



REGULATORY RECOMMENDATIONS

ANNUAL REPORT 2021

(as at Q2 2021 on on-going, new and completed recommendations)

FOR AUDIT & GOVERNANCE COMMITTEE 17TH DECEMBER 2021

REGULATORY RECOMMENDATIONS		
	NO.	%
OFF TARGET	4	6%
ON TARGET (COMBINED – ONGOING, NEW & COMPLETED)	64	94%
ON TARGET (ON-GOING & NEW)	40	63%
ON TARGET (COMPLETED)	24	37%
TOTAL	68	

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OFF TARGET

WAO/NAT: How Local Government Uses Data (Dec 18)			
Action	14408	Target date	31/03/2021 (original target 31/03/2020)
Action promised	Data Protection Responsibilities: LA's: to provide refresher training to service managers to ensure they know when & what data they can & cannot share; & review/update data sharing protocols to support services to deliver their data sharing responsibilities		
Comment	Content on sharing personal data was intended to be included in Data Protection sessions to be offered to service/third tier managers during Q1/Q2 2021/22. However, due to competing demands on officer time, no further progress has been made on this action as at the end of Q2.		
Remedial Action	This action will be progressed during Q3/Q4.		
Service Head: Noelwyn Daniel		Performance status: Off target	

WAO/NAT: Rough Sleeping in Wales – Everyone's Problem; No One's Responsibility (July 20)			
Action	14761	Target date	31/03/2022 (original target 31/03/2021)
Action promised	Intelligent use of data: Use data to plan the right future services, and to put in place effective data sharing protocols to ensure they respond effectively and safely to people sleeping rough. We recommend: ii) review and update data sharing protocols to ensure they support services to deliver their data sharing responsibilities effectively		
Comment	We are currently looking at best practice across Wales.		
Remedial Action	We will be discussing data sharing protocols with our Partners at our next virtual Homelessness forum taking place on 16th November. We will report back to the Homelessness forum on 11th January 2022 with the aim to implement the protocol by March 2022.		
Service Head: Jonathan Morgan		Performance status: Off target	
Action	14762	Target date	31/03/2022 (original target 31/03/2021)
Action promised	Intelligent use of data: Use data to plan the right future services, and to put in place effective data sharing protocols to ensure they respond effectively and safely to people sleeping rough. We recommend: iii) introduce a single data capture & risk assessment process to help support safe decisions making in dealing with people sleeping rough		
Comment	Risk assessments are already in place as part of our case management and the placement of individuals in temporary accommodation.		
Remedial Action	As the current risk assessment is generic and not specific to Rough Sleepers we will work with Partners as part of the data sharing protocol process to develop an appropriate risk assessment that can be used by the authority and its Partners.		
Service Head: Jonathan Morgan		Performance status: Off target	

CLOSED @ 31/03/21

WAO/LOC: Service User Perspective Review: Online Services (May 19)			
Action	14300	Target date	30/09/2021 (original target 31/03/2020)
Action promised	Service user involvement: The Council should develop a systematic approach to involving service users in the future design and development of its online/channel shifted services.		
Comment	Due to the pandemic, we have had to re-evaluate how we involve service users in design and development, a lot of our planned activities are no longer possible. We continue to evaluate feedback from the website and digital processes and use this information to improve our digital services. We actively ask for feedback at every opportunity. We had considered digital solutions such as Useberry and Hotjar to enable us to assess user journeys, identify weak spots etc. however we do not have the resources in place to make the most of these tools.		
Remedial Action	Although we take customer feedback very seriously and act on this as soon as possible we cannot currently involve them in the design process. In the current situation IT/M&M cannot prioritise this due to the volume of work that's being delivered, engaging services users would slow this down significantly. In the long term, to deliver this we'd need additional resources and budget.		
Service Head: Deina Hockenhuil		Performance status: Off target - Closed	

ON TARGET

COMPLETED @ 31/03/21

WAO/LOC: Evaluation of the Council's review of people performance management 2017 (April 18)			
Action	13648	Target date	30/04/2021 (original target 31/03/2019)
Action promised	In line with recommendations of the Internal Audit Review of Declaration of Interests, Gifts and Hospitality 2017, the guidance on declarations of interest should be reviewed and, if appropriate, updated		
Comment	This is now complete. A new Code of Conduct guidance document for staff has been developed and a dedicated page on our intranet is now live. We have also introduced an online facility for staff to declare interests, gifts and hospitality.		
Service Head: Paul R Thomas		Performance status: On target - Completed	

COMPLETED @ 30/09/21

WAO/LOC: Audit Committee Effectiveness (July 18)			
Action	13637	Target date	31/03/2021 (original target 31/03/2019)
Action promised	Ensure that all Audit Committee members have access to full versions of all internal audit and external regulatory and audit reports, and strengthen arrangements for tracking actions taken to address the recommendations they include		
Comment	The tracking of recommendations and actions is done through PIMS, with annual reports taken to the Governance & Audit Committee on the progress of actions to address internal and external recommendations. Full Internal Audit reports are provided to the Chair and Vice Chair of Governance & Audit Committee on a monthly basis, ensuring reports are received by them in a timely manner.		
Service Head: Helen Pugh		Performance status: On target - Completed	
Action	13638	Target date	31/03/2021 (original target 01/06/2019)
Action promised	Improve the information provided to Audit Committee by: ensuring that reports give enough context and background for committee members to understand the key risks and issues; ensuring that reports are more specific about what action the Audit Committee needs to take in order to discharge its core functions		
Comment	Reports provided to the Governance & Audit Committee are thorough and include sufficient context and information. Reports are specific about what action the Committee needs to take in order to discharge its core functions		
Service Head: Helen Pugh		Performance status: On target - Completed	

COMPLETED @ 31/03/21

WAO/NAT: Local Government Services to Rural Communities (Nov 18)			
Action	14405	Target date	31/03/2020
Action promised	Councils provide a more effective response to the challenges faced by rural communities		
Comment	<p>The Authority is firmly committed to delivering the rural Ten Towns initiative which aims to support the regeneration needs of its key market towns. External consultants were commissioned to identify local needs and to develop economic growth plans for the respective towns. An economic impact assessment of how the pandemic has impacted on the respective towns has also been undertaken. The draft plans have been considered by the Business, Economy and Communities task group. Wider public consultations were undertaken during February/March through virtual meetings and on-line platforms. Copies of the draft plans were also circulated to town councils and were made available for local residents and businesses to view. Draft plans for Kidwelly and Cross Hands will be completed by the end of May.</p> <p>To assist in the delivery of the ten towns economic recovery plans, the Authority has secured LEADER funding to appoint Market Town Officers whose role will be to provide support in taking specific actions forward. A number of key themes have emerged including:</p> <ul style="list-style-type: none"> - Smart towns - Business sites and premises - Meanwhile uses/business hubs - Developing the distinctiveness and tourism potential of rural market towns - Community led energy initiatives <p>Funding has been secured to take forward initiatives in areas such as community led energy, digital smart towns and promoting the tourism potential of our rural market towns.</p> <p>The Authority has also ringfenced funding via its capital programme to take forward some of the aspirations of the Ten Towns initiative.</p> <p>Rural businesses in the creative and food sectors have also benefitted from grant support of more than £449,000 via the ARFOR scheme.</p>		
Service Head: Jason Jones	Performance status: On target - Completed		

WAO/NAT: How Local Government Uses Data (Dec 18)			
Action	14407	Target date	31/03/2020
Action promised	Data Culture: LA's need: to have a clear vision that treats data as a key resource; to establish corporate data standards & coding; to undertake an audit; & create a central integrated customer account as a gateway to services		
Comment	Council Performance Management Framework has been updated with a focus on use, analysis and presentation of data as part of performance management. A new Data Insight section has been established as part of the Corporate Policy, Performance and Partnership Team with a new Data Insight Manager currently being recruited.		
Service Head: Noelwyn Daniel		Performance status: On target	
Action	14409	Target date	31/03/2020
Action promised	Upskill staff: LA's: to identify staff who have a role in analysing & managing data to remove duplication & free up resources to build & develop capacity in data usage; & to invest & support development of staff data analytical, mining & segmentation skills		
Comment	Team review completed and a new Data Insight section was established on 1 October 2021 as part of the Corporate Policy, Performance and Partnership Team. A new Data Insight Manager currently being recruited and further progress will be taken forward on the Council's use of data and information over coming months.		
Service Head: Noelwyn Daniel		Performance status: On target	
Action	14410	Target date	31/03/2020
Action promised	Data-driven decision-making culture: LA's: to set data reporting standards to ensure minimum data standards underpin decision making; and to make more open data available		
Comment	Team review completed and a new Data Insight section was established on 1 October 2021 as part of the Corporate Policy, Performance and Partnership Team. A new Data Insight Manager currently being recruited and further progress will be taken forward on the Council's use of data and information over coming months.		
Service Head: Noelwyn Daniel		Performance status: On target	

WAO/LOC: Well-being of Future Generations: An examination of 'Start Well - Help children to live healthy lifestyles' (Feb 19)

Action	14298	Target date	31/03/2020
Action promised	Corporate: Develop a system to provide assurance at a corporate level that the Council is considering the five ways of working in the actions to deliver the well-being objectives		
Comment	<p>A new Integrated Impact Assessment takes into account the 5 ways of working and a revised cover sheet will be introduced. These are due to be introduced as part of committee reports early 2022. ICT and Corporate Policy have developed the template, guidance and a digital form. A series of training workshops have been held for Heads of Service, departmental co-ordinators, Democratic Services and report authors. The Integrated Impact Assessment is currently working its way through the Democratic Process. The Assessment includes the key areas of Five Ways of Working, Equalities, Welsh language, GDPR, Socio-economic Duty, United Nations Convention of the Rights of the Child, the Environment Act, Biodiversity and the Council's Net Zero Carbon Commitment.</p> <p>Departmental and Divisional Business Plans contain a section on the 5 ways of working that prompts action for improvement and these actions are cross referenced to the Well-being Objectives.</p>		
Service Head: Noelwyn Daniel		Performance status: On target	

COMPLETED @ 31/03/21

Action	14291	Target date	31/03/2020
Action promised	Long-Term: Review what data is currently available and identify what additional information is needed to evidence progress towards achieving outcomes / impact in the longer term		
Comment	Reviewing available data suggests that the current success measure used within the WBO, % of obesity in 4/5 year olds as measured by Health cannot be replicated in older age groups by the Local Authority. Other measures used in our reporting, including numbers of children actively engaging in physical activity, are the best data currently available. We will continue to monitor what other information is available.		
Service Head: Gareth Morgans		Performance status: On target - Completed	
Action	14296	Target date	31/03/2020
Action promised	Involvement: Identify and address any gaps in the groups / forums of young people used for consultation and engagement to ensure they are fully inclusive		
Comment	During the Pandemic period we have been continuing to recruit Carmarthenshire Young Council Members via word of mouth and they are attending regular digital meetings, we have recently recruited young people who have English as an additional language etc trying to ensure CYC is as diverse as possible.		
Service Head: Gareth Morgans		Performance status: On target - Completed	

COMPLETED @ 30/06/21

Action	14297	Target date	31/03/2020
Action promised	Collaboration: Further engagement with schools to maximise the benefit of using school buildings for out of hours activities / community benefit		
Comment	<p>Community activity is considered as part of all developments considered within the Modernising Education Programme. Most recently, the redevelopment of the former Ysgol Pantycelyn has been completed for occupation by Ysgol Rhys Prichard. This development included a dedicated community wing.</p> <p>Due to the restrictions implemented as a result of the COVID 19 pandemic, schools closed for two periods, March 2020 to June 2020 and December 2020 to February 2021. Some school buildings were used as childcare hubs for key workers or to distribute Free School meals parcels until they increased operations on 29th June 2020. All school buildings and sites have been risk assessed in order for them to be operational to deliver educational provision. Since 29th June, other than breakfast and after school clubs, school buildings have not been available for out of hours activities / community benefit. This situation continued after the schools re-opened in September. As the Spring term starts schools slowly re-opened but no out of hours activities are possible due to COVID restrictions.</p>		
Service Head: Gareth Morgans		Performance status: On target - Completed	

COMPLETED @ 30/09/21

Action	14295	Target date	26/11/2021 (original target 31/03/2020)
Action promised	Involvement: Undertake an Equality Impact Assessment on the step		
Comment	Following an internal meeting with the policy team, it is concluded that work on developing WBO2 Start Well - Help children live healthy lifestyles, within the Corporate strategy fully integrates with the aims of the Well-being of future generations Act 2015. Similarly, the steps taken to address these high level objectives by way of Actions and measures are clearly defined in respective business departmental and divisional business plans, which also cross-reference and align with the principles of the WBFG Act. Equality Impact assessments are undertaken by service areas on key actions that may affect the public, and the new Corporate Strategy will be subject to a high level Integrated Impact Assessment in due course.		
Service Head: Ian Jones		Performance status: On target - Completed	

WAO/NAT: The Effectiveness of Local Planning Authorities in Wales (June 19)			
Action	14471	Target date	31/12/2021 (original target 31/03/2020)
Action promised	Local Planning Authorities improve the effectiveness of planning committees by: reviewing their scheme of delegation to ensure planning committees are focussed on the most important strategic issues relevant to their authority		
Comment	The review of the scheme of delegation is being finalised and is pending deliberation at County Council in late 2021.		
Service Head: Noelwyn Daniel		Performance status: On target	
Action	14514	Target date	31/03/2022 (original target 31/03/2020)
Action promised	Local Planning Authorities: improve transparency and accountability by holding planning meetings at appropriate times, rotating meetings to take place in areas which are subject to proposed development, webcasting meetings and providing opportunities for stakeholders to address committee meetings		
Comment	Webcasting already undertaken with stakeholders are allowed to speak subject to the relevant protocol. Webcasting negates the need to move planning committee around. It is noted that varying the times might prove be problematic as the meetings are quite often lengthy dependent on the number and complexity of applications being considered. The matter may be further considered in light of any future demand and access issues and would require further investigation. As to the benefits for virtual/remote Planning Committee meetings the response to Covid-19 prompted adaptation in how committees are held and has included virtual meetings. This has enabled third parties to also join the meetings to provide their representations remotely increasing accessibility.		
Service Head: Noelwyn Daniel		Performance status: On target	
Action	14519	Target date	31/03/2022 (original target 31/03/2021)
Action promised	Local Planning Authorities improve the effectiveness of planning committees by enforcing the local planning authorities' standards of conduct for meetings		
Comment	The role of the planning committee will be reinforced through quarterly reporting of core planning performance measures including planning appeals. The reporting of performance is to be a standing item on the agenda to ensure appropriate awareness of decision making outcomes. The responsibilities under the standards of conduct is conveyed through the legal officers advice to committee.		
Service Head: Noelwyn Daniel		Performance status: On target	

WAO/LOC: Review of Risk Management Arrangements (July 19)			
Action	14302	Target date	26/03/2022 (original target 31/03/2020)
Action promised	Procedures and Guidance: The Council should develop suitable procedures and guidance to underpin its risk management strategy to ensure that risk management is consistently embedded across the organisation.		
Comment	Draft Risk Management toolkit presented to the Risk Management Steering Group on 29 April 2021. Feedback requested from the group and draft Toolkit sent to all members of the group. Detailed discussion on the content of the Toolkit took place in the Risk Management Steering Group meeting held on 30 July 2021. Original deadline missed as staff redeployed to support covid related services.		
Service Head: Helen Pugh		Performance status: On target	
Action	14303	Target date	31/03/2022 (original target 31/03/2020)
Action promised	Risk Appetite: The Council should define its corporate risk appetite to ensure that it manages risks and opportunities effectively.		
Comment	A training programme / workshop provided by the Authority's Insurer, has been identified. Following dates and workshops have been arranged: 30th September 2021 - CMT & HoS – workshop to understand risk and to establish what is our risk appetite. 26th October 2021 – Cabinet - Risk Workshop 3rd November 2021 – Staff – Risk workshop – understanding risk, understand roles, process 18th November 2021 – Governance & Audit Committee – Risk awareness session.		
Service Head: Helen Pugh		Performance status: On target	
Action	14305	Target date	31/03/2022 (original target 31/03/2020)
Action promised	Roles & Responsibilities: The Council should review and clarify the roles and responsibilities of: Managers, Staff, Risk Champions, The Risk Management Steering Group in its risk management arrangements		
Comment	The Risk Management toolkit lays out the roles and responsibilities of the various parties involved in risk management. Terms of Reference for the Risk Management Steering Group and Contingency Planning have been developed and were presented to the Risk Management Steering Group on 29 April 2021. Detailed discussion on the content took place in the Risk Management Steering Group meeting held on 30 July 2021. The Terms of Reference for both Property and Transport groups will be discussed, agreed and finalised in the October 2021 meetings.		
Service Head: Helen Pugh		Performance status: On target	
Action	14306	Target date	31/03/2022 (original target 31/03/2020)
Action promised	Risk Management System: The Council should: clarify system it is using to identify & capture risks to ensure consistency in approach across the organisation; & review the information recorded on risk registers throughout the organisation to ensure information is up to date, complete, & has enough detail to ensure risks can be appropriately managed		
Comment	JCAD CORE upgrade completed and access provided to all users. Risk Management Officers have met with JCAD and another Local Authority using the same system to learn from their experiences in order to maximise the effectiveness of the upgraded system. Workshops and training arranged for relevant staff to attend with a view to remind all of the approach to identifying, defining, recording and managing risks.		
Service Head: Helen Pugh		Performance status: On target	
Action	14307	Target date	31/03/2021 (original target 31/03/2020)
Action promised	The Council to Improve Effectiveness by: training staff; regularly seeking assurance on effectiveness of all aspects of its arrangements & acting on findings; & embedding process for identifying lessons learned & sharing good practice across organisation		
Comment	Workshops and training arranged for relevant staff to attend with a view to remind all of the approach to identifying, defining, recording and managing risks. Risk Steering Group agenda now includes feedback on completed risk bids, to ascertain if the risk posed has been addressed, how it's been addressed and if there are any lessons learnt. The bid forms are currently being updated to incorporate a section on what risks are mitigated and how, and how after completion it can be demonstrated. This will be presented to the working groups for sign off in the October 2021 round of meetings.		
Service Head: Helen Pugh		Performance status: On target	

COMPLETED @ 31/03/21

Action	14304	Target date	31/03/2021 (original target 31/03/2020)
Action promised	Performance Management: The Council should further align its risk management arrangements with its performance management arrangements.		
Comment	Corporate Risk Register reviewed by CMT every two months and every 6 months by Audit Committee. Corporate & Service Risk Registers are discussed by CPWG on a quarterly basis.		
Service Head: Helen Pugh		Performance status: On target - Completed	

COMPLETED @ 31/03/21

WAO/NAT: Progress in implementing the VAWDASV Act (Nov 19)			
Action	14527	Target date	31/03/2021
Action promised	To support victims and survivors to access and use services we recommend that public bodies: a) produce comprehensive and relevant information in a variety of media on the full range of services available to protect and support victims and survivors;		
Comment	The Regional Communication and Engagement Subgroup is now established. Key messaging aligned to 5 Key themes have been identified and will be delivered via virtual, pre-recorded learning sessions across the whole region. We have a regional pathway to support document in place and published on the RSB website, this has a consistent route to support services across the whole region. We have also completed an assessment of existing communication and engagement frameworks within MWW and Nationally. This will now inform the MWW Regional frameworks for communication and engagement.		
Service Head: Avril Bracey		Performance status: On target - Completed	
Action	14528	Target date	31/03/2021
Action promised	To support victims and survivors to access and use services we recommend that public bodies: b) create a joint pathway to access services and support for both victims and professionals and advertise access arrangements widely		
Comment	The Regional Communication and Engagement Group is now established. We have a Regional Pathway to Support Document which ensures a consistent route to support services across the region. This document has been shared across the partnership and stakeholders and is published on the RSB website.		
Service Head: Avril Bracey		Performance status: On target - Completed	
Action	14529	Target date	31/03/2021
Action promised	Authorities: a) ensure staff who are likely to come into contact with victims and survivors have appropriate VAWDASV training;		
Comment	The Regional Training Subgroup is well established with representation across all relevant agencies and the specialist sector. We have a centralised reporting framework into Welsh Government. We have a Regional Training Plan which now includes Covid-19 specifically developed virtual Ask and Act delivery materials. We have also completed a TNA across the specialist providers to ensure groups 4 and 5 of the NTF are met.		
Service Head: Avril Bracey		Performance status: On target - Completed	
Action	14533	Target date	31/03/2021
Action promised	LA's review their commissioning arrangements to: a)remove duplication & overlap between different approaches in authority & partners; b)rationalise administration arrangements; c)streamline & standardise commissioning arrangements; d)set appropriate performance measures, targets & benchmarks to judge impact & outcome of commissioned services		
Comment	The Regional VAWDASV Commissioning subgroup is established with Regional Membership. TOR and action plan has been completed. Regional Commissioning document is now published in relation to VAWDASV on the RSB website. Design and Development of a Regional Service Specification is complete including outcomes framework. This service specification outlines common commissioning principles, regional outcomes and standardises commissioning of VAWDASV services across Mid and West Wales.		
Service Head: Avril Bracey		Performance status: On target - Completed	

WAO/NAT: 'Raising Our Game' - Tackling Fraud in Wales (July 20)			
Action	14750	Target date	31/03/2021
Action promised	Policies & Training: Staff working across the Welsh public sector should receive fraud awareness training as appropriate to their role in order to increase organisational effectiveness in preventing, detecting & responding to fraud.		
Comment	Fraud and Cyber Awareness Training took place in October/November 2020. Face-to-Face training was not undertaken during 2020/21 due to the Covid-19 pandemic. Appropriate training to re-commence when possible. A Fraud E-learning module is being explored.		
Service Head: Helen Pugh		Performance status: On target	

COMPLETED @ 30/09/21

Action	14746	Target date	31/03/2021
Action promised	Leadership & Culture: All public bodies should champion the importance of a good anti-fraud culture & actively promote its importance to give confidence to staff & members of the public that fraud is not tolerated		
Comment	The Councils Anti-Fraud and Anti-Corruption Strategy has been and will continue to be actively promoted. Fraud and Cyber awareness training took place in October/November 2020. The Anti-Fraud and Anti-Corruption Annual Report for 2020/21 has been published and presented to CMT on 24th June 2021, the report was presented to the Governance and Audit Committee on 16th July 2021.		
Service Head: Helen Pugh		Performance status: On target - Completed	
Action	14747	Target date	31/03/2021
Action promised	Risk Man & Control Framework: All public bodies should undertake comprehensive fraud risk assessments, using appropriately skilled staff & considering national intelligence as well as organisation-specific intelligence.		
Comment	The Fraud Risk Register has now been developed and is continually monitored and reviewed		
Service Head: Helen Pugh		Performance status: On target - Completed	
Action	14748	Target date	31/03/2021
Action promised	Risk Man & Control Framework: Fraud risk assessments should be used as a live resource & integrated within the general risk management framework to ensure that these risks are appropriately managed & escalated as necessary.		
Comment	The Fraud Risk Register has now been developed and is continually monitored and reviewed.		
Service Head: Helen Pugh		Performance status: On target - Completed	
Action	14749	Target date	31/03/2021
Action promised	Policies & Training: All public bodies need to have a comprehensive & up-to-date set of policies & procedures which together represent a cohesive strategy for identifying, managing & responding to fraud risks.		
Comment	The Councils Anti-Fraud and Anti-Corruption Strategy was approved by Audit Committee on the 16th October 2020. The Strategy has been, and will continue to be actively promoted. Fraud and Cyber Awareness Training took place in October/November 2020. The Anti-Fraud and Anti-Corruption Annual Report for 2020/21 has been published and presented to CMT on 24th June 2021, the report was reported to the Governance and Audit Committee on 16th July 2021.		
Service Head: Helen Pugh		Performance status: On target - Completed	
Action	14751	Target date	31/03/2021
Action promised	Policies & Training: Cases where fraud is identified & successfully addressed should be publicised to re-enforce a robust message from the top that fraud will not be tolerated.		
Comment	The Anti-Fraud and Anti-Corruption Annual Report for 2020/21 has been published and presented to CMT on 24th June 2021, the report was reported to the Governance and Audit Committee on 16th July 2021. A number of successful prosecutions have been publicised during 2020/21. Publication of successful cases will continue.		
Service Head: Helen Pugh		Performance status: On target - Completed	
Action	14753	Target date	31/03/2021
Action promised	Capacity & Expertise: All public bodies should have access to trained counter-fraud staff that meet recognised professional standards.		
Comment	The Authority currently has adequately qualified staff in place to appropriately deal with counter fraud work, investigations and sanctions. Further staffing resources have been considered, however, at this time it is not deemed necessary to make changes to the staffing structure.		
Service Head: Helen Pugh		Performance status: On target - Completed	
Action	14754	Target date	31/03/2021
Action promised	Capacity & Expertise: All public bodies should consider models adopted elsewhere in the UK relating to the pooling /sharing of resources in order to maximise the availability of appropriately skilled staff.		
Comment	The Authority currently has adequately qualified staff in place to appropriately deal with counter fraud work, investigations and sanctions. Liaison with neighbouring Authorities has taken place to establish how others resource the function. At this time, it is not deemed necessary to make changes to the staffing structure at Carmarthenshire County Council.		
Service Head: Helen Pugh		Performance status: On target - Completed	

Action	14758	Target date	31/03/2021
Action promised	Reporting & Scrutiny: Audit committees must become fully engaged with counter-fraud, providing support & direction, monitoring & holding officials to account.		
Comment	The Council's Anti-Fraud and Anti-Corruption Strategy was approved by Audit Committee at its meeting on 16th October 2020. The Anti-Fraud and Anti-Corruption Annual Report for 2020/21 has been published and presented to CMT on 24th June 2021, the report was reported to the Governance and Audit Committee on 16th July 2021.		
Service Head: Helen Pugh		Performance status: On target - Completed	
Action	14759	Target date	31/03/2021
Action promised	Capacity & Expertise: All public bodies need to build sufficient capacity to ensure that counter-fraud work is resourced effectively, so that investigations are undertaken professionally & in a manner that results in successful sanctions against the perp		
Comment	The Authority currently has adequately qualified staff in place to appropriately deal with counter fraud work, investigations and sanctions. Further staffing resources have been considered, however, at this time it is not deemed necessary to make changes to the staffing structure.		
Service Head: Helen Pugh		Performance status: On target - Completed	

WAO/NAT: Rough Sleeping in Wales – Everyone’s Problem; No One’s Responsibility (July 20)			
Action	14760	Target date	31/03/2022 (original target 31/03/2021)
Action promised	Intelligent use of data: Use data to plan the right future services, and to put in place effective data sharing protocols to ensure they respond effectively and safely to people sleeping rough. We recommend: i) invest in data analytical skills to better understand the current situation and predict future demand to prevent future homelessness		
Comment	Weekly reporting is in place which allows us to better understand the current situation and any emerging trends. Rough sleepers are reported every two weeks to Welsh Government as part of a regular liaison meeting. Members of the Housing Support Grant team are in attendance at the meeting to identify any support needs.		
Service Head: Jonathan Morgan		Performance status: On target	
Action	14763	Target date	30/09/2021 (original target 31/03/2021)
Action promised	Integrated services to tackle complex needs: By responding to people in crisis, often deal with issues in isolation & rarely address fundamental cause. Requires responsive service delivery models, We recommend public bodies use our complex needs self-reflection tool to improve how they can jointly address complex needs in the future		
Comment	We will use the data we gather on homeless presentations together with the information gathered from risk assessments to work with partners to jointly address complex needs in the future. This will be discussed in the January 2022 homelessness forum attended by both public bodies and the 3rd sector.		
Service Head: Jonathan Morgan		Performance status: On target	

CIW/NAT: National review of care homes for people living with dementia (Sep 20)			
Action	15233	Target date	31/03/2022
Action promised	R1 - Choice, people need clearer information about the location and types of service available. Commissioners need to address the gaps in care home provision		
Comment	Information about all older adult care homes in the Region, including those for Dementia, is available through http://findaplace.wales . Developed by the West Wales Care Partnership, the site has extensive up-to-date information about care homes: including size; number of beds; facilities and current vacancies. Continue to promote use of Findaplace by brokerage teams and the public.		
Service Head: Chris Harrison		Performance status: On target	
Action	15234	Target date	31/03/2022
Action promised	R2 – Training - providers of carer services and commissioners need to ensure that training supports the delivery of person – centred care. Training should involve people living with dementia who can describe their experience of care		
Comment	<p>Carmarthenshire SCWWDP Dementia and Person-centred training:</p> <p>2021/22:</p> <ul style="list-style-type: none"> - Introduction to MCA (including DoLS and LPS) Assessing Capacity under the MCA - Determining Best Interests under the MCA - Additional training on LPS and DoLS will be organised and offered to care home managers and deputies once the relevant Codes of Practice and Regulations have been published. - SCWWDP are Currently working with CCC older people service to create dementia lead (manager) and champions (senior staff) within each setting to strengthen support and understanding for all staff. Dementia Interpreter train the trainer from Training 2 care is to be provided. - Created training plan and engaged suppliers for new staff cohort on Dementia Fulfilled Lives project, with 18 staff trained. - Dignity in Care course delivered to 22 staff to focus on Person-centred care approach. <p><i>Further Actions:</i></p> <p>In relation to the Mental Capacity Act and rights-based care, Carmarthenshire offer a range of training to care home managers and deputies with the expectation that they will cascade the information to care staff via their internal training arrangements. These courses have been booked will be delivered later in 2021/22</p> <p>2020/21:</p> <ul style="list-style-type: none"> - Webpage created for dementia during and post covid available to all external providers via the extranet link here - https://ourpeople.carmarthenshire.gov.wales/our-people/learning-and-development/supporting-care-services-during-covid-19/dementia/ – including link to SCW Dementia covid page Dementia and Covid-19 Social Care Wales. You tube clips, nutrition and eating difficulties, anxiety etc. other downloadable information shared via the 'Dementia Learning coordinators network'. - Dementia training for social care, delivered via webinar session during national Covid 19 Lockdown, included Meaningful Engagement in Dementia Care, Person centred care, Dementia Foundation Awareness training with 118 staff attending. <p>2019/20:</p> <ul style="list-style-type: none"> - A large number of courses were delivered up to and during the national response to the Pandemic in this year. Training delivery changed at this time from face-to-face session to webinar-based training in line with social distancing rules. Training courses delivered and commissioned included 'Positive Risk Taking in dementia Care', 'Determining Best Interest under the Mental Health Act' and several Virtual Dementia Experience sessions via the dementia bus across the county supported experiential learning for care staff, including all catering staff of older people care settings. The SCWWDP delivered Dementia briefing sessions and Person-centred care courses with a focus on individuals with dementia in Domiciliary settings and 4 x Dignity and Respect in Dementia Care courses. In total 371 staff attended these events. - Senior staff attended the 'End of life care and dementia' course in Dec. 2019 course, and the Wales International Dementia Conference in Feb. 2020 via zoom. - Engaged with 'PocketMedic' research around short training films being developed to support dementia training for care staff. <p>2018/19:</p> <ul style="list-style-type: none"> - 10 Senior staff from residential services undertook specialist Dementia Care courses via FE college at level 5. - 57 residential staff undertook training on managing medication with service users with Dementia. - A specialist course around the topic of learning Disability & Dementia was attended by 37 staff from both Learning Disability and Adult Residential services. - 139 staff attended Meaningful Engagement & Dementia courses, delivered by SCWWDP team members. - Assessing People with Dementia under the MCA was attended by 25 staff from social work teams. <p>The first cohort of Dementia specialist Domiciliary care staff working for the Fulfilled Lives project undertook training this year. Staff included social workers, external care agencies and CCC Domiciliary workers, with 20 in total attending the modular course.</p> <p>May 2018 – Award winning Belonging training delivered at the Torch Theatre, attended by senior staff from CCC services.</p>		
Service Head: Chris Harrison		Performance status: On target	
Action	15235	Target date	31/03/2022
Action promised	R3 – Environment -providers and Commissioners should work together to ensure new homes are designed and built to improve outcomes and enable effective care, informed by evidence		
Comment	<p>ACTION PLAN RESPONSE:</p> <ul style="list-style-type: none"> * An investment programme to update and modernise homes, taking into consideration relevant best practice for people living with and caring for individuals with dementia. * To provide a safe, modern environment and ensuring that prior to any investment research and interaction with relevant parties takes place. 		
Service Head: Chris Harrison		Performance status: On target	

Action	15236	Target date	31/03/2022
Action promised	R4 - Welsh Language - providers and Commissioners must gather better information about the Welsh Language skills of the workforce; educators should work to upskill the current workforce		
Comment	<p>Carmarthenshire has a Welsh Language Board for housing and social care which is chaired by the Head of Adult Social Care. Representatives from older people's services attend the board which oversees the More than Just Words strategy. The board has oversight of the Welsh Language Skills of the workforce and is promotes training at all levels across the organisation.</p> <p>FURTHER ACTIONS: A workshop is being held on 6th October 21 to refresh the board's priorities and forward workplan</p>		
Service Head:	Chris Harrison	Performance status:	On target
Action	15237	Target date	31/03/2022
Action promised	R6 – Rights - there is a lack of understanding about mental capacity with a need to upskill staff in the context of rights-based approaches to care and support		
Comment	<p>Carmarthenshire County Council offers a rolling programme of training relating to the Mental Capacity Act to internal and external staff, which are always well attended. Examples of the training offered includes: MCA- overview, Assessing Mental Capacity under MCA, MCA legal updates, BIA (MCA/DoLS), AMHP forum, Assessing Children and Young People under MCA. In addition to the rolling programme of training Carmarthenshire Council supports an annual cohort of staff to complete a Level 7 (Masters) course – Assessing Decision Making Capacity, delivered and accredited by Swansea University.</p> <p>Audits are routinely undertaken to ensure practitioners apply a rights-based approach to care and support, including safeguarding interventions and Deprivation of Liberty arrangements. The MCA/Dols team in Carmarthenshire has developed professional expertise in this area and use this to upskill practitioners.</p> <p>The forthcoming Liberty Protection Safeguards will provide further opportunities to reinforce the importance of rights based interventions.</p> <p>FURTHER ACTIONS: Carmarthenshire County Council has recently applied for Welsh Government funding to support MCA training for at least 400 staff. If successful, this training will be delivered prior to April 2022.</p>		
Service Head:	Chris Harrison	Performance status:	On target
Action	15238	Target date	31/03/2022
Action promised	R7 - Multi-disciplinary support - there is a need to improve support from mental health services and effective admission and discharge from hospital		
Comment	<p>The regional dementia strategy outlines an Integrated Dementia Wellbeing Pathway, which highlights support options available for people at different stages of dementia.</p> <p>Working across community, services and care home settings, the multi-disciplinary Dementia Wellbeing Community Team (DWCT) includes dementia leads for psychology, occupational therapy, pharmacy, diet and speech and language therapy. It has been established to provide system leadership for dementia. At the heart of the DWCT approach is the 'Stepped-Care' approach, where initial intervention is recognised as 'everyone's business', with escalation to increasingly specialist support only accessed when necessary.</p> <p>FURTHER ACTIONS: Continue to implement the 'Stepped-Care' model across older adult care homes in Carmarthenshire.</p>		
Service Head:	Chris Harrison	Performance status:	On target

Objective: AW/NAT: Commercialisation in Local Government (Oct 20)			
Action	14916	Target date	31/03/2022
Action promised	We will ensure that the TIC Income Thematic Workstream is focussed on the development of a more commercial approach across the organisation, and will aim to implement the outcomes and recommendations of the Audit Wales Review of Commercialisation in Local Government.		
Comment	The findings of the Wales Audit Review - 'Commercialisation in Local Govt' has been considered by the TIC Income Workstream. The toolkit included within the report has been used to support a self-assessment exercise by the workstream. A similar exercise will now be arranged for the Heads of Service forum and the findings from these exercises will then be used to inform a discussion at CMT and with elected members. It is hoped that this will help clarify the Council's ambitions in this area and what capacity/skills the Council possesses or requires to further progress this agenda.		
Service Head: Paul R Thomas		Performance status: On target	

AW/LOC: Review of Waste Services – Carmarthenshire County Council (July 21)			
Action	15215	Target date	31/12/2021
Action promised	R1: Garden Waste-The Council should identify performance measures for its garden waste service and ensure effective oversight of performance in this area by senior officers and Members		
Comment	<p>ACTION PLAN RESPONSE: The viability and performance of the service will be reviewed annually at the end of the collection season. Options to be explored:</p> <ul style="list-style-type: none"> • Allow unfettered expansion in terms of customers. • Alternatively, consider capping the number of customers to match the available established resource. • Allow surplus from "in-profit" years to be ring fenced and taken forward to the following financial year to cover any operating cost deficit in the following year. <p>PROGRESS OF THE ABOVE: To be undertaken at the end of season.</p> <ul style="list-style-type: none"> • Remove the current 15% discount for a single full payment and apply a 10% discount instead. This would improve service viability and could go part way to sustaining additional resources when customer numbers grow. <p>PROGRESS OF THE ABOVE: The options for changing the subscription charge to be considered as part of the annual budget and charges setting process.</p> <p>Performance measures to consider:</p> <ul style="list-style-type: none"> • No of customers retained from the previous season. • Financial viability of service. 		
Service Head: Ainsley Williams		Performance status: On target	
Action	15216	Target date	31/03/2022
Action promised	R2; CWM Environmental Ltd - Ensure that there is a risk register for CWM		
Comment	<p>ACTION PLAN RESPONSE: * Risk Register to be approved by CWM Board by 31st December annually.</p> <p>PROGRESS: Action agreed with CWM MD</p> <ul style="list-style-type: none"> * Company Risk register to be presented to shareholder group alongside 3-year Business Plan prior to 31st March 22 and annually thereafter <p>PROGRESS: Company Risk register to be presented to the Shareholder Board annually Shareholder reserved matters to be kept under review</p>		
Service Head: Ainsley Williams		Performance status: On target	
Action	15217	Target date	31/07/2021
Action promised	R3; CWM Environmental Ltd-Ensure that it (Council) undertakes effective oversight of CWM's performance and associated risks, including at relevant committees such as overview and scrutiny		
Comment	<p>ACTION PLAN RESPONSE: Shareholder Board report to Executive board 6 monthly (together with report from Company MD as required)</p> <p>PROGRESS: Complete – reports/meeting already scheduled. Already scheduled as a regular report to Shareholder Board and to PEB/EB, that collectively provide governance of CWM from a Council perspective</p>		
Service Head: Ainsley Williams		Performance status: On target	
Action	15218	Target date	31/07/2021
Action promised	R4; CWM Environmental Ltd-Develop a contingency plan for dealing with any consequences in the event CWM becomes financially unviable		
Comment	<p>ACTION PLAN RESPONSE: Should the company become financially unviable then as shareholder the Council could take any one of, or a mix of the following actions:</p> <ul style="list-style-type: none"> - Provide short term financial support - Replace or augment the management of the company - Step in and deliver the services directly - Subject the service to competition <p>PROGRESS: Complete - measures identified are currently in place. Council is already guaranteeing the aftercare liability for the Nantycaws site and this is supported by £1.5m cash held in a joint ESCROW account.</p>		
Service Head: Ainsley Williams		Performance status: On target	
Action	15219	Target date	31/03/2022
Action promised	R5: Fly-tipping-Develop and implement an agreed plan to sustainably address the high number of fly-tipping incidents		
	<p>ACTION PLAN RESPONSE: * The Council is in the process of formalising its Local Environmental Quality (LEQ) Plan. There is currently full engagement with the Welsh Government led national initiative called Caru Cymru. The aim of</p>		

Comment	<p>the plan is to put measures in place from a communications, education and physical cleansing activity with the aim of preventing or reducing litter. In addition, the Council will work with community groups to remove fly-tipped waste.</p> <p>PROGRESS ON THE ABOVE:</p> <ul style="list-style-type: none"> - LEQ Plan currently progressing through the political approvals system. - Caru Cymru projects being progressed <p>* Review CCC's current fly-tipping removal gang resource levels; potentially expand to two gangs for the County - Llanelli and Carmarthen.</p> <p>* Resource to be costed.</p> <p>* Creation of new Waste Warden posts being considered to deal with kerbside waste transgressions.</p> <p>* Reconvene internal LEQ group and focus action on a prioritised basis within the group.</p> <p>* Participate in Environment & Public Protection Scrutiny Committee Task and Finish Review on fly-tipping from a Council-wide perspective.</p> <p>PROGRESS ON THE ABOVE:</p> <ul style="list-style-type: none"> - T&F Scoping is underway involving the Planning section, Environmental Health Section and Waste Section. 		
Service Head: Ainsley Williams		Performance status: On target	
Action	15220	Target date	31/03/2022
Action promised	R6: Fly-tipping-Report corporately on a fuller set of performance measures for fly-tipping, including the number of incidents, to enable senior officers and Members to have more effective oversight of the problem and to drive improvement		
Comment	<p>ACTION PLAN RESPONSE:</p> <ul style="list-style-type: none"> * Review the way incidents of fly-tipping are recorded and identify all potential reporting sources to ensure multiple reports of the same incident are identifiable. * Rationalise data capture and filter out duplicate reporting. * Develop wider performance indicators. <p>PROGRESS ON THE ABOVE:</p> <p>To be commenced Q3/Q4</p>		
Service Head: Ainsley Williams		Performance status: On target	
Action	15221	Target date	31/03/2022
Action promised	R7(1): Waste Strategy-All elements of the waste hierarchy need to be considered, including prevention		
Comment	<p>ACTION PROGRESS RESPONSE:</p> <ul style="list-style-type: none"> * A review of our waste service strategy is currently in progress and will include reference to hierarchy and circular economy (CE) * A separate CE Strategy will also be developed with a specific CE Project Officer employed <p>PROGRESS:</p> <p>Waste collection strategy outlook and detail for future collections currently being taken through the political system</p>		
Service Head: Ainsley Williams		Performance status: On target	
Action	15222	Target date	31/03/2022
Action promised	R7(2): Waste Strategy-It integrates its strategy with other related projects and plans e.g. regeneration, enforcement and fly-tipping		
Comment	<p>ACTION PLAN RESPONSE:</p> <p>Incorporate wider links to environmental management into the Waste Strategy Plan</p> <p>PROGRESS:</p> <p>Waste collection strategy outlook and detail for future collections currently being taken through the political system</p>		
Service Head: Ainsley Williams		Performance status: On target	
Action	15223	Target date	31/03/2022
Action promised	R7(3): Waste Strategy-It has clear and sustainable plans for financing its strategy (including contingency plans if Welsh Government funding is not available)		
Comment	<p>ACTION PLAN RESPONSE:</p> <ul style="list-style-type: none"> * Financial position to be clarified within the Waste Strategy Report. Continue dialogue with WG on support for future waste strategy. * Detail of support to be worked through as approval in principle has been provided. <p>PROGRESS:</p> <p>Waste collection strategy outlook and detail for future collections currently being taken through the political system</p>		
Service Head: Ainsley Williams		Performance status: On target	
Action	15224	Target date	31/10/2021
Action promised	R7(4): Waste Strategy-It devotes sufficient time to consult the public on its proposed changes to waste collection arrangements		
Comment	<p>ACTION PLAN RESPONSE:</p> <p>Outcome of the engagement exercise to be included in the waste strategy report as part of the considerations for the new strategy</p> <p>PROGRESS:</p> <p>Public engagement exercise completed in July 21</p>		
Service Head: Ainsley Williams		Performance status: On target	
Action	15225	Target date	30/06/2022
Action promised	R7(5): Waste Strategy-It develops and implements an engagement strategy focussing on the behavioural change required for the successful launch and adoption by the public of its new strategy (the Welsh Government Blueprint collection model)		

Comment	ACTION PLAN RESPONSE: Identify resource requirements and programme of public engagement prior to implementation of changes PROGRESS: - Engagement resource identified. Recruitment to follow. - Engagement plan being developed.		
Service Head: Ainsley Williams		Performance status: On target	
Action	15226	Target date	31/03/2022
Action promised	R8(1): Business Plan-Set out clear accountable actions for its waste service which are specific measurable and timebound		
Comment	ACTION PLAN RESPONSE: Specific actions to be developed in line with proposed waste strategy PROGRESS: To be commenced once actions are set		
Service Head: Ainsley Williams		Performance status: On target	
Action	15227	Target date	31/03/2022
Action promised	R8(2): Business Plan-Include performance measures that re linked to the actions which have clear targets and success actions		
Comment	ACTION PLAN RESPONSE: Specific actions to be developed in line with proposed waste strategy PROGRESS: To be commenced once actions are set		
Service Head: Ainsley Williams		Performance status: On target	

AW/LOC: Regenerating Town Centres in Wales (Sep 21)			
Action	15142	Target date	31/03/2023
Action promised	Development of recovery and growth plans for Ten Rural Market Towns and to commence delivery of interventions identified		
Comment	Growth plan teams have been established in 9 of the areas with one further team to be established over the coming weeks. The growth plan teams have been meeting to discuss and prioritise applications for consideration under the Capital investment fund that is being made available as well as the Leader innovation grant. Each of the growth plan teams have been invited to submit an initial expression of interest for both pots of funding by the end of November. 2 of the 3 Rural Market Town Officers have been in post since the beginning of September. We have recently gone out again to appoint the 3rd officer.		
Service Head: Jason Jones		Performance status: On target	
Action	15146	Target date	31/03/2023
Action promised	Review existing town centre master-plans for 3 primary town centres & produce Recovery Master-plans. Commence delivery of short, medium & strategic interventions. Projects: Carmarthen Hwb, CRF - Revitalise Rhydaman; Towns & Growth; Llanelli		
Comment	Draft recovery plans have been developed for Ammanford, Carmarthen and Llanelli, in partnership with town task forces/ forum. The plans are due to be considered by Preliminary Cabinet and have been endorsed by Regeneration Scrutiny Committee. Further public consultation is scheduled on the plans during October/ November after which time they will be presented to Cabinet for final consideration. Funding bids have been submitted under the UK Government's Community Renewal Fund (CRF) and it's Levelling up Fund, and we are currently awaiting decisions on the applications submitted. A total of 13 applications have been submitted under the CRF fund and includes the following projects from Regeneration, Carmarthenshire Towns Recovery and Growth Pilot, Supporting the Welsh Language in Business and Communities, Revitalise Rhydaman, Business Bank Sir Gar and Regenerating Llanelli. Under the Levelling Up Fund, Carmarthenshire have led on 2 bid submissions. Firstly the Tywi Valley Path from Llandeilo to Carmarthen and secondly a joint bid with Pembrokeshire County Council for new Public Service Hwbs in Carmarthen and Pembroke town centres. Decisions on each of these funds is expected later in the autumn.		
Service Head: Jason Jones		Performance status: On target	
Action	15228	Target date	31/03/2023
Action promised	The Welsh Government has provided all 22 local authorities with training on how best to use existing enforcement, financial assistance and debt recovery powers, but they are not being consistently nor effectively utilised to support regeneration		
Comment	ACTION PLAN RESPONSE: Carmarthenshire have completed the training provided and subsequently developed an Empty Property Action Plan for enforcement within town centres linked to the Transforming Towns agenda. Carmarthenshire have an Enforcement Group in place, made up of officers from Regeneration, Property, Housing, Building Control, Legal, Council Tax, Business Rates, Planning and Public Health. Going forward, the group will aim to use their resource and intervention to action relevant requirements in relation to empty properties within the County. The Empty Property Action Plan and supporting detail is in the process of gaining political sign off before a final version can be provided to Welsh Government for consideration. Following which Carmarthenshire will gain access to the loan funding made available by the Empty Property Management Fund to utilise necessary enforcement powers where appropriate.		
Service Head: Jason Jones		Performance status: On target	
Action	15229	Target date	31/03/2023
Action promised	Recommend that LA's take appropriate action, using existing powers and resources available to achieve the best possible outcome for town centres by: A. using alternative methods of enforcement before using Compulsory Purchase Orders as a last resort;		
Comment	ACTION PLAN RESPONSE: As an Authority we will look to use a range of alternative enforcement methods using the loan funding prior to resorting to Compulsory Purchase Orders as a tool of last resort where appropriate		
Service Head: Jason Jones		Performance status: On target	
Action	15230	Target date	31/03/2023
Action promised	Recommend that LA's take appropriate action, using existing powers and resources available to achieve the best possible outcome for town centres by: B. integrating enforcement strategies with wider departmental strategies across housing, environmental health, planning & regeneration teams to make more effective use of existing skills & resources;		
Comment	ACTION PLAN RESPONSE: The multi-disciplinary Enforcement Group team that includes Regeneration, Property, Housing, Building Control, Legal, Council Tax, Business Rates, Planning and Public Health represents many departments in the authority and representatives will bring their skills and resources to deliver the Empty Property Action Plan, and will integrate all respective strategies accordingly.		
Service Head: Jason Jones		Performance status: On target	
Action	15231	Target date	31/03/2023
Action promised	Recommend that LA's take appropriate action, using existing powers and resources available to achieve the best possible outcome for town centres by: C. ensuring there is capacity and the right expertise to use the full range of powers, working in collaboration with other councils to achieve good outcomes		
Comment	ACTION PLAN RESPONSE: Capacity and expertise in this field will be drawn from a range of departments within the authority through the Carmarthenshire Enforcement Group. Collaboration with other councils will be carried out as and when necessary		
Service Head: Jason Jones		Performance status: On target	

Action	15232	Target date	31/12/2021
Action promised	Town centres are changing, and LA's need to be receptive to these changes and plan to manage these shifts. We recommend that LA's use our regeneration tool to self-assess their current approaches to identify where they need to improve their work on town-centre regeneration (Linked 15142 + 15146)		
Comment	ACTION PLAN RESPONSE: Regeneration have led in the preparation of town centre recovery plans for Ammanford, Carmarthen and Llanelli, which are currently in draft form, and are due to go out for final consultation in the next few months. In addition, Regeneration have been leading on developing the "Ten Towns" plans. All these plans have acknowledged the changes occurring in town centres that have been accelerated by the pandemic, Brexit and other market forces. Moving forward we will make use of the regeneration tool to support our work where necessary.		
Service Head: Jason Jones	Performance status: On target		