be delivered with the aim of maximising local opportunities for apprenticeships, trainees/work experience and target groups including NEETS, economically inactive and long-term unemployed. Monthly 'Employment Hubs' have been established which allow local employability agencies to be able to refer potential candidates to the project.
 - Local supply chain - a range of local subcontractors and suppliers have been appointed or engaged on the project to date including Shufflebottom, Gavin Griffiths, Dyfed Steels, Dyfed Recycling, Owens and Oil4Wales. Further 'Meet the Contractor/Subcontractor' events will be arranged building on the successful Meet the Buyer event at Parc y Scarlets in 2022
 - Education - there has been extensive engagement with over 1,000 local primary and secondary school pupils via special assemblies, build challenges, construction careers sessions and student ambassador scheme. Over 30+ hours of STEM engagement have been achieved to date.
 - Community – c. 12 local residents will have the opportunity to participate in project's Community Ambassador Programme. In addition, a Meet the Contractor event held at Morfa Social Club to engage the local community with around 50 residents in attendance.
- ⦿ An 89-week construction programme is now underway. Sectional completion of the education facilities is targeted for September 2024 with full completion due October 2024.



- ⦿ Other key achievements and milestones for the Pentre Awel project in 2022/23 include:
 - Working with Hywel Dda University Health Board to secure c. £1.5m of charitable funding for the hydrotherapy pool at Pentre Awel.
 - Development of a Welsh Language Impact Assessment and Action Plan which considers the use and promotion of Welsh language and culture across all elements of Pentre Awel – leisure, business, education, assisted living, communications and procurement. The draft was shared with the Welsh Language Strategic Forum in February 2023.
 - A range of Further Education (FE) and Higher Education (HE) institutions have been engaged in a workforce planning exercise to map out projected job roles at Pentre Awel against current education and training provision across the region. This will help identify any skills gaps and facilitate the planning and delivery of the education function.
 - Scoping and appraisal on **Zone 2** is underway looking at a nursing home and extra care facility.
 - Design development of **Zone 3** – initial concept designs for up to 144 units of assisted living accommodation have been produced comprising a mix of one and two bedded apartments and three bed bungalows.
- ! As with all similar projects a key challenge or risk will be to ensure that all tenanted areas of the facility are fully let in advance of or as soon as practicable after opening.

Rural Economy / Foundational Economy and Community Resilience

- ⦿ The Cabinet unanimously resolved that the County Farm Estate be retained and managed under the current policy whilst rationalising and considering development opportunities as they arise.
 - A new Rural Estate Plan will be drafted over the next 12 months to highlight the extent and performance of the current portfolio, together with the key issues and future strategy of the Estate to enable the Council to maximise the opportunities available to support its well-being objectives.
 - We will also continue to engage with the Climate Change & Nature Emergency Advisory Panel and the Rural Affairs Advisory Panel to consider their views in finalising the Rural Estate Plan.
- ⦿ We have delivered regeneration initiatives that focus on the development of the rural market towns in the County via projects and initiatives such as the 10 Towns capital fund, Rural Employment Space Joint Venture, Laugharne Car Park & Llandeilo Market Hall.
 - Construction has reached practical completion stage on the Llandeilo Market Hall project.
 - Ten Towns Growth plans have been completed for all the ten towns.
 - Growth plan teams continue to work on the submission of their detailed project applications for the £1m capital Recovery grants pot having submitted Expressions of Interest previously with the exception of Llandovery who have submitted their detailed application for consideration.
 - Joint venture agreement has been signed with Welsh Government to assist with the delivery of the rural employment space initiative and Welsh government have engaged design consultants to work up detailed designs for the first project at Beechwood 2.
- ⦿ Through our housing investment programmes we have invested over £20million into our communities developing over 100 new homes and investing in our existing stock. These programmes provide sustained periods of trade and benefit to local contractors and builders. They create more jobs and training opportunities in our communities directly supporting the actions in our Economic Recovery Plan.



Is anyone better off?

100% Sir Gâr

100% Sir Gâr was developed during the COVID-19 pandemic as a virtual shop window on the council's Discover Carmarthenshire website, as a way of supporting local businesses to recover from a long period of lockdown and restrictions on retail.

Following on from the success of the 100% Sir Gâr platform, Economic Development Staff have facilitated seasonal Pop-Up shop events across the County's primary towns as well as opportunities to a space at the Urdd Eisteddfod which was hosted in Carmarthenshire.

The Pop-up shop events provided an opportunity for Carmarthenshire based businesses to showcase their produce and create a new marketplace for locally based businesses to gain new customers and increase income opportunities. It was also an opportunity to raise the visibility of the Welsh language on the high street by use of bilingual marketing.

To date over 200 businesses have registered on the digital platform with more than 40 business having attended a 100% Sir Gâr pop up event.



One of the businesses who have benefitted from the development of the 100% Sir Gar initiative is Cwyr Cain.

Cwyr Cain homemade candles and fragrance boutique came about following a complete career change for business partners Carys Mai Lewis a Rhian Angharad Davies-Belcher.

Following a training day on to how to make candles and homemade fragrance products, the idea came to venture into business as a partnership.

Through the support and assistance of 100% Sir Gâr, this new business has benefitted from opportunities to promote and sell their Welsh/bilingual products at nearby locations and learn how to improve and develop their business' shop window. Being part of the Sir Gâr platform has also ensured a wider audience reach which both have noted to be of benefit to their business.

What and how we can do better

See our delivery plan to achieve this objective in Appendix 7

Governance Arrangements

Regeneration Delivery Team (RDT) continues to coordinate development and delivery of actions aligned to our economic recovery and delivery plan (ERP) and an overarching advisory group, comprising key private sector industry leaders, continues to provide advisory support.

Three primary town centre task force / forum groups continue to oversee and take responsibility for the delivery of their respective Recovery Masterplans.

Ten growth plan teams continue to oversee and take responsibility for the delivery of their respective town growth plans.

3b - Thematic Priority - Decarbonisation and Nature Emergency

We have significant environmental challenges to address

We have a strong organisational commitment to carbon reduction and were the first local authority in Wales to declare a climate emergency, publish an action plan and report annually against progress made within the plan. Since 2016/17 to 2021/22 we have reduced our carbon emissions by nearly a third (-31.7%) (-8,418 tCO₂e). This is strong progress in the pathway to meeting our commitment to Welsh Government's ambition for net zero Welsh public sector by 2030 | Legal commitment to achieve a net zero Wales by 2050. We are also committed to playing our part in achieving the wider public sector obligation to become net zero by 2050 and our progress in achieving significant reductions to date in our own emissions plays an important part in achieving that wider obligation.

We are proactively working with national government, public, private and third sectors to mitigate against the impacts of climate change through for instance the WLGA Climate Change Strategy Panel and in leading the commercial and industrial workstream of the regional and local energy action plans. While significant early progress has been made, innovative work to develop carbon trajectories has been developed this year which will assist us in targeting activity to meet the more challenging circa 60% residual carbon savings. In 2022, we became one of a few authorities to declare a nature emergency and convene a cross party climate change and nature advisory panel (CCNEAP) recognising the close relationship between the two areas of work. Work to deliver actions and report on the delivery of the Environment Act plan is progressing well, of the 38 actions, 26 are progressing well, and 12 have been completed and we are moving to review the content of the plan with the advice of the CCNEP, to reflect the declaration of the nature emergency.

We are making a difference to many communities with our flood risk analysis and business case developments works, we have a better understanding of risks in many communities. All new developments must have sustainable drainage which is managing flooding for both new developments and the surrounding community.

Why this is important?

- ⦿ 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.
- ⦿ **Route Towards becoming a Net Zero Carbon Local Authority by 2030**
- ⦿ A biodiverse natural environment, with healthy functioning ecosystems, supports social, economic and ecological resilience. Carmarthenshire's natural environment is the natural resource on which much of our economy is based – *tourism, farming, forestry, and renewable energy*. It is a major factor that attracts people, both young and older to live, work and visit the county, bringing inward investment with them.
- ⦿ The *conservation and enhancement of biodiversity* is vital in our response to climate change and key ecosystem services such as food, flood management, pollination, clean air and water.




Success Measures / Explaining the Results

The table below shows the overall population indicators and performance measures which will be monitored for the Decarbonisation and Nature Emergency thematic priority.

Population Indicators in the main are publicly available data that have been identified to develop an understanding of trends and Carmarthenshire’s position relative to the other local authorities in Wales. Through our well-being objectives the Council has an important role to play in making progress against these indicators, however, it should be noted that these are not solely indicative of the Council’s performance and will be influenced by many external factors.

Performance Measures are inclusive of statutory returns, internal Council measures and consultation findings that we utilise to measure and monitor performance on a regular basis. These are the direct responsibility of the Council.

Population Indicators		
Indicator	Trend	Explaining the Data
Capacity of Renewable Energy Equipment Installed (MW)		<p>Capacity is Increasing as a Result of the Increasing Number of Projects in the County</p> <p><i>The trendline adjacent covers the period 2016 to 2020 and shows an increasing trend.</i></p> <p>Carmarthenshire is one of the most proactive counties in Wales in terms of investment in low carbon energy projects. This is positive and substantiates the forward-thinking approach that the county adopts with regards to addressing the threats posed by the climate and nature emergencies.</p> <p>The most recent data for 2020 indicates that there were a total of 6,439 projects in Carmarthenshire generating 321MW of energy. This is the third highest level in Wales and is an increase on figures for 2019.</p>
No. of Properties (Homes & Businesses) at risk of flooding	N/A	<p>Over 15,000 Business and Homes are at Risk from either River, Tidal or Surface Water Flooding</p> <p><i>There is no trendline available as previous data collected in 2014 is not directly comparable with the most recent data for 2019.</i></p> <p>Flooding is always a concern in Carmarthenshire, and according to Natural Resources Wales (2019), over 5,500 of our properties are at risk of river flooding, over 2,600 at risk of tidal flooding and just under 7,000 at risk of surface water flooding.</p> <p>The increasing threat of the climate and nature emergencies places greater emphasis on the need for suitable and proportionate flood defences to protect those at greatest risk.</p> <p>Through the Council’s Flood & Water Management Act and Shoreline Management Plan a number of interventions have been completed, including the installation of new defences and upgrades made to existing defences.</p>

Performance Measure		
The Climate Emergency is Being Addressed Locally	2022	The largest proportion of respondents to a residents' consultation indicated 'neither' when asked whether the climate emergency is being addressed locally. Further analysis indicates that with the exception of those that answered 'neither', more people disagreed than agreed. This possibly suggests that people are unaware of any measures put in place to address what is one of the most pressing issues of our time.
	-0.1	



We generated
1,317,121 kWh of renewable
energy during 2022/23

(increased from 1,106,902kWh in the previous year)

The Council's Total Energy Consumption (kWh) decreased
by **5.65%**



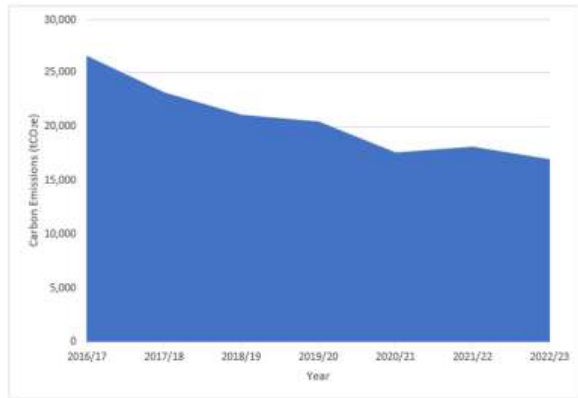
from 67,694,145kWh in 2021/22
to **63,869,172kWh** in 2022/23

A breakdown of the Council's Energy Consumption							
	2019/20	2020/21	2021/22	2022/23	2022/23 vs 2021/22		
					Progress	% change	Comment
Non-Domestic Buildings							
Consumption (kWh)	66,407,242	59,808,497	64,095,021	60,274,987	-3,819,637	-5.96%	Improved
Carbon Emissions (tCO2e)	14,443	12,581	13,026	11,846	-1,180	-9.06%	Improved
Street Lighting							
Consumption (kWh)	3,925,149	3,875,843	3,599,124	3,594,185	-4,939	-0.14%	Improved
Carbon Emissions (tCO2e)	1,088	981	832	809	-23	-2.76%	Improved
Fleet Mileage							
Mileage (Miles)	5,154,668	4,427,070	4,262,681	4,496,754	234,073	5.49%	Worsened
Diesel Used (litres)	1,419,336	1,267,437	1,320,551	1,327,545	6,994	0.53%	Worsened
Carbon Emissions (tCO2e)	3,814	3,407	3,573	3,584	11	0.31%	Worsened
Business Mileage							
Mileage (Miles)	3,971,513	2,251,986	2,511,091	2,775,432	264,341	10.53%	Worsened
Carbon Emissions (tCO2e)	1,132	621	693	745	52	7.50%	Worsened
TOTAL							
Consumption (kWh)	70,332,391	63,684,340	67,694,145	63,869,172	-3,824,576	-5.65%	Improved
Mileage (miles)	9,126,181	6,679,056	6,773,772	7,272,186	498,414	7.36%	Worsened
Carbon Footprint (tCO2e)	20,477	17,590	18,124	16,984	-1,140.14	-6.29%	Improved

Significant reductions were reported for 2020/21 which were largely attributable to COVID-19. Whilst year-on-year emissions increased in 2021/22, and further increased in 2022/23, these have not returned to pre COVID-19 levels.

Non-Domestic Buildings represent ~70% of our reported emissions.
 Our track record of carbon emission reduction

Performance - Carbon Footprint



↓ 2016/17 – 2022/23
 -36% tCO₂e


	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	Progress	Change
tCO ₂ e	26,542	23,143	21,087	20,477	17,590	18,124	16,984	2022/23 vs 2021/22	
								-1,140	-6.29%

Since 2016/17 to 2022/23 we have reduced our carbon emissions by over a third (-36%) (-9,558 tCO₂e).

Progress in 2022/23

Net Zero Carbon (NZC) Local Authority by 2030

- ⦿ Climate and Nature Emergency Advisory Panel have hosted 4 meetings.
- ⦿ We have established an Officer Decarbonisation Steering Group to enable Decarbonisation to be embedded across all services to be proposed in new Decarbonisation / Net Zero Carbon (NZC) Plan.
- ⦿ We recognise the need for the focus to be authority wide in order to be make substantial progress towards achieving our goals for a Net Zero Authority.
- ⦿ Transformation Steering Group: NZC is now to be brought under the umbrella of the new Transformation Programme and there will be a workstream dedicated to this key corporate priority. Quarterly progress updates are reported to Transformation Board.

	Assurance and Risk Assessment Progress Update – Carbon Reduction (September 2022)
<p>Overall finding <i>The Council demonstrates a strong organisational commitment to carbon reduction and has a published action plan, but this plan is not costed and does not identify the funding required to deliver all the activity within the plan.</i></p>	
<p><u>Audit Wales Recommendation</u></p>	<p><i>The Council’s Action Plan Response</i></p>
<p><i>In order to meet its net zero ambition, the Council needs to fully cost its action plan and ensure that it is aligned with its Medium-Term Financial Plan</i></p>	<p><i>The Council proposes to fully cost its action plan and ensure that it is aligned with its Medium-Term Financial Plan by April 2023.</i></p>

Progress update

- This is the single Recommendation that the Council received from Audit Wales following publication of their report ‘Public Sector Readiness for Net Zero Carbon by 2030’ (July 2022).
- In the absence of an all Wales costing methodology the Council has draft costing ESTIMATES for its net zero plan working on a basis similar to another Local Authority in the SBCR [Swansea Bay City Region].
- That estimation is however recognised to be subject to a wide degree of tolerance and we are working to produce robust £ costings by adopting the following approach:
 1. Developing carbon reduction trajectories to produce various scenarios regarding our likely residual carbon emissions in 2030.
 2. To estimate the corresponding £ spend to deliver carbon reductions, seeking technical support from Local Partnerships (via Welsh Government Energy Service) to develop a consistent methodology for the four SW Wales local authorities, and potentially all Welsh public bodies.

The Council demonstrates a strong organisational commitment to carbon reduction and was the first local authority in Wales to publish net zero action plan and has reported annually against the plan. In the absence of guidance on a cost model the plan and annual updates have not indicated the total cost of the plan to meet the Council’s net zero objective. In 2023 the council has developed methodology for estimating the cost of meeting the Council’s net zero target by 2030. The model requires further refinement to provide consistency of approach across local authorities in Wales. The authority is pressing the Welsh Government for guidance while working with partners in the SBCR to develop the model.

The progress and approach as outlined above is to be commended but the scale of the spend required to achieve Net Zero Carbon is significant and an area of concern.

- ⦿ [‘Walk the Global Walk’](#) is a three-year international project which focuses on mobilising young people in support of the United Nations Sustainable Development Goals (SDGs). We are working in partnership with Dolen Cymru Lesotho, supporting 15 schools with a focus on climate action. Pupil ambassadors raise awareness of climate change, lead actions in their communities and then come together to share and celebrate their work with decision makers in the annual Global Walk.
- ⦿ We are leading in the public sector with our commitment to ensure Carmarthenshire plays its part in meeting climate change commitments. In order to meet our target of Net Zero Carbon by 2030, substantial reductions in energy consumption and renewables generation are needed across our estate. Following multiple detailed site visits, in-depth data analysis and discussions with occupants of the buildings in scope, we have implemented extensive Energy Conservation Measures (ECMs) across our facilities.

“[Phase 1](#) has been completed and projected to save £315,726 and 675 tonnes of carbon equivalent (tCO2e) each year – these savings being guaranteed by Ameresco under an Energy Performance Contract.

Working with Ameresco has allowed us to accelerate the roll-out of our energy efficiency programme in a more comprehensive manner and at a greater pace than could be achieved using limited in-house resources. We look forward to developing further phases to help us become a net zero carbon local authority by 2030.”
- ⦿ ‘Smart’ and Sub-metering technology:

Accurate and timely data is critical for planning, monitoring and reporting progress towards becoming a net zero carbon local authority. As our non-domestic buildings account for 70% of our reported carbon emissions, we are extending the coverage of ‘smart’ and sub-metering technology for electricity and gas (plus water) to ensure timely capture of consumption data. We are installing smart and sub metering technology for electricity, gas and water to ensure timely capture of consumption data.

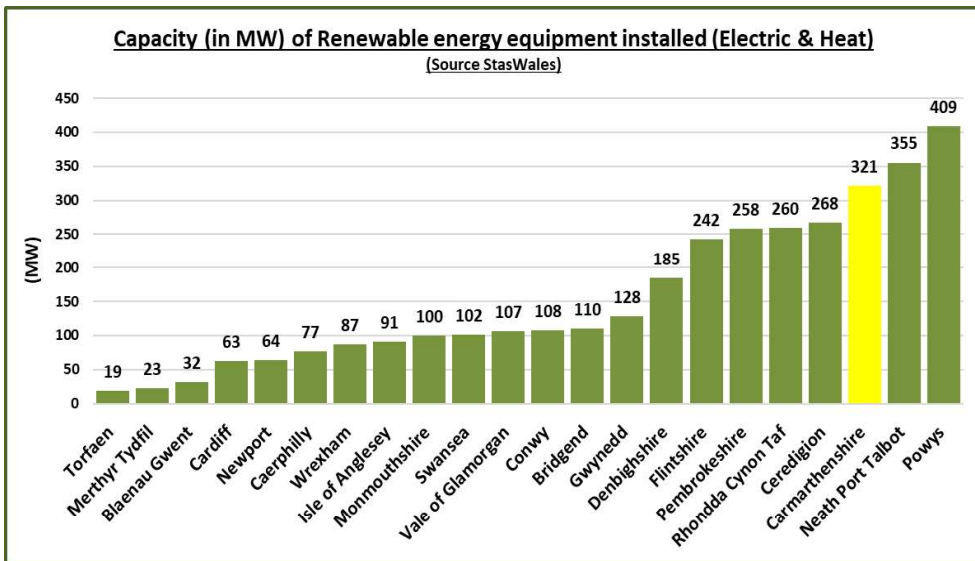
- Gas Metering: We have installed meters at all sites to be retained.
Day+1 Half Hourly (HH) data flowing from 209 meters including all the 197 supplies at sites to be retained.
 - Electricity Metering: We have installed meters at 55% of sites to be retained.
Day+1 HH data flowing from meters associated with 313 of 574 known supplies.
Works are progressing via a collaboration between our distribution network operator, National Grid (formerly Western Power Distribution) and our electricity supplier EDF Energy. Whilst progress had been delayed due to EDF staffing issues, a surge in electricity meter upgrades is now underway.
 - ! Water Metering: We have installed 1% of meters.
Day+1 Quarter Hourly (QH) data flowing from 4 of 336 known supplies.
Preliminary work is underway with Dŵr Cymru / Welsh Water to confirm current meter location.
Staff capacity constraints are delaying our roll-out of water data loggers until the completion of the electricity meter upgrade programme.
- ⊙ Half Hourly and Quarter Hourly data flowing from these advanced meters are imported daily into our SystemsLink energy management software system to provide enhanced data accuracy that will enable us to better identify consumption and carbon saving opportunities in of our non-domestic buildings and street lighting infrastructure.
 - ⊙ Waste Services have implemented the first three electric 26t Refuse collection vehicles and are now part of our front-line refuse collection fleet. We are not on target to receive 33 ULEV vehicles by 2024, as it transpires through market engagement in readiness of the procurement process for the new vehicles required to roll out the second phase of the waste strategy known as the kerbside sort, it has come apparent there is a delay in the procurement lead times.
 - ⊙ We recognise the need for the focus to be authority wide in order to be make substantial progress towards achieving our goals for a Net Zero Authority.

Capacity (in MW) of renewable energy equipment installed - National Well-being Indicator 12.



The recently Welsh Government published data shows that Carmarthenshire has the 3rd highest Capacity (in MW) of Renewable energy equipment installed (Electric & Heat) at 321 MW and 2nd highest number of projects at 6,439 (1st Powys - 7,384)

	Number of Projects	Electrical Capacity (MWe)	Heat Capacity (MWth)
Anaerobic Digestion	2	1	0
Biomass	508	0	45
Energy from Waste	0	0	0
Biomass Electricity and Combined Heat and Power	0	0	0
Heat Pump	1007	0	11
Hydropower	14	6	0
Landfill Gas	1	2	0
Nuclear	0	0	0
Offshore Wind	0	0	0
Onshore Wind	113	145	0
Sewage Gas	0	0	0
Solar PV	4491	110	0
Solar Thermal	303	0	1
Total	6439	264	57



Promoting affordable warmth and decarbonising our housing stock

- Our aim is to make all our homes energy efficient and achieve a minimum Band C energy performance rating as quickly as possible. Over 30% of our homes have already achieved this standard. Future investment in our existing homes will be based on using a Fabric First approach that improves the thermal performance of our homes and introducing non fossil fuel heating systems. This approach will promote affordable warmth for our tenants.
- Our new build Council homes embrace decarbonisation. Our homes are energy efficient, well insulated and have the latest innovative technologies and support the Council’s Net Zero Carbon principles. They help reduce our carbon emissions by on average 70% and create affordable warmth for tenants growing the green economy and creating sustainable communities.

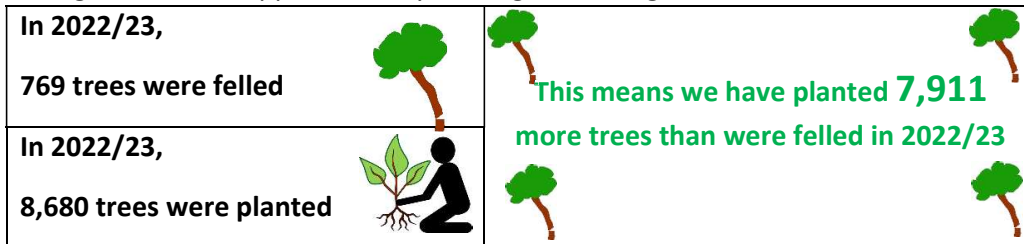
- Five potential priority sites have been identified for potential renewable energy development. We are working in collaboration with National Grid as part of the Carmarthenshire Local Area Energy Plan process with the aim of securing funding from Ofgem to enhance the local Grid.

Nature Emergency

- A nature emergency has been declared by Welsh Government and we have a Climate Change and Nature Emergency Advisory Panel to address this issue.

We are delivering several projects to ensure nature recovery:

- Adopted 21 sites on our estate to pilot a new way of Managing Land for Pollinators
- We have created a new wildlife garden areas at Trinity Saint David,
- Enhancement of a number of wildlife habitats in this area, ponds, grassland and woodland planting at Kidwelly Quay area
- We have been tree planting and creating a new access on our land at Tregib Sports field to enhance access to the woodland Trust Reserve
- We have a Service Level Agreement with National Botanic Garden of Wales. This enables us to work with a multi-disciplinary team at the National Botanic Garden of Wales and to benefit from their facilities for training and events. We have delivered our first event with Public Sector Bodies to encourage new LP4 N applications by hosting as training session.



- Tree Nursery Plans at our Day Centres - Plans have been put together by the Council’s Conservation team, with the help of the Botanic Gardens, for a Tree Nursery and wildlife friendly grounds to be developed in Johnstown Day Centre. With financial support from ‘Places for Nature’ funding scheme, the garden will include an accessible outdoor growing area and sensory garden, a woodland garden, a bog garden, meadow areas and an orchard. Although the project is taking place at the Johnstown centre, it will involve all day services through the collecting and planting of native seeds. There are also plans for a similar project to take place at Manor Road Day Centre. Not only will the garden improve the biodiversity of the area, but it will also provide a safe and accessible space for all to enjoy.
- Tree Planting - To help improve the County’s environment and increase biodiversity, the Council’s Rural Conservation Team and Property Department arranged the planting of over 8,000 native broadleaved trees to create 4.5 hectares of new woodland on Council owned land at Tregib (Llandeilo), Pendre (Kidwelly) and Maesdewi (Llandybie). Community planting days, including a day for pupils from Llandybie Primary School, were held at two of the locations.
As trees grow and photosynthesise, they will extract carbon emissions from the atmosphere. These new woodlands will provide new habitats for wildlife and thus contribute to addressing the nature emergency and become places where people can enjoy nature.

As a result of needing to re-position the active travel route which runs between Lower St Clears and St Clears, CCC purchased a 10-acre field. Active Travel have installed a new path, away from the river and the remaining land is now being managed for nature conservation. A scrape (shallow water body) has been created, 150 tree planting with ENRAW and Woodland Trust support, and we are re-introducing grazing of the flood plain meadow. In time we intend to propose to NRW that this area be designated as new Local Nature reserve.

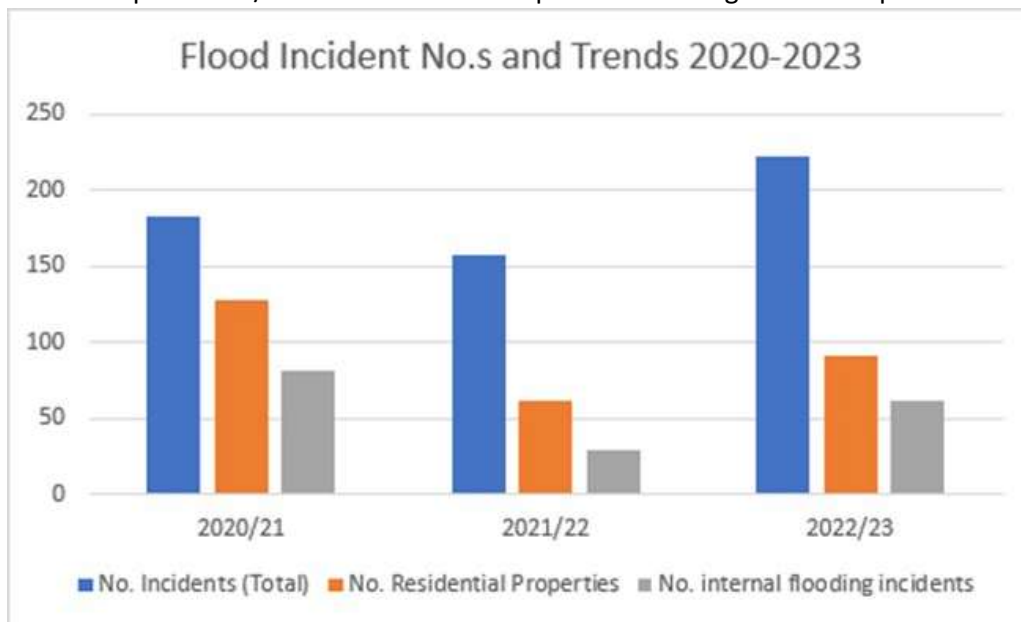


Tregib Sports Field and Grazing land - with Local Places for Nature, and some ENRAW grant aid we have planted individual and small groups of trees on the sports field, and we have used Glas Tir Woodland creation grant to plant 2.5ha woodland on land that was previously grazed. The more species rich grassland will be managed as a meadow. The new woodland planting links with the Woodland Trust’s Coed Tregib reserve, extending this woodland area, and with the grant aid we are providing an off-road path and a new foot bridge to improve access from Ffairfach to this reserve. Some of this path is suitable for mobility scooters, providing much needed access to the countryside for those with restricted mobility.

- **Pollinators** - Over many years, across Britain, there has been a huge decline in insects which pollinate wildflowers and crops, also known as pollinators. The Council is currently looking at ways of managing grassland that will make it both richer in wildflowers and more attractive to pollinators. Simply by cutting less frequently, flowers that are already growing in the grass can flower and also support insects. There is no need to sow wildflower seed. Last summer, the Council experimented with this new approach, and it was well received by residents who enjoyed seeing the flower rich grasslands that appeared.

Flood risk management

- While there have been no significant flooding events this year, we are getting better at collating data. As such numbers are up. In 2022/23 we received 223 reports of flooding incidents up from 158 in 2021/22.



In 2022/23, we separated flooding incidents from enquiries and recorded 48 last year.

In October 2022 we completed and published our investigation report into the October 2021 floods in Kidwelly which is available online [here](#). This report included a 28-point action plan, over 70% of which have been delivered.

According to the 2022/23 [National Survey for Wales](#) results, 49% of Carmarthenshire respondents were concerned about flooding in their local area, and 16% with flooding in their own property.

National Flood and Coastal Erosion Risk Management Asset Management

- We have completed 399 formal asset inspections, compared to the 280 the year before. We are focusing on ensuring that current assets are to standard and maintained accordingly.
- In 2023, we have continued our CCTV programme with seeks to map out sub terrain drainage in areas of flood risk; drainage which we hold no or inaccurate data on. In 2022/23 we surveyed over 8km of drainage which has been recorded on our National Flood and Coastal Erosion Risk Management asset database.



Flood Capital Works

- In 2022/23 we secured Welsh Government funding for 12 [schemes](#) with a value of over £1million. We delivered 3 schemes namely.
 - ✓ Upgraded 1 key flood defence asset at Drefach, the trash screen.
 - ✓ Upgraded two key surface water outlets at Llansteffan Beach and Ferryside.
 - ✓ We also delivered a Natural Flood Risk Management Scheme at Margaret Street, Ammanford with £137k of Welsh Government funding.
- The above 4 schemes are estimated to deliver flood reduction benefit to 112 residential and 13 business properties.
- We have worked in collaboration with Ceredigion County Council and Natural Resources Wales to deliver a business case to Welsh Government for flood risk management funding for Llanybydder and Llandysul.
- We have completed the detailed design for a new culvert at Quarry Ffinant in Newcastle Emlyn.
- We have secured a further £1.35 million in grant funding to National Flood and Coastal Erosion Risk Management business case development and capital construction works for 2023/24.

Proposals to reduce flooding in high impact areas

The communities of Llandysul and Pont-Tyweli, and Llanybydder have been subject to a number of devastating flood events, including Storm Callum in 2018 when numerous residential and commercial properties were impacted, and roads closed. Following this significant event, Carmarthenshire County Council, Ceredigion County Council and Natural Resources Wales have been working together to better understand the processes of flooding at these locations and assess different flood risk management options.

In August 2022 stakeholder engagement events were held at locations in both communities to collect local information on flooding history and processes and gather feedback on potential flood risk management options identified by the work to date.

Officers from Carmarthenshire's Flood Defence and Coastal Protection Team,

working in partnership with Ceredigion County Council and NRW hosted the consultation events. Both events were well attended with a total of approximately 60 people contributing to the discussions, providing local knowledge on flooding history and processes, and commenting on potential solutions. This information has been used to validate and improve the flood models developed as part of the work, which has in turn been used to assess standards of protection provided by the proposed flood risk management options.

Stakeholder engagement and input has thus formed an integral part of these schemes' development and provided direction and motivation for the next stages.

This work is currently finalising 2 Outline Business Cases to be presented to Welsh Government to inform and direct the next stage of the work. Funding has been secured to progress both schemes (subject to approval of the OBCs) to the next stage, which is Detailed Design and Full Business Case.



Flood Risk Consultation with Llangennech Community

On the 19 April we held a public consultation event in Llangennech Community Centre. The Flood Defence and Coastal Protection Team have been working to develop a greater understanding of flood risk in Llangennech and to develop potential mitigation options. This event afforded us the opportunity to discuss local flooding issues with the community, and also table our initial options for the management of specific risks. The event was well attended with lots of useful discussion and debate. Attendees were asked to complete questionnaires relating to historical flooding events and provide feedback and ideas on potential flood risk management solutions. The collected data and information will be used to inform the next phase of the work.



Permitting and Consenting

	2021/22	2022/23
Full Sustainable Drainage Approval Body (SAB) applications	113	116
Pre applications 'Drainage Approval Body (SAB)'	0	59

- ⦿ We provided comments and advice on 621 planning consultations.
- ⦿ Delivered a programme of compliance checks where 222 developments have been checked to see if they are SAB compliant, there was a 99% compliance rate.
- ⦿ We have determined 100% of all Flood defence Consents within the statutory timeframe.

Coastal

- ⦿ We undertook pre and post storm checks of our coastal assets throughout the winter.
- ⦿ We formally inspected 100% of our coastal assets over the year.
- ⦿ We have repaired 8 Aids of navigation from Llansteffan to Llanelli.
- ⦿ We are working collaboratively with the Ministry of Defence to manage a private coastal defence in Pembrey.
- ⦿ We have worked collaboratively across Council services to manage the eroding coastal path.
- ⦿ We have worked collaboratively with Leisure and Engineering Design on the coastal erosion issues at Pembrey Country Park and Burry Port East.
- ⦿ We are procuring coastal surveys to monitor how our coastline is responding to climate change.

Reservoirs

- ⦿ We worked with framework contractors Griffiths to deliver significant upgrades to Trebeddrod Reservoir in Llanelli including repairs to the embankment and installation on a syphon.
- ⦿ Our own workforce has also key in helping deliver minor repairs at both Trebeddrod and Cwmoernant Reservoirs.
- ⦿ We have established Service Level Agreements with Grounds Maintenance to ensure all of our reservoirs are managed to the requirements of the Reservoirs Act 1949.
- ⦿ We have also established a programme of invasive species management at all sites.
- ⦿ We have overseen the annual inspections of our reservoirs by the Supervising Engineers and implemented their actions accordingly.

Carmarthen Learning Centre

Work has recently been completed at Carmarthen Learning Centre to make it more energy efficient and reduce its carbon emissions by 76%. Retrofit measures that include cavity wall insulation, double glazing, and roof improvements have been implemented to improve the heat retention of the building. The Learning Centre is no longer reliant on a gas supply as Solar Panels and Air Source Heat Pump provide energy and heat to the building. Energy efficient LED lighting have also been installed. Not only has the upgrade works reduced the building's environment impact, but it has also improved the comfort and experience for those who work and learn in the building.

Leading the way on Phosphates



In early 2021 NRW published evidence of excessive phosphate levels in riverine special areas of conservation (SAC's). There were far reaching implications for competent authorities, developers and communities. The Council responded with new collaborative ways of working to this new challenge.

Environmental legislation underpinning habitats conservation in SAC rivers requires a 'whole river' approach necessitating action plans transcending authority boundaries. In close collaboration with Pembrokeshire and Ceredigion councils, we created a new post of NMB Programme Manager to establish

Nutrient Management Boards (NMB's) and coordinate the cross boundary local authority activities in collaboration with Dŵr Cymru Welsh Water (DCWW) and Natural Resources Wales (NRW).

The Council has worked collaboratively and closely with NRW to improve clarity on guidelines, and worked closely with DCWW, NRW, sub-regional local authorities and external subject matter specialists to produce nutrient resources and are actively assisting in the preparation the first nutrient calculator for the whole of Wales. The Council fostered close sub-regional links to expand the Council's resources producing a West Wales nutrient calculator and supporting documents, West Wales catchment specific Mitigation Measures, and a regional Nutrient Trading Feasibility Study in collaboration with Pembrokeshire, Swansea and Neath Port-Talbot. We and the NMB Programme Manager collaborates closely with a range of stakeholders and provides LA input to WG on nutrient related Task and Finish and Action Groups.

What and how we can do better

See our delivery plan to achieve this objective in Appendix 7

Governance Arrangements

The Governance and Audit Committee is a key component of Corporate Governance, providing a source of assurance about the Authority's arrangements for managing risk, maintaining an effective control environment, and reporting on financial as well as non-financial performance.

Business Plans/ Delivery plans are developed and reported at Scrutiny Committee. Actions monitored through the PIMS by the department and by the Committee.

The Council's constitution provides delegated authority to the Head of Place and Sustainability for certain planning functions [part-32-revised-council-9th-feb-2022.pdf \(gov.wales\)](#). Officers are delegated to undertake key activities appropriate to their role by the Head of Place and Sustainability.

The Council is required to meet the Welsh Government's reporting requirements for carbon emissions net zero in accordance with [Public sector net zero reporting guide | GOV.WALES](#)

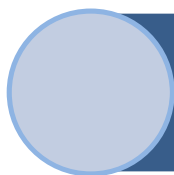
The Council prepares an annual report on progress in meeting its net zero action plan on an annual basis which is considered by the Climate Change and Nature Advisory panel, Cabinet, scrutiny committee and council.

The Council prepares an annual report on progress in meeting its section 6 Environment Act biodiversity obligation each year to the Welsh Government which is considered by Cabinet, the Climate Change and Nature Advisory panel, scrutiny committee, council.

The Department has its own live performance monitoring HWB, ARCUS which provides real time reporting on planning functions for local management purposes.

Performance management reviews are undertaken by line managers using KPIs.

Transformation Board reviews are conducted on areas of the function and reported to the Head of Service, recommendations resulting from reports are reported and progress monitored through the PIMS system.



3c - Thematic Priority - Welsh Language and Culture

The 2021 Census results published in December 2022 saw a further decline in the number of Welsh speakers in Carmarthenshire, down to 39.9% of the population, which is equivalent to 72,838 Welsh speakers. However, the Welsh Language County Strategî Forum is developing excellent co-operation approaches and has worked together to co-produce the new Welsh Language promotion Strategy. The Council is also developing its ethos and culture in terms of use of the Welsh language within the organisation and this will be further developed over the next few years.

Why is this important?


- 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, which reflects our past and shapes our future.


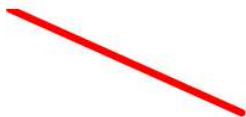


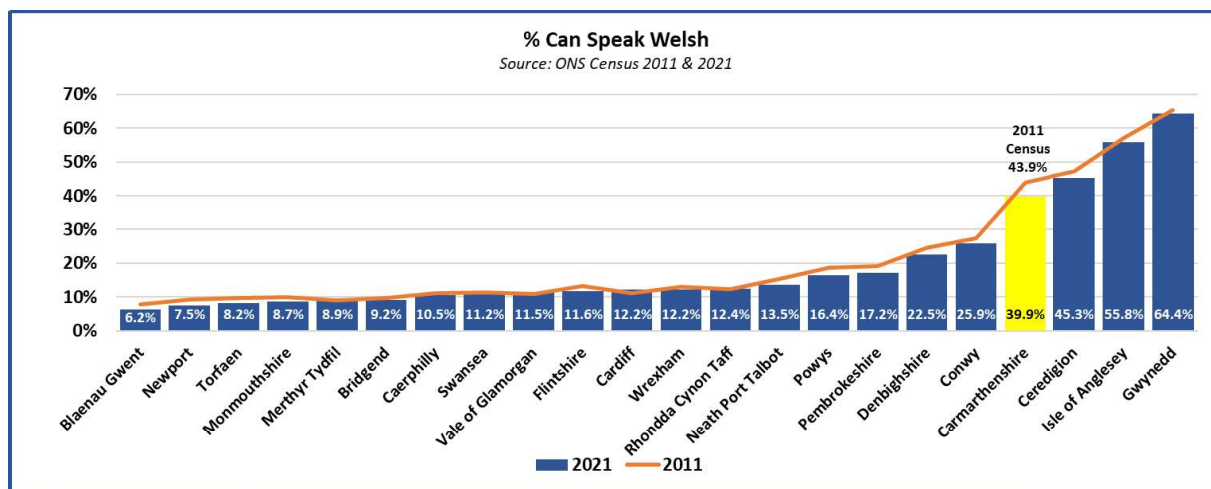
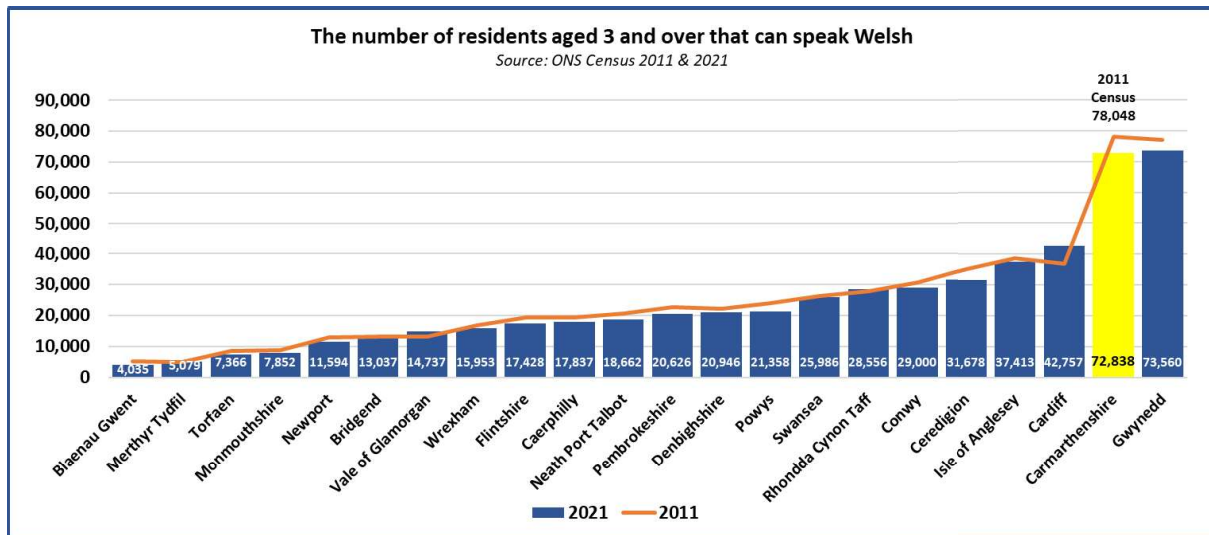
How well are we doing (and how do we know)? ⓘ Sources of evidence

Measuring Progress

The table below shows the overall population indicators and performance measures monitored for the Welsh Language and Culture thematic priority.

Population Indicators		
Indicator	Trend	Explaining the Data
No. of People that Can Speak Welsh		<p>The Numbers of Welsh Speakers in the County have Declined</p> <p><i>The trendline adjacent covers the period between the 2011 and 2021 Census and shows a decreasing trend.</i></p> <p>Carmarthenshire is home to 72,838 Welsh speakers. This translates to 39.9% of the County’s total population, this is a decrease of 5,210 since the last Census in 2011, equal to a percentage point decrease of 4.0%. This is the largest percentage point decrease of all local authorities in Wales.</p> <p>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.</p> <p>Carmarthenshire remains the fourth highest in terms of the percentage of the population that are able to speak Welsh.</p>

<p>Number of those aged 3-15 that can speak Welsh</p>		<p>Less Significant Declines Amongst the Younger Age Group when Compared with other Age Groups</p> <p><i>The trendline adjacent covers the period between the 2011 and 2021 Census and shows a decreasing trend.</i></p> <p>All local authorities saw a decrease in the percentage of children aged 3 to 15 reported as being able to speak Welsh between 2011 and 2021.</p> <p>At a national level it is thought that the decrease in both the number and percentage of people aged three years or older able to speak Welsh is mainly driven by a fall among children and young people who reported as being able to speak Welsh.</p> <p>In Carmarthenshire the numbers of those aged 3-15 able to speak Welsh has decreased by 510 people, this translates to a percentage point decrease of 2.6.</p> <p>Decreases were also visible within the 16-64 and 65+ age categories although at more significant levels than the younger age group. To expand, the decline in those aged over 65 able to speak to Welsh translates to a percentage point decrease of 8.7.</p>
<p>% of people (16+) attending or participating in arts, culture or heritage activities at least three times per year</p>		<p>Decreasing Attendance/Participation in Arts, Culture or Heritage Activities Likely as a Result of Covid Restrictions</p> <p><i>The trendline adjacent covers the period 2017/18 to 2019/20.</i></p> <p>Attending and/or participating in arts, culture or heritage events is linked to improved general health and well-being. Such events also underpin the creation of a sense of place and national identity.</p> <p>Whilst it is disappointing to see that attendance and participation levels have dropped in the county, it is important to note that data collection coincided with the pandemic and therefore attendance and participation may have been detrimentally affected by lockdown restrictions.</p>
<p>Performance Measure</p>		
<p>It's important that the Welsh language is promoted and protected</p>	<p>2022</p> <p>0.69</p>	<p>In our 2022 residents survey the majority of respondents agreed that it is important to promote and protect the Welsh language with an average index score of 0.69.</p>



- There were almost **516,000 virtual or actual visits to our libraries (LCL/001)** during 2022/23, this equates to 2,710 per 1,000 population, this shows an improvement on last year (1,614 or 307,000 visits). Despite the improvement, this is 64% lower than pre-COVID (2019/20) with 1.4m visits. With a decrease of 85% in actual visits, but a 45% increase in virtual visits. Physical visitor figures are gradually increasing as COVID-19 restrictions ease, with various adult and children’s activities taking place during the year with various exhibitions, summer reading challenge, the launch of the Warm Winter Welcome Club, weekly local history talks, vocalists and author visits, Makerspace experience, children craft sessions, science and poetry workshops, keep fit classes, drama workshops, magic shows & music/ rhyme sessions, to name but a few. Customers also continue to utilise our free digital resources, with customers benefitting from our range of digital eBooks, audiobooks, newspapers, magazines & training apps.

Progress in 2022/23

Welsh Language

- On 7 December 2022, we took part in the national Welsh Language Rights Day, facilitated by the Welsh Language Commissioner. The focus of the day was the promotion of rights amongst young people; therefore, we promoted our career and workplace opportunities to young people in secondary schools and colleges across the county. We also worked closely with Cynllun Profi, to promote Welsh medium support and guidance for young people on their journey from school to the workplace.



- During 2022/23 we have submitted evidence to the Welsh Language Commissioner’s Office on Recruitment and how we consider the Welsh Language as part of our policies and procedures. This formed part of a national thematic review and we are awaiting further feedback during 2023/24.
- The Welsh Language Strategic Forum has continued to meet regularly with a clear focus on evaluating our first Welsh Language Promotion Strategy and preparing a revised strategy for 2023/28. As part of the evaluation of the first strategy, members of the Strategic Forum took part in workshops to look at areas of success and improvement and to identify priority areas for 2023/28.
- We continued with the 'Iaith ein Gwaith' project, which supports the Education and Children’s Services Department to move along the journey towards administering through the medium of Welsh. One element of the project is to work with Bangor University, through the ARFer programme, which supports staff to increase their use of the Language daily. Six groups from the department took part in a pilot project through ARFer and we will revisit these groups in September 2023. During the year, we have also been updating the language skills audit information we have available for the department, to establish a data baseline.
- As part of the Welsh Language Promotion Strategy, we worked closely with Menter Cwm Gwendraeth Elli during the year to help with the vulnerable situation of the Welsh language in Llanelli. In partnership with the Menter, an action group was set up to discuss possibilities in Llanelli and the Council drew up a SNAP questionnaire for the Menter to administer, to find out more about opportunities and obstacles to using the Welsh language in Llanelli. A detailed report has been prepared by Catrin Llwyd to analyse the questionnaires and carry out further consultation work to draw up recommendations which would be the basis for priorities for the action group.
- One of the projects under the UK Government's Community Regeneration Fund, is the 'Iaith Gwaith / Working Language' fund led by the County Council. 'Iaith Gwaith' provided grants of up to £3,000 to support businesses and community organisations to raise the profile of the Welsh language. These grants were in line with the Welsh Government's 'Helo Blod' provision, with the two officers in Carmarthenshire being encouraged to promote the grants as part of a wider package of support to provide bilingually. With 'Helo Blod' project ending, the Iaith Gwaith program is going to acquire a similar service, to ensure one to one sessions of further support for all those who are successful with an Iaith Gwaith grant.

Welsh Culture

- Carmarthenshire Museum Service has benefited from capital investment in recent years. This year sees the completion of the most ambitious project of all, the new Museum of Land Speed in Pendine. Situated within a destination that offers high quality and accessible visitor facilities, the museum will transform from what was once a seasonal exhibition facility into one of only a handful modern purpose-built museums in Wales that meets the high standards of design, security, environmental sustainability, and visitor access. Also completed is the full external restoration scheme of Carmarthenshire Museum. The £1.2m investment was shared between Carmarthenshire Museum and the Tywi Gateway Trust. Parc Howard Museum has benefited from capital investment to make the iconic landmark building watertight and upgrade all electrical systems. The grade 2 listed building converted to museum use in 1912 has had a sensitive interior refurbishment to the main public areas and the museum stores.
- A new £2.2M archive repository and information hub opened to the public in July 2022. It is home to an extensive collection of historic documents that date from the 13th Century to the present day. The council received funding of £120,000 from the Welsh Government's Transformation Capital Grant Scheme towards the new facility.
- Our libraries hosted a wide range of events over the year. We held several exhibitions including Battle of Britain Exhibition, Bible Exhibition & Scarlets Rugby Exhibition.
- Author visits were held in several libraries along with poetry workshops & craft sessions.
- Makerspace sessions continue to be popular with customers attending 3D Printing workshops, Gaming sessions and Animation Workshops.
- Throughout the winter months we held the 'Warm Winter Welcome Club' offering our customers a safe space to socialise, have a cuppa, keep warm and enjoy some of the free sessions we ran including, digital assistance sessions, book club, knitting group, music sessions & board games. Working partnerships with organisations continued - Actif Leisure resumed Actif Storytime sessions, Mudiad Meithrin held the Cymraeg i Blant sessions within our libraries.
- Carmarthenshire have purchased additional collections of eBooks/ eAudio books to meet the increased demand and new membership.
- A self-service library has been successful at the Foyer, Cawdor Hall, Newcastle Emlyn, following a successful bid to the Welsh Governments' Cultural Recovery Grant. Carmarthenshire Libraries have been working with [Lyngsoe LibCabinet](#), [D-Tech Lockers](#) and [Hublet](#) for the project. The Lyngsoe LibCabinets operate much like a vending machine, creating a mini self-service library. Our self-service reservation pick up lockers, accessed with your library card, allows customers to reserve items online from the extensive Carmarthenshire library catalogue. When an item is ready for collection simply pick it up from the locker in the library at a time that is convenient. Items can also be returned via the locker when they are due.



Author John Nicholl
(*Carmarthen Murders and Tywi Estuary Killings*)



- Free online training courses are also available to our customers through our digital resources 'Universal Class', 'Artist Works' and 'Transparent Language'. Library members can learn music instruction for the most popular string and band instruments, discover how to cook healthy meals, take art classes, learn basic IT skills, gardening skills, parenting classes, learn a new language or even take a mock theory driving test. Family history resources like 'Ancestry' and 'Find My Past' are also very popular. National, international newspapers and magazines, also available to download for free, visits to our 'Pressreader' newspaper app continued to rise during 2022/23.
- Carmarthenshire libraries have a dedicated reserve book stock located at Burry Port library which gives us access to thousands of Welsh book materials. Over £20k was spent on Welsh Language materials in 2022/23.
- During the year, Welsh language Storytime sessions 'Cymraeg i Blant' were held in our regional libraries, helping to ignite imagination and develop literacy skills. Carmarthenshire Libraries work in partnership with Mudiad Meithrin Cymru who provide these Welsh Language story time sessions for babies and young children at the three regional Libraries.
- History drama presentations were held within our libraries to celebrate St. David's Day. 'Mewn Cymeriad' ran the sessions for primary school children who were invited to attend the events, the sessions helped inform and inspire the children to learn more about the history of Wales.
- In August 2022, Theatrau Sir Gâr returned to **Pembrey Country Park** for another summer season of **outdoor theatre**. A jam-packed programme of entertainment was presented on a temporary outdoor stage over thirteen days, including live music, comedy, dance, and fun-filled family shows, attracting nearly 1,900 attendances.
- In July 2022, The Ffwrnes partnered with Hijinx Theatre to bring **The Unity Festival** to Llanelli. The Unity festival is one of Europe's largest inclusive and disability arts festivals and the only one of its kind in Wales. Over the course of two days a programme of inclusive theatre, film, dance, and street theatre from around the world, was showcased at the Ffwrnes Llanelli (and online).



Is anyone better off?

The Theatres Service worked with **National Dance Company Wales** to create **PARTi**, an event to bring the whole community together to celebrate dance, which was held at Y Glowyr in Ammanford in November 2022. Local people from the community worked alongside professional dancers to co-create the event, which included a dance performance, cake, and a twmpath. Tickets were offered on a 'Pay What You Decide' basis to ensure that everyone could enjoy a great night out at the theatre.



What and how we can do better

See our delivery plan to achieve this objective in Appendix 7

Governance Arrangements

- ⦿ Welsh Language Members Advisory Panel - To advise the Executive Board Member with responsibility for the Welsh Language on the development and promotion of the language in the County.
- ⦿ Welsh In Education Forum - The WESP sets out a requirement for each Local Authority (LA) to establish a Welsh Education Forum In legislation the Forum is described as follows- Welsh medium education forum” (“fforwm addysg cyfrwng Cymraeg”) means a body established by a LA for the purpose of improving the provision of Welsh medium education the members of which consist of LA officers and such other persons as the LA considers appropriate
- ⦿ Cabinet Member for Education and Welsh Language
- ⦿ Education, Young people and the Welsh Language Scrutiny.
- ⦿ Welsh Language Standards implementation in liaison with Welsh Language Commissioner’s Office.
- ⦿ Welsh language County Strategic Forum – this is a partnership between public sector bodies and organisations who work for the benefit of the Language.
- ⦿ Publish an annual report on the implementation of the Welsh Language Standards.

Culture Services are subject to business planning supported by structure meetings/appraisals and performance management sessions as well as Weekly / Fortnightly 1 to 1 meetings with service managers, Weekly Departmental meetings, Quarterly HoS / CMT meetings and Bi-monthly Scrutiny committees. We also have external assessment via customer/stakeholder engagement and feedback. Whilst not a statutory requirement Culture measures standards by the achievement of accreditation (a national standard) in the museums and archives services and achievement of the Welsh Public library Standards. The latter is annual whilst accreditation is granted and then reviewed on a three yearly basis.

3d - Thematic Priority - Community Safety, Resilience, and Cohesion

Despite a slight increase in crime rates, Carmarthenshire remains one of the safest places in the UK. Partnership working with Dyfed Powys Police and other agencies remains strong and continues to develop as new issues arise.

Why is this important?

- Safety and a feeling of belonging are important to personal well-being.
- 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 work together to support each other it builds a sense of pride and belonging which is key for social well-being.

How well are we doing (and how do we know)? 📄 Sources of evidence

Measuring Progress

The table below shows the overall population indicators and performance measures monitored for the Community Safety, Resilience and Cohesion thematic priority.

Performance Measure		
Indicator	Trend	Explaining the Data
I like living in Carmarthenshire – Residents Consultation	2022	Overall, there was strong agreement from respondents through a recent consultation that they like living in Carmarthenshire. Whilst many factors will have contributed to these sentiments, it should be noted that some of the main factors which make a good place are closely aligned to the work of the Council. Most notably: <ul style="list-style-type: none"> ▪ Good schools, ▪ Good leisure facilities, ▪ Pleasant surroundings, ▪ Good accessibility, ▪ Low crime rates.
	1.32	
I feel that I can live the life I want to live without the fear of judgment or prejudice - Residents Consultation	2022	Respondents largely agreed that they are able to live the life they want to live without the fear of judgment or prejudice. However, agreement to this statement was lower amongst members of the LGBTQ+ community and respondents who have disabilities. This is a luxury which is not afforded to everyone across the world, therefore, it is testament to the nature of Carmarthenshire as a place and its people that overall residents feel that they can be themselves. This is an integral part of feeling a sense of belonging and is one of the main contributors to overall happiness. Happier people live happier lives which in turn allows them to make positive contributions to their communities.
	0.71	

I feel safe in my community - Residents Consultation	2022	A positive score to this statement indicates that the majority of residents who responded to the consultation feel safe in their communities. The most recent National Survey for Wales results for Carmarthenshire suggests that we are slightly above the Welsh average for this measure and rank 11th lowest in Wales overall.
	0.78	

- ! Targeted intervention delivery on Food Business was revised during the course of the year on the basis of known identified risks from newly registered businesses. This meant that of the **879 Food Business establishments liable for a programmed inspection** as per the Food Standards Agency (FSA) Recovery Plan during 2022/23 (*PPN/002*), **553 were actually inspected**, this equates to 61% compared to 100% of the 407 establishments inspected the previous year. This deviation in approach was acknowledged by the Food Standards Agency and is also a component of their recovery plan, post COVID. Premises programmed for, but did not receive an intervention during 22/23, will default into the 23/24 risk based inspection programme. All premises due for inspection have been deemed broadly compliant by virtue of their current Food Hygiene Rating and having been subject to an Official Control Visit in previous years.
- ⊙ **99%** (2,128/2,148) of food establishments in Carmarthenshire meet food hygiene standards (*PAM/023*).
 - ⊙ **100%** (211/211) of Trading Standards high risk businesses in Carmarthenshire that were liable to a programmed inspection, were inspected during 2022/23.
 - ⊙ Unfortunately, we were unable to complete two **Animal Health high risk programmed inspections** by 31st March 2023, giving a result of **99%** (162/164) both inspections were completed in April 2023.



Progress in 2022/23

Community Safety

- ⊙ We have ensured the Council fulfils its duties relating to the current Contest Strategy (counter terrorism). There have been ongoing discussions at the Carmarthenshire Contest Board and the Regional Contest Board to progress the production of key documents to ensure the Council and partner organisations are fulfilling their duties as outlined in the Contest Strategy. Consideration has been given to how the Counter Terrorism Local Profile could inform the development of a situational risk assessment for the region to identify key challenges and the local context around those. This assessment would then be utilised to develop corporate risk assessments, including one for the Council to assess how the Council is delivering against the requirements of the Prevent Duty.
- ⊙ Partnership working in the Tyisha ward led by the Council's 'Transforming Tyisha' team has continued to deliver successes over the past year. These have included the setting up of Neighbourhood Watch groups, days of action with police led operations to target specific concerns and thousands of households supplied with security marking kits and crime prevention equipment, community engagement via 'Meet the Street' and using the outreach van, targeted waste and anti-social behaviour patrols, the development of a CCTV implementation action plan and closure orders of premises causing anti-social behaviour problems. Reductions have been seen in 2021 in the number of a range of types of crime compared to the previous year. Following a review by the Crime and Disorder workstream in January 2023 of their work to date, current policing issues are areas of priority, a new action plan for 2023/24 has been developed. This focuses on increasing visibility and presence, engagement and partnership, enforcement and specific operations.
- ⊙ The Council showed its support again for the 'White Ribbon Campaign' to end male violence against women and girls on the annual White Ribbon Day on Friday, November 25 and the 16 Days of Action which follow. Activities supported were on an even larger scale than previous years, with the White Ribbon flags flown at County Hall and town halls in Llanelli and Ammanford and County Hall lit up in purple, screensavers on council laptops encouraged staff to make the promise **"to never commit, excuse or remain silent about**

male violence against women” and directed staff to support available on the intranet. This includes the Council’s ‘Domestic Abuse and Sexual Violence’ policy which was revised in July 2022. Posters were put up in our buildings with digital messages in our bus stations and video messages on the screens in libraries and leisure centres and awareness raised amongst our local sports clubs. An e-chat for staff was led by a local domestic abuse service provider, Calan DVS and special events held including a Walking Football session at Amman Valley Leisure Centre, at a Carmarthen Town AFC home game with the support of Carmarthen Domestic Abuse Service and former Welsh international rugby union star, Sam Warburton, supported the campaign at his event at the Lyric on White Ribbon Day.

- ⦿ The Council has been working closely with our partner agencies to respond to the new ‘Serious Violence Duty’ which requires a strategy to prevent people from becoming involved in, and reduce instances of, serious violence in the area. Such violence includes domestic and sexual violence, knife and gun crime, loss of life and violence against young people. A Strategic Needs Assessment, to be produced and led by Dyfed Powys Police, will include data from the Council and all partner agencies to inform the regional Strategy.
- ⦿ Officers have been working with Ceredigion, Pembrokeshire and Powys local authorities, police, UWTS and Coleg Sir Gâr to develop a film for students to address and challenge extremist views to prevent young people being drawn into terrorism. Funding for the project was received from the Home Office Preventing Radicalisation Grant and local young people were involved in the development and making of the film. The film will be launched in Universities and Colleges across the region in the summer of 2023 with a further roll out in schools being planned.
- ⦿ The Road Safety Unit delivered kerb craft initiatives to 969 pupils to promote road safety training and campaigns to encourage safe active travel.
- ⦿ 808 pupils received National Standards for cycling training.
- ⦿ The innovative Seraphim Telephone Fraud Prevention programme notifies authority officers and triggers local authority intervention when trueCall users experience a high volume of calls from suspected fraudsters. In 2022/23, 400 high level alerts were generated (an increase of 306 from the previous year). These alerts have led to welfare calls and officer intervention, such as blocking incoming calls from identified, high-risk telephone numbers, to prevent vulnerable residents engaging with telephone fraud approaches.


For the period 2022/23 the programme has

- blocked 24,860 calls
- blocked 5,370 calls from scam callers (calls blocked from nationally reported scam numbers)
- saved service users approximately £146,693 by preventing engagement with telephone fraud
- saved Social Care, NHS and the police and estimated £86,875 in intervention/support costs

Community Cohesion

- ⦿ The Mid and South West Wales Community Cohesion team are one of 8 regions funded by Welsh Government to achieve a consistent approach to cohesion across the country. The team works across Carmarthenshire, Ceredigion, Pembrokeshire, and Powys. The Community Cohesion team raise awareness of Hate Crime and how to report it, ensuring people understand what constitutes a hate crime and working with organisations like Victim Support to develop campaigns, training and projects. During 2022-23, the cohesion team led projects throughout the year including:
 - facilitating an Online hate session looking at the impacts of online hate/harms on both individuals and communities, highlighting cases in Wales
 - two information sessions for organisations to find out more about Hate Crime Awareness Week and how they can get involved.
 - Coordinated a LGBTQ+ Training with Victim Support and CETMA, aimed at professionals. Over 200 people attended.
 - organised a Wales wide webinar as part of Victim Supports, Countering Hateful Extremism Wales meeting. Raising Awareness and Understanding of Extremism and Toxic Masculinity - a webinar for Professionals working with young people. Over 150 people attended.
 - presented at the national forum 'The View from the Ground': Asylum, Cohesion and Extremism Challenges, organised by SIGCE on experiences of managing tensions in communities housing refugees and asylum seekers.
- ⦿ The Community Cohesion team promote a number of awareness calendar events that support inclusivity and equality including Holocaust Memorial Day; Transgender Day of Visibility; Gypsy Roma Traveller History Month, Refugee Week, Hate Crime Awareness Week and Interfaith Week. Social Media posts are shared and for some key dates, flags are flown, and public buildings turned relevant colours as a mark of respect. The team led on a number of training and capacity building projects:
 - Delivery of a Cohesion in our Communities session, aimed at community groups, showcasing good practice from 3 small grants funded projects.
 - Completion of the short film, "What is Community Cohesion" film.
 - Supported a Friends and Neighbours (FAN) group involving Ukrainians living in Llanelli and joined the Wales FAN steering group.
 - The team had three articles to the Public Health Network Cymru E-bulletin on Cohesive Communities. All of which were included.
 - In collaboration with Travelling Ahead, facilitated 2 GRT Awareness Raising sessions looking at the culture and traditions and policy relating to these groups. Nearly 70 people attended from Local Authorities, Police, Health and third sector.
 - The cohesion teamwork with local authorities and partners around the Ukraine schemes and have linked in with regard to Tension Monitoring and supporting resettlement of Ukrainians across the region. Also, working to monitor and support on the role out of Asylum Dispersal across the region.
- ⦿ The team ran a Small Grants fund across the region to encourage community groups and organisations to apply for funding. A number of successful projects ran across Carmarthenshire including:
 - ***Cymuned Cymraeg by Heart of Wales LGBTQ+*** - this project facilitated fortnightly conversation groups with the aim to bring Welsh learners and fluent Welsh speakers together and practice their Welsh together. The project involved the LGBTQ+ community promoting the use of their individual pronouns in Welsh.
 - ***Winter Pride and Hate Crime Awareness Virtual Coffee Morning run by CETMA*** - This project ran a series of online and in person events aimed at members of the LGBTQ+ community to raise awareness of hate crime, ways to report it and where to seek help and support. A Winter Pride event was held in December for the first time in the County.

Community Resilience

	Audit Wales National Report: Together We Can – Community resilience and self-reliance (January 2023)
<p>This National report notes that local authorities find it difficult to empower people and communities to be more self-reliant and less dependent on services, but with less resource now available they need communities and people to do more for themselves. The report made two recommendations.</p>	
<p>In response</p> <ul style="list-style-type: none">• The Council’s new Corporate Strategy (adopted 1 March 2023) includes a Well-being Objective to enable our communities and environment to be healthy, safe, and prosperous. One of the Thematic Priorities within this objective focuses on Community Safety, Resilience and Cohesion. As part of our response to this priority we will use the evaluation tool (promoted in the report) to self-evaluate our current approach and develop an action plan in response. We will do this across all Council services and engage with PSB partners as community resilience also features in the new Carmarthenshire Well-being Plan. By December 2023.• Once the action plan is in place governance arrangements will be established to ensure implementation and monitoring of progress within the Council and across PSB activity. By March 2024.	

Is anyone better off?

Using a Small Grant fund through the Community Cohesion Team, Foothold Cymru and Llanelli Multi Cultural Society hosted a celebration event - Christmas Around the World. The event brought together a host of different nationalities who live and work in Llanelli.



Over 500 people attended the event which increased social cohesion within the town, attendees had the opportunity to sample food from around the globe and information was shared on how to minimise food waste and produce healthy, nutritious food on a budget and shared learning and ideas from one another.



What and how we can do better

See our delivery plan to achieve this objective in Appendix 7

Governance Arrangements

Cabinet Member for Organisation and Workforce, Corporate Performance and Resources Scrutiny
The Community Cohesion Team reports to Welsh Government on a quarterly basis and are part of and provide updates to Safer Communities Partnership, CONTEST, Serious Violence and Organised Crime and Strategic Equalities in all four counties.

3e - Service Priority - Leisure and Tourism

Leisure Attendance Almost Back to Pre-Covid Levels

Attendances have recovered across the year as more people are engaged in physical activity opportunities across the county, with figures almost back to pre-Covid levels. Our key challenges over the past 12 months have been around managing post pandemic participation and income recovery, along with the cost of living and energy price crises.

Why is this important?

- 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.

How well are we doing (and how do we know)? 📄 Sources of evidence

Success Measures / Explaining the Results

- There were over **1.3m visits to our leisure centres during 2022/23 (PAM/017)**, this equates to 7,017 per 1,000 population, this shows a 52% growth on last year (4,598 or 874,000 visits). Attendances have recovered across the year as more people are engaged in physical activity opportunities across the county with figures almost back to pre-COVID levels.
- Over 800,000 people visited Pembrey Country Park, Facebook followers have increased to over 29,000, over 10,000 people visited the Christmas festivities including the light trail.



Progress in 2022/23

- We have secured £219k for a 5-year maintenance and development programme at Ynys Dawela nature reserve.
- Our Leisure Services achieved a Gold Award from The Royal Society for the Prevention of Accidents (RoSPA). Which is a highly sought after award for health & safety.
- Pembrey Country Park again secured the prestigious Blue Flag Status, making it the most awarded Blue Flag Site in Wales since 1988. The Blue Flag award is only given to beaches, marinas and harbours that have the highest quality of water, environmental education and management, safety and services. It was also awarded the Green Flag award for its inspiring green space and secured the VAQAS accreditation from Visit Wales.
- In addition, Llyn Llech Owain Country Park was awarded a Green Flag for the first time.

- Two playgrounds within Pembrey Country Park were refurbished, which now includes easily accessible equipment, a disabled swing a sensory tunnel and is fully accessible for wheelchairs.
- A new Bear Trail for 2023 & Foot Golf offering in Pembrey Country Park.
- Theatres in the Park.
- 700 Individuals donated 2,910 hours of volunteering across Outdoor Recreation Sites.
- Y Caban opened its doors on 31st March 2023.
- Over £160k was spent in Grants in both Llyn Llech Owain and Mynydd Mawr Country Park to restore boardwalks, heathland and accessibility.



Actif Sport and Leisure

- Upgrades to changing facilities at Ammanford Leisure Centre facilities have been completed with improvements to parking and external sports facilities scheduled.
- 'Beat the Street' - An exciting project delivered by Actif Sport & Leisure saw the town of Llanelli transformed into a giant physical activity game. 6,679 participants engaged (13% of the population) across a 6-week period resulting in increased levels of physical activity and enhanced well-being.



During the 6-week programme a total of 43,844 miles were travelled, a staggering 36% of the less active children became more active, 45% of inactive adults became active and 12.04 tonnes of CO2 emissions were saved.

Registration data was collected on 5,408 people at the start of the game, providing audience insight into who was taking part: their age, gender, ethnicity and postcodes. A further 4,071 people completed an optional survey on their physical activity levels, long term conditions, disability and mental well-being. By comparing the registration data to local data, we can conclude that Beat the Street was able to reach those under-represented

communities who are more likely to experience health inequalities. For adults living in areas of higher deprivation (within the 20% most deprived areas according to the Welsh Index of Multiple Deprivation, WIMD) the proportion reporting being inactive fell by 11% following Beat the Street (to 35% from 46% at registration). Following the game phase, participants were invited to complete another health survey containing additional questions which has allowed us to measure the behaviour change and impact that Beat the Street has had on individuals. Matched data analysis shows that 45% of inactive adults became more active and 36% of less active children became more active.

- The delivery and completion of the Actif Van allowed it to make its debut appearance and subsequent attendances at various events. Purchased through a Welsh Government grant its main aim is to increase opportunities for children and young people to be active, with a particular focus on those who live in rural isolation and/or areas of deprivation.

- ⦿ The Actif '60+' continues to engage the older population of the county in community and facility activity. 2022-23 saw over 2,300 participations in the community as a result of the Welsh Government Funding administered through Sport Wales.
- ⦿ Community 'Health Prevention' Initiatives that target those who suffer from loneliness and isolation and mental health illnesses saw extremely positive participation throughout 2022/23. With 7387 participating in 'Curling and Cuppa' sessions and in Mental Health running groups across the county. Averaging around 155 participating per week of the year.
- ⦿ This year Actif led on the Carmarthenshire West Wales Walking for Well-being initiative in partnership with Pembrokeshire National Park. Since taking over the project the Actif Adults Officers have doubled the number of weekly walks to 8 countywide and see an average of 180 weekly regular walkers.
- ⦿ Community Walking Sports continues to go from strength to strength and 2022/23 saw over 2,300 participations in Walking Football, Rugby and Netball.



Tourism and Marketing

- ⦿ Proactive marketing of the County as an attractive winter short break destination encompassed public relations, digital advertising and organic posting on social media and web sites with thematic campaigns including the Cwtch Crawl and Larder Trail used to drive UK media interest with several visits arranged for journalists - in one week alone in March, over £130,000 of advertising was gained for the County in publications including Women's Own and The Sunday Times. The "Larder Trail" guide included over 70 local businesses. With food and drink a key experience to the UK tourist audience in the Autumn period, paid for promotional partnerships were delivered with the UK's top selling foodie magazine delivering pan UK awareness.
- ⦿ Supporting all areas of the County to benefit from the visitor sector, promotion actions focused on promotional video adverts showcasing the Market Towns of Carmarthenshire, targeting visitors within a 2.5hr drive time via Facebook advertising. This reached 1.8million. The Discover Carmarthenshire Facebook pages now has 20,971 followers with a reach of 447,070. The Discover Carmarthenshire website had 79,699 users, 103,985 sessions and 264,562 page views during this financial year.
- ⦿ This year 86 different TV, Film and Static advert productions have been processed through the corporate online film request system - allowing applicants to just make the one contact with the Council instead of seeking various departments. Examples include:
 - The major Disney production "Willow" filmed at Pendine and the S4C joint production with Channel 4 "Y Golau / The Light in the Hall" that was filmed in numerous locations including Llandovery.
 - A production for Visit Britain, the organisation set up to promote Great Britain as a tourist attraction around the globe. After providing them with local areas and contacts, Pendine Sands was the chosen Welsh destination in the promotional campaign in the USA, with paid for adverts being on TV and through British Airways.

Events

- ⦿ The Council has worked with all interested partners in the tourism sector & local communities to develop, support & promote a programme of year-round local events/festivals across the County - including creating & promoting a digital support "toolkit" for local community event organisers.
- ⦿ Proactive advice, guidance and templates have been provided to over 35 event organisers through the event safety advisory group (ESAG) and direct communications through a new populated database. One to one guidance has been offered via TEAMS or face to face, and this has proved to be an effective method in explaining key Council services that can support a successful event.

Is anyone better off?

Actif Legacy is a project that is delivered by Leisure's Actif Adult Officers. The project is aimed at 16-24 years olds who are not currently in education or employment and are wanting to gain valuable skills and experience through sport and additional opportunities over a 10 week-period.

On its third intake of participants, the Actif Legacy programme continues to go from strength to strength. In partnership with the Communities for Work+, The Legacy Fund and Scarlets in the Community, 6 participants have gained employment as a result of the confidence and qualifications they'd gained through the programme.



What and how we can do better

See our delivery plan to achieve this objective in Appendix 7

Governance Arrangements

Leisure Services are subject to business planning supported by structure meetings/appraisals and performance management sessions as well as Weekly / Fortnightly 1 to 1 meetings with service managers, Weekly Departmental meetings, Quarterly HoS / CMT meetings and Bi-monthly Scrutiny committees. We also have external assessment via customer/stakeholder engagement and feedback.

3f - Service Priority - Waste

Recycling Change Brings Improved Performance

We undertake waste and recycling kerbside collections to 91,000 households with over 8.5m interactions per annum. During this year we made significant changes to our suite of waste services, implementing a move to weekly food and dry recycling, reducing the frequency of our residual waste collections and rolling out new separate kerbside glass and nappy recycling collections. Any change in waste service delivery is difficult and bring its own challenges, however, the strategic success of the service change has led to a significant improvement in our recycling performance, and we have exceeded the Welsh Government Statutory Recycling target with a performance of 65.25%.

Why is this important?

We recognise the importance to a shift towards a truly circular economy, where waste is eliminated, and resources are kept in use for as long as possible.

As well as being good for the environment, a fully circular economy could create employment.

In our county, more people recycle every day.

If recyclable items end up in landfill their value is lost forever.

Recycling also reduces the need for extracting (mining, quarrying, and logging), refining and processing raw (or 'virgin') materials, all of which create substantial air and water pollution.

This helps to save energy, reducing greenhouse gas emissions and helping to tackle climate change.

Whilst recycled materials are valuable commodities in the worldwide market and are financially important, recycling is good for the environment too. It makes best use of our limited natural resources. We need to remember how we act now will have an impact on future generations.

How well are we doing (and how do we know)? ① Sources of evidence

Success Measures / Explaining the Results



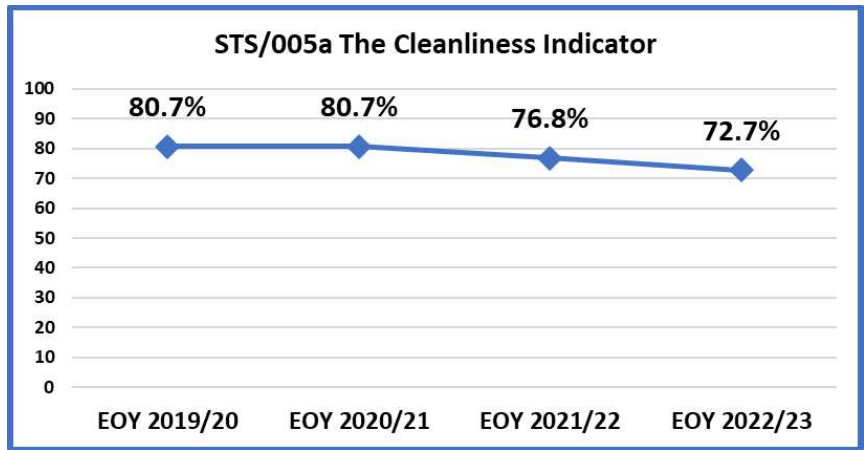
Our 2022/23 recycle rate is **65.25%**
(This is an increase on the previous year's figure of 61.68%).

- Comparative recycling for 2021/22 shows Carmarthenshire with the 4th lowest figures in Wales with a result of 61.68% recycled, the Welsh Average was 65.16%. Hopefully with the improved figure of 65.25% for 2022/23, our comparative position will also improve in 2022/23 when they are published in December 2023.
- The kilograms of local authority municipal waste that Carmarthenshire residents **do not reuse, recycle or composted per year (PAM/043)** is gradually reducing in Carmarthenshire, with currently the equivalent of 144kg per person not being recycled etc. during 2022/23 compared to 154kg per person in 2021/22. We hope that Carmarthenshire residents will continue to recycle more and more of their rubbish, we are doing far better than the 2021/22 Welsh average of 178kg.

- There's been a significant reduction in the amount of our municipal waste sent to landfill (*WMT/004*), which is now down to **4.89% for 2022/23** which is almost back down to levels before the fire at CWM's Nantycaws materials recovery facility (3.11% in 2020/21), which significantly disrupted to our normal waste sorting, treatment and disposal arrangements for a period of time.

Local Environmental Quality

- Street cleanliness (*STS/005a*) in Carmarthenshire improved slightly during the year but still shows a decline compared to previous years. Smoking related litter continues to be the most common litter type on the streets of Carmarthenshire, with a notable increase of confectionary litter and a decrease in the levels of Drink and fast-food litter. Litter from pedestrians



remains the highest source of littering in the county, this was recorded on 82.4% of the streets.

- A new litter source has become prominent within Carmarthenshire, with an increase of single use Vapes being discarded in the county. We continue to raise awareness of issues that blight the county, conduct a targeted campaign working with stakeholders in tackling litter issues which includes working with Fast Food Outlets.
- Increasing volunteering participation in conducting litter picking activities across the county. Data from the audits are shared with the relevant stakeholders including the enforcement team in identifying the current trends of adverse local environmental quality issues.
- On average, it takes the council **2.8 working days to clear reported fly-tipping incidents** in the County (*PAM/035*), with just over 1,600 incidents recorded and cleared during 2022/23, the number of fly-tipping incidents recorded has reduced by 22% from 2,073 in 2021/22.
- According to our resident's survey of 2022, the **majority tend to agree that their local environment is pleasant and well looked after** (Average Index Score of 0.14), there is also a relatively high proportion which disagree, these comments were in relation to street cleansing, waste, litter and verge/hedgerow maintenance as possible contributing factors. The importance of our natural and built landscapes in creating a sense of place and pride for local people cannot be underestimated. Furthermore, access to pleasant open spaces has an important role to play in improving the health and well-being of our residents. This is especially pertinent for marginalised groups, of which Carmarthenshire has an above average level.



Progress in 2022/23

- We have implemented new collection methodology to our waste collection service in order to ensure high quality recycling and improving our performance against statutory recycling targets. We have delivered the first phase of the waste strategy by introducing three weekly glass collection at kerbside, a move to three weekly residual waste collection and a weekly collection of dry mixed recycling and food waste in January 2023. In addition, the service has provided a Nappy collection service for those residents that have young children in nappies which are treated and recycled at a facility in the County.

As part of the move to Zonal collection methodology, residents also received a change to their waste and recycling collection days to ensure that the maximum number of properties received the same collection day for recycling, black and glass collections. By doing this piece of work 45% of households receive all their waste and recycling collections on the same day. To reduce the impact on residents and minimise missed collections to those residents who have different collection days for black/glass and their blue & food we introduced an email and SMS reminder service to those residents.

- This change of the new collection methodology has been rolled to the 91,000 households within the County with 12.5 million interactions per year on waste, this includes refuse, recycling, garden waste and nappy and hygiene collections.
- Since the changes have come into force on the 23rd January 2023 we have received 503 complaints. This equates to 1.16% of domestic waste collections during service change.
- As part of the new fleet to roll out the service change, we procured 23 new vehicles to undertake refuse and glass collections. As part of this procurement:
 - we have commissioned three electric RCV's which are being used in our frontline service in our challenging Carmarthenshire topography. This is the commencement of our commitment and drive to becoming a Net Zero Carbon Authority by 2030 and reaching our target of a 50% ULEV compliant fleet by April 2024.
- We have commissioned a new depot at Cross Hands and recruited 47 new members of staff to roll out the first phase of the waste strategy.
- To promote the Circular Economy, we have been developing partnership opportunities and supporting community networks, with a view to building capacity for new or expanded Circular Economy projects. Furthermore, we have implemented the following projects:
 - Canolfan Eto in June 22 at Nantycaws Recycling Facility
 - Commercial waste recycling centre in October 22 at Nantycaws Recycling Facility
- We have steadily increased our customer base for Nappy Collection throughout implementation of the service this year. We currently have 7,140 customers and have diverted 779 tonnes of hygiene waste from black bags.
- We have implemented an Absorbent Hygiene Product (AHP) Collection & Nappy Service collection service which has attracted 7,500 Customers.
- We have increased our customer base for our seasonal Garden Waste collection by 20%, whilst retaining 96% of our existing customer base. 94% Achieved from 94.5% Target

- ⦿ According to the 2022/23 [National Survey for Wales](#) results, 82% of Carmarthenshire respondents were satisfied with the recycling service in the county, this is an improvement on 82% in the last survey of 2018/19. Also, 74% of respondents agreed that they felt informed of the council's recycling service, 6th best in Wales, this is an improvement on the previous result of 61% and 21st position in Wales.

Task & Finish Group: Environmental Enforcement	<p>"The Scrutiny Task and Finish Group" has been working across various divisions to review the strategic approach to Fly-tipping in Carmarthenshire. This group is due to conclude and make recommendations and strategic plan to Cabinet in June 2023. In addition to this we have commenced a pilot of CCTV enforcement activity with hot spot locations identified and will report back in 2023/24"</p>
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Is anyone better off?

Environment hero helps to keep Carmarthenshire clean

A young volunteer has been praised by Carmarthenshire County Council for his environmental work in the Whitland area.

10-year-old Leon litter picks his local area every day, helping to keep the area clean and tidy.

As a reward for his fantastic work Leon was invited on a behind the scenes tour of Nantycaws recycling centre and Canolfan Eto.

During the visit, Leon saw the different processes that Carmarthenshire's household recycling goes through as well as seeing the transformation of items at Canolfan Eto re-use project.

Businesses can also support their local environment by becoming a custodian of a '2 minute clean' board. These A-frame boards are equipped with everything needed to clean the area including litter pickers and bags.



Behaviour Change for the Future

We have been working closely with the pupils and teachers of Ysgol Dyffryn Ammanford and Ammanford Lions in conducting an anti-litter intervention, we have trailed a bottled recycling facility at 2 schools to improve waste management. Other schools have already removed the option of purchasing drinks in plastic bottles in an effort to reduce waste.

In addition the school and local community group have undertaken a number of community litter picks during the campaign, from these events discussions were formed on how best to highlight the issue of litter in the community, it was agreed to construct a sculpture using the materials collected from the litter picking event, it was agreed by all partners the theme of the sculpture would be a globe to represent planet earth, which is filled up with all the plastic and litter collected.

Workshops were created so the children from Ysgol Dyffryn Amman and Canolfan Amanwy department were fully involved with the design and creation of the litter globe. The Sculpture is currently at Ysgol Y Bedol, Ammanford, and evaluate a more prominent position within the town of Ammanford to show that the sculpture has been made from litter collected in the community. This provides education and awareness to our young generation in the County to encourage behaviour change for the future.



What and how we can do better

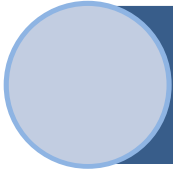
See our delivery plan to achieve this objective in Appendix 7

Governance Arrangements

Compliance and governance are a priority. We ensure we create and adhere to good governance frameworks identified in the below structures and support tools below:

- Scrutiny
- Waste Changes Programme Board & Governance Structure
- BMT with Agenda
- Toolbox Talks
- PowerBI dashboard
- Financial meetings
- Risk and H&R & HR & IT as members of monthly BMT
- Media and Marketing monthly meetings
- Corporate level we are members of the Regen Forum, 10 towns project and regional development team (RDT)
- NZC Governance
- Air Quality Monitoring Group
- Fleet monthly meetings
- Annual Report
- Self-Assessments
- Involving wider service board members in the development of services (PSB)
- DMT

We monitor this through our divisional delivery plan and performance measures. Also working with internal audit to improve the governance of our service delivery.



3g - Service Priority - Highways and Transport

Delivering key services & projects through strategic challenges

The aspiration for modal shift within the Wales Transport Strategy has influenced our investment in infrastructure particularly around our major population centres where we have built new infrastructure to support more sustainable travel journeys. The Division has continued to work through the strategic challenges influenced by macro influences that include the economy, resulting in reductions in income, both revenue and capital funding, the development of the Corporate Joint Committee with specific responsibility for transport planning, changes to the default speed limit in September 2023, the Wales Transport Strategy and climate change. The service has been proactive in delivering change however the constant reduction in resource levels, rising public expectation, supply chain pressures and deteriorating asset condition is leading to a difficult operating environment for services.

Why is this important?

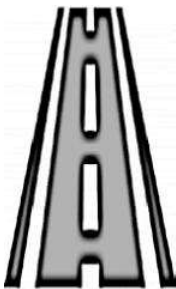
- ⦿ The Transportation and Highway system role has never been more important than today when society continues to recover from worldwide events and addresses the key challenges of decarbonisation, inequality, developing housing and sustainable communities, education, health, well-being and the local economy.
- ⦿ 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.



How well are we doing (and how do we know)? 📄 Sources of evidence

Success Measures / Explaining the Results

⦿ Roads that are in poor condition 2022/23:



3.1% of our **A** Class - Improved
on 3.6% in 2021/22

2.4% of our **B** Class - Improved
on 2.8% in 21/22

10.1% of our **C** Class - Improved
on 11.7% in 21/22


The improvement evidence targeted investment using a risk-based evidence led prioritisation model.

- ⦿ The majority of respondents to our 2022 residents survey either **strongly disagreed or disagreed with the statement 'there are good transportation links around me'**, with an overall average index score of **-0.41**)











Poor transportation links can limit a person’s independence and their ability to go about their normal day to day routines, including being able to travel to work. This can exacerbate feelings of isolation and limit a person’s ability to better themselves and access opportunities to improve their health and well-being.

Progress in 2022/23

- Maintaining the highway network is important to ensure residents have access to services, it is also important to ensure more vulnerable residents received care and support, particularly during the winter months. Strategic highway routes are treated with salt, as part of our winter maintenance plan to ensure vital services and supplies can be sustained. Over the course of the 22/23 winter season the service has spread 8,951 Tonnes of salt and operated on 116 occasions. Activity this winter has grown by 46% over the previous year with 4,030 more Tonnes of salt used.

<p>Internal Audit</p> 	<p>Highway Maintenance/Road Safety (Final Report issued: 23rd August 2022) Assurance Rating: High</p> <p>Objective of the Audit: The objective of the review was to provide assurance that the allocation listed on the Authority’s Capital Programme for Road Safety Grants is spent appropriately</p>	<p>Assurance Rating:</p> <table border="1" data-bbox="1258 684 1425 789"> <tr><td>High</td></tr> <tr><td>Acceptable</td></tr> <tr><td>Low</td></tr> </table>	High	Acceptable	Low
High					
Acceptable					
Low					

- We have completed the decarbonisation on our street lighting sector, our LED investment programme has reduced our energy consumption by 62 percent.
- Active Travel - construction of a shared use bridge and active travel route linking north and south Llanelli in accordance with our Active Travel Masterplan for the town. Progress has also been made on the design for other schemes in Carmarthen, St Clears, Ammanford, Cross Hands and Burry Port.
- Schools Streets – two school streets initiatives were introduced, one at Glan y Mor school Burry Port the other at Morfa, Llanelli.
- Behavioural Change – work has commenced with schools in Llanelli to encourage young people to walk and cycle to school. This is more challenging and will take time to achieve.
- Road Safety Education has played a key role in keeping young people safe this along with cycle training supports or work to achieve the well-being objective for young people to have the best start in life. Over the year 969 pupils received training against a target of 950, 620 pupils received cycle training against a target of 600. Eighteen initiatives were undertaken outside schools to improve road safety just short of the target figure of 20.
- Weather stations:

				
<p>We Installed 3 additional weather stations for increased domain forecasting accuracy to optimise effectiveness of Winter Highways at Porthyrhyd, Llangadog and Meidrim.</p> <p>Winter treatment route reviews will be undertaken ahead of the 2023/24 season</p>				
				

- ⦿ The Cross Hands link road was opened in October 2022, this major piece of new infrastructure has stimulated economic development and supported the development of the strategic employment site at Cross Hands. The 2.1Km Cross Hands Link Road delivers a cost benefit ratio of over 4.5 with £65.9M of economic benefit for the communities of Carmarthenshire.
- ⦿ We have developed our Regional Framework Civil Engineering construction contracts to provide opportunities for SMEs to bid for work and grow.
- ⦿ Strategic connectivity is important to support economic growth, we therefore have continued to work collaboratively with regional partners on the long-term plans for a Southwest Wales Metro transport system that aligns with the Wales Transport aspirations. During 2022/23 we supported the Grand Union Trains bid for an “Open Access Agreement” to run new strategic rail services from Carmarthen to London to improve connectivity and reduced journey times by rail for cities
- ⦿ We have continued to work in collaboration with the Wales Government to lever in investment to assist with the delivery of programmes of work that help achieve the Well Being objectives. In 2022/23, £8.7 million was levered in to help enable us deliver infrastructure investment aligned to the Wales Transport Strategy
- ⦿ In addition to Wales Government funding, work has continued on the Towy Valley Path, our bid to the UK government for levelling up funding was successful providing £16.7million of UK Government investment. Progress has concentrated on Planning, land and design. A Compulsory Purchase Order has been published to sustain momentum on the project. It is a challenging project that we continue to manage through a Project Board for proactive management of risk.
- ⦿ Supported economic development through timely response to highway authority consultations on planning applications and highway searches. 82.4% of planning consultations were responded within 21days compared to national average of 60%. 94% of searches enquires were responded to within the statutory timescale.
- ⦿ Empowering communities – the Council has worked collaboratively with the Dyfed Powys Police, Go Safe and the Mid and West Wales Fire and Rescue Service to improve road safety. We were one of eight areas to introduce 20 mph speed limits, we have worked with partners on speed watch outside schools, the introduction of average speed cameras on high-risk roads and continue support education to stimulate behavioural change.

Is anyone better off?

New all-electric TrawsCymru T1 buses launched



Supporting core public transport routes across the county core service and where possible decarbonising the public transport sector. The T1 Carmarthen to Aberystwyth bus route is now served by eight electric buses with supporting infrastructure constructed for the service operation. The T1 project was a delivered by Carmarthenshire for and in collaboration with the Wales Government and Transport for Wales.

Electric Vehicle infrastructure network continues to grow

Electric vehicle charging infrastructure has been installed at key operational depots this year and new electric refuse collection vehicles procured.

The County Council has introduced electric charging points at 52 locations across the county (45 fast, 6 rapid and 1 ultra rapid).

Across our fast-charging network (41 sites – soon to be 43) during 2022 there were 4230 sessions, and 58,490 kWh were delivered.

The average dwell time per session was just over 2 ½ hours.

Earlier in 2022 we opened the Cross Hand rapid charging hub for public use.

Since opening 5,589 charging sessions delivering 131,075 kWh of energy drawn. This equates to 384,050 EV miles/74.1 tonnes of Co2 savings. We have installed 52 charge points in total.

We have also worked in partnership with Transport for Wales to install 2 x 50kW chargers at: Llanybydder (completed), Llandovery (completed), Ammanford and Newcastle Emlyn.

What and how we can do better

See our delivery plan to achieve this objective in Appendix 7

Governance Arrangements

There are formal structures in place to manage business performance and strategic projects performance aligned to corporate management structure, Cabinet Council and Scrutiny Committees.

Performance and delivery are managed through Divisional Business and Strategic Project Management Team with reviews at the Departmental Management and Corporate Management teams. We continue to develop our risk-based approach to understand developing areas of concern.

In managing risk consideration is given to nature of work, the level of ambition and level of strategic change aligned to national and local strategy relative to the role of highway and transport system. The corporate risks are reviewed every two months to CMT. Risks are captured in the Departmental Business Plan.

Project Boards with cross authority senior officer representation are set up for major projects to support governance. In 2022/23 specific project boards were in place for the Towy Valley Path, T1 electric bus and 20MPH default speed limit changes.

Revenue and Capital Budgets are reported quarterly to Scrutiny Committee Departmental Business Plans are produced and reviewed every year. They are submitted to various scrutiny committees.

The Corporate Joint Committee with responsibility for Regional Transport Planning and a regional Scrutiny Committee and Regional Transport Directors Group will manage the development of the Regional Transport Plan when guidance on Regional Transport Plan is issued in 2023.

Well-being Objective 4 – Our Council To further modernise and develop as a resilient and efficient Council



Overarching judgement

In March 2023, the Council formally launched its new approach to transformation via the adoption of its first Transformation Strategy. The Strategy will provide the strategic framework that will underpin the implementation of a significant programme of change and transformation across the organisation over the course of the next 5 years. The main focus of this programme will be 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.

Eight Workstreams have been established to progress the key priorities outlined within the Transformation Strategy and good progress is already being made in implementing these work programmes

Why this is important

- ⦿ 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 in 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 staff consultation in 2022 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.

The key success measures we set ourselves for this overall objective

Statement	Overall Score 2022
I can access Council services through my preferred language	1.4
When I access Council services, I find the staff to be approachable and friendly	0.82
I can easily access up to date information about Council services	0.5
I find contacting the Council simple and easy	0.31
The Council provides good quality services overall	0.27
The Council lets people know how it is performing	-0.1
The Council provides opportunities for me to participate in decision-making	-0.19
The Council makes good use of the financial resources available to them	-0.33
Investment is focused in the correct areas	-0.41

Source: CCC Consultation

Analysis below will be reflective of trend analysis of consultations over time following analysis of 2023 results.

The vast majority of respondents **agree that they can access Council services through their preferred language**, depicted by an AIS score of 1.4. This is the highest score exhibited under this theme. Qualitative comments received were mixed, with some expressing frustration regarding receiving communications or seeing social media posts in Welsh first. In contrast to this, others stated that they are not always able to communicate with the Council through the medium of Welsh. In addition, reference was made to a lack of communications in Polish and communications appropriate for deaf members of the community.

A lower proportion of people agree that they find **contacting the Council simple and easy**, indicated by a score of 0.31. As specified through comments, reported reasons for this are numerous, with notable examples including:

- Difficulty in identifying the right person to speak to,
- Long waiting times on calls,
- Staff coming across as uninterested and unhelpful,
- Staff not returning calls,
- Digital nature of some processes act as a barrier for some,
- Website pages not user friendly and are perceived to be out of date.

Positively, the majority of respondents agree that staff are approachable and friendly when accessing Council services. This is testament to the hard work and dedication of our staff who are seemingly providing residents with good customer service.

A minority expressed that they have not found staff approachable and friendly, comments to this end are mixed between a perceived lack of support and interest from staff in dealing with queries to wider issues in communicating with the Council.

Positively, the majority of respondents feel that they can easily access up to date information about Council services.

Respondents are mainly in agreement that the Council provides good quality services overall, however the relatively low positive score indicates that a reasonable proportion of respondents disagree with this statement. Reasons behind this disagreement are numerous, however the broad themes include:

- Unreliable waste collection,
- Perceived lack of town centre regeneration,
- Poor road conditions i.e. potholes,
- Lack of street cleansing,
- Poor verge/hedgerow maintenance,
- Long waits for housing repairs,
- Increased litter and fly-tipping,
- Lack of public transport,
- Perceived poor quality social care services,
- Lack of street lighting.

Several comments were made in relation to council tax and the perceived wastefulness/misdirection of financial resources. This is corroborated by the negative score indicated for 'the Council makes good use of the financial resources available to us.'

In addition, a high proportion of respondents indicated 'neither' or 'don't know.' This is perhaps indicative of a wider issue whereby the public's understanding of how the Council utilises its financial resources is limited.

Responses were mixed with regards to the degree that residents feel that the Council lets them know how it is performing. The largest proportion disagree whilst a significant number of respondents indicated 'neither' or 'don't know', which perhaps highlights those respondents are not aware of how to access this information or the information needs to be promoted wider. Comments made under this theme would suggest that this is the case. In this regard, it is worth noting earlier comments made in relation to the website and how user-friendly this is considered by some residents.

Views were mixed with regard to 'the Council provides opportunities for residents to participate in decision-making.' Many indicated 'neither' which substantiates the importance of consultations in providing residents with opportunities to share their views. A further large proportion disagree which highlights the importance of sharing with residents how their views have been taken on board following a consultation.

Outcomes we set ourselves

Corporate Strategy Outcomes	Progress during 2022/23	Improved Yes/No?
To further modernise and develop the Council's ways of working.	One of the key aims of the Transformation Programme is to develop smarter and more efficient ways of working, especially through the use of technology. A programme of work is already underway to automate a number of paper-based processes.	Yes
Support the development of the Council as a modern, diverse, inclusive and responsive organisation and be an 'Employer of Choice'.	A Workforce Strategy has been developed during the year, and this will provide the strategic framework to support in delivering on a number of workforce related priorities and to become an 'Employer of Choice'.	Yes
Listen to our staff through regular staff engagement and empower them to improve their own service areas	A Staff Survey was undertaken during 2022/23 and a summary report on findings and actions has also been communicated to staff. These findings have also been used to inform the work of an Employee Engagement Task & Finish Group who have developed a Corporate Communications Plan which outlines a range of staff communication and engagement initiatives.	Yes
Ensure local and regional partnership working is efficient and effective and adds value to the work of the Council	The Carmarthenshire Public Services Board has worked well during the year to develop its new Well-being Plan for the period 2023-28. Collaboration with regional colleagues in Ceredigion and Pembrokeshire have also worked well with sharing of resources to progress certain elements. The Safer Communities, Serious Violence & Organised Crime and Contest Boards have also worked well at a Carmarthenshire and Dyfed Powys basis with collaboration with a range of partners on a range of community safety focused activity.	Yes

Corporate Strategy Outcomes	Progress during 2022/23	Improved Yes/No?
Increased public engagement through engagement, participation and consultation.	Increased numbers of respondents to Council consultations is a positive indicator of progress. There is further work to be done to improve our feedback methods post-consultation and to broaden our early engagement and participation methods. This is identified as an action for 2023-24.	Yes
A more commercial approach to the delivery of Council services with a view to increasing the level of income generated.	A dedicated workstream has been established within the Transformation Programme to identify opportunities to generate more income through adopting a more commercial approach to the delivery of Council services. Discussions are being held with services to inform the development of a Commercialisation business case and delivery plan which will be considered by Cabinet in September 2023.	Yes
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.	The Transformation Workplace workstream has been examining how we can rationalise our accommodation portfolio, whilst modernising and improving the workspaces in our retained core buildings. Since the pandemic, most offices have been less than a third full, with staff increasingly needing different types of space to meet, work and collaborate. In the current financial climate building rationalisation is an effective way to save money while protecting front line services. Reducing the Council's estate will also help save spends on utilities and contribute to us achieving our net zero carbon objectives. A successful rationalisation pilot has already taken place with Housing and Education & Children's Services (E&CS) staff in Llanelli. The number of staff based at Parc Dewi Sant in Carmarthen will be reduced over the next 12 months. Staff will be relocated to Spilman Street and County Hall.	Yes
Deliver organisational change that supports key Net Zero Carbon targets	A Net Zero Carbon Plan will be developed by April 2023 which will set out how the Council intends to meet its carbon reduction targets by 2030. The Transformation Programme will have a key role to play in facilitating the organisational change required to deliver the commitments within the NZC Plan.	Yes
Ensuring the Council is using its resources economically, efficiently and effectively.	During 2022/23, the Council was one of the first authorities in Wales to produce its 2021/22 statement on accounts and receive an unqualified audit report. Against an extremely challenging economic backdrop of high inflation and unprecedented wage growth not seen for a generation, the council delivered a small underspend against budgets. The council met its target to pay 95% of suppliers within 30 days, but narrowly missed its treasury investment returns goal due to the nature of rising interest rates. Departmental Self Assessments have been introduced which include an evaluation of economy, efficiency and effectiveness	Yes
Embedding the sustainable development principle in all that the Council does	The requirements of the Well-Being of Future Generations Act have underpinned the approach to both the development and implementation of the Transformation Programme. Development work on the Integrated Impact Assessment during the year will be implemented during 2023-24 and will ensure the sustainable development principle is fully embedded.	Yes



WBO4a -Thematic Priority: Organisational Transformation

Following the Local Government elections in 2023, it was agreed that this would be an opportune time to review the Council's approach to transformation and ensure that the programme was fully aligned with the aims and objectives of the new Corporate Strategy.

This would also look to build on the work of the Council's TIC Programme which had been the main vehicle for delivering on organisational support for transformation and change since 2012 and allow the Council to maximise the opportunities presented by the response to the COVID-19 pandemic to further transform and modernise our ways of working, especially using technology.

The roll out of this new approach would be underpinned by the development and implementation of a Transformation Strategy. 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.

The Transformation Strategy was reported to Cabinet in February 2023 and launched in March 2023 and now provides the strategic framework to support the delivery of eight thematic priorities:

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

Workstream Delivery Groups have now been established to support the implementation of each of the transformation priorities and these will be led by a Director/Head of Service.

A Communications Plan has been developed. Regular news articles will be used to raise awareness of the projects, share 'good practice' and provide opportunities for staff to provide feedback or contribute ideas and suggestions.

The Transformation Programme has been aligned with the Council's Future Leaders development programme and 12 Future Leaders (Council officers on the programme) are all undertaking transformation related projects as part of their development programme. However, there is an opportunity for any member of staff to participate in, or lead on, a transformation project and this has the potential to develop into a corporate talent management programme.

WBO4b - Efficiencies and Value for Money

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

Progress to date

- ⦿ Budget sessions are being held with individual Heads of Service between February and the end of July 2023, which aim to support the identification of future efficiency savings for 2024/2025 budget setting process. A summary of outcomes from the sessions are due to be reported to Transformation Board in September 2023.
- ⦿ Work is also being undertaken at an individual service level to review opportunities to make best use of staffing resource with a view to reducing spend on agency workers and overtime.
- ⦿ The Workstream is also reviewing the Council's approach to contract management in recognition that this a more robust approach in this area could support improvements in respect of quality and value for money of the services received from external providers.

WBO4c - Income & Commercialisation

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

Progress to date

- ⦿ A business case to support an increased level of commercialisation within Council services is currently being developed, and this is due to be reported to Cabinet in September 2023. This report will look to identify a range of opportunities to generate additional income which will help mitigate the impact of the ongoing budget challenges that the Council is likely to face in the coming years.
- ⦿ A cost recovery approach to the setting of fees and charges is currently being rolled out on a phased basis across Council services. This will look to ensure that, where appropriate, the service is recovering the full cost of providing a service when setting their fees and charges or is able to generate a profit, if the relevant legislation permits.
- ⦿ A scheme to allow advertising on designated roundabouts throughout the County has been approved and is due to be rolled out shortly. Plans are also being developed to identify wider advertising and sponsorship opportunities across the Council which could also generate additional income.
- ⦿ An 'Invest to Save' initiative has resulted in additional staffing resources being deployed within the Council's debt recovery functions to support an increased recovery work. This will look to build on a previous TIC 'Invest to Save' project which generated recovered debt of over £1.8m between 2016-2018, and a more recent pilot initiative which recovered £800k through the adoption of an early intervention approach.

WBO4d - Workplace

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.

Progress to date

- ⦿ The Workplace workstream has been examining how we can rationalise our accommodation portfolio whilst modernising and improving the workspaces in our retained core buildings.
- ⦿ Since the pandemic, most offices have been less than a third full, with staff increasingly needing different types of space to meet, work and collaborate. In the current financial climate building rationalisation is good a way to save money while protecting front line services. Reducing the Council's estate will also help save spends on utilities and contribute to us achieving our net zero carbon objectives.
- ⦿ The number of staff based at Parc Dewi Sant in Carmarthen will be reduced over the next 12 months. Staff will be relocated to Spilman Street and County Hall, however, staff in Building 7 will remain in place for the foreseeable future. Those groups of staff affected have been made aware of the changes and the Head of Service responsible will be discussing directly on any changes which may affect them.
- ⦿ A successful rationalisation pilot has already taken place with Housing and Education & Children's Services (E&CS) staff in Llanelli. E&CS staff based in Llanelli are now working together on a single floor of Tŷ Elwyn with Housing staff from Eastgate based on another floor alongside Health staff in Tŷ Elwyn, Llanelli.
- ⦿ A service led re-design of the workspace accommodated the teams across two floors with 315 staff comfortably working from 120 desks, with better meeting facilities and flexible working spaces created. This model can now be applied across the Council but will be adjusted to reflect the way that each service works as we recognise that not all teams work in the same way.

WBO4e – Workforce

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'.

Progress to date

- ⦿ A Workforce Strategy has been developed and this will provide the strategic framework to help us address our key workforce priorities over the course of the next 5 years. This will also be supported by the development of a workforce data framework to help us evaluate the impact of this work.
- ⦿ One of key workforce priorities is to strengthen our approach to the recruitment and retention of staff which is one of the key challenges facing a number of Council services. A new recruitment system is due to be implemented by September 2023 and this will provide for a quicker, more user-friendly process for both applicants and managers. A specific project is also looking at how we can adopt a more innovative and creative approach to the way that we attract and then retain our staff.
- ⦿ Our 'Future Workforce' initiative is also looking to promote a sustainable approach when responding to future workforce needs, by seeking to increase the number of apprenticeship, graduate and work experience opportunities.
- ⦿ A feasibility study is reviewing the potential to establish in-house agency as a way of reducing agency costs and providing greater resilience within the staffing resource. It is likely that this study will recommend that this approach is subject to an initial pilot in social care before being potentially rolled out across other services.
- ⦿ We had just under 100 apprentices on formal recognised apprenticeship schemes within the Council during 2022/23 this equates to 15.2 per 1,000 employees (*PAM/044*)

WBO4f – Service Design & Improvement

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

Progress to date

- ⦿ The main priority for the workstream currently is to review the status of those previous TIC Reviews that are still on the work programme – this will aim to check whether there is sufficient evidence of improvement (i.e. use of data) and ability to sustain this improvement before any sign off from the group. The group has considered four TIC Review delivery plan updates to date: Pensions, Planning Enforcement, Property Design and Debtors. Further updates will be considered in the coming months, and each will be required to use data as evidence of the impact of any changes/improvements being made within the service.

WBO4g – Customers & Digital Transformation

To continue to make better use of technology to deliver smarter, efficient service processes and to deliver a better experience for customers.

Progress to date

- ⦿ The workstream is overseeing the implementation of an on-going programme of work which is seeking to rationalise and/or automate a number of paper-based processes, such as the processing of outgoing mail, timesheets, invoices and the printing of documents for signing. The use of electronic signatures and hybrid mail solutions is being rolled out across a number of services and this is already delivering a more cost-effective and productive way of working and also supports staff to work in a more hybrid way.
- ⦿ The use of robotics technology is also being deployed to automate two back-office processes within the HR services. This project which is being funded via the Council's Digital Transformation fund will be used as proof of concept in advance of the further potential use of AI/robotics within other services.
- ⦿ We continued to increase the number of Transactional Council Services available to the public online (*ICT/003*) with the following added during 2022/23:
 1. Contact Us Pages and Process Enhancements
 2. Absorbent Hygiene Products (AHP) and Nappy Collection Service
 3. Pupil Development Grant
 4. Community Learning Bookings
 5. Claim What's Yours enhancements
 6. Email and SMS Alerting for Recycling and Waste Services
 7. Citizen Access Portal for Revenues Services.

This makes a total of 53 transactional services made available online to the public since 2014/15.

WBO5h - Decarbonisation and Biodiversity

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

Progress to date

- ⦿ The main focus of current programme is the development of a strategic/policy framework which will then provide the basis for the development of a Strategy and Delivery plan. Workshops have been held to engage directorates in the development of a new strategy.
- ⦿ Work has also progressed on the development of a carbon costing model for the Council.
- ⦿ A series of carbon literacy sessions were held for elected members during 2022 and the team have worked with colleagues in Media & Marketing as part of an on-going Communications Programme.

WBO5i - Schools

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 academic provision.

Progress to date

- ⦿ The Schools Workstream aims to support schools in their financial decision making to create efficiencies and develop more sustainable budgets. This includes providing them with savings opportunities through access to a range of corporate procurement contracts such as printing, telephony, stationery, and waste services.
- ⦿ Undertaken reviews of operational support services leading to improved and more financially efficient service provision to schools such as the Primary School Property 'Handyvan' Service and improvements to the Schools' Cleaning Service.
- ⦿ Developed financial and curriculum benchmarking tools which aim to enable and support the sharing of good practice between schools in their financial management.

What and how we can do better

See our delivery plan to achieve this objective in [Appendix 7](#)

5 Core Business Enablers

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

#	Core Business Enablers
5a	Information and Communication Technology (ICT)
5b	Marketing & Media including customer services
5c	Legal
5d	Planning
5e	Finance
5f	Procurement
5g	Internal Audit
5h	People Management (Human Resources, Learning & Development, Occupational Health)
5i	Democratic Services
5j	Policy & Performance
5k	Electoral Services & Civil Registration
5l	Estates & Asset Management
5m	Risk Management
5n	Business Support

5a Information and Communication Technology (ICT)

As a service we engage with and understand our customers to help them deliver effective services. We have strengthened our approach to disaster recovery and cyber security to ensure we are in a strong position to mitigate and respond to any threats. The service is closely aligned to deliver the aspirations of the new Transformation Strategy and has worked closely with services on key transformational projects to streamline, automate and drive efficiencies across all our key areas.

Why is this important?

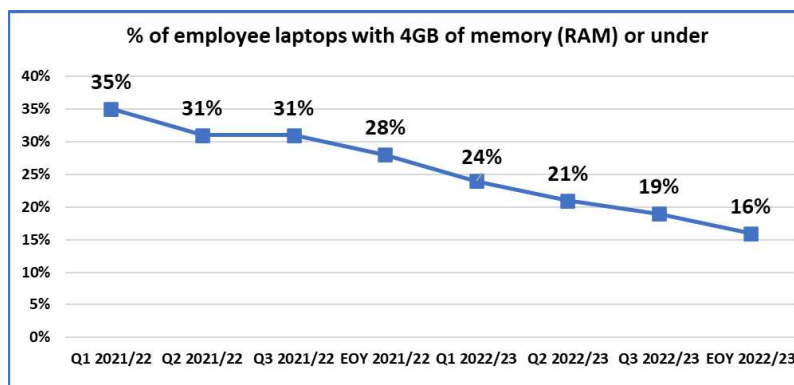
- Technology is becoming increasingly pervasive across all sectors and becoming integrated in many aspects of our lives. Digital technology has the potential to transform the County and the lives of residents while generating long-term savings for the Council.
- There are three key strategies underpinning our ICT delivery. Namely the Digital Transformation Strategy 2021-2024, the Digital Technology 2022-2025 and Digital Schools Strategy 2022-2025. Key areas of work covered by the service are as follows:
 - Core Data and Telephony Network and Infrastructure
 - Facilitate the delivery of the Digital Transformation Steering Group (DTSG) Work Program and Funding along with the newly formed Transformation Workstreams - Digital & Customers.
 - Cyber Security including Disaster Recovery and Business Continuity testing, scenario planning and awareness.
 - Application Development
 - Systems Support for Business-Critical Systems
 - Workforce / Operational Support (Hardware / Software)
 - Schools Operational and Strategic ICT Support
 - I.T. Procurement function
- Our purpose is to engage with and understand our customers to help them deliver effective services.



How well are we doing (and how do we know)? [Sources of evidence](#)

Success Measures / Explaining the Results

- Of the 9,790 ICT helpdesk queries received during 2022/23, 65.8% were done through using the Self-Service helpdesk, this is slightly lower than previous year with 68.8%, but there has been in a 3% increase in the number of queries received. *(ICT/002)*
- We are continuously upgrading the laptops our employees use in order that they are as efficient as possible by reducing those with a memory of 4GB or under. This has halved in number since April 2021 and at the end of March 2023 this was down to just under 500 laptops out of a total of 3,219. *(ICT/009)*
- Out of the 740 Freedom of Information Act request received during 2022/23, 95% were responded to in 20 working days, this continues to be well above the Information Commissioner's Office target of 85%.



Progress in 2022/23

- ⦿ We procured an enterprise RPA (Robotics Process Automation) solution. This will allow the Council to streamline and improve back-office functions and processes (especially those mundane / repetitive tasks) by using specialist software and AI (Artificial Intelligence) capabilities. HR are pro-active and will be the first to automate and target a collection of processes as the initial Proof of Concept. Creating a New Post, Issuing Contracts, Reference Checks as some being evaluated. We are contracted and working with a local specialist company based in Llanelli (CodeBase8 / Davies Internet) to help implement technology, develop the first set of processes for us and give knowledge transfer and training to develop a centre of excellence in-house within the Application Development Team within ICT Services. The vision is to expand further across the authority over the next 3 years. A massive transformation opportunity to drive efficiencies.
- ⦿ We continue to deliver support to schools, supporting the HWB services, delivering and installing the preferred student devices of Chromebooks. We have provided ICT consultancy on all new schools builds in the county.

Cyber Security

- ⦿ We have recently undertaken a Cyber security stocktake.
- ⦿ We act as an enabler and vehicle for transforming the way services across the Council are delivered to customers by increasing opportunities for accessing council services via digital technologies. We have launched the new Citizen Access Portal for Revenues Services. A 2-year project in development which launched at the end of March 2023. 24/7 Self-Service Portal for Council Tax for our residents to manage their eBilling for Council Tax, Apply for Paperless, Manager Direct Debits, Apply for Exemptions and will grow to more services. With over 14,000 current Residents already subscribed to view their Council Tax Balances via our Contact Centre and HWB My Account, we now have the ability to offer far more on-line services, automation and integration functionality into the back-office will massively help transform the revenues services and the range of services we can offer digitally via our HWB's, Contact Centre and On-Line via the Council's Website.

What and how we can do better

See our delivery plan to achieve this objective in Appendix 7

Governance Arrangements

To ensure delivery of the aspirations of the Transformation Strategy we report directly to the Digital Transformation Steering Group that in turn reports into the Transformation Board.

From an Information Governance perspective, we report directly into the Corporate Information Governance Group that in turn reports into the Corporate Governance Group and then Governance and

5b Marketing and Media including Customer Services

The service has seen increasing demand across all of our functions with the need to provide timely and accurate information

...through a range of channels continuing to be an important element of the Council's work.

The introduction of the Hwb Advisor service has been an essential part of the Council's response to the cost of living crisis and will continue to develop in coming year.

Why is this important?

- Good communication and engagement can create a positive experience for those who interact with the Council. It helps people understand our objectives, values, services, challenges, and achievements. People should be empowered to get involved, have their say, ask questions, and feel that their feedback is valued.
- The Marketing, Media and Customer Service is a diverse team that supports every department across the Council to ensure people have a clear understanding of what we do, what we aim to achieve and the services we provide.
- The team has expertise in public relations, campaign marketing, graphic design and print, media, advertising, social media, internal communications, web, digital, consultation, customer care and translation.
- Our role is to ensure that Council messages do not conflict and that we remain on message and on-time, and that we are giving out to our audiences clear and concise information from a single trusted source.
- We can respond in a crisis, share information, and inform on future developments, explain why certain things must be done in a particular way, work with our community and workforce to share the right message, in the right way, at the right time.

How well are we doing (and how do we know)? Sources of evidence

Success Measures / Explaining the Results

- Over 3.4m user sessions on the Council's website during 2022/23 this is a 11.4% increase on the previous year. *(M&M/001)*
- Over 1.45m sessions on the internal Staff Intranet, this is a 46% increase on the previous year. *(M&M/008)*
- During 2022/23 our contact centre received 238,300 calls with an average time taken to answer the call at 6min 32 seconds. This is a slight reduction in the number of calls compared to previous year with 268,000 calls. During 2022/23, we added a message on our telephone line which has resulted in a reduction of the number of customers needing to speak with a member of staff, together with an added 'Options' menu to our telephone lines that directs customers to parts of the organisation that they require based on the options they have selected. We have also introduced a 'Contact Us' form making it easier for customers to communicate with the Council electronically and enhanced web forms making it easier to make applications/reports online which reduces the need for customers to contact by phone. The contact centre will continue to take calls and enquiries through other media whilst improving the customer experience. *(M&M/001)*
- Carmarthenshire has three main town centre Hwbs at Carmarthen, Llanelli and Ammanford. During 2022/23, **12,800 residents requested a face-to-face appointment**, this is a 32% increase on the previous year. *(M&M/004)*



Progress in 2022/23

Our Website

- ⦿ We are working to develop a systematic approach to involving service users in the future design and development of our online/channel shifted services.
- ⦿ We are working with the WLGA (Welsh Local Government Association) Digital team on user testing, specifically in regard to the cost of living agenda. The information we have received allows us to look at the website from the customer point of view, and offers recommendations based on the service user experience, allowing us to involve the service user in our content design process and take the service user with us on the development of our website and online services.
- ⦿ The Discover Carmarthenshire site has been modernised and updated to the updated version of Umbraco. The Intranet is currently being updated to follow the layout and features of the corporate website.
- ⦿ The jobs and careers pages are currently being updated with new imagery and content to compliment the introduction of the new Oleoo recruitment platform which will be launched during 2023-24.
- ⦿ During the year, we have been working with services to update their content and to digitise some of their processes, to appeal to more customers as it is our customers preferred way in interacting and learning more about various council services.
 - During the months of January through to March new waste collection arrangements were introduced and the website was key in providing information to the public, so making sure that the information was correct and user friendly was essential.
 - Due to the cost of living crises we added the period dignity information on to our website transferring it from the Carmarthenshire youth council website, creating a directory of locations and adding the locations on the in my area map.
 - Working with the Place and Infrastructure Department web editors the planning enforcement page was updated. Guidance have been added to inform customers of what planning can and cannot be enforced and the backend process streamlined so that all queries are answered within a designated timeframe.
 - Council tax changed platforms from Granicus to Northgate Citizen access to provide the customer with a new self-serve option which allows them to interact with the Council quickly and efficiently. The web pages were amended accordingly. Currently the platform allows the customer to set up a secure account which they can use for electronic billing, set up or amend a direct debit and check their council tax balance. The platform will offer further interaction as the team move forward with the development.

Engagement and consultation

- ⦿ We have ensured a planned and co-ordinated approach to engagement and consultation across the Council by improving coordination of requests to undertake consultations. We have communicated this approach across all departments to ensure consistency.

Hwb

- ⦿ A huge amount of work has been done to develop and promote the Claim What's Yours initiative. The service delivered by the Hwb Advisers have now supported more than 1,800 individuals since August 2022.
 - This support provides, advice, opportunities to claim money and well-being support.
 - Over 50 warm spaces were opened within the County with the 3 main warm welcome spaces at our 3 main libraries supporting approximately 350 individuals per week.
 - The cost of living page on the corporate website is highlighted on each page to ensure all visitors to the site know where to get support and advice.
 - A new Hwb model pilot was launched beginning of December where more services were made available face to face to deal with customer enquiries. These included housing matters, employability and trading standards.
 - On 27 January 2023 we held a successful money advice event at all 3 Hwbs. Funding has been secured to recruit 3 money advice officers to help residents with budgeting advice and support during 2023-24.

Communications Strategy

- ⦿ The new communications strategy will be developed in line with the key headlines and actions identified within the cabinet vision.
- ! The updated corporate customer charter is now in draft format. The next stage is to engage with specific services to ensure this meets their service need in respect to how they require to manage their customers.

What and how we can do better

See our delivery plan to achieve this objective in Appendix 7

Governance Arrangements

Transformation Board Customers & Digital Transformation Workstream.

5c Legal

We have ensured legality and probity in the Council's decision-making
We work within a statutory framework governing such things as the way meetings are run, the way decisions are taken and the legislation behind each decision which needs to be taken.

Why is this important?

- On the legal front we aim to handle as much of the legal work needed by the Council in-house as we can, although there will be some occasions when we need to send work to external lawyers. However, these are a small number across the full range of the Council's functions.
- Some of the key areas of focus in the next 12 months will be supporting the work of the Regeneration Team in relation to the Shared Prosperity Fund, our Housing colleagues in bringing empty properties back into use, playing a key role in the TIC Debt Recovery Project, advising on the Council's submissions to the National COVID-19 inquiry and implementing changes to court procedures in child protection cases.
- The range of legal work undertaken includes not just court and tribunal cases, but also advising Council committees, drafting legal documentation and giving legal advice.



How well are we doing (and how do we know)? 📄 Sources of evidence

Progress in 2022/23

- We have collaborated with HM Land Registry (HMLR) so as to enable HMLR to become the registering authority for Local Land Charges for the County of Carmarthenshire in accordance with the provisions of Schedule 5 of the Infrastructure Act 2015. The task of identifying any anomalies in data held and making any necessary changes has been completed by both Land Charges and Planning teams. This has taken longer than expected due to staff shortages, delays with software providers and delays on the part of HMLR. The data is in the process of being checked by HMLR for any outstanding issues and this exercise will be repeated until no anomalies are identified. Then the project will move to the next phase with a scheduled end date of June/July 2023.

What and how we can do better

See our delivery plan to achieve this objective in Appendix 7

Governance Arrangements

The Corporate Governance Group has a responsibility for ensuring Corporate Governance functions.

5d Planning

Significant improvements to the Planning Service

Our performance continues to improve to exceed national benchmark targets. 2022/23 has been our highest performing year for the service for several years.

Why is this important?

- ⊙ A good planning service is essential to deliver the Council's ambitions and will play a significant role in delivering regeneration projects that are contributing to increased employment and bringing incredible benefits to our County in terms of digital infrastructure, smart manufacturing, energy and well-being.
- ⊙ Planning Enforcement mitigate any adverse impact on wider public amenity, the environment and/or the historic environment either by negotiation or by formal enforcement action where necessary, following breaches of planning.
- ⊙ Building Regulations help to ensure that new buildings, conversions, renovations, and extensions, whether domestic or commercial are going to be safe, healthy, and high performing.
- ⊙ Forward Planning deliver innovative approaches, policy guidance and advice (including specialist support) guiding strategies, decision making and facilitating the delivery of new homes, economic growth, environmental protection, and climate resilience.



How well are we doing (and how do we know)? ① Sources of evidence

Success Measures / Explaining the Results

- ⊙ **89% of all planning applications were determined in time** during 2022/23, this is a considerable improvement and is at its highest level for many years. When broken down to the four planning elements, (despite the lower numbers involved), major planning applications determined is where the main delays are. The historical nature of the major applications have a disproportionate effect on the overall result.

All planning applications	Minor	Householder	'Other'	Major
89.0% (1,307/1,468)	85.5% (544/636)	94.7% (411/434)	89.7% (331/369)	72.4% (21/29)


The prioritisation of historic cases is continuing in conjunction with ensuring that new cases are addressed within the desired timeframe. Going forward performance results for this measure should therefore become more representative of the significant improvements achieved by the service. *(PAM/018)*


- ⊙ Furthermore, there has been significant improvement on the determination of planning applications during the year. This is demonstrated by the following End of Year 2022/23 results:

	2020/21	2022/23	Improved by
% of applications determined in time [PAM/018]	60.3%	89%	28.7%
% of major applications determined within time periods required [PLA/010]	41%	72.4%	31.4%
% of planning enforcement cases investigated within 84 days [PLA/021]	49%	68.8%	19.8%

Progress in 2022/23

Deliver planning according to Planning (Wales) Act 2015

	<p><u>Carmarthenshire County Council – Follow-up Review: Planning Services Oct 2022</u></p> <p><i>“The Council is to be commended for the swift, decisive action it took in response to the findings of our 2021 report, and for the way it has driven improvements in its planning service. The constructive way in which the Council received our report and acted on the recommendations is a particularly positive example of a Council demonstrating its commitment to driving improvement in service delivery. The Council has learnt lessons from the review that it has also applied more widely, particularly in relation to performance management”</i></p>
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<p>Internal Audit</p> 	<p>Planning: Minerals & Waste (February 2023)</p> <p><i>Objective of the review:</i></p> <p>The review focused on how the Authority delivers the Regional Minerals and Waste Planning Service.</p> <p>The scope of the review was to identify, test and evaluate the procedures in place for the Regional Minerals and Waste Planning Service</p>	<p>Assurance Rating:</p> <table border="1"> <tr> <td style="background-color: green; color: white; text-align: center;">High</td> </tr> <tr> <td style="text-align: center;">Acceptable</td> </tr> <tr> <td style="text-align: center;">Low</td> </tr> </table>	High	Acceptable	Low
High					
Acceptable					
Low					

🕒 [Annual Monitoring Report](#) [2022/23 will be published Oct 23]

What and how we can do better

See our delivery plan to achieve this objective in [Appendix 7](#)

Governance Arrangements

The Governance and Audit Committee is a key component of Corporate Governance, providing a source of assurance about the Council’s arrangements for managing risk, maintaining an effective control environment, and reporting on financial as well as non-financial performance.

Delivery plans are developed and reported at Scrutiny Committee. Actions monitored through PIMS by the department and by the Committee.

The Council’s constitution sets out where planning applications should be determined Planning Committee [part-32-revised-council-9th-feb-2022.pdf \(gov.wales\)](#) on consideration of a recommendation report by officers

The Council’s constitution provides delegated authority to the Head of Place and Sustainability for certain planning functions [part-32-revised-council-9th-feb-2022.pdf \(gov.wales\)](#). Officers are delegated to undertake key activities appropriate to their role by the Head of Place and Sustainability.

The Local Development Plan Advisory Panel provides advice and guidance to officers in the development of the Council’s local development plan which is considered by PSCC scrutiny committee, cabinet and full council prior to it being submitted to the Welsh Government for consideration.

The Council is required to report on the progress in meeting the LDP to the Welsh Government through the submission of an Annual Monitoring Report. The AMR is subject to consideration by PSCC scrutiny committee, Cabinet and Council before it is submitted to government.

The Council is set national planning performance targets by the Welsh Government and is required to report performance to the Welsh Government on an annual basis.

The Council has its own set of local planning performance targets which are reported and monitored corporately by the PIMs system and reported to Planning committee on a quarterly basis.

The Department has its own live performance monitoring HWB, ARCUS which provides real time reporting on planning functions for local management purposes.

Performance management reviews are undertaken by line managers using KPIs. TIC reviews are conducted on areas of the function and reported to the Head of service, recommendations resulting from reports are reported and progress monitored through the PIMS system.

5e Finance

The situation here in Carmarthenshire is financially challenging.

All local authorities across Wales are facing big shortfalls in their budgets due to the global economic climate.

Why is this important?

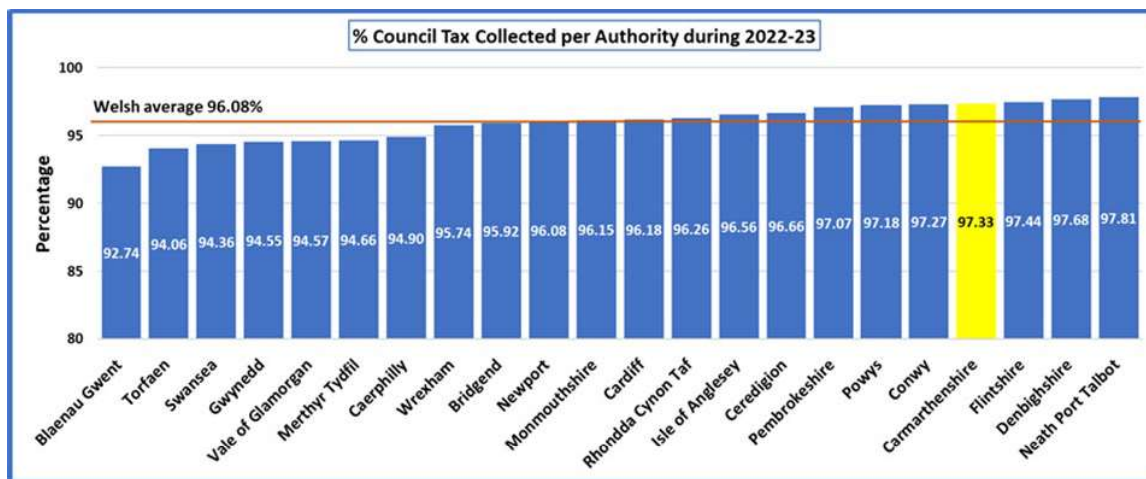
- Carmarthenshire County Council, like all local authorities, is facing unprecedented financial pressures as the rising cost of inflation, food and energy prices along with increased global demands for goods and services, present a significant shortfall in its 2023/24 budget.
- The Cabinet Member for Resources said 'This year's budget choices are every bit as hard as the very worst years of the austerity era. Although the funding from Welsh Government, which accounts for about $\frac{3}{4}$ of our income, increased by 8.5% we still had to budget for savings of £9.4m for this year, which meant very difficult decisions to be made'.
- 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.

How well are we doing (and how do we know)? Sources of evidence

Success Measures / Explaining the Results


- **97.33% of Council Tax was collected** during 2022/23, a slight improvement on 2021/22 of 97.24%. Recovery action continued throughout this financial year but due to the recent pandemic and current cost of living crisis low-income households who are in employment are struggling to pay. We will continue to take a proactive approach to recovery ensuring we provide relevant support and advice to those falling into arrears to ensure the best possible way forward with regard to repayment arrangements. We will provide relevant information and signposting to ensure residents claim the council tax relief and benefits they are entitled to and signpost for relevant debt and benefit advice.

Comparatively we have moved up to 4th highest collection rate compared to 6th for 2021/22.



- ⦿ **97.97% of non-domestic rates was collected** during 2022/23 which is slightly lower than 2021/22 with 97.98%. The recently published comparative data shows us above the Welsh average of 95.51% and in 8th position, down on 7th last year.
- ⦿ With increased access to **online services**, this has created a natural shift for on-line payments with many customers contacting us, submitting forms and documents and paying for our services electronically with a 6.03% increase in the number of online payments from 56,582 in 2021/22 to 59,995 transactions during 2022/23.
- ⦿ **Cost of living** - We have administered the **Winter Fuel Support Scheme** and processed 19,986 cases and have paid out £4 million to support Carmarthenshire residents.
- ⦿ We promote the **Discretionary Housing Payments** and actively encourage take up. An extra £100k has been allocated to the Discretionary Housing Payment fund via the cost of living discretionary scheme.

Progress in 2022/23

- ⦿ **Audit of Financial Statement** - An unqualified Audit report was received from Audit Wales in respect of our 2021-22 Statement of Accounts. These again included a significant number and value of additional COVID-19 related funding from many different grants.  Following late changes to the accounting/audit requirements, Carmarthenshire was able to adapt to these amendments and was one of the earliest Local Authorities in Wales to have its 2021/22 accounts signed off.
- ⦿ Despite inflationary pressures on a truly unprecedented scale, the Council was able to set a **balanced budget** based on total Expenditure / Income of £656m. Council Tax increase was set at 6.8%.
- ⦿ Over 2,000 people responded to the online consultation, and 80 young people from the County's Secondary Schools attended a face-to-face event at County Hall to discuss with Cabinet Members and express their priorities. All comments and views were taken into consideration and changes were made to the Council's budget proposals.

What and how we can do better

See our delivery plan to achieve this objective in Appendix 7

Governance Arrangements

A Corporate Governance group comprising key officers and 2 cabinet members is in place with the Cabinet member for Resources being a member together with the Director of Corporate Services, Head of Revenues and Financial Compliance and Head of Financial Services. The Group are responsible for updating the Code of Governance and developing the Annual Governance Statement. In addition, the group oversees the work of the Information Management Group. Minutes of the Corporate Governance Group are reported to the Governance and Audit Committee.

A Swansea Bay City Deal Joint Committee has been formally established with supporting governance and advisory boards. As part of the assurance arrangements for the SBCD portfolio, an independent gateway review was undertaken. The review was undertaken by an independent external team in accordance with the Welsh Government Integrated Assurance Hub Guidelines. The SBCD received an Amber-Green Delivery Confidence Assessment (DCA) rating.

5f Procurement

We spend an excess of £311 million per annum on goods, works and services with our suppliers and this has a significant impact on the quality of life for the Carmarthenshire Community.

Why is this important?

- It is more important than ever that we have the best arrangements in place to deliver innovative solutions that help us reduce costs and improve the services that we deliver to our residents. We continue to use procurement to positively impact on Carmarthenshire’s economy and communities in delivering social, economic, and environmental benefits.




The process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but also to society and the economy, whilst minimising damage to the environment.

How well are we doing (and how do we know)? Sources of evidence

Success Measures / Explaining the Results

- Through our delivery of **Community Benefits** over 1,628 weeks of targeted recruitment and training was delivered in 2022/23 through the Council’s 21st Century School Programme as well as Housing and Economic Development projects across the County.
- 43 jobs were created** through Community Benefits in our Construction projects (21st Century School programme, housing and regeneration projects).
- 2,360 STEM (Science, Technology, Engineering & Maths) pupil engagements through Community Benefits in our Construction Projects ((21st Century School programme, housing and regeneration projects).

 Internal Audit	<p>The following Internal Audit review was undertaken as part of the 2022/23 Audit Plan: Procurement (Final Report issued: 2 March 2023) Assurance Rating: Acceptable <i>Objective of the review:</i> The review sought to provide assurance that the Authority is obtaining best value for money on goods, works, and services procured up to a value of £5k, and that all such procurement is carried out in accordance with the Authority’s Contract Procedure Rules.</p>	Assurance Rating <table border="1" style="margin: auto;"> <tr><td style="text-align: center;">High</td></tr> <tr style="background-color: yellow;"><td style="text-align: center;">Acceptable</td></tr> <tr><td style="text-align: center;">Low</td></tr> </table>	High	Acceptable	Low
High					
Acceptable					
Low					

Progress in 2022/23

- We are continually working with departments to deliver compliant tender exercises through the implementation of a category management approach.
- As part of all tender exercises appropriate lotting mechanisms are applied to ensure that the contracts are attractive to SME’s. A recent regional tender for Civil Engineering Contractors Framework 2023 took a different approach and a key addition to this framework iteration was the inclusion of county-specific lots

for the very small civils work up to £50k in value to encourage SME's to bid for a place on these lots with the intention it might help them grow and be in a position for larger lots in future iterations of the Framework. A new style of supplier engagement event was piloted in partnership with Business Wales for those suppliers that have not tendered before. The 'Getting Tender Ready' session provided support to register on relevant platforms such as Sell2Wales and eTenderWales. Of the successful 67 tenderers:

- 13 are Carmarthenshire Companies (19%)
- 41 are from the South West Wales region (61%)

This was a success and the framework commenced in February 2023.

Is anyone better off?

Maximising Community Benefits arising from the multi million pound Scheme Pentre Awel Scheme at Llanelli



A multi-million-pound project bringing together business, research, education, community healthcare and modern leisure facilities all at one prime location along the Llanelli coastline

Pentre Awel is the first development of its scope and size in Wales. On completion, it will provide world-class medical research and healthcare delivery and will support and encourage people to lead active and healthy lives.

It will create five distinct buildings linked with a “street” space, comprising an aquatics centre, sports hall, multipurpose sports and fitness rooms and gym, education and training facilities, clinical delivery and research and innovation and business space.

As well as improving health and well-being, the project will create over 1,800 jobs and training & apprenticeship opportunities and is expected to boost the local economy by a £467million over the next 15 years.

Our Corporate Procurement team are working with the main contractor, Bouygues UK to design and build Zone One of the Pentre Awel development.

Our Community Benefits officer is working closely with Bouygues UK to maximize the Community Benefits realised in this project. In total, the project target for Targeted Recruitment & Training is 4860 person weeks in a timescale of 89 weeks. Through the Carmarthenshire Employer Support Group (ESG), a large network of employability projects such as Workways+ and Communities for Work, learning providers including Coleg Sir Gâr and University of Wales Trinity Saint David and public bodies such as DWP, Careers Wales, plus representation from within the Council’s Economic Development department and the Regional Learning and Skills Partnership support will be on hand to meet these ambitious targets. The ESG meet frequently and provides critical support in placing individuals for work experience,

and jobs on site. Work is on-going on the education and community engagement opportunities, with introductions made to the local Youth Centre and social enterprise projects requiring support in the surrounding project location. School and Community Ambassadors have been appointed as local representatives to provide the link between the local community, schools and the project team. Bouygues UK are also in the process of advertising opportunities for sub-contractor packages.

What and how we can do better

See our delivery plan to achieve this objective in Appendix 7

Governance Arrangements

The Governance and Audit Committee is a key component of Corporate Governance, providing a source of assurance about the Authority's arrangements for managing risk, maintaining an effective control environment, and reporting on financial as well as non-financial performance. The Governance and Audit Committee approve the Contract Procedure Rules as updates are required.

5g Internal Audit

The overall opinion is that the Authority as an 'Acceptable' control environment in operation.
(Annual Report for Governance and Audit Committee)

Why is this important?

The Accounts and Audit (Wales) Regulations 2014 requires that **a local government body must maintain an adequate and effective system of internal audit of its accounting records and of its system of internal control.** By providing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, internal control and governance processes, Carmarthenshire County Council's Internal Audit function provides a quality, independent and objective audit service that effectively meets the Council's needs, adds value, improves operations, and helps protect public resources.

Carmarthenshire County Council has a **zero-tolerance** stance to all forms of fraud, corruption, and theft, both from within the Council and from external sources. The Internal Audit function promotes an anti-fraud, anti-bribery and anti-corruption culture within the Council and investigates any allegations of fraud, bribery, corruption, and other irregularities.

How well are we doing (and how do we know)? Sources of evidence

Success Measures / Explaining the Results

- 🕒 **87% of draft Internal Audit reports were issued within 10 working days of completing the fieldwork (IA/002)**
- ! Only **38% of management responses received within 15 working days of the draft Internal Audit report being issued.** Requests are made for management responses to be received within the target of 15 days; however, responses are not always provided within this time. Further liaison with management to try to ensure that management responses are received to reports in a timely manner, and within the 15 working days target. (IA/002)
- 🕒 All **(100%) of final reports were issued within 10 working days of management responses being received.** (IA/003)
- ! **83% of the planned Internal Audits were completed** during 2022/23. Staffing issues during the year has greatly impacted on the ability to complete planned audits. The Governance & Audit Committee approved the deferral of three audit assignments from this year's Audit Plan. Recruitment for new staff has been successful with a full complement of staff from summer 2023. We will continue to make progress against the plan, producing quality audits which add value to the Authority.



Progress in 2022/23

- 🕒 The Public Sector Internal Audit Standards (PSIAS) require an External Quality Assessment (EQA) of the Internal Audit function to be completed every 5 years. The most recent assessment, undertaken during 2022/23, concluded that Carmarthenshire County Council's Internal Audit service is conforming in 300, out of the 304, requirements. Of the 4 requirements remaining, three were found to be partially compliant, with one identified as non-compliant.
- 🕒 Actions have been put in place to address the conformance issues relating to the 4 areas identified as being partially compliant and non-complaint in the EQA; details are as follows:

- The Head of Financial Services, who is outside of the Internal Audit activity, now has oversight of all Internal Audit assignments which fall under the remit of the Head of Internal Audit (Head of Revenues & Financial Compliance). Whilst an approved escalation protocol was already in existence for such reviews, as the oversight did not involve an officer from outside the Internal Audit activity, the previous arrangements were deemed to be non-compliant. The introduction of this additional control is seen as a positive addition and will strengthen the existing process.
- Client feedback surveys have been introduced, which assist us to know how we are doing. From the results so far, we have received positive affirmations (Excellent or Good) to over 90% of the questions. Results of the surveys are used as a discussion basis to improve our performance.
- The remaining two areas identified as partial compliance relate to strengthening of wording within the Internal Audit Charter; these changes have been implemented, with the revised Charter due to be presented to the Governance & Audit Committee in July 2023.

- ⦿ There is a coordinated approach for drafting the Annual Governance Statement and challenge of the contents, to ensure it reflects the actual governance position and what improvements are required. An action plan is produced annually, and the governance issues are monitored through the quarterly Governance Group Meetings. Internal Audit undertakes a review of the

Table - Internal Audit Report extract:

Findings of Carmarthenshire County Council Internal Audit review of AGS and Corporate Governance	
Post Review Assurance Level	Description for Assurance Level
Acceptable	Moderate controls, some areas of non-compliance to agreed controls Medium/Low risk of not meeting objectives Medium/Low risk of fraud, negligence, loss, damage to reputation
Internal Audit found no fundamental control issues to be addressed as a high priority.	

Corporate Governance arrangements in place, including review of the Annual Governance Statement, on an annual basis; the most recent review concluded that the Authority's Corporate Governance Arrangements are Acceptable.

What and how we can do better

See our delivery plan to achieve this objective in Appendix 7

Governance Arrangements

Internal Audit report to the Governance and Audit Committee, which is key component of Corporate Governance, providing a source of assurance about the Authority's arrangements for managing risk, maintaining an effective control environment and reporting on financial as well as non-financial.

5h People Management (Human Resources, Learning & Development, Occupational Health)

People say they are proud to work for us and would recommend us as an employer. Over 1,700 staff responded to our staff survey in 2022 and responses were overall positive. An engaged workforce is critical to the delivery of our services.

Why is this important?

Staff are our greatest asset and we have approximately 8,000 employees who contribute every day to the achievement of our services. Our ambitions simply cannot be realised without our dedicated and motivated workforce. We work together, be open, honest, fair and inclusive.



How well are we doing (and how do we know)? Sources of evidence

Success Measures / Explaining the Results

During 2022/23 the Council was re-awarded the Gold and Platinum Corporate Health Standard from the Welsh Government. The Corporate Health Standard is part of the Welsh Government's Healthy Working Wales programme and is the national mark of quality for health and well-being in the workplace.

Platinum is the beacon for exemplar employers who demonstrate sustainable business practices and take full account of their corporate social responsibilities. The Platinum level recognises responsible employers who demonstrate an organisational commitment to support not only their employees, but also other employers and the local community. The assessor was very impressed with the amount of work that we are doing in each area and the sophisticated and joined up approach with **'significant progress being made since the last Platinum level revalidation in 2019'**.



We were also recognised as Investors in People (IIP) organisation and given Gold Accreditation. This means that **'people and leaders actively drive positive outcomes, taking ownership of the principles and practices [of IIP]'** Our External Advisor, told us she had found:

'... a quantifiably different organisation – as a result of focus on trust, empowerment, caring and support, continuous investment in best practice, improving management and use of data.'

The review also found mutual respect at all levels with an openness to feedback and a desire to improve by investing in people and their well-being. What was clear was that there are talented people at all levels of our organisation. When we are at our best, we are working collaboratively, making improvements using internal and external sources and making decisions.

! The review found that the areas that we need to work on are how we recognise and reward people as well as developing the skills of our leaders. We need to keep thinking about how we communicate to make sure everyone gets the messages they need.



Armed Forces Covenant

The [Armed Forces Covenant](#) is a promise from the nation to those who serve. It says we will do all we can to ensure they are treated fairly and not disadvantaged in their day-to-day lives. This includes offering injured servicemen and women and bereaved families extra support where appropriate.

- All parts of the county council were kept up to date on the requirements of the Armed Forces Act so that our processes and policies reduce the risk disadvantage to our Armed Forces Community throughout, especially in the areas of housing and education.

Defence Employer Recognition Scheme (DERS)-Silver award

- We worked to ensure our employment policies and practices within the council support the armed forces community and we were awarded the Defence Employer Recognition Scheme (DERS)-Silver award.
- We have also put in place the measures to offer a Guaranteed Interview Scheme for members of the Armed Forces Community (certain criteria apply), which will be launched when the new recruitment platform goes live.

We have established strong links and referral pathways between our recruiting team, workways and armed forces employment charities, so that veterans who need that extra support in gaining employment are provided for.

Employee Survey

During 2022/23, we also undertook our first Employee Engagement Survey aimed at assessing how engaged our staff.

Working for Us - Most people that responded said that they were proud to work for Carmarthenshire County Council and would recommend us as an employer. Many also said that they felt their well-being was important to the Council, and that equality in the workplace was supported, allowing them to be themselves and speak openly. Many also told us that they are encouraged to make suggestions and challenge the way things are done; and that their opinions are listened to and used to improve things.

Communication - Most people that responded to the survey agreed that they were up to speed on what was happening in their team or work location.

! Fewer people felt they knew what was happening across the organisation.

Learning and Development - Most people that responded to the survey felt that they have the right skills to do their job and many stated that they were able to perform to the best of your ability. The majority of respondents also stated that they can access learning opportunities in their preferred language. In terms developing new skills, many stated that they are encouraged to learn and grow and that they had been given the opportunity to do so during the last year.

! However, it is clear from some of the responses received, that not everyone has this experience, and we will address this during 2023/24.

Expectations and Recognition - Most of the people that responded to the survey felt that their job makes an important contribution to the Council. They were also clear about what is expected of them, and what they could expect from their manager. However, our Investors In People (IIP) review identified that not everyone had the same experience, and that appraisals were not being undertaken in a consistent manner. Many said that someone had talked to them about their progress during the previous year and that they regularly receive recognition from others for doing a good job.

Turnover

Voluntary turnover is currently running at 9.11%, which is below the UK average, an indicator that we are a good employer, which is borne out by the results of the staff survey – staff being “proud to work for us” and staff willing to “recommend us as an employer”. Where we have higher than average turnover, retention strategies have been put in place to support services e.g. market supplement payments, real living wage supplement, re-evaluation of job roles.

Providing Bilingual Services

We understand that the Welsh language is key to the identity of many of our residents and that people are often able to better express their opinions and needs in their first language. It is therefore our duty to ensure our residents and customers can access our services through their language of choice and to make sure our employees have the required skills. We have a range of learning and development opportunities in place to ensure new and existing staff have the opportunity to develop their Welsh Language skills. This year we will strengthen the process of developing Welsh Language Agreements, which is being considered alongside the implementation of the new Oleo recruitment system. Recruitment pages are also being updated to provide opportunities for all candidates to achieve level 1 prior to starting employment.

We are also looking to increase the proportion of Welsh-medium apprenticeships within the Council.

Well-being of our Current Workforce

Supporting the well-being of our workforce is a key priority for the Division and our engagement survey told us that the majority of people who participated agreed that their well-being was important to us as an employer and that they felt valued for the contributions they make.

Workforce Development Opportunities

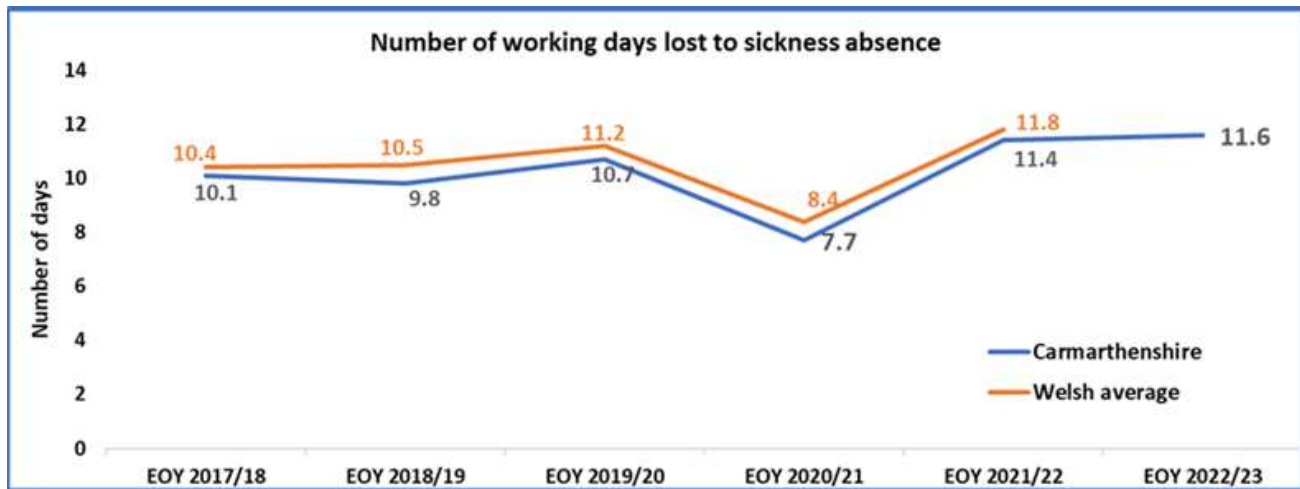
During the last year, we have developed a range of initiatives and solutions in a bid to support the Council's corporate priorities. These include:

- Supporting our people to develop their Welsh language skills
- Supporting 12 future leaders
- Sponsoring 21 individuals to become Social Workers
- Recruiting 10 graduates – to meet our workforce planning aspirations
- Recruiting 5 apprentices - to meet our workforce planning aspirations.


! We also have a statutory obligation to ensure all our people undertake level 1 training in relation violence against women, domestic abuse, and sexual violence. At the end of March 2023, 69% of our staff had completed the relevant training. We need to improve this take up rate, and the successful procurement of a new Learning Management System, as part of Consortium of Welsh Local Authorities, this year will support us to improve and monitor completion rates.

Attendance

! We have a robust attendance management framework in place with a range of employee well-being solutions to support the organisation, however sickness absence per employee continued to increase during 2022/23 to 11.6 days (*PAM/001*)



It should be noted that it is not only Carmarthenshire sickness figures that have increased after the pandemic, but the Welsh average also increased by 3.4 days (8.4 days – 11.8 days).

	Audit Wales report: Springing Forward Workforce Management- Carmarthenshire County Council (Sept 2022)
<p><u>Purpose:</u> This report reviews the Council’s arrangements for managing its workforce. It looks at how the Council strategically plans for its workforce, how it monitors the use of its workforce and how it reviews and evaluates the effectiveness of its arrangements.</p> <p>Finding: <i>The Council is improving the strategic planning for its workforce and is taking action to address staff capacity issues in key service areas but recognises that performance monitoring of workforce management needs strengthening</i></p>	

Progress in 2022/23

- ⦿ During 2022 the Council agreed a new Transformation Strategy.
- ⦿ A new Workforce Strategy has been developed and will be approved during 2023-24.
- ⦿ During 2023-24 we will also agree a new Learning & Development policy that ensures fair access to learning for all our staff.

Employment Policies

- ⦿ All our employment policies are regularly updated to reflect changes in legislation. We also respond to manager feedback and align our policies to good practice.
- ⦿ We have undertaken a complete review of our Employment Safeguarding policies and procedures and have developed an action plan to address areas that require improvement. We now have a new updated policy and procedure which are in the process of being signed off (Corporate Safeguarding Board sign off agreed).
- ⦿ We have developed a new Domestic Abuse and Sexual Violence policy that has introduced special leave for people in an abusive relationship, this is seen as sector leading.

- ⦿ Our Premature and Hospitalised Baby Pay and Leave Scheme supports parents with premature or sick babies where we are able to offer additional paid leave after the birth of a child who requires an extended stay in hospital.

Recruitment and retention

- ⦿ We continue to manage high levels of recruitment (approximately 130 vacancies at any one time @ 1 June 23) and supported departments to recruit overseas workers to help bridge the skills gaps in some services (via the UK immigration sponsorship scheme).
- ! Recruitment and retention in some areas is problematic and, in many service areas, is a national issue (e.g. social care roles). However, we have put strategies in place to support services including regrading payment of a market supplement, schemes to upskill our social care workforce such as the Care Academi, a range of well-being initiatives.
- ⦿ To support our lower paid staff, we have reviewed our pay model, paid Real Living Wage supplement when applicable and are currently looking at different flexible working solutions in some service areas.

What and how we can do better

See our delivery plan to achieve this objective in Appendix 7

Governance Arrangements

The Transformation Board manages the work of the Transformation Workstreams
The Corporate Governance Group ensures we adhere to the Code of Governance and the Annual Governance Statement.

5i Democratic Services

Positive feedback from Elected Members on the service provided by Democratic Services Unit.

Why is this important?

- ⊙ Democratic Services manages the Council's decision-making process. The Council constitution which sets out how the Council operates, how decisions are made and the procedures which are followed to ensure that these are efficient, transparent and accountable to local people. Some of these processes are required by the law, while others are a matter for the Council to choose.
- ⊙ As part of that process, the service will:
 - Maintain and develop the Council's decision-making processes to include the preparation of agendas, reports and minutes, facilitating the broadcasting and hosting of multi-location meetings and ensure decision made are accountable and transparent.
 - Manage and provide Scrutiny and Committee Services support to the Council and its various Committees.
 - Support services to Elected Members, including maintaining and managing local councillor information on our website (includes information on declarations of interests; gifts and hospitality; Committee membership; remuneration etc) and providing a support service for enquiries and advice on the Council's Constitution and Members' Code of Conduct.
 - Administer appeals relating to school admissions and school permanent exclusions.
 - Service and host joint working arrangements – i.e. Dyfed Powys Police and Crime Panel, Wales Pension Partnership Joint Governance Committee and Y Partneriaeth
 - Service Council's arm's length companies namely Llesiant Delta Well-being Governance Group and CWM Environmental Ltd Shareholders Board.
 - Manage internal meetings between Group Leaders, Constitutional Review Group and also Cabinet member meetings with Scrutiny Chairs and Vice-Chairs.
 - Manage members' constituency casework via a Councillor Enquiry system, processing Councillor expenses and making arrangements for attending conferences and seminars. A new updated Councillor Enquiry process with the facility for members to view logged cases was released earlier in the year.
 - Support to the Chair and Vice-Chair of Council in their civic duties.
 - Develop and update the Democracy web pages and managing democratic room bookings.




How well are we doing (and how do we know)? ⓘ Sources of evidence

Success Measures / Explaining the Results

- ⊙ Over 4,300 Member enquiries were received by the unit during 2022/23. 73.4% of the departmental responses were replied to within the target timescale of 7 days.
- ⊙ Over 1,235 service requests logged on behalf of Members during the period 18 August 2022 to 30 April 2023.
- ⊙ 323 appeal files opened between 09/05/22 and 08/05/23. Plus 2 exclusion appeals.
- ⊙ Over 300 meetings serviced during the year.

Progress in 2022/23

	<p><u>Audit Wales Follow-up Review: Overview and Scrutiny – Fit for the Future? – Carmarthenshire County Council – July 2022</u></p> <p>Findings</p> <p><i>Overall, the Council has made some progress in addressing previous proposals for improvement but still needs to strengthen arrangements to assess the effectiveness and impact of its scrutiny function.</i></p>
<ol style="list-style-type: none">1. An action plan was returned to Audit Wales and Audit Wales have met with the Cabinet and the Chairs and Vice of Scrutiny forum at separate meetings to discuss the findings.2. The report and Action Plan will go to CMT, Corporate and Performance scrutiny and then Governance and Audit Cttee.3. Recommendations will be addressed in Business Plans and tracked on PIMS.	

- ⦿ The Service successfully put in place the arrangements for the New Council following the Local Government Elections in May 2022. This included negotiating with Group Leaders and unaffiliated members on establishing the politically balanced composition of committees and representatives on external bodies.
- ⦿ We put in place and updated the Council’s records and website in respect of arrangements to increase in Carmarthenshire elected members from 74 to 75 and the changes to the ward structure following a review of the electoral wards by the Local Government Boundary Commission.
- ⦿ The service worked with Learning and Development on the Member Induction Programme for both new and returning members.
- ⦿ We have successfully moved the Council to multi-location meetings (hybrid) which is a legal requirement of the 2021 Act.
- ⦿ We introduced a Petition Scheme and Public Participation Strategy also a requirement of the 2021 Act.
- ⦿ In accordance with the legal requirement to allow members to attend either physically or remotely, the service made arrangements to hold multi-location meetings from the Annual Meeting on the 25 May 2022. We also now broadcast all formal meetings which has increased the number of meetings webcast since lockdown from 50 to over 200 per annum.

What and how we can do better

See our delivery plan to achieve this objective in Appendix 7

Governance Arrangements

Democratic and Legal Services however have a leading role in support the governance of the Democratic process. Taking a lead role in the Constitutional Review Working Group, Group Leader meetings & Chairs and Vice-Chairs of Scrutiny Forum and administering the democratic process as a whole.

5j Policy & Performance

We reset the Council's Corporate Strategy and Well-being Objectives and Carmarthenshire PSB's Well-being Plan

The reset of the above Council and PSB's Well-being Objectives sets the scene for the next 5 years and was a major piece of work to progress. The Council Service Delivery Plans have aligned to deliver the Well-being Objectives. We also undertook significant consultation with residents, staff, businesses and Trade Unions.

Why is this important?

- ⦿ This service leads on a range of corporate statutory duties and strategic requirements on behalf of the whole Council. This is done by liaising with and advising Council departments and Cabinet on a range of corporate matters. The key areas of work covered by the unit are as follows:
 - **Corporate Policy** requirements relating to Equalities, Welsh language, Well-being of Future Generations, Armed Forces, Tackling Poverty and Complaints.
 - **Performance Management** making sure we achieve what we set out to do in our Corporate Strategy and Well-being Objectives and through monitoring ensuring outcomes are better than they would otherwise be.
 - **Data Insight** leading in the management, collection and analysis of key data to aid evidence-based decision making and supporting key policy areas.
 - **Partnership working** between public sector organisations in the County, through the Public Services Board (PSB) including community safety.



How well are we doing (and how do we know)? ⓘ Sources of evidence

Success Measures / Explaining the Results

- ! Only **52.7% of complaints received were completed within the statutory deadline** during 2022/23 (*Comp/001*), this is a decline on the previous year of 57.8%. The number of complaints received have increased by 54% (an additional 500 complaints). There are several issues which are believed to continue to have an impact upon the ability of Investigating Officers to meet the statutory timescales. The significant increase in the number of complaints received, the complex nature of some complaints, service pressures, capacity due to competing priorities and leave periods also affect the time taken to complete investigations. The Corporate Complaints Team continue to work closely with teams who are unable to meet the statutory timescales due to significant service pressures to provide advice and guidance to support the resolution of complaints. ⓘ **See Appendix 5b.**

Progress in 2022/23

Corporate Policy


Tackling Poverty – See Well-being Objective 2a

Community Safety – See Well-being Objective 3d

Welsh Language -See Well-being Objective 3c

Equality and Diversity

- ⦿ The Welsh Government has published an Anti-Racist Action Plan for Wales. The Policy & Involvement Team are supporting the revision of the Council's Strategic Equality Plan (SEP) Action Plan and relevant actions will be added to the SEP. Relevant actions will also need to be monitored by departments.
- ⦿ The Equalities & Diversity (Black Asian Minority Ethnic) Task & Finish Group has prepared a report and recommendations will be implemented during 2023-24.

	<u>Equality Impact Assessments – National Report: More than a Tick Box Exercise (September 2022)</u>
<p>Equality Impact Assessment (EIA) is an important part of the approach to tackling inequality in Wales. EIAs help public services meet their legal duties to avoid discrimination in the decisions they make and to promote equality of opportunity and cohesion.</p> <p>The report shows that within individual public bodies there are good examples of aspects of the process of conducting an EIA. The report will help all public bodies learn from those that are doing well and trying new approaches.</p> <p><u>Our response</u></p> <p>In response we prepared an Action Plan to address the recommendations.</p>	

Complaints

- ⦿ Monthly reports continued to be provided throughout the year to Directors on Stage 1 and Stage 2 complaints, with numbers given for those which have been closed, upheld and completed within the timescale and also the numbers which are currently still open, and which are beyond the expected response timescale. Additional scrutiny of the information provided by departments has resulted in queries and requests to the Corporate Complaints Team for additional information by some divisions and the team have been pleased to assist.

Involvement, Participation and Consultation

- ⦿ We worked with other Council services to further develop the Council's involvement and use of data as part of a Council wide approach to involvement, participation and consultation.
- ⦿ Our involvement work and use of data will now be embedded as part of the new Council Corporate Strategy in terms of how we ensure continuous engagement and involvement in all that the Council does and how we perform. There are wider discussions through the Regional Partnership Board's Continuous Engagement Framework group. The Democratic Participation Strategy has been published on 1 May 2022


Performance Management

Our 2021/22 Annual Report was the first time we had to report under the terms of the Local Government and Elections (Wales) Act 2021, and we published it as part of our Annual Report on our Well-being Objectives.

- ⦿ We outlined the requirement of the new Act and our Performance Management Framework to members in November 2022 as part of the induction programme.
- ⦿ Following local government elections in May 2022 the new administration published its vision statement and we reset the Corporate Strategy to focus on 4 rather than 13 Well-being Objectives. We also held a workshop with members to contribute towards the development of the new Strategy.
- ⦿ We developed a new approach to business planning which is now focused on divisional delivery plans which aligns to the new Well-being Objectives, thematic and services priorities and core business enablers. The

first phase focused on actions and measures for the 2023-24 period and the second phased with focus in self-assessment of performance during 2022-23 in order to inform future business planning. Engagement and Assurance sessions with each of the Council's Departments will be held during June and July 2023.

- ⊙ For monitoring we introduced a more integrated way of looking at quarterly performance reporting and the Corporate Management Team held quarterly meetings entirely dedicated to performance management that have proved very worthwhile.
- ! We need to improve how we communicate how the Council is performing to residents, businesses, staff and Trade Unions.
- ! We will need to consolidate governance arrangements for the new Corporate Strategy.

	<u>Examination on the setting of Well-being Objectives</u>
<p>The examination is to assess the extent to which the Council has acted in accordance with the sustainable development principle when setting its well-being objectives.</p> <p>The review found that:</p> <p style="text-align: center;"><i>The Council has applied the sustainable development principle in the setting of its new well-being objectives but could strengthen its arrangements for citizen involvement and monitoring its progress.</i></p>	

Partnership working

- ⊙ The PSB Support Team in the Council led the development of the PSB's Well-being Plan for 2023-2028. Work was undertaken with PSB partners to agree its Well-being Objectives based on the findings of the Well-being Assessment which had also been led by the team. The Well-being Objectives were identified as:
 - Ensuring a sustainable economy and fair employment
 - Improving well-being and reducing health inequalities
 - Responding to the climate and nature emergencies
 - Tackling poverty and its impacts
 - Helping to create bilingual, safe and diverse communities and places.
- ⊙ Discussions were held with PSB partners to consider the collective action the PSB could take forward to contribute towards these objectives. The Council's PSB Support Team completed a draft Well-being Plan with suggested actions, informed by feedback from meetings with Board members, Welsh Government seminars on Tackling Poverty, Climate & Nature Emergencies, Health Inequalities and Improving Community Well-being and documentation including the Future Generations Report 2020 from the Office of the Future Generations Commissioner. The team have also directly engaged with officers from the Office of the Future Generations Commissioner as part of the statutory requirements of developing the Well-being Plan.

What and how we can do better

See our delivery plan to achieve this objective in Appendix 7

Governance Arrangements

<p>The Corporate Governance Group ensures that the above ambitions and processes are maintained. A series of cross-party Advisory Panels are important engagement fora to support the Cabinet Member for the respective service areas. The Corporate Policy Team support the following Advisory Panels:</p> <ul style="list-style-type: none"> • Tackling Poverty • Welsh Language • Rural Affairs.
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5k Electoral Services & Civil Registration

Increases in both the number of births and deaths registered during the year and a significant increase in the number of weddings and civil partnerships supported due to delays caused by the pandemic.
Local election in May 2022 successfully delivered

Why is this important?

- ⦿ Electoral Services - our electoral system is underpinned by a legal framework which establishes how elections are delivered. It sets out who is allowed to vote and the various ways they can cast their vote and have their say.
- ⦿ Registration Service – the Council’s Registration Service has the statutory function of providing a responsive service to the public for the registration of births, stillbirths, deaths; notices of marriage and civil partnership and consequent ceremonies; production of legal documentation and the approval of premises for marriages and partnerships; it is also responsible for citizenship ceremonies. The Service offers a range of non-statutory ceremonies and also delivers on request, the ‘Tell Us Once’ service on behalf of the Department for Work and Pensions (DWP).

How well are we doing (and how do we know)? ⓘ Sources of evidence

Success Measures / Explaining the Results

- ⦿ **90% of births were registered in Carmarthenshire within the statutory timeframe of 42 days** during 2022/23, this is in line with the Welsh average of 91% and an improvement on 84% in 2021/22. The number of births registered in Carmarthenshire increased by 2.3% in 2022/23 to 2,392 compared to 2,338 the previous year, this consists of all births which took place in the County and includes parents who are resident in neighbouring counties but attended Glangwili for their child’s birth. Actions are being implemented to work with the maternity services to raise awareness among parents of the need to make arrangements to register the birth within the first few weeks, as many are leaving it too late to ask for an appointment. *(CivilReg/001)*
- ! **55% of non-coronial deaths were registered within the statutory timeframe of 5 days during 2022/23.** Since COVID, there’s a requirement for deaths to be signed off by doctors and the Medical Examiner Service, with pressure on the NHS and the need for medical professionals to complete paperwork and discuss it with the Medical Examiner Service, before forwarding it to the registrars. This increases the length of time it takes for all necessary documentation to be received by the registrars. The number of death registrations in Carmarthenshire increased significantly in 2022/23, including an increase of 34% in cases requiring coronial involvement or investigation before the registrars were able to register the death. The impact of these matters was a decrease in deaths registered within 5 days from 60% in 21/22 to 55% in 22/23 in Carmarthenshire. The Welsh average also dropped from 69% last year to 50% this year.
This is mostly beyond our control, we attend local and national stakeholder groups for the Medical Examiner Service and have established good links, we intend to provide better information for families while they wait and to work with the health board and the Medical Examiner Service to make all processes more efficient. *(CivilReg/002)*
- ⦿ The **May 2022 Local Elections** were successfully delivered, with a 41.76% turnout which placed us in the top five for highest turnout of Welsh Local Elections. We conducted an effective campaign to ensure that all 16-



and 17-year-olds and foreign nationals newly enfranchised living within Carmarthenshire were registered and were encouraged to participate in getting them to vote. We did this by carrying out a comprehensive campaign with relevant videos that were shared with our stakeholders.

Progress in 2022/23

- ⦿ As a consequence of the pandemic, a new cohort of 10 casual deputy registrars was recruited in April-May 2022 to enable the service to successfully meet the extremely high demand for ceremonies last summer. Most of these staff have been retained and have been trained during the winter months to register births and deaths and to take notices. This additional staff resource will allow us to be more flexible in the number of weddings we are able to deliver as well as keeping adequate availability for birth and death appoints. This new cohort has also added resilience to the team of Registrars in the event of such a pandemic happening in the near future.
- ⦿ We pride ourselves on the development and strengthening of our stakeholder meetings. We meet on a regular basis to ensure that improvements are continuously being made to the death registration journey, ensuring that the bereaved families are at the heart of any decision making. A valued member of the stakeholder group is the Coroner for Pembrokeshire and Carmarthenshire jurisdiction. The Coroner and his team engage with the Registration Service regularly, again ensuring that inquests and their subsequent registration of the death can be carried out in a timely fashion.
- ⦿ 2022 was a very busy year with weddings and civil partnerships, Registrars worked with the couples to ensure we delivered a unique, personal service. The numerous complimentary cards of gratefulness received by the Registrars for making their day extra special is a sign that we delivered. Each wedding we see as a marketing opportunity so that guest and families will take away that a Registry wedding can be special and where possible we will tailor the service to what the couples want.
- ⦿ The Elections team delivered successful Local Government Elections in May 2022, with many internal staff contributing by either being part of the Election Project Board, working at polling stations or on the count. We particularly pride ourselves on the campaign that we put out leading up to and including election day. This could not have been delivered without close collaboration with our Marketing and Media team and its success will be built upon for future elections.
- ⦿ We have also delivered a number of by-elections and have taken the decision to engage the Modern Democracy app. This has enabled us to “modernise” the way that elections at the polling station is delivered by providing electronic registers that in turn provide live turnout via an election management portal and instant documents required at close of polls. We see this step as a positive move to us contributing to paper saving and efficiency.
- ⦿ We work with our internal partners to carry out data matching of our records against Council Tax, Housing Benefits, Payroll and Education records to ensure the Electoral Register is accurate and up to date. Our electorate is currently 147,792 of which 35,072 vote by post this equates to 23% of our electorate. We continue to promote alternative ways of voting if electors find it inconvenient to vote at polling stations.
- ⦿ We commenced an electoral review of our Town and Community Councils which will ensure we have the right governance on those councils. This review is due to end in October 2023 with any recommendations adopted coming in with the Local Elections in 2027.

What and how we can do better

See our delivery plan to achieve this objective in Appendix 7

Governance Arrangements

Departmental Management Team and Council democratic processes.

5I Estates & Asset Management

Reviewed our Corporate Asset Management Plan 2023-2028

to ensure that our property related aims and uses align with our Corporate Strategy and Well-Being objectives. The plan identifies the challenges and key priorities over the next 5 years for the Council's Services from a property perspective.

Why is this important?

The service is responsible for implementation of a strategic approach to the Council's management of its property resources to meet the Council's regeneration aims.

Key Service Areas include:

- Service and Strategic Property Reviews.
- Identifying opportunities for major land-based project development in order to attract significant investment to the County, with a focus on the reshaping our town centres.
- Providing comprehensive advice to the Council and its partners on all matters related to capital investment/disposal in property/land related activities.
- Statutory asset valuations & advice for Local Authority and partners for financial accounting requirements.
- Managing the Council's diverse portfolios covering Office, Depot, Commercial, Industrial & Rural estates together with Livestock & Provisions Markets.
- Providing a facilities management service across the administrative portfolio and associated premises.
- Undertaking and advising on Community Asset Transfers.
- Managing the Council's property records.



How well are we doing (and how do we know)? 📄 Sources of evidence

Success Measures / Explaining the Results

! We only generated **36%** (£565,200) of the capital receipts we set out to achieve in our capital program £1,567,000 (*2.1.2.12*). Delays in planning submissions for residential development has resulted in significant capital receipts targeted for this financial year not being realised as well as demand for problematic sites having slowed down. Our 2023/24 Capital receipts program has been set at £2,588,000 which also reflects this year's slippage.

Progress in 2022/23

🕒 During the year we considered options for ensuring the most effective use of the Council farm estate to support affordable farming initiatives and maximising development/diversification opportunities, particularly in relation to regeneration of renewable energy. The review concluded that the County Farm Estate be retained and managed under the current policy whilst rationalising and considering development opportunities as they arise. A new Rural Estate Plan will be drafted over the next 12 months to highlight the extent and performance of the current portfolio, together with the key issues and future strategy of the Estate to enable the Council to maximise the opportunities available to support its well-being objectives. We will also continue to engage with the Climate Change & Nature Emergency Advisory Panel and the Rural Affairs Advisory Panel to consider their views in finalising the Rural Estate Plan.

This is a review of the Council's arrangements for managing its assets with a focus on office accommodation and buildings from which the Council delivers services to its residents. It looks at how the Council strategically plans the use of its assets, how it monitors the use of its assets and how it reviews and evaluates the effectiveness of its arrangements.

Findings

Overall, it found that: The Council is strengthening its arrangements for asset management and recognises that there are opportunities to use the sustainable development principle more to improve this work.

Recommendations

1. The Council needs to apply and embed the sustainable development principle in the way it plans, delivers and monitors the management of its assets.
2. The Council needs to improve the performance management of its assets by:
 - a. developing a set of performance and outcome measures that reflect the Council's ambitions for its assets and monitor these measures at a corporate level, including reporting to overview and scrutiny committee(s);
 - b. benchmarking performance on asset management with other organisations.

Our Response

1 Sustainable Development

- To balance the Council's short-term requirements and its ability to meet longer term needs, a cross departmental Strategic Land use group is undertaking a phased review of the Council's land assets to highlight potential opportunities in relation to its key aims of carbon sequestration, phosphate mitigation, tree planting, community use and enhancement of biodiversity.
- In addition, the Maintenance Section continues in its programme to undertake detailed condition surveys of our various portfolios in order that we have a clear picture of future liabilities as part of any key decisions with property implications. Services have prioritised assets for survey purposes.
- Following service consultations on hybrid working space requirements, a timetable and programme of works and moves is in place.
- These actions will ensure alignment with our objectives of ensuring that we become more resilient, support regeneration in our communities in light of global responsibilities and acting to prevent or reduce worsening land associated issues. They will also assist in delivering a sustainable future for our estate.

2 Performance Management

Sustainability of our Estate

- Our Energy team working on acquiring display Energy Certificates for all relevant CCC portfolios.
- In addition, baseline data from current Display Energy Certificates (DECS) to be supplied by the Energy Team.
- Ongoing Performance monitoring will cover delivery of the programme for necessary DECS together with movements in grades and consumption data.

Condition of our Estate

- Baseline data set for portfolios subject to recent condition reports. In addition, programme of remaining Condition Surveys agreed by 1st April 2023. Performance monitoring will cover delivery of programme noted above and resulting movement in grades and backlog maintenance figure once baseline is set

Utilisation / Efficiency of our Estate

- Occupye Desk monitoring system to be installed across various sites by December 2023.
- In relation to benchmarking performance on asset management with other organisations, via our participation in the Property & Estates Group of the Association of Chief Estates Officers (ACES) and the Consortium of Local Authorities in Wales (CLAW), we will be undertaking a review of benchmarking performance as part of the group's ongoing discussions with Data Cymru on delivering suitable indicators

What and how we can do better

See our delivery plan to achieve this objective in Appendix 7

Governance Arrangements

Corporate Property Strategic Management Group considers key issues facing corporate estate . Transformation Board Workplace workstream considers hybrid working arrangements and opportunities across office and depot sites. Cross Departmental Strategic Land Use Group reviews land holdings to highlight and develop opportunities on sustainability, community and Net Zero Carbon commitments.

5m Risk Management

Risk Management contributes to achieving our vision, protecting our front-line services and supporting a socially sustainable economic environment. *(Director of Corporate Services)*

Why is this important?

Risk is the threat that an event or action will adversely affect an organisation's ability to achieve its objectives - Audit Commission

- We recognize the benefit of being proactive with the management of risk and have invested funds to identify and minimize risks in both financial and non-financial terms.



How well are we doing (and how do we know)? ⓘ Sources of evidence

Success Measures / Explaining the Results

- Only **49%** of **motor vehicle incidents** were reported to Risk Management within **5 working days** (RM/001) this is the first year of collating this measure.
- **66%** of **departmental reports** were returned to Risk Management within **15 days** from request (RM/002) this is the first year of collating this measure.
- All **91 (100%)** of **motor claims reports** were provided by risk management within **7 working days** (RM/003) this is the first year of collating this measure.
- **95%** of **liability claims reports** were provided by risk management to insurers within **10 working days** (RM/004) this is the first year of collating this measure.

Progress in 2022/23


Carmarthenshire Transformation Strategy



The Risk Management Steering Group examines how Risk Management can be developed and ensures that risk management is embed in decision making throughout the organization. A review undertaken by the Transformation team concluded that *'The Terms of Reference of the Risk Management Steering Groups and its various sub-groups have recently been reviewed. This will allow the strategic group to adopt more of a strategic approach to its consideration of risk management issues, such as undertaking regular reviews of the Corporate Risk Register'*

- We are embedding **good risk management** into all our processes. Corporate and project Risks are captured within Risk Registers. We use 'Web based risk register software' which allows departments to input, access, maintain and manage all risk.
- **The Corporate Risk Register** is reported to the Governance and Audit Committee on a six-monthly basis following bi-monthly review and critical assessment of the risks by Corporate Management Team.

- ⦿ **Risk workshops** held for staff and Governance and Audit Committee throughout the year.
- ⦿ Workshops have been held for our Corporate Management Team and Heads of Service to develop a **Risk Appetite Statement**.

	<p>Following the Audit Wales Review of Risk Management Arrangements in July 2019 the recommendations and actions have been progressed.</p>
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- ⦿ Increased emphasis on **risk-based auditing** rather than re-active in our internal audits. Our Internal Audit plan was devised mostly from risks cited within the Corporate Risk register and Departmental risk registers.

What and how we can do better

See our delivery plan to achieve this objective in Appendix 7

Governance Arrangements

The Council has a Risk Management Steering Group which reports its activity to the Governance and Audit Committee by presenting for information the minutes of the group.

The Risk Management Steering Group comprises Cabinet Member Risk Champion (Cabinet Member for Resources), Departmental Risk Champions and is chaired by a Head of Service.

5n Business and Cabinet Support Unit

A significant year of change following Local Government Elections

The May 2022 Local Government Elections saw a new Cabinet being formed and there was a significant period of change as portfolios were determined.

Why is this important?

- ⦿ The **Business and Cabinet Support Service** is responsible for providing a range of corporate, departmental and service specific support within the Chief Executive's Department:
 - business support to the Chief Executive, the Leader and members of the Cabinet
 - forward work programme support to Corporate Management Team
 - departmental Management Team support
 - administrative support in connection with the functions of the Lieutenancy
 - support for Royal Visits, ceremonial duties, honours and presentations made by the Lord-Lieutenant on behalf of His Majesty the King
 - creditors and debtors' processes for department
 - mail handling at County Hall, Carmarthen
 - staff ID system
 - support to Electoral Services team in relation to postal votes.

How well are we doing (and how do we know)? ① Sources of evidence

Success Measures / Explaining the Results

No specific service measures, as the work of the team is responsive to organisational business.

Progress in 2022/23

- ⦿ Following the Local Government Elections in May 2022, the Cabinet has agreed to publish a vision statement. The Vision Statement was approved at Cabinet on 18.07.22.
- ⦿ The vision includes priorities, projects, and plans the Cabinet wants to achieve over the course of the administration. This vision statement is delivered through the Council's Corporate Strategy and detailed reports and recommendations on specific projects and programs will be presented through the democratic process over the next five years.
- ⦿ We have produced, maintain and publish a Forward Work Plan for the Cabinet.
- ⦿ We supported the new administration to develop the new Cabinet portfolios.
- ⦿ We provided the support to Heads of Service / Service managers within the department to ensure any recommendations from internal audits, or new ways of working are implemented accordingly and in a timely manner. An example of this is the P2P - No Purchase Order, No Payment initiative - where we have worked with our budget managers and creditors to ensure the necessary paperwork is in place prior to invoices being submitted for payment. This has been seen as a positive step in ensuring our creditors are paid in a timely manner.

What and how we can do better

See our delivery plan to achieve this objective in Appendix 7

Governance Arrangements

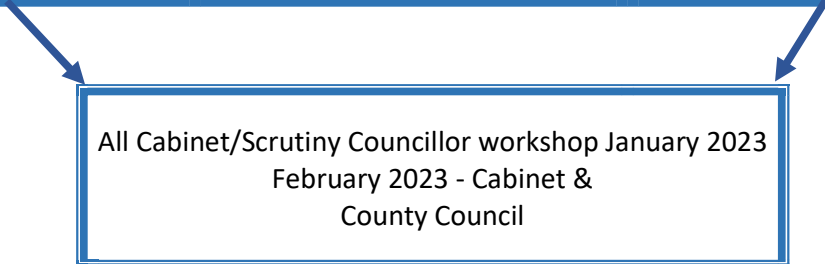
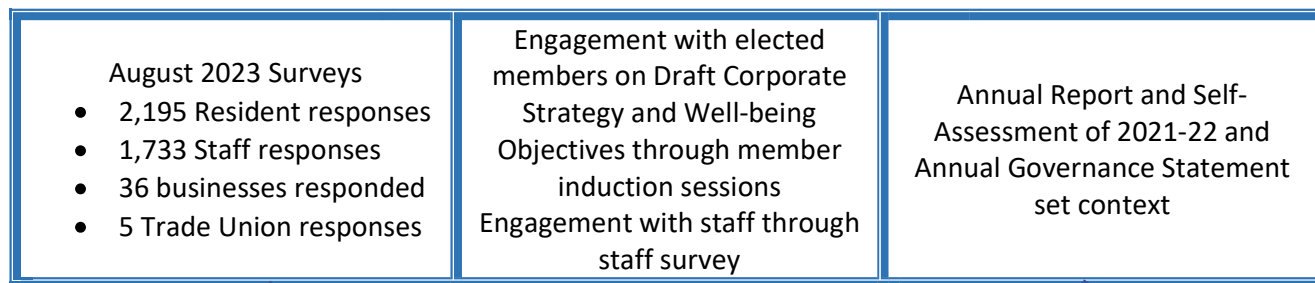
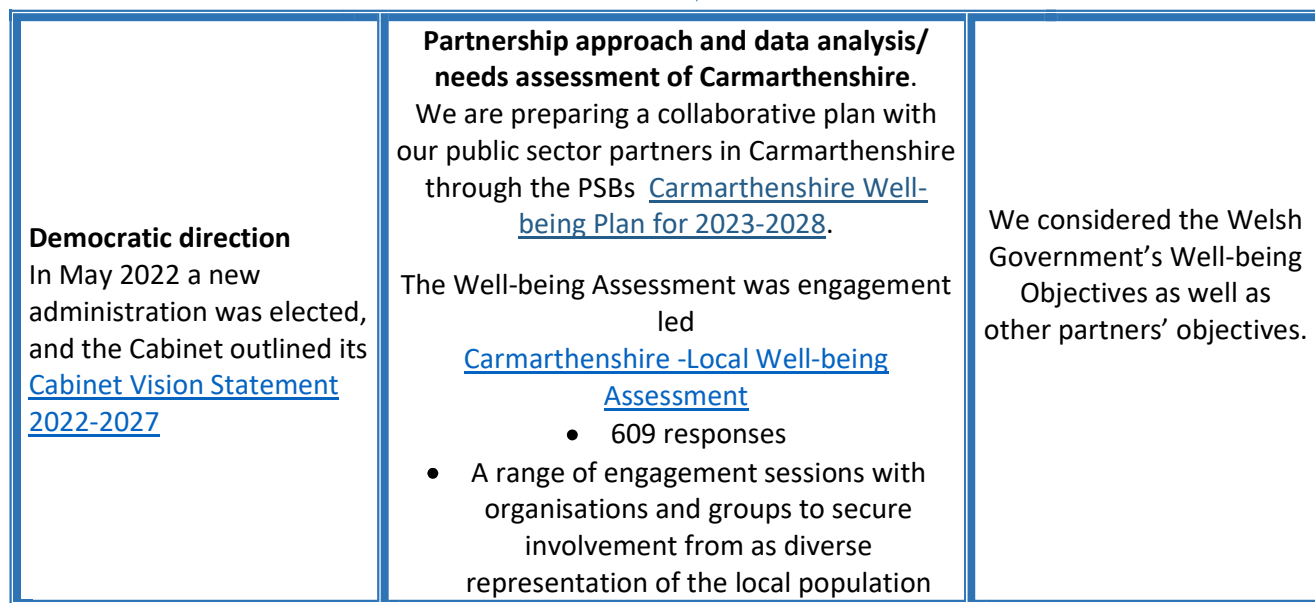
The service manages the Corporate Management Team and Cabinet forward work programmes.

APPENDICES

How our Well-being Objectives were identified

Our Corporate Strategy 2018-23 'Life is for Living, let's start, live and age well in a healthy, safe and prosperous environment' was due for renewal. The impact of COVID-19, the Climate emergency and Cost of Living crisis and Transformation needs all set the scene for a revised approach. The Local Government Elections in May 2022 was a good opportunity to review and refresh our Well-being Objectives.

Our previous Corporate Strategy had 13 Well-being Objectives and it was felt that a more compact set of priorities was required. Business Planning Engagement and Assurance sessions in November-December 2021 with Departmental Management Teams identified change was needed to a more thematic approach.



Lead Cabinet Members and officers identified for each Well-being Objective and business planning was redesigned to fully align with Well-being Objectives.	New Corporate Strategy and Well-being Objectives
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Delivery of the Corporate Strategy will be outlined in divisional delivery plans. The business planning cycle has been re-designed and is currently being undertaken in 2 stages:

1. **Identify Actions, Measures & Risks** – based on 2021-22 self-assessment, Cabinet Vision Statement commitments, risk register etc – to be completed by end of February 2023
2. **Self-assessment of performance** – sessions to be held in April/May 2023. Will inform Council Annual Report for 2022-23 but also will be used to consider 2024-25 delivery plan process (which will start in July 2023)

The introduction of the Integrated Impact Assessment for all Cabinet/Full Council proposals from April 2023 will ensure the 5 ways of working (and other impact assessment requirements) are embedded into the Council’s work.

Applying the sustainable development principles and 5 ways of working

The sustainable development principle is about ensuring 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.’

5 ways of working

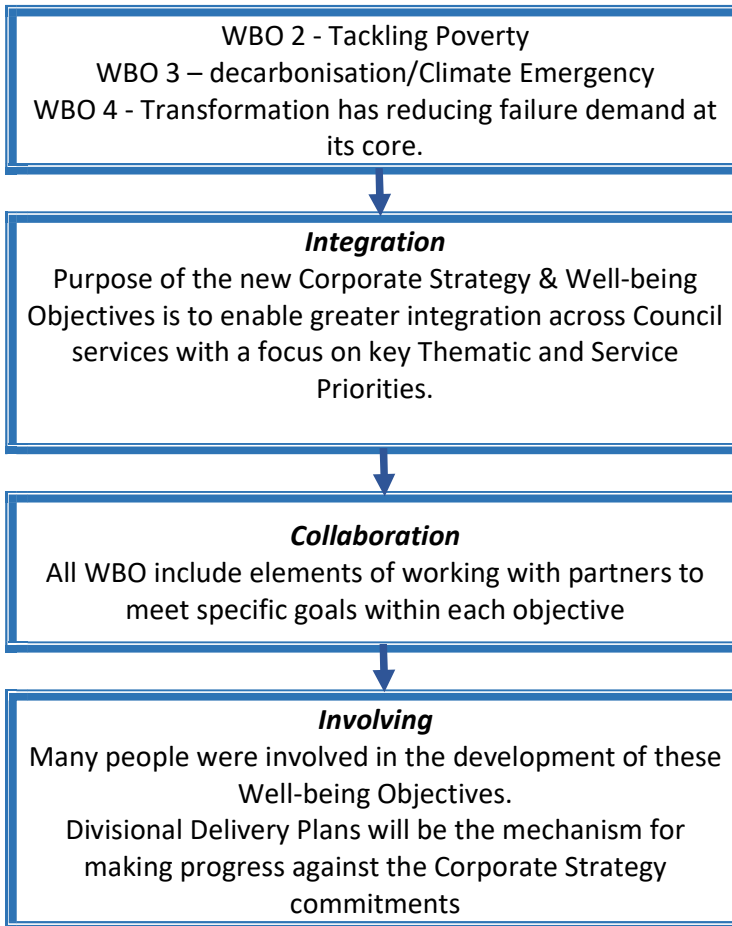
Long term	Prevention	Integration	Collaboration	Involving
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Promotion of the Well-being Act specifying on the SD principle and the 5 Ways of Working through training workshops, seminars and promotion

Consideration of the 7 National Goals and how the Council can maximise its contribution to those goals was central to the development of the new corporate strategy and Well-being Objectives.	Business Planning for 2023+ was redesigned to align to the new Well-being Objectives – 2 phase approach: <ol style="list-style-type: none"> 1. Identify Actions, Measures & Risks 2. Self-assessment of performance
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Long Term
Cabinet Vision Statement & Corporate Strategy

Prevention
This is a guiding principle across our priorities but particularly as follows.
WBO 1 - prevention and early intervention.

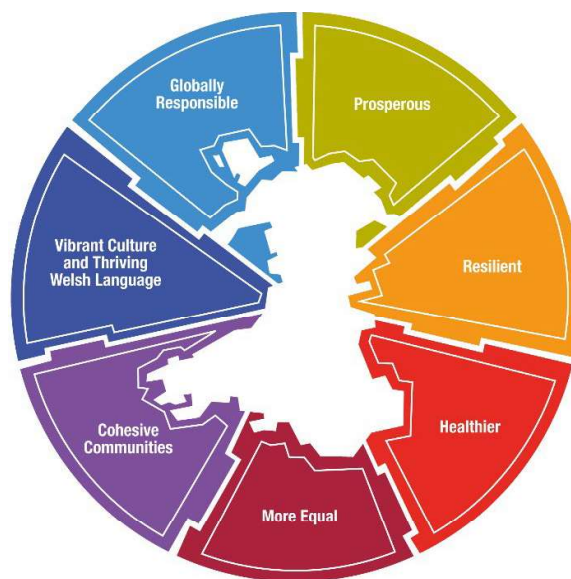


Statutory Requirements

Well-being of Future Generations Act (Wales) 2015

The general purpose of the Act, is to ensure that the governance arrangements of public bodies for improving the well-being of Wales, take the needs of future generations into account. The Act is designed to improve the economic, social, environmental and cultural well-being of Wales, in accordance with sustainable development principles. The law states that: -

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



The Well-being of Future Generations Act provides a shared vision for all public bodies in Wales to work towards. As a public body subject to the Act we are required to set and publish Well-being Objectives that maximise our Contribution to the Well-being Goals.

The Local Government and Elections (Wales) Act 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. [Part 6 of the Act outlines new duties in respect of Performance and Governance of Principal Councils](#) and includes specific duties for the Council:

- Duty to keep performance under review;
- Duty to consult on performance;
- Duty to report on performance – based on self-assessment approach;
- Duty to arrange a panel performance assessment;
- Duty to respond to a panel performance assessment report.

The Local Government and Elections (Wales) Act 2021 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; and
- our governance is effective for securing the above.

How our Well-being Objectives contribute to National Well-being Goals



Well-being Objectives	7 National Well-being Goals						
	Prosperity	Resilience	Healthier	More Equal	Cohesive Communities	Vibrant Culture and	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)	✓	✓	✓	✓	✓	✓	✓

Regulatory Reports 2022/23

Several regulatory reports were issued during the last twelve months.

- ⦿ There are some local reports that are specific to Carmarthenshire, these are noted as local below.
- ⦿ National / Thematic reports are undertaken by regulators to look at all councils in Wales (in an integrated programme of work consulted and agreed upon with local government) to identify best practice.
 - Most of these reports contain recommendations. Sometimes the recommendations are for Welsh Government and / or local government or other stakeholders.
 - Not all recommendations contained in reports may apply to Carmarthenshire as in some instances we could be the area of best practice proposed, be already doing what is identified or it may be, just not be applicable.

The following list of regulatory reports were issued during the last twelve months:



July 2022	Public Sector Readiness for Net Zero Carbon by 2030		National
August 2022	Carmarthenshire County Council – Springing Forward – Workforce Management	2 Recommendations	Local
August 2022	Assurance and Risk Assessment progress update		Local
September 2022	Equality Impact Assessments: more than a tick box exercise?	4 Recommendations	National
October 2022	National Fraud Initiative 2020-21		National
October 2022	Follow-up Review: Planning Services		Local
November 2022	‘Time for Change’ – Poverty	8 Recommendations	National
December 2022	Assurance and Risk Assessment Progress Update – Carbon Reduction	1 Recommendation	Local
December 2022	A picture of flood risk management		National
December 2022	‘A missed opportunity’ – Social Enterprises	3 Recommendations	National
January 2023	Community resilience and self-reliance	2 Recommendations	National
January 2023	‘Together we can’ – Community resilience and self-reliance		National
March 2023	Carmarthenshire County Council Annual Audit Summary 2022	2 Recommendations	Local
March 2023	Digital Inclusion in Wales		National



February 2023	Deprivation of Liberty		National
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October 2022	Effective approaches to assessment that improve teaching and learning	6 Recommendations	National
October 2022	A review of the current 16-19 curriculum in Wales	11 Recommendations	National
October 2022	Initial Teacher Education reform in Wales: emerging strengths and areas for consideration		National
January 2023	Apprenticeships: early feedback on delivery under the new contracts		National
February 2023	Educational visits in further education colleges		National
February 2023	Digital and online learning in further education colleges		National

Other Regulatory Assessments



Office of Government Commerce

- **Welsh Government – OSG Gateway Review :Strategic Assessment of Swansea Bay City Deal**

July 2022	Swansea Bay City Deal OGC Gateway™ Review: Strategic assessment Report	4	Regional
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2022/23 Performance Assessment

Under the Local Government and Elections (Wales) Act 2021 we have a duty keep under review if we are fulfilling the 'performance requirements' on the extent to which:

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

Our Approach

Assessment aligned to our Well-being Objectives

Using well-being objectives to frame the self-assessment enables the Council to integrate the reporting requirements of both the Local Government & Elections (Wales) Act and the Well-being of Future Generations (Wales) Act into a single report. This approach provides the context within which we exercise our functions, use resources, and ensure governance is effective as follows:

- It ensures the self-assessment is strategic, focusing on the organisation, rather than individual services and on the extent to which the Council is achieving its well-being objectives and intended outcomes.
- It allows us to reflect at a strategic level on how all our functions (including corporate activities) are contributing to the achievement of our well-being objectives, how we are operating and what action we need to take to improve further and continue to provide effective services now and for the long-term.
- Using well-being objectives as the overarching framework encourages a more holistic view of Council performance, recognising that many services 'join-up' and contribute to one or more well-being objective.
- We continue to manage individual service performance via Divisional Delivery Plans.
- Considering the extent to which the Council is meeting the performance requirements is a corporate, organisational assessment rather than an assessment of individual services. However, each division has undertaken a self-assessment, and these have been considered in order to inform the overall assessment.

Assessment of each division

Each division within the Council undertook a self-assessment on the extent to which they were meeting their 'performance requirements' relating to functions, resources, and governance. For each of those criteria, the assessment set out three questions:

1. How well are we doing?
2. How do we know?
3. What and how can we do better?

Each divisional self-assessment was discussed at an Engagement and Assurance session between the senior officers of the division and representatives from corporate services to understand key issues and moderate self-assessment findings. Any key service specific findings will be addressed in 2024/25 business plans (unless needing urgent consideration within the current delivery cycle).

Exercising functions effectively to deliver strategic priorities

The Council's divisions collaborate and integrate to deliver our Corporate Strategy and we monitor the actions and measures set. We can monitor progress on these actions and measures by Cabinet Portfolios, Scrutiny Committee, Cabinet Vision Statement, Well-being Objective and by Department and Service. Over 80% of our actions and targets were achieved for the year.

Department	Function	On Target	
		# actions & measures	%
Chief Executive	People Management	168	85%
	Regeneration, Policy and Digital		
	Administration and Law		
	Media & Marketing		
	Electoral & Civil Registration Service		
	Business Support		
Education & Children	Children's Services	123	93%
	Strategy and Learner Support		
	Education Services & Inclusion		
	Access to Education		
Communities	Adult Social Care	59	87%
	Integrated Services		
	Homes & Safer Communities		
	Leisure		
	Commissioning		
	Property		
Place & Infrastructure	Waste and Environmental Services	165	72%
	Transportation and Highways		
	Policy and Performance – Business Support		
	Place and Sustainability		
	Non-Housing Maintenance		
Corporate Services	Revenue & Financial Compliance	29	85%
	Financial Services		

Overall performance on delivering the actions and measures realigned to deliver the first year of the new Corporate Strategy for 2022/23.

2022/23	On Target	Off Target
Number of actions and targets set	544	122
%	83%	17%

Overall functions performed effectively and 83% of planned improvement actions and targets were achieved. Any off-target areas were explained and remedial action set.

Exercising functions effectively by applying the sustainable development principle

Public bodies must meet their duty under the Well-being of Future Generations Act acting in accordance with the sustainable development principle, which means that they must act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.

To show that they have acted in accordance with the sustainable development principle, a public body must take account of five ways of working.

Divisions were asked to assess how well they were applying the sustainable development principle on a 1-5 rating basis.

	Collaboration	Integration	Involvement	Long Term Focus	Prevention
Chief Executive's Department					
People Management	5	4	4	4	5
Regeneration, Policy and Digital	5	4	4	4	4
Administration and Law	4	3	3	3	3
Media & Marketing	4	4	3	2	3
Electoral & Civil Registration Service	5	4	4	4	4
Education & Children's Services Department					
Children's Services	3	3	3	3	3
Strategy and Learner Support	5	4	5	5	4
Education Services & Inclusion	4	3	3	5	3
Access to Education	3	3	3	3	3
Communities Department					
Adult Social Care	5	3	5	4	4
Integrated Services	5	5	3	3	3
Housing and Public Protection	4	3	3	4	3
Leisure	5	4	3	5	5
Business Support & Commissioning	5	5	3	3	3
Place & Infrastructure Department					
Waste & Environmental Services	5	4	4	5	4
Transportation and Highways	4	3	4	4	4
Policy and Performance P&I	4	4	4	3	4
Place and Sustainability	4	4	3	5	4
Non-Housing Maintenance	4	4	4	4	3
Corporate Services Department					
Revenue & Financial Compliance	5	3	3	4	3
Financial Services	5	3	4	4	3
Average score	4	4	4	4	4

Key overall findings from the divisional self-assessments

Collaboration
There is a need to further identify how our well-being Objectives can be supported by partners and how we can support their Well-being Objectives.
Integration
There is a need to further consider the seven corporate areas as a framework for self-assessment and apply the five ways of working to those areas. This will support the Council to ensure it is governing itself to maximise its contribution to the well-being goals and meet its well-being objectives.
We need to ensure cross Council buy-in/support to the decarbonisation and climate change work programme. Place & Infrastructure is leading but need all service areas to build decarbonisation and climate change into service consideration. Further consideration is needed in terms of how Council budget spend can be aligned with addressing climate/carbon impact. We need to set clear expectations centrally for operational teams to deliver and a consistent approach to remove the risk of services working against each other or to different standards.
Involvement
There is a need to continue to develop our understanding of the service user perspective and establish what involvement and participation work is already taking place to identify service user satisfaction with performance. This would also include doing more with our engagement and assurance of non-service users.
There is a need to improve sharing across the Council of data/information from service user engagement and resident consultation undertaken directly by services.
There is a need to improve the use of contact centre/Hwb, Delta Well-being, complaints and service satisfaction data and information to improve service planning.
Long term focus
There is recognition that work undertaken on preparation of the PSB well-being assessment and Council Corporate Strategy is developing our long-term focus but this still tends to be 5 year horizon scanning and not longer term. This needs further development.
Prevention
There is a need to ensure that the Prevention Strategy, which is being led by the Communities Department, is extended and develops to become a whole population approach to prevention which applies across the Council. It is envisaged this will reduce demand for statutory intervention and maximise the potential of individuals.
There is a need to focus on enabling behaviour change by residents and Council staff to influence change and manage expectations.

Using resources economically, efficiently, and effectively

The Well-being of Future Generations Act provides the context within which a Council should be exercising its functions, using its resources and ensuring its governance is effective, with the aim of maximising its contribution to the well-being goals. The Act sets the framework within which a Council must consider its performance, in terms of service delivery, corporate capability and capacity to meet the needs of current users, without compromising the needs of future generations.

The statutory guidance on the Well-being of Future Generations Act contains a core set of activities common to the corporate governance of public bodies.

In their self-assessments, divisions were asked to rank on a 1-5 score basis the support provided by these corporate services.

	Corporate Planning	Financial Planning	Workforce Planning	Procurement	Asset Management	Risk Management	Performance Management	Regulatory recommendations	ICT	Marketing and Media
People Management	5	5	4	5	5	5	4	4	5	5
Regeneration, Policy and Digital	5	4	3	4	4	4	4	4	5	4
Administration and Law	3	3	4	4	3	4	4	4	4	3
Media & Marketing	4	4	4	3	5	4	5	3	4	3
Electoral & Civil Registration	3	4	5	4	4	4	5	4	4	4
Children's Services	5	5	3	3	3	4	5	4	3	3
Strategy and Learner Support	5	5	3	3	3	4	5	4	5	3
Education Services & Inclusion	5	5	3	3	3	4	5	4	3	3
Access to Education	5	5	3	3	3	4	5	4	3	3
Adult Social Care	4	4	3	3	4	4	4	4	5	4
Integrated Services	4	5	4	5	3	5	5	5	5	3
Housing and Public Protection	4	4	2	2	4	3	4	4	3	4
Leisure	3	5	3	4	4	4	4	3	4	5
Business Support & Commissioning	4	5	4	5	3	5	5	5	4	4
Waste and Env. Services	4	4	5	5	2	4	4	5	4	5
Transportation and Highways	4	5	3	4	4	4	3	4	3	2
Policy and Performance	1	3.5	4	4	2	3	4	4	4	4
Place and Sustainability	4	4	4	4	3	4	4	3	4	3
Non-Housing Maintenance	1	4	3	3	2	3	3	3	3	3
Revenue & Financial Compliance	3	4	3	5	3	5	3	5	4	4
Financial Services	3	3	3	3	3	4	3	5	4	4
Average Score	4	4	3	4	3	4	4	4	4	4

Key overall findings from the divisional self-assessments

Corporate Planning	There is a need to review Council Governance to align with the new Corporate Strategy. This includes a review of existing working groups, corporate governance boards and advisory panels etc
	To further develop the Corporate Data Suite to support the Corporate Strategy and address any performance/intelligence gaps and the development of a data suite dashboard.
Financial Planning	There is a need to further develop engagement from all departments to both the budget setting process as well as greater ownership of monitoring in some areas.
	There is a need to re-visit the approach to service planning and budget setting in order to ensure greater alignment.
Workforce Planning	There is a need to further develop the Council's approach to workforce planning areas including: focusing on recruitment, retention, training, competencies, and coaching, with the aim of growing our own workforce and creating an attractive offer for young people. This should build on the staff consultation survey findings.

	There is a need to monitor and report on the progress of each divisions analysis of current workforce and future workforce requirements, along with the skills and competencies which will be needed to deliver new, different, or improved services.
	There is a need to further strengthen the Council's approach to giving staff a voice and involving them in making positive change. <ul style="list-style-type: none"> • The involvement of staff in service improvement projects is a key part of our Transformation programme. • The Joint Consultative Forum was established during the year to improve communication and dialogue between our trade union colleagues and senior leaders (includes officers and elected members)
	There is a need to ensure that the Council complies with the new Social Partnership and Public procurement Duty.
	There is a need to continue to address challenges with recruitment and retention of the staff faced by most services, with a particular focus on: <ol style="list-style-type: none"> 1. Developing and improving the Council's staff reward and recognition programme 2. Further developing staff progression programmes – right across the Council but 3rd & 4th tier managers in particular 3. Improving the recruitment system including the approval to recruit process.
Procurement	There is a need to ensure the Council complies with the new Social Partnership and Public procurement Duty with a particular focus on considering socially responsible public procurement
Asset Management	There is a need to further consider our approach to planned maintenance requirements balancing short and long-term costs of any programmes of work.
Risk Management	There is a need to update the risk management strategy and review it in line with the Corporate Strategy.
	There is a need to further integrate risk management reporting into quarterly observation performance monitoring reports.
Performance Management	There is a need to set a Council wide service planning and performance monitoring timetable for the financial year so that departments know when to expect various requirements. To include business planning (budget planning); self-assessment; quarterly reporting; end of year annual reporting
	There is a need to further develop and refine the quarterly observations report and links with departments. This will include a New Corporate Data Suite developed to align with the Council's Corporate Strategy and well-being objectives. Development of the data suite dashboard will be a key priority during 2023-24
External and Internal Regulation	There is a need to continue responding to regulatory report recommendations in a constructive way and act on recommendations quickly.
ICT	There is a need to continually review and ensure management systems are fit for purpose and developed as appropriate.
	There is a need to establish key Digital Steering/Working Groups across all departments. With digital demand ever increasing, it has been key to get the buy-in from Directors and Heads of Service for the need of a prominent Digital Group for each directorate.
	There is a need for the digital service to continue working closely with departments to outline their long-term-focus with their own departmental strategies. This will include formalising long-term plans for departments in a digital context and working back

	towards medium to short term focus to understand what need to be priorities to ensure the long-term needs can be delivered
Communications / Marketing and Media	There is a need to further develop the Council’s planned communications. There are well established arrangements for reactive/crisis response communications but there is a need to improve planned communications that focus on the issues that people want to know most about. Promotion of Council core business provision, as well as the new projects /programmes/policies/decisions.
	There is a need to manage public expectation in terms of what the Council can offer/do – resources and capacity do not always match up with public expectations of what the Council can deliver. There is increasing demand and complexity for services at a time of reduced resources and capacity.

Against an extremely challenging economic backdrop of high inflation and unprecedented wage growth not seen for a generation, the Council delivered a small underspend against budgets.

The 2022/23 financial year saw a significant shift in the risks to the economic climate. The perceived risk on further COVID-19 resurgence has not materialised, albeit the virus remains endemic. As restrictions were fully removed, most Council services were able to return to pre-pandemic operation levels. The anticipated reduction in commercial income has manifested during the year, though not as badly as feared, with activity levels gradually recovering during the year.

This has been supplanted by a cost-of-living crisis, with inflation reaching a 40 year high, remaining stubbornly above 10% during the year (though it is widely expected to fall during 2023/24). Interest rates rose from 0.75% in March 2022 to 4% by March 2023. The extraordinary increase in energy prices, which was only partially mitigated by government support schemes, has impacted households and businesses alike. This has been taken into account when reviewing bad debt provisions. Despite this, the labour market remained tight during the year, with difficulties recruiting suppressing the true impact of in-year financial pressures. Driven by this environment, public sector pay offers were above expectations at the time of budget setting, and this issue is likely to be repeated in 2023/24 based on the NJC Employers’ offer already published.

Whilst UK Government finances have improved since the Autumn budget of the short-lived Truss/Kwarteng administration, the outlook remains concerning, with public sector borrowing forecasts around £50bn higher than a year ago, and current indications of challenging future funding settlements, particularly in the years following the next general election.

Against this backdrop, our overall financial standing has been maintained at a prudent level, with an increase in the level of general balances at the year-end. The Authority also holds earmarked reserves which are held for specific purposes, whether this is to address liabilities now or in the future e.g., insurance reserves or for financing specific capital schemes. The Authority has been able to augment these balances at the year-end to provide additional resources towards future pressures and risk mitigation.

Effective Governance

[Annual Governance Statement](#) (Section 3 of Statement of Accounts 2022/23)

It is important that a Governance Statement includes an evaluation and conclusion and provides a clear judgement on whether the governance arrangements outlined are fit for purpose. To enable this judgement the Council's Internal Audit service conducted a review of our arrangements against the adopted standards (see 3.3 below).

Internal Audit Report extract:

Findings of Carmarthenshire County Council Internal Audit review of AGS and Corporate Governance	
Post Review Assurance Level	Description for Assurance Level
Acceptable	Moderate controls, some areas of non-compliance to agreed controls Medium/Low risk of not meeting objectives Medium/Low risk of fraud, negligence, loss, damage to reputation
Internal Audit found no fundamental control issues to be addressed as a high priority.	

NEW GOVERNANCE ISSUES IDENTIFIED IN THIS YEAR'S ANNUAL GOVERNANCE STATEMENT

ISSUE REF	ACTION	RESPONSIBLE OFFICER	TARGET DATE
AGS 2022/2023 No.1	To embed the governance arrangements around the New corporate strategy and Well-being objectives 2022-27 ICTCP 5g2	Corporate Policy - Performance	31 March 2024
AGS 2022/2023 No.2	We will ensure that Corporate Performance Management and Internal Audit work together, to ensure that the Annual Governance Statement plays its part in the Overall Council's Self-Assessment. ICTCP 5g1	Corporate Policy – Performance	31 July 2023
AGS 2022/2023 No.3	Data Insight Team to support in the development and analysis of consultation activity arising from the Local Government and Elections Act (specifically with residents, businesses, trade unions and staff).	Corporate Policy – Data Insight	31 March 2024

Consultation Activity

Following the local elections in May 2022 the Council set out to understand the views of Carmarthenshire’s residents and businesses, the Council’s staff and trade unions on several areas to inform future planning and priority setting through a series of surveys.

During that time those surveys were conducted against a backdrop of continuing austerity and increasing demand for services exacerbated by the cost-of-living crisis, climate and nature emergencies and post-pandemic recovery. This year has been no different and as an organisation we continue to grapple with these challenges whilst striving to do our best for our residents, businesses and staff in what we know is a challenging time for many.

By design, this year’s surveys largely mirrored the previous year’s allowing for the collection of comparable evidence that can be monitored over time. A breakdown of response rates is provided below.

Survey	Response Rate		Findings Inform...	
	2022	2023	Change	
Residents Survey	2,195	3,943	80% increase	Service planning & assessment
Staff Survey	1,733	1,459	16% decrease	People Management & Workforce Strategy
Business Survey	36	110	206% increase	Economic recovery & growth plans
Trade Union Survey	5	3	40% decrease	Staff relations

All survey results are currently being analysed with findings informing the development of action plans which will be embedded into divisional delivery plans and monitored on an ongoing basis. A summary of the main findings for the residents’ consultation is provided below.

Residents Survey

Of the nine statements posed in relation to the Council and its performance, respondents agreed or strongly agreed with 56% of them. This is consistent with trends seen for the previous year. Whilst this is the case, eight of the nine AIS scores have seen slight decreases on the previous year’s result which suggests that on balance disagreement levels were slightly higher this year.

The **lowest** scoring statements are consistent with last year’s, namely:

- The Council lets people know how it’s performing,
- The Council provides opportunities for me to participate in decision-making,
- The Council makes good use of the financial resources available,
- Investment is focused in the correct areas.

A further 16 statements were posed in relation to key themes, with respondents agreeing or strongly agreeing with 69% of them. This is down slightly from 73% for the previous year, however these results are not directly comparable as an additional statement was added to the survey this year.

The highest scoring statements are consistent with last year's, namely:

- *I like living in Carmarthenshire,*
- *It's important that local people are supported to buy homes locally,*
- *It's important that consideration is given to supporting people's mental health and well-being.*

Conversely, the lowest scoring statements are also consistent with last year's and relate to the following themes:

- *A perceived lack of good transportation links,*
- *A perceived lack of support for local businesses,*
- *A perceived lack of support for local people to take advantage of local opportunities,*
- *The low degree to which the climate emergency is being addressed locally.*

Residents were asked to rank several themes in order of how they should be prioritised for investment. The results are largely consistent with last year's with 'Health and Social Care' being ranked highest once again and 'Digital Connectivity' lowest. There was, however, some movement with 'Education and Children's Services' and 'Affordable Housing' moving up over the 'Environment' and 'Tackling Poverty' which slipped lower.

Furthermore, the challenges noted by residents are largely consistent with the previous year's results also.

Pressure associated with the cost-of-living crisis remains a major concern for the majority, with references made to the rising cost of energy, fuel prices, rising rate of inflation, rising cost of food, low incomes and state pensions and the rising cost of council tax.

Access to Health and Social Care services also remain a source of worry, with residents making specific reference to accessing mental health support, accessing dental services and GP services, accessing care and support for relatives with complex needs and concerns around growing older and ageing well.

Additionally, a perceived lack of fit for purpose public transport is a barrier to many. This is a pertinent issue in Carmarthenshire given the county's rural nature. These barriers can reduce living standards, increase isolation and inhibit people from accessing vital services and employment.

Overall residents agree that the Council provides good quality services, however, similarly, to last year, Council services were still reported as a concern for many, with themes aligning with those indicated last year, which include:

- Infrequent and unreliable refuse and waste collection,
- Access to fit for purpose leisure services and the perceived high cost of these,
- Highway quality i.e. pot holes etc.,
- Housing repairs and maintenance,
- General aesthetic of outdoor areas and the environment, public footpaths i.e. dog fouling, littering, fly tipping.

To conclude, the consistency between the results for this year and last year provides challenge and opportunity. The opportunity presented to the Council through these findings is that we have a clear

understanding of what can be considered the most long-standing and pressing issues for our residents. This suggests that arising actions and proposals can be focussed and targeted based on robust evidence.

The challenge lies in delivering interventions which result in real change for our residents with the depleting resources available to us as an organisation. A number of these issues are entrenched and will require significant attention and effective partnership working however, the Council is committed to exploring viable options.

Over the coming months, an action plan will be co-produced with relevant services which will be addressed through delivery plans and monitored to address the most pressing issues.

Staff Survey

When considering the results in their totality, overall staff views and feelings are largely positive (represented by a score over 0). As expected however, there are some instances where variations appear within the positive results, especially at a departmental level, a summary of these findings is provided below.

The following statements received the **highest scores**:

- **I know what is expected of me at work:** Clear job expectations promote efficiency, reducing confusion and enhancing productivity.
- **I know what my manager expects of me:** Transparent communication between employees and managers fosters a collaborative and supportive work environment.
- **My job makes an important contribution to the Council's objectives:** Recognising the significance of individual roles reinforces a sense of purpose among employees.
- **I have the right skills and equipment to do my work:** Providing necessary resources and training empowers employees, enabling them to perform at their best.
- **I feel I can perform to the best of my ability every day:** A positive self-assessment of performance indicates job satisfaction and confidence.
- **I can be myself at work:** A culture of inclusivity and authenticity encourages diversity of thought and fosters a supportive workplace.
- **I feel my employer supports equality in the workplace:** A commitment to equality and diversity promotes a fair and respectful workplace.
- **My Service is effective at what it does:** Perceived effectiveness indicates a well-organised and capable work environment.

These high scores and positive implications suggest that the organisation is focused on providing clear expectations, supportive management, valuable roles, necessary resources, an inclusive culture, and effective services, all of which contribute to a positive work experience and organisational success.

The following statements received the **lowest scores**, albeit these scores still represent overall agreement:

- **I know what is happening across the organisation:** Lack of information about organisational activities can lead to decreased transparency, potential miscommunication, and hindered collaboration.
- **My ideas and opinions are listened to and used to improve the way things are done:** Limited feedback channels may discourage employees from sharing valuable insights, potentially missing out on innovative ideas for process improvement.
- **I regularly receive recognition or thanks from others for doing a good job:** Insufficient acknowledgment of employees' efforts may impact motivation, job satisfaction, and overall morale.
- **The decisions my Service makes are based on evidence:** A lack of evidence-based decision-making

- might lead to suboptimal outcomes and hinder the service's ability to make well-informed choices.
- **My Service listens to customer feedback:** Ignoring or not adequately addressing customer feedback could result in diminished service quality and customer satisfaction.
- **My Service makes it easy to work with colleagues from different Services:** Difficulty in not working together across different teams or services could hamper overall efficiency and hinder cross-functional collaboration.
- **My Service makes it easy to work together with other organisations:** Challenges in inter-organisational collaboration might limit opportunities for partnerships and joint initiatives, potentially hindering progress.
- **I know what is happening in my team/work location:** Lack of information within teams or specific work locations can lead to decreased cohesion, unclear objectives, and potential inefficiencies.

These lower scores and implications suggest areas where improvements could be made to enhance communication, recognition, evidence-based decision-making, customer feedback integration, collaboration both internally and externally, and providing clarity about team and organisational activities. Addressing these aspects could lead to increased engagement, efficiency, and overall organisational success.

Departmental level findings will be shared with relevant departmental leads who will be responsible for developing actions to address areas which require attention.

Business Survey

Of the 15 statements regarding the Council and its performance, 33% answered agree or strongly agree, compared to 20% last year. With the percentage of respondents answering disagree falling to 67% from 80%. From this we can see that the overall opinion is beginning to improve.

The highest scoring statements this year were consistent with those from last year, such as:

- *I can access Council services through my preferred language,*
- *When I access Council services, I find the staff to be approachable and friendly,*
- *My relationship with the council is good.*

With two statements improving in this year's results:

- *I can easily access up to date information about Council services,*
- *The Council lets people know how it is performing.*

The lowest scoring statements also remained consistent, namely:

- *The Council is using its resources on the right things and is achieving the intended results,*
- *The Council is using its resources to get good value for money,*
- *The Council is using its resources well and in the right way.*

There is a correlation between the lowest scoring statements, as they all relate to how the Council uses its resources.

Scores for statements regarding local services and support remained the same, with 45% of the statements being responded with agree or strongly agree, while 55% of the statements were disagreed with.

The highest scoring statements in this regard were:

- *The area in which I operate my business is safe,*
- *Local level Politics/Democracy is important to me.*

Despite having an improved score this year, the lowest scoring statement remained the same, namely:

- *Businesses are supported within the local area.*

However, we did see a slight decline in the score regarding Carmarthenshire being a good place to do business. This could be in relation to the current economic climate across the UK.

Businesses continue to be concerned with rising costs and are finding it more difficult to keep up with rising expenses. As mentioned last year, some business owners are unsure of what financial help is still available to them.

The local economy continues to be the highest priority for investment. Followed by Education and Children's services, which is ranked higher this year than the previous.

The climate emergency had the most drastic decline in terms of investment priority. This was ranked as the 2nd highest priority in 2022 but has ranked 10th this year.

An action plan will be co-produced with the relevant services and addressed through delivery plans to address the most pressing issues.

Trade Union Survey

Overall, respondents disagreed with three of the five statements posed in relation to the Council and its performance. This is an improvement on last year, whereby respondents disagreed with all statements. In conjunction with this, it is positive to note that the scores for all five statements have seen some level of improvement since last year, albeit small.

The statement in relation to Council services working well scored lowest, suggesting that the level of disagreement was more acute. The two statements on utilising resources economically and effectively received mixed responses with all respondents answering, '*Don't know*' or '*neither*'. It is difficult in this respect to make a judgment on this, however this may be indicative of a wider issue whereby Trade Unions are not aware of how resources are utilised and therefore feel unable to answer.

The summary findings report will be reviewed, and an action plan developed to address the arising themes with a focus on increasing engagement for subsequent consultations.

Annual Governance Statement

① The Annual Governance Statement ([Section 3 of the Statement of Accounts](#))

Carmarthenshire County Council (the Authority) is responsible for ensuring that its business is conducted in accordance with the law and proper standards. It must also ensure that public money is safeguarded and properly accounted for and used economically, efficiently and effectively and to secure continuous improvement in this regard.

The Authority is responsible for putting in place proper arrangements for the Governance of its affairs and facilitating the effective exercise of its functions including having appropriate arrangements for the management of risk.

The Council sees Corporate Governance as “doing the right things, in the right way, for the right people in a timely, inclusive, open, honest and accountable manner.” The Governance Framework comprises the systems, processes, cultures, and values by which the Authority is directed and controlled and also the way it accounts to, engages with and leads the Community. It enables the Authority to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost-effective services

Assurance Executive Summary

The Corporate Governance arrangements of the Council are acceptable.

Table - Internal Audit Report extract:

Findings of Carmarthenshire County Council Internal Audit review of AGS and Corporate Governance	
Post Review Assurance Level	Description for Assurance Level
Acceptable	Moderate controls, some areas of non-compliance to agreed controls Medium/Low risk of not meeting objectives Medium/Low risk of fraud, negligence, loss, damage to reputation
Internal Audit found no fundamental control issues to be addressed as a high priority.	

Annual Governance Statement

Update on outstanding governance issues identified in previous Annual Governance Statements

ISSUE REF	ACTION	RESPONSIBLE OFFICER	Target Date	Action/Progress	Status
AGS 2020/21 No.2	Implement The Local Government and Elections (Wales) Act requirements	Corporate	May 2022	The elements that have not been implemented to date have a timetable that needs to be met to deliver the Act's requirement / timescale. Elements of performance & governance implemented. Elections – in hand	Ongoing Parts of the Legislation that needed to be implemented have been completed. Self-assessment element has been incorporated. Awaiting guidance from WLGA re: peer assessment. Part completed – performance element completed.
AGS 2021/22 No.1	Develop recruitment strategy and workforce plan alongside implementation of new recruitment software to ensure recruitment service can be streamlined and maintained.	People Services Manager	March 2023	In progress – new software in place – testing system and rolling out training – from March 2023 Strategy will follow once system in place.	Commenced. Testing complete and post-test updates to the system underway. (May 2023). Workforce strategy to CMT 30 March Dedicated workforce related CMT meeting on 4 th may and progress on new software Strategy to Pre cabinet on 18 th May
AGS 2021/22 No.4	Develop an Engagement and consultation plan for the local authority.	Media and Marketing Manager	March 2023	Work has commenced – reflecting on the staff survey findings and IIP	Commenced Engagement with TU – introduced a joint consultancy forum – group leaders and Chief also attends. Aim to improve engagement and consultation. Staff feedback completed
AGS 2021/22 No.5	Further development work on handling complaints and investigating complaints.	Head of ICT and Policy	March 2023	Piece of work being carried out on the resource needed to investigate complaints. Triangulate this with FOIA and Member enquiry	Commenced Review of handling of complaints has been completed. Next piece of work to review the investigation process at stage 2 for consistency in approach and standards needed.
AGS 2021/22 No.6	Review the customer service that we as a Council provide and how we can further improve the customer journey.	Media and Marketing Manager	March 2023	From 1 st December 2022 – Development of Hwbs – more access to customers – thematic days introduced.	Commenced Falls into the Digital Customer Transformation workstream – which monitors the progress. SPFunding – Hwb Fach y Wlad – to be implemented

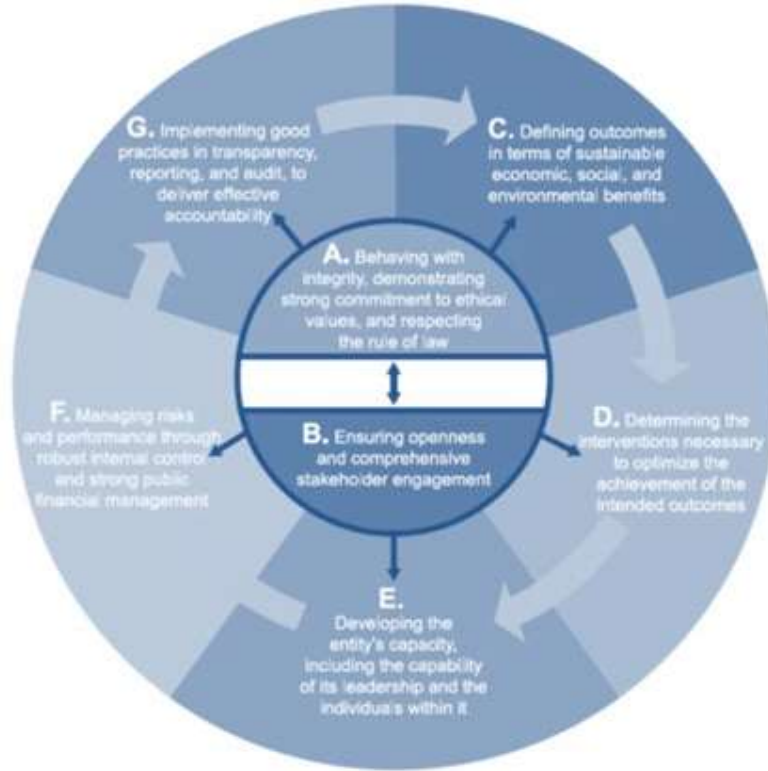
AGS 2021/22 No.8	Establish clear governance mechanism to drive progress against each Well-being Objective and identify priority themes and service areas to support delivery of the well-being objectives	Head of ICT and Policy	March 2023	Governance mechanisms now in place – completed. Four well-being objectives identified and thematic priorities and service priorities framework in place. Divisional plans format issued w/c 5 December 2022	Commenced Delivery plan of Corp strategy all going through Scrutiny process at the moment. Governance mechanism has been established.
AGS 2021/22 No.12	Review the Governance arrangements for both Local Authority Trading Companies (LATC) with a view to aligning the arrangements and clarifying the roles of Members and Scrutiny Committees in relation to the LATCs.	Direct of Corporate Services Head of Legal and Administration	March 2023	Monitoring Officer review carried out and completed. Report is being finalised. CWM taking a governance review report to the CWM Board.	Commenced Update: Monitoring Officer Governance update review carried out and completed. Report is being finalised. CWM has taken a governance review report to the CWM Board. – Cwm action Complete

Governance Issues Action Plan

NEW GOVERNANCE ISSUES IDENTIFIED IN THIS YEAR'S ANNUAL GOVERNANCE STATEMENT

ISSUE REF	ACTION	RESPONSIBLE OFFICER	TARGET DATE
AGS 2022/2023 No.1	To embed the governance arrangements around the New corporate strategy and Well-being objectives 2022-27 <small>ICTCP 5g2</small>	Corporate Policy - Performance	31 March 2024
AGS 2022/2023 No.2	We will ensure that Corporate Performance Management and Internal Audit work together, to ensure that the Annual Governance Statement plays its part in the Overall Council's Self-Assessment. <small>ICTCP 5g1</small>	Corporate Policy – Performance	31 July 2023
AGS 2022/2023 No.3	Data Insight Team to support in the development and analysis of consultation activity arising from the Local Government and Elections Act (specifically with residents, businesses, trade unions and staff).	Corporate Policy – Data Insight	31 March 2024

Achieving the Intended Outcomes While Acting in the Public Interest at all Times



The Annual Governance Statement ensures we address the following seven principles-



Complaints

Only 52.7% of complaints received were completed within the statutory deadline during 2022/23 this is a decline on the previous year's 57.8%. The number of complaints received have increased by 53.8% (an additional 500 complaints)

Complaints closed by Departments April 2022 - March 2023			
Department	Complaints (S1 & S2)	Closed within timescale	% done on time
Communities	151	67	44.4%
Adults Social Care	55	39	70.9%
Education & Children	30	14	46.7%
Place and Infrastructure	1052	526	50.0%
Chief Executive's	59	36	61.0%
Corporate Services	76	68	89.5%
Cross Departmental	7	3	42.9%
TOTAL	1430	753	52.7%

There are a number of issues which are believed to continue to have an impact upon the ability of Investigating Officers to meet the statutory timescales. There has been a significant increase in the number of complaints received by the Council. In 2022/23, a total of 1,430 complaints were closed, compared to 930 the previous year – an increase of 53.8%. Other factors such as the complex nature of some complaints, service pressures, capacity due to competing priorities

and leave periods also affect the time taken to complete investigations. The Corporate Complaints Team continue to work closely with teams who are unable to meet the statutory timescales due to significant service pressures. Key areas of concern are highlighted within the reports to Directors and the team provide advice and guidance to support the resolution of complaints.

Our Learning

- ⦿ Complaints provide valuable feedback and are viewed by our staff as a positive opportunity to learn from experiences. This helps to drive continual service improvement and to prevent similar things happening again.
- ⦿ For our customers, communication and regular feedback are integral to good services. Customers understand the service pressures that the public sector are facing; however, they must be kept up to date on issues in relation to the services that they use.
- ⦿ Services and information must be accessible, with different access points and ways of communicating. We must continue to provide and develop a wide range of options for people to contact us.
- ⦿ For our staff, complaints provide a first-hand account of the customer's views and experience, and resolving complaints early saves resources and creates better customer relations.

Our colleagues across the Council need access to timely data and information so that they can support the implementation of the Corporate Complaints Policy.

① See 5j - Policy and Performance (page 167)

Calculating Average Index Score (AIS)¹⁵Introduction

Sometimes known as a 'weighted average', the AIS is a way of condensing the 'strength of opinion' down into one single number. By using an AIS it makes it easier to compare results across multiple data sets (e.g. across departments) and across different time points (e.g. annually). An AIS is often used to balance the frequency of the values in a data set. For example, this survey gathers responses from residents in Carmarthenshire where we have a diverse population. To ensure that all residents are listened to, and their views are represented proportionately, a weighted average has been utilised.

The AIS is useful for questions using Likert scales with options ranging from 'strongly agree' to 'strongly disagree'. Through data analysis the values produced will range from 2 (*everyone* strongly agrees) to minus 2 (*everyone* strongly disagrees).

Example

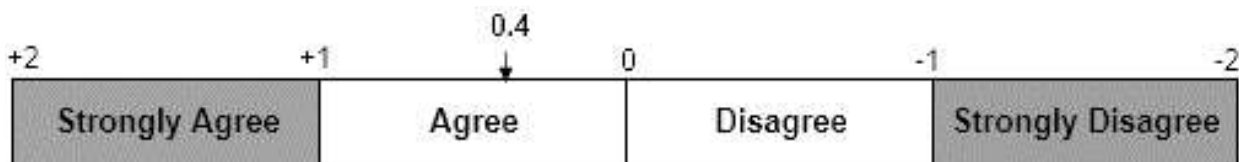
10 people are asked whether they 'strongly agree', 'tend to agree', 'unsure', 'tend to disagree' or 'strongly disagree' that Wales will win the six nations.

Results...

3 strongly agree (each response worth 2, so = **6**); 3 tend to agree (each response worth 1, so = **3**); 1 no opinion (= **0**); 1 tend to disagree (each response worth -1, so = **-1**); 2 strongly disagree (each response worth -2, so= **-4**)

The AIS is calculated by adding all the numbers in bold: So, $6 + 3 + 0 - 1 - 4 = 4$;

Then dividing by the number of responses (10 in this case). The average index score is: $4 \div 10 = 0.4$ (as depicted below)



¹⁵ Explanation of the Average Index Score calculation and example.

What and how we can do better/Identified areas for Improvement

Our delivery plans to achieve our objectives:

WBO 1	Enabling our children and young people to have the best possible start in life (Start Well)		
WBO1a	Thematic Priority: Healthy Lives – prevention /early intervention		
Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
Safeguarding children and young people			
1	Provide relationship-based children’s social work practice that incorporates systemic thinking and the principles of Signs of Safety. PIMS 16569	April 2024	John PR Fleming
2	Implement an effective quality assurance framework to ensure assessments and plans are outcome focused, co-produced, and evidence the voice of children and young people. PIMS 16570	April 2024	John PR Fleming
3	Support the multi-agency child protection arrangements and ensure we are compliant with the national safeguarding procedures. PIMS 16574	April 2024	Rebecca Robertshaw
Supported Housing			
4	Work with partners to ensure a sufficient supply of a range of supported accomodation to meet the needs of young people, including disabled young people, aged 16-25. (CV18) PIMS 16571	April 2024	Bethan T James
5	Develop a sufficient supply of in-house residential placements to support the ambition to rebalance the market and take profit out of children’s care.(CV 18) PIMS 16249	April 2024	Louise Quartermass
Fostering and Adoption			
6	Deliver a range of high-quality intervention services so that children, young people, and their families have access to support at the right time, keeping families together where it is safe to do so, and in the child’s best interest. PIMS 16253	April 2024	Jayne Meredith
7	Increase the sufficiency and range of in-house foster care and supported lodgings placements. (CV 21) PIMS 16252	April 2024	Jayne Meredith
Corporate Parenting & Child Welfare			
8	Develop a Corporate Parenting Strategy which promotes ownership and accountability across the council so that we are the best Corporate Parent and our looked after children and care leavers have every opportunity to reach their full potential. PIMS 16573	April 2024	Bethan T James
Leisure			
9	We will develop a new schools and community aquatics plan for the County.	March 2024	Carl Daniels

WBO1b	Service Priority: Early years		
Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
Early Years			
1	Deliver a range of preventative services for children, young people, and their families, which reduce waiting lists, minimise duplication and improve the interface with wider support services. PIMS 16572	April 2024	Noeline Thomas
2	Implement the phased expansion of Flying Start in line with Welsh Government guidance. PIMS 16376	April 2024	Noeline Thomas

Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
3	The % of child attendance at an allocated Flying Start free childcare placement for eligible 2-3 year olds to prepare for school readiness 9.1.8.1. (2022/23 result 72.5%)	23/24 Target 75%	Noeline Thomas
4	Review the Family Support Strategy to ensure that early intervention support services are meeting the needs of children, young people and families across the county, utilising opportunities for integrating services across the Children and Communities Grant and Housing Support Grant. PIMS 16378	April 2024	Noeline Thomas
5	Promote the 30 hours Childcare Offer and support registered providers and eligible parents through the roll out of the new National Digital Service . PIMS 16575	April 2024	Noeline Thomas
6	Implement the Childcare Sufficiency Action Plan (2022-27), including the development of Welsh medium childcare and support the sector to recover from the Pandemic. PIMS 16250	April 2024	Noeline Thomas
7	Implement key priorities in the Maternity and Early Years Operational plan and Regional Maternity and Early Years Strategy in partnership with Hywel Dda University Health Board and Voluntary Sector and move towards an integrated delivery model. PIMS 16379	April 2024	Carol Alban
8	Improve how Children's Services provide information, advice, and assistance (IAA) to support families, through digital communication including the Family Information Service and links to the Welsh Government Dewis website. PIMS 16578	April 2024	Noeline Thomas

WBO1c		Service Priority: Education	
Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
A	Education Outcomes		
1	We will ensure an appropriate rate of progress of pupils' skills development in schools where progress is not sufficient. PIMS	April 2024	
2	We will ensure the progress of learners across all pupil referral units. PIMS	April 2024	
3	We will ensure the progress of all low attendees, strengthening capture and analysis of all available data. PIMS	April 2024	
4	We will continue to refine the system to monitor and improve the learning and holistic progress of specific groups of learners. PIMS	April 2024	
5	We will further improve pupil behaviours and attendance. PIMS	April 2024	
6	We will continue to review processes to reduce the number of exclusions. PIMS	April 2024	
7	We will ensure an effective whole school approach to emotional and mental wellbeing PIMS	April 2024	
B	Education Services		
1	Continue to support schools to strengthen pupil progression through effective pedagogy and curriculum design. PIMS	April 2024	
2	Continue to strengthen the accuracy and impact of self-evaluation processes across all schools PIMS	April 2024	
3	Ensure continued impact of our schools causing concern strategy. PIMS	April 2024	
4	Ensure that the Partneriaeth strategy and professional learning offer meets the needs of schools and learners effectively. PIMS	April 2024	
5	Continue to improve leadership development at all levels, including addressing recruitment challenges. PIMS	April 2024	
6	Strengthen schools' understanding of the education digital standards. PIMS	April 2024	

Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
7	Continue to embed ALN practice as part of ALN transformation. PIMS	April 2024	
8	Continue to develop support for schools to improve behaviour. PIMS	April 2024	
9	Continue with support for schools to improve attendance, especially in schools where there are lower levels of attendance or persistent absenteeism. PIMS	April 2024	
10	To consider the capacity of central teams e.g., inclusion services to enable us to support schools and learners effectively. PIMS	April 2024	
11	Continue to engage with Welsh Government regarding changes to approach to, and resourcing for, EHE learners. PIMS 16825	April 2024	
12	Continue investment in school buildings across the county and overhaul Carmarthenshire's Modernising Education Programme (MEP) to meet the needs of the 21st century. Ensuring that all new schools meet the required standards of insulation and ventilation to cut energy bills and be more environmentally friendly. PIMS 16266	April 2024	Isobelle Boodeny
13	Ensure that any proposals by officers to Elected Members in relation to reorganisation are considered and processed efficiently to align with the demands for effective provision and leadership. PIMS	April 2024	
14	Further develop communication and enhance the strategic input of stakeholders.	April 2024	
15	Further clarify our WESP (Welsh in Education Strategic Plan) strategy to certain audiences and continue with implementation, including the Professional Learning offer PIMS 17078	April 2024	
16	Continue to refine Safeguarding procedures and ensure integrity of the school safeguarding audit process PIMS	April 2024	
17	To expedite HR processes, especially around DBS (Disclosure and Barring Service) checks to support the appointment process in schools. PIMS	April 2024	
18	Continue to manage the increasing number of schools with budgetary issues, keeping CMT (Corporate Management Team) and Cabinet informed. PIMS	April 2024	
19	Ensure alignment of capital funding to address the Council's MEP programme PIMS 17080	April 2024	
20	The Council needs to address school capacity and issues caused by a large school footprint ensuring that the revised MEP impacts positively on the effective distribution of resources, leadership and recruitment, provision, wellbeing, sustainability, reduce pressure on support services etc. PIMS	April 2024	
21	In light of potential additional financial savings required by schools, we need to review the funding formula for primary and secondary schools PIMS 17066	April 2024	Aneirin Thomas
22	Embed Emotionally Based School Avoidance (EBSA), Emotional Literacy Support Assistance (ELSA), trauma informed practice, and attachment awareness training is embedded into core training in schools so that schools meet the emotional well-being needs of vulnerable learners and looked after children. PIMS 16374	April 2024	Vicky Jeremy
23	Engage with Electively Home Educated (EHE) learners, their families, and other networks so that they can access the right help at the right time through a broad range of educational opportunities. PIMS 16375	April 2024	Rhona Evans

WBO 2		Enabling our residents to live and age well (Live & Age Well)	
WBO2a		Thematic Priority: Tackling Poverty	
Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
1	Average number of days taken to process new Housing/Council Tax Benefit claims (6.6.1.2) <i>22/23 result was 18.46 days</i>	17 days	Helen Pugh / Ann Thomas
2	We will contribute to tackling poverty within Carmarthenshire by supporting families to claim all the financial support they are entitled.	31 March 2024	Helen Pugh / Ann Thomas
3	We will continue to administer grants and payments on behalf of the Welsh Government & Central Government such as cost of living grant, business grants and winter fuel grants.	31 March 2024	Helen Pugh / Ann Thomas
4	To establish rural HWB centres across the County's rural market towns that provide access to services, information, and support to rural residents (SPF - Share Prosperity Funding) (CV94) PIMS 16323	31 March 2024	Deina Hockenull
5	We will implement and update the Tackling Poverty Plan to respond to the current challenges faced by residents and communities. PIMS 16389	31 March 2024	Jason Jones / Gwyneth Ayers

WBO2b		Service Priority: Housing	
Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
1	We will develop a new 10 Year strategic vision and direction for Housing PIMS 16430	31 March 2024	Jonathan Morgan
2	Develop new investment programmes for Council House stock based on stock condition surveys and decarbonisation ambition. PIMS 16415	31 March 2024	Rachel Davies
3	Develop a plan for alternative provision of temporary accommodation PIMS 16423	31 March 2024	Angie Bowen
4	We will implement a new Empty Homes Plan PIMS 16424	31 March 2024	Gareth Williams
5	We will develop a costed programme to invest and expand our in-house provision of residential care PIMS 16425	31 March 2024	Rachel Davies
6	We will deliver additional affordable homes as part of the housing regeneration development programme (including general needs, specialist housing and those targeted at town centres and rural areas) PIMS 16427	31 March 2024	Rachel Davies
7	We will improve turnaround times and reduce the backlog of repairs, Voids and DFGs and value for money PIMS 16432	31 March 2023	Jonathan Fearn

WBO2c		Service Priority: Social Care	
Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
1	We will continue to monitor the number of those in hospital waiting for a package of care, to inform how we develop our Home First approach. PIMS 16360 (CV14)	N/A	Alex Williams
2	We will develop a prevention strategy for adult social care to ensure people get the right support at the right time. PIMS 16410	31 March 2024	Avril Bracey
3	We will implement a new model for learning disability day services	31 March 2024	Avril Bracey
4	We will implement service delivery changes in mental health as part of the Transforming mental health agenda PIMS 16412	31 March 2024	Avril Bracey
5	We will work with the Health Board to provide readily accessible and appropriate levels of support to all with Mental Health issues with an expansion of access and support to Children and Vulnerable Adults. PIMS 16367 (CV12)	31 March 2024	Avril Bracey

WBO 3		Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Communities)	
WBO3a		Thematic Priority: Economic Recovery and Growth	
Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
A	Business		
1	We will continue to provide support to businesses through grant aid & highlighting procurement opportunities to local businesses in Carmarthenshire. PIMS 16343	March 2025	Mike Bull
2	Provide a coordinated network of business support to start up and established businesses including self-employed and micro businesses. This will include business engagement, retaining an up-to-date list of businesses in county, linking businesses with funding opportunities, provide advice and information and encouraging entrepreneurship PIMS 16342	March 2025	Mike Bull
	<i>Digital Economic Growth</i>		
3	Lead and deliver the £55 million investment in Digital Infrastructure across the Swansea Bay City Region (Carmarthenshire, Pembrokeshire, Neath Port Talbot and Swansea) PIMS 17020	March 2024	Gareth Jones
B	People		
1	The Regional Learning and Skills Partnership (RLSP) will continue to work with employers across the region to ensure that the RLSP inform Welsh Government what skills are required in the region and where WG funding needs to be channelled.	March 2025	Jane Lewis
2	Deliver the £30million Skills and Talent Programme to create a skilled workforce for the future, developing opportunities as part of the work of the Regional Learning and Skills Partnership PIMS 16488	March 2025	Jane Lewis
3	Provide support through Employability programmes, identifying key training and skills opportunities through engagement with businesses & identifying key skills required 3a27	March 2025	Jane Lewis
4	We will continue to review and monitor the delivery of the Shared Prosperity Fund, ensuring that the programme is on track PIMS 16485	March 2025	Helen Morgan

Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
C	Place		
1	In Llanelli, Carmarthen and Ammanford we will deliver the masterplan actions and continue to support and develop new initiatives and projects through direct delivery and by supporting third parties with available sources of funding. Regen. <small>PIMS 16338, 16339, 17003</small>	March 2025	Tess Bufton
2	Support the delivery of the Councils Strategic Economic Objectives by the determination of major planning applications within agreed timescales. CV61	80%	Hugh Towns
3	Adoption of the Revised Local Development Plan in accordance with the Delivery Agreement.	Dec 2024	Ian Llewelyn
4	To implement the adopted LDP and monitor its success or otherwise against its identified delivery measures ensuring policies, procedures and practices are being adhered to.	April 2024	Ian Llewelyn
5	Support the delivery of the Council's Housing Regeneration and Development Delivery Plan, supporting the delivery of over 2,000 additional homes across the County over the next 5 years, through acquiring land and buildings identified in the Draft Housing Regeneration and Development Delivery Plan, together with any other land and/or buildings that would add value to the Council's Housing and Regeneration priorities and aspirations. <small>PIMS 17011</small>	March 2025	Peter Edwards
	<u>Pentre Awel</u>		
6	To ensure that all tenanted areas at Pentre Awel (Zone 1) are fully let in advance of/ or as soon as practicable after opening.	Oct 2024	Sharon Burford
7	Deliver on the Pentre Awel Welsh Language Action Plan recognising the potentially impacts Pentre Awel could have on the Welsh Language. <small>PIMS 17029</small>	2027	Sharon Burford
8	Through Pentre Awel delivery meet the objectives set out within the City Deal business Case covering, job creation, education courses to be delivered and projected health impact. This includes creating c.1800 jobs. <small>PIMS 17019</small>	2027	Sharon Burford
9	Pentre Awel Zone 1 to include a new leisure centre and aquatics complex. <small>PIMS 16351</small>	October 2024	Sharon Burford
10	Support and encourage people to lead active and healthy lives, ensure supply chain opportunities for local businesses, and local recruitment. <small>PIMS 16994</small>	March 2024	Sharon Burford/ Mike Bull/ Rhian Phillip
11	Focus on the further development of the Foundational Economy sector within Carmarthenshire whilst supporting the principles of the Circular Economy. <small>PIMS 16487</small>	March 2024	Rhian Phillips

WBO3b		Thematic Priority: Decarbonisation & Nature Emergency	
Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
1	Develop a draft local area energy plan for Carmarthenshire. <small>(PIMS No. 16538)</small>	Apr 2024	Kendal Davies
2	Develop emissions trajectories to meet our Net Zero target <small>(PIMS No. 17105)</small>	April 2023	Kendal Davies
3	Develop Climate Change & Nature Emergency strategy to meet trajectories for service areas <small>(PIMS No. 17106)</small>	Apr 2024	Kendal Davies
4	Complete installation programme of 'Smart' and Sub-metering technology to enable live reporting of consumption and allow identification of carbon saving opportunities in of our non-domestic buildings and street lighting infrastructure <small>(PIMS No. 14812)</small>	Apr 2024	Kendal Davies

Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
5	Working with the Council's Strategic Land-use review group, identify and progress the planting of woodland on suitable sites, demonstrating the principles of responsible afforestation, and in consultation with local communities. Identify three further areas of woodland to be planted, to deliver against climate and nature emergency declared by CCC. This action is subject to grant aid being available to fund much of this work. (PIMS No. 16282)	Apr 2025	Gus Hellier
6	The development of strategic regional Eco-Park on a phased basis with focus on renewable energy production, waste management, and resource efficiency, Ultra Low Emission Vehicle charging facilities, coupled with industrial space for the manufacturing, processing and service industry base.	Mar 2025	Dan John
7	Review the current vehicle fleet strategy with a view to utilising the most suitable and low emissions vehicle technology (including electric or other power sources) over the coming years. (PIMS No. 16286)	March 2024	Antonia Jones
8	Develop a strategy to achieve Net Zero Carbon as part of property design specifications (PIMS No. 16548)	Mar 2024	Andrew Tidy
9	Develop and implement the new Flood Risk Management Plan (FRMP2) (PIMS No. 16564)	Mar 2024	Ben Kathrens

WBO3c		Thematic Priority: Welsh Language & Culture	
Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
A	Welsh Language		
1	Continue to increase and promote the use of the Welsh language within the administration of the County Council. CV90 PIMS 16303	31/03/2024	Jason Jones
2	Work with stakeholders to increase the proportion of Welsh-medium apprenticeships. CV91 PIMS 16304	31/03/2024	Paul R Thomas
3	To welcome and support the delivery of the Carmarthenshire Urdd Eisteddfod to Llandovery (CV90) PIMS 16332	30/06/2023	Deina Hockenhill
4	Deliver Welsh Government's Arfor 2 programme in Carmarthenshire and coordinate regional activity with Gwynedd, Ceredigion and Sir Fon Councils (CV42) PIMS 16350	31/03/2024	Jason Jones
5	Encourage and develop more use of Welsh in the ECS department PIMS 16388	31/03/2024	Aeron Rees
6	We will review the current Internal Use of the Welsh language policy PIMS 16408	31/03/2024	Llinos Evans
7	Strengthen monitoring, evaluation, and reporting mechanisms in respect of the Welsh Language employment standards. PIMS 16462	31/03/2024	Paul R Thomas Alex Machin
8	Provide a range of development opportunities for new and existing employees to improve their Welsh language skills. PIMS 16463	31/03/2024	Paul R Thomas Alex Machin
B	Welsh Culture		
1	We will continuously review cultural exhibits and events to ensure that they are regularly updated, timely and relevant. Take full advantage of the rich history of Carmarthenshire. (Cabinet Vision) – Archives / Museums exhibition and engagement plans in place PIMS 16362 (CV75)	31/03/2024	Jane Davies
2	We will develop Oriel Myrddin Gallery in Carmarthen as the West Wales Arts Centre PIMS 16363 (CV73)	31/03/2024	Jane Davies

Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
3	We will work with local communities to develop cultural and historical trails accessible to residents and tourists. Encourage residents to take ownership of their local areas by creating community trails based on local knowledge, and look at ways of developing trails based around the many castles and historic sites across the county PIMS 16368 (CV74)	31/03/2024	Jane Davies
4	We will develop a new Libraries strategy in line with evolving National Public Library Standards with a focus on reviewing outreach services PIMS 16440	31/03/2024	Jane Davies

WBO3d		Thematic Priority: Community Safety, Resilience and Cohesion	
Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
1	We will develop a three-year community cohesion plan for the region PIMS 16429	31 March 2024	Kay Howells
2	We will work with Dyfed Powys Police to support delivery of the Intact Serious Violence & Organised Crime Strategy PIMS 16642	31 March 2024	Jason Jones/ Kate Harrop
3	Address the recommendations of the Audit Wales National Report: Together We Can – Community resilience and self-reliance (January 2023) PIMS 17141, 17142	March 2024	Gwyneth Ayers
4	We will deliver a new risk-based Food Hygiene and Food Standards Programme for 23/24 PIMS 16781	March 2024	Sue Watts

WBO3e		Service Priority: Leisure & Tourism	
Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
1	We will develop a sport for all approach to support a broad range of participation in sports, from beginners to elite - working to support all Community Sports Clubs to become self-sustaining with development support. PIMS 16361 (CV77)	31 March 2024	Carl Daniels
2	We will complete a feasibility study for a Skateboard Park and further develop the BMX Pump track in Pembrey. PIMS 16364 (CV70)	31 March 2024	Richard Stradling
3	We will assess the need and produce a strategy for all weather pitches across the county. PIMS 16366 (CV72)	31 March 2024	Carl Daniels
4	A new Outdoor Education offer for the County - develop a new model for a County-wide residential and non-residential offer PIMS 15073	31 March 2024	Ian Jones
5	We will expand the Health and Well Being Referral programme. PIMS 16439	31 March 2024	Carl Daniels
6	We will deliver a new 3G sports pitch at Ammanford. PIMS 16365 (CV69)	31 March 2024	Carl Daniels

WBO3f		Service Priority: Waste	
Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
1	Improve the way we manage waste in Carmarthenshire, increasing the waste reused, recycled or composted. Delivering against national beyond recycling strategy. (PIMS No. 16562)	March 2024	Geinor Lewis
2	Utilise a phased approach for the implementation of a new kerbside waste collection system in 2024/25, that is compliant with Welsh Governments' Blueprint collection methodology. This will mean that households will receive a weekly recycling, food and glass collection services from 24/25. Vision 48 (PIMS No. 16297)	March 2025	Yana Thomas
3	Support and develop local volunteer activity with Keep Wales Tidy to help empower communities across Wales to tackle poor local environment quality issues in their area (=PIMS No. 16567)	March 2024	Geinor Lewis
4	Deliver the recommendations of the fly tipping task and finish group (PIMS No. 16898)	March 2024	Dan John

WBO3g		Service Priority: Highways & Transport	
Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
A			
1	Develop the Regional Transport Plan to inform the development of a sustainable, low carbon transport system that supports economic growth within the County (PIMS No. 16885)	31/03/2024	Simon Charles
2	Engage with and lobby Welsh Government on their commitment to construct a bypass for Llandeilo. CV59 (PIMS No. 16290)	31/03/2024	Steve Pilliner
3	Lobby Welsh Government to reopen the Amman Valley railway line to passengers as part of the Swansea Bay Metro. CV40 (PIMS No. 16292)	31/03/2024	Simon Charles
4	Develop Community Transport Strategy to enable access to essential services from rural communities. CV51 (PIMS No. 16288)	31/03/2024	D Alwyn Evans
5	Review the current vehicle fleet strategy with a view to utilising the most suitable and low emissions vehicle technology (including electric or other power sources) over the coming years. CV49 (PIMS No. 16286)	31/03/2024	Antonia Jones

WBO 4		To further modernise and develop as a resilient and efficient Council (Our Council)	
Organisational Transformation			
Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
1	Develop and implement a Transformation Delivery Programme for 2023/24 PIMS 16465	31/03/2024	Jon Owen

5	Core Business Enablers		
5a	Information and Communication Technology (ICT)		
Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
1	Continue to embrace and promote agile working, hybrid meetings and new ways of working across the organisation. V108 PIMS 16313	31/03/2024	Jon Owen
2	Further increase our use of the latest digital technology to further transform the services delivered by the Council. V110 PIMS 17092	31/03/2024	Julian Williams
3	We will in line with our Digital Transformation Strategy 2021-2024, continue to engage, prioritise and implement department needs to allow them to deliver effective services. V110 PIMS 17093	31/03/2024	Julian Williams
4	We will ensure a robust approach to Cyber security and sustainable solutions are implemented for Information Governance. PIMS 17102	31/03/2024	John Williams
5	We will fulfil our statutory obligation under the Data Protection Act and ensure we are up to date with revisions in law being introduced in the UK. PIMS 16494	31/03/2024	John Tillman

5b	Marketing & Media including customer services		
Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
1	To develop a Corporate Communications Plan that will incorporate internal communications, engagement, digital, advertising, and customer services. PIMS 16422	31/03/24	Deina Hockenull
2	Develop solutions to communicate effectively with all staff including frontline staff and ensure corporate brand is consistent across all services reflecting the use of the intranet and readership of staff newsletters etc (cv103) PIMS 16334	31/03/24	Rhiannon Evans
3	To continue to advise and support services in making better use of technology and managing digital content to deliver a better experience for customers.(cv110) PIMS 16336	31/03/24	Lowri Jones
4	Work with and support web editors within services to improve web content to deliver smarter, efficient service processes, to deliver a better experience for customers. (cv110) PIMS 16336	31/03/24	Lowri Jones
5	To introduce the Corporate Customer charter PIMS 17288	31/03/24	Deina Hockenull

5c	Legal		
Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
1	To develop a set of key performance indicators for the Legal Services and Land Charges service. PIMS 16525	Mar 2023	Robert Edgecombe
2	To collaborate with HM Land Registry (HMLR) so as to enable HMLR to become the registering authority for Local Land Charges for the County of Carmarthenshire in accordance with the provisions of Schedule 5 of the Infrastructure Act 2015. PIMS 16526	Timeline to be prescribed by HMLR	Robert Edgecombe

5d		Planning	
Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
1	Percentage of all applications determined within time periods required – <i>PAM/0018</i>	85%	Hugh Towns
2	Adoption of the Revised Local Development Plan in accordance with the Delivery Agreement. (<i>PIMS No. 15674</i>)	Apr 2024	Ian Llewelyn

5e		Finance	
Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
1	We will ensure an unqualified audit of the final accounts.	31.03.24	Randal Hemingway
2	Ensure the Council manages its budgets effectively and prudently.	31.03.24	Randal Hemingway
3	Use of the Council's reserves to invest in the County and support future development.	31.03.24	Randal Hemingway
4	We will provide significant financial support and advice to the Swansea Bay City Region.	31.03.24	Randal Hemingway
5	To lead and advise on the key financial considerations on the delivery of major corporate projects such as the Pentre Awel Project <i>PIMS 16945</i>	31.03.24	Owen Bowen
6	The % of undisputed invoices which were paid in 30 days (<i>CFH/006</i>)	95%	Randal Hemingway/ Kevin Gerard

5f		Procurement	
Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
1	We will work with departments to deliver compliant tender exercises through the implementation of a category management approach	31.03.24	Helen Pugh/Clare Jones
2	We will continue to provide a significant procurement support and advice to the Swansea Bay City Region Carmarthenshire led projects	31.03.24	Helen Pugh/Clare Jones
3	We will monitor effective Contract management throughout the Authority	31.03.24	Helen Pugh/Clare Jones
4	We will continue to develop our approach to spend analysis	31.03.24	Helen Pugh/Clare Jones
5	Number of weeks training recruitment delivered to people through Community Benefits in the 21 st Century School Programme, Housing and Regeneration projects (<i>CP/001</i>)	3229	Helen Pugh/Clare Jones
6	The number of jobs created through Community Benefits in our construction projects (21 st century school programme, housing, and regeneration projects) (<i>CP/002</i>)	60	Helen Pugh/Clare Jones
7	The number of STEM pupil engagements (Science, Technology, Engineering & Maths) through Community Benefits in our construction projects (21 st Century School programme, Housing & Regeneration projects) (<i>CP/003</i>)	1622	Helen Pugh/Clare Jones

5g		Internal Audit		
Ref	Actions and Measures	Date/Target	Owner/Resp. Officer	
1	To provide independent assurance on the effective operation of the organisation's risk management, governance, and internal control processes	31.03.24	Helen Pugh/Caroline Powell	
2	Evaluating controls and assisting management in the improvement of internal controls	31.03.24	Helen Pugh/Caroline Powell	
3	Actual Achievement against Annual Audit Plan (6.4.1.3)	90	Helen Pugh/Caroline Powell	
4	% Of draft reports issued within 10 working days of the fieldwork completion date (IA/001)	80	Helen Pugh/Caroline Powell	
5	% Of management responses received within 15 working days of the draft report being issued (IA/002)	80	Helen Pugh/Caroline Powell	
6	% Of final reports issued within 10 working days of management responses being received (IA/003)	80	Helen Pugh/Caroline Powell	

5h		People Management		
Ref	Actions and Measures	Date/Target	Owner/Resp. Officer	
1	Further develop existing reward and recognition frameworks that value innovation and creativity PIMS 17289	Sept 2024	Alex Machin	
2	Further develop a framework for the Council's Leadership and Management framework to support the workforce to transform and deliver. PIMS 16470	March 2024	Dirk Neuman	
3	In conjunction with Marketing & Media, further improve internal communications by developing a new Internal Communications Strategy PIMS 16473	March 2024	Cheryl Reynolds	
4	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. PIMS 16471	Sept 2023	Tony Belton	
5	Develop and implement a health & well-being plan and programme to support the health & well-being of all our staff PIMS 16475	March 2024	Heidi Font	
6	Measure: The number of working days lost to sickness absence per employee. EOY 22/23 Result = 11.6 days	Target 9.6 days	Heidi Font	
7	Work to position our recruitment competitively and work towards continuously improving recruitment levels across the organisation. Seeking to understand the steps needed to become the employer of choice in West Wales (CV103) PIMS 16358 Transformation Strategy - Create a strategy to attract, recruit and retain talent.	June 2023	Lindsey Evans (Future Leader)	
8	Develop a comprehensive Workforce Data Framework and ongoing monitoring and review mechanisms at a corporate level. (Audit Wales Springing Forward – workforce Management Recommendation). PIMS 17095	June 2023	Alison Wood / Gwyneth Ayers (Future Leader)	
9	Support services to ensure the management of all Health & Safety risks across the authority. PIMS 16474	March 2024	Heidi Font	
10	Consider the short and long-term capacity of our workforce to deliver the current administration's vision. (CV105) PIMS 16357	March 2024	Alison Wood / Ann Clarke	

Ref	Actions and Measures	Date/ Target	Owner/ Resp. Officer
11	Address the findings of the annual employee engagement survey and repeat the survey on an annual basis. PIMS 16472	Sept 2023	Cheryl Reynolds
12	We will work with Colleagues from other Divisions e.g., Procurement, to work with Welsh Government, Public Service partners and Trade Unions in further progressing the Real Living Wage agenda. (CV 109) PIMS 16353	March 2024	Alison Wood
13	Strengthen monitoring, evaluation, and reporting mechanisms in respect of the Welsh Language employment standards PIMS 16462	March 2024	Alison Wood / Alex Machin
14	Review employment safeguarding framework and develop a development programme for recruiting managers. PIMS 16464	Sept 2023	Alison Wood / Alex Machin
15	To work with groups to promote the council as an employer across all communities including within the Black, Asian and Minority Ethnic community. CV 99 PIMS 16305	Ongoing	Alison Wood / Alex Machin
16	Develop & implement a Transformation Delivery Programme for 2023/24. PIMS 16465	Mar 24	Jon Owen
17	Continue to embrace and promote agile working, hybrid meetings and new ways of working across the organisation. (CV108) PIMS 16355	March 2024	Jon Owen
18	Develop and implement a new Learning & Development Policy PIMS 16479	Sept 23	Alex Machin

5i		Democratic Services	
Ref	Actions and Measures	Date/ Target	Owner/ Resp. Officer
1	To develop and update the Member Development Programme with colleagues in Learning and Development PIMS 16528	Ongoing	Gaynor Morgan
2	In line with the current review of the member enquiry process to feed in and work with IT, Customer Service etc in bringing about improvements to the existing Councillors enquiry process in order to continue to administer enquiries on behalf of elected members and to support them in their day to day constituency work. PIMS 16529	Ongoing	Gaynor Morgan

5j		Policy & Performance	
Ref	Actions and Measures	Date/ Target	Owner/ Resp. Officer
A	Corporate Policy		
1	We will continue to work with and provide ongoing support to departments to ensure compliance with the Council Complaints Policy, including developing guidance on undertaking Stage 2 Investigations PIMS 16679	31/03/2024	Kate Harrop
2	We will improve the use and monitoring of complaints information and intelligence in order to support learning and service improvement PIMS 16683	31/03/2024	Kate Harrop
3	We will prepare an annual report on complaints and compliments received by the Council PIMS 16684	31/09/2023	Kate Harrop
4	To increase understanding and response to the Armed Forces Covenant across the Council and with external stakeholders PIMS 17059	31/03/2024	Hayley Edwards

Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
5	We will publish an annual report on the implementation of the Strategic Equalities Plan for the period 2022/23 PIMS 16682	31/10/2023	Llinos Evans
6	We will work towards the World Health Organisation Age-friendly Communities Framework, by completing the application process and mapping of local evidence PIMS 16497	31/03/2024	Llinos Evans
7	We will ensure that the Council facilitates an on-going discussion with interested parties and stakeholders to ensure delivery and further development of the Council's rural affairs strategy, working in a multi-agency and multi-sector way. MFR-54 PIMS 16418	31/03/2024	Gwyneth Ayers
B	Performance Management		
1	The Council should explore the options available to share performance information in a more transparent and easily accessible way. This extends to sharing with residents (where possible) how and why financial resources are spent and invested where they are. (From Residents Survey 2022) PIMS 16495	30/09/2023	Robert James
2	Develop and improve the way in which performance information is shared with businesses and ensure that businesses are aware of the way decisions are made and the rationale behind these decisions. This will become increasingly important given the financial challenges facing the public sector. (From Business Survey 2022) PIMS 16675	30/09/2023	Robert James
3	To embed the governance arrangements around the New corporate strategy and Well-being objectives 2022-27 PIMS 16671	31/03/2024	Robert James
4	We will ensure the Council fully embeds the requirements relating to performance and governance of the Local Government and Elections Act and align them to our current duties relating to the Well-being of Future Generations Act PIMS 16673	31/03/2024	Gwyneth Ayers
5	To work with Marketing and Media to ensure alignment of the Council's Communication Plan with the new Corporate Strategy and Well-being Objectives PIMS 16669	31/07/2023	Robert James
6	We will ensure that Corporate Performance Management and Internal Audit work together, to ensure that the Annual Governance Statement plays its part in the Overall Council's Self-Assessment PIMS 16670	31/07/23	Robert James
7	Support the improvement of communication and involvement with staff on Council performance management information. (From Staff Survey 2022) PIMS 16676	30/09/2023	Robert James
8	We will continue to enhance the use of information and intelligence from a range of sources to inform quarterly Performance Management Monitoring Reports PIMS 16680	31/03/2024	Gwyneth Ayers
9	To liaise with Audit Wales and other regulatory bodies on their local and national audit programmes PIMS 16681	31/03/2024	Gwyneth Ayers
10	To develop a toolkit to promote the Sustainability Principle and the 5 Ways of Working. PIMS 16690	30/09/2023	Robert James
11	To make arrangements for the Panel Assessment (required under the Local Government & Elections Act), appointed by the council to undertake an assessment of the extent to which the council is meeting its performance requirements, and to respond to the panels assessment report. PIMS 16693	31/03/2024	Gwyneth Ayers

Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
C	Data Insight		
1	To iteratively develop a comprehensive and balanced set of performance measures, indicators and information across all services supporting the Transformation - Service Design and Improvement Workstream PIMS 16646	31/03/2024	Rachel Clegg
2	We will work with other Council services to further develop the Council's involvement & use of data gathered as part of a Council wide involvement, participation, & consultation framework. (PIMS 12435) (WAO Regulatory Recommendation 'Use of Data')	31/03/2024	Llinos Evans
3	Data Insight Team to support in the development and analysis of consultation activity arising from the Local Government and Elections Act (specifically with residents, businesses, trade unions and staff). PIMS 16674	31/03/2024	Rachel Clegg
4	To continue to develop the Corporate Data Suite to support the Corporate Strategy for 2022-2027 and key policy areas PIMS 16687	31/03/2024	Rachel Clegg
D	Partnership working		
1	We will implement the Public Services Boards (PSBs) Well-being Plan (2023-28) developing a new delivery framework to ensure progress on the well-being objectives and steps PIMS 16496	31/03/2024	Kate Harrop

5k		Electoral Services & Civil Registration	
Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
1	Staff at all levels should be challenged to add more value to the organisation and in turn should be supported to fulfil this role. The Council should be confident that the service is robust enough to continue to deliver high quality elections and a registration service even if there were changes to key personnel PIMS 16452	Apr25	Amanda Edwards
2	Customer involvement in developing the future of the service (Registrars) by consulting customers in order to appraise future options to ensure they meet future customers' needs and wants PIMS 16459	Sept23	Andrea Rowlands

5l		Estates & Asset Management	
Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
1	A new Rural Estate Plan will be drafted over the next 12 months to highlight the extent and performance of the current portfolio, together with the key issues and future strategy of the Estate to enable the Council to maximise the opportunities available to support its well-being objectives PIMS 17290	21/03/24	Stephen Morgan

5m		Risk Management	
Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
1	We will address the recommendation or proposals for improvement arising from the Wales Audit Office review of Risk Management arrangements	31.03.24	Helen Pugh/Suzanne Wride
2	We will maintain an effective insurance programme and manage claims in a timely manner	31.03.24	Helen Pugh/Suzanne Wride

Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
3	% of motor vehicle incidents reported to Risk Management within 5 working days (RM/001)	40	Helen Pugh/Suzanne Wride
4	% of departmental reports returned to Risk Management within 15 days from request (RM/002)	50	Helen Pugh/Suzanne Wride
5	% of motor claims reports provided by risk management within 10 working days (RM/003)	80	Helen Pugh/Suzanne Wride
6	% of liability claims reports provided by risk management to insurers within 20 working days (RM/004)	80	Helen Pugh/Suzanne Wride

5n		Business Support	
Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
1	Produce a forward work programme for Corporate Management Team (CMT). PIMS 16448	31/03/24	Nicola Evans
2	Ensure all CMT actions are followed up. PIMS 16449	31/03/24	Nicola Evans

	Has our result improved year on year			22 nd	21 st	20 th	19 th	18 th	17 th	16 th	15 th	14 th	13 th	12 th	11 th	10 th	9 th	8 th	7 th	6 th	5 th	4 th	3 rd	2 nd	1 st	
	Previous result	Most Current Result	Improved ↑ Standstill ↔ Declined ↓																							
WBO2a - Thematic Priority: Tackling Poverty																										
13	Households Living in Poverty	35.6%	34.5%	↑	43.1%																					
14	Median Weekly Pay (Full Time Workers)	£573.70	623.4	↑	£538.8																					
15	Housing Affordability Ratio	5.74	5.61	↑	9.47																					
16	Poverty is a problem in my area - Residents Consultation - Average Index Score (AIS)	0.23	TBC																							
Well-being Objective 3 - Prosperous Communities																										
17	Gross Disposable Household Income (GDHI)	£17,164	£17,349	↑	£14,478																					
18	Number of people killed and seriously injured on the roads	81	83	↓	Same																					
19	Levels of nitrogen dioxide (NO2) pollution in the air	5.9	4.2	↑	12.1																					
20	Crime rates	15,914	16,381	↓																						
WBO3a - Thematic Priority: Economic Recovery and Growth																										
21	Employment	68.7%	72.3%	↑	69.6%																					
22	Unemployment	3.7%	2.2%	↑	5.4%																					
23	Highest Level of Qualification - Level 4 or above	37.6%	40.0%	↑	24.3%																					
24	No qualifications	7.7%	7.0%	↑	15.5%																					
25	% of people claiming unemployment related benefits for over 12 months	0.2%	0.1%	↑	0.2%																					
26	Business births	720	820	↑	215																					
27	Business Deaths	500	670	↓	1,510																					
28	Businesses are supported within the local area - Business Consultation - Average Index Score (AIS)	-0.1	TBC																							
29	Local people/businesses are well supported to take advantage of local opportunities - Residents/Business Consultations - Average Index Score (AIS)	-0.05	TBC																							



	Has our result improved year on year			22 nd	21 st	20 th	19 th	18 th	17 th	16 th	15 th	14 th	13 th	12 th	11 th	10 th	9 th	8 th	7 th	6 th	5 th	4 th	3 rd	2 nd	1 st		
	Previous result	Most Current Result	Improved ↑ Standstill ↔ Declined ↓																								
WBO3b - Thematic Priority: Decarbonisation and Nature Emergency																											
30	Capacity of Renewable Energy Equipment Installed (MW)	316 MW	321 MW	↑																			Same			409	
31	No. of Properties (Homes & Businesses) at risk of Flooding	Not comparable	15,198	Not comparable			41,046																			2,818	
32	The Climate Emergency is Being Addressed Locally - Residents Consultation - Average Index Score (AIS)	-0.1	TBC																								
WBO3c - Thematic Priority: Welsh Language and Culture																											
33	No. of People that Can Speak Welsh	43.9%	39.9%	↓																			Same			64.4%	
34	Number of those aged 3-15 that can speak Welsh	15,514	15,004	↓			1,766																			Same	
35	% of people (16+) attending or participating in arts, culture or heritage activities at least three times per year	64.2%	56.0%	↓			46.0%																			77.6%	
36	It's important that the Welsh language is promoted and protected - Residents Consultation - Average Index Score (AIS)	0.69	TBC																								
WBO3d - Thematic Priority: Community Safety, Resilience, and Cohesion																											
37	I like living in Carmarthenshire - Residents Consultation - Average Index Score (AIS)	1.32	TBC																								
38	I feel that I can live the life I want to live without the fear of judgment or prejudice - Residents Consultation - Average Index Score (AIS)	0.71	TBC																								
39	I feel safe in my community - Residents Consultation - Average Index Score (AIS)	0.78	TBC																								

Worst results
 to our most current position

Arrows start from previous position

Best Results



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**CORPORATE PERFORMANCE & RESOURCES
 SCRUTINY COMMITTEE
 18th OCTOBER 2023**

**Revenue Budget
 Outturn Report 2022/23**

THE SCRUTINY COMMITTEE IS ASKED TO:

- Receive the Authority’s 2022/23 Corporate Budget Outturn Report, the Chief Executive and Corporate Services departmental reports.

Reasons:

- To provide Scrutiny with an end of year financial position in respect of 2022/23.

CABINET MEMBER PORTFOLIO HOLDERS:

- Cllr. Darren Price (Leader)
- Cllr. Alun Lenny (Resources)
- Cllr. Phillip Hughes (Organisation and Workforce)

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

CORPORATE PERFORMANCE & RESOURCES
SCRUTINY COMMITTEE
18th OCTOBER 2023

Revenue Budget
Outturn Report 2022/23

The Financial Monitoring report is presented as follows:

Revenue Budgets

Appendix A – Authority Corporate Budget Monitoring Report

The final outturn figures indicate an overspend for the year at departmental level of £4.6m. After taking account of capital charges underspends and the movement in Earmarked and Departmental reserves, the net position for the Authority is a £1,288k underspend.

Across the whole authority, the single largest driver affecting departmental overspends was the effect of nationally negotiated pay offers at much higher levels than budgeted, for which additional governmental funding was not provided. The remaining corporate contingency budget was applied to budgets as a partial mitigation, whilst the full effect of the award has been built into the 2023/24 budget which was approved by County Council in March 2023. The final outturn for schools was a £4.1m draw on reserves, leaving a balance of £11.1m at the year end.

In addition, there remain:

- overspends in service areas driven by increased demand combined with reduced grant funding versus previous years, particularly Learning Disabilities and Children’s Service
- a sustained reduction in commercial income, covering car parks, leisure centres and school meals
- capital financing underspends due to scheme delays, reduced need to borrow and enhanced returns from interest earned on positive cash balances.

In line with our existing policies, forecast departmental overspends are met out of departmental reserves, where available.

Appendix B

Chief Executive and Corporate Services detailed variances for information purposes only.

Savings Report

Appendix C

The Savings Monitoring report.

DETAILED REPORT ATTACHED?

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

IMPLICATIONS

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

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

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

3. Finance Revenue

Overall, the net position for the Authority is an underspend of £1,288k. Corporate Performance & Resources Services show a net variance of -£1,345 against the 2022/23 approved budget.

Savings Report

At year end £417k of Managerial savings against a target of £484k were delivered. There were no Policy savings put forward.

CABINET MEMBER PORTFOLIO HOLDER(S) AWARE / CONSULTED? YES	(Include any observations here)
Section 100D Local Government Act, 1972 – Access to Information	
List of Background Papers used in the preparation of this report: THESE ARE DETAILED BELOW:	
Title of Document	File Ref No. / Locations that the papers are available for public inspection
2022/23 Budget	Corporate Services Department, County Hall, Carmarthen

REPORT OF THE DIRECTOR OF CORPORATE SERVICES
CORPORATE PERFORMANCE AND RESOURCES SCRUTINY 18th OCTOBER 2023
COUNCIL'S BUDGET MONITORING REPORT 2022/23

Director and Designation	Author & Designation	Telephone No	Directorate
C Moore, Director of Corporate Services	R Hemingway, Head of Financial Services	01267 224886	Corporate Services

Table 1

Actual for the year to 31st March 2023

Department	Working Budget				Actual				EOY Actual Variance for Year £'000	Feb 2023 Forecasted Variance for Year £'000
	Controllable Expenditure	Controllable Income	Net Non Controllable	Total Net	Controllable Expenditure	Controllable Income	Net Non Controllable	Total Net		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
Chief Executive	40,478	-17,940	-2,902	19,636	42,804	-20,684	-2,903	19,217	-419	-758
Communities	174,974	-67,439	25,463	132,998	191,407	-80,652	25,464	136,219	3,220	3,798
Corporate Services	76,553	-46,040	-2,122	28,391	69,920	-40,332	-2,122	27,466	-925	-1,104
Education & Children (incl. Schools)	209,154	-42,390	33,356	200,120	234,025	-64,366	33,356	203,015	2,895	3,858
Place and Infrastructure	149,084	-97,839	20,432	71,677	149,938	-98,851	20,432	71,519	-158	366
Departmental Expenditure	650,243	-271,648	74,227	452,822	688,093	-304,885	74,227	457,436	4,613	6,159
Unfunded pay offers - Schools				0				0	0	1,500
Corporate Contingency				0				0	0	-2,830
Capital Charges/Interest/Corporate Pension reserve adjustment & accumulated leave				-15,033				-18,573	-3,540	-2,750
				-33,383				-33,385	-2	0
Levies and Contributions:										
Brecon Beacons National Park				154				152	-2	-2
Mid & West Wales Fire & Rescue Authority				11,170				11,170	0	0
West Wales Corporate Joint Committee				155				155	0	0
Net Expenditure				415,885				416,955	1,069	2,077
Transfer to / from General Balances				0				1,288	1,288	0
Transfers to/from Departmental Reserves										
- Chief Executive				0				210	210	379
- Communities				0				-982	-982	-982
- Corporate Services				0				463	463	552
- Education & Children (incl Schools)				0				-2,127	-2,127	-2,131
- Place and Infrastructure				0				79	79	-366
Net Budget				415,885				415,885	0	-470

Chief Executive Department
Budget Monitoring - Actual 2022/23

CORPORATE PERFORMANCE AND RESOURCES SCRUTINY 18th OCTOBER 2023

Division	Working Budget				Actual				EOY Actual Variance for Year £'000	Feb 2023 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Net non-controllable £'000	Net £'000	Expenditure £'000	Income £'000	Net non-controllable £'000	Net £'000		
Chief Executive	859	0	-768	91	718	-4	-768	-54	-144	-139
People Management	4,687	-1,585	-1,864	1,239	6,083	-2,897	-1,864	1,322	84	190
ICT & Corporate Policy	6,500	-964	-4,059	1,477	7,723	-2,313	-4,059	1,351	-126	-75
Admin and Law	4,926	-838	1,215	5,303	4,748	-877	1,215	5,085	-218	-231
Marketing & Media	2,835	-713	-1,052	1,071	2,445	-531	-1,052	862	-209	-254
Statutory Services	1,444	-346	416	1,515	1,707	-684	416	1,439	-76	-56
Regeneration	19,226	-13,496	3,211	8,941	19,380	-13,378	3,210	9,212	271	-193
GRAND TOTAL	40,478	-17,940	-2,902	19,636	42,804	-20,684	-2,903	19,217	-419	-758

Chief Executive Department - Budget Monitoring - Actual 2022/23

Main Variances

CORPORATE PERFORMANCE AND RESOURCES SCRUTINY 18th OCTOBER 2023

Division	Working Budget		Actual		EOY Actual Variance for Year £'000	Notes	Feb 2023 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Expenditure £'000	Income £'000			
Chief Executive							
Chief Executive-Chief Officer	240	0	208	0	-33	Savings on supplies & services	-33
Chief Executive Business Support Unit	618	0	510	-4	-112	Savings due to 3 staff being on secondment to other sections.	-107
People Management							
TIC Team	242	-61	217	-61	-26	3 vacant posts during year.	-28
Agile Working Project	0	0	66	0	66	Unfunded post	66
Social Care Workforce Development Programme	724	-417	799	-526	-33	Some planned training courses were not able to take place by the end of the financial year.	-24
Payroll	872	-365	919	-358	54	Past year staffing efficiencies (£79k) not met. Partially offset by vacancies during the year.	56
People Services – HR	964	-275	973	-259	26	Temporary additional resource to deal with increased recruitment.	62
Employee Well-being	815	-359	765	-356	-47	Vacant posts during year	1
Organisational Development	468	-40	509	-11	70	Training efficiency target not met (£33k). Investors in people assessment one off costs of (£26k) along with smaller overspends on supplies and services.	81
DBS Checks	137	0	118	-7	-25	Review of DBS checks process & budget to be undertaken	-29
Other variances					-1		4
ICT & Corporate Policy							
Information Technology	5,643	-921	6,848	-2,172	-45	Underspend due to hardware order not being able to be met before year end due to supply issues	-0
Chief Executive-Policy	722	-32	667	-39	-63	Vacant posts in early part of year now filled (£48k). One off income for work undertaken by WLGA (£7k); Underspend on Supplies and Services (£8k).	-63
Other variances					-18		-12
Admin and Law							
Democratic Services	2,133	-290	1,975	-315	-184	Underspend on members pay and allowances (£155k), travelling costs (£11k), additional £25k of income for work undertaken for the HRA along with smaller underspends on supplies and services.	-187
Democratic Services - Support	526	0	524	-35	-37	Additional income for work undertaken by PCC (£8k), savings on vacant post during year £29k	-34
Land Charges	103	-275	137	-247	61	Shortfall in income due to low demand for searches	60
Legal Services	2,092	-273	2,044	-262	-36	A number of short term vacancies during the year	-45
Central Mailing	46	0	31	-2	-17	Saving on franking machine leasing costs	-21
Other variances					-4		-4

Chief Executive Department - Budget Monitoring - Actual 2022/23

Main Variances

CORPORATE PERFORMANCE AND RESOURCES SCRUTINY 18th OCTOBER 2023

Division	Working Budget		Actual		EOY Actual Variance for Year £'000	Notes	Feb 2023 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Expenditure £'000	Income £'000			
Marketing & Media							
Marketing and Media	409	-171	443	-28	178	Overspend on salaries pending divisional realignment which is now complete. Loss of income streams from external partners (e.g. ERW £80k).	138
Translation	595	-53	483	-66	-126	2 vacant posts pending divisional realignment which is now complete. A number of staff working reduced hours, savings on supplies & services.	-113
Customer Services Centres	1,203	-362	1,027	-358	-172	Part year vacancies in Contact Centre and Hwbs. Constantly out to advert due to difficulty in filling posts.	-183
Yr Hwb, Rhydaman a Llanelli	184	-96	77	-48	-59	2 vacant posts pending divisional realignment which has now been completed, offset partly by less income from decreased demand for desk space rental.	-60
Marketing Tourism Development	405	-5	369	-5	-36	Underspend on vacant posts pending divisional realignment which has now been completed	-37
Other variances					6		0
Statutory Services							
Registration Of Electors	176	-3	153	-3	-23	Underspend on supplies and services	-13
Registrars	525	-343	586	-488	-85	Increase in income due to large number of ceremonies taking place	-79
Coroners	369	0	451	0	82	One off inquest cost of (£39k). Large increase in volume in last quarter on post-mortem fees (£26k overspend), and undertaker fees (£17k overspend). These are offset by smaller underspends on supplies and services.	68
Electoral Services - Staff	265	0	214	0	-51	1 post vacant throughout financial year	-31
Regeneration & Property							
Regeneration Management	308	0	341	0	33	Overspend due to cessation in staff time recharged to projects	33
Swansea Bay City Deal	0	0	-23	0	-23	Underspend on staff and travelling costs	0
Property	1,195	-91	1,013	-27	-119	4 posts vacant during the year. These vacancies and an underspend on supplies and services are covering a shortfall on income generated from external work undertaken.	-104
Commercial Properties	48	-463	612	-628	399	£485k set aside to fund Market Street North Project, offset by additional income generated from high occupancy rates	-86
Provision Markets	700	-556	684	-511	28	Net shortfall in income across the portfolio due to low occupancy rates. Partially offset by underspends on premises and supplies and services costs.	13
Asset Sales	20	0	111	-5	86	Additional costs associated with making Kidwelly Town Hall structurally safe	-0
Operational Depots	475	0	455	0	-20	Underspend on various premises related costs	-14
Administrative Buildings	4,057	-796	4,129	-897	-28	Underspend on various premises related costs	-0
Industrial Premises	715	-1,519	798	-1,705	-102	High occupancy levels currently	-78
County Farms	147	-351	186	-328	61	Income target not met due to current economic climate as no scope to increase tenancy agreements at the moment (£21k). Additional property maintenance works undertaken £40k).	66
Livestock Markets	69	-114	29	-91	-18	One off additional income from Newcastle Emlyn Mart.	-17

Chief Executive Department - Budget Monitoring - Actual 2022/23

Main Variances

CORPORATE PERFORMANCE AND RESOURCES SCRUTINY 18th OCTOBER 2023

Division	Working Budget		Actual		EOY	Notes	Feb 2023
	Expenditure	Income	Expenditure	Income	Actual Variance for Year		Forecasted Variance for Year
	£'000	£'000	£'000	£'000	£'000		£'000
Externally Funded Schemes	9,192	-9,188	8,269	-8,297	-32	Underspend on flat rate income received from various grant projects ending in 2022/23	-6
Other variances					6		0
Grand Total					-419		-758

Department for Communities
Budget Monitoring - Actual 2022/23

CORPORATE PERFORMANCE AND RESOURCES SCRUTINY 18th OCTOBER 2023

Division	Working Budget				Actual				EOY Actual Variance for Year £'000	Feb 2023 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Net non-controllable £'000	Net £'000	Expenditure £'000	Income £'000	Net non-controllable £'000	Net £'000		
Adult Services										
Older People	75,049	-26,448	7,922	56,522	78,490	-30,151	7,922	56,261	-261	758
Physical Disabilities	8,919	-1,909	439	7,449	8,685	-1,824	439	7,300	-149	-394
Learning Disabilities	43,490	-9,590	2,653	36,552	49,504	-13,092	2,653	39,064	2,512	2,212
Mental Health	12,924	-4,309	509	9,124	12,495	-3,817	509	9,187	63	257
Support	3,592	-5,934	3,120	778	2,812	-4,799	3,120	1,134	356	76
Homes & Safer Communities										
Public Protection	3,563	-1,384	1,067	3,246	3,537	-1,161	1,067	3,442	197	132
Council Fund Housing	9,237	-7,994	1,081	2,324	17,644	-16,514	1,081	2,211	-113	-138
Leisure & Recreation										
Leisure & Recreation	18,201	-9,870	8,674	17,004	18,241	-9,294	8,674	17,620	616	896
GRAND TOTAL	174,974	-67,439	25,463	132,998	191,407	-80,652	25,464	136,219	3,220	3,798

Department for Communities - Budget Monitoring - Actual 2022/23

Main Variances

CORPORATE PERFORMANCE AND RESOURCES SCRUTINY 18th OCTOBER 2023

Division	Working Budget		Actual		EOY Actual Variance for Year £'000	Notes	Feb 2023 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Expenditure £'000	Income £'000			
Adult Services							
Older People							
Older People - Commissioning	4,665	-912	4,443	-814	-125	Recruitment issues re Social Workers. Additional budget has been allocated in 2022/23 and a wide range of initiatives are being launched to increase recruitment. Cost pressures re staffing - both in year unfunded pay award and increased use of agency staff	-110
Older People - LA Homes	11,325	-4,917	11,252	-4,426	418	Annual audits of Direct Payments balances has recovered significantly more income in 2022/23.	664
Older People - Direct Payments	1,338	-313	1,468	-679	-236	Demand for reablement services remains high but capacity to deliver is constrained by staff recruitment issues. A wide range of initiatives have been launched to address this.	172
Older People - Enablement	2,143	-485	1,860	-489	-287	Service provision has been reconfigured post-Covid and other opportunities e.g. Direct Payments are explored.	-412
Older People - Private Day Services	239	0	77	0	-162		-0
Older People - Other variances					131		444
Physical Disabilities							
Phys Dis - Private/Vol Homes	1,604	-313	1,233	-98	-156	Demand for residential placements is lower than pre-pandemic. Demand levels are increasing slowly.	-301
Phys Dis - Group Homes/Supported Living	1,479	-174	904	-123	-524	Demand for Supported Living placements is lower than pre-pandemic.	-438
Phys Dis - Private Home Care	359	-92	671	-120	285	Service provision has been reconfigured post-Covid.	0
Phys Dis - Direct Payments	3,276	-603	3,550	-500	377	Demand for Direct Payments remains high as an alternative to other service provision	486
Phys Dis - Other variances					-131		-141
Learning Disabilities							
Learn Dis - Employment & Training	1,819	-141	1,640	-64	-102	Provision of LD day services is reduced compared to pre-pandemic levels.	-188
Learn Dis - Private/Vol Homes	14,092	-4,482	15,026	-4,324	1,093	Whilst demand for LD Residential Placements has not increased significantly, the budget has been reduced to reflect efficiency proposals. The delivery of this has been delayed.	1,132
Learn Dis - Direct Payments	4,677	-572	5,534	-1,532	-103	Annual audits of Direct Payments balances has recovered significantly more income in 2022/23.	465
Learn Dis - Group Homes/Supported Living	11,399	-990	15,730	-3,515	1,806	Whilst demand for LD Supported Accommodation has not increased significantly, the budget has been reduced to reflect efficiency proposals. The delivery of this has been delayed.	1,894
Learn Dis - Adult Respite Care	1,191	-812	1,312	-812	121	Recruitment issues in respect of care workers has increased the reliance on Agency staff	103
Learn Dis - Home Care Service	367	-161	398	-343	-151	Service provision has been reconfigured post-Covid and other opportunities e.g. Direct Payments are explored.	-0

Department for Communities - Budget Monitoring - Actual 2022/23

Main Variances

CORPORATE PERFORMANCE AND RESOURCES SCRUTINY 18th OCTOBER 2023

Division	Working Budget		Actual		EOY Actual Variance for Year £'000	Notes	Feb 2023 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Expenditure £'000	Income £'000			
Learn Dis - Private Day Services	490	-84	357	-57	-106	Commissioned LD day services is reduced compared to pre-pandemic levels.	-362
Learn Dis - Grants	166	125	370	-181	-102	Utilisation of external funding to reduce pressure on core budgets	-0
Learn Dis/M Health - Ssmss	-145	-138	-8	-139	136	Undelivered efficiency re management from 2018/19, 2020/21 and 2021/22	35
Learn Dis - Other variances					-81		-866
Mental Health							
M Health - Commissioning	1,554	-139	1,363	-122	-175	Recruitment issues re Social Workers. Additional budget has been allocated in 2022/23 and a wide range of initiatives are being launched to increase recruitment. Whilst demand for MH Residential Placements has not increased significantly, the budget has been reduced to reflect efficiency proposals. The delivery of this has been delayed.	-301
M Health - Private/Vol Homes	7,310	-3,377	6,953	-2,780	239	Demand for residential and residential respite placements for mental health increasing	573
M Health - Private/Vol Homes (Substance Misuse)	159	-34	310	0	186	Annual audits of Direct Payments balances has recovered significantly more income in 2022/23.	0
M Health - Direct Payments	283	-45	279	-98	-57	Community Support Provision is reduced compared to pre-pandemic levels.	31
M Health - Community Support	769	-78	613	-76	-154		-179
M Health - Other variances					23		132
Support							
Departmental Support	-1,096	-3,000	-1,590	-2,163	342	Higher than anticipated legal fees (£183k) and undelivered efficiency (£98k)	24
Other Variances - Support					14		52
Homes & Safer Communities							
Public Protection							
PP Business Support unit	163	0	133	0	-30	Underspend on Supplies & Services	-18
Public Health	305	-15	356	-14	51	Overspend on salaries and fly tipping costs	17
Noise Control	231	0	133	-0	-98	Under on salaries	-49
Animal Welfare	88	-87	86	-44	41	Under achievement of income, mainly due to reduction in licensed dog breeders	49
Public Health Services Management	55	-115	116	-115	61	Over on salaries	20
Licensing	379	-345	381	-303	44	Underachievement of licensing income	11
Safeguarding, Licensing & Financial Investigation	98	0	44	0	-54	Under on salaries & Supplies & Services	11
Financial Investigator	127	-527	225	-467	158	Outstanding cases only part delivered during 22-23.	0
Other Variances					24		91

Department for Communities - Budget Monitoring - Actual 2022/23

Main Variances

CORPORATE PERFORMANCE AND RESOURCES SCRUTINY 18th OCTOBER 2023

Division	Working Budget		Actual		EOY Actual Variance for Year £'000	Notes	Feb 2023 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Expenditure £'000	Income £'000			
Council Fund Housing							
Independent Living and Affordable Homes	124	-45	88	-72	-64	Savings on supplies & services budget.	-9
Home Improvement (Non HRA)	674	-273	680	-418	-140	Over achievement of Income	0
Penybryn Traveller Site	183	-132	113	-101	-39	Underspend on Salaries	-115
Landlord Incentive	14	-11	115	-5	107	Improvements made to Social Lets properties, income to be recovered in future years	-27
Homelessness	169	-70	1,090	-952	38	Most payments relating to Homelessness prevention have been accommodated in the prevention grant.	0
Non HRA Re-Housing (Inc Chr)	179	0	134	0	-45	Underspend on Salaries	2
Other variances					28		11
Leisure & Recreation							
Burry Port Harbour	24	-107	35	-135	-15	Excess income achieved to budget for Parking & Catering	-34
Discovery Centre	6	-90	5	-124	-35	Excess income achieved to budget for Parking	-28
Pembrey Ski Slope	466	-475	539	-602	-54	Excess income achieved to budget	-34
Newcastle Emlyn Sports Centre	382	-192	357	-130	37	Income shortfall (Covid19 recovery) £62k offset by in year vacancies / lower use of casual staff £25k	24
Carmarthen Leisure Centre	1,641	-1,616	1,692	-1,413	253	Income shortfall (Covid19 recovery) £208k offset by in year vacancies / lower use of casual staff £46k, along with various overspends in S & S and Premises headings	245
St Clears Leisure Centre	183	-44	175	-63	-27	S106 income not budgeted £13k along with in year vacancies	-20
Amman Valley Leisure Centre	1,035	-856	1,111	-779	153	Income shortfall (Covid19 recovery) £107k, along with Operational Consumables £61k and R & M £14k, offset in part with in year vacancies / lower use of casual staff £29k	134
Llandovery Swimming Pool	412	-259	440	-153	134	Income shortfall (Covid19 recovery) £106k along with overspend in Employees due to Pay Award not being fully funded	133
Actif Communities	326	-39	307	-59	-39	Core staff recharge to external grant	-0
Actif Facilities	250	0	262	-0	12	Small overspends in a number of S & S expenditure headings	-7
Actif health, fitness and dryside	215	-135	163	-40	43	Income shortfall (Covid19 recovery)	48
Catering - Sport Centres	324	-297	289	-226	35	Income shortfall (Covid19 recovery) £71k offset by an underspend in cost of Catering £33k plus numerous minor underspends	51
Port & Leisure General	845	-46	724	-59	-134	In year staff vacancies £44k, Premises Mtce £40k, Promotions / Marketing £37k, along with numerous smaller S & S underspends	-62
OPEN RHOS 3G PITCH	21	-48	10	-50	-13	Numerous minor expenditure underspends	-13
St John Lloyd - 2G Pitch	63	-14	22	-11	-38	Numerous minor expenditure underspends	-37
Llanelli Leisure Centre	1,393	-1,094	1,490	-900	292	Income shortfall (Covid19 recovery) £198k, Premises Mtce £69k and Employee costs due to Pay Award not being fully funded £18k, along with various minor overspends in S & S headings	302
Outdoor Recreation - Staffing costs	438	0	255	0	-183	In year staff vacancies	97

Department for Communities - Budget Monitoring - Actual 2022/23

Main Variances

CORPORATE PERFORMANCE AND RESOURCES SCRUTINY 18th OCTOBER 2023

Division	Working Budget		Actual		EOY Actual Variance for Year £'000	Notes	Feb 2023 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Expenditure £'000	Income £'000			
Pembrey Country Park	905	-1,139	1,269	-1,311	191	Revenue contributions to Capital £122k Utilities £26k, cost of Agency staff to backfill in year vacant posts £43k	61
Pembrey Country Park Restaurant	541	-382	601	-511	-70	Over achievement of Catering income to budget	-90
Ammanford Library	309	-14	268	-10	-37	In year staff vacancies	-34
Llanelli Library	534	-30	515	-24	-13	In year staff vacancies	-1
Community Libraries	258	-7	238	-6	-19	In year staff vacancies	-5
Libraries General	1,133	-1	1,156	-7	18	Forecast overspend in Employees due to Pay Award not being fully funded	37
Carmarthen Museum, Abergwili.	228	-20	221	-46	-33	Income received in year not originally budgeted	1
Parc Howard Museum	158	-99	87	-48	-21	In year staff vacancies	8
Museums General	159	0	220	0	61	Unable to achieve vacancy factor, a legacy of undelivered PBB's and unfunded post	72
Arts General	16	0	0	0	-15	Vacant post being held pending restructure	-15
St Clears Craft Centre	123	-39	84	-19	-20	Vacant posts being held pending potential community run venture	-19
Cultural Services Management	103	0	84	0	-19	Numerous minor expenditure underspends	-19
Laugharne Boathouse	166	-117	161	-72	40	Income shortfall (Covid19 recovery)	40
Lyric Theatre	470	-315	415	-288	-27	Income shortfall (Covid19 recovery) £28k offset by reduced cost of Performance Fees £38k, utilities £12k, staffing £12k plus minor S & S underspends	-10
Y Ffwrnes	930	-486	751	-374	-67	Income shortfall (Covid19 recovery) £112k, offset by forecast underspend on Utilities £81k, Performance Fees £27k, Employees £31k, Contracted Services £25k and numerous other minor expenditure underspends	-23
Attractor - Management	0	0	52	0	52	Project manager post not funded	51
Attractor - Hostel	0	0	166	-3	163	Expenditure relating to the set up of this new facility	-4
Attractor - Museum	0	0	32	0	32	Expenditure relating to the set up of this new facility	0
Attractor - Externals	7	-58	10	-13	48	Parking income budgeted for Attractor site not fully achievable due to delays in contract completion	46
Leisure Management	438	-3	358	-3	-79	In year vacancy £44k plus underspends in Premises Mtce £28k and other minor S & S underspends	-6
Other Variances					11		4
Grand Total					3,220		3,798

**Corporate Services Department
Budget Monitoring - Actual 2022/23**

CORPORATE PERFORMANCE AND RESOURCES SCRUTINY 18th OCTOBER 2023

Division	Working Budget				Actual				EOY Actual Variance for Year £'000	Feb 2023 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Net non-controllable £'000	Net £'000	Expenditure £'000	Income £'000	Net non-controllable £'000	Net £'000		
Financial Services	12,454	-2,788	-1,934	7,732	12,429	-2,773	-1,934	7,722	-10	-427
Revenues & Financial Compliance	64,099	-43,252	-188	20,659	57,491	-37,559	-188	19,744	-915	-677
GRAND TOTAL	76,553	-46,040	-2,122	28,391	69,920	-40,332	-2,122	27,466	-925	-1,104

Corporate Services Department - Budget Monitoring - Actual 2022/23

Main Variances

CORPORATE PERFORMANCE AND RESOURCES SCRUTINY 18th OCTOBER 2023

Division	Working Budget		Actual		EOY Actual Variance for Year £'000	Notes	Feb 2023 Forecasted Variance for Year £'000
	Expenditure	Income	Expenditure	Income			
	£'000	£'000	£'000	£'000			£'000
Financial Services							
Accountancy	1,877	-478	1,903	-477	28	Additional accountancy support costs	31
Treasury and Pension Investment Section	277	-200	237	-187	-28	Additional income for work undertaken for Wales Pension Partnership £18k, along with other smaller underspends on supplies and services	-23
Grants and Technical	357	-114	277	-54	-20	Staff vacancy during year	-18
Payments	581	-79	547	-80	-34	6 short-term vacancies during the year.	-34
Bank Charges	66	0	33	0	-33	Reduced costs following new bank contract	-12
Miscellaneous Services	6,721	-125	7,046	-376	74	Year end additions to earmarked reserves for various ongoing pressures.	-353
Other variances					3		-18
Revenues & Financial Compliance							
Procurement	638	-36	576	-36	-62	Savings from staff member working reduced hours, maternity leave and a number of posts currently at lowest point on the salary scale	-62
Audit	511	-20	461	-40	-70	3 vacant posts during the year £35k; Additional SLA income from Fire Service and Delta £20k; £15k underspend on supplies and services	-71
Risk Management	158	-1	132	-1	-26	Staff member working reduced hours along with one off income generated.	-26
Business Support Unit	149	0	137	0	-12	2 staff members on lowest points of the scale	-8
Corporate Services Training	62	0	13	0	-50	Less planned training during the year	-50
Local Taxation	986	-763	997	-725	50	Large increase in postage costs	-50
Council Tax Reduction Scheme	17,249	0	16,864	0	-385	Demand led service. Less call on the service than budget	-376
Rent Allowances	41,323	-41,540	34,533	-34,921	-171	Fluctuates depending upon demand for the service.	134
Rates Relief	289	0	206	0	-83	Low take up in 2022/23	-84
Housing Benefits Admin	1,702	-753	1,385	-638	-202	DWP Housing Benefit Admin grant received is £212k less than budget. There is a net £310k underspend on pay costs, due to 12 vacant posts during the year. We have also received £100k of additional one off grants from DWP during the year to complete specific projects, along with smaller underspends on supplies and services.	-178
Revenues	1,033	-139	1,125	-136	95	£82k increase in bank charges over budget due to increased number of card payments. £77k one off essential software upgrade. Offset by vacant posts during the year.	95
Other variances					0		-1
Grand Total					-925		-1,104

Department for Education & Children
Budget Monitoring - Actual 2022/23

CORPORATE PERFORMANCE AND RESOURCES SCRUTINY 18th OCTOBER 2023

Division	Working Budget				Actual				EOY Actual Variance for Year £'000	Feb 2023 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Net non-controllable £'000	Net £'000	Expenditure £'000	Income £'000	Net non-controllable £'000	Net £'000		
Schools Delegated Budgets	151,938	-22,289	0	129,649	160,917	-27,187	0	133,730	4,081	6,290
Transfer from Reserves				0		-4,081		-4,081	-4,081	-6,290
Director & Strategic Management	1,511	0	111	1,623	1,272	0	111	1,383	-239	-228
Education Services Division	17,445	-7,299	22,771	32,917	18,181	-8,462	22,771	32,489	-428	-182
Access to Education	3,998	-159	2,949	6,788	12,679	-8,350	2,949	7,277	489	741
Strategy & Learner Support	4,980	-3,165	1,340	3,155	4,840	-3,526	1,340	2,655	-500	-407
Children's Services	29,283	-9,479	6,185	25,988	36,136	-12,759	6,185	29,562	3,574	3,934
TOTAL excluding schools	57,216	-20,102	33,356	70,471	73,108	-33,097	33,356	73,366	2,895	3,858
GRAND TOTAL	209,154	-42,390	33,356	200,120	234,025	-64,366	33,356	203,015	2,895	3,858

Department for Education & Children - Budget Monitoring - Actual 2022/23

Main Variances

CORPORATE PERFORMANCE AND RESOURCES SCRUTINY 18th OCTOBER 2023

Division	Working Budget		Actual		EOY Actual Variance for Year £'000	Notes	Feb 2023 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Expenditure £'000	Income £'000			
Director & Strategic Management							
Director & Management Team	1,141	0	904	0	-237	£225k earmarked for 2023/24 efficiency this year reducing the department's in year overspend.	-236
Other variances					-2		8
Education Services Division							
School Expenditure not currently delegated	125	0	202	-132	-54	Admin income for processing WG FSM holiday payments, reducing the department's in year overspend.	-0
School Redundancy & EVR	2,133	0	1,852	0	-282	Low number of school redundancies due to the school balances brought forward & continuation of RRRS grant	-223
Early Years Non-Maintained Provision	954	-589	840	-828	-353	WG grant funding received where already committed core budget. In year underspend supporting department pressures	-357
Additional Learning needs	4,131	-2,412	4,560	-2,631	210	New ALN pressures in excess of the already committed budget for school provision	296
Education Other Than At School (EOTAS)	3,666	-386	4,241	-877	83	Increased agency costs due to staff absences across the 4 settings	87
School Improvement	1,522	0	1,649	-166	-39	Reduced salary costs £21k - mainly due to no Soulbury Pay award in year, which had been committed throughout the year. Also, maximisation of grant income £28k, partly offset by increased running costs incurred within training centre's £10k	12
Other variances					6		3
Access to Education							
School Admissions	420	0	348	-18	-90	Part year vacant posts recently recruited to	-71
School Meals & Primary Free Breakfast Services	3,436	-159	12,023	-8,166	580	School meals staffing costs increase re actual pay award £428k. Primary breakfast contributions for care element shortfall £90k & increased costs of food & labour £62k	683
Other variances					0		129
Strategy & Learner Support							
Welsh Language Support	732	-289	574	-297	-166	Maximisation of grant income supporting priorities the service had already identified and had staff working on, partially offsetting overspends elsewhere within the Department	-149
Youth Support Service & Participation	2,261	-1,239	2,071	-1,285	-235	Number of part year staff vacancies, delays in recruitment and additional short term grants being utilised	-190
Adult & Community Learning	559	-556	648	-575	70	Reduced take up on courses impacting on level of grant income eligible to claim and franchise income due via Coleg Sir Gar	107
European Funded Projects	315	-314	158	-209	-53	Net contribution to department indirect costs, project could be subject to European audits.	-53
School Information Systems	370	-28	254	-29	-118	Part year vacant posts being reviewed as part of current restructure	-124

Department for Education & Children - Budget Monitoring - Actual 2022/23

Main Variances

CORPORATE PERFORMANCE AND RESOURCES SCRUTINY 18th OCTOBER 2023

Division	Working Budget		Actual		EOY Actual Variance for Year £'000	Notes	Feb 2023 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Expenditure £'000	Income £'000			
Children's Services							
Commissioning and Social Work	7,841	-109	8,868	-262	873	Increased agency staff costs £594k re additional demand & difficulty recruiting permanent staff, legal costs £358k with additional external provision due to increased complexity of cases and increased demand for assistance to clients and their families £199k. This is partly offset by other net savings - £278k - staffing budget due to vacancies as not able to recruit and additional grant income. £140k vired Corporately at year end re pay award - not committed in February 2023 return	1,013
Corporate Parenting & Leaving Care	1,067	-154	1,072	-393	-233	Maximisation of grant income supporting priorities the service had already identified and have staff working on	-245
Fostering & Other Children Looked After Services	4,326	0	5,232	-115	790	Specialist support (mainly agency) for 2 young people with highly complex needs £419k. Boarded out costs re demand, allowance increases and additional payments to connected carers £285k. Enhancement costs re more complex children in placements £53k, transport to school costs £64k re demand & increased fuel costs, panel & other staff costs £49k, promotion costs £9k. Increase in Special Guardianship Orders (SGO's) £27k. This is offset by additional WG grant £116k	702
Adoption Services	564	0	1,178	-544	69	Increased staffing costs including agency staff re ongoing service demands and maternity leave cover required for 3 members of the team	56
Out of County Placements (CS)	446	0	1,576	-31	1,098	3 new highly complex placements in 2022/23	1,105
Residential Units	849	-365	2,579	-1,053	1,041	£787k Garreglwyd - significant agency staff costs due to difficulty recruiting to vacant posts & sickness cover. £254k overspend at the new Ty Magu Residential Unit - increased staffing costs re complex placements £412k (including £77k agency staff costs) and other running costs £62k, with no budget for non-staffing costs. This is offset by £220k WG grant	954
Respite Units	1,064	-12	1,090	-8	31	Overspend mainly in relation to back-dated Covid19 related enhancement payments for residential staff	41
Supporting Childcare	1,708	-1,096	1,810	-1,455	-257	Maximisation of grant income supporting priorities the service had already identified and have staff working on	-60
Short Breaks and Direct Payments	689	-59	1,563	-446	487	Increased demand for Direct Payments since change in legislation, further pressures linked to Covid19 & lack of commissioned services available £218k. Also increased demand for 1-2-1 support under Short Breaks due to lack of available location based services £441k, partly offset by WG grant - £172k	538
Other Family Services incl Young Carers and ASD	946	-577	1,107	-820	-83	Maximisation of grant income, partially offsetting overspends elsewhere within the division	-78
Children's Services Mgt & Support (inc Eclipse)	1,165	-164	1,602	-689	-88	1 Service Manager reducing their hours and 2 others being on a lower point in the grade with budget held at top of grade £22k, reduced expenditure re delayed activity until 2023/24 £20k & maximisation of grant income, partially offsetting overspends elsewhere within the division £46k	-24

2023/24

Department for Education & Children - Budget Monitoring - Actual 2022/23

Main Variances

CORPORATE PERFORMANCE AND RESOURCES SCRUTINY 18th OCTOBER 2023

Division	Working Budget		Actual		EOY	Notes	Feb 2023
	Expenditure	Income	Expenditure	Income	Actual Variance for Year		Forecasted Variance for Year
	£'000	£'000	£'000	£'000	£'000		£'000
School Safeguarding & Attendance	778	-474	783	-534	-56	Maximisation of grant income, partially offsetting overspends elsewhere within the division	-30
Educational Psychology	1,473	-405	1,364	-401	-103	Number of part year staff vacancies, delays & difficulty in recruitment and additional grants being utilised	-48
Other Variances					4		10
Grand Total					2,895		3,858

Place and Infrastructure Department
Budget Monitoring - Actual 2022/23

CORPORATE PERFORMANCE AND RESOURCES SCRUTINY 18th OCTOBER 2023

Division	Working Budget				Actual				EOY Actual Variance for Year £'000	Feb 2023 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Net non-controllable £'000	Net £'000	Expenditure £'000	Income £'000	Net non-controllable £'000	Net £'000		
Service Improvement & Transformation	3,999	-3,878	1,559	1,679	4,134	-3,898	1,559	1,794	115	228
Waste & Environmental Services	30,010	-5,039	3,058	28,029	30,919	-5,463	3,058	28,514	485	667
Highways & Transportation	66,042	-40,598	12,833	38,276	67,600	-41,956	12,833	38,477	200	125
Property	43,363	-45,995	1,956	-676	41,576	-44,629	1,956	-1,097	-421	-200
Place and Sustainability	5,670	-2,329	1,027	4,368	5,709	-2,905	1,027	3,831	-537	-455
GRAND TOTAL	149,084	-97,839	20,432	71,677	149,938	-98,851	20,432	71,519	-158	366

Place and Infrastructure Department - Budget Monitoring - Actual 2022/23

Main Variances

CORPORATE PERFORMANCE AND RESOURCES SCRUTINY 18th OCTOBER 2023

Division	Working Budget		Actual		EOY Actual Variance for Year £'000	Notes	Feb 2023 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Expenditure £'000	Income £'000			
Service Improvement & Transformation							
Facilities Management - Building Cleaning	4,429	-3,783	4,595	-3,843	106	£114k pressure on wages due to actual pay award being more than budget and only partly met corporately; increased level of agency expenditure as a result of staff sickness.	205
Other variances					9		23
Waste & Environmental Services							
Waste & Environmental Services Unit	15	0	-75	-0	-90	Interim staffing complement, recruitment will be reviewed once new HOS appointed	-96
Emergency Planning	79	0	67	0	-12	Underspend on pay costs and supplies & services	-6
SAB - Sustainable Drainage approval Body Unit	131	-134	128	-84	48	Anticipated income not materialised - Dependent on number of submissions and market buoyancy of development projects	58
Environmental Enforcement	590	-19	508	-24	-87	Underspend relates to vacated post and maternity leave. Future needs are being assessed.	-83
Waste Services	19,784	-1,366	20,346	-1,408	521	£104k pressure on wages due to actual pay award being more than budget and only partly met corporately; Planned draw-down from reserves for waste services not required in 2022/23 as other divisions within the department are showing underspends.	661
Green Waste Collection	623	-550	609	-602	-67	Increased customer base	-47
Waste services - covid related	0	0	225	-31	194	Sickness absence related agency cover and driver support services	196
Closed Landfill Sites	175	0	151	0	-24	Unable to complete all works due to weather conditions.	-10
Other variances					3		-6
Highways & Transportation							
Departmental - Transport	44	0	6	0	-38	Vacant post, management review underway	-43
Departmental Pooled Vehicles	0	0	14	0	14	Under-utilisation of pool vehicles	17
Civil Design	1,276	-1,869	1,267	-1,845	15	Income target not achieved	-1
Transport Strategic Planning	414	0	504	-63	27	Additional appraisal costs and part-funding of Towy Valley Path post	-3
Stopping-up Orders	0	-8	1	0	10	Income target not achieved	9
School Transport	13,503	-946	13,813	-1,108	149	Additional cost of tender prices and fuel price increases.	134
Traffic Management	594	-289	860	-611	-56	Net increase in Traffic Regulation orders income	-36
Car Parks	2,194	-3,348	1,911	-2,919	146	Parking income not achieving income targets due to reduced footfall in town centres.	239
Nant y Ci Park & Ride	85	-34	116	-54	12	Reduced demand on the service	13
Road Safety	230	-5	132	-3	-96	Vacant post filled in Jan, reduced hours for another post and an estimated £66k officers time recharged to grants	-96
School Crossing Patrols	164	0	126	0	-38	Several posts have become vacant and will not be refilled	-34
Street Works and Highway Adoptions	456	-396	508	-431	18	Insufficient income to cover additional pay costs	-8
Highway Maintenance	21,594	-12,842	23,654	-14,725	177	Winter maintenance pressures	30

Place and Infrastructure Department - Budget Monitoring - Actual 2022/23

Main Variances

CORPORATE PERFORMANCE AND RESOURCES SCRUTINY 18th OCTOBER 2023

Division	Working Budget		Actual		EOY Actual Variance for Year £'000	Notes	Feb 2023 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Expenditure £'000	Income £'000			
Public Rights Of Way	1,007	-75	943	-58	-47	Savings on pay due to reduced hours; vacancies during the first and second quarters	-47
Other variances					-92		-49
Property							
Property Division Business Unit	138	0	0	0	-138	Vacant HOS post, review on-going	-140
Property Maintenance Operational	33,968	-36,249	33,651	-36,247	-315	Increased income from internal recharges reflecting work completed during the year, including significant unexpected projects.	-240
Pumping Stations	55	0	64	0	10	Additional cost due to further testing at Llandovery pumping station	36
Property Design - Business Unit	2,974	-3,338	2,267	-2,606	25	Purchasing of equipment to facilitate hybrid working and return to the office.	87
Other variances					-4	Increased non chargeable time due to increased absence as a result of sickness, maternity and paternity leave.	57
Place and Sustainability							
Place & Sustainability Unit	136	-17	203	-133	-49	Due to underspend on supplies & services	-48
Building Control	717	-509	644	-448	-12	Due to staff vacancy during the year, now filled	0
Forward Planning	782	0	675	-1	-108	Due to staff vacancies during the year with 1 post estimated to be filled in the new financial year	-114
Development Management	1,946	-948	1,805	-1,096	-289	Due to underspend on vacant posts during the year	-259
Conservation	537	-13	576	-88	-36	Due to underspend on pay & fees budget, includes £13k Wales Council for Voluntary Action additional funding	-30
Renewable Energy Fund	0	-53	0	-82	-29	Additional income received during the year	9
Other Variances					-16		-12
Grand Total					-158		366

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Corporate Performance & Resources Scrutiny Report
Budget Monitoring - Actual 2022/23 - Detail Monitoring

Division	Working Budget				Actual				EOY Actual Variance for Year £'000	Notes	Feb 2023 Forecasted Variance for Year £'000
	Expenditure, £'000	Income £'000	Net non- controllable £'000	Net £'000	Expenditure, £'000	Income £'000	Net non- controllable £'000	Net £'000			
Chief Executive											
Chief Executive-Chief Officer	240	0	-224	17	208	0	-224	-16	-33	Savings on supplies & services	-33
Chief Executive Business Support Unit	618	0	-544	74	510	-4	-544	-37	-112	Savings due to 3 staff being on secondment to other sections.	-107
Chief Executive Total	859	0	-768	91	718	-4	-768	-54	-144		-139
People Management											
TIC Team	242	-61	-185	-4	217	-61	-185	-30	-26	3 vacant posts during year.	-28
Agile Working Project	0	0	12	12	66	0	12	78	66	Unfunded post	66
Social Care Workforce Development Programme	724	-417	101	408	799	-526	101	374	-33	Some planned training courses were not able to take place by the end of the financial year.	-24
Practice Placements	68	-67	11	12	88	-88	11	11	-1		0
Health & Social Care Induction Training Pilot	0	0	-1	-1	8	-9	-1	-2	-1		0
Business & Projects Support	255	0	-237	18	249	0	-237	12	-6		-3
Payroll	872	-365	-142	364	919	-358	-142	419	54	Past year staffing efficiencies (£79k) not met. Partially offset by vacancies during the year.	56
People Services – HR	964	-275	-632	57	973	-259	-632	83	26	Temporary additional resource to deal with increased recruitment.	62
Employee Well-being	815	-359	-290	167	765	-356	-290	120	-47	Vacant posts during year	1
Organisational Development	468	-40	-406	22	509	-11	-406	92	70	Training efficiency target not met (£33k). Investors in people assessment one off costs of (£26k) along with smaller overspends on supplies and services.	81
Employee Services – HR/Payroll Support	142	0	-105	37	149	0	-105	44	7		7
School Staff Absence Scheme	0	0	11	11	1,222	-1,222	11	11	0		0
DBS Checks	137	0	0	137	118	-7	0	112	-25	Review of DBS checks process & budget to be undertaken	-29
People Management Total	4,687	-1,585	-1,864	1,239	6,083	-2,897	-1,864	1,322	84		190
ICT & Corporate Policy											
Information Technology	5,643	-921	-3,256	1,466	6,848	-2,172	-3,256	1,420	-45	Underspend due to hardware order not being able to be met before year end due to supply issues	-0
Welsh Language	125	-11	-147	-33	119	-11	-147	-38	-6		-11
Chief Executive-Policy	722	-32	-666	25	667	-39	-666	-38	-63	Vacant posts in early part of year now filled (£48k). One off income for work undertaken by WLGA (£7k); Underspend on Supplies and Services (£8k).	-63
Public Services Board	6	0	0	6	28	-31	0	-3	-9		0
Armed Forces Covenant Scheme	0	0	9	9	50	-50	9	9	0		0
Armed Forces Veterans Hub	0	0	0	0	10	-10	0	0	0		0
Armed Forces and Remembrance	5	0	0	5	1	0	0	1	-4		-2
Total ICT & Corporate Policy	6,500	-964	-4,059	1,477	7,723	-2,313	-4,059	1,351	-126		-75

Corporate Performance & Resources Scrutiny Report
Budget Monitoring - Actual 2022/23 - Detail Monitoring

Division	Working Budget				Actual				EOY Actual Variance for Year £'000	Notes	Feb 2023 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000			
Admin and Law											
Democratic Services	2,133	-290	2,398	4,242	1,975	-315	2,398	4,058	-184	Underspend on members pay and allowances (£155k), travelling costs (£11k), additional £25k of income for work undertaken for the HRA along with smaller underspends on supplies and services.	-187
Democratic Services - Support	526	0	-401	125	524	-35	-401	88	-37	Additional income for work undertaken by PCC (£8k), savings on vacant post during year £29k	-34
Corporate Management	0	0	296	296	0	0	296	296	0		0
Civic Ceremonial	25	0	21	46	21	0	21	42	-4		-4
Land Charges	103	-275	32	-140	137	-247	32	-79	61	Shortfall in income due to low demand for searches	60
Police and Crime Commissioner	0	0	0	0	16	-16	0	0	0		0
Legal Services	2,092	-273	-1,132	687	2,044	-262	-1,132	651	-36	A number of short term vacancies during the year	-45
Central Mailing	46	0	1	47	31	-2	1	30	-17	Saving on franking machine leasing costs	-21
Admin and Law Total	4,926	-838	1,215	5,303	4,748	-877	1,215	5,085	-218		-231
Marketing & Media											
Marketing and Media	409	-171	-119	119	443	-28	-119	296	178	Overspend on salaries pending divisional realignment which is now complete. Loss of income streams from external partners (e.g. ERW £80k).	138
Translation	595	-53	-420	122	483	-66	-420	-3	-126	2 vacant posts pending divisional realignment which is now complete. A number of staff working reduced hours, savings on supplies & services.	-113
Customer Services Centres	1,203	-362	-590	251	1,027	-358	-590	79	-172	Part year vacancies in Contact Centre and Hwbs. Constantly out to advert due to difficulty in filling posts.	-183
Yr Hwb, Rhydaman a Llanelli	184	-96	8	96	77	-48	8	37	-59	2 vacant posts pending divisional realignment which has now been completed, offset partly by less income from decreased demand for desk space rental.	-60
Marketing Tourism Development	405	-5	67	467	369	-5	67	431	-36	Underspend on vacant posts pending divisional realignment which	-37
Events	40	-26	2	16	47	-26	2	22	6		0
Total Marketing & Media	2,835	-713	-1,052	1,071	2,445	-531	-1,052	862	-209		-254
Statutory Services											
Elections-County Council	110	0	129	238	110	0	129	239	0		0
Elections-Community Council	0	0	0	0	193	-193	0	-0	-0		0
Registration Of Electors	176	-3	243	416	153	-3	243	393	-23	Underspend on supplies and services	-13
Registrars	525	-343	293	475	586	-488	293	390	-85	Increase in income due to large number of ceremonies taking place	-79
Cooners	369	0	8	377	451	0	8	459	82	One off inquest cost of (£39k). Large increase in volume in last quarter on post-mortem fees (£26k overspend), and undertaker fees (£17k overspend). These are offset by smaller underspends on supplies and services.	68
Electoral Services - Staff	265	0	-257	8	214	0	-257	-43	-51	1 post vacant throughout financial year	-31
Statutory Services Total	1,444	-346	416	1,515	1,707	-684	416	1,439	-76		-56

Corporate Performance & Resources Scrutiny Report
Budget Monitoring - Actual 2022/23 - Detail Monitoring

Division	Working Budget				Actual				EOY Actual Variance for Year £'000	Notes	Feb 2023 Forecasted Variance for Year £'000
	Expenditure, £'000	Income £'000	Net non- controllable £'000	Net £'000	Expenditure, £'000	Income £'000	Net non- controllable £'000	Net £'000			
Regeneration & Property											
Regeneration Management	308	0	100	408	341	0	100	441	33	Overspend due to cessation in staff time recharged to projects	33
Parry Thomas Centre	45	-37	12	19	45	-37	12	19	-0		0
Betws wind farm community fund	87	-87	1	1	70	-70	1	1	0		0
Welfare Rights & Citizen's Advice	161	0	2	162	161	0	2	162	0		0
Llanelli Coast Joint Venture	150	-150	4	4	141	-141	4	4	-0		0
South West Wales Joint Committee	0	0	10	10	0	0	10	10	0		0
Business Grants	0	0	0	0	319	-319	0	0	0		0
Town Centres	405	0	316	721	403	0	316	719	-2		0
Econ Dev-Llanelli, C Hands, Coastal, Business, Inf & Ent	470	0	160	629	470	0	160	629	0		0
Community Development and External Funding	545	0	153	698	552	-1	153	705	6		-3
Food Banks	0	0	0	0	3	0	0	3	3		3
Kickstart	0	0	3	3	121	-121	3	3	0		0
Transforming Towns Business Fund	0	0	0	0	35	-35	0	0	0		0
Wellness	275	0	61	336	275	0	61	336	0		0
Swansea Bay City Deal	0	0	174	174	-23	0	173	150	-24	Underspend on staff and travelling costs	0
Property	1,195	-91	-1,068	37	1,013	-27	-1,068	-83	-119	4 posts vacant during the year. These vacancies and an underspend on supplies and services are covering a shortfall on income generated from external work undertaken.	-104
Commercial Properties	48	-463	586	171	612	-628	586	570	399	£485k set aside to fund Market Street North Project, offset by additional income generated from high occupancy rates	-86
Provision Markets	700	-556	605	749	684	-511	605	777	28	Net shortfall in income across the portfolio due to low occupancy rates. Partially offset by underspends on premises and supplies and services costs.	13
Asset Transfers	0	0	0	0	12	-12	0	0	0		0
Asset Sales	20	0	0	20	111	-5	0	106	86	Additional costs associated with making Kidwelly Town Hall structurally safe	-0
Operational Depots	475	0	-292	183	455	0	-292	163	-20	Underspend on various premises related costs	-14
Administrative Buildings	4,057	-796	652	3,912	4,129	-897	652	3,884	-28	Underspend on various premises related costs	-0
Industrial Premises	715	-1,519	1,036	232	798	-1,705	1,036	130	-102	High occupancy levels currently	-78
The Beacon	164	-144	55	75	171	-151	55	75	-0		0
County Farms	147	-351	29	-175	186	-328	29	-114	61	Income target not met due to current economic climate as no scope to increase tenancy agreements at the moment (£21k). Additional property maintenance works undertaken £40k).	66
Livestock Markets	69	-114	5	-40	29	-91	5	-58	-18	One off additional income from Newcastle Emlyn Mart.	-17
Externally Funded Schemes	9,192	-9,188	607	611	8,269	-8,297	607	578	-32	Underspend on flat rate income received from various grant projects ending in 2022/23	-6
Regeneration & Property Total	19,226	-13,496	3,211	8,941	19,380	-13,378	3,210	9,212	271		-193

Corporate Performance & Resources Scrutiny Report
Budget Monitoring - Actual 2022/23 - Detail Monitoring

Division	Working Budget				Actual				EOY Actual Variance for Year £'000	Notes	Feb 2023 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000			
Financial Services											
Corporate Services Management Team	510	-142	-333	35	503	-135	-333	35	0		0
Accountancy	1,877	-478	-925	474	1,903	-477	-925	501	28	Additional accountancy support costs	31
Treasury and Pension Investment Section	277	-200	-20	57	237	-187	-20	30	-28	Additional income for work undertaken for Wales Pension Partnership £18k, along with other smaller underspends on supplies and services	-23
Grants and Technical	357	-114	-167	76	277	-54	-167	56	-20	Staff vacancy during year	-18
Payroll Control	97	0	-69	28	102	0	-69	33	5		5
Payments	581	-79	-376	125	547	-80	-376	91	-34	6 short-term vacancies during the year.	-34
Pensions	1,555	-1,469	194	280	1,388	-1,302	194	280	0		0
Audit Fees	325	-96	4	234	325	-96	4	234	0		-24
City Deal Finance	0	0	6	6	0	0	6	6	0		0
Bank Charges	66	0	1	67	33	0	1	33	-33	Reduced costs following new bank contract	-12
Wales Pension Partnership	88	-86	12	15	68	-68	12	12	-3		0
Miscellaneous Services	6,721	-125	-260	6,336	7,046	-376	-260	6,410	74	Year end additions to earmarked reserves for various ongoing pressures.	-353
Financial Services Total	12,454	-2,788	-1,934	7,732	12,429	-2,773	-1,934	7,722	-10		-428
Revenues & Financial Compliance											
Procurement	638	-36	-448	154	576	-36	-448	91	-62	Savings from staff member working reduced hours, maternity leave and a number of posts currently at lowest point on the salary scale	-62
Audit	511	-20	-388	103	461	-40	-388	33	-70	3 vacant posts during the year £35k; Additional SLA income from Fire Service and Delta £20k; £15k underspend on supplies and services	-71
Risk Management	158	-1	-127	31	132	-1	-127	5	-26	Staff member working reduced hours along with one off income generated.	-26
Business Support Unit	149	0	-55	94	137	0	-55	82	-12	2 staff members on lowest points of the scale	-8
Corporate Services Training	62	0	-59	3	13	0	-59	-46	-50	Less planned training during the year	-50
Cost of Living - Discretionary	0	0	0	0	1,063	-1,063	0	0	0		0
Local Taxation	986	-763	639	861	997	-725	639	910	50	Large increase in postage costs	-50
Council Tax Reduction Scheme	17,249	0	78	17,327	16,864	0	78	16,942	-385	Demand led service. Less call on the service than budget	-376
Rent Allowances	41,323	-41,540	1,495	1,278	34,533	-34,921	1,495	1,108	-171	Fluctuates depending upon demand for the service.	134
Rates Relief	289	0	5	294	206	0	5	211	-83	Low take up in 2022/23	-84
Housing Benefits Admin	1,702	-753	-693	256	1,385	-638	-693	54	-202	DWP Housing Benefit Admin grant received is £212k less than budget. There is a net £310k underspend on pay costs, due to 12 vacant posts during the year. We have also received £100k of additional one off grants from DWP during the year to complete specific projects, along with smaller underspends on supplies and services.	-178
Revenues	1,033	-139	-635	259	1,125	-136	-635	354	95	£82k increase in bank charges over budget due to increased number of card payments. £77k one off essential software upgrade. Offset by vacant posts during the year.	95
Revenues & Financial Compliance Total	64,099	-43,252	-188	20,660	57,491	-37,559	-188	19,744	-915		-676
TOTAL FOR CORPORATE PERFORMANCE & RESOURCES	117,031	-63,980	-5,023	48,028	112,724	-61,017	-5,024	46,683	-1,345		-1,862

2022/23 Savings Monitoring Report
Corporate Performance & Resources Scrutiny Committee
18th October 2023

1 Summary position as at : 31st March 2023

£67 k variance from delivery target

	2022/23 Savings monitoring		
	2022/23	2022/23	2022/23
	Target	Delivered	Variance
	£'000	£'000	£'000
Chief Executive	304	237	67
Corporate Services	180	180	0
	484	417	67

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

Managerial
Policy

£67 k Off delivery target
£0 k ahead of target

	MANAGERIAL			POLICY		
	2022/23	2022/23	2022/23	2022/23	2022/23	2022/23
	Target	Delivered	Variance	Target	Delivered	Variance
	£'000	£'000	£'000	£'000	£'000	£'000
Chief Executive	304	237	67	0	0	0
Corporate Services	180	180	0	0	0	0
	484	417	67	0	0	0

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

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

DEPARTMENT	2021/22 Budget	FACT FILE	2022/23 Proposed	2022/23 Delivered	2022/23 Variance	EFFICIENCY DESCRIPTION	REASON FOR VARIANCE
	£'000		£'000	£'000	£'000		

Managerial - Off Target

Chief Executive

People Management division	2,767	Includes Payroll, People Services, Organisational Development, Employee Wellbeing , HR Development Team, Business and Project Support	67	0	67	Focus is going to be on delivering the targets based on the realignment of OD, together with some additional income generation right across the division, this proving to be difficult as only have the staffing budgets to yield the efficiencies, and that is becoming more difficult as each year passes.	Saving not yet progressed
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Chief Executive Total			67	0	67		
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Policy - Off Target

NOTHING TO REPORT

DEPARTMENT	2021/22 Budget	FACT FILE	2022/23 Proposed	2022/23 Delivered	2022/23 Variance	EFFICIENCY DESCRIPTION
	£'000		£'000	£'000	£'000	

Managerial - On Target

Chief Executive

Chief Executive, Business and Executive Support	237	Office of the Chief Executive, business and executive support	20	20	0	Reduction in supplies, e.g. photocopying / postages / vehicle hire & others.
Information Technology	4,088	ICT Services underpins and contributes towards all that the Council delivers both internally as an organisation and externally to service users and communities, independently or in partnership. It is a vital function providing innovative opportunities for improving services and achieving our priorities in an efficient and effective way. IT Services is pivotal as an enabler of change and a vehicle for driving forward transformational improvement to all services. As we continually strive to deliver our solutions in an efficient manner and in line with our key Digital Strategies (Digital Transformation Strategy, Digital Technology Strategy, Digital Schools Strategy) our major savings in future years however will have to be found from our staffing budget. The work the service does significantly contribute to financial savings being delivered from revenue budgets held across the Authority by other service areas.	20	20	0	To be met by reduction in travel and stationery.
Statutory services / Coroners	372	The Coroner is an independent Judicial Officer and discharges his duties in accordance with the Coroners Act 1988. He has a duty to investigate deaths reported to him where he has reasonable cause to suspect that the death was violent, unnatural or of unknown cause or which occurs in prison.	18	18	0	Although efficiencies can be identified in the Coroner budget, the following must be highlighted: JNC for Coroners' pay has been agreed - 1.5% pay rise for 2021/22 with effect from 1st April 2021. Current budget can cover this. 2021/22 and 2022/23 will see one jury inquest with costs of approx. £100k. Current review of amalgamation of the jurisdiction of Pembrokeshire/Carmarthenshire with Swansea/Neath Port Talbot is being picked up again post COVID, unknown at present whether this will cost more to Carmarthenshire or less.
Member Travel & Printing			27	27	0	Reduction in Travel & Printing following implementing of paperless meetings and Hybrid Meetings
Regeneration division	3,542	Regeneration is a key priority for the council. The Division provides Business, employability, grant funding and skills support and advice. We also deliver physical regeneration projects throughout the county, including the Swansea Bay City Deal Pentre Awel Life Science and Wellness Village planned for Delta Lakes. The Regeneration Division is responsible for the management of land assets (those within the economic/commercial portfolio) of the Council, taking a strategic commercial view to ensure the portfolio is managed to meet the Council's economic development needs. The Division is also responsible for the delivery of the Council's Net Zero Carbon agenda.	70	70	0	£20k - Anticipated increase in Income/reduction in operating costs on Administrative estate through New Ways of Working. £25k anticipated decrease in utility costs on administrative estate due to reduced occupancy through continued agile working. £10k reduction in community grants. £15k supplies within industrial estate budget.
Marketing & Media	1,914	Business Unit comprising of translation, marketing and tourism, contact centres, customer services, press and communications.	45	45	0	£20k reduction in event support scheme, we will look at better ways of helping communities develop their events through advice and promotion. £5k reduction in Tourist Information Centre costs as we hand back Castle House and relocate to the Hwb/Debenhams. £20k tourism marketing - reduction in printing and advertising.
Departmental travel as per Transformation Innovation Change team exercise		Cross departmental travel costs	17	17	0	£17k reduction in departmental travel budgets
Departmental printing as per Transformation Innovation Change team exercise		Cross departmental printing costs	20	20	0	£20k reduction in departmental printing budgets

Chief Executive Total

237 237 0

Corporate Services

Financial Services						
PRE LGR Pension Costs	1,860	Cost of Pre LGR Pension Costs	100	100	0	Reduction in call on budget over time
Bank Charges	68	Cost of Authority's Banking arrangements	5	5	0	Reduction in bank charges following negotiation of new contract
Corporate Services Management Team	360	Departmental costs of Director, Head of Finance & Direct Support	10	10	0	Increase in external SLA income for work undertaken for Wales Pension Partnership
External Audit Fees	229	Cost of external audit fees	10	10	0	Reduction in external audit cost by maximising audit costs chargeable against grant schemes
Total Financial Services			125	125	0	

Revenues & Financial Compliance

Rates Relief	328	Cost to CCC of properties that are eligible and have successfully applied for discounts on their business rates	50	50	0	Demand is currently less than current budget provision
Total, Revenues and Financial Compliance			50	50	0	

Corporate Services General

General	12	Staff Travel	5	5	0	Reduction in staff travel by utilising technology
Total Corporate Services General			5	5	0	

Corporate Services Total

180 180 0

Policy - On Target

NOTHING TO REPORT

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**CORPORATE PERFORMANCE & RESOURCES
SCRUTINY COMMITTEE
18th OCTOBER 2023**

**Revenue & Capital Budget
Monitoring Report 2023/24**

THE SCRUTINY COMMITTEE IS ASKED TO:

- Receive the Authority’s Corporate Budget Monitoring Report, the Chief Executive and Corporate Services departmental reports and the Savings Monitoring report and considers the budgetary position.

Reasons:

- To provide Scrutiny with an update on the latest budgetary position, as at 30th June 2023, in respect of 2023/24.

CABINET MEMBER PORTFOLIO HOLDERS:

- Cllr. Darren Price (Leader)
- Cllr. Alun Lenny (Resources)
- Cllr. Phillip Hughes (Organisation and Workforce)

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

CORPORATE PERFORMANCE & RESOURCES SCRUTINY COMMITTEE 18th OCTOBER 2023

Revenue & Capital Budget Monitoring Report 2023/24

The Financial Monitoring report is presented as follows:

Revenue Budgets

Appendix A – Authority Corporate Budget Monitoring Report

The revenue budget monitoring reports as at 30th June 2023 are attached and indicate that:

COUNCIL FUND REVENUE ACCOUNT (Appendix A)

Overall, the monitoring report forecasts an overspend for the year at departmental level of £7,399k, with a forecast overspend on the Authority's net revenue budget of £4,504k.

At a high level this is due to a combination of:

- ongoing inflationary pressures across a range of service areas
- persistent overspends in service areas where budget reductions have been implemented, but challenges in delivery have made it impossible to keep pace with the level of savings required
- Significant overspends in Childrens Services driven by increased levels of demand combined with complexity, not seen before the pandemic, which has required both a higher number and increased cost of placements

These are partially offset by capital financing underspends due to scheme delays, a reduced need to borrow and increased interest earned on positive cash balances.

The April NJC pay award remains unsettled. As part of the 2023/24 budget setting process the Authority has agreed a £1.5m in year contingency budget which is currently held centrally which provides a partial offset to any costs above the 5% allowed for in the budget.

The full year forecast reflects the impact which includes known financial positions at the point of preparation. As such the forecast does not contain the full impact of any additional in-year and grant adjustments. In line with our existing policies, forecast departmental overspends are met out of departmental reserves, where available. In line with our existing policies, forecast departmental overspends are met out of departmental reserves, where available.

Appendix B

Chief Executive and Corporate Services detailed variances for information purposes only.

Capital Budgets

Corporate Capital Programme Monitoring 2023/24

The current capital programme is based on information available as at the end of June 2023.

Appendix C shows a forecasted net spend of £85,865k compared with a working net budget of £145,604k, giving a -£59,739k variance (-£60,832k General Fund and £1,093k HRA).

The net budget includes the original H.R.A. and General Fund capital programmes approved by Council on 1st March and slippage from 2022/23. Some of the budgets have also been amended to account for differences in actual grant allocations compared with the anticipated allocations at the time the programme was approved, and new grant awards received during the year to date.

Appendix D

Details the main variances within each department.

New Projects and virements to note and approve for the current year:

H.R.A Public Sector Housing: £5,548k displaced funding from Welsh Government for the purchase of private dwellings for housing stock.

Private Housing: £368k award of ENABLE grant to support independent living.

Place and Infrastructure: £129k awarded for small scale flood defence works which will be match funded by a revenue contribution of £17k.

New funding of £105,364k for Rights of Way and Access improvement.

New awards for Transport projects: Safe Routes in Communities at Ponthenri, £495k, and at Tumble, £391k. Road Safety £280k. 20mph Speed Limits £2,180k. Bus Infrastructure £932k. Active Travel Projects £1,472k. Coastal Belt Improvements, 100k. Electric Vehicle Infrastructure, 264k which will be match funded by a revenue contribution of £46k. Resilient Roads Fund £500k match funded by £68k revenue contribution.

Education and Children: The balances of displaced funding from 2022/23 from the following projects: £2,254k for capital works associated with the Rollout of Free School Meal in Primary Schools, £3,211k for School Building Maintenance grant, £821k for Community Focused Schools grant.

In additional new funding for Community Focused Schools: Amman Centre Development £150k, Amman Valley Changing Facilities £300k, QE High Community Centre £150k, Ysgol Coedcae Mountain Bike Centre £100k, Ysgol Coedcae Changing Facilities £95k, Glanymor Changing Rooms £200k.

Regeneration: Removal of external funding from the Rural Employment Spaces JV project budget £1,000k. The external funding will be made directly by third parties and not through the authority.

Appendix E

Details a full list of Chief Executive and Regeneration schemes, respectively. There are no Corporate Services schemes.

Savings Report

Appendix F

The Savings Monitoring report.

DETAILED REPORT ATTACHED?

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

IMPLICATIONS

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

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

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

3. Finance

Revenue

Overall, the Authority is forecasting an overspend of £4,504k at this point in time. Corporate Performance & Resources Services are projecting to be under the approved budget by £733k.

Capital

The capital programme shows a variance of -£59,739k against the 2023/24 approved budget.

Savings Report

The expectation is that at year end £832k of Managerial savings against a target of £992k are forecast to be delivered. There were no Policy savings put forward.

7. Physical Assets

The expenditure on the capital programme will result in the addition of new assets or enhancement to existing assets on the authority's asset register.

CABINET MEMBER PORTFOLIO HOLDER(S) AWARE / CONSULTED? YES	(Include any observations here)
Section 100D Local Government Act, 1972 – Access to Information	
List of Background Papers used in the preparation of this report: THESE ARE DETAILED BELOW:	
Title of Document	File Ref No. / Locations that the papers are available for public inspection
2023/24 Budget	Corporate Services Department, County Hall, Carmarthen
2023-28 Capital Programme	Online via corporate website – Minutes of County Council Meeting 1 st March 2023.

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REPORT OF THE DIRECTOR OF CORPORATE SERVICES
CORPORATE PERFORMANCE & RESOURCES SCRUTINY 18th OCTOBER 2023
COUNCIL'S BUDGET MONITORING REPORT 2023/24

Director and Designation	Author & Designation	Telephone No	Directorate
C Moore, Director of Corporate Services	R Hemingway, Head of Financial Services	01267 224886	Corporate Services

Table 1

Forecasted for year to 31st March 2024

Department	Working Budget				Forecasted				June 2023 Forecasted Variance for Year £'000
	Controllable Expenditure	Controllable Income	Net Non Controllable	Total Net	Controllable Expenditure	Controllable Income	Net Non Controllable	Total Net	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Chief Executive	35,317	-12,364	-4,952	18,001	36,087	-13,091	-4,952	18,044	43
Communities	214,770	-97,842	14,222	131,151	218,096	-98,975	14,222	133,343	2,193
Corporate Services	72,970	-39,749	-1,681	31,540	71,398	-38,953	-1,681	30,764	-776
Education & Children (incl. Schools)	199,780	-21,977	25,009	202,813	244,854	-62,102	25,009	207,762	4,949
Place and Infrastructure	143,261	-84,651	12,895	71,505	124,636	-65,036	12,895	72,495	990
Departmental Expenditure	666,098	-256,583	45,494	455,009	695,071	-278,157	45,494	462,408	7,399
Corporate Contingency				1,510				1,510	0
Capital Charges/Interest/Corporate				-19,513				-21,763	-2,250
Levies and Contributions:									
Brecon Beacons National Park				152				152	0
Mid & West Wales Fire & Rescue Authority				13,014				13,014	0
West Wales Corporate Joint Committee				168				168	0
Net Expenditure				450,341				455,489	5,149
Transfers to/from Departmental Reserves									
- Chief Executive				0				-43	-43
- Communities				0				0	0
- Corporate Services				0				388	388
- Education & Children (incl Schools)				0				0	0
- Place and Infrastructure				0				-990	-990
Net Budget				450,341				454,845	4,504

Chief Executive Department
Budget Monitoring - as at 30th June 2023

CORPORATE PERFORMANCE & RESOURCES SCRUTINY 18th OCTOBER 2023

Division	Working Budget				Forecasted				June 2023 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000	
Chief Executive	844	-4	-845	-5	721	-4	-845	-128	-123
People Management	4,759	-1,734	-2,619	406	6,266	-2,878	-2,619	769	363
ICT & Corporate Policy	6,674	-1,015	-4,731	929	6,589	-983	-4,731	876	-53
Admin and Law	5,106	-884	711	4,933	5,059	-887	711	4,884	-49
Marketing & Media	2,755	-616	-1,432	707	2,546	-557	-1,432	558	-149
Statutory Services	1,485	-363	281	1,404	1,733	-562	281	1,452	49
Regeneration	13,693	-7,748	3,683	9,627	13,172	-7,222	3,683	9,633	6
GRAND TOTAL	35,317	-12,364	-4,952	18,001	36,087	-13,091	-4,952	18,044	43

Chief Executive Department - Budget Monitoring - as at 30th June 2023

Main Variances

CORPORATE PERFORMANCE & RESOURCES SCRUTINY 18th OCTOBER 2023

Division	Working Budget		Forecasted		June 2023 Forecasted Variance for Year £'000	Notes
	Expenditure £'000	Income £'000	Expenditure £'000	Income £'000		
Chief Executive						
Chief Executive-Chief Officer	242	0	214	0	-28	Savings on supplies & services
Chief Executive Business Support Unit	602	-4	507	-4	-95	Underspend on salaries due to one staff member being on maternity leave, two vacant posts, one committed from September, the other not anticipated to be filled in the current financial year.
People Management						
TIC Team	246	-101	310	-71	94	Additional support for office downsizing, funding to be confirmed (£60k). Income efficiency target (£35k) not likely to be delivered in 2023/24.
Business & Projects Support	262	0	272	0	10	£18k salary efficiency target not met. Offset by savings on Supplies and Services.
Payroll	913	-406	966	-375	84	Salary and income efficiency targets not met (£96k). Partially offset by savings on supplies and services.
People Services – HR	913	-291	1,152	-364	166	£108k salary efficiency savings not met. £84k overspend on Agency costs to deal with volume of recruitment work being undertaken. This is partially offset by vacant posts in early part of the financial year.
Organisational Development	467	-42	507	-48	34	Income efficiency target not achieved
DBS Checks	143	0	120	-1	-25	Underspend based on this and past year's expected volume of checks required.
Other variances					-1	
ICT & Corporate Policy						
Information Technology	5,786	-970	5,644	-892	-63	Number of vacant posts in early part of the year. Four currently vacant anticipated to be filled from September.
Chief Executive-Policy	746	-33	761	-38	10	Short term extension to grant funded post to enable completion of the project
Admin and Law						
Democratic Services	2,237	-304	2,168	-315	-80	Underspend on members pay & allowances of £69k along with an additional income of £11k from the HRA
Democratic Services - Support	550	-8	560	-36	-17	Underspend on supplies & services (£8k), additional income for work undertaken by Partneriaeth (£5k), salaries (£4k)
Civic Ceremonial	28	0	16	0	-12	Underspend on members hospitality/expenses, & saving on transport costs following reducing from two vehicles to one.
Land Charges	105	-287	152	-234	100	Shortfall in income due to low demand for searches due to downturn in the housing market
Legal Services	2,139	-285	2,110	-274	-17	Overspend on software and licences costs (£20k) and £19k overspend on external legal fees, offset by an underspend on salaries due to a short term vacant post that has now been filled, one admin post unlikely to be filled in this financial year
Central Mailing	49	0	26	0	-23	Saving on franking machine leasing costs

Chief Executive Department - Budget Monitoring - as at 30th June 2023

Main Variances

CORPORATE PERFORMANCE & RESOURCES SCRUTINY 18th OCTOBER 2023

Division	Working Budget		Forecasted		June 2023 Forecasted Variance for Year £'000	Notes
	Expenditure £'000	Income £'000	Expenditure £'000	Income £'000		
Marketing & Media						
Marketing and Media	558	-50	486	-33	-55	Underspend due to three vacant posts anticipated to be filled from September
Translation	576	-56	521	-69	-68	Underspend on salaries, with one staff member on maternity leave, one vacant post anticipated to be filled from September along with smaller underspends on supplies & services
Customer Services Centres	1,267	-380	1,202	-376	-61	Underspend on salaries due to vacant posts (£120k), offset by overspend on software costs
Yr Hwb, Rhydaman a Llanelli	110	-99	94	-48	35	Shortfall in income mainly due to decreased demand for desk space rental
Statutory Services						
Coroners	366	0	468	0	102	Large increase in number of cases being referred to the Coroner in general. Corresponding increase in volume and cost of toxicology and histology reports. Post mortem fees have doubled in the last 2 years due to increase in rates charged. Undertakers fees increased by 11.5%, Mortuary Fees increased by 5%.
Electoral Services - Staff	275	0	221	0	-54	Vacant post. Not likely to be filled in current year
Regeneration & Property						
Regeneration Management	311	0	350	0	38	Overspend due to cessation in staff time able to be recharged to grants
Property	1,016	-95	959	-25	12	Shortfall of £70k in external income offset by 3 vacant posts in early part of the year. Predicted to be filled from September
Commercial Properties	54	-486	133	-584	-19	Relatively high occupancy rates currently
Provision Markets	719	-584	642	-486	22	Low occupancy rates has resulted in a shortfall of £94k in anticipated income. This is offset by savings made in premises related costs.
Industrial Premises	613	-1,638	357	-1,449	-68	Relatively high occupancy rates currently
Livestock Markets	65	-120	25	-53	27	Shortfall in income at Newcastle Emlyn and Carmarthen Marts
Other variances					-7	
Grand Total					43	

Department for Communities
Budget Monitoring - as at 30th June 2023

CORPORATE PERFORMANCE & RESOURCES SCRUTINY 18th OCTOBER 2023

Division	Working Budget				Forecasted				June 2023 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000	
Adult Services									
Older People	76,601	-26,372	3,618	53,847	76,649	-25,818	3,618	54,449	602
Physical Disabilities	9,129	-1,910	276	7,496	9,655	-2,620	276	7,311	-185
Learning Disabilities	48,323	-11,976	1,475	37,821	48,499	-11,304	1,475	38,670	848
Mental Health	11,946	-4,323	234	7,858	12,531	-4,269	234	8,496	638
Support	11,379	-7,483	1,198	5,094	11,416	-7,468	1,198	5,146	53
Homes & Safer Communities									
Public Protection	3,641	-1,427	532	2,746	3,612	-1,199	532	2,945	198
Council Fund Housing	33,969	-33,559	521	931	35,391	-35,102	521	810	-120
Leisure & Recreation									
Leisure & Recreation	19,781	-10,791	6,369	15,358	20,342	-11,194	6,369	15,517	158
GRAND TOTAL	214,770	-97,842	14,222	131,151	218,096	-98,975	14,222	133,343	2,193

Department for Communities - Budget Monitoring - as at 30th June 2023

Main Variances

CORPORATE PERFORMANCE & RESOURCES SCRUTINY 18th OCTOBER 2023

Division	Working Budget		Forecasted		June 2023 Forecasted Variance for Year £'000	Notes
	Expenditure £'000	Income £'000	Expenditure £'000	Income £'000		
Adult Services						
Older People						
Older People - LA Homes	10,354	-4,554	10,354	-4,080	474	Agency costs projected at £436k
Older People - Private/ Vol Homes	31,792	-14,062	32,030	-14,062	238	Numbers on waiting lists are reducing as assessed needs are being met in alternative ways. However care packages are increasing as capacity develops in care sector.
Older People - LA Home Care	8,387	0	7,646	-0	-741	Staffing vacancies
Older People - Direct Payments	1,349	-313	1,550	-313	201	Financial pressures from previous years remain.
Older People - Private Home Care	10,038	-2,638	11,019	-2,638	981	Numbers on waiting lists are reducing as assessed needs are being met in alternative ways. However care packages are increasing as capacity develops in care sector.
Older People - Enablement	2,225	-515	1,841	-514	-382	Staffing vacancies
Older People - Other variances					-168	
Physical Disabilities						
Phys Dis - Private/Vol Homes	1,652	-314	1,535	-314	-117	Demand led - projection based on care packages as at June 2023
Phys Dis - Group Homes/Supported Living	1,520	-174	1,343	-174	-177	Demand led - projection based on care packages as at June 2023
Phys Dis - Direct Payments	3,164	-603	3,344	-603	180	Financial pressures from previous years remain.
Phys Dis - Other variances					-71	
Learning Disabilities						
Learn Dis - Employment & Training	2,077	-352	1,703	-207	-229	Provision of LD day services is reduced compared to pre-pandemic levels.
Learn Dis - Private/Vol Homes	13,970	-4,524	14,477	-4,524	507	Progress being made in the right sizing of individual packages and in developing alternatives to residential care. This is mitigated by an increase in demand and complexity in those with a learning disability or mental health issue. In the meantime, high cost independent providers are being commissioned and the current budget allocation does not reflect this demand.
Learn Dis - Group Homes/Supported Living	11,515	-2,295	12,296	-2,295	781	Progress being made in the right sizing of individual packages and in developing alternatives to residential care. This is mitigated by an increase in demand and complexity in those with a learning disability or mental health issue. In the meantime, high cost independent providers are being commissioned and the current budget allocation does not reflect this demand.

Department for Communities - Budget Monitoring - as at 30th June 2023

Main Variances

CORPORATE PERFORMANCE & RESOURCES SCRUTINY 18th OCTOBER 2023

Division	Working Budget		Forecasted		June 2023 Forecasted Variance for Year £'000	Notes
	Expenditure £'000	Income £'000	Expenditure £'000	Income £'000		
Learn Dis - Private Day Services	981	-84	829	-84	-152	As part of the transformation of day services, we are providing for those with the most complex needs in our buildings as an alternative to commissioning services from independent providers. This has resulted in significant savings. However due to increased demand and complexity there will need to be further staff resource to continue with this strategy
Learn Dis - Other variances					-59	
Mental Health						
M Health - Private/Vol Homes	6,986	-3,394	7,378	-3,394	393	Progress being made in the right sizing of individual packages and in developing alternatives to residential care. This is mitigated by an increase in demand and complexity in those with a learning disability or mental health issue. In the meantime, high cost independent providers are being commissioned and the current budget allocation does not reflect this demand.
M Health - Group Homes/Supported Living	1,707	-446	2,232	-446	525	Progress being made in the right sizing of individual packages and in developing alternatives to residential care. This is mitigated by an increase in demand and complexity in those with a learning disability or mental health issue. In the meantime, high cost independent providers are being commissioned and the current budget allocation does not reflect this demand.
M Health - Other variances					-279	
Support						
Other Variances - Support	11,379	-7,483	11,416	-7,468	53	
Homes & Safer Communities						
Public Protection						
Public Health	318	-16	345	-16	27	Re-alignment of staffing budgets required, overall position on target
Noise Control	239	0	157	-0	-82	Re-alignment of staffing budgets required, overall position on target
Animal Welfare	93	-87	94	-44	44	Under achievement of income
Licensing	393	-368	385	-303	57	Under achievement of income
Diseases	551	-38	574	-39	22	Re-alignment of staffing budgets required, overall position on target
Safeguarding, Licensing & Financial Investigation	101	0	47	0	-54	Staff Vacancy
Fair Trading	243	-68	250	-3	72	Under achievement of income
Financial Investigator	132	-527	187	-527	55	Under achievement of income, delays in court cases
Other Variances					57	

Department for Communities - Budget Monitoring - as at 30th June 2023

Main Variances

CORPORATE PERFORMANCE & RESOURCES SCRUTINY 18th OCTOBER 2023

Division	Working Budget		Forecasted		June 2023 Forecasted Variance for Year £'000	Notes
	Expenditure £'000	Income £'000	Expenditure £'000	Income £'000		
Council Fund Housing						
Independent Living and Affordable Homes	132	-45	137	-93	-43	Underspend on supplies & services
Home Improvement (Non HRA)	658	-284	616	-305	-63	Additional Income
Non HRA Re-Housing (Inc Chr)	185	0	150	0	-35	Underspend on Salaries
Other variances					21	
Leisure & Recreation						
Pendine Outdoor Education Centre	523	-375	409	-183	78	Forecast shortfall in income for Board & Accommodation to budget
Newcastle Emlyn Sports Centre	360	-187	345	-201	-30	In year vacancies £17k plus forecast to achieve income above amount budgeted
Carmarthen Leisure Centre	2,005	-1,724	1,953	-1,706	-34	Forecast underspend in utilities
Amman Valley Leisure Centre	1,187	-944	1,173	-965	-34	In year vacancies £13k plus forecast to achieve income above amount budgeted
Llandovery Swimming Pool	478	-212	490	-203	22	Forecast to overspend on Employees £15k plus not fully achieve income budgeted
Gwendraeth Sports Centre	0	0	-43	0	-43	Accrual for NNDR no longer required
Actif Communities	384	-39	355	-44	-34	In year vacancy along with reduced match funding requirement
Sport & Leisure General	854	-44	893	-44	40	Forecast to overspend on Employees
Carmarthen Museum, Abergwili.	230	-31	196	-26	-29	In year vacancies until new Employee structure filled
Parc Howard Museum	160	-87	130	-76	-19	In year vacancies until site re-opened and new Employee structure filled
Museums General	256	-1	460	0	205	Virement for cost of Service re-structure yet to be processed along with costs for 2 displaced Employees being met by Service until either re-deployment or Redundancy cases signed off
Laugharne Boathouse	158	-129	155	-102	24	Forecast to not fully achieve income budgeted
Lyric Theatre	548	-443	570	-419	46	Forecast overspend on Performance fees along with predicted shortfall in income to budget
Attractor - Hostel	0	0	570	-544	27	Service only recently commenced operation, current forecast therefore based on only 3 months trading and may be subject to change
Leisure Management	448	-4	393	-4	-55	In year vacancies
Other Variances					-4	
Grand Total					2,193	

Corporate Services Department
Budget Monitoring - as at 30th June 2023

CORPORATE PERFORMANCE & RESOURCES SCRUTINY 18th OCTOBER 2023

Division	Working Budget				Forecasted				June 2023 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000	
Financial Services	14,082	-2,970	-852	10,260	13,411	-2,720	-852	9,839	-422
Revenues & Financial Compliance	58,888	-36,779	-830	21,279	57,987	-36,232	-830	20,925	-354
GRAND TOTAL	72,970	-39,749	-1,681	31,540	71,398	-38,953	-1,681	30,764	-776

Corporate Services Department - Budget Monitoring - as at 30th June 2023

Main Variances

CORPORATE PERFORMANCE & RESOURCES SCRUTINY 18th OCTOBER 2023

Division	Working Budget		Forecasted		June 2023 Forecasted Variance for Year £'000	Notes
	Expenditure £'000	Income £'000	Expenditure £'000	Income £'000		
Financial Services						
Accountancy	1,939	-510	1,948	-457	62	£52k overall shortfall on income targets consisting of a £22k shortfall on deputyship income, £19k of grant income not likely to be available in 2023/24 and £11k of other smaller income shortfalls. £12k overspend on software costs.
Bank Charges	64	0	39	0	-25	Reduction in costs following new bank contract.
Miscellaneous Services	8,135	-131	7,626	-60	-437	£425k underspend on pre LGR pension costs. £12k underspend on Subscriptions
Other variances					-22	
Revenues & Financial Compliance						
Procurement	643	-37	581	-37	-62	Underspend on staff, due to 2 being on maternity leave, one on reduced hours and 2 vacancies during the first quarter of the year. These are being filled imminently.
Risk Management	166	-1	153	-1	-13	Reduction in working hours of a member of staff within the section.
Corporate Services Training	55	0	43	0	-12	Underspend based upon current demand for courses.
Local Taxation	1,040	-776	1,131	-709	158	Large overspend on postage costs following price increases in recent years of £115k, along with a reduction in anticipated income received from recovering court costs based on 2022/23 figures.
Council Tax Reduction Scheme	18,385	0	18,244	0	-140	Underspend anticipated based on current levels of demand.
Rent Allowances	34,823	-35,040	34,409	-34,599	27	Projection based on 2022/23 claims.
Rates Relief	251	0	156	0	-95	Low take-up anticipated based on current demand.
Housing Benefits Admin	1,766	-755	1,344	-661	-328	Net shortfall on income grants receivable of £94k compared with budget, offset by 12.5 FTE current vacant posts within the section due to difficulties with recruitment.
Revenues	1,089	-148	1,243	-184	117	£116k overspend on bank charges due to huge increase in the number of card payments in recent years.
Other variances					-6	
Grand Total					-776	

Department for Education & Children
Budget Monitoring - as at 30th June 2023

CORPORATE PERFORMANCE & RESOURCES SCRUTINY 18th OCTOBER 2023

Division	Working Budget				Forecasted				June 2023 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000	
Schools Delegated Budgets	154,448	-18,006	0	136,443	163,180	-18,015	0	145,165	8,722
Transfer from Reserves				0		-8,722		-8,722	-8,722
Director & Strategic Management	2,116	0	-109	2,007	1,265	0	-109	1,156	-851
Education Services Division	13,573	-2,303	20,028	31,298	16,923	-5,788	20,028	31,163	-136
Access to Education	4,737	-108	1,403	6,033	12,382	-7,081	1,403	6,705	672
Strategy & Learner Support	2,539	-135	922	3,326	13,417	-11,053	922	3,286	-40
Children's Services	22,366	-1,425	2,764	23,705	37,687	-11,442	2,764	29,010	5,305
TOTAL excluding schools	45,332	-3,971	25,009	66,370	81,675	-35,365	25,009	71,319	4,949
GRAND TOTAL	199,780	-21,977	25,009	202,813	244,854	-62,102	25,009	207,762	4,949

Department for Education & Children - Budget Monitoring - as at 30th June 2023

Main Variances

CORPORATE PERFORMANCE & RESOURCES SCRUTINY 18th OCTOBER 2023

Division	Working Budget		Forecasted		June 2023 Forecasted Variance for Year £'000	Notes
	Expenditure £'000	Income £'000	Expenditure £'000	Income £'000		
Director & Strategic Management						
Director & Management Team	1,692	0	879	0	-814	Growth budget will be allocated as the relevant recruitment and reviews progress.
Business Support	424	0	387	0	-38	Any temporary in year underspend will support other service pressures. Part year vacant posts pending review of service needs once relocated.
Education Services Division						
Early Years Non-Maintained 3 year old Provision	399	0	652	-562	-308	WG are currently providing grant for non maintained settings, releasing core budget on a temporary basis to support pressures in other services
Additional Learning needs	4,298	-2,066	4,564	-2,290	42	£200k pressure in relation to Out of County placements, partially reduced by part year staff budget saving pending recruitment and reduced Transport and SLA costs.
Education Other Than At School (EOTAS)	4,771	-237	4,948	-301	113	Increased agency costs due to staff absences across the 4 settings
Other variances					17	
Access to Education						
School Admissions	485	0	411	0	-75	Part year vacant posts currently being recruited to
School Modernisation	144	0	254	-45	65	Ongoing costs for closed school premises following school reorganisations
School Meals & Primary Free Breakfast Services	4,108	-108	11,718	-7,036	681	Based on existing costs & income levels for school meals £448k, as difficult to estimate the further roll out of UPFSM. Primary breakfast contributions for care element shortfall £98k & increased costs of food & labour £135k
Strategy & Learner Support						
Youth Support Service & Participation	1,122	-106	2,194	-1,200	-22	Part year vacant posts
Data & Education Systems	1,013	-30	979	-30	-34	Part year vacant posts with recruitment progressing
Other variances					15	
Children's Services						
Commissioning and Social Work	8,019	-115	9,282	-392	985	Increased agency staff costs forecast £607k re additional demand & difficulty recruiting permanent staff, legal costs £306k with additional external provision due to increased complexity of cases and increased demand for assistance to clients and their families £188k. This is partly offset by additional grant income
Corporate Parenting & Leaving Care	1,005	-61	947	-61	-58	Maximisation of grant income supporting priorities the service had already identified and have staff working on
Fostering & Other Children Looked After Services	4,843	0	5,952	-215	894	Increased costs associated with providing specialist support and fostering placements for young people / children looked after, some with highly complex needs £445k, Special Guardianship Orders (SGO's) £43k, Fostering £621k. This is partly offset by additional WG grant £215k

Department for Education & Children - Budget Monitoring - as at 30th June 2023

Main Variances

CORPORATE PERFORMANCE & RESOURCES SCRUTINY 18th OCTOBER 2023

Division	Working Budget		Forecasted		June 2023 Forecasted Variance for Year £'000	Notes
	Expenditure £'000	Income £'000	Expenditure £'000	Income £'000		
Adoption Services	591	0	670	0	80	Overspend mainly in relation to increased staffing costs, including agency staff and travelling costs re ongoing service demands
Out of County Placements (CS)	469	0	2,376	0	1,907	Several ongoing, highly complex placements in 2023/24, with a further increase in number of placements compared with 2022/23
Residential Settings	1,023	-361	2,016	-856	499	£499k Garreglwyd - significant agency staff costs forecast due to difficulty recruiting to vacant posts & sickness cover. £399k forecast overspend for the new Ty Magu residential setting being offset by £399k WG grant.
Short Breaks and Direct Payments	657	0	1,719	-80	982	Increased demand for Direct Payments with further pressures linked to post covid & lack of commissioned services available £363k. Also increased demand for 1-2-1 support under Short Breaks due to lack of available location based services £619k
Other Family Services incl Young Carers and ASD	674	-294	588	-276	-68	Maximisation of grant income, partially offsetting overspends elsewhere within the division
Children's Services Mgt & Support (inc Eclipse)	1,189	-164	2,222	-1,073	124	Large increase in number of Unaccompanied Children resulting in more expensive placement costs in excess of the fixed income received £203k, additional Carefirst / Eclipse system costs £22k. This is partially offset by savings by not replacing 2 x vacant posts within the management and administration teams £101k
School Safeguarding & Attendance	560	-245	820	-567	-62	Maximisation of grant income, partially offsetting overspends elsewhere within the division
Other Variances					21	
Grand Total					4,949	

Place and Infrastructure Department
Budget Monitoring - as at 30th June 2023

CORPORATE PERFORMANCE & RESOURCES SCRUTINY 18th OCTOBER 2023

Division	Working Budget				Forecasted				June 2023 Forecasted Variance for Year £'000
	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000	
Service Improvement & Transformation	4,867	-4,117	478	1,228	4,858	-4,104	478	1,231	4
Waste & Environmental Services	30,004	-4,926	1,342	26,420	30,595	-5,265	1,342	26,672	252
Highways & Transportation	57,691	-31,300	10,247	36,638	62,021	-34,773	10,247	37,495	857
Property	44,135	-41,785	448	2,798	20,076	-17,814	448	2,710	-89
Place and Sustainability	6,563	-2,523	381	4,422	7,086	-3,079	381	4,388	-34
GRAND TOTAL	143,261	-84,651	12,895	71,505	124,636	-65,036	12,895	72,495	990

Place and Infrastructure Department - Budget Monitoring - as at 30th June 2023

Main Variances

CORPORATE PERFORMANCE & RESOURCES SCRUTINY 18th OCTOBER 2023

Division	Working Budget		Forecasted		June 2023 Forecasted Variance for Year £'000	Notes
	Expenditure £'000	Income £'000	Expenditure £'000	Income £'000		
Waste & Environmental Services						
Waste & Environmental Services Unit	-12	0	-124	-0	-112	Interim staffing complement, temporary recruitment freeze to ensure a comprehensive review of staffing / management structure based on the amalgamation of services
Environmental Enforcement	566	-19	513	-20	-54	Underspend relates to vacated post, maternity leave and flexible retirement. Future needs are being assessed.
Waste Services	20,527	-1,400	21,213	-1,537	550	Delivery of the interim phase of the waste strategy has increased costs due to contingency measures put in place.
Green Waste Collection	671	-602	612	-621	-78	Increased customer base
Grounds Maintenance Service and urban parks	3,953	-2,696	3,831	-2,620	-46	More work kept in-house therefore less sub-contractor costs.
Other variances					-8	
Highways & Transportation						
Departmental - Transport	41	0	19	0	-22	Vacant post, management review underway
Departmental Pooled Vehicles	0	0	14	0	14	Under-utilisation of pool vehicles
School Transport	13,690	-994	14,538	-1,178	664	Increased transport costs for operators which subsequently escalate the tendered contract prices for the statutory provision of home to school transport. Transport operators are continuing to experience driver shortages, global supply chain shortages for vehicles and parts and a period of very high fuel prices make for a challenging operating environment.
Traffic Management	557	-274	877	-659	-65	Staff vacancies including 1 vacant post to be filled during the year and net increase in Traffic Regulation orders income
Car Parks	2,268	-3,593	2,046	-2,990	380	Parking income not achieving income targets due to reduced footfall in town centres together with year on year validation applied to budget. Parking fees increase of 5% due to be implemented from October 2023.
Nant y Ci Park & Ride	17	-7	35	-7	18	Overspend following cessation of service after the start of the financial year due to statutory notice periods.
Road Safety	251	-11	181	0	-60	Staff time recharged to grants
School Crossing Patrols	160	0	127	0	-33	Several posts have become vacant and will not be refilled - in line with the National Safety Criteria to ensure posts exist at locations a patrol is required only.
Street Works and Highway Adoptions	470	-466	464	-473	-12	Short term salary saving.
Highway Lighting	3,096	-1,029	3,076	-1,037	-28	Vacant post estimated to be filled from October
Other variances					1	

Place and Infrastructure Department - Budget Monitoring - as at 30th June 2023

Main Variances

CORPORATE PERFORMANCE & RESOURCES SCRUTINY 18th OCTOBER 2023

Division	Working Budget		Forecasted		June 2023 Forecasted Variance for Year £'000	Notes
	Expenditure £'000	Income £'000	Expenditure £'000	Income £'000		
Property						
Property Division Business Unit	136	0	0	0	-136	Vacant HOS post awaiting further review of departmental structure
Property Design - Business Unit	2,697	-3,010	3,181	-3,447	48	11 vacant posts which includes 3 trainees and graduates therefore not generating income to cover indirect costs
Place and Sustainability						
Place & Sustainability Unit	394	-18	458	-125	-43	Underspend on supplies & services
Building Control	706	-560	684	-396	142	Shortfall in building reg fee income due to an increase in competitors and the current economic climate. Projection is based on actual income in the 1st quarter which may vary as the year progresses
Forward Planning	771	0	719	0	-52	Underspend on salaries due to maternity & vacant post estimated to be filled from September
Development Management	1,870	-956	1,860	-1,032	-87	Planning application income forecast based on actual income received in the 1st quarter of the year, this may vary as the year progresses
Net Zero Carbon Plan	136	0	106	0	-31	Underspend on salaries, vacant post estimated to be filled in September
SAB - Sustainable Drainage approval Body Unit	139	-134	138	-86	47	Anticipated income not materialised - Dependent on number of submissions and market buoyancy of development projects
Other Variances					-10	
Grand Total					990	

Corporate Performance & Resources Scrutiny Report
Budget Monitoring as at 30th June 2023 - Detail Monitoring

Division	Working Budget				Forecasted				June 2023 Forecasted Variance for Year £'000	Notes
	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000		
Chief Executive										
Chief Executive-Chief Officer	242	0	-260	-19	214	0	-260	-46	-28	Savings on supplies & services
Chief Executive Business Support Unit	602	-4	-585	14	507	-4	-585	-81	-95	Underspend on salaries due to one staff member being on maternity leave, two vacant posts, one committed from September, the other not anticipated to be filled in the current financial year.
Chief Executive Total	844	-4	-845	-5	721	-4	-845	-128	-123	
People Management										
TIC Team	246	-101	-221	-76	310	-71	-221	18	94	Additional support for office downsizing, funding to be confirmed (£60k). Income efficiency target (£35k) not likely to be delivered in 2023/24.
Social Care Workforce Development Programme	765	-446	1	320	870	-551	1	320	0	
Practice Placements	69	-67	0	2	74	-72	0	2	-0	
Business & Projects Support	262	0	-275	-13	272	0	-275	-3	10	£18k salary efficiency target not met. Offset by savings on Supplies and Services.
Payroll	913	-406	-285	221	966	-375	-285	305	84	Salary and income efficiency targets not met (£96k). Partially offset by savings on supplies and services.
People Services – HR	913	-291	-786	-164	1,152	-364	-786	2	166	£108k salary efficiency savings not met. £84k overspend on Agency costs to deal with volume of recruitment work being undertaken. This is partially offset by vacant posts in early part of the financial year.
Employee Well-being	833	-381	-423	28	798	-353	-423	23	-6	
Organisational Development	467	-42	-498	-72	507	-48	-498	-38	34	Income efficiency target not achieved
Employee Services – HR/Payroll Support	149	0	-132	17	154	0	-132	22	5	
School Staff Absence Scheme	0	0	0	0	1,043	-1,043	0	-0	-0	
DBS Checks	143	0	0	143	120	-1	0	118	-25	Underspend based on this and past year's expected volume of checks required.
Assessment Centre Training	0	0	0	0	0	0	0	0	0	
People Management Total	4,759	-1,734	-2,619	406	6,266	-2,878	-2,619	769	363	
ICT & Corporate Policy										
Information Technology	5,786	-970	-3,792	1,024	5,644	-892	-3,792	961	-63	Number of vacant posts in early part of the year. Four currently vacant anticipated to be filled from September.
Welsh Language	131	-11	-153	-34	131	-11	-153	-34	-0	
Chief Executive-Policy	746	-33	-786	-73	761	-38	-786	-62	10	Short term extension to grant funded post to enable completion of the project
Public Services Board	6	0	0	6	6	-1	0	6	-0	
Armed Forces Covenant Scheme	0	0	0	0	41	-41	0	-0	-0	
Armed Forces and Remembrance	5	0	0	5	5	0	0	5	0	
Total ICT & Corporate Policy	6,674	-1,015	-4,731	929	6,589	-983	-4,731	876	-53	

Corporate Performance & Resources Scrutiny Report
Budget Monitoring as at 30th June 2023 - Detail Monitoring

Division	Working Budget				Forecasted				June 2023 Forecasted Variance for Year £'000	Notes
	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000		
Admin and Law										
Democratic Services	2,237	-304	2,380	4,313	2,168	-315	2,380	4,233	-80	Underspend on members pay & allowances of £69k along with an additional income of £11k from the HRA
Democratic Services - Support	550	-8	-494	47	560	-36	-494	30	-17	Underspend on supplies & services (£8k), additional income for work undertaken by Partneriaeth (£5k), salaries (£4k)
Corporate Management	0	0	296	296	0	0	296	296	0	
Civic Ceremonial	28	0	21	48	16	0	21	36	-12	Underspend on members hospitality/expenses, & saving on transport costs following reducing from two vehicles to one.
Land Charges	105	-287	20	-163	152	-234	20	-62	100	Shortfall in income due to low demand for searches due to downturn in the housing market
Police and Crime Commissioner	0	0	0	0	28	-28	0	-0	-0	
Legal Services	2,139	-285	-1,511	342	2,110	-274	-1,511	325	-17	Overspend on software and licences costs (£20k) and £19k overspend on external legal fees, offset by an underspend on salaries due to a short term vacant post that has now been filled, one admin post unlikely to be filled in this financial year
Central Mailing	49	0	1	49	26	0	1	26	-23	Saving on franking machine leasing costs
Admin and Law Total	5,106	-884	711	4,933	5,059	-887	711	4,884	-49	
Marketing & Media										
Marketing and Media	558	-50	-213	295	486	-33	-213	240	-55	Underspend due to three vacant posts anticipated to be filled from September
Translation	576	-56	-502	19	521	-69	-502	-50	-68	Underspend on salaries, with one staff member on maternity leave, one vacant post anticipated to be filled from September along with smaller underspends on supplies & services
Customer Services Centres	1,267	-380	-762	125	1,202	-376	-762	64	-61	Underspend on salaries due to vacant posts (£120k), offset by overspend on software costs
Yr Hwb, Rhydaman a Llanelli	110	-99	8	19	94	-48	8	54	35	Shortfall in income mainly due to decreased demand for desk space rental
Marketing Tourism Development	222	-5	35	251	222	-5	35	251	-0	
Events	21	-26	2	-2	21	-26	2	-2	0	
Total Marketing & Media	2,755	-616	-1,432	707	2,546	-557	-1,432	558	-149	
Statutory Services										
Elections-County Council	115	0	129	244	115	0	129	244	0	
Registration Of Electors	185	-3	243	426	304	-121	243	426	-0	
Registrars	545	-360	192	376	625	-441	192	376	-0	
Coroners	366	0	8	374	468	0	8	476	102	Large increase in number of cases being referred to the Coroner in general. Corresponding increase in volume and cost of toxicology and histology reports. Post mortem fees have doubled in the last 2 years due to increase in rates charged. Undertakers fees increased by 11.5%, Mortuary Fees increased by 5%.
Electoral Services - Staff	275	0	-291	-16	221	0	-291	-70	-54	Vacant post. Not likely to be filled in current year
Statutory Services Total	1,485	-363	281	1,404	1,733	-562	281	1,452	49	

Corporate Performance & Resources Scrutiny Report
Budget Monitoring as at 30th June 2023 - Detail Monitoring

Division	Working Budget				Forecasted				June 2023 Forecasted Variance for Year £'000	Notes
	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000		
Regeneration & Property										
Regeneration Management	311	0	38	349	350	0	38	388	38	Overspend due to cessation in staff time able to be recharged to grants
Parry Thomas Centre	43	-39	11	16	43	-39	11	16	0	
Betws wind farm community fund	87	-87	1	1	87	-87	1	1	-0	
Welfare Rights & Citizen's Advice	161	0	2	162	161	0	2	162	0	
Llanelli Coast Joint Venture	160	-160	5	5	122	-122	5	5	-0	
Town Centres	392	0	5,623	6,015	392	0	5,623	6,015	-0	
Econ Dev-Llanelli, C Hands, Coastal, Business, Inf & Ent	375	0	89	463	375	0	89	463	-0	
Community Development and External Funding	576	0	89	666	576	0	89	666	0	
Period Dignity Grant	0	0	0	0	178	-178	0	0	0	
Wellness	275	0	19	294	275	0	19	294	-0	
Swansea Bay City Deal	0	0	24	24	0	0	24	24	0	
South West Wales Corporate Joint Committee	0	0	0	0	40	-40	0	0	0	
Property	1,016	-95	-1,251	-330	959	-25	-1,251	-317	12	Shortfall of £70k in external income offset by 3 vacant posts in early part of the year. Predicted to be filled from September
Management of Markets, Employment Sites and Premises	216	0	0	216	216	0	0	216	0	
Commercial Properties	54	-486	537	105	133	-584	537	86	-19	Relatively high occupancy rates currently
Provision Markets	719	-584	366	501	642	-486	366	523	22	Low occupancy rates has resulted in a shortfall of £94k in anticipated income. This is offset by savings made in premises related costs.
Asset Sales	21	0	0	21	6	15	0	21	0	
Operational Depots	490	0	-326	165	492	0	-326	166	2	
Administrative Buildings	4,647	-888	-3,386	374	4,474	-721	-3,386	368	-6	
Industrial Premises	613	-1,638	942	-82	357	-1,449	942	-150	-68	Relatively High occupancy rates currently
The Beacon	252	-151	50	151	244	-146	50	149	-3	
County Farms	83	-368	522	236	83	-368	522	236	-0	
Livestock Markets	65	-120	3	-51	25	-53	3	-25	27	Shortfall in income at Newcastle Emlyn and Carmarthen Marts
Externally Funded Schemes	3,136	-3,132	323	327	2,943	-2,939	323	327	-0	
Regeneration & Property Total	13,693	-7,748	3,683	9,627	13,172	-7,222	3,683	9,633	6	

Corporate Performance & Resources Scrutiny Report
Budget Monitoring as at 30th June 2023 - Detail Monitoring

Division	Working Budget				Forecasted				June 2023	Notes
	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000	Expenditure £'000	Income £'000	Net non- controllable £'000	Net £'000	Forecasted Variance for Year £'000	
Financial Services										
Corporate Services Management Team	514	-153	-422	-61	511	-157	-422	-67	-7	
Accountancy	1,939	-510	-1,253	176	1,948	-457	-1,253	238	62	£52k overall shortfall on income targets consisting of a £22k shortfall on deputyship income, £19k of grant income not likely to be available in 2023/24 and £11k of other smaller income shortfalls. £12k overspend on software costs.
Treasury and Pension Investment Section	284	-226	-70	-12	282	-228	-70	-16	-4	
Grants and Technical	370	-120	-218	32	310	-60	-218	32	-1	
Payroll Control	104	0	-88	16	104	0	-88	16	0	
Payments	609	-87	-457	65	595	-79	-457	59	-6	
Pensions	1,643	-1,554	-58	31	1,580	-1,491	-58	31	0	
Audit Fees	331	-101	4	235	326	-101	4	230	-5	
Bank Charges	64	0	1	65	39	0	1	40	-25	Reduction in costs following new bank contract.
Wales Pension Partnership	89	-89	0	-0	89	-89	0	0	0	
Miscellaneous Services	8,135	-131	1,709	9,712	7,626	-60	1,709	9,275	-437	£425k underspend on pre LGR pension costs. £12k underspend on Subscriptions
Financial Services Total	14,082	-2,970	-852	10,260	13,411	-2,720	-852	9,839	-422	
Revenues & Financial Compliance										
Procurement	643	-37	-551	55	581	-37	-551	-7	-62	Underspend on staff, due to 2 being on maternity leave, one on reduced hours and 2 vacancies during the first quarter of the year. These are being filled imminently.
Audit	518	-21	-463	34	539	-41	-463	35	2	
Risk Management	166	-1	-149	17	153	-1	-149	4	-13	Reduction in working hours of a member of staff within the section.
Business Support Unit	150	0	-81	69	143	0	-81	62	-8	
Corporate Services Training	55	0	-59	-4	43	0	-59	-16	-12	Underspend based upon current demand for courses. Large overspend on postage costs following price increases in recent years of £115k, along with a reduction in anticipated income received from recovering court costs based on 2022/23 figures.
Local Taxation	1,040	-776	528	791	1,131	-709	528	949	158	Underspend anticipated based on current levels of demand.
Council Tax Reduction Scheme	18,385	0	78	18,463	18,244	0	78	18,322	-140	Projection based on 2022/23 claims.
Rent Allowances	34,823	-35,040	1,495	1,278	34,409	-34,599	1,495	1,306	27	Low take-up anticipated based on current demand.
Rates Relief	251	0	5	256	156	0	5	161	-95	Net shortfall on income grants receivable of £94k compared with budget, offset by 12.5 FTE current vacant posts within the section due to difficulties with recruitment.
Housing Benefits Admin	1,766	-755	-877	134	1,344	-661	-877	-193	-328	£116k overspend on bank charges due to huge increase in the number of card payments in recent years.
Revenues	1,089	-148	-755	186	1,243	-184	-755	303	117	
Revenues & Financial Compliance Total	58,888	-36,779	-830	21,279	57,987	-36,232	-830	20,925	-354	
TOTAL FOR CORPORATE PERFORMANCE & RESOURCES	108,287	-52,113	-6,633	49,541	107,485	-52,044	-6,633	48,808	-733	

Capital Programme 2023/24							
Capital Budget Monitoring - Scrutiny Report for June 2023							
	Working Budget			Forecasted			Variance for Year
Department	Expenditure £'000	Income £'000	Net £'000	Expenditure £'000	Income £'000	Net £'000	
Public Housing	39,384	-15,497	23,887	40,477	-15,497	24,980	1,093
Private Housing	3,335	-368	2,967	3,335	-368	2,967	0
Leisure	4,406	-1,264	3,142	3,124	-645	2,479	-663
Social Care	1,238	-81	1,157	1,270	-69	1,201	44
Place & Infrastructure	50,339	-19,370	30,969	24,904	-6,647	18,257	-12,712
Education & Children	31,081	-12,867	18,214	18,387	-6,678	11,709	-6,505
Chief Executive	3,169	0	3,169	2,000	-11	1,989	-1,180
Regeneration	106,862	-44,763	62,099	58,536	-36,253	22,283	-39,816
TOTAL	239,814	-94,210	145,604	152,033	-66,168	85,865	-59,739

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Capital Programme 2023/24

Capital Budget Monitoring - Scrutiny Report for June 2023 - Main Variances

DEPARTMENT/SCHEMES	Working Budget			Forecasted			Variance for Year £'000	Comment
	Expenditure £'000	Income £'000	Net £'000	Expenditure £'000	Income £'000	Net £'000		
COMMUNITIES								
- Public Housing	39,384	-15,497	23,887	40,477	-15,497	24,980	1,093	
Sewage Treatment Works Upgrading	20	0	20	20	0	20	0	
Internal and External Works (Property)	13,755	0	13,755	15,087	0	15,087	1,332	Works on Decanted Properties, and purchase of furniture for sheltered housing. Project Working Group to identify underspends in other areas of the programme.
Environmental Works (Housing Services)	350	0	350	350	0	350	0	
Adaptations and Equalities Works (Building Services)	2,000	0	2,000	2,000	0	2,000	0	
Programme Delivery and Strategy	1,916	0	1,916	1,916	0	1,916	0	
Housing Development Programme (New builds & Stock Increase Programme)	19,628	0	19,628	19,389	0	19,389	-239	Main Variances: £631k 5-8 Spilman St, £1,646k Demolitions at Brynmefys, -£1,215k delays to new builds because of ecology matters, -£1,200k Tyisha development slip to 2024/25.
Retrofit and Decarbonisation	1,715	0	1,715	1,715	0	1,715	0	
MRA and IHP Grants Income	0	-15,497	-15,497	0	-15,497	-15,497	0	
- Private Housing	3,335	-368	2,967	3,335	-368	2,967	0	
Disabled Facilities Grant (DFG)	2,588	0	2,588	2,588	0	2,588	0	
ENABLE - Adaptations to Support Independent Living	368	-368	0	368	-368	0	0	
Empty Properties Initiatives	379	0	379	379	0	379	0	
- Leisure	4,406	-1,264	3,142	3,124	-645	2,479	-663	
Leisure Centres	1,995	0	1,995	2,002	0	2,002	7	Ammanford 3G Pitch on budget, £7k costs at Carmarthen LC.
Oriol Myrddin Redevelopment	1,802	-1,000	802	700	-500	200	-602	Delays owing to Trust governance matters.
Libraries & Museums	411	-264	147	263	-145	118	-29	Two-year scheme on car parking at Abergwili Museum.
Country Parks	198	0	198	159	0	159	-39	Slippage against phase 2 of the Pump Track.
- Social Care	1,238	-81	1,157	1,270	-69	1,201	44	
Place & Infrastructure (Including Fleet and Property)	50,339	-19,370	30,969	24,904	-6,647	18,257	-12,712	
Countryside Recreation & Access	176	-105	71	176	-105	71	0	
Coastal Protection & Flood Defence Works	1,696	-1,185	511	1,118	-714	404	-107	Slip to 2024/25.
Fleet Replacement	4,496	0	4,496	1,730	0	1,730	-2,766	Slip to 2024/25 - Replacement programme needs to be reprofiled.
Murray Street Multi Storey Carpark	177	0	177	91	0	91	-86	Slip to 2024/25 - Needed for ongoing works.
Bridge Strengthening & Replacement	809	0	809	809	0	809	0	
Road Safe Improvements and Grant Project	2,912	-2,180	732	2,440	-2,180	260	-472	Slip to 2024/25 - Retained for future roads programme.
Highways Infrastructure	1,937	0	1,937	2,237	0	2,237	300	Increased materials and labour costs.
Waste Management	5,955	0	5,955	5,955	0	5,955	0	
Junction Improvements	451	-100	351	139	-100	39	-312	Slip to 2024/25 - Retained for future roads programme.
Cross Hands ELR	384	0	384	420	0	420	36	Funding needs to be identified to complete the scheme.
Towy Valley Path	18,377	-11,751	6,626	2,722	0	2,722	-3,904	Delays with land acquisition.
SRIC - Safe Routes in Communities	881	-881	0	881	-881	0	0	
Electric Vehicle Infrastructure	338	-264	74	317	-180	137	63	

Capital Programme 2023/24

Capital Budget Monitoring - Scrutiny Report for June 2023 - Main Variances

DEPARTMENT/SCHEMES	Working Budget			Forecasted			Variance for Year £'000	Comment
	Expenditure £'000	Income £'000	Net £'000	Expenditure £'000	Income £'000	Net £'000		
Active Travel Cycle and Walking Projects	1,653	-1,472	181	1,008	-1,008	0	-181	Slip to 2024/25 - Retained for future roads programme.
Public Transport Infrastructure	964	-932	32	956	-932	24	-8	
Resilient Roads	568	-500	68	568	-500	68	0	
Other Infrastructure Projects	186	0	186	171	-47	124	-62	Slip to 2024/25 - Ammanford Infrastructure.
Property	8,379	0	8,379	3,166	0	3,166	-5,213	-£2,729k Slippage against the capital maintenance programme because of prioritisation of education grant funded projects - slip to 2024/25; -£806k slippage on County Hall Works, -£1,007k Ty Elwyn, -£500k Decarbonisation measures.
EDUCATION & CHILDREN	31,081	-12,867	18,214	18,387	-6,678	11,709	-6,505	
Schools: General Projects	1,057	0	1,057	777	0	777	-280	Slip to 2024/25 - Mobile classes
Sustainable Communities For Learning - Match Funding Delivery Fund	11,095	-5,950	5,145	0	0	0	-5,145	Waiting for WG approval on project under design. Will be assigned to specific projects in due course.
Sustainable Communities for Learning - Band A - Design Stage Schemes	291	0	291	189	0	189	-102	Delays with acquiring land for Laugharne Primary School.
Sustainable Communities for Learning - Band A - WG FBC Approved Schemes	515	0	515	588	0	588	73	
Sustainable Communities for Learning - Band B - Design Stage Schemes	676	0	676	414	0	414	-262	
Sustainable Communities for Learning - Band B - WG FBC Approved Schemes	6,346	-3,882	2,464	5,533	-3,882	1,651	-813	Slip to 2024/25 - Pembrey
Infant Class Size	36	0	36	94	0	94	58	Funding to be identified for retention works.
Welsh Language Immersion Centres	0	0	0	2	0	2	2	
School Buildings - Education Capital Maintenance and Other Initiatives	5,465	0	5,465	5,359	0	5,359	-106	Savings on ventilation measures.
Additional Learning Needs (ALN + ASD) Projects	2,077	-1,500	577	1,838	-1,261	577	0	
Community Focused Schools 2023-25	2,166	-1,345	821	2,166	-1,345	821	0	
Traffic Management Projects (Inc. Bus Bays)	650	0	650	720	0	720	70	Spend on Nantgaredig to be funded from MEP programme.
Flying Start Capital Expansion Programme	190	-190	0	190	-190	0	0	
Ty Magu Safe Accommodation for Children	517	0	517	517	0	517	0	
CHIEF EXECUTIVE	3,169	0	3,169	2,000	-11	1,989	-1,180	
IT Strategy Developments	1,890	0	1,890	796	0	796	-1,094	Slip to 2024/25.
Block 3, St David's Park	1,203	0	1,203	1,203	0	1,203	0	
Glanamman Industrial Estate Redevelopment	76	0	76	1	-11	-10	-86	

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Capital Programme 2023/24							
Capital Budget Monitoring - Scrutiny Report for June 2023 - Main Variances							
DEPARTMENT/SCHEMES	Working Budget			Forecasted			Variance for Year £'000
	Expenditure £'000	Income £'000	Net £'000	Expenditure £'000	Income £'000	Net £'000	
REGENERATION	106,862	-44,763	62,099	58,536	-36,253	22,283	-39,816
Swansea Bay City Region Projects	72,226	-31,413	40,813	43,365	-31,413	11,952	-28,861
Llanelli Coast JV	0	0	0	1	-1	0	0
Rural Employment Spaces JV	1,000	0	1,000	0	0	0	-1,000
Business Grants & Strategic Capital Projects	5,069	0	5,069	1,713	0	1,713	-3,356
Employment Sites	5,067	0	5,067	5,170	41	5,211	144
Town Centres	694	0	694	174	0	174	-520
Transforming Towns Strategic Projects	3,833	0	3,833	2,883	0	2,883	-950
Business Support for Renewable Energy Initiatives	456	0	456	150	0	150	-306
Ten Town Growth Plan	1,000	0	1,000	200	0	200	-800
Transforming Towns - Place Making (TTPM)	1,680	-925	755	0	0	0	-755
Levelling Up Fund - Carmarthen Hwb	15,837	-12,425	3,412	4,880	-4,880	0	-3,412
TOTAL	239,814	-94,210	145,604	152,033	-66,168	85,865	-59,739

Comment
Slip to 2024/25 - No spend in current year planned.
Slip to 2024/25 - Limited applications from third parties.
Cross Hands Phase 2 to be funded from Cross Hands JV.
Slippage on Carmarthen Old Quarter Projects. (Jackson's Lane).
Slip to 2024/25 - Delays with purchasing properties.
Slip to 2024/25 - Project under review.
Delays because of changes to State Aid rules.
Slip to 2024/25 - Delays with purchasing properties.
Slip to 2024/25 - Delays owing to ongoing building configuration discussions.

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Chief Executive						
Capital Budget Monitoring - Scrutiny Report For June 2023						
	Working Budget			Forecasted		
Scheme	Expenditure £'000	Income £'000	Net £'000	Expenditure £'000	Income £'000	Net £'000
St David's Park	1,203	0	1,203	1,203	0	1,203
St David's Park - Building 3	1,203	0	1,203	1,203	0	1,203
Industrial Redevelopments	76	0	76	1	-11	-10
Glanamman Industrial Estate Redevelopment	76	0	76	1	-11	-10
IT Strategy Developments	1,890	0	1,890	796	0	796
Digital Transformation	492	0	492	301	0	301
PSBA Network	213	0	213	92	0	92
Strategic Digital Initiatives	279	0	279	112	0	112
Corporate Wi-Fi Environment/Meraki Broadband Hardware	185	0	185	180	0	180
Data Centre and Power	41	0	41	0	0	0
Voice Infrastructure	189	0	189	50	0	50
HWB Local Authority Grant	367	0	367	4	0	4
Information Security and Governance	124	0	124	57	0	57
NET BUDGET	3,169	0	3,169	2,000	-11	1,989

Variance for Year £'000	Comment
0	
0	
-86	
-86	
-1,094	Slip to 2024-25.
-191	
-121	
-167	
-5	
-41	
-139	
-363	
-67	
-1,180	

Regeneration						
Capital Budget Monitoring - Scrutiny Report For June 2023						
	Working Budget			Forecasted		
Scheme	Expenditure £'000	Income £'000	Net £'000	Expenditure £'000	Income £'000	Net £'000
Llanelli JV General	0	0	0	1	-1	0
Heol Y Bwch (Llanelli JV)	0	0	0	1	-1	0
Rural Employment Spaces JV	1,000	0	1,000	0	0	0
Rural Employment Spaces JV - Budget	1,000	0	1,000	0	0	0
Swansea Bay City Region Projects	72,226	-31,413	40,813	43,365	-31,413	11,952
SB City Region - Pentre Awel - Phase 1	0	0	0	0	0	0
SB City Region - Pentre Awel - Ground Investigation Works	0	0	0	0	0	0
SB City Region - Digital Project	0	0	0	0	0	0
	2,000	0	2,000	2,000	0	2,000
SB City Region - Pentre Awel. Zone 1 - Pre-Construction Stage	0	0	0	306	0	306
SB City Region - Pentre Awel. Zone 1 - Construction Stage	70,226	-31,413	38,813	41,059	-31,413	9,646
Business Grants & Strategic Capital Projects	5,069	0	5,069	1,713	0	1,713
Pendine Iconic International Visitors Destination	83	0	83	103	0	103
Rural Enterprise Fund	1,677	0	1,677	353	0	353
Transformation Commercial Property Development Fund	2,911	0	2,911	1,000	0	1,000
Ammanford Regeneration Development Fund	168	0	168	134	0	134
Llandeilo Market Hall	18	0	18	13	0	13
Business Flood Relief & Infrastructure Fund	212	0	212	110	0	110
Employment Sites	5,067	0	5,067	5,170	41	5,211
Cross Hands East Strategic Employment Site Ph1	212	0	212	212	0	212
Cross Hands East Plot 3 Development	4,770	0	4,770	4,788	-18	4,770
Cross Hands East Phase 2	85	0	85	170	59	229
Valleys Town Centres - Digital Infrastructure	0	0	0	0	0	0
Town Centres	694	0	694	174	0	174
Caffarthen Town Regeneration - Jacksons Lane (81086)	114	0	114	114	0	114
Caffarthen Old Town Quarter Regeneration	580	0	580	60	0	60

Variance for Year £'000	Comment
0	
0	
-1,000	Slip to 2024/25 - No spend in current year planned.
-1,000	
-28,861	
0	
0	
0	
0	Slip to 2024/25.
306	
-29,167	Slip to 2024/25.
-3,356	
20	
-1,324	Slip to 2024/25.
-1,911	Slip to 2024/25.
-34	
-5	
-102	
144	
0	
0	
144	
0	
-520	Slip to 2024/25.
0	
-520	Slip to 2024/25.

Regeneration						
Capital Budget Monitoring - Scrutiny Report For June 2023						
	Working Budget			Forecasted		
Scheme	Expenditure £'000	Income £'000	Net £'000	Expenditure £'000	Income £'000	Net £'000
Transforming Towns Strategic Projects	3,833	0	3,833	2,883	0	2,883
TRI Strategic Projects - Market Street North	2,362	0	2,362	1,706	0	1,706
TRI Strategic Projects - Former YMCA Building, Stepney Street, Llanelli	1,177	0	1,177	1,177	0	1,177
Transforming Towns Strategic Projects	294	0	294	0	0	0
Business Support for Renewable Energy Initiatives	456	0	456	150	0	150
Business Support for Renewable Energy Initiatives	456	0	456	150	0	150
Ten Town Growth Plan	1,000	0	1,000	200	0	200
Ten Town Growth Plan	1,000	0	1,000	200	0	200
Transforming Towns - Place Making (TPM)	1,680	-925	755	0	0	0
TPM - Acquisition of 36 Stepney Street	670	-250	420	0	0	0
TPM - Acquisition of Family Value, Carmarthen	250	-175	75	0	0	0
TPM - Acquisition of Post Office, Carmarthen	400	-250	150	0	0	0
TPM - Overall Acquisitions/Works in Primary Towns	360	-250	110	0	0	0
TPM - Acquisition of 1/3Vaughan Street	0	0	0	0	0	0
Levelling Up Carmarthen West & Pembs South (LUF029)	15,837	-12,425	3,412	4,880	-4,880	0
Levelling Up Carmarthen West & Pembs South (LUF029): Carmarthen Hub	15,837	-12,425	3,412	4,880	-4,880	0
NET BUDGET	106,862	-44,763	62,099	58,536	-36,253	22,283

Variance for Year £'000	Comment
-950	
-656	Slip to 2024/25.
0	
-294	Slip to 2024/25.
-306	Under review - slip to 2024/25
-306	Under review - slip to 2024/25
-800	Slip to 2024/25.
-800	
-755	Slip to 2024/25. Project delayed.
-420	
-75	
-150	
-110	
0	
-3,412	
-3,412	Project given additional time to complete by Dept of LUF.
-39,816	

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2023/24 Savings Monitoring Report
Corporate Performance & Resources Scrutiny Committee
18th October 2023

1 Summary position as at : 30th June 2023

£160 k variance from delivery target

	2023/24 Savings monitoring		
	2023/24	2023/24	2023/24
	Target	Delivered	Variance
	£'000	£'000	£'000
Chief Executive	667	507	160
Corporate Services	325	325	0
	992	832	160

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

Managerial
Policy

£160 k Off delivery target
£0 k ahead of target

	MANAGERIAL			POLICY		
	2023/24	2023/24	2023/24	2023/24	2023/24	2023/24
	Target	Delivered	Variance	Target	Delivered	Variance
	£'000	£'000	£'000	£'000	£'000	£'000
Chief Executive	667	507	160	0	0	0
Corporate Services	325	325	0	0	0	0
	992	832	160	0	0	0

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

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

DEPARTMENT	2022/23 Budget	FACT FILE	2023/24 Proposed	2023/24 Delivered	2023/24 Variance	EFFICIENCY DESCRIPTION	REASON FOR VARIANCE
	£'000		£'000	£'000	£'000		

Managerial - Off Target**Chief Executive**

People Management Division	3,095	Includes Payroll, People Services, Organisational Development, Employee Wellbeing , HR Development Team, Business and Project Support	75	0	75	Realignment of Division	No realignment has taken place to date to allocate this proposal against specific posts within the division
People Management division	3,095	Includes Payroll, People Services, Organisational Development, Employee Wellbeing , HR Development Team, Business and Project Support	35	0	35	£35k TIC additional income	Not likely to be possible until a commercial manager is in place
Regeneration division	4,547	Regeneration is a key priority for the council. The Division provides Business, employability, grant funding and skills support and advice. We also deliver physical regeneration projects throughout the county, including the Swansea Bay City Deal Pentre Awel Life Science and Wellness Village planned for Delta Lakes. The Regeneration Division is responsible for the management of land assets (those within the economic/commercial portfolio) of the Council, taking a strategic commercial view to ensure the portfolio is managed to meet the Council's economic development needs. The Division is also responsible for the delivery of the Council's Net Zero Carbon agenda.	30	0	30	£30k Staffing cost savings (possibly making use of external funding in place of current core funding);	
Statutory Services - Coroners	369		20	0	20	Discussion with Pembrokeshire CC on how costs can be economised including office accommodation (inquest files storage costs will remain) due to remote working. It is also planned to instigate talks with Glangwili hospital to formalise the arrangements regarding post mortems carried out of behalf of the Coroner and also to formalise a tender for Funeral Directors working on behalf of the Coroner. Both these proposals should generate future savings.	Costs for this service have risen dramatically in the last 9 months. The number of referrals to the Coroner have increased along with increased Post Mortem costs, mortuary costs, undertakers costs as well as toxicology and histology. As a result the service is expecting to be significantly overspent in 2023-24.

Chief Executive Total**160 0 160****Policy - Off Target****NOTHING TO REPORT**

DEPARTMENT	2022/23 Budget	FACT FILE	2023/24 Proposed	2023/24 Delivered	2023/24 Variance	EFFICIENCY DESCRIPTION
	£'000		£'000	£'000	£'000	

Managerial - On Target

Chief Executive

Chief Executive, Business and Executive Support	618	Office of the Chief Executive, business and executive support	35	35	0	Reduction of staffing within Business Support Unit
Chief Executive, Business and Executive Support	618	Office of the Chief Executive, business and executive support	30	30	0	Further reduction in staffing within business support unit
Information Technology	4,722	ICT Services underpins and contributes towards all that the Council delivers both internally as an organisation and externally to service users and communities, independently or in partnership. It is a vital function providing innovative opportunities for improving services and achieving our priorities in an efficient and effective way. IT Services is pivotal as an enabler of change and a vehicle for driving forward transformational improvement to all services. As we continually strive to deliver our solutions in an efficient manner and in line with our key Digital Strategies (Digital Transformation Strategy, Digital Technology Strategy, Digital Schools Strategy) our major savings in future years however will have to be found from our staffing budget. The work the service does significantly contribute to financial savings being delivered from revenue budgets held across the Authority by other service areas.	100	100	0	Reduction in the Hardware Replacement Programme. This will result in having to sweat the current assets and hardware estate we manage by extending the life of current stock. i.e. a laptop is scheduled to be replaced currently every 4 years based on industry advice and standards. This will have to be extended by 1-2 years presenting a risk as there will be a significant reduction in stock available in the replacement programme. This could reduce the quality of the excellent service that we have been providing to staff during COVID and hybrid-working and will likely increase hardware failures and disruption to staff working by extending life of current stock beyond what we currently have set in our Replacement Programme.
Corporate Policy	805		4	4	0	£4k from Policy which will see a reduction in budgets currently supporting admin, subsistence and meeting costs
Marketing & Media	542	Business Unit comprising of translation, marketing and tourism, contact centres, customer services, press and communications.	46	46	0	Review of Translation Unit
Marketing & Tourism Development	400		40	40	0	£40k reduction in activities that currently support the tourism sector.
Regeneration division	4,547	Regeneration is a key priority for the council. The Division provides Business, employability, grant funding and skills support and advice. We also deliver physical regeneration projects throughout the county, including the Swansea Bay City Deal Pentre Awel Life Science and Wellness Village planned for Delta Lakes. The Regeneration Division is responsible for the management of land assets (those within the economic/commercial portfolio) of the Council, taking a strategic commercial view to ensure the portfolio is managed to meet the Council's economic development needs. The Division is also responsible for the delivery of the Council's Net Zero Carbon agenda.	82	82	0	£10k - Econ Dev revenue budget cut - split 50/50 between Rural & Llanelli; £12k - Operational depots revenue budget cut; £30k - Admin building revenue budget cut; £30k - Property industrial premises budget cut
Regeneration division	4,547	Regeneration is a key priority for the council. The Division provides Business, employability, grant funding and skills support and advice. We also deliver physical regeneration projects throughout the county, including the Swansea Bay City Deal Pentre Awel Life Science and Wellness Village planned for Delta Lakes. The Regeneration Division is responsible for the management of land assets (those within the economic/commercial portfolio) of the Council, taking a strategic commercial view to ensure the portfolio is managed to meet the Council's economic development needs. The Division is also responsible for the delivery of the Council's Net Zero Carbon agenda.	130	130	0	Additional £60k staff saving cost. Additional £30k econ dev revenue budget cut – split 50/50 between Llanelli and rural. £40k through mothballing admin areas where vacant to reduce utility costs etc.
People Management division	3,095	Includes Payroll, People Services, Organisational Development, Employee Wellbeing , HR Development Team, Business and Project Support	40	40	0	£20k L&D reallocation of the SCDWP grant ; £20k HR payroll - introduction of a new AVC wise scheme.
Chief Executive Total			507	507	0	

Corporate Services Budget

Financial Services

PRE LGR Pension Costs	1,816	Cost of Pre LGR Pension Costs	100	100	0	Reduction in call on budget over time
Bank Charges	66	Cost of Authority's Banking arrangements	5	5	0	Reduction in bank charges following negotiation of new contract
Treasury	-200 (income budget)		100	100	0	Increased investment returns from treasury activity - assumes recent increase in interest rates sustained and higher level of cash balances retained
Treasury & Pensions Section	77	Provision of a Treasury Management and Pension Fund Investments Service including statistical and legislative research and development work. The unit manages the strategic direction, formulates and implements Policy and Strategy and ensures the integrity of the Dyfed Pension Fund. The unit also manages the Dyfed Welsh Church Fund and Banking Services	15	15	0	Increase in external SLA income for work undertaken for Wales Pension Partnership
External Audit Fees	229	Cost of external audit fees	10	10	0	Reduction in external audit cost by maximising audit costs chargeable against grant schemes
Total Financial Services			230	230	0	

Revenues & Financial Compliance

Rates Relief	289	Cost to CCC of properties that are eligible and have successfully applied for discounts on their business rates	50	50	0	Demand is currently less than current budget provision
Council Tax Reduction Scheme	17,249	Low income households, if meet certain criteria are entitled to Council Tax reduction.	35	35	0	Aligning the budget to actual
Total, Revenues and Financial Compliance			85	85	0	

DEPARTMENT	2022/23 Budget	FACT FILE	2023/24 Proposed	2023/24 Delivered	2023/24 Variance	EFFICIENCY DESCRIPTION
	£'000		£'000	£'000	£'000	

Corporate Services General

Training Budget	60	Training budget set for the Department and to be used to support staff development / CPD - managed centrally by BSU	10	10	0	Reduce the sum available for the Department for training - current budget is £60k
Total Corporate Services General			10	10	0	

Corporate Services Budget Total			325	325	0	
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Policy - On Target

NOTHING TO REPORT

Savings Monitoring Report - 2022/23 brought forward
Corporate Performance & Resources Scrutiny Committee
18th October 2023

1 Summary position as at : 30th June 2023

£67 k variance from delivery target

	2022/23 Savings monitoring		
	2022/23	2022/23	2022/23
	Target	Delivered	Variance
	£'000	£'000	£'000
Chief Executive	67	0	67
Corporate Services	0	0	0
	67	0	67

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

Managerial
Policy

£67 k Off delivery target
£0 k ahead of target

	MANAGERIAL			POLICY		
	2022/23	2022/23	2022/23	2022/23	2022/23	2022/23
	Target	Delivered	Variance	Target	Delivered	Variance
	£'000	£'000	£'000	£'000	£'000	£'000
Chief Executive	67	0	67	0	0	0
Corporate Services	0	0	0	0	0	0
	67	0	67	0	0	0

3 Appendix F (iv): Savings proposals not delivered in 2022/23

DEPARTMENT	2021/22 Budget	FACT FILE	2022/23 Not achieved	2022/23 Delivered in 2023/24	2023/24 Variance	EFFICIENCY DESCRIPTION	REASON FOR VARIANCE
	£'000		£'000	£'000	£'000		

Managerial - Off Target**Chief Executive**

People Management division	2,767	Includes Payroll, People Services, Organisational Development, Employee Wellbeing , HR Development Team, Business and Project Support	67	0	67	Focus is going to be on delivering the targets based on the realignment of OD, together with some additional income generation right across the division, this proving to be difficult as only have the staffing budgets to yield the efficiencies, and that is becoming more difficult as each year passes.	Saving not yet progressed
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Chief Executive Total**67 0 67****Policy - Off Target****NOTHING TO REPORT**

**Corporate Performance and Resources Committee
Meeting
Date 18/10/2023**

Subject

Treasury Management and Prudential Indicator Report 1st April 2023 to 30th June 2023

THE SCRUTINY COMMITTEE IS ASKED TO:-

Review and assess the information contained in the report and provide any recommendations, comments, or advice to the Cabinet Member and / or Director prior to the report's consideration by Cabinet.

Reasons:

To provide members with an update on the treasury management activities from 1st April 2023 to 30th June 2023.

Cabinet Decision Required YES

Council Decision Required NO

CABINET MEMBER PORTFOLIO HOLDER:- Cllr. A. Lenny

Directorate: Corporate Services Name of Director: Chris Moore Report Author: Anthony Parnell	Designations: Director of Corporate Services Treasury and Pension Investments Manager	Tel/ Email address: Tel: 01267 224120 E Mail: CMoore@carmarthenshire.gov.uk Tel: 01267 224180 E Mail: AParnell@carmarthenshire.gov.uk
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EXECUTIVE SUMMARY

SUBJECT

Treasury Management and Prudential Indicator Report 1st April 2023 to 30th June 2023

1. To provide members with an update on the treasury management activities from 1st April 2023 to 30th June 2023.

DETAILED REPORT ATTACHED?

YES

IMPLICATIONS

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

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

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

1. Policy, Crime & Disorder and Equalities

Within the requirements of the Treasury Management Policy and Strategy Report 2023-2024

3. Finance

Gross interest earned on investments for the period amounted to £2.06m and interest paid on loans was £0.92m.

The Authority did not breach any of its Prudential Indicators during the period.

CONSULTATIONS

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

Signed: **C Moore**

Director of Corporate Services

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

1. Scrutiny Committee request for pre-determination	Yes
Scrutiny Committee	Corporate Policy and Resources Committee
Date the report was considered:-	18.10.2023
Scrutiny Committee Outcome/Recommendations:-	

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

CABINET MEMBER PORTFOLIO HOLDER(S) AWARE/CONSULTED	
YES	

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

THESE ARE DETAILED BELOW

Title of Document	File Ref No.	Locations that the papers are available for public inspection
CIPFA Treasury Management in the Public Services - Code of Practice Revised 2017		County Hall, Carmarthen

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AGENDA ITEM NO.

CORPORATE PERFORMANCE AND RESOURCES COMMITTEE

DATE: 18/10/2023

QUARTERLY TREASURY MANAGEMENT AND PRUDENTIAL INDICATOR REPORT

1st April 2023 – 30th June 2023

A QUARTERLY TREASURY MANAGEMENT REPORT

1. Introduction

The Treasury Management Policy and Strategy for 2023-2024 was approved by Council on 1st March 2023. Section B 1.1(2) stated that Treasury Management activity reports would be made during the year. This report outlines the Treasury Management activities in the period 1st April 2023 to 30th June 2023 and satisfies the reporting requirement stated above.

2. Economic Update

In May 2023, the Bank of England's Monetary Policy Committee (MPC) increased the Bank Rate by 25 basis points to 4.50%, and in June 2023 moved the rate up a further 50 basis points to 5.00%.

Since the end of this reporting period, the MPC increased the bank rate by a further 25 basis points in August 2023 to 5.25%, where it still currently stands.

With UK inflation significantly higher than in other G7 countries, the MPC will have a difficult task in convincing investors that they will be able to dampen inflation pressures anytime soon. Talk of the Bank's inflation models being "broken" is perhaps another reason why gilt investors are demanding a premium relative to US and Euro-zone bonds, for example.

The recent resilience of the economy has been due to a number of factors including the continued rebound in activity after the pandemic, households spending some of their pandemic savings, and the tight labour market and government handouts both supporting household incomes. However, as government support fades, real household incomes are unlikely to grow rapidly. Furthermore, higher interest rates will mean GDP is likely to contract later this year.

The central assumption is that inflation will drop to the 2.0% target only if the Bank triggers a recession by raising rates from 5.00% now to at least 5.5% and keeps rates there until at least mid-2024.

3. Investments

One of the primary activities of the Treasury Management operation is the investment of surplus cash for which the Authority is responsible. As well as the Authority's own cash the County Council invests School Trust Funds and other Funds, with any interest derived from these investments being passed over to the relevant Fund.

All surplus money is invested daily on the London Money Markets. The security of the investments is the main priority. Appropriate liquidity should be maintained and return on investments the final consideration. It continues to be difficult to invest these funds as the market continues to be insecure and as a consequence appropriate counterparties are limited.

The total investments at 1st April 2023 to 30th June 2023 analysed between Banks, Building Societies, Local Authorities and Money Market Funds, are shown in the following table:

Investments	01.04.23				30.06.23			
	Call and notice £m	Fixed Term £m	Total £m	%	Call and notice £m	Fixed Term £m	Total £m	%
Banks	27.50	14.00	41.50	28	34.50	7.00	41.50	21
Building Societies	0.00	7.00	7.00	5	0.00	7.00	7.00	5
Money Market Funds	40.00	0.00	40.00	27	40.00	0.00	40.00	21
DMADF (DMO)	0.00	20.00	20.00	13	0.00	80.00	80.00	41
Local Authorities	0.00	40.00	40.00	27	0.00	25.00	25.00	13
TOTAL	67.50	81.00	148.50	100	74.50	119.00	193.50	100

Investments on call are available immediately on demand.
Fixed term investments are fixed to a maturity date.

During the period the total investments made by the Council and repaid to the Council (the turnover) amounted to £459.00m. This averaged approximately £35.31m per week or £5.04m per day. A summary of turnover is shown below:

	£m
Total Investments 1st April 2023	148.50
Investments made during the quarter	252.00
Sub Total	400.50
Investments Repaid during the quarter	(207.00)
Total Investments at 30 June 2023	193.50

The main aims of the Treasury Management Strategy is to appropriately manage the cash flows of the Council, the required short term and longer term market transactions and the risks associated with this activity. Lending on the money market secures an optimum rate of return and also allows for diversification of investments and hence reduction of risk, which is of paramount importance in today's financial markets.

Benchmarks are widely used to assess investment performance. For the period under review the average "90-day uncompounded SONIA rate" was 4.10% whereas the actual rate the Council earned was 4.06%, a marginal under performance of 0.04%.

The gross interest earned on investments for the period amounted to £2.06m.

The income from investments is used by the Authority to reduce the net overall costs to the Council taxpayer.

4. Security, Liquidity and Yield (SLY)

Within the Treasury Management Strategy Statement for 2023-2024, the Council's investment priorities are:

- Security of Capital
- Liquidity and
- Yield

The Council aims to achieve the optimum return (yield) on investments commensurate with proper levels of security and liquidity. In the current economic climate it is considered appropriate to keep investments short term to cover short term cash flow needs but also to seek out value available in significantly higher rates in periods up to 12 months with highly credit rated financial institutions.

Attached in Appendix 1 is the Investment Summary and Top 10 Counterparty Holdings as at 30th June 2023.

5. Borrowing

One of the methods used to fund capital expenditure is long term borrowing. The principal lender for Local Authorities is the Public Works Loan Board (PWLB).

Under the Treasury Management Strategy it was agreed to borrow when interest rates are at their most advantageous.

The total loans at 1st April 2023 and 30th June 2023 are shown in the following table:

Loans	Balance at 01.04.23 £m	Balance at 30.06.23 £m	Net Increase/ (Net Decrease) £m
Public Works Loan Board (PWLB)	397.61	397.61	0.00
Market Loan	3.00	3.00	0.00
Salix, Invest to Save, HILS & TCL	9.96	9.82	(0.14)
TOTAL	410.57	410.43	(0.14)

The Salix interest free loans have been provided by an independent publicly funded company dedicated to providing the public sector with loans for energy efficiency projects.

This interest free Invest-2-Save funding is to assist in the conversion of traditional street lighting to LED, which will help deliver a legacy of reduced energy costs and associated carbon taxes.

The Home Improvement Loan Scheme (HILS) repayable funding is provided by the Welsh Government to help individual home owners, small portfolio landlords, developers and charities to improve homes and increase housing supply.

The Town Centre Loan (TCL) repayable funding is provided by the Welsh Government to provide loans to reduce the number of vacant, underutilised and redundant sites and premises in town centres and to support the diversification of the town centres by encouraging more sustainable uses for empty sites and premises, such as residential, leisure and for key services.

5.1 New Borrowing

No new loans were borrowed during the period.

5.2 Interest Paid

Interest paid on loans in the period was:

PWLB Interest Paid £m	Market Loan Interest Paid £m	Total Interest Paid £m
0.85	0.07	0.92

6. Rescheduling and Premature Loan Repayments

No rescheduling opportunities arose during the period and there were no premature repayments of debt.

7. Leasing

No leases were negotiated in the period ended 30th June 2023.

8. Conclusion

The Treasury Management function for the period ended 30th June 2023 has been carried out within the policy and guidelines set in the Treasury Management Policy and Strategy 2023-2024.

B. QUARTERLY PRUDENTIAL INDICATOR REPORT

1. Introduction

As part of the 2023-2024 Budget and the Treasury Management Policy and Strategy 2023-2024, Council adopted a number of Prudential Indicators. These Indicators are designed to ensure that any borrowing or other long-term liabilities entered into for capital purposes were affordable, sustainable and prudent.

The Indicators are required by the Local Government Act 2003 and the Revised Prudential Code of Practice in order to control Capital Finance. The Prudential Code also required that those Prudential Indicators that were forward looking should be monitored and reported. Some of the indicators are monitored by officers monthly and are only reported if they are likely to be breached, others are to be monitored quarterly by Cabinet.

2. The Monitored Prudential Indicators

2.1 Affordability Prudential Indicator

2.1.1 Ratio of Financing Costs to Net Revenue Stream

The indicator set for 2023-2024 in the Budget was:

	2023-2024
	%
Non –HRA	3.45
HRA	28.03

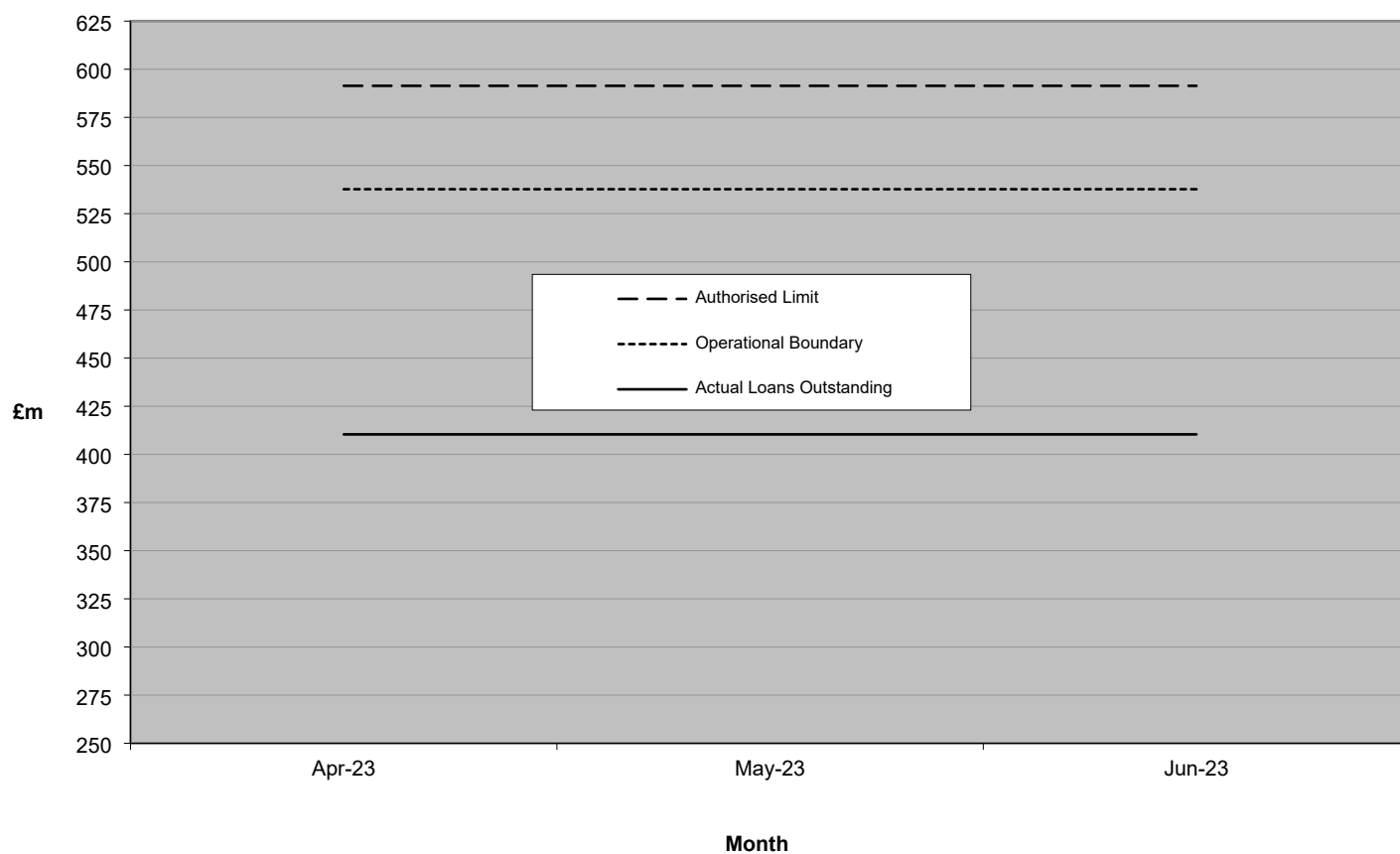
An examination of the assumptions made in calculating this indicator concluded that there have been no changes in the period.

2.2 Prudence Prudential Indicators

2.2.1 The Gross Borrowing and Capital Finance Requirement (CFR) indicator

The indicator set by the Budget for Gross Borrowing and CFR was that the Section 151 Officer envisaged no difficulty in meeting the requirement of the Gross Borrowing being less than the accumulated CFR for 2023-2024. An examination of assumptions made when calculating the Prudential Indicator show that there have been no material changes.

2.2.2 Authorised Limit and Operational Boundary



The actual value of loans outstanding must not exceed the Authorised Limit. In normal activity actual loans outstanding should be close but less than the Operational Boundary. The Operational Boundary can be breached in the short term due to adverse cash flows.

	Apr-23 £m	May-23 £m	Jun-23 £m
Authorised Limit	591.4	591.4	591.4
Operational Boundary	537.7	537.7	537.7
Loans Outstanding	410.4	410.4	410.4

Neither the Authorised Limit nor the Operational Boundary have been breached.

2.3 Treasury Management Prudential Indicators

2.3.1 Interest Rate Exposure

Position as at 30th June 2023:

	Fixed Interest Rate £m	Variable Interest Rate £m	TOTAL £m
Borrowed	407.43	3.00	410.43
Invested	(119.00)	(74.50)	(193.50)
Net	288.43	(71.50)	216.93
Limit	518.00	52.00	
Proportion of Net Borrowing Actual	132.96%	(32.96)%	100.00%
of which:			
Borrowing	99.27%	0.73%	100.00%
Invested	61.50%	38.50%	100.00%
Limit	125.00%	5.00%	

The Section 151 Officer reports that the authority exceeded this requirement in this period due to increased investments in Variable Interest Rate products such as Money Market Funds.

2.3.2 Maturity Structure Of Borrowing

	Structure at 30.06.23 %	Upper Limit %	Lower Limit %
Under 12 months	1.98	15	0
12 months to 2 years	2.79	15	0
2 years to 5 years	6.01	50	0
5 years to 10 years	8.39	50	0
10 years to 20 years	21.20	50	0
20 years to 30 years	21.68	50	0
30 years to 40 years	21.12	50	0
40 years and above	16.83	50	0

The authority is within the limits set by the 2023-2024 indicators.

2.3.3 Maximum principal sums invested longer than 365 days

	2023-2024 £m
Limit	10
Actual as at 30 th June 2023	NIL

3. Conclusion

This report demonstrates compliance with the reporting requirements of the CIPFA Treasury Management Code of Practice.

RECOMMENDATION

It is recommended that this report be received by the Corporate Performance and Resources Scrutiny Committee.

Glossary of terms:

CFR - Capital Financing Requirement - a measure of the Council's underlying need to borrow to fund capital expenditure.

DMADF - Debt Management Agency Deposit Facility - deposit facility run by the Debt Management Office (**DMO**) which is part of the HM Treasury, taking deposits at fixed rates for up to 6 months.

MMF - Money Market Fund - a 'pool' of different types of investments managed by a fund manager that invests in lightly liquid short term financial instruments with high credit rating.

MPC - Monetary Policy Committee - is a committee of the Bank of England, which meets for three and a half days, eight times a year, to decide the official interest rate in the United Kingdom (the Bank of England Base Rate).

PWLB – Public Works Loans Board - an Executive Government Agency of HM Treasury from which local authorities and other prescribed bodies may borrow.

SONIA - Sterling Overnight Interbank Average Rates – is a widely used benchmark based on actual transactions and reflects the average of the interest rates that banks pay to borrow Sterling overnight from other financial institutions and other institutional investors.

Totals		
Total	£193,500,000	
Calls & MMFs	£67,500,000	35%
Fixed Deposits	£126,000,000	65%
Specified	£0	0%

Weighted Average		
Yield		4.33%
Maturity (Days)		
Total Portfolio	Total Portfolio	40.25
Long Term		
Short Term		
AAA	-	1.00
AA	F1	47.06
A	F1	57.87
BBB	F2	0.00
CCC	C	0.00

Risk Factors		
< 1 year	£9,484	0.005%
1 - 2 years	£0	0.000%
2 - 3 years	£0	0.000%
3 - 4 years	£0	0.000%
4 - 5 years	£0	0.000%
Total Portfolio	£9,484	0.005%

Maturity Structure		
< 1 Week	£76,500,000	40%
< 1 Month	£47,000,000	24%
2 - 3 Months	£46,000,000	24%
3 - 6 Months	£12,000,000	6%
6 - 9 Months	£12,000,000	6%
9 - 12 Months	£0	0%
12 Months+	£0	0%
Total	£193,500,000	100%

SLY Model

Carmarthenshire County Council

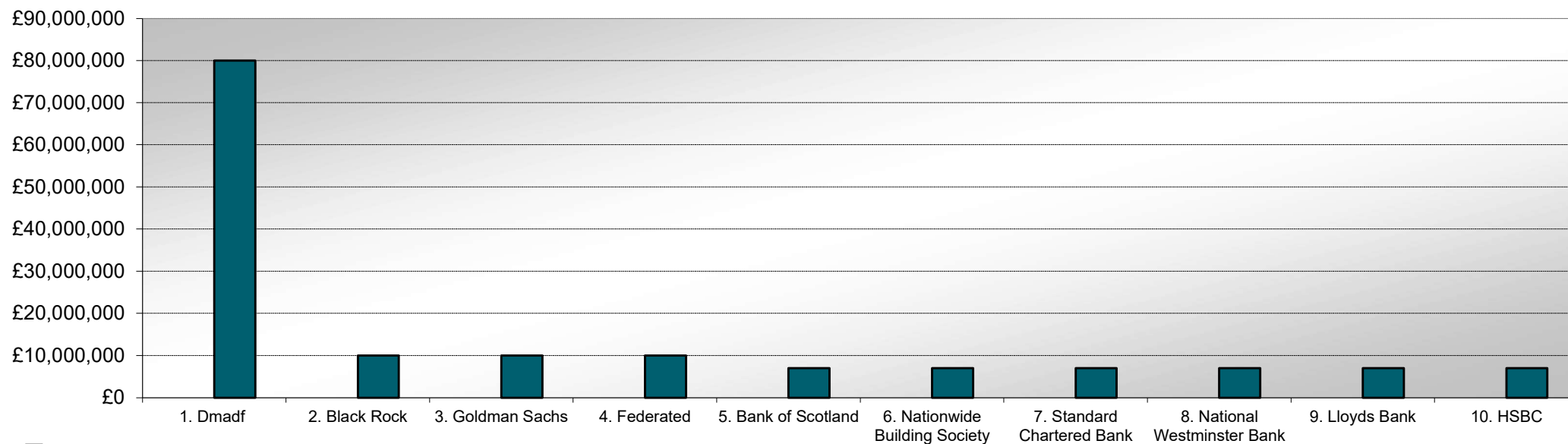
30/06/2023

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Top 10 Counterparty Holdings

Carmarthenshire County Council

Counterparty	Principal	% of Total Holding	WAM (Days)	WAYield	WADefault
1. Dmadf	£80,000,000	52.63%	35	4.60%	0.002%
2. Black Rock	£10,000,000	6.58%	1	4.52%	0.000%
3. Goldman Sachs	£10,000,000	6.58%	1	4.47%	0.000%
4. Federated	£10,000,000	6.58%	1	4.52%	0.000%
5. Bank of Scotland	£7,000,000	4.61%	1	4.52%	0.000%
6. Nationwide Building Society	£7,000,000	4.61%	119	3.58%	0.031%
7. Standard Chartered Bank	£7,000,000	4.61%	1	4.96%	0.000%
8. National Westminster Bank	£7,000,000	4.61%	271	4.55%	0.070%
9. Lloyds Bank	£7,000,000	4.61%	7	2.00%	0.002%
10. HSBC	£7,000,000	4.61%	1	4.46%	0.000%



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Agenda Item 9

Corporate, Performance and Resources Scrutiny Meeting 18 October 2023

2023/24 Quarter 1 - Performance Report (01/04/23-30/06/23) relevant to this Scrutiny

Purpose:

To examine the report for monitoring purposes.

THE SCRUTINY COMMITTEE IS ASKED TO:

Review and assess the information contained in the report and provide any recommendations, comments, or advice to the Cabinet Member and / or Director prior to the report's consideration by Cabinet.

Reasons:

- Authorities are under a general duty to make arrangements to monitor performance.
- We need to demonstrate to citizens, members and regulators how performance is managed, and appropriate interventions implemented

CABINET MEMBER PORTFOLIO HOLDER:

Cllr Darren Price	Leader
Cllr Philip Hughes	Cabinet Member for Organisation and Workforce
Cllr Alun Lenny	Cabinet Member for Resources

Directorates:	Designations:	Tel Nos./ E-Mail Addresses:
Names of Heads of Service:		
Jason Jones	Head of Regeneration, Policy and Digital	JaJones@cararthenshire.gov.uk
Paul Thomas	Assistant Chief Executive (People Management)	01267246123 prthomas@cararthenshire.gov.uk
Linda Rees-Jones	Head of Administration & Law	01267224010 lrjones@cararthenshire.gov.uk
Randal Hemingway	Head of Financial Services	01267224886 rhemingway@cararthenshire.gov.uk
Helen L. Pugh	Head of Revenues and Financial Compliance	01267246223 hlpugh@cararthenshire.gov.uk
Jason Jones	Head of Regeneration, Policy & Digital	01267 242336 JaJones@cararthenshire.gov.uk
Amanda Edwards	Electoral & Civic Registration Manager	01269 228609 AMEdwagrds@cararthenshire.gov.uk
Deina Hockenull	Media and Marketing Manager	01267 224654 DMHockenull@cararthenshire.gov.uk
Report Author:		
Rob James	Strategic Performance Manager	01267 224486 RNJames@cararthenshire.gov.uk
Tracey Thomas	Principal Business Development Officer	TrThomas@cararthenshire.gov.uk

EXECUTIVE SUMMARY

2023/24 Quarter 1 - Performance Report relevant to this Scrutiny

BRIEF SUMMARY OF PURPOSE OF REPORT

This report shows the progress as at the end of Quarter 1 - 2023/23 of our deliverables (Actions and Measures) linked to the Corporate Strategy and our Well-being Objectives.

Corporate Strategy 2022-2027

WBO 1	Enabling our children and young people to have the best possible start in life (Start Well)	
WBO1a	Thematic Priority: Healthy Lives – prevention /early intervention	
WBO1b	Service Priority: Early years	
WBO1c	Service Priority: Education	
WBO 2	Enabling our residents to live and age well (Live & Age Well)	
WBO2a	Thematic Priority: Tackling Poverty	
WBO2b	Service Priority: Housing	
WBO2c	Service Priority: Social Care	
WBO 3	Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Communities)	
WBO3a	Thematic Priority: Economic Recovery and Growth	
WBO3b	Thematic Priority: Decarbonisation & Nature Emergency	
WBO3c	Thematic Priority: Welsh Language & Culture	
WBO3d	Thematic Priority: Community Safety, Resilience and Cohesion	
WBO3e	Service Priority: Leisure & Tourism	
WBO3f	Service Priority: Waste	
WBO3g	Service Priority: Highways & Transport	
WBO 4	To further modernise and develop as a resilient and efficient Council (Our Council)	
WBO4a	Organisational Transformation - Overarching	
WBO4b	Organisational Transformation - Efficiencies and Value for Money	
WBO4c	Organisational Transformation - Income & Commercialisation	
WBO4d	Organisational Transformation - Workplace	
WBO4e	Organisational Transformation - Workforce	
WBO4f	Organisational Transformation - Service Design & Improvement	
WBO4g	Organisational Transformation - Customers & Digital Transformation	
WBO4h	Organisational Transformation - Decarbonisation and Biodiversity	
WBO4i	Organisational Transformation - Schools	
5	Core Business Enablers	
5a	Information and Communication Technology (ICT)	
5b	Marketing & Media including customer services	
5c	Legal	
5d	Planning	
5e	Finance	
5f	Procurement	
5g	Internal Audit	
5h	People Management	
5i	Democratic Services	
5j	Policy & Performance	
5k	Electoral Services & Civil Registration	
5l	Estates & Asset Management	
5m	Risk Management	
5n	Business Support	

DETAILED REPORT ATTACHED?

YES

IMPLICATIONS

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

Signed:

Jason Jones	Head of Regeneration, Policy & Digital
Paul Thomas	Assistant Chief Executive (People Management)
Linda Rees-Jones	Head of Admin & Legal
Randal Hemingway	Head of Financial Services
Helen L. Pugh	Head of Revenues and Financial Compliance
Jason Jones	Head of Regeneration

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

1. Policy, Crime & Disorder and Equalities

The Well-being of Future Generations (Wales) Act 2015 requires public bodies *to take all reasonable steps to meet their Well-being Objectives*.

The **Local Government and Elections Wales Act 2021** places specific duties for the Council:

Duty	Response
Duty to keep performance under review	We will maintain quarterly performance monitoring throughout the year. This report addresses this duty
Duty to report on performance – based on self-assessment approach	We are addressing this duty in our Annual Report on our progress on our Corporate Strategy and Well-being Objectives and as part of our monitoring arrangements. We must self-assess the extent to which we are meeting our <i>'performance requirements'</i> : <ol style="list-style-type: none"> 1. exercising our functions effectively. 2. using our resources economically, efficiently and effectively. 3. governance is effective for securing the above.
Duty to arrange a panel performance assessment	This duty comes into force from May 2022. We must arrange for a panel to undertake an assessment, at least once during the period between two consecutive ordinary elections of councillors to the council, of the extent to which the council is meeting the performance requirements.
Duty to respond to a panel performance assessment report	

2. Legal

In our published Well-being Statement, we are committed to monitor our Well-being Objective action plans.

CABINET PORTFOLIO HOLDER(S) AWARE/CONSULTED	YES
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Section 100D Local Government Act, 1972 – Access to Information List of Background Papers used in the preparation of this report:

Title of Document	Locations that the papers are available for public inspection
Corporate Strategy 2022-2027 <i>Developing Carmarthenshire Together: One Council, One Vision, One Voice</i>	corporate-strategy-2022-27.pdf (gov.wales)

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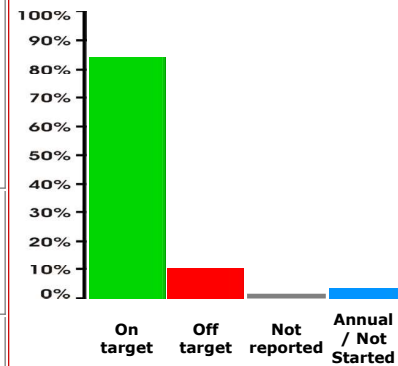
Scrutiny measures & actions full monitoring report Corporate Performance & Resources scrutiny - Quarter 1 2023/24

Filtered by:
Organisation - Carmarthenshire County Council
Source document - Corporate Strategy 2023/24

The table below provides a summary progress against target for the Actions and Measures contained within the selected document

		Total	On target	Off target	Not reported	Not available	Annual / Not started	% on target	Overall % on target
WBO2.Enabling our residents to live and age well (Live & Age Well)	Measures	4	3	1	0	0	0	75%	75%
WBO3.Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Comm)	Actions	12	12	0	0	N/A	0	100%	88%
	Measures	5	3	2	0	0	0	60%	
WBO4. Tackle poverty, help to prevent it, helping people into work, improving lives	Actions	1	1	0	0	N/A	0	100%	100%
WBO4.To further modernise and develop as a resilient and efficient Council (Our Council)	Actions	15	14	1	0	N/A	0	93%	86%
	Measures	7	5	2	0	0	0	71%	
5.Core Business Enablers	Actions	44	42	0	2	N/A	0	95%	83%
	Measures	25	15	6	0	0	4	60%	
Overall Performance	Actions and Measures	113	95	12	2	0	4	84%	

Performance against Target



There are three measures without a target set which are not included in the above table, details of which can be seen on page 19


OFF TARGET

Theme: 5.Core Business Enablers							
Sub-theme: 5h - People Management							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
The number of working days lost to sickness absence per employee PAM/001	Not applicable		Q1: 2.7 End Of Year: 11.6	Target: 2.2 Result: 2.6 Calculation: 17171÷6498.4	Target: 4.4	Target: 7.2	Target: 10.2
Comment	A slight improvement on last year's Q1 result and 0.4 FTE off target. High results in Children's Services (4.7), Adult social care(3.9), Waste and Environmental services(4.1)						
Remedial Action	The business partners provide data for the DMTs and SMTs, who analyse and develop action plans for improvement, ensuring compliance with the sickness policy and providing support and intervention when required such as OH advice and recommendations. Proactive work can be supported by the health and wellbeing team, as part of the action plan.						
Service Head: Paul R Thomas			Performance status: Off target				☹️


Theme: 5.Core Business Enablers							
Sub-theme: 5j - Policy & Performance							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of complaints completed within statutory deadline Comp/001	Not applicable		Q1: 57.7 End Of Year: 52.7	Target: 60.0 Result: 49.7 Calculation: (294÷592) × 100	Target: 60.0	Target: 60.0	Target: 60.0
Comment	We have seen an ongoing quarter on quarter reduction in the percentage of complaints which are responded to within the statutory timescales since this performance measure was introduced in April 2022. However, we have also seen an ongoing, significant increase in the number of complaints being received and closed, with an increase of 53.8% (1,430) closed in 2022/2023 compared to 930 the previous year and this increase has continued in this quarter with 592 complaints closed (294 of which were within the timescales) compared to 281 closed (162 within the timescales) in the same period last year. In addition to the number of complaints being received, other factors which impact on the time taken to complete investigations include the increasing complexity of complaints and current service pressures resulting in capacity issues for officers. Key areas of concern are highlighted within the reports to Directors and the team continue to provide advice and guidance to support resolution.						
Remedial Action	Continue to monitor and try to stabilise the result before looking to improve performance						
Service Head: Jason Jones			Performance status: Off target				☹️


Theme: 5.Core Business Enablers							
Sub-theme: 5k - Electoral Services & Civil Registration							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of births registered within the statutory timeframe of 42 days CivilReg/001	Not applicable		Q1: 88 End Of Year: 90	Target: 98 Result: 91 Calculation: (554÷611) × 100	Target: 98	Target: 98	Target: 98
Comment	We are working closely with maternity services to improve this and are pleased to see the improvement on last year's performance.						
Remedial Action	Information for parents has been updated and fresh supplies now going to maternity services on a regular basis. Additional appointments are being made available in Carmarthen to assist parents who live in Pembrokeshire but had babies in Glangwilli.						
Service Head: Amanda Edwards			Performance status: Off target				☹️

Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of non-coronial deaths registered within the statutory timeframe of 5 days CivilReg/002	Not applicable		Q1: 61.5 End Of Year: 55.0	Target: 65.0 Result: 46.5	Target: 65.0	Target: 65.0	Target: 65.0


			Calculation: (181÷389) × 100			
Comment	This continues to be largely due to pressures on the NHS and the implementation of the Medical Examiner Service in England & Wales. Carmarthenshire is above the Welsh & England average.					
Remedial Action	We continue to offer appointments for the public within 24-48 hours once the correct documentation has been received. We have trained more casual staff to ensure capacity once the paperwork is available to us.					
Service Head: Amanda Edwards	Performance status: Off target					

Theme: 5.Core Business Enablers
Sub-theme: 5I - Estates & Asset Management

Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
Percentage performance against target to generate capital receipts to support the capital program 2.1.2.12	Not applicable		Q1: 17.04 End Of Year: 36.07	Target: 10.00 Result: 2.43 Calculation: (63000÷2588000) × 100	Target: 35.00	Target: 60.00	Target: 100.00
Comment	Sales to date have been slow over the first quarter however significant receipts will be realised by the end of the year and it is expected that the capital receipt target will be met.						
Remedial Action	To continue to be proactive in sales transactions to ensure that they progress to completion in a timely manner.						
Service Head: Jason Jones	Performance status: Off target						

Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of non housing responsive repairs works completed within the target PropMaint/001	Not applicable		New measure	Target: 94.0 Result: 89.8 Calculation: (1387÷1544) × 100	Target: 94.0	Target: 94.0	Target: 94.0
Comment	Q1 we received 1544 job & successfully completed 1387 (89.8%)						
Remedial Action	We will review the 157 jobs and look to improve.						
Service Head: Jason Jones (Env)	Performance status: Off target						

Theme: WBO2.Enabling our residents to live and age well (Live & Age Well)
Sub-theme: WBO2a - Thematic Priority: Tackling Poverty

Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
Average time for processing new Housing/Council Tax Benefit claims 6.6.1.2	Not applicable		Q1: 20.57 End Of Year: 18.46	Target: 17.00 Result: 17.29 Calculation: 24123÷1395	Target: 17.00	Target: 17.00	Target: 17.00
Comment	The result is just under target at 0.29 of a day, and has improved from the q1 result for 22/23 at 20.57 days. The start of the year is particularly busy with increased telephone and mail contact from the public as a result of issuing 30,000 housing benefit and Council Tax reduction letters along with 89000 Council Tax demand notices. More staff are required to deal with customer enquiries, reducing the availability of staff for processing. This is coupled with the fact that the system is unavailable for processing for a couple of days to undertake annual billing and year end processes.						
Remedial Action	2 benefit assessors have completed training and have joined the processing teams on 1st May. Recruitment exercises are under way to recruit and train a further 3 benefit assessors. Whilst the result is off target it is well within the Processing time expected by DWP.						
Service Head: Helen Pugh	Performance status: Off target						

Theme: WBO3.Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Comm)
Sub-theme: WBO3a - Thematic Priority: Economic Recovery and Growth

Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
The percentage of undisputed invoices which were paid in 30 days CFH/006	Not applicable		Q1: 96.8 End Of Year: 95.6	Target: 95.0 Result: 94.7	Target: 95.0	Target: 95.0	Target: 95.0

		Calculation: (66840 ÷ 70598) × 100			
Comment	All areas below target to be notified.				
Remedial Action	Relevant officers to investigate and address issues.				
Service Head: Randal Hemingway	Performance status: Off target				☹

Theme: WBO3.Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Comm)							
Sub-theme: WBO3d - Thematic Priority: Community Safety, Resilience and Cohesion							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of e-learning training on Violence Against Women, Domestic Abuse, Sexual Violence (VAWDASV) completed by staff CSGa/1	Not applicable		Q1: 69 End Of Year: 69	Target: 100 Result: 66 Calculation: (5471 ÷ 8258.5) × 100	Target: 100	Target: 100	Target: 100
Comment	The total number of staff figure previously excluded Voluntary Aided Schools, but have now been included. The total number of training completions has always included Voluntary Aided Schools, therefore needed to be brought in line. This has brought the result down slightly for Q1, if we had continued to excluding them from the total staff figure, the Q1 result would have been 68%. This is still off target but fairly consistent with previous results.						
Remedial Action	We will continue to include Voluntary Aided Schools. Targeted provision for further uptake of mandatory training arranged.						
Service Head: Avril Bracey	Performance status: Off target				☹		

Theme: WBO4.To further modernise and develop as a resilient and efficient Council (Our Council)							
Sub-theme: WBO4e - Organisational Transformation - Workforce							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
Number of apprentices on formal recognised apprenticeship schemes per 1,000 employees (CV104) PAM/044	Not applicable		Q1: 9.7 End Of Year: 15.2	Target: 9.0 Result: 7.1 Calculation: (58 ÷ 8121) × 1000	Target: 10.0	Target: 11.0	Target: 12.0
Comment	Those who have completed the framework within the year have now been removed.						
Remedial Action	Looking to recruit new apprentices over the coming months.						
Service Head: Paul R Thomas	Performance status: Off target				☹		

ACTIONS - Theme: WBO4.To further modernise and develop as a resilient and efficient Council (Our Council)							
Sub-theme: WBO4e - Organisational Transformation - Workforce							
Action	16358	Target date		04/12/2023 (original target 30/06/2023)			
Action promised	Work to position our recruitment competitively and work towards continuously improving recruitment levels across the organisation. Seeking to understand the steps needed to become the employer of choice in West Wales (CV103) Transformation Strategy - Create a strategy to attract, recruit and retain talent.						
Comment	research is complete. draft recruitment and retention strategy is under development.						
Remedial Action	continue with project						
Service Head: Paul R Thomas	Performance status: Off target				☹		

Theme: WBO4.To further modernise and develop as a resilient and efficient Council (Our Council)							
Sub-theme: WBO4g - Organisational Transformation - Customers & Digital Transformation							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
Number of calls received at the Contact Centre M&M/005	Not applicable		Q1: 64881 End Of Year: 238297	Target: 62500 Result: 44950	Target: 125000	Target: 187500	Target: 250000
Comment	The 'Options' menu to our telephone lines that directs customers to parts of the organisation that they require has been extended to include Council Tax and Housing Benefit. This reduces the double handling of calls with the calls going directly to their call teams rather than being passed on through the contact centre. Added messaging on our telephone line has reduced the number of customers needing to speak with a member of staff.						
Remedial Action	The contact centre continues to deal with calls where customers need our support the most and enquiries through other media whilst improving the customer experience.						
Service Head: Deina Hockenhill	Performance status: Off target				☹		

ON TARGET ETC.

Theme: 5.Core Business Enablers							
Sub-theme: 5a - Information and Communication Technology (ICT)							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of Freedom of Information Act request responded to in 20 working days 2.1.1.17	Not applicable		Q1: 95.96 End Of Year: 94.59	Target: 90.00 Result: 94.40 Calculation: (219÷232) x 100	Target: 90.00	Target: 90.00	Target: 90.00
Service Head: Jason Jones			Performance status: On target				
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% use of the ICT Self Service helpdesk ICT/002	Not applicable		Q1: 59.7 End Of Year: 65.8	Target: 65.0 Result: 65.2 Calculation: (1587÷2435) x 100	Target: 66.0	Target: 67.0	Target: 68.0
Comment calls logged with self service portal divided by total calls							
Service Head: Jason Jones			Performance status: On target				
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of employee laptops with 4GB of memory (RAM) or under ICT/009	Not applicable		Q1: 24 End Of Year: 16	Target: 15 Result: 13 Calculation: (403÷3098) x 100	Target: 14	Target: 13	Target: 12
Service Head: Jason Jones			Performance status: On target				

ACTIONS - Theme: 5.Core Business Enablers		
Sub-theme: 5a - Information and Communication Technology (ICT)		
Action	Target date	
16313	31/03/2024	
Action promised	Implementation of a new Staff Desk Booking Cloud Solution including Sensor technology to facilitate Desk Management across our main council buildings and agile working spaces as part of continuing to embrace and promote agile working, hybrid meetings and new ways of working across the organisation. CV108	
Comment	The new Resource Management systems is in the process of being activated. Desk sensors and hosts that connect sensors to the system are being deployed. Back-end systems are also being configured. Further work is planned to complete the project by September and this includes : Activating ports that enable hosts to send data to system and training administrators of the system to analyse data. The system will then be launched corporately.	
Service Head: Paul R Thomas		Performance status: On target
16314	31/03/2024	
Action promised	Roll-out of a Corporate Electronic Signature Solution (DocuSign) as part of continuing to embrace and promote agile working, hybrid meetings and new ways of working across the organisation. CV108	
Comment	Electronic signature system (DocuSign) is deployed and in active use by the Authority. Services that currently use the system include :Legal Services, Corporate Property and Procurement. Further services where roll out is scheduled include : Economic Development, Housing and Public Protection. Visits are also planned to DMT` s in September to further promote the use of DocuSign and to identify next areas of the Authority that can deploy an e-signatures facility.	
Service Head: Paul R Thomas		Performance status: On target
16494	31/03/2024	
Action promised	We will fulfil our statutory obligation under the Data Protection Act and ensure we are up to date with revisions in law being introduced in the UK.	
Comment	The Data Protection and Digital Information (No. 2) Bill is now progressing to the report stage and information on the Bill is being continually monitored. Updates will be provided to the Corporate Information Governance Group.	
Service Head: Jason Jones		Performance status: On target
17092	31/03/2024	
Action promised	We will act as an enabler and vehicle for transforming the way services across the Council are delivered to customers by increasing opportunities for accessing council services via digital technologies. CV110	
The Citizen Access Portal for Revenues Services has now been launched. This was a 2 year project in development which 'soft' launched at the end of March 2023. This new portal is a 24/7 Self-Service Portal for Council Tax Residents to manage their Billing (electronic billing) initially for the Annual council tax Billing, with a view to extend to a wider set of revenues services such as Applying for Paperless, Manage their Direct		

Comment	Debits, Apply for Exemptions throughout this year ahead. This new Citizen Access Portal has full integration to the back-office iWorld Revenues & Benefits System which gives us the ability to automate and integrate functionality with the back-office which will massively help transform the back-office revenues services function and the range of services we can offer digitally via our HWB's, Contact Centre and On-Line via the council's Website and HWB My Account. With the Eisteddfod yr Urdd being hosted within Carmarthenshire at Llandovery in June 2023, we also developed Interactive Screens and Maps of our Towns across Carmarthenshire to help promote Carmarthenshire to visitors during the event.		
Service Head:	Jason Jones	Performance status: On target	
Action	17093	Target date	31/03/2024
Action promised	We will in line with our Digital Transformation Strategy 2021-2024, continue to engage, prioritise and implement department needs to allow them to deliver effective services. CV110		
Comment	This quarter the new Citizen Access Portal for Revenues Services has now been launched. This new Citizen Access Portal has full integration to the back-office iWorld Revenues & Benefits System which gives us the ability to automate and integrate functionality with the back-office which will massively help transform the back-office revenues services function and the range of services we can offer digitally via our HWB's, Contact Centre and On-Line via the council's Website and HWB My Account. We are also continuing with key Cloud Migration and replacement of Legacy Systems. Namely; (Social Care CareFirst to Eclipse) – we are 2 years into a 3 year project. Implementation of a new Online Web Recruitment System (Oleoo) with integration to the Zellis HR Payroll System - which is expected to launch this financial year. Implementation of a new Waste Management Systems (Alloy). All with a key objective of improving automation and integration and streamlining of back-office to allow service areas to deliver improved service delivery to their customers.		
Service Head:	Jason Jones	Performance status: On target	
Action	17101	Target date	31/03/2024
Action promised	We will provide responsive ICT support and expertise to all staff, elected members and schools at all times. To ensure they have a safe, secure, up-to-date and fit for purpose I.T. provision to carry out their work and duties effectively. CV110		
Comment	We continue to provide a ICT service including helpdesk to staff, members and schools. We have invested in improving our self service system which now logs over 70% of calls, allowing IT staff to add more value rather than answer the phones. We will look to adapt our support service to provide presence from key buildings such as County Hall. We continue to procure and rollout up to date laptops when required.		
Service Head:	Jason Jones	Performance status: On target	
Action	17102	Target date	31/03/2024
Action promised	We will ensure a robust approach to Cyber security and sustainable solutions are implemented for Information Governance.		
Comment	This year we have worked across the Council to raise awareness of cyber and the possible impacts a cyber event could have on services. Joint CMT/HOS away day held and feedback following this event to go back to CMT this week. Further sessions to be held with service areas to help them formalise business continuity plans.		
Service Head:	Jason Jones	Performance status: On target	

ACTIONS - Theme: 5.Core Business Enablers			
Sub-theme: 5b - Marketing & Media including customer services			
Action	17288	Target date	31/03/2024
Action promised	To introduce the Corporate Customer charter		
Comment	This charter will be completed by the end of this financial year. First draft has been developed and will soon be sent out to all departments for comments and feedback.		
Service Head:	Wendy S Walters	Performance status: On target	

ACTIONS - Theme: 5.Core Business Enablers			
Sub-theme: 5c - Legal			
Action	16399	Target date	31/03/2024
Action promised	We will monitor and implement changes to the Local Government Pension scheme as a consequence of legislation changes, including Sargeant/McCloud		
Comment	All changes received have been implemented		
Service Head:	Randal Hemingway	Performance status: On target	

Theme: 5.Core Business Enablers							
Sub-theme: 5e - Finance							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
The percentage of council tax due for the financial year which was received by the authority CFH/007	97.15	96.17	Q1: 31.79 End Of Year: 97.33	Target: 31.00 Result: 31.90 Calculation: (40939389.58 ÷ 128349284.73) x 100	Target: 56.00	Target: 84.00	Target: 97.50
Service Head:	Helen Pugh			Performance status: On target			
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
The percentage of non-domestic rates due for the financial year which were received by the authority CFH/008	98.21	97.46	Q1: 36.64 End Of Year: 97.97	Target: 31.00 Result: 33.88 Calculation: (15223993.75 ÷ 44935827.82) x 100	Target: 56.00	Target: 84.00	Target: 97.50
Service Head:	Helen Pugh			Performance status: On target			

ACTIONS - Theme: 5.Core Business Enablers		
Sub-theme: 5e - Finance		
Action	16400	Target date 31/03/2024
Action promised	We will undertake the closure and Audit of the Accounts within the appropriate timescales	
Comment	Draft statement of accounts produced in line with expected timescales, ahead of around half of Welsh LAs. approved by Audit Committee and currently with Audit Wales - nb however Audit delayed due to stretch Audit Wales resources	
Service Head:	Randal Hemingway	Performance status: On target
Action	16401	Target date 31/03/2024
Action promised	We will ensure an unqualified audit of the final accounts	
Comment	draft statements completed and passed to Audit Wales	
Service Head:	Randal Hemingway	Performance status: On target
Action	16402	Target date 31/03/2024
Action promised	Ensure the Council manages its budgets effectively and prudently	
Comment	22/23 significant dept overspend, offset by corp contingency and unplanned additional investment interest. £1.3m transferred to general balances. Plan to strengthen controls for 23/24 by addition of prior year unmet savings monitoring.	
Service Head:	Randal Hemingway	Performance status: On target
Action	16403	Target date 31/03/2024
Action promised	We will continue to Develop Opportunities for collaboration with other Local Government Pension Schemes	
Comment	we continue to collaborate with other LGPS Funds	
Service Head:	Randal Hemingway	Performance status: On target
Action	16404	Target date 31/03/2024
Action promised	To ensure timely closure of accounts for the Dyfed Pension Fund	
Comment	Pre-Audit Dyfed Pension Fund Statement of Accounts 2022-23 presented to Governance & Audit Committee on 14 July 2023	
Service Head:	Randal Hemingway	Performance status: On target
Action	16443	Target date 31/03/2025
Action promised	Use of the Council's reserves to invest in the County and support future development	
Comment	statement of accounts includes new allocations to Pentre Awel/city Deal, Levelling up, Modernising Education and Kidwelly Town Hall. Explicitly included within report to Governance and Audit Committee	
Service Head:	Randal Hemingway	Performance status: On target

ACTIONS - Theme: 5.Core Business Enablers		
Sub-theme: 5f - Procurement		
Action	16395	Target date 31/03/2024
Action promised	We will work with departments to deliver compliant tender exercises through the implementation of a category management approach	
Comment	<p>Construction and Waste</p> <p>In April, a new arrangement for the Collection, Treatment and Disposal of Hygiene Waste was established. The appointed contractor is a Carmarthenshire-based company which will treat and dispose of hygiene and clinical waste from residential, domiciliary care and other establishment premises in the County. The Contractor also collects the hygiene and clinical waste from these premises.</p> <p>During the last quarter the tender exercise for the Council's new Construction Professional Services Framework was held. The Framework will cater for the Council's requirements for property-related project management and full design team services, which will be provided by a range of consultants appointed to discipline-specific lots (e.g. Architectural, Mechanical, Electrical and Plumbing, Structural Engineering Services). The evaluation process is currently on-going with the Framework expected to be awarded in early September. A tender exercise was also held for the provision of sewage removal services, sewerage-related services and associated remedial works required for the delivery and operation of the Council's Property Maintenance, Highways and Flood Defence assets. The tender exercise closed in early July and the evaluation process now on-going. This new arrangement is also expected to be awarded in early September.</p> <p>3 call-offs from national frameworks were also undertaken for the supply of Food Waste Caddies, Kerbside Food Containers and Wheeled Bins for Garden Waste.</p> <p>Procurement Officers continue to support departmental officers with mini-competitions from two of the Council's Dynamic Purchasing System (DPS) arrangements. 37 mini-competitions were held under the DPS for the Supply and Installation of Stairlifts, Hoists and Lifts, whilst 2 mini-competitions were held under the DPS for CCTV Drainage Surveys.</p> <p>Work continues in conjunction with departmental officers to scope and prepare other up-coming tender exercises such as the new iterations of the Council's Minor Works Framework and the South West Wales Regional Contractors Framework, the Tyisha Redevelopment Scheme and various call-offs for waste/recycling products from national frameworks.</p> <p>Social Care Category</p> <p>A refresh of the Flying Start tender (£57,000) was tendered, evaluated and awarded to Clych Meithrin Mynyddgarreg for the for the Ysgol Y Castell, Kidwelly site.</p> <p>A refresh of the Domiciliary Care Framework (£11.3 million) was tendered, evaluated and awarded. A pre-tender event was held on 12th April 2023. 5 Service Areas, including a new Community Home Support Service were included. 8 Providers were appointed onto the Framework.</p> <p>A pre-tender event was held for the CICES Community Equipment Service and Maintenance (£900,000) tender, which was then published on 21st June 2023. Carmarthenshire is acting as the Central Purchasing Body for Pembrokeshire and Ceredigion.</p> <p>Welfare Benefits and Debt Advice Service was discussed with officers in Communities with an option of a possible pilot.</p> <p>Coroner Services, Supported Living, VAWDASV and Replacement Care in the pipeline for the Autumn. Localities Floating Support scheduled to be tendered in January 2024.</p> <p>Highways and Transport Category</p>	

	<p>Fleet: A further competition was run for Vehicle Mounted Platform Hoists (£240,000) from Yorkshire Purchasing Organisation (YPO) for this requirement. Awarded through GMP (YPO) to Euro Commercials on 14th June 2023. Further Competition published to purchase 2 x 7.5 tonne Hotboxes (£200,000) from YPO. Received no responses and therefore it was decided to tender for this requirement ourselves. Open tender published 28th June 2023. Further Competition published to purchase 40 Tipper Vans (£1.4 million) from YPO. Awaiting for suppliers to price. Planning to direct award the Fuel Cards requirement through the CCS Framework. No further information from the department in regards to the Maintenance Framework tender. Scoping meetings held regarding the next stage of the Waste Vehicle Replacement project.</p> <p>Highways, Transport and Parks: Two Further Competitions were held from the Ash Die Back DPS with a total value of £17,550. Quarry Products Framework (£19 million) was awarded in April 2023 to 6 suppliers. Pembrokeshire County Council named on the Framework. Annual Bus tender from the DPS with 78 routes was awarded. Two ad hoc bus tenders were issued after the annual tender. Annual Non PSV (Taxi) tender v1 from the DPS with 20 routes was awarded. A second tender has been published with 7 routes. Tender preparation continued for the Bwcabus tender. Delayed due to awaiting on information from Welsh Government. Hope to publish in Autumn 23. Tender preparation began for a new Traffic Enforcement System, planning to publish in August 23. No further information from the Department regarding the Landscape Management Tender (£2.8 million), formally Grounds Maintenance.</p> <p>Corporate Services, ICT and FM category Corporate workwear evaluation took place, and we are currently waiting for the results of the self-declaration assessments before commencing the Standstill Process followed by award. Wales Pension Partnership ITT is currently being worked on by consultants. Tender is due to go live in October 2023. Welsh Government Local Authority Energy Plans contracts have been awarded and signed and the successful supplier is now in position and working to develop the energy plans. Food procurement – The Welsh Public Sector collaborative Food Group (WPSCFG) Food Framework contract notice was published on the 29th June 2023 after extensive discussions with multiple Public Sector bodies in South, Mid and West Wales ensuring that the framework is accessible to all Participating Organisations, meeting their variable needs whilst being simple to use. The framework provides geographical and commodity lotting to encourage local bidders and local food and support the foundational economy of Wales. Future proofing the Framework has been critical to allow for new product development and/or product reformulation to meet varying requirements and changes to legislation and individual organisational policies. Caerphilly Council, the lead organisation, has incorporated robust contract and provider relationship management capable of capturing spend, savings and KPI data, with a consistent approach on usage trends that will assist the effective use of this framework and inform planning for future procurements. The Framework is scheduled to commence 1st December 2023 and will be let for an initial period of 3 years, with an option to extend for up to a further 1-year period (if required). IT Structured Cabling and Related Works tender evaluation has been completed and we are currently waiting for the results of the self-declaration assessments before we can award the framework. First Aid Training is currently at the scoping stage and the intention is to be published the invitation to tender in early August. Office365 consultancy services contract. Discussions have taken place with category managers from BLOOM to see if this is an appropriate route to market. Lead Officers in the IT Services are currently looking at potential projects that could be used as a pilot to determine if we can use BLOOM or whether we would need to undertake an open competition. No officer update on this exercise. Cleaning services for schools and corporate buildings tender is due to go live by the middle of July. Intention is to have the framework live in early September. There is an exception report that is due to go to CMT to extend the current arrangement to November 2023 to cover any delays or possible mobilisation periods. OHMS replacement specification is finalised, and an expression of interest took place in April to identify which suppliers would be able to provide a solution for this requirement. Delay in the tender going live due to waiting for authorisation to proceed with the procurement exercise. Local broadband fund – Llanarth and Cennen, on pause at the moment mainly due to the fact that we are still waiting on UK Gov to confirm that they will not contract to build in that area so that we can ensure subsidy compliance. Saleable Goods (which relates to the sale of poolside products at CCC Leisure Centres to members of the public). Evaluation of the tender exercise has taken place and we are currently waiting for the results of the self-declaration assessment before making the award. Lead Officer is currently working in partnership with Occupational Health to prepare an outline specification for Wellbeing Support Services for lawyers, and this will be shared with Procurement when an outline of the requirements has been developed. No officer update on this exercise. Celtic Routes video and photography quotation exercise has taken place and we are currently waiting for the results of the self-declaration assessments before we can award the contracts. STAR survey quotation exercise has taken place and we are currently waiting for the results of the self-declaration assessments before we can award the contracts. Character landscape assessment quotation exercise is currently live with a deadline for submissions on 28/07/23. Crazy golf scoping meeting undertaken, and the lead officer is currently drafting a specification. Theatres planner diary system meeting held with the lead officers to discuss the route to market. This will be a CCS Gcloud 13 call off which is likely to be awarded by the end of July 2023.</p>		
Comment			
Service Head: Helen Pugh	Performance status: On target		
Action	16442	Target date	31/03/2024
Action promised	We will continue to develop our approach to spend analysis		
Comment	<p>In quarter 1 (April - June) of 2023/24, 3 further months of spend data were uploaded into Atamis. This included the final month of spend relating to March 2023 for the financial year 2022/23 and the first 2 months of the new financial year 2023/24. With the full 3rd party supplier spend for 2022/23 on Atamis, the Spend Analysis Officer has been able to run the end of financial year reports. The various reports included: Supplier Spend and Location Category Sector Spend Category Spend Comparison for the last 2 complete financial years Top 50 Non-Carmarthenshire Suppliers Supplier Analysis 2022/23 All the above reports were sent to the Principal Officers, Procurement Managers and the Head of Revenues and Financial Compliance. Also, a number of supplier/category spend reports have been produced in response to requests from Procurement Officers and Council Lead Officers & Budget Holders. Further category classification of suppliers has continued with the first 2 months of spend data in 2023/24. Work has continued with the 3rd Sector Organisation Spend on Atamis with several meetings having taken place in the last quarter to ensure that the data is kept accurate and up to date. The Spend Analysis Officer has undertaken Power BI Training. This training involves presenting data into various data visualisation and interactive tools. Further training on this topic is planned for the Officer.</p>		
Service Head: Helen Pugh	Performance status: On target		

Theme: 5.Core Business Enablers							
Sub-theme: 5g - Internal Audit							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
Actual achievement against Annual Audit Plan	Not applicable		Q1: 13	Target: 10	Target: 35	Target: 60	Target: 90

6.4.1.3		End Of Year: 83	Result: 13				
		Calculation: (156÷1240) × 100					
Comment		Audit Plan is on target.					
Service Head: Helen Pugh		Performance status: On target					
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of draft Internal Audit reports issued within 10 working days of the fieldwork completion date IA/001	Not applicable		Q1: 100 End Of Year: 87	Target: 80 Result: 100 Calculation: (1÷1) × 100	Target: 80	Target: 80	Target: 80
Service Head: Helen Pugh		Performance status: On target					
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of management responses received within 15 working days of the draft Internal Audit report being issued IA/002	Not applicable		Q1: 100 End Of Year: 38	Target: 80 Result: 100 Calculation: (1÷1) × 100	Target: 80	Target: 80	Target: 80
Service Head: Helen Pugh		Performance status: On target					
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of final reports issued within 10 working days of management responses being received IA/003	Not applicable		Q1: 100 End Of Year: 100	Target: 80 Result: 100 Calculation: (1÷1) × 100	Target: 80	Target: 80	Target: 80
Service Head: Helen Pugh		Performance status: On target					

ACTIONS - Theme: 5.Core Business Enablers			
Sub-theme: 5h - People Management			
Action	Target date		
16472	31/03/2024		
Action promised	Conduct an annual employee engagement survey.		
Comment	Our second annual survey was launched 8 June and is scheduled to close 14 July. the results will be analysed and benchmarked against last year`s findings as well as being used to identify areas that need further work.		
Service Head: Paul R Thomas		Performance status: On target	
16473	31/03/2024		
Action promised	Further improve internal communications by developing a new Internal Communications Strategy		
Comment	Draft Strategy is under development. Currently consulting with the Marketing & Media Team to ensure it is aligned with the Corporate Communications Strategy		
Service Head: Paul R Thomas		Performance status: On target	
16474	31/03/2024		
Action promised	Support services to ensure the management of all Health & Safety risks across the authority.		
Comment	This is an ongoing piece of work, the H&S team work with managers, to ensure risk are identified and assessed and arrangements are in place to manage the risks. Risk Assessments should be regularly reviewed, changes to working practices and equipment should be considered in the RAs.		
Service Head: Paul R Thomas		Performance status: On target	
16475	31/03/2024		
Action promised	Develop and implement a health & wellbeing plan and programme to support the health & wellbeing of all our staff as we move through the cost-of-living crisis.		
Comment	Health and Wellbeing will ensure their part In supporting employees along side colleagues in other departments with areas of expertise. The team promote the support available internally and externally through health fayres, internet and news articles providing advice and guidance.		
Service Head: Paul R Thomas		Performance status: On target	
16476	31/03/2024		
Action promised	Fully roll out new Digital Skills Framework.		

Comment	New Framework is in preparation and will be ready for publication in the autumn of 2023. Elements on the higher levels of the framework need confirming.		
Service Head: Paul R Thomas	Performance status: On target		
Action	16477	Target date	31/03/2024
Action promised	Introduce new competency framework aligned to our core values.		
Comment	The final version of the competency framework (including translations) is now complete. The trials for the use of the framework in recruitment are due to conclude by the end of July 2023		
Service Head: Paul R Thomas	Performance status: On target		
Action	16478	Target date	31/03/2024
Action promised	Review the end-to-end induction and on-boarding process including the launch of a new corporate induction.		
Comment	Current Induction programme is being reviewed with relevant departments with a view to relaunch in the Autumn.		
Service Head: Paul R Thomas	Performance status: On target		
Action	16479	Target date	31/03/2024
Action promised	Develop and implement a new Learning & Development Policy		
Comment	The policy has been drafted and is ready for consultation. A consultation plan has been developed and will be implemented over the next 3 months		
Service Head: Paul R Thomas	Performance status: On target		
Action	16480	Target date	31/03/2024
Action promised	Review current appraisal / supervision framework and ensure it is embedded in our management development programme and induction process.		
Comment	A report has been developed to identify the number of appraisals being recorded on ResourceLink. It can be seen from this report that appraisals are currently being under-reported. Work is underway on developing a methodology to improve the accuracy of the information so that work can be targeted to increase participation		
Service Head: Paul R Thomas	Performance status: On target		
Action	16481	Target date	31/03/2024
Action promised	Complete the implementation of new Staff Recruitment process and system.		
Comment	The new Oleo recruitment system configuration is nearing completion. Testing is underway and the system is being reconfigured and updated to meet our needs. It is anticipated that the system will be implemented on a phased basis from September onwards.		
Service Head: Paul R Thomas	Performance status: On target		
Action	16482	Target date	31/03/2024
Action promised	Ensure our Pay Policy for 2023 / 2024 and annual Equal Pay Audit comply with legislation and provide transparency around pay decisions. Separate Pay Policy for Teachers.		
Comment	Pay Policy 23/24 agreed by Full Council in March 2023 and published on Council website. EP audit for 22/23 currently being compiled.		
Service Head: Paul R Thomas	Performance status: On target		
Action	16483	Target date	31/03/2024
Action promised	Look at ways of improving the quality of our workforce equality data and continuously improve the quality of information gathered. (CV102)		
Comment	We have a dedicated Equality and Diversity Monitoring page on the intranet which explains why we collect this data. A reminder will go out to staff in a newsletter. We are looking at a more targeted campaign and comms to encourage completion by those employees where EO data is missing. However, provision of this data is entirely voluntary.		
Service Head: Paul R Thomas	Performance status: On target		
Action	17289	Target date	30/09/2024
Action promised	Further develop existing reward and recognition frameworks that value innovation and creativity		
Service Head: Paul R Thomas	Performance status: Action not reported		✘

ACTIONS - Theme: 5.Core Business Enablers
Sub-theme: 5i - Democratic Services

Action	16484	Target date	31/03/2024
Action promised	Review of the public participation Strategy.		
Comment	CRWG at its meeting held on the 5th April 2023 considered the results of the public engagement exercise and whether there was a need to review the existing Public Participation Strategy. CRWG was of the opinion that the Strategy was fit for purpose and that there was no need to recommend any changes to Council		
Service Head: Linda Rees Jones	Performance status: On target		
Action	16532	Target date	31/03/2024
Action promised	Supporting a pre-decision scrutiny approach to policy development and decision making. CV 107		
Comment	The Authority moved to a pre-decision scrutiny approach in September 2022. The Cabinet Forward Plan is regularly updated and circulated to Cabinet and Scrutiny Chairs and Vice who now have the option to continually review and update their forward plans so that they can feed into any decision at an earlier stage. Democratic Officers are supporting members in this change. Report Authors are reminded that there should be no - non submission reports as the Scrutiny Cttees are entitled to feed in to Cabinet reports in advance.		
Service Head: Linda Rees Jones	Performance status: On target		
Action	16535	Target date	31/03/2024
Action promised	AUDIT WALES: Put in place arrangements for assessing the effectiveness and impact of overview and scrutiny.(CV107)		
Comment	The Scrutiny Chairs and Vice Chairs Forum have agreed a self evaluation questionnaire which will be circulated to all members w/c 11/09/2023. Once the results are known the Authority will commission the WLGA to facilitate a two part self evaluation workshop.		
Service Head: Linda Rees Jones	Performance status: On target		

ACTIONS - Theme: 5.Core Business Enablers			
Sub-theme: 5j - Policy & Performance			
Action	15489	Target date	31/03/2024 (original target 31/03/2023)
Action promised	We will continue to support and monitor the implementation of the Integrated Impact Assessment requirement across the Council's decision-making processes to ensure compliance with a range of statutory duties including the new Socio-Economic Duty		
Comment	The Integrated Impact Assessment is hosted as a digital form on Firmstep and incorporates key pieces of legislation such as the Well-being of Future Generations Act, Socio-Economic Duty and the Environment Act. The Policy and Involvement Team has been advising colleagues from departments on current assessments and further policy areas which require an assessment will be identified from the Cabinet Forward Work programme. The IIA process will be live from September 2023.		
Service Head:	Jason Jones	Performance status:	On target
Action	16321	Target date	31/03/2024
Action promised	Keep regional partnership working under review, together with local government partners, to ensure they are efficient and work for Carmarthenshire as new Corporate Joint Committee arrangements are introduced. CV112		
Comment	We will take account of the WG review of partnership arrangements once published. mapping of governance arrangements for the Council Corporate Strategy to be undertaken which will link with external partnerships		
Service Head:	Jason Jones	Performance status:	On target
Action	16396	Target date	31/03/2024
Action promised	We will align the timescale for producing the Annual Governance Statement with the Statement of Accounts.		
Comment	The Annual Governance Statement process is embedded with the production of the Annual Governance Statement included as an Agenda Item that is discussed and progress is monitored through the Corporate Governance Group. The Annual Governance Statement for 2022/23 was reviewed and endorsed by the Governance and Audit Committee on 14th July 2023.		
Service Head:	Helen Pugh	Performance status:	On target
Action	16495	Target date	31/03/2024
Action promised	The Council should explore the options available to share performance information in a more transparent and easily accessible way. This extends to sharing with residents (where possible) how and why financial resources are spent and invested where they are. (From Residents Survey 2022)		
Comment	We will have to work closely with the Communications team and Financial Services to share performance information in a more transparent and easily accessible way.		
Service Head:	Jason Jones	Performance status:	On target
Action	16496	Target date	31/03/2024
Action promised	We will implement the Public Services Boards (PSBs) Well-being Plan (2023-28) developing a new delivery framework to ensure progress on the well-being objectives and steps		
Comment	During the PSB's annual event on 16 May, partners discussed how the PSB's well-being objectives could be progressed. Further consideration will be given to the next steps in term of the delivery of the Well-being Plan when the PSB next meets on 18 July.		
Service Head:	Jason Jones	Performance status:	On target

Theme: 5.Core Business Enablers							
Sub-theme: 5k - Electoral Services & Civil Registration							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of Priority Service certificates (i.e. births and deaths) issued within 24 hours CivilReg/004	Not applicable		Q1: 100.0 End Of Year: 98.2	Target: 100.0 Result: 100.0 Calculation: (131÷131) × 100	Target: 100.0	Target: 100.0	Target: 100.0
Comment	These requests are built into working arrangements on a daily basis to ensure compliance with the national standard.						
Service Head:	Amanda Edwards			Performance status:	On target		

ACTIONS - Theme: 5.Core Business Enablers			
Sub-theme: 5k - Electoral Services & Civil Registration			
Action	16453	Target date	31/03/2024
Action promised	To administer and work with our stakeholders in delivering the Civil Partnerships, Marriages and Deaths (Registration etc. Act 2019		
Comment	Senior Registrars and the Civil Registration Manager continue to work with our stakeholders, highlight best practice in our district areas and meet on a regular basis.		
Service Head:	Amanda Edwards	Performance status:	On target
Action	16458	Target date	31/03/2024
Action promised	We will publish and maintain an accurate and legally compliant Electoral Register and maximise registration for target groups within the County.		
Comment	Preparations are underway to deliver the annual canvass which will commence in July 23.		
Service Head:	Amanda Edwards	Performance status:	On target

ACTIONS - Theme: 5.Core Business Enablers			
Sub-theme: 5I - Estates & Asset Management			
Action	16352	Target date	31/03/2024
Action promised	A Rural Estate strategy will be prepared to support the efficient management of the estate and to maximise the opportunities available to support our corporate wellbeing objectives. (CV80)		
Comment	Some background work carried out.		
Service Head: Jason Jones		Performance status: On target	
Action	17290	Target date	31/03/2024
Action promised	A new Rural Estate Plan will be drafted over the next 12 months to highlight the extent and performance of the current portfolio, together with the key issues and future strategy of the Estate to enable the Council to maximise the opportunities available to support its well-being objectives		
Service Head: Jason Jones		Performance status: Action not reported	

Theme: 5.Core Business Enablers							
Sub-theme: 5m - Risk Management							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% Response to letters of claim - issuing acknowledgement letter to claimant / claimant's legal representative, and referral of claim to appropriate Insurer within 6 working days of receipt at the Risk Management Section. 6.4.2.3	Not applicable		Q1: 89 End Of Year: 93	Target: 95 Result: 95 Calculation: (114÷120) × 100	Target: 95	Target: 95	Target: 95
Comment	This measure is constantly monitored						
Service Head: Helen Pugh			Performance status: On target				
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of motor vehicle incidents reported to Risk Management within 5 working days RM/001	Not applicable		Q1: 33 End Of Year: 49	Target: 40 Result: 44 Calculation: (20÷45) × 100	Target: 40	Target: 40	Target: 40
Comment	2nd year of collating this data.						
Remedial Action	This PI is monitored by the Risk Officer & team.						
Service Head: Helen Pugh			Performance status: On target				
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of departmental reports returned to Risk Management within 15 days from request RM/002	Not applicable		Q1: 53 End Of Year: 66	Target: 50 Result: 78 Calculation: (31÷40) × 100	Target: 50	Target: 50	Target: 50
Comment	2nd year of collating this data.						
Remedial Action	The Pi is monitored by the Risk officer						
Service Head: Helen Pugh			Performance status: On target				
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of motor claims reports provided by risk management within 7 working days RM/003	Not applicable		Q1: 100 End Of Year: 100	Target: 80 Result: 100 Calculation: (45÷45) × 100	Target: 80	Target: 80	Target: 80
Comment	This is the 3rd year of collating this data and it has achieved the target.						
Remedial Action	This PI is monitored by the Risk Officer & team.						
Service Head: Helen Pugh			Performance status: On target				
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year

Measure Description	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of liability claims reports provided by risk management to insurers within 10 working days RM/004	Not applicable		Q1: 100 End Of Year: 95	Target: 80 Result: 91 Calculation: (31÷34) × 100	Target: 80	Target: 80	Target: 80
Comment	2nd year of collating this data						
Remedial Action	This PI is monitored by the Risk Officer						
Service Head: Helen Pugh			Performance status: On target				

ACTIONS - Theme: 5.Core Business Enablers			
Sub-theme: 5m - Risk Management			
Action	15292	Target date	31/03/2024 (original target 31/03/2023)
Action promised	We will address the recommendation or proposals for improvement arising from Wales Audit Office review of Risk Management arrangements		
Comment	Risk Management Action Plan for Improvement is in place and monitors progress on WAO, Internal Audit and TIC recommendations. This is being monitored and updates reported to Head of Revenues & Financial Compliance.		
Service Head: Helen Pugh		Performance status: On target	
Action	16398	Target date	31/03/2024
Action promised	We will maintain an effective insurance programme and manage claims in a timely manner		
Comment	Renewal of the Council's insurance portfolio was completed by 29th June 2023. All policies renewed for 12 months up to and including 29th June 2024.		
Service Head: Helen Pugh		Performance status: On target	

Theme: WBO2.Enabling our residents to live and age well (Live & Age Well)							
Sub-theme: WBO2a - Thematic Priority: Tackling Poverty							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
Average time for processing Housing/Council Tax Benefit notifications of changes of circumstances (days) 6.6.1.3	Not applicable		Q1: 4.56 End Of Year: 3.62	Target: 4.00 Result: 3.55 Calculation: 83104÷23388	Target: 4.00	Target: 4.00	Target: 4.00
Remedial Action							
Service Head: Helen Pugh			Performance status: On target				
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
% of recently calculated Housing/Council Tax Benefit claims that have been calculated accurately based on a sample check 6.6.1.9	Not applicable		Q1: 97.06 End Of Year: 97.69	Target: 92.50 Result: 97.37 Calculation: (222÷228) × 100	Target: 92.50	Target: 93.00	Target: 95.00
Service Head: Helen Pugh							
Performance status: On target							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
Number of individuals supported through Council employability schemes to earn a real living wage EconD/023	Not applicable		Q1: 35 End Of Year: 204	Target: 20 Result: 31	Target: 50	Target: 70	Target: 200
Service Head: Jason Jones							
Performance status: On target							

Theme: WBO3.Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Comm)							
Sub-theme: WBO3a - Thematic Priority: Economic Recovery and Growth							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
Number of weeks of training recruitment delivered to people through Community	Not applicable		Q1: 184	Target: 807	Target: 1614	Target: 2421	Target: 3229

Benefits in the 21st Century School Programme, Housing and Regeneration Projects CP/001		End Of Year: 1628	Result: 1091				
Comment	This figure contains data on current 21st Century Schools projects (Ysgol Y Castell and Pembrey), Regeneration projects (YMCA Llanelli, Pentre Awel, Cross Hands Plot 3 and Spillman Street.						
Service Head: Helen Pugh			Performance status: On target				
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
The number of jobs created through Community Benefits in our construction projects (21st Century School programme, housing & regeneration projects) CP/002	Not applicable		Q1: 12 End Of Year: 43	Target: 15 Result: 20	Target: 30	Target: 45	Target: 60
Comment	This figure contains data on current 21st Century Schools projects (Ysgol Y Castell and Pembrey), Regeneration projects (YMCA Llanelli, Pentre Awel, Cross Hands Plot 3 and Spillman Street.						
Service Head: Helen Pugh			Performance status: On target				
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
The number of STEM pupil engagements (Science, Technology, Engineering & Maths) through Community Benefits in our Construction Projects (21st Century School programme, Housing & Regen Projects) CP/003	Not applicable		Q1: 794 End Of Year: 2360	Target: 405 Result: 1043	Target: 810	Target: 1215	Target: 1622
Comment	This figure contains data on current 21st Century Schools projects (Ysgol Y Castell and Pembrey), Regeneration projects (YMCA Llanelli, Pentre Awel, Cross Hands Plot 3 and Spillman Street.						
Service Head: Helen Pugh			Performance status: On target				

ACTIONS - Theme: WBO3.Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Comm)			
Sub-theme: WBO3b - Thematic Priority: Decarbonisation & Nature Emergency			
Action	16491	Target date	31/03/2024
Action promised	Strategic Land Use Group – complete high-level review of CCC land holdings		
Comment	Review in progress. Regular meetings scheduled to conclude high level consideration of Authority`s land holdings by target date.		
Service Head: Jason Jones		Performance status: On target	

ACTIONS - Theme: WBO3.Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Comm)			
Sub-theme: WBO3d - Thematic Priority: Community Safety, Resilience and Cohesion			
Action	15493	Target date	31/03/2024 (original target 31/03/2023)
Action promised	We will ensure that we embed any relevant recommendations from the Equalities & Diversity (Black Asian Minority Ethnic) Task & Finish Group into the Council's Strategic Equality Plan.		
Comment	The Equalities & Diversity (Black Asian Minority Ethnic) Task & Finish Group was presented to Cabinet on 3 July 2023. All recommendations were approved unanimously. We will now consider the relevant recommendations as part of the Strategic Equality Plan review.		
Service Head: Jason Jones		Performance status: On target	
Action	16267	Target date	31/03/2024
Action promised	Increase the utilisation of school facilities for community use outside of teaching hours. (CV5)		
Comment	We continue to invest in schools to ensure that they can safely and effectively open to the community outside traditional school hours via the Welsh Government Opening Schools to the Community Grant. Our new school designs aspire to provide integrated community spaces to encourage use of its facilities outside traditional school hours.		
Service Head: Simon Davies		Performance status: On target	
Action	16305	Target date	31/03/2024
Action promised	To work with relevant groups to promote the council as an employer across all communities including within the Black, Asian and Minority Ethnic community. CV99		
Comment	Recruitment strategy to be reviewed alongside implementation of new recruitment system to include employer branding and promoting the Council as an employer across all communities.		
Service Head: Paul R Thomas		Performance status: On target	
Action	16306	Target date	31/03/2024
Action promised	Work with the Public Services Board to drive community engagement and good practice in relation to recruitment from Black, Asian and Minority Ethnic communities.CV100		
Comment	The Carmarthenshire Public Services Board held its Annual Event in May 2023 where members worked with Co-production Wales to identify key stakeholders to be involved in the delivery of the Well-being Plan. We will continue to work with Co-production Wales as part of the Dewi project to involve our seldom heard communities and also with CAVS, through the Community Resilient project.		
Service Head: Jason Jones		Performance status: On target	
Action	16307	Target date	31/03/2024

Action promised	To work with relevant external groups, to improve representation and signposting for Black, Asian and Minority Ethnic communities on the Council's website. CV101		
Comment	The Llanelli Multicultural Network are key to us in this action. The network has a thorough knowledge of the information which is needed by our Black, Asian and Minority Ethnic communities. We will be working closely with the network to build information and content for the Council's website and looking at the Languages in which the information is needed.		
Service Head:	Jason Jones	Performance status: On target	
Action	16308	Target date	31/03/2024
Action promised	Ensuring that Carmarthenshire County Council is a diverse and inclusive organisation. CV101		
Comment	In previous Strategic Equality Plans, we have had specific Equality Objectives in terms of our role as an employer and the importance of an inclusive workplace. As part of the revision work of the SEP for 2024-28, we will prepare an update Objective, which will link closely to the Workforce Strategy.		
Service Head:	Jason Jones	Performance status: On target	
Action	16309	Target date	31/03/2024
Action promised	Develop focused training for Members on areas relating specifically to equality, diversity, and equity, to be included within Code of Conduct training. CV106		
Comment	A report is being created for the Chair of the Democratic Services Committee to establish levels of participation in the relevant sessions as part of the Member Induction Programme. Future plans will be agreed at the DSC.		
Service Head:	Paul R Thomas	Performance status: On target	
Action	16310	Target date	31/03/2024
Action promised	Support the implementation of the Anti-Racist Wales Action Plan. CV87		
Comment	Welsh Government published an Anti-Racist Action Plan for Wales in June 2022. The vision is to eradicate Racism in Wales by 2030. The Plan includes key areas of work such as Education, Housing and Leadership. As part of our review of the Strategic Equality Plan, we will embed key actions into the work from 2024-28.		
Service Head:	Jason Jones	Performance status: On target	
Action	16311	Target date	30/03/2024
Action promised	Support campaigns to strengthen the rights of disabled people and tackle the inequalities they continue to face. CV88		
Comment	Unfortunately, the Carmarthenshire Disability Coalition for Action has been disbanded. This independent body has been a key advisor to the Council in terms of access and disability. We will now be working with CAVS to identify key stakeholders and groups to strengthen the Disability Partnership. This partnership is chaired by Cllr. Jane Tremlett. Following this work, we will look to develop a calendar of campaigns in order to strengthen the rights of disabled people.		
Service Head:	Jason Jones	Performance status: On target	
Action	16312	Target date	31/03/2024
Action promised	Support the publication of the Welsh Government LGBTQ+ Action Plan. CV89		
Comment	As part of the review of the Strategic Equality Plan, we will incorporate key actions from the Welsh Government LGBTQ+ action plan into our planning work. This will be discussed with the People Management Division to ensure workforce and workplace support and links to current policies and guidance.		
Service Head:	Jason Jones	Performance status: On target	
Action	16464	Target date	31/03/2024
Action promised	Review employment safeguarding framework and develop training programme for recruiting managers.		
Comment	Currently developing training program for new managers and sourcing specialist suppliers. Consultation with Departmental Safeguarding team to confirm content of program and course.		
Service Head:	Paul R Thomas	Performance status: On target	
ACTIONS - Theme: WBO4. Tackle poverty, help to prevent it, helping people into work, improving lives			
Sub-theme: D - Improving the lives of those living in poverty			
Action	16355	Target date	30/09/2023
Action promised	Continue to embrace and promote agile working, hybrid meetings and new ways of working across the organisation. (CV108)		
Comment	The Transformation Workplace Workstream has been set up and tasked with delivering a programme of work to rationalise, consolidate and modernise the workplace. One of the aims of the Workstream is to continue to support Council staff to work in a hybrid way. 13 hybrid meeting spaces have been installed in buildings across the county, and touchdown facilities are also available within each of our core buildings. A programme of work is also underway to automate a number of paper based processes which may previously have required staff to attend a fixed base e.g. through use of E-Signatures and hybrid mail initiatives. We also continue to make use of Staff News articles to communicate the work being undertaken to support hybrid working.		
Service Head:	Paul R Thomas	Performance status: On target	
ACTIONS - Theme: WBO4.To further modernise and develop as a resilient and efficient Council (Our Council)			
Sub-theme: WBO4a - Organisational Transformation - Overarching			
Action	16370	Target date	31/03/2024
Action promised	To develop a Council Transformation Strategy which will provide the strategic framework to support the implementation of a programme of transformation and change across the organisation. (CV111)		
Comment	The Transformation Strategy was approved by Cabinet in April 2023 and 8 Workstreams have been established to deliver the priorities encompassed within the Strategy. Progress updates are provided to the Transformation Board on a quarterly basis and 6 monthly updates will be provided to Cabinet.		
Service Head:	Paul R Thomas	Performance status: On target	

Action	16465	Target date	31/03/2024
Action promised	Develop and implement a Transformation Delivery Programme for 2023/24.		
Comment	Following on from the approval of the Council's first Transformation Strategy April, 8 Workstreams were established to deliver the key priorities and projects encompassed within the Strategy. These Workstreams meet on a monthly basis and progress updates are reported to Transformation Board on a quarterly basis.		
Service Head: Paul R Thomas		Performance status: On target	
Action	16466	Target date	31/03/2024
Action promised	Integrate Transformation activity within departments.		
Comment	A number of the projects included within the Transformation Programme are cross-cutting in nature, and therefore will impact on and/or require the input of the majority of services at some stage. The Transformation Team also attend DMT's to raise awareness of the Programme priorities and the role of departments/services in delivering on these priorities and projects. The agendas/action notes from Transformation Board are also communicated to Heads of Service. Members of staff also have the opportunity to submit ideas for future projects and/or spend time working with the Transformation Team as part of a development opportunity.		
Service Head: Paul R Thomas		Performance status: On target	
Action	16467	Target date	31/03/2024
Action promised	Develop learning and development initiatives to support the transformation programmes (linked to Leadership & Management pathways).		
Comment	Research has been undertaken into schemes used by other organisations and a model is currently being drafted for consultation		
Service Head: Paul R Thomas		Performance status: On target	
Action	16468	Target date	31/03/2024
Action promised	Raise awareness of the opportunities for staff to participate in, or lead on, Transformation related projects.		
Comment	The Transformation Programme intranet pages are used to communicate the opportunity for staff to suggest project ideas and also to spend time working with the Transformation Team to help deliver this project or to work on another corporate/service based project. 12 members of staff who are participating in the Council's Future Leaders Project are also undertaking transformation projects as part of their development programme. All participants in the Council's Graduate Trainee Programme are also offered the opportunity to spend a placement with the Transformation Team as part of the 2 year programme.		
Service Head: Paul R Thomas		Performance status: On target	

ACTIONS - Theme: WBO4.To further modernise and develop as a resilient and efficient Council (Our Council)
Sub-theme: WBO4b- Organisational Transformation - Efficiencies and Value for Money

Action	16261	Target date	31/03/2024
Action promised	Consider and implement appropriate changes in line with Welsh Government Council Tax reform (CV97)		
Comment	Over the coming months we will be looking to further develop the council tax citizen access module. We will aim to further develop the module to include the development of automated forms making it easier for residents to claim the discounts and exemptions that they are entitled to. It will allow applicants to submit all the information online allowing for a more efficient process and also will allow for further system automation.		
Service Head: Helen Pugh		Performance status: On target	

ACTIONS - Theme: WBO4.To further modernise and develop as a resilient and efficient Council (Our Council)
Sub-theme: WBO4e - Organisational Transformation - Workforce

Action	16357	Target date	31/03/2024
Action promised	Consider the short and long-term capacity of our workforce to deliver the current administration's vision. (CV105)		
Comment	We have been working with the LGA to provide workforce planning sessions to CMT, HOS and managers. Guidance and toolkits are being updated to assist DMTs to develop service specific workforce plans which will support the development and capacity of the workforce to deliver the Council's services and vision.		
Service Head: Paul R Thomas		Performance status: On target	
Action	16469	Target date	31/03/2024
Action promised	Improve opportunities for people to have a say via the development of an online employee participation platform.		
Comment	A proof of concept project within the People Management Division has been established that will test the proposed platform's discussion board functionality. Once this pilot has concluded a decision will be taken in relation to full implementation		
Service Head: Paul R Thomas		Performance status: On target	
Action	16470	Target date	31/03/2024
Action promised	Further develop a framework for the Council's Leadership and Management framework to support the workforce to transform and deliver.		
Comment	The new Leadership and Management Pathways are ready for launch, delivery of qualifications attached to the individual pathways is ready for publication on the L&D webpage and cohorts of candidates will be asked to apply during July.		
Service Head: Paul R Thomas		Performance status: On target	
Action	16471	Target date	31/03/2024
Action promised	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.		
Comment	<ol style="list-style-type: none"> 1. Contract / Agreement - 17 of the 22 LAs formally agreed to be named LAs in the proposed joint contract via All Wales HRD Network. Expression of interest to join from WLGA - update due July '23. 2. Procurement - Blaenau Gwent CBC leading. Draft contract for Consortium LA comments pending GCloud13 award - update due July '23. 3. All Wales Tenant - specification submitted for content and functionality - update due June '23. 4. Prototype - User Acceptance Testing [UAT] environment / system build - ongoing. 5. Test Group - L&D Team - update due July '23. 6. Content Build - Members Training [pending review] - update due July '23. 7. WLGA Skills Fund - application submitted for 23-24 - update due July '23. 		

	8. Project Plan – Project Initiation Document [PID] – finalised for circulation – due June '23. 9. Zellis ResourceLink - Integrations Scoping completed - June '23. 10. CCC Project Management – contract funding to June '23 [Risk].		
Service Head: Paul R Thomas	Performance status: On target		
Action	17074	Target date	31/03/2024
Action promised	Implement Future Workforce Programme to encompass graduate, apprenticeship, and work experience opportunities, which are aligned to workforce planning priorities. (CV104)		
Comment	Currently reviewing our Career Pathways to encompass graduate, apprenticeship and work experience opportunities. Re-launched our work experience website in April and collaborated with departments over placements.		
Service Head: Paul R Thomas	Performance status: On target		

Theme: WBO4.To further modernise and develop as a resilient and efficient Council (Our Council)							
Sub-theme: WBO4f - Organisational Transformation - Service Design & Improvement							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
Number of Transactional Council Services available to the public online (CV110) ICT/003	Not applicable		Q1: 48 End Of Year: 53	Target: 54 Result: 54	Target: 54	Target: 55	Target: 56
Comment	Citizen Access Portal for Revenues Services. A 2 year project in development which 'soft' launched at the end of March 2023 with Q1 2023/24 to facilitate the transition to a new on-line portal. This new portal is a 24/7 Self-Service Portal for Council Tax for our Residents to manage their eBilling for Council Tax, Apply for Paperless, Manager Direct Debits, Apply for Exemptions and will grow to a wider set of revenues and benefits services. This new Citizen Access portal with full integration to the back-office iWorld Revenues & Benefits System gives us the ability to offer far more on-line services, automation and integration functionality which will massively help transform the back-office revenues services and the range of services we can offer digitally via our HWB's, Contact Centre and On-Line via the council's Website.						
Service Head: Gareth Jones	Performance status: On target						

ACTIONS - Theme: WBO4.To further modernise and develop as a resilient and efficient Council (Our Council)							
Sub-theme: WBO4f - Organisational Transformation - Service Design & Improvement							
Action	16334	Target date			31/03/2024		
Action promised	Develop solutions to communicate effectively with all staff including frontline staff and ensure corporate brand is consistent across all services reflecting the use of the intranet and readership of staff newsletters etc (CV103)						
Comment	In this quarter Marketing & Media have completed an upgrade to the homepage of the intranet – this has given us more functionality to make the 'latest news' more visible and inline with the corporate 'newsroom' site with the use of images. It has also given us the opportunity to be able to highlight more of the staff benefits available to staff which we weren't able to do before. Further work will continue to update the rest of the site in due course. Regular internal e-newsletters continue: <ul style="list-style-type: none"> • Weekly staff e-newsletter • Fortnightly Members e-newsletter • Monthly People Managers e-newsletter • Quarterly update from the Chief Executive. Preparation work is underway to transfer all internal e-newsletters to a new system which will provide us with more detailed analytics of who and how many are reading the newsletters and which articles are more popular. This data will give Marketing & Media a better insight of who and what staff/members are reading to enable us to build on this. The team will be working with all internal departments who are currently planning to send out internal e-newsletters to move across to the system. This will ensure consistency in branding and also to ensure there is no cross-over of information going out at the same time across the board. A priority for the Marketing & Media team following Covid is to re-instate staff roadshows particularly for front-line staff. The aim of this is to bring teams together across the authority such as Learning & Development, Health and Wellbeing, People Management (staff benefits/H&R) etc out to those key members of staff who are harder to reach with communication methods. Marketing & Media continue to attend regular Engagement meetings with relevant colleagues from each department to share and work together on upcoming engagement and communication issues/plans ie most recently the annual staff engagement survey.						
Service Head: Deina Hockenhill	Performance status: On target						

Theme: WBO4.To further modernise and develop as a resilient and efficient Council (Our Council)							
Sub-theme: WBO4g - Organisational Transformation - Customers & Digital Transformation							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
Number of user sessions to the County Council website M&M/001	Not applicable		Q1: 926838 End Of Year: 3363214	Target: 1000000 Result: 1133556	Target: 1700000	Target: 2450000	Target: 3400000
Service Head: Deina Hockenhill	Performance status: On target						
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
Number of residents requesting a face to face appointment at one of the three main town centre Hwbs (Carmarthen, Llanelli or Ammanford). M&M/004	Not applicable		Q1: 3530 End Of Year: 12795	Target: 2500 Result: 3464	Target: 5000	Target: 7500	Target: 10000
Service Head: Deina Hockenhill	Performance status: On target						
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			

	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
Average speed to answer calls to the Contact Centre. (minutes and seconds)	Not applicable		Q1: 7.39	Target: 5.00	Target: 5.00	Target: 5.00	Target: 5.00
M&M/006			End Of Year: 6.32	Result: 1.26			
Service Head: Deina Hockenhull			Performance status: On target				
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
Number of user sessions to the staff intranet	Not applicable		New measure	Target: 450000	Target: 900000	Target: 142500	Target: 1900000
M&M/008				Result: 461464			
Service Head: Deina Hockenhull			Performance status: On target				

ACTIONS - Theme: WBO4.To further modernise and develop as a resilient and efficient Council (Our Council)
Sub-theme: WBO4g - Organisational Transformation - Customers & Digital Transformation

Action	16336	Target date	31/03/2024
Action promised	We will advise and support services in making better use of technology. Working with and supporting web editors within services to improve web content to deliver smarter, efficient service processes, to deliver a better experience for customers. (CV110)		
Comment	<p>During the First quarter, we have been working with services to update their content and to digitalise some of their processes, to appeal to more customers as it is our customers preferred way in interacting and learning more about various council services. Housing and Markets updated their content and utilised digital forms for the public, that way simplifying the process for the customer and the service.</p> <p>We were tasked with designing web pages for SPF and are continuing to work with the service to update and add content, as the fund progresses.</p> <p>Work has also taken place to develop new areas where previously no content had been provided. The Forward Work plan (Contracts Register) was completed and all online, allowing the process/service more transparent.</p> <p>We also transferred the Advertising of the Directors post from being held on Solice to our own Webpages.</p> <p>Working closely with GovDelivery, all external contacts have now been transferred over to GovDelivery and the process of using the platform will start in July. This system will integrate with My Account better than DotDigital and should provide us with a more streamlined, customer focussed integrated email marketing solution allowing us to scrutinise the data so we can understand our digital communication engagement far better.</p> <p>A training programme will be developed to all authors of digital newsletters.</p> <p>The Intranet Upgrade was completed this quarter allowing us a lot more functionality within the website and allows us to become more Accessible with the addition of PDF web style pages. This style of webpage allows us to add PDF pages as HTML content. It also offers a new look and further work will continue with editors to update their content.</p> <p>We have been working with HR and the New software Oleo, which is to be launched in September, this new system is a simpler application process for the candidate and allows the recruiting manager more control of the recruitment process.</p> <p>The feedback and rate this page buttons on our website continually provide us with feedback from users. They allow us to be notified of potential failings in the user experience, we can then answer the customer and rectify the failing that has been flagged.</p>		
Service Head: Deina Hockenhull		Performance status: On target	
Action	16422	Target date	31/03/2024
Action promised	To develop a Corporate Communications Plan that will incorporate internal communications, engagement, digital, advertising, and customer services. This will fall in line with the brand guidelines.		
Comment	Work is currently being undertaken to research the type of plan we wish to create and engagement within the service is currently taking place to ensure all the team are included in the development. We hope to be able to discuss with departments in the autumn.		
Service Head: Deina Hockenhull		Performance status: On target	

NO TARGET SET

Theme: 5.Core Business Enablers							
Sub-theme: 5h - People Management							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
The percentage of senior management posts filled by women. (CV98) 1.3.2.4	Not applicable		Q1: 23.8 End Of Year: 25.6	Target: NO TARGET Result: 27.9 Calculation: (6÷21.5) × 100	Target: NO TARGET	--	Target: NO TARGET
Service Head: Paul R Thomas			Performance status: N/A				
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
The percentage of local authority employees declaring that they are disabled under the terms of the Equality Act 2010. (CV98) 1.3.4.5	Not applicable		Q1: 11.41 End Of Year: 11.93	Target: NO TARGET Result: 12.31 Calculation: (1017÷8258.5) × 100	Target: NO TARGET	--	Target: NO TARGET
Service Head: Paul R Thomas			Performance status: N/A				

Theme: WBO3.Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Comm)							
Sub-theme: WBO3d - Thematic Priority: Community Safety, Resilience and Cohesion							
Measure Description	2022/23 Comparative Data			2023/24 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
The percentage of local authority employees from minority ethnic communities (CV98) 1.3.4.4	Not applicable		Q1: 0.84 End Of Year: 0.86	Target: NO TARGET Result: 0.87 Calculation: (72÷8258.5) × 100	Target: NO TARGET	--	Target: NO TARGET
Service Head: Paul R Thomas			Performance status: N/A				

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18 October 2023

**Carmarthenshire Public Services Board (PSB) Minutes –
April 2023**

THE SCRUTINY COMMITTEE IS ASKED TO:-

Review and assess the information contained in minutes from the PSB meeting on the 25 April 2023 and provide any recommendations, comments, or advice to the Cabinet Member and / or Director prior to the report's consideration by Cabinet.

The July 2023 meeting of the PSB was cancelled.

Reason(s)

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

CABINET MEMBER PORTFOLIO HOLDER: **Cllr. Darren Price, Leader**

Directorate: Chief Executive

Name of Head of Service:

Jason Jones

Report Author:

Gwyneth Ayers

Designations:

Head of Regeneration, Policy & Digital

Corporate Policy, Performance & Partnership Manager

Tel Nos.

E Mail Addresses:

JaJones@carmarthenshire.gov.uk

GAyers@carmarthenshire.gov.uk

EXECUTIVE SUMMARY

Carmarthenshire Public Services Board (PSB) Minutes – April 2023

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

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

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

The minutes of the April 2023 Carmarthenshire PSB meeting were approved by the PSB at its 3 October 2023 meeting.

The minutes are presented to the Corporate Performance Policy & Resources Scrutiny for further consideration and scrutiny.

DETAILED REPORT ATTACHED?	YES
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IMPLICATIONS

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

Signed: Jason Jones, Head of Regeneration, Policy & Digital

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

1. Policy, Crime & Disorder and Equalities

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

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

CABINET MEMBER PORTFOLIO HOLDER(S) AWARE/CONSULTED

YES

Cllr. Darren Price, Leader – chair of Carmarthenshire PSB

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

THESE ARE DETAILED BELOW

Title of Document	File Ref No.	Locations that the papers are available for public inspection
SPSF 3 – Guidance on the collective role through public services boards		Cymraeg http://gov.wales/docs/desh/publications/161111-spsf-3-collective-role-cy.pdf English http://gov.wales/docs/desh/publications/161111-spsf-3-collective-role-en.pdf
Guidance for Local Authority Scrutiny Committees on the scrutiny of Public Services Boards		Cymraeg http://gov.wales/docs/dpsp/publications/170817-public-services-boards-guidance-cy.pdf English http://gov.wales/docs/dpsp/publications/170817-public-services-boards-guidance-en.pdf

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2pm, Tuesday 25 April 2023
County Hall, Carmarthen

MINUTES

Present	
Name	Organisation
Cllr Darren Price (Chair)	Carmarthenshire County Council
Noelwyn Daniel	Carmarthenshire County Council
Mydrian Harries	Mid & West Wales Fire and Rescue Service
Huwel Manley	Natural Resources Wales
Jo McCarthy	Hywel Dda University Health Board
Andrew Charles	Welsh Government
Marie Mitchell	Carmarthenshire Association of Voluntary Services
Barry Liles	University of Wales Trinity Saint David
Vanessa Cashmore	Coleg Sir Gâr
Martyn Williams	Department for Work and Pensions

In attendance	
Name	Organisation
Gwyneth Ayers	Carmarthenshire County Council
Kate Harrop	Carmarthenshire County Council
Alex Cook	Carmarthenshire County Council
Beth Cossins	Hywel Dda University Health Board
Eldeg Rosser	Hywel Dda University Health Board
Gaynor Megicks	Hywel Dda University Health Board

1. Welcome, Introductions and Apologies

Apologies	
Name	Organisation
Carys Morgans	Office for the Police and Crime Commissioner
Andrew Cornish	Coleg Sir Gâr
Phil Kloer	Hywel Dda University Health Board
Kelvin Barlow	Regional Partnership Board
Christine Harley	Probation Service
Cassandra Bennett	Department for Work and Pensions

Cllr Darren Price, Chair, welcomed everyone to the meeting and noted that the Board looks forward to Cassandra Bennett joining from DWP in place of Wyn Morris. Thanked Wyn for his contribution to the PSB.

2. New Hospital Site Consultation

Eldeg Rosser, Head of Capital Planning at Hywel Dda University Health Board, outlined the Health Board’s consultation exercise which ends on 19 May. Engagement events have been taking place in local communities. The consultation sets out three potential sites for a new Urgent and Planned Care Hospital – two near Whitland and one near St Clears.

Views are invited on which is the best location for the new hospital and why, any concerns about the three potential sites and any other considerations. The presentation gave further information relating to each potential site and outlined the plans for the new and current hospitals.

The main questions raised on consultation in Carmarthenshire had been in terms of the longer distance that would need to be travelled to the new hospital as opposed to attending Glangwili. It was clarified that routine and outpatient appointments will remain at Glangwili with the new hospital providing services such as acute, emergency, paediatric and surgical. It was positive that more services will be provided locally as community hubs are developed to help with service provision closer to home. The end result will be reduced waiting times, a more seamless process and better quality of care.

Discussion took place around the Travel and Transport Strategy and details of the relevant Council officer, Simon Charles, Transport Strategy and Infrastructure Manager, were shared.

ACTION

Share slides for the ‘New Hospital Site Consultation’	PSB Support Team
PSB partners were encouraged to respond to the consultation as organisations and as members of the public before the closing date of 19 May: Online at https://hduhb.nhs.wales/about-us/healthier-mid-and-west-wales/new-hospital-site/ or email hyweldda.engagement@wales.nhs.uk	ALL
Forward officer contact details to Eldeg Rosser for engagement on active travel	Beth Cossins

3. Healthy Weight System Mapping workshop (7 February) – feedback on system maps

Beth Cossins, Principal Public Health Practitioner with Hywel Dda University Health Board, gave an overview of feedback from the workshop which had taken place with key stakeholders in Carmarthenshire on 7 February, and the mapping work which had taken place.

The challenges faced by increasing obesity levels locally were discussed. It was noted that rates are higher in communities where deprivation is higher which increases inequality. The Cost of Living crisis will push more families into food poverty and it is therefore likely that there will be a worsening of this gap and more inequality if this is not tackled now.

The Welsh Government’s ‘Healthy Weight Healthy Wales Strategy’ was launched in 2019 [Healthy weight strategy \(Healthy Weight Healthy Wales\) | GOV.WALES](#) Welsh Government has funded a local team in each local Health Board with a senior practitioner, principal practitioner and admin support. In Hywel Dda, a regional approach has been put in place with Swansea Bay University Health Board with Beth Cossins as the regional lead. The team has been put in place to drive the whole systems approach which covers the seven national priority areas identified for 2022-24:

- Shape the food and drink environment towards sustainable and healthier options;
- Promote and support families to provide the best start in life, from pregnancy to early years;
- Enhance the development of the system of prevention which enables leadership at every level;
- Enable active environments and spaces to encourage more movement in daily life;
- Build on the development of equitable support services for people to become or maintain a healthy weight;
- Remove barriers to reduce diet and health inequalities across the population;
- Enable our education settings to be places where physical and mental health remains a priority.

Areas covered in the February workshop included looking at the causes of obesity in the local system, food and diet quality, cooking skills, demand for unhealthy food, affordability and availability of healthy food and convenience factor which all drive behaviour.

Actions which could be taken to make a difference include considering where green spaces are and access to them, opportunities for active travel, what a lack of physical ability is driven by such as work patterns, busy lives and affordability of physical activity and how schools can help families to eat healthily and be active.

Discussion took place on the need to connect with local communities to understand what local people want and how PSB partners can collaborate and take collective action on addressing the priority areas identified. It will be important to consider what PSB partners are able to influence and how we support our workforce in these healthy behaviours.

It was agreed that the next step is to prioritise an area of focus with a small number of collaborative actions.

4. Developing our Carmarthenshire Local Food Strategy

Alex Cook, Food Development Officer at Carmarthenshire County Council, gave an overview of this draft outline for the development of a Local Food Strategy. It had been prepared in consultation with stakeholders representing the public, private and third sectors, including the Bwyd Sir Gâr Sustainable Food Partnership, alongside a review of strategies, policies, recent research papers and operational procedures.

The strategy builds in a shared vision to take action plans forward through a place, partnership, and project-based approach – ‘A Carmarthenshire Food System that produces, promotes and provides healthy and sustainable food fit for Future Generations’. Significant progress had been made to date by PSB partners using Foundational Economy funding which showed how PSB partners impact on the food system. This established the need for a cohesive, holistic Food Strategy showing how current practice and policy by organisations could be improved.

The direct and indirect impact of PSB partners on the food system has been reviewed. An analysis of food spend showed 35% leakage. Barriers which will need to be overcome have been identified and these include financial pressures, policy, training, skills, innovations and infrastructure. Support will need to be provided at both an organisational and community level. Our local food system is highly focused on food production but we need to produce more of what we consume. Six food goals are identified in the proposed strategy:

1. Food for All
2. Food for Public Health
3. Net Zero Food System
4. Farming for Nature and Climate
5. Sustainable Food Procurement
6. Sustainable Food Sector Jobs and Livelihoods.

Views on the development document were invited. The draft was praised and the crossover with the previous agenda item relating to Healthy Weight was noted.

It was agreed that a broader input was needed to feed in to future discussions to consider what can be done to implement the change needed. Engagement is needed with the farming community, Rural Affairs Advisory Panel and Climate Change Panel.

The use of the term ‘goals’ was questioned due to the Welsh Government’s Well-being Goals and it was suggested that ‘outcomes’ was a more appropriate term.

ACTION	
Respond with any comments to Beth Cossins on the ‘Healthy Weight System Mapping Workshop’ presentation and to Alex Cook on the Draft Carmarthenshire Local Food Strategy by 31 May	ALL

5. Minutes and Matters Arising

28 February 2023

The minutes were accepted as a true and accurate record.

Action Log

Updates were provided on previous actions.

6. Adoption of Well-being Plan

All four statutory partners – Hywel Dda University Health Board, NRW, Mid and West Wales Fire and Rescue Service and Carmarthenshire County Council - had approved the final version of the Well-being Plan. The Plan had been redesigned with the content remaining the same and minor design changes were noted that were to be made.

The PSB adopted its Well-being Plan.

7. PSB Annual Event

The PSB’s inaugural annual event will be held on 16 May, 9.30 – 1, at John Burns Centre, Kidwelly.

The aim of the event is to focus on Involvement and Co-production by sharing and learning from local and national best practice. There will also be an opportunity to discuss the PSB’s Well-being Plan for 2028 and to be part of building the PSB’s new delivery structure as next steps are considered to enable the Plan to be put in to action.

ACTION	
Provide names of officers by 28 April , who have expertise in the areas covered by the Well-being Objectives, to be invited to the PSB’s annual event on 16 May 9.30am-1pm at John Burns Centre, Kidwelly	ALL

8. Any Other Business

No matters were raised.

7. Dates of future meetings

- 18 July 2023 (2 pm) - virtual
- 27 September 2023 (10 am) – in person
- 21 November 2023 (10 am) – virtual.

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CORPORATE PERFORMANCE & RESOURCES SCRUTINY COMMITTEE 18TH OCTOBER 2023

NON-SUBMISSION OF SCRUTINY REPORT

To consider and comment on the following:

- Explanation provided for the non-submission of a scrutiny report.

Reason:

- The Council's Constitution requires Scrutiny Committees to develop and publish an annual Forward Work Programme which identifies the issues and reports to be considered at meetings during the course of the year. If a report is not presented as scheduled, officers are expected to prepare a non-submission report explaining the reason(s) why.

To be referred to the Cabinet for decision: NO

Cabinet Member Portfolio Holder: N/A

Report Author: Kelly Evans	Designation: Democratic Services Officer	Tel No. / E-Mail Address: 01267 224178 kellyevans@carmarthenshire.gov.uk
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EXECUTIVE SUMMARY

CORPORATE PERFORMANCE & RESOURCES

SCRUTINY COMMITTEE

18TH OCTOBER 2023

NON-SUBMISSION OF SCRUTINY REPORT

The Council's Constitution requires Scrutiny Committees to develop and publish an annual Forward Work Programme which identifies the issues and reports to be considered at meetings during the course of the year.

If a report is not presented as scheduled in the Forward Work Programme, the responsible officer(s) are expected to prepare a non-submission report explaining the reason(s) why.

DETAILED REPORT ATTACHED?	YES
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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: Linda Rees-Jones Head of Administration & Law

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

CONSULTATIONS

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

Signed: Linda Rees-Jones Head of Administration & Law

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

CABINET MEMBER PORTFOLIO HOLDER AWARE / CONSULTED	N/A
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Section 100D Local Government Act, 1972 – Access to Information
List of Background Papers used in the preparation of this report:

There are none.

**CORPORATE PERFORMANCE AND RESOURCES
SCRUTINY COMMITTEE
18TH OCTOBER 2023**

**Explanation for non-submission
of scrutiny report**

ITEM	RESPONSIBLE OFFICER	EXPLANATION	REVISED SUBMISSION DATE
PSB Minutes for July meeting	Jason Jones	The meeting was cancelled.	

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CORPORATE PERFORMANCE & RESOURCES SCRUTINY COMMITTEE 18th OCTOBER, 2023

FORTHCOMING ITEMS

To consider and comment on the following:

- To note the forthcoming items to be considered at the next meeting of the Corporate Performance & Resources Scrutiny Committee to be held on the 12th December, 2023.

Reason:

- The Council's Constitution requires Scrutiny Committees, at the commencement of each municipal year, to develop and publish a Forward Work Plan which identifies the issues and reports which will be considered at meetings during the course of the year.

To be referred to the Cabinet for decision: NO

Cabinet Member Portfolio Holder: Cllr. D. Price (Leader), Cllr. A. Lenny (Resources), Cllr. P. Hughes (Organisation and Workforce)

Report Author:
Kelly Evans

Designation:
Democratic Services Officer

Tel No. / E-Mail Address:
01267 224178
kellyevans@carmarthenshire.gov.uk

EXECUTIVE SUMMARY
CORPORATE PERFORMANCE & RESOURCES SCRUTINY COMMITTEE
18TH OCTOBER, 2023

FORTHCOMING ITEMS

The Council's Constitution requires Scrutiny Committees, at the commencement of each municipal year, to develop and publish a Forward Work Plan which identifies the issues and reports to be considered at meetings during the course of the year. When formulating the Forward Work Plan the Scrutiny Committee will take into consideration those items included on the Cabinet's Forward Work Programme.

The list of forthcoming items attached includes those items which are scheduled in the Corporate Performance & Resources Scrutiny Committee's Forward Work Plan.

The published Cabinet Forward Work Plan, at the time of publication of this meeting pack, is attached to this report. However, as the Cabinet Forward Plan is updated on a regular basis, the most recent version is available to view in the following link:-

<https://democracy.carmarthenshire.gov.wales/mgListPlans.aspx?RPId=131&RD=0>

DETAILED REPORT ATTACHED?	YES: (1) List of Forthcoming Items (2) Cabinet Forward Work Plan
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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: Linda Rees-Jones Head of Administration & Law

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

CONSULTATIONS

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

Signed: Linda Rees-Jones Head of Administration & Law

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

CABINET MEMBER PORTFOLIO HOLDER AWARE / CONSULTED	YES
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Section 100D Local Government Act, 1972 – Access to Information
List of Background Papers used in the preparation of this report:
There are none.

FORTHCOMING ITEMS TO BE CONSIDERED AT THE NEXT MEETING OF THE CORPORATE PERFORMANCE & RESOURCES SCRUTINY COMMITTEE TO BE HELD ON 12 DECEMBER 2023

Agenda Item	Background	Reason for report
		<p>What is Scrutiny being asked to do? e.g. undertake a full review of the subject? Investigate different policy options? Be consulted on final proposals before decision making? Monitor outcomes /implementation?</p> <p><i>If the item is for information or for noting, can the information be provided in an alternative format i.e. via email?</i></p>
Sickness Absence Monitoring Report - Half Year Q2 2023/24	This report provides the committee with sickness absence data.	The Committee has requested that periodic reports are provided to its members to allow them to fulfil their scrutiny role.
TIC Annual Report 22/23	This Annual Report details the work of the TIC Programme over the last year.	The 'Transform, Innovate and Change' programme was launched in response to the significant financial challenges being faced by the Council. A dedicated team was established to support a programme of radical and transformational change across the Council, and to seek opportunities to drive out waste and inefficiency by delivering more purposeful services.
Revenue & Capital Budget Monitoring Report 2023/24 (April – August)	This is a standard item which allows members to undertake their monitoring role of the departmental and corporate budgets.	The Committee is being requested to scrutinise the budget information.
Mid-Year Treasury Management and Prudential Indicator Report 1st April 2023 to 30th September 2023	This is a standard quarterly update in relation to Treasury Management	The Revised CIPFA Treasury Management Code of Practice 2017 stipulates that there should be regular reporting to Members and Member scrutiny of the treasury policies. The Corporate Performance and Resources Scrutiny Committee is responsible for ensuring this effective scrutiny of the treasury management strategy and policies.
Corp Perf & Resources Scrutiny	These quarterly updates provide details on progress made in relation to actions and requests which arose at previous meetings.	To enable the Committee to scrutinise progress made in relation to actions and

Committee Actions and Referrals Update		requests arising from previous meetings.
September 2023 PSB minutes	The Well-being of Future Generations (Wales) Act 2015 notes the requirement that a designated local government scrutiny committee is appointed to scrutinise the work of the PSB. In Carmarthenshire, the Council's Corporate Performance & Resources Scrutiny Committee has been designated as the relevant scrutiny committee.	To consider and scrutinise on the content of the PSB minutes

Items attached for information

1. The latest version of the Corporate Performance & Resources Scrutiny Committee Forward Work Programme 2023/24
2. The latest version of the Cabinet's Forward Work Programme 2023/24

Corporate Performance & Resources Scrutiny Committee – Forward Work Programme 2023/24

3 rd May 2023	16 th June 2023	19 th July 2023	18 th October 2023	12 th December 2023	1 st March 2024	17 th April 2024	29 th May
Corporate Performance & Resources Scrutiny Committee Forward Work Plan for 2023/24	Carmarthenshire Well-Being Plan Annual Report 2022-23 & PSB Update	Strategic Equality Plan Annual Report 2022-23	Carmarthenshire County Council's Annual Report for 2022/23	Sickness Absence Monitoring Report - Half Year Q2 2023/24	Revenue Budget Strategy Consultation 2024/25 to 2026/27	Quarterly Treasury Management and Prudential Indicator Report 1st April 2023 to 31st December 2023	
Chief Executive's Departmental Business Plan 2023/24.	Sickness Absence Monitoring Report - end of year 2022/23	Annual Report on the Welsh Language 2022-23	Revenue Budget Outturn Report 2022/23	TIC Annual Report 22/23	Five Year Capital Programme 2024/25 - 2028/29	Revenue & Capital Budget Monitoring Report 2023/24 (April – December)	
Corporate Services Departmental Business Plan 2023/24.	Corp Perf & Resources Scrutiny Committee Annual Report 2022/23	Annual Treasury Management and Prudential Indicator Report 2022-2023	Revenue & Capital Budget Monitoring Report 2023/24 (April-June)	Revenue & Capital Budget Monitoring Report 2023/24 (April – August)	Treasury Management Policy & Strategy 2024/25	Corp Perf & Resources & Resources Scrutiny Committee Actions and Referrals Update	
Environment Departmental Business Plan 2023/24	Corp Perf & Resources Scrutiny Committee Actions and Referrals update	Digital Schools Strategy Annual Report 2023	Quarterly Treasury Management and Prudential Indicator Report 1st April 2023 to 30th June 2023	Mid-Year Treasury Management and Prudential Indicator Report 1st April 2023 to 30th September 2023	Revenue and Capital Budget Monitoring Report 2023/24 (April - October)		
Page 375	Annual Digital Transformation Strategy Report	May 2023 PSB minutes	July 2023 PSB minutes	Corp Perf & Resources Scrutiny Committee Actions and Referrals Update	November 2023 PSB minutes		
	Annual Digital Technology Strategy Report		Quarter 1 performance management report	September 2023 PSB minutes			

CABINET/COUNCIL – FORWARD PLAN

FOR THE PERIOD 18 SEPTEMBER 2023 TO 31 AUGUST 2024

Subject	Report Summary	Decision Making Body and Dates	Is Exempt?	Cabinet Member Portfolio Holder (if applicable)	Responsible Director Report Author
ANNUAL TREASURY MANAGEMENT AND PRUDENTIAL INDICATOR REPORT 2022-2023	To provide members with an update on the treasury management activities for 2022-2023	Cabinet 18 Sep 2023	No	Cabinet Member for Resources	Director of Corporate Services Anthony Parnell, Treasury & Pension Investments Manager aparnell@carmarthenshire.gov.uk
DEVELOPMENT FUND APPLICATION	To provide Cabinet with an update on the latest position of the Development Fund, and to seek Cabinet approval of a recent application to the Fund.	Cabinet 18 Sep 2023	No	Cabinet Member for Resources	Director of Corporate Services Randal Hemingway, Head of Financial Services RHemingway@carmarthenshire.gov.uk
REVENUE BUDGET	To provide the Cabinet with an overview of the budget issues and outlook for the	Cabinet 18 Sep 2023	No	Cabinet Member for Resources	Director of Corporate Services

Subject	Report Summary	Decision Making Body and Dates	Is Exempt?	Cabinet Member Portfolio Holder (if applicable)	Responsible Director / Report Author
OUTLOOK	forthcoming year.				Randal Hemingway, Head of Financial Services RHemingway@car-marthenshire.gov.uk
SECOND HOMES AND HOLIDAY ACCOMMODATION IN CARMARTHENSHERE	To present a report highlighting the background and legislative and policy changes on the second homes and holiday accommodation and to highlight the consideration, evidence requirements and next steps in identifying and addressing the challenges for Carmarthenshire's communities.	Cabinet 18 Sep 2023	No	Cabinet Member for Rural Affairs, Community Cohesion and Planning Policy	Director of Place & Infrastructure Ian R Llewelyn, Forward Planning Manager IRLlewelyn@car-marthenshire.gov.uk
TREASURY MANAGEMENT AND PRUDENTIAL INDICATOR REPORT 1ST APRIL 2023 TO 30TH JUNE 2023	To provide members with an update on the treasury management activities from 1st April 2023 to 30th June 2023.	Cabinet 18 Sep 2023	No	Cabinet Member for Resources	Director of Corporate Services Anthony Parnell, Treasury & Pension Investments Manager aparnell@car-marthenshire.gov.uk
CAPITAL PROGRAMME 2023/24 UPDATE	To provide an update of the latest budgetary position for the 2023/24 capital programme as at 30th June 2023	Cabinet 2 Oct 2023	No	Cabinet Member for Resources	Director of Corporate Services Randal

Subject	Report Summary	Decision Making Body and Dates	Is Exempt?	Cabinet Member Portfolio Holder (if applicable)	Responsible Director / Report Author
					Hemingway, Head of Financial Services RHemingway@car marthenshire.gov.uk
COUNCIL'S REVENUE BUDGET MONITORING REPORT	To provide the Cabinet with an update on the latest budgetary position as at 30th June 2023, in respect of 2023/24	Cabinet 2 Oct 2023	No	Cabinet Member for Resources	Director of Corporate Services Randal Hemingway, Head of Financial Services RHemingway@car marthenshire.gov.uk
COVID 19 IMPACT ON CONTRACTORS - MAJOR WORKS	A report will be produced to explore the financial impact on Contractors as a consequence of the Covid-19 pandemic. The report will establish the current contract provisions being enforced by the Authority compared against various government advice and relief procedures. To further inform stakeholders, the report will capture the potential implications for adopting and seek a decision on implementing contractor support mechanisms to mitigate the financial impact of Covid-19.	Cabinet 2 Oct 2023	No	Cabinet Member for Transport, Waste and Infrastructure Services	Director of Place & Infrastructure Jason G. Jones, Property Maintenance Manager JGJones@carmarthenshire.gov.uk

Subject	Report Summary	Decision Making Body and Dates	Is Exempt?	Cabinet Member Portfolio Holder (if applicable)	Responsible Director / Report Author
ADOPTED LDP ANNUAL MONITORING REPORT 202/23	To present the Annual Monitoring Report for the adopted Carmarthenshire LDP as part of the WG requirement to monitor and assess the ongoing implementation of the Plan.	Cabinet 16 Oct 2023	No	Cabinet Member for Rural Affairs, Community Cohesion and Planning Policy	Director of Place & Infrastructure Ian R Llewelyn, Forward Planning Manager IRLlewelyn@carma rthenshire.gov.uk
APPLYING INTENTIONALITY TO PRIORITY NEED (HOMELESSNESS ORDER)	REPORT TO SEEK PERMISSION TO APPLY THE INTENTIONALITY TEST UNDER THE HOUSING (WALES) ACT 2014 TO ALL CATEGORIES OF PRIORITY NEED. BY APPLYING THIS TEST THE AUTHORITY DOES NOT HAVE A STATUTORY DUTY TO SECURE PERMANENT ACCOMMODATION FOR THOSE INDIVIDUALS ASSESSED AS BEING INTENTIONALLY HOMELESS.	Cabinet 16 Oct 2023	No	Deputy Leader and Cabinet Member for Homes	Director of Communities Jonathan Morgan, Head of Housing and Public Protection JMorgan@carmarth enshire.gov.uk
BUSINESS IMPROVEMENT DISTRICT REPRESENTATION	Consideration of Council representation at the Carmarthen and Llanelli Business Improvement District Board meetings	Cabinet 16 Oct 2023	No	Cabinet Member for Regeneration, Leisure, Culture & Tourism	Chief Executive Nicola Evans, Business Support Manager njevans@carmarth enshire.gov.uk
CONSERVATION AREA APPRAISALS	This report sets out the work being undertaken to review ten designated Conservation Areas across the County. It	Cabinet 16 Oct 2023	No	Cabinet Member for Rural Affairs, Community Cohesion and Planning	Director of Place & Infrastructure Rhodri Griffiths,

Subject	Report Summary	Decision Making Body and Dates	Is Exempt?	Cabinet Member Portfolio Holder (if applicable)	Responsible Director / Report Author
	<p>identifies the outcome of the review and the subsequent consultation exercise including on the:</p> <ul style="list-style-type: none"> •A character appraisal; •A boundary review and •A management plan. <p>The report in setting out the above identifies the outcome of the public consultation exercise and the next steps including the processes required to amend any of the Conservation Area designations.</p>			Policy	Head of Place and Sustainability RDGriffiths@carma rthenshire.gov.uk
COUNCIL ANNUAL REPORT 2022-23	<p>The Annual Report provides an overview of Council performance during 2022-23. Under the Well-being of Future Generations (Wales) Act 2015 we are required to publish an Annual Report on our Well-being Objectives. In addition, under the Local Government and Elections Act (Wales) 2021 we have a duty to report on performance, based, on a self-assessment approach. This report aims to meet both these requirements in one document.</p>	Cabinet 16 Oct 2023	No	Cabinet Member for Organisation & Workforce	Chief Executive Gwyneth Ayers, Corporate Policy and Partnership Manager GAyers@carmarthe nshire.gov.uk
SHORELINE MANAGEMENT PLAN-2; AN	As a member of the Swansea and Carmarthen Bay Coastal Engineering Group and a coastal risk management	Cabinet 16 Oct 2023	No	Deputy Leader and Cabinet Member for Homes, Cabinet Member	Director of Place & Infrastructure Ben Kathrens,

Subject	Report Summary	Decision Making Body and Dates	Is Exempt?	Cabinet Member Portfolio Holder (if applicable)	Responsible Director / Report Author
UPDATE ON ITS DELIVERY.	authority, Carmarthenshire have a duty to deliver actions within the SMP2. This report highlights CCC actions, the action owners and our progress and approach being taken to manage our coastline.			for Climate Change, Decarbonisation and Sustainability	Flood Defence and Coastal Protection Manager BKathrens@carmarthenshire.gov.uk
STATUTORY DIRECTOR OF SOCIAL CARE SERVICES' ANNUAL REPORT 2022/23	The Report examines each Service area within Social Care and shows how service strategies, actions, targets and service risks will be addressed and delivered operationally. It comprises an overview on how we have performed in 2022/23 and an assessment on the future, together with our strategic priorities for 2023/24.	Cabinet 16 Oct 2023	No	Cabinet Member for Health & Social Services	Director of Communities Silvana Sauro, Performance, Analysis & Systems Manager ssauro@carmarthenshire.gov.uk
LEISURE, CULTURE AND OUTDOOR RECREATION STRATEGY – POST CONSULTATION	The document provides a framework for the service to work with key stakeholders to deliver a strategically aligned Leisure, Culture and Outdoor Recreation Strategy for the next 10 years.	Cabinet 30 Oct 2023	No	Cabinet Member for Regeneration, Leisure, Culture & Tourism	Director of Communities Ian Jones, Head of Leisure IJones@carmarthenshire.gov.uk
PLOT 3 TROSTRE RETAIL PARK	Report outlining a revised development proposal for plot 3 Trostre Retail Park and sale terms for consideration.	Cabinet 30 Oct 2023	No	Cabinet Member for Regeneration, Leisure, Culture & Tourism	Chief Executive Jason Jones (Head of Regeneration), Head of Regeneration

Subject	Report Summary	Decision Making Body and Dates	Is Exempt?	Cabinet Member Portfolio Holder (if applicable)	Responsible Director / Report Author
					JaJones@carmarthenshire.gov.uk
PUBLIC SPACE PROTECTION ORDER (PSPO)	The PSPO, which gives police powers to address alcohol-related anti-social behaviour and crime in Llanelli town centre, expires 30 September 2023. It is proposed to extend the Order. Its impact will be evaluated and consideration given to the current geographical boundary following consultation with key stakeholders between now and September 2023.	Cabinet 30 Oct 2023	No	Cabinet Member for Organisation & Workforce	Chief Executive Gwyneth Ayers, Corporate Policy and Partnership Manager GAyers@carmarthenshire.gov.uk
CAPITAL PROGRAMME 2023/24 UPDATE	To provide an update of the latest budgetary position for the 2023/24 capital programme, as at the 31st August 2023	Cabinet 13 Nov 2023	No	Cabinet Member for Resources	Director of Corporate Services Randal Hemingway, Head of Financial Services RHemingway@carmarthenshire.gov.uk
COUNCIL'S REVENUE BUDGET MONITORING REPORT	To provide the Cabinet with an update on the latest budgetary position as at 31st August 2023, in respect of 2023/24	Cabinet 13 Nov 2023	No	Cabinet Member for Resources	Director of Corporate Services Randal Hemingway, Head of Financial Services

Subject	Report Summary	Decision Making Body and Dates	Is Exempt?	Cabinet Member Portfolio Holder (if applicable)	Responsible Director / Report Author
					RHemingway@car marthenshire.gov.u k
SERVICE CHARGE POLICY	The purpose of this report is to introduce a new Service Charge Policy. This Policy sets out our approach to setting and collecting service charges. The aim is to make sure that Service Charges are clear and shown to be reasonable, accountable and reflect actual costs.	Cabinet 13 Nov 2023	No	Deputy Leader and Cabinet Member for Homes	Director of Communities Jonathan Morgan, Head of Housing and Public Protection JMorgan@carmarthenshire.gov.uk
SUPPLEMENTARY PLANNING GUIDANCE - CARMARTHENSHERE REVISED LOCAL DEVELOPMENT PLAN 2018 - 2033	To present a series of draft Supplementary Planning Guidance (SPG) to elaborate on and support the content of the Revised LDP for formal public consultation. Draft SPG to potentially include (subject to timing), but not limited to: Welsh Language, Landscape Character Assessments, Sites of Importance for nature Conservation	Cabinet 13 Nov 2023	No	Deputy Leader and Cabinet Member for Homes, Cabinet Member for Climate Change, Decarbonisation and Sustainability	Director of Place & Infrastructure Ian R Llewelyn, Forward Planning Manager IRLlewelyn@carmarthenshire.gov.uk
10-YEAR SOCIAL SERVICES STRATEGY (PRE-CONSULTATION)	To provide members with a vision on how we will provide the statutory social services functions over the next decade. The document will detail the following areas; Introduction, Vision Statement, The services people receive, Social Work	Cabinet 27 Nov 2023	No	Cabinet Member for Health & Social Services	Director of Communities Silvana Sauro, Performance, Analysis & Systems Manager ssauro@carmarthe

Subject	Report Summary	Decision Making Body and Dates	Is Exempt?	Cabinet Member Portfolio Holder (if applicable)	Responsible Director / Report Author
	Models of care, Safeguarding, Integration and Partnerships , Workforce and an Action Plan				nshire.gov.uk
ALTERNATIVE OUTDOOR EDUCATION OFFER	The purpose of this report is to review Carmarthenshire County Council's current Outdoor Education offer and to explore options for a re-modelled service within existing resources.	Cabinet 27 Nov 2023	No	Cabinet Member for Regeneration, Leisure, Culture & Tourism	Director of Communities Ian Jones, Head of Leisure IJones@carmarthenshire.gov.uk
ALTERNATIVE TOWN CENTRE USES	Consideration of alternative uses within the primary town centres	Cabinet 27 Nov 2023	No	Cabinet Member for Regeneration, Leisure, Culture & Tourism	Chief Executive Jason Jones (Head of Regeneration), Head of Regeneration JaJones@carmarthenshire.gov.uk
BULKY WASTE REVIEW	This report will propose a cost effective, efficient bulky service for residents that will incorporate the waste hierarchy to ensure that more bulky waste can be reuse ahead of recycling and disposal. A review of the cost, number of bulks collected per item size, appointment management system and collection vehicle requirements for such a service.	Cabinet 27 Nov 2023	No	Cabinet Member for Transport, Waste and Infrastructure Services	Director of Place & Infrastructure Daniel John, Head of Environmental Infrastructure DWJohn@carmarthenshire.gov.uk

Subject	Report Summary	Decision Making Body and Dates	Is Exempt?	Cabinet Member Portfolio Holder (if applicable)	Responsible Director / Report Author
CAPITAL PROGRAMME 2022/23 UPDATE	To provide an update of the latest budgetary position for the 2022/23 capital programme	Cabinet 27 Nov 2023	No	Cabinet Member for Resources	Director of Corporate Services Randal Hemingway, Head of Financial Services RHemingway@car-marthenshire.gov.uk
INCENTIVE SCHEME FOR TENANTS	The use of incentive and reward schemes by social landlords underpins the wider approach to tenancy management. Incentives may be considered to encourage desired behaviour while rewards recognise such behaviour. The report sets out our approach to how we will reward tenants but also introduce an incentive scheme.	Cabinet 27 Nov 2023	No	Deputy Leader and Cabinet Member for Homes	Director of Communities Les James, Contracts and Service Development Manager LesJames@carmarthenshire.gov.uk
MID-YEAR TREASURY MANAGEMENT AND PRUDENTIAL INDICATOR REPORT 1ST APRIL 2023 TO 30TH SEPTEMBER 2023	To provide members with an update on the treasury management activities from 1st April 2023 to 30th September 2023	Cabinet 27 Nov 2023	No	Cabinet Member for Resources	Director of Corporate Services Randal Hemingway, Head of Financial Services RHemingway@car-marthenshire.gov.uk

Subject	Report Summary	Decision Making Body and Dates	Is Exempt?	Cabinet Member Portfolio Holder (if applicable)	Responsible Director / Report Author
WASTE STRATEGY UPDATE	The report provides an overview of the first phase implementation of Carmarthenshire's Waste Strategy 2021-2025, providing detail on the changes that have been implemented, recycling performance and strategy progress to date.	Cabinet 27 Nov 2023	No	Cabinet Member for Transport, Waste and Infrastructure Services	Director of Place & Infrastructure Daniel John, Head of Environmental Infrastructure DWJohn@carmarthenshire.gov.uk
A STRATEGIC PLAN FOR MANAGING OUR LAND FOR POLLINATORS IN CARMARTHENSHERE	To adopt pollinator-friendly land management practices on Council-managed land where there is no conflict between these and the existing land use, and as agreed with clients (e.g. Housing) and the contractor (Grounds Maintenance). We will ensure the way we manage our grasslands is consistent with the climate and nature emergencies.	Cabinet 11 Dec 2023	No	Cabinet Member for Transport, Waste and Infrastructure Services	Director of Place & Infrastructure Rosie Carmichael, Rural Conservation Manager racarmichael@carmarthenshire.gov.uk
EQUESTRIAN STRATEGY	The Carmarthenshire Rights of Way Improvement Plan (ROWIP) 2019-2029 has been produced and published in accordance with section 60 of the Countryside and Rights of Way (CROW) Act (2000). The ROWIP details Carmarthenshire's plan for the strategic management,	Cabinet 11 Dec 2023	No	Cabinet Member for Transport, Waste and Infrastructure Services	Director of Place & Infrastructure Steve Pilliner, Head of Transportation & Highways SGPilliner@carmarthenshire.gov.uk

Subject	Report Summary	Decision Making Body and Dates	Is Exempt?	Cabinet Member Portfolio Holder (if applicable)	Responsible Director / Report Author
	<p>development, and improvement of the County's Public Rights of Way network up until 2029.</p> <p>During consultation with the Local Access Forum, The Forum identified a need for the local authority to commit to producing a Carmarthenshire Equestrian Strategy to recognise the access opportunities and challenges for horse riding and carriage driving across the County.</p> <p>An Equestrian Strategy to 'promote and develop an accessible network for equestrian use' has therefore been published in the Carmarthenshire Rights of Way Improvement Plan 2019-2029.</p> <p>The report sets out the proposal to adopt an Equestrian Strategy for Carmarthenshire.</p>				
HOUSING REVENUE ACCOUNT BUSINESS PLAN 2024-2027	THE HRA BUSINESS PLAN SETS OUT OUR PRIORITIES AND ACTIVITIES FOR NEW AND EXISTING COUNCIL HOMES FOR THE NEXT THREE YEARS. IT ALSO SETS OUR CAPITAL AND REVENUE BUDGETS AND CONFIRMS RENTAL LEVELS FOR TENANTS.	Cabinet 11 Dec 2023	No	Deputy Leader and Cabinet Member for Homes	Director of Communities Jonathan Morgan, Head of Housing and Public Protection JMorgan@carmarthenshire.gov.uk
LOCAL TOILET STRATEGY	To consider the information contained within this report and to endorse Carmarthenshire County Council's draft	Cabinet 11 Dec 2023	No	Cabinet Member for Transport, Waste and Infrastructure Services	Director of Place & Infrastructure Daniel John, Head

Subject	Report Summary	Decision Making Body and Dates	Is Exempt?	Cabinet Member Portfolio Holder (if applicable)	Responsible Director / Report Author
	Local Toilets Strategy. Approval is also sought to undertake a formal public consultation exercise with respect to the draft Local Toilets Strategy in line with statutory requirements.				of Environmental Infrastructure DWJohn@carmarthenshire.gov.uk
WORKFORCE STRATEGY 2023-2026	This new Strategy is key to helping us transform and modernise the Council. Our Transformation Strategy recognises that our employees are our most important asset accounting for approximately 60% of the Council's 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'. Our ambition is to be an 'employer of choice', with an employment offer that is attractive to current and potential candidates and employees. The draft strategy sets out 5 Workforce Strategy Objectives to help us achieve this ambition with an underpinning detailed delivery plan.	Cabinet 11 Dec 2023	No	Cabinet Member for Organisation & Workforce	Chief Executive Paul R Thomas, Assistant Chief Executive (People Management & Performance) prthomas@carmarthenshire.gov.uk
10-YEAR SOCIAL SERVICES STRATEGY	To provide members with a vision on how we will provide the statutory social services functions over the next decade.	Cabinet 18 Dec 2023	No	Cabinet Member for Health & Social Services	Director of Communities Silvana Sauro,

Subject	Report Summary	Decision Making Body and Dates	Is Exempt?	Cabinet Member Portfolio Holder (if applicable)	Responsible Director / Report Author
(POST-CONSULTATION)	The document will detail the following areas; Introduction, Vision Statement, The services people receive, Social Work Models of care, Safeguarding, Integration and Partnerships , Workforce and an Action Plan				Performance, Analysis & Systems Manager ssauro@carmarthenshire.gov.uk
FLOOD RISK MANAGEMENT PLAN-2	S10.7 of the Flood and Water Management Act 2010 requires all Local Authorities to publish their Local Flood risk management strategy and plan. The strategy and plan (referred to as the flood risk management plan, FRMP-2) will clarify where we are now in terms of flood and coastal erosion risk management (FCERM), where we want to be in 2030 and how we will get there.	Cabinet 19 Feb 2024	No	Cabinet Member for Climate Change, Decarbonisation and Sustainability	Director of Place & Infrastructure Ben Kathrens, Flood Defence and Coastal Protection Manager BKathrens@carmarthenshire.gov.uk
FIVE YEAR CAPITAL PROGRAMME 2024/25 - 2028/29	To undertake consultation with the Policy & Resources Scrutiny Committee on the five year Capital Programme.	Cabinet 19 Feb 2024	No	Cllr. Alun Lenny, Cabinet Member	Director of Corporate Services Chris Moore, Director of Corporate Services cmoore@carmarthenshire.gov.uk
10 YEAR SOCIAL SERVICES	To provide members with a vision on how	Cabinet 18 Mar 2024	No	Cllr. Jane Tremlett, Cabinet Member	Director of Communities

Subject	Report Summary	Decision Making Body and Dates	Is Exempt?	Cabinet Member Portfolio Holder (if applicable)	Responsible Director / Report Author
STRATEGY	the Council will provide the statutory social services functions over the next decade. The document will detail the following areas: Introduction, Vision Statement, The services people receive, Social Work Models of care, Safeguarding, Integration and Partnerships , Workforce and an Action Plan.				Jake Morgan, Director of Community Services jakemorgan@carm arthenshire.gov.uk
TREASURY MANAGEMENT POLICY AND STRATEGY 2024/25	To comply with the Revised CIPFA Prudential Code and the Revised CIPFA Treasury Management Code of Practice 2021.	Cabinet 15 Apr 2024	No	Cllr. Alun Lenny, Cabinet Member	Director of Corporate Services Anthony Parnell, Treasury & Pension Investments Manager aparnell@carmarth enshire.gov.uk

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4. ANNUAL TREASURY MANAGEMENT AND PRUDENTIAL INDICATOR REPORT 2022-2023.

The Committee received for consideration the Annual Treasury Management and Prudential Indicator Report 2022-23 as presented by the Cabinet Member for Resources.

The report listed the activities that took place in 2022-2023 under the headings of:

- Investments
- Borrowing
- Security,
- Liquidity and Yield
- Treasury Management Prudential Indicators
- Prudential Indicators
- Leasing
- Rescheduling

The following issues and queries were raised on the report:

- In observing that the report included several acronyms, for the benefit of the reader, it was asked if future reports could include a glossary. The Cabinet Member for Resources supported by the Head of Financial Services agreed to include a Glossary in order to help understand the terminology and acronyms cited within the report.
- Reference was made to the Authority's investments return average rate of 1.82% which had exceeded the benchmark rates. In response to a query raised in regard to the benchmark rates, the Head of Financial Services explained the background and current situation of the benchmark process. In addition, following the determination of a new target for the period under review, it was reported that the average "90-day un compounded SONIA rate" was 1.81% whereas the actual rate the Council earned was 1.82%, equating to an out performance of 0.01%. An explanation was given of the change from the previous benchmark of the 7-day LIBID rate.
- Reference was made to borrowing and the interest rates. In acknowledging that the interest rates attributed to the borrowing of £20m was relatively low, concerns were expressed about the potential risk of interest rates increasing, therefore it was asked if there were any intentions to make further borrowings? The Head of Financial Services stated that there had been a sharp increase in interest rates, highest since the financial crash in 2008, however statistically over a number of decades the increase in rates were not as high as denoted historically. Furthermore, it was explained that the Annual Treasury Strategy that was approved in March by full Council included the required borrowing to fund the 2023/24 capital programme. Borrowing would be managed in line with the advice received from external treasury management advisors and continuously monitored against interest rates.

- In response to a query regarding the acronym DMADF, the Head of Financial Services explained that the acronym was for Debt Management Account Deposit Facility, which was the Government's Central HM Treasury, considered one of the most secure facilities to place money.
- It was asked, how often was the Counter Party Holdings reviewed? The Head of Financial Services reported that quarterly meetings took place with Link the Council's external Treasury Management Advisors, in addition as part of a daily alert system, any changes in the credit rating of counter parties would be managed rapidly should it be deemed necessary.
- Reference was made to the DMADF (Debt Management Account Deposit Facility) limit which was increased in April 2022 to £125m from £100m by the Director of Corporate Services under Emergency powers. In seeking clarity on 'emergency powers' it was commented that it would be beneficial to include in the report a section on why the emergency powers had been exercised. The Head of Financial Services clarified that the emergency powers had been exercised as a function of the significant cash balances that was being held, referring to the earlier response to a query that the DMADF was the most secure facility to store money.
- In response to a query regarding the 2022/23 borrowing, the Head of Financial Services explained that the £3.13m borrowing difference was due to the net repayment.

UNANIMOUSLY RESOLVED TO RECOMMEND TO COUNCIL that the Annual Treasury Management and Prudential Indicator Report for 2022-23 be adopted.

5. EXPLANATION FOR NON-SUBMISSION OF SCRUTINY REPORT

The Committee received the Non-Submission report in regards to the PSB Minutes for May meeting and noted the explanation and revised submission date of 18th October 2023.

UNANIMOUSLY RESOLVED that the report be noted.

6. FORTHCOMING ITEMS

The Chair reported that the Committee would be holding an informal meeting to receive information in regard to the Council's Call Centre. Following which, the Committee would consider whether to include onto the Forward Work Programme for further consideration.

UNANIMOUSLY RESOLVED that the list of forthcoming items to be considered at the next scheduled meeting be received.

7. TO SIGN AS A CORRECT RECORD THE MINUTES OF THE MEETING OF THE COMMITTEE HELD ON THE 16TH JUNE 2023.

RESOLVED that the minutes of the meeting held on the 16th June 2023 be signed as a correct record.

CHAIR

DATE