

# Moving Forward in Carmarthenshire

The Council's New Corporate Strategy 2018-2023



June 2018

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# Moving Forward in Carmarthenshire: the next 5 years

In January 2018, Carmarthenshire County Council's Executive Board presented its key aspirations for the next 5 years – '*Moving Forward in Carmarthenshire: the next 5 years*'. This plan identified a number of key projects and programmes that the Council will strive to deliver over the next five years. It seeks to continuously improve economic, environmental, social and cultural well-being in the County.

Given this direction, the Council needs to publish a New Corporate Strategy that consolidates and aligns our existing plans.

## The Challenges facing the Council

Following a period of engagement and consultation, the Carmarthenshire Well-being Assessment was published in March 2017. The assessment looked at the state of economic, social, environmental and cultural wellbeing in Carmarthenshire through different life stages and provides a summary of the key findings.

A copy of the Carmarthenshire Well-being Assessment (2017) can be found on: [www.thecarmarthenshirewewant.wales](http://www.thecarmarthenshirewewant.wales). A precis of the Assessment's Executive Summary is outlined in **Appendix 5**

As the Council plans for the future we must take account of a number of challenges that we face. Most of these challenges are driven by factors outside of the Council's control but they are factors that we have to consider as we develop and, in some instances, change the way that we work and do things.

1. Acting 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 (WbFG principle)
2. Increasing demand and complexity for services
3. Increasing expectations of provision at the same time as managing decreasing budget
4. Challenging economic climate and local economy
5. Increasing need to strengthen the digital infrastructure and support digital inclusion for individual residents as well as public, private and third sector organisations looking to develop economic prosperity and agile working
6. Changing demographic profile of the county and in particular its ageing population
7. Increasing risks to ensure children and young people are protected from harm
8. Adapting to environmental change
9. Increasing deprivation and poverty with growing inequities between communities
10. Increasing legislation and regulation from Welsh Government
11. Managing the workforce risks associated with the pace of change required by the organisation.
12. Developing a dynamic economy in the context of Brexit

# The Council's Core Values

In delivering this strategy it is important that we maintain our core values in everything we do:-



**Customers First** – we put the needs of our citizens at the heart of everything that we do

**Listening** – we listen to learn, understand and improve now and in the future

**Excellence** – we constantly strive for excellence, delivering the highest quality possible every time by being creative, adopting innovative ways of working and taking measured risks

**Integrity** – we act with integrity and do the right things at all times

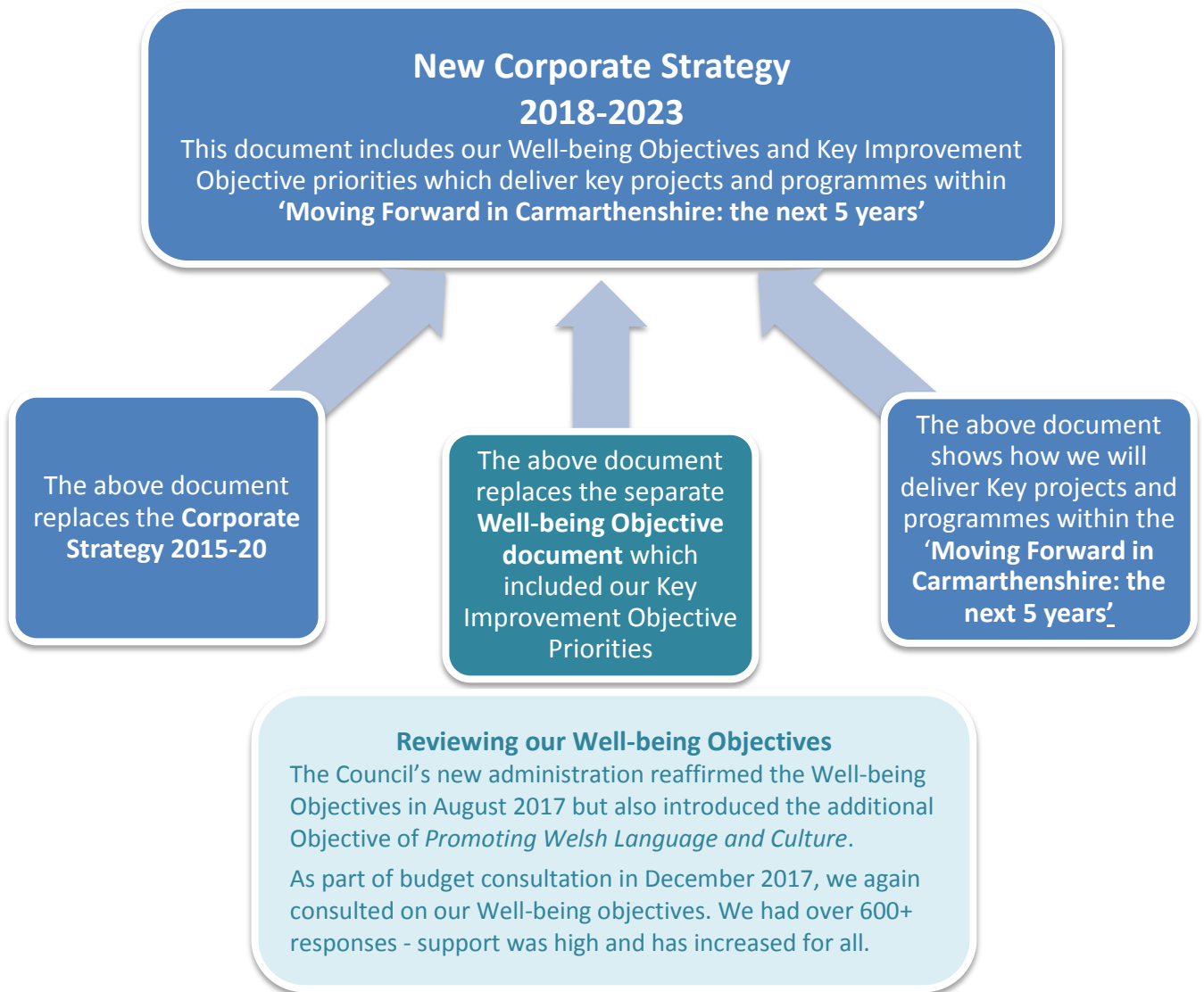
**Taking Responsibility** – we all take personal ownership and accountability for our actions

## Bringing Plans together

**This New Corporate Strategy consolidates the following plans into one document:-**

1. It supersedes the 2015-20 Corporate Strategy
2. It incorporates our Improvement Objectives as required by the Local Government Measure 2009 (See *Appendix 1*)
3. It includes our Well-being Objectives as required by the Well-being of Future Generations (Wales) Act 2015. For the first time in Wales, there is a shared vision and set of goals for all public bodies to work towards, our Well-being Objectives are set to maximise our contribution to these (See *Appendix 1*)
4. It includes Carmarthenshire County Council's Executive Board key projects and programmes for the next 5 years as set out in '*Moving Forward in Carmarthenshire: the next 5 years*'

## Bringing Plans together



## Priorities

'*Moving Forward in Carmarthenshire: the next 5 years*' makes it clear that regeneration is the Council's number one priority. Our 15 Well-being Objectives cover the broad range of Council Services to ensure economic, environmental, social and cultural well-being.

The allocation of resources to deliver these objectives is outlined in *Appendix 2*.

The Council's Vision can be summed up as follows:-

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



## Well-being Objectives

**1.** Help to give every child the best start in life and improve their early life experiences.

**2.** Help children live healthy lifestyles.

**3.** Continue to improve learner attainment for all.

**4.** Reduce the number of young adults that are Not in Education, Employment or Training.

**5.** Tackle poverty by doing all we can to prevent it, helping people into work & improving the lives of those living in poverty.

**6.** Creating more jobs and growth throughout the county.

**7.** Increase the availability of rented and affordable homes.

**8.** Help people live healthy lives (tackling risky behaviour & obesity).

**9.** Supporting good connections with friends, family and safer communities.

**10.** Support the growing numbers of older people to maintain dignity & independence in their later years.

**11.** A Council wide approach to supporting Ageing Well in Carmarthenshire.

**12.** Looking after the environment now and for the future.

**13.** Improving the highway and transport infrastructure and connectivity.

**14.** Promoting Welsh language and culture.

**15.** Building a Better Council and Making Better Use of Resources

# Start Well

**18%** (32,800) of Carmarthenshire's population are aged between 0 and 15

**29.4%** of 4-5 year olds being overweight or obese

**12.3%** of children in Carmarthenshire are living in workless households

There are **97** Primary Schools (16,000 pupils) and **12** Secondary schools (11,000 pupils) in the County

There are currently; **92** children on the Child Protection Register; **193** Looked After Children and **761** Children in receipt of Care and Support in Carmarthenshire



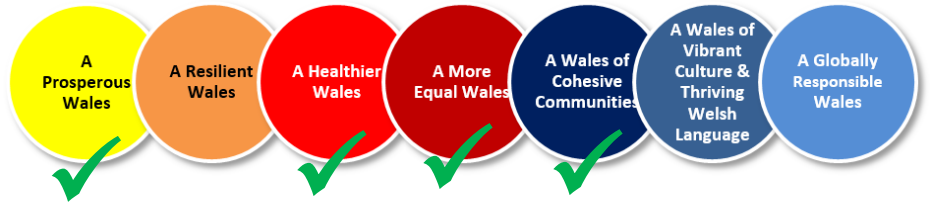


## Well-being Objective 1

Start Well - Help to give every child the best start in life and improve their early life experiences

### So why is this important?

- Giving every child the best start in life is crucial to reducing inequalities across the life course.
- What happens during these early years has lifelong effects on many aspects of health and well-being - from obesity, heart disease and mental health, to educational achievement and economic status.
- Looked After Children (LAC) are more likely to have been exposed to Adverse Childhood Experiences (ACE's) associated with poor long term outcomes before entering care (Jones, 2011<sup>1</sup>).



### Why this should concern us?

- For every 100 adults in Wales, 47 have suffered at least one ACE during their childhood and 14 have suffered 4 or more. Children who experience stressful and poor quality childhoods are more likely to adopt health harming behaviours.
- 12.3% of children in Carmarthenshire are living in workless households, lower than the 2015 figure of 15.3 and just below Wales (13.9%) but above UK (11.6%).
- In Carmarthenshire there are currently 92 children on the Child Protection Register, 193 Looked After Children and 761 children in receipt of care and support.

### What do we need to do?

- We need to give every child the best start in life and ensure development throughout early childhood.
- We need to build resilience against adverse experiences.

### How will we do this?

#### A. We will **support families** by:

- a. promoting bonding and attachments to support positive good parent-child relationships.
- b. better equipping parents and care-givers with the necessary skills to avoid ACEs arising within the home environment and encourage development of social and emotional well-being and resilience in the child.
- c. identifying and intervening where children may already be victims of abuse, neglect or living in an adverse environment.
- d. continuing to provide attachment awareness training in schools to ensure they become *attachment awareness schools*.
- e. ensuring that our specialist substance misuse team meets the needs of children by:
  - i. Providing specialist advice and support for front line teams
  - ii. Raising awareness of the dangers of substance misuse and support people to make informed decisions to prevent the harm caused by substance misuse.

- #### B. We will ensure that every child with identified **additional learning needs (ALN)** in all Carmarthenshire schools will have access to delegated ALN funding and appropriate integrated support services – e.g. Educational and Child Psychology, Sensory Impairment support and Advisory Teachers.

We will continue to develop the **Flying Start** programme, promoting early intervention for disadvantaged families with children (0-3) living in specific deprived communities.

We will ensure the Council fully responds and delivers key childcare and play requirements moving towards delivering 30 hours of free education and care for working parents.



More Information - You can see our [detailed action plan](#) to achieve this objective here

<sup>1</sup> Jones. (2011). Factors associated with outcomes for looked after children and young people: a correlates review of the literature Child: care, health and development



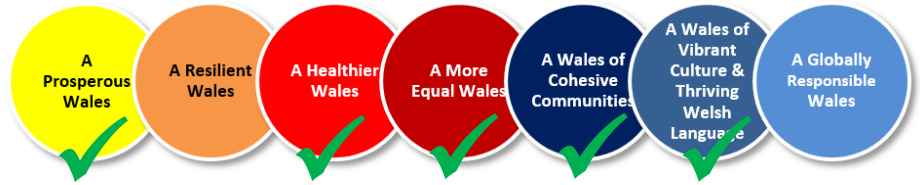


## Well-being Objective 2

### Start Well - Help children live healthy lifestyles

#### So why is this important?

- Projections suggest an increase in trends for childhood obesity going forward with figures showing males between the ages of 2 – 15 being at greatest risk.
- The [Play Sufficiency Assessment](#) identified playing outside as the most popular setting for children but also found that 32% of parents worried so much about their child's safety that it affected their children's opportunity to play. This was mostly concerned with road traffic.
- Assessment engagement activity with primary school children showed being physically active to be the second most important factor for positive well-being of children aged 6 – 11, after connections with family and friends.
- Living healthy lives allows children to fulfil their potential and meet education aspirations.
- Habits established early in life remain with people to allow them to play a full part in the economy and society of Carmarthenshire.



#### Why this should concern us?

- Carmarthenshire has the 9<sup>th</sup> highest (previously 3<sup>rd</sup> highest) levels of childhood obesity in Wales with 29.4% (560) of 4-5 year olds being overweight or obese, higher than the Welsh average of 27.1%
- Engagement with primary schools identified a strong link between physical activity and opportunities to play in outside spaces, and to feel safe in that environment.
- Mental health disorders in children and young people are equally as prevalent, with 1 in 10 children and young people aged five to sixteen suffering from a diagnosable mental health disorder. Between the ages of one to twelve, 1 in 15 young people deliberately self-harm.

Source: - *Our Health Our Future, Hywel Dda Interim Integrated Medium Term Plan 2016/7 - 2018/19 (page 56)*

#### What do we need to do?

- We need to work with partners to ensure children across Carmarthenshire: eat healthily, are physically active and maintain good mental health.
- We need to review if current measures and actions are making any difference.
- We need to measure activity through schools.

#### How will we do this?

- A. We will increase the range of **physical activity** opportunities available for children, and target those at higher risk of inactivity, using activities such as swim sessions (Free, Splash, School, Wave, Skills Clubs), Actif Play and Storytime, Actif Passport to Physical Literacy, Dragon Multi-Skills and Sport, 5x60 and Focus Sport activity developments.
- B. We will **address mental health** including reducing exposure to adverse childhood experiences.
- C. We will **promote eating healthy**, including through school meals, the *Healthy Schools scheme* and the *School Holiday Enrichment Programme (previously Holiday Hunger scheme)*.
- D. We will **increase awareness** of healthy lifestyles including promoting the Public Health Wales' *10 Steps to a healthy weight* preventative programme to help beat childhood obesity.
- E. We will continue to develop, promote and deliver the **Flying Start Programme**.

We shall implement the School Holiday Enrichment (Holiday Hunger) Programme (SHEP), supporting families and children during school vacations to cook healthy meals, particularly aimed at pupils eligible for Free School Meals.

Through the Healthy Schools Scheme we will continue to increase the level of physical activity by developing the Carmarthenshire Outdoor Schools Project



More Information - You can see our [detailed action plan](#) to achieve this objective here

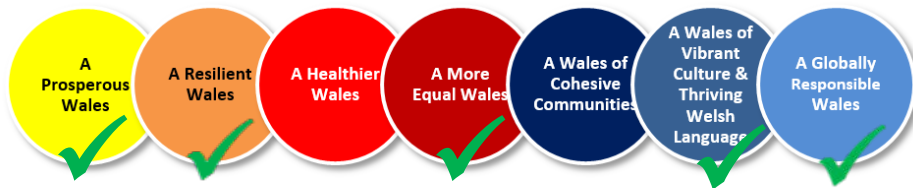


## Well-being Objective 3

### Start Well - Continue to improve learner attainment for all

#### So why is this important?

- We all want all of our children and young people to have the best possible start in life by supporting them to gain the skills and knowledge they need to lead happy, healthy, fulfilling lives.
- We want to improve outcomes for all ages through lifelong learning, to enable them to thrive in 21<sup>st</sup> Century living and the world of work.
- Research by *The Institute of Education* suggests that attending a good pre-school and primary school can have more impact on children's academic progress than their gender or family background (Taggart, 2015)
- Our service remains committed to both the principles and priorities as outlined in the Welsh Government's most recent strategic document '[Education in Wales: Our National Mission.](#)'



#### Why this should concern us?

- There is currently a gap nationally (including Carmarthenshire) between the performance of pupils eligible for free school meals (eFSM) and those who are not. This aspect of our end of key stage performance and achievement continues to challenge and concern us.
- We have schools that need to improve in specific areas as recognised through the National Categorisation system\* (for 2017; 27% of Primary schools are rated 'Amber Support Category' and 1% of Primary schools is rated 'Red Support Category').  
\*Four levels of 'Support Category' exist – Green, Yellow, Amber and Red. All Secondary schools are currently rated in the Green or Yellow Support Category.
- The [2015 PISA results](#) (Programme for International Student Assessment), for which Kirsty Williams, Welsh Government Cabinet Secretary for Education, has stated "*remains the recognised international benchmark for skills*", continue to show Wales adrift from the rest of the UK.

#### What do we need to do?

- We need to continue to improve results further for all learners, placing a focus on those entitled to Free School Meals and vulnerable learners - see also **Tackling Poverty Well-being Objective 5**.

#### How will we do this?

- A. We will ensure a relentless emphasis on **improvement in education outcomes** for all children and young people across all learning phases, with a particular focus on vulnerable learners and those entitled to *Free School Meals*.
- B. We will continue to **improve school attendance** and learner well-being.
- C. We will provide **an excellent school in the right place** by:
  - a. Improving the condition, suitability and resource efficiency of our schools network through the *Modernising Education Plan*.
  - b. Developing an engaging, relevant and authentic *Local Curriculum*, within a clear framework of national guidance, which will fully prepare our children and young people for the challenges and opportunities of adult life.
- D. We will continue **workforce development and succession planning** by:
  - a. Developing and supporting a collaborative self-improving school system to ensure high quality leadership and provision for all learners.
  - b. Investing in further developing the skills of our teachers and support staff.
- E. We will continue the **development of Welsh in all our services**, thus moving towards ensuring that every pupil is confidently bilingual. Pupils can fulfil their potential in gaining skills to operate as bilingual citizens in their communities, the workplace and beyond.

We will increase the *Average Capped 9 points score* which is currently regarded as the key measure of achievement at the end of compulsory education.



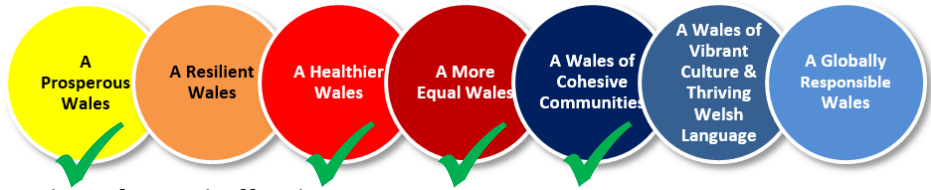


## Well-being Objective 4

Start Well - Reduce the number of young people that are Not in Education, Employment or Training (NEET)

### So why is this important?

- Reducing the number of NEET young people reduces the effects of poverty and the wider cost to society of support services, reliance on benefits and offending.
- It is essential to maximise the life opportunities of children, ensuring that as many young people as possible are able to progress to school 6<sup>th</sup> forms, Further Education Colleges, apprenticeships, training provision or work.
- It enables young people to contribute positively to their local communities.



### Why this should concern us?

- The % of Carmarthenshire Year 11 pupils who became NEET in 2017 was 1.4% (27 pupils) although it is a reduction on 2016 of 2.1% (40 pupils), the % of Carmarthenshire Year 13 pupils who became NEET was 3% (20 pupils) in 2017 up from 2.0% (14 pupils) in 2016.
- Carmarthenshire ranks 13<sup>th</sup> (of 22) Local Authorities in Wales for Year 11 pupils becoming NEET and above the All-Wales average of 1.6%.

### What do we need to do?

- We need to ensure that all children and young people in Carmarthenshire have the best possible opportunities to study, train and gain worthwhile employment locally, regionally or nationally.
- We will ensure that all vulnerable learners including those with a disability or additional learning needs are not excluded from programmes.
- We need to continue to deliver the six elements of the Welsh Government's Youth Engagement and Progression Framework (YEPF) which comprises of:
  - Identifying young people at risk of becoming NEET;
  - Providing brokerage and co-ordinated support for young people;
  - Improve tracking and transition support;
  - Ensuring provision meets the needs of young people;
  - Strengthening employability skills and entrepreneurship;
  - Ensuring we are accountable for our actions.

### How will we do this?

- A. We will implement the six **Youth Engagement and Progression Framework** Actions above.
- B. We will deliver the local elements of the *Cynnydd* and *Cam Nesa European Social Fund projects* (guaranteed funding till 2018-2020) which assists young people in progressing to further education, training and employment during the Post 16 education phase.
- C. We will implement the recommendations of the **Carmarthenshire 11-19 Education Strategic Review**.
- D. We will build on existing partnership relationships with local businesses and the public sector through the **Carmarthenshire Curriculum Review** to focus skills demands and employability of new and existing labour market entrants within Carmarthenshire to ensure that local and regional demands are met.

Also see Well-being Objectives 5+6 Action Plans re Hub and Regional Learning Partnership

We will work with partners to develop further opportunities for apprenticeships within the County. We shall support care leavers where possible to ensure that they are in education, training or employment at 24 months after leaving care.



More Information - You can see our [detailed action plan](#) to achieve this objective here



# Live Well

**59%** (110,102) of Carmarthenshire's population are of working age (16-64)

We created **352.5** jobs and accommodated **195** jobs with Regeneration assistance during 2017/18

Over **7 in 10** (73%; 78,600) of Carmarthenshire's working age population (16-64) are economically active

There were almost **1.6 million** visits to our leisure centres during 2017/18

Over **1 in 3** (35%) of households are living in poverty, according to the Welsh Government definition  
– households with less than 60% of GB median income





## Well-being Objective 5

Start Well/Live Well - Tackle poverty by doing all we can to prevent it, help people into work & improve the lives of those living in poverty

### So why is this Important?

- Poverty and deprivation have serious detrimental effects across all aspects of well-being. It limits the opportunities and prospects for children and young people, 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.
- Research shows that children growing up in workless households experience consistently poorer outcomes than other children whose parents are always working, in relation to educational attainment and cognitive ability.



### Why this should concern us?

- 35% (28,223) of households in Carmarthenshire can be defined as **living in poverty**, 15<sup>th</sup> highest in Wales (Welsh average 33%). *Welsh Government defines poverty as when “household income is less than 60% of the GB median income”.* This means a household where income is **less than £18,553 a year (2017 - 60% of £30,921)**

### What do we need to do?

- We need to **prevent poverty** – There is a strong correlation between being born poor and experiencing a lifetime of poverty and many of the triggers of poverty experienced in childhood and later life are preventable if identified and addressed in a timely manner. Providing early, targeted and holistic interventions can therefore help reduce the likelihood of poverty occurring in our communities.
- We need to **help people into work** - work is one of the most fundamental and effective means of tackling poverty in all its forms. Work provides income and opportunities for social, emotional and cerebral development as well as improved health and well-being.
- We need to **improve the lives of people living in poverty** by supporting those in poverty and improving access to help to maintain basic standards of living.

### How will we do this?

- A. Our children and education services will work to **prevent poverty** through delivering key early intervention programmes such as flying start, team around the family (TAF) and financial literacy is on the school curriculum. In addition services such as housing will take a more proactive, preventative approach to addressing key triggers of poverty to prevent escalation of issues such as homelessness and fuel poverty.
- B. We will **help people into work** by building their confidence and skills through the dedicated Communities 4 Work programme and targeted support for those who are furthest from the labour market e.g. those who are Not in Employment, Education or Training (NEET).
- C. We will **improve the lives of those living in poverty** through promoting and supporting greater financial literacy via services such as trading standards and housing benefits. We will also deliver initiatives to support key vulnerable groups including the School Holiday Enrichment Programme (SHEP), Toy Box and Hamper appeal.

We will develop a pilot project in the Tyisha ward to develop ways of addressing poverty in the area. We will undertake a comprehensive multi-service community engagement programme with a view to identifying key community and physical regeneration actions the Council, in partnership with other stakeholders, can take to support the community to develop future opportunities and prospects.

**Rural Poverty** – see also Well-being objective 6 - Create more jobs and growth throughout the County, Part C - By identifying and addressing the issues facing rural communities.

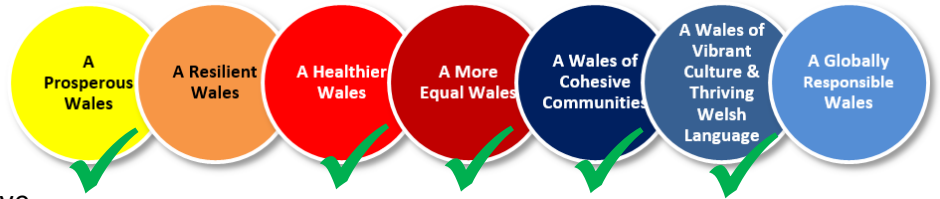


More Information - You can see our [detailed action plan](#) to achieve this objective here



## Well-being Objective 6

### Live Well - Create more jobs and growth throughout the county



#### So why is this important?

- Providing secure and well paid jobs for local people is central to everything we are seeking to achieve.
- Increasing employability is fundamental to tackling poverty, reducing inequalities and has a dramatic impact on our health and ability to function in everyday society.
- With an ageing workforce, feeling stimulated, using skills and social interaction are much more important to positive well-being in work than wage levels or job stability (well-being assessment survey).

#### Why this should concern us?

- Out of Carmarthenshire's 73.4% employed working age workforce @Sep 2017, 58% of the workforce are within the professional/technical/skilled trade occupations – well *below* the Welsh average of 63%, whilst 42% are within the caring/leisure/customer service/machine operative occupations – well *above* the 37% Welsh average.  
Also see Well-being Objective 4 –Reduce the number of young adults that are NEET (Not in Education, Employment or Training)
- We must tackle a GVA (gross value added) gap that is widening between UK GVA & Wales GVA; *GVA is the measure of the value of the wages and profits from goods and services produced in an area.*

#### What do we need to do?

- We need to build a knowledge-rich, creative economy by maximising employment & training places for local people through creating jobs and providing high quality apprenticeships, training and work experience opportunities, in order to have an on-going skilled & competent workforce to face the future.
- We need to evolve Carmarthenshire's position in the Swansea Bay City Region (Swansea, Carmarthenshire, Pembrokeshire and Neath Port Talbot) into a confident, ambitious and connected county.
- We need to continue to invest in our local rural, infrastructure, including transportation to attract businesses, tourism/leisure to the county to promote economic growth and activity by building better connections and generating a strong tourism industry (see *Improving the highway & transport infrastructure and connectivity* Well-being Objective 13).
- We need to continue to invest in the strategic regeneration of our 3 principal towns, key strategic employment sites and continue to support business growth.
- We need to support Welsh Governments' - [\*Prosperity for All-the National Strategy:Economic Action Plan\*](#)

#### How will we do this?

- A. Regionally, by co-ordinating and delivering the Swansea Bay City Deal and specifically the Carmarthenshire based projects – Yr Egin and the Life Science and Wellness Village
- B. Locally, by delivering the Transformational Strategy Area Plans targeting bilingual urban, coastal and rural Carmarthenshire
- C. By identifying and addressing the issues facing rural communities
- D. By developing learning, skills, employability and encouraging a spirit of entrepreneurship throughout the county to support new businesses in the county (Regional Skills & Learning Partnership)
- E. By developing Carmarthenshire as a dynamic economy, in the context of BREXIT.

We will ensure the County fully benefits from the opportunities that will be created through the £1.3 billion investment through the Swansea Bay City Deal  
We will establish regeneration initiatives to focus on the development of the rural market towns in the County.



More Information - You can see our [\*\*detailed action plan\*\*](#) to achieve this objective here

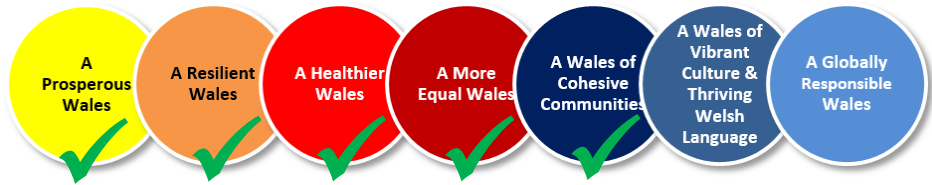


## Well-being Objective 7

### Live Well - Increase the availability of rented and affordable homes

#### So why is this important?

- Good quality affordable homes promote **health and well-being**, meeting the individual needs of the residents, building strong sustainable communities and places where people want to live.
- Good quality energy efficient affordable homes are good for the **People and the Environment** - as the energy use within the home will be reduced, having a significant effect on reducing the fuel costs for the occupying residents. It will also have a significant effect on reducing pollutants in the atmosphere and mitigating fuel poverty in our communities.
- It's good for the **Social Structure** - well-placed affordable housing developments allow communities to welcome a wide range of families and to create a vibrant, diverse, group of residents.
- It's good for the **Economy** - in order to thrive, new businesses need easy access to its workforce. Affordable housing developments ensure that working families will remain in their community.



#### Why this should concern us?

- People told us during our consultation on affordable Housing in 2015 that we need to:
  - Target help where the need is highest, in both urban and rural areas, by delivering more affordable homes for rent.
  - Be more flexible - whether by bringing wasted homes back into use, buying existing homes or building new ones.
  - Do whatever it takes by developing innovative and creative ways to deliver more homes.
  - Use our resources in the best possible way to ensure as many new homes as possible.
  - Use the expertise, skills and resources of those we work with.

#### What do we need to do?

- We need to provide additional affordable homes to meet the needs of residents in Carmarthenshire.
- We need to build new council homes across the County.
- We need to actively work with private landlords to encourage them to make their properties available at affordable rental levels, including bringing more private sector homes into the management of our in-house 'Simple Lettings Agency'.
- We need to work in partnership with Housing Associations in Carmarthenshire to maximize the supply of new build affordable homes.
- We need to actively work with property owners to bring empty homes back into use.
- We need to purchase homes from the private sector and increase the Council Social Housing stock.
- We need to maximize the number of affordable homes delivered through developer contributions from the planning system.
- We need to maximize all funding opportunities for both the Council and Housing Associations.

#### How will we do this?

- A. We will deliver all of the above through our [Affordable Homes Delivery Plan](#) by building new council homes directly through the Housing Revenue Account. By bringing empty homes back into use to increase choice and accessibility of homes in the areas of greatest housing need.

We will develop a wider range of homes through our recently established Housing Company. We will purchase private sector homes to increase the Council's housing stock in the areas of greatest housing need.

We will continue to manage private sector homes, for Private Landlords, through the 'Simple Lettings Agency'.



More Information - You can see our [detailed action plan](#) to achieve this objective here



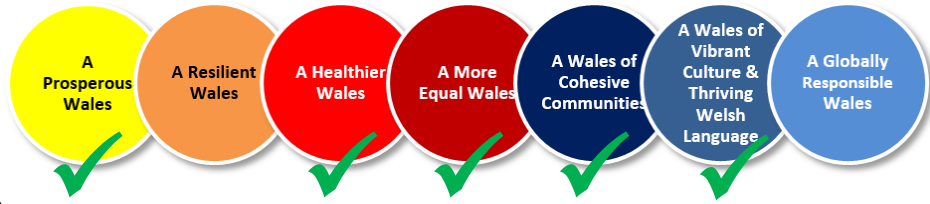


## Well-being Objective 8

Live Well - Help people live healthy lives  
(tackling risky behaviour and obesity)

### So why is this important?

- Our way of life is changing, people are living longer with a higher quality of life.
- The challenge is to prevent ill health.
- Living healthy lives allows people to fulfil their potential, meet educational aspirations and play a full part in the economy and society of Carmarthenshire.
- Many of the preventive services and interventions required to maintain health, independence and well-being lie outside health and social care.
- Playing a part in providing accessible, inclusive, exciting, sustainable services, which promote and facilitate learning, culture, heritage, information, well-being and leisure.



### Why this should concern us?

- There is a significant gap in life expectancy and a healthy life expectancy. In Carmarthenshire:-
  - Life expectancy for *males* is 78.6 years (2014-16) compared to a healthy life expectancy of 65 years (2010-14)
  - Life expectancy for *females* is 82.2 years (2014-16) compared to a healthy life expectancy of 66 years (2010-14)
  - Healthy life expectancy of *both males and females* are below the Welsh average of 65.3 and 66.7 years.
- 21% of adults are still smoking in Carmarthenshire and 57% of adults are overweight or obese (Welsh Average of 59%) National Survey of Wales 2016/17

### What do we need to do?

- We need to work with partners to ensure people across Carmarthenshire:
  - Eat and breathe healthily
  - Are physically active; and
  - Maintain good mental health.
- We need to remove inequalities around opportunities for people to address these 3 key areas

### How will we do this?

- A. Eat and breathe healthily:** We will provide healthy vending and food options as part of their catering provision at our Leisure facilities and continue to ensure that our outdoor recreation facilities i.e. Country Parks, rights of way networks remain well maintained and accessed safely and enjoyed by everyone.
- B. Physical Activity:** We will continue investment in the new state of the art Wellness Village in Llanelli; promote in partnership the ethos of getting “more people more active more often” and enable employers in the workplace to support the health and well-being of their workforce through Workplace Health initiatives.
- C. Mental Health:** We will continue to work with health and third sector partners to transform mental health services and improve access to information, advice, preventive and crisis services in Carmarthenshire. We will aim for people to experience the positive health benefits of taking inspiration from museum collections to promote creativity, mindfulness and self-confidence and imbed the New Mobile Library Fleet to improve information, digital and health literacy across the county.

We shall invest in the County’s leisure centre provision with the development of a new facility in Llanelli as part of the Wellness Village.

We will implement the Cycling Strategy for Carmarthenshire that will focus on 5 key strategic themes: Education, Development & Training; Infrastructure & Facilities; Marketing & Branding; Tourism & Events



More Information - You can see our [detailed action plan](#) to achieve this objective here



# Age Well

Almost **1 in 4** (23%, 42,662) of Carmarthenshire's population are of pensionable age (65+)

Life Expectancy is **78.6** for men and **82.2** for women but a Healthy Life Expectancy is 65 for men and 66 for women

Carmarthenshire has an ageing population. By 2039, around **1 in 3** (31%; 58,900) of residents will be aged 65 and over

**48%** (close to the National average of 50%) of Carmarthenshire residents feel they live in cohesive communities

**1 in 3** have a limiting illness



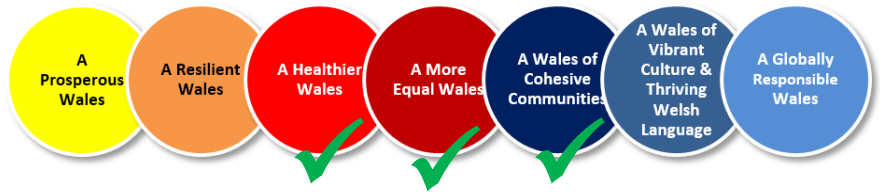


## Well-being Objective 9

Live Well/Age Well - Support good connections with friends, family and safer communities

### So why is this important?

- Loneliness and social isolation are harmful to our health, with research showing that lacking social connections is as damaging to our health as smoking 15 cigarettes a day and is worse for us than well-known risk factors such as obesity and physical inactivity.
- Social networks and friendships not only have an impact on reducing the risk of early death and illness, but they also help individuals to recover when they do fall ill.
- Social isolation puts individuals at greater risk of cognitive decline with one study concluding that lonely people have a 64% increased chance of developing clinical dementia
- The lack of connectedness is not just an issue of older people with a recent report suggesting that almost two-thirds (65%) of 16-24-year-olds said they feel lonely at least some of the time, and almost a third (32%) feel lonely often or all the time.
- Loneliness amongst young people has been shown to increase the likelihood of poor physical & mental health, the risk of becoming involved in criminal activity and reduce future employment opportunities.



### Why this should concern us?

- In our well-being survey of 2,500 residents, good relationships and a sense of belonging was the 3<sup>rd</sup> highest thing that mattered.
- The importance of family in positively influencing well-being is evident in findings from primary engagement activities delivered as part of Carmarthenshire's Well-being assessment. Family and friends were overwhelmingly identified as the most important factor in experiencing positive well-being by over 500 adults and children taking part in an exercise.
- 48% (close to the National average of 50%) of Carmarthenshire residents feel they live in cohesive communities. 72% agreed that local people treat each other with respect and consideration, 68% agreed that people from different backgrounds get on well together and 70% feel they belong to their local area. (*National Survey for Wales, 2016/17*).
- Safety-related issues were highlighted throughout the Carmarthenshire Wellbeing Assessment and feeling safe at home and in the local community impacts on everyone's sense of well-being

### What do we need to do?

- We need to ensure services respond to the needs of families and communities.
- We need to continue to build greater community cohesion and to support and empower communities to address their safety, collective well-being and the well-being of those within the community, including the building of social bonds within groups and social bridges between groups in our communities.
- We need to encourage promotion of independence, wellbeing, community engagement & social inclusion.
- We need to keep our communities safe when delivering our services.

### How will we do this?

- A. We will continue to develop and implement how we provide information, advice and assistance across social care services.
- B. We will promote and develop strong connections for people, places and organisations.
- C. We will identify the strengths and resources within communities which can contribute to promoting and supporting the health and wellbeing of neighbours.
- D. We will continue to support community safety to help increase people's sense of personal security and their feelings of safety in relation to where they live, work and spend their leisure time.

We will implement the new Mid and West Wales Community Cohesion Regional Delivery Plan.



More Information - You can see our [detailed action plan](#) to achieve this objective

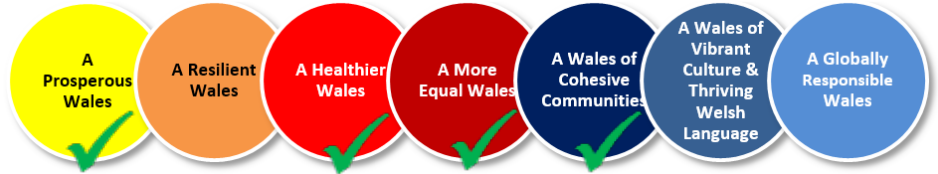


## Well-being Objective 10

Age Well - Support the growing numbers of older people to maintain dignity and independence in their later years

### So why is this important?

- Consultations have demonstrated that 'what matters' to individuals is to be able to be as independent and well as possible for as long as possible.



- **'Being respected as an older person and not being seen as a burden on the local health and social care system'**
- Research shows that a vital factor of healthy aging is for older people to feel included and useful.
- Older people contribute to the economy in Carmarthenshire by caring for their grandchildren or other family members. Figures from the Family and Childcare trust report that 2.3 million grandparents say that they look after their grandchildren in order to enable the children's parents to go to work. In the UK as a whole those aged 65 and over contributed £61bn to the economy through employment, informal caring and volunteering.
- The Royal Voluntary Service have described older people as the '*social glue*' of communities.

### Why this should concern us?

- The census in 2011 found that 28% of the adult population is over the age of 65, and by 2030 the proportion of older adults will increase to 34%, although age is increasingly redundant as a means to analyse need, evidence does indicate that older people are more likely to need care and support.
- Life expectancy in Carmarthenshire is increasing but this is not matched by disability free life expectancy, we have lower expectancy of disability at 71 for males and 72.2 for females compared to the national average.
- Our frail population demographic is increasing & will require support to remain as independent as possible.
- It is essential that we lay robust foundations to future proof the availability of services that promote and support ongoing well-being and independence for our frail older adult population.

### What do we need to do?

- We need to continue to integrate health and social care at population health level to address the complex needs associated with age related multiple conditions and frailty.
- We need to work with individuals and communities together with the public, private and voluntary sectors to develop and promote innovative and practical ways to make Carmarthenshire a good place to grow older for everyone (see Objective 11 on *Ageing Well*).
- We need to develop service provision on a smaller footprint which are population based, integrated across health & social care and seek to reduce demand and growth in the future

### How will we do this?

- A. We will improve population health which requires efforts to change behaviours and living conditions across communities. It also means that accountability for population health is spread widely across these communities. We will develop a '*social*' model of health and care that focuses on physical, mental and social wellbeing rather than ill health. This will be done on a population level.
- B. We will continue to promote our '*offer*' across three tiers – Tier 1, Help to help yourself; Tier 2 – Help when you need it and Tier 3 – Ongoing help when you need it.
- C. We will strive to develop '*place based systems of care*' that will enable health and care providers to work together for the population they serve. We will modernise our workforce to ensure they are fit for purpose and sustainable into the future. A multi-professional and multi-organisational approach to care is required. (Also see Well-being Objective 9 - Support good connections with friends, family and safer communities)

We shall provide support for carers, and young carers in particular, to enable them to continue providing the invaluable care they offer to family and friends in need



More Information - You can see our [detailed action plan](#) to achieve this objective here



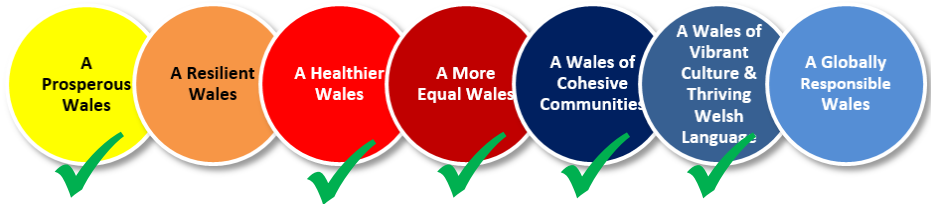
# Well-being Objective 11

## Age Well - A Council-wide approach to support Ageing Well in Carmarthenshire

*This Well-being Objective now supersedes the Councils Ageing Well Plan 2015-2018*

### So why is this important?

- Wider services can make an important contribution in supporting and sustaining the independence of older people and reducing the demand on Social Services and Health Care.
- When planning services for older people, we need to listen to what they have told us.
- In deciding what to do, we need to ask ourselves, would this service *be ok for me or my relatives?* If not, *how can we improve?*
- Tackling the causes of loneliness and social isolation is a national priority for the Welsh Government.
- Older people's rights must be promoted and protected so they can live free of abuse, neglect, ageism and discrimination and are able to participate fully in their communities and thrive in older age.
- We fully support the 'Dublin Declaration on Age-Friendly Cities and Communities in Europe, 2013'. We are committed to delivering the expectations of this Declaration within our local approach to the Ageing Well in Wales Programme through this well-being objective.



### Why this should concern us?

- Older people are a significant asset to Wales, worth over £1bn to the Welsh economy annually. We must take forward an asset-based approach which, rather than focusing on the costs of providing services for older people, considers instead the cost of not investing in older people. Older people provide around £469m worth of volunteering every year, including childcare - the value of which is around £750m per annum.
- Carmarthenshire has an ageing population and by 2039 around 1 in 3 residents will be aged 65 +.
- Older people who are supported by tailored services and living in inclusive communities, are able to contribute more to the local economy and society.
- When surveyed older people have told us that they want as much support as possible to help them do the things they enjoy and to be able to manage day to day.

### What do we need to do?

- We need to 'join-up' our diverse divisions and departments to support independent living and to help older people live in their communities. Making sure that the impact of all service changes on elderly people are carefully thought through.
- We need to consult in a meaningful way with older people who are often 'experts by experience' and know the services they need to remain active and independent in their communities.
- We need to focus on an outcome based approach to draw out the changes and improvements seen in an individual's life – we need to build services around the outcomes older people need.
- We need to examine how we will work with the Public Service Board (PSB) to achieve the Older People's Commissioner for Wales's targets for inclusion in the PSBs *Well-Being Plan*.

### How will we do this?

- We will take forward the 5 priority aims of the [National](#) Ageing Well in Wales Plan 2014-19
  - A. By developing Age Friendly Communities
  - B. By developing Dementia Supportive Communities
  - C. By working to help prevent falls
  - D. By creating opportunities for employment and new skills
  - E. By supporting people who are experiencing loneliness and isolation

We will work with partners to provide more opportunities for vulnerable and older people to socialise in order to reduce loneliness.



More Information - You can see our [detailed action plan](#) to achieve this objective here

# Healthy, Safe & Prosperous Environment

Carmarthenshire has a population of **185,610**

55 crimes per 1000 population (10,137 recorded crimes during 2016/17); **79%** feel safe in their area

**64%** of waste from 87,000 households was recycled during 2017/18

There are over **3,300km** of roads in Carmarthenshire

Carmarthenshire has the highest number of Welsh speakers in Wales at **80,700**

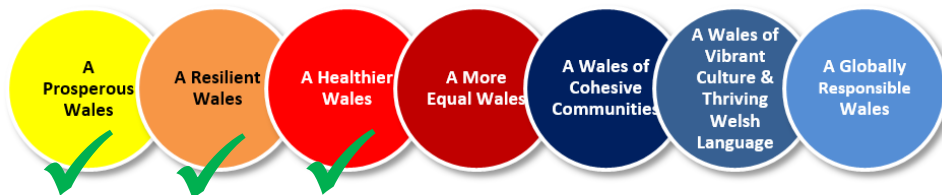


## Well-being Objective 12

### Healthy & Safe Environment - Look after the environment now and in the future

#### Why is this important?

- The *Natural Environment* is a core component of sustainable development. The Environment (Wales) Act 2016 expands the duty placed on public bodies, requiring them to *maintain & enhance biodiversity and promote ecosystem resilience*.
- 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.
- 60% of the County's people live in rural areas and the remaining 40% live within 400m of natural or semi-natural green space.
- The Well-being Needs Assessment survey identified a strong relationship between residents' well-being and their surrounding environment from providing recreational opportunities, to psychological positivity, health benefits and a connection to heritage and culture.
- The '*Resilient Wales*' goal set out in the Well-being Future Generations Act requires public bodies to set objectives to achieve a 'biodiverse natural environment with healthy functioning ecosystems'



#### Why this should concern us?

- The environment contributes £8.8 billion of goods and services annually to the Welsh economy, 9% of Welsh GDP and 1 in 6 Welsh jobs; with the environment being relatively more important to the Welsh economy than is the case for the other UK nations.
- A biodiverse natural environment, with healthy functioning ecosystems, supports social, economic and ecological resilience, as well as our health and well-being.
- Responses from the Well-being Assessment survey showed that a clean environment is important to well-being and that residents are concerned with preserving and enhancing the local environment with repeated references to tipping, littering and recycling.
- Rising sea levels are likely to impact not only the 5,587 properties in Carmarthenshire already at risk of tidal and rising river level flooding, but additional properties along the coastal & river communities. A biodiverse natural environment will be more resilient to both climate change, and changes in sea level.

#### What do we need to do?

- We need to ensure that in delivering all our strategies, plans, projects and programmes for development, economic growth and the attraction of inward investment, we deliver our S6 Environment (Wales) Act duties and actively maintain and protect biodiversity and promote ecosystem resilience.
- We need to sustain and enhance natural & built spaces to encourage healthy living for residents & visitors.
- We need to support resilience within our rural and urban communities.

#### How will we do this?

- A. We will advise the whole Authority and partners on our need to address the environmental requirements of the Environment (Wales) Act 2016.
- B. We will monitor delivery of CCC's Environment Act Forward Plan, as required by the Environment (Wales Act 2016), so demonstrating its compliance with the Biodiversity & Resilience of Ecosystems Duty
- C. We will continue to implement and promote the increased use of renewable energy.
- D. We will protect our environment and properties through delivering our *Flood & Waste Management Plan*; and protect and manage our coast by delivering the *Shoreline Management Plan*.
- E. We will deliver actions from the '*Towards Zero Waste strategy*', to become a high recycling nation by 2025 and a zero waste nation by 2050.

We will finalise Flood Risk Management Plans as part of the strategy for identifying, managing and mitigating flood risk within our communities.



More Information - You can see our [detailed action plan](#) to achieve this objective here



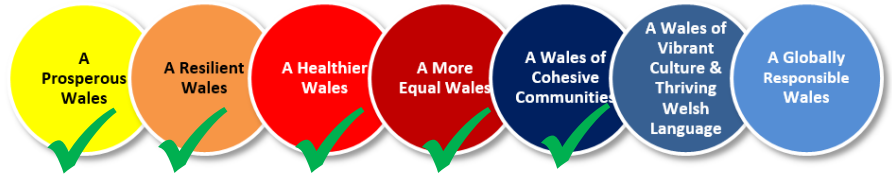


## Well-being Objective 13

### Healthy & Safe Environment - Improve the highway and transport infrastructure and connectivity

#### Why is this important?

- Transportation & highways play a key role in sustaining our community and deliver *'Prosperity for All.'* A modern, successful economy is reliant upon the safe and efficient movement of people and goods; providing opportunities for people to gain access to employment, education, health, leisure, social and retail services.
- *United & connected* is one of the four Welsh Governments' aims in its *'Taking Wales Forward'* plan. Providing integrated and affordable access for businesses, for residents and visitors can stimulate economic development, reductions in deprivation and social exclusion and an increase in well-being.
- Sustaining access to services will deliver improvements in health and wellbeing for all sections of the community e.g. that includes: walking, cycling, passenger and road transport.
- By 2030 South West Wales will be a confident, ambitious and connected City Region.



#### Why this should concern us?

- Our survey identified *transportation and highways as important* and in the top 10 priorities for the community was road maintenance, bus services and pavement maintenance.
- In our survey on satisfaction with services and the importance of services - *Road Maintenance and Repairs* were identified as one of the highest importance with low satisfaction.
- Our highway network is the second largest in Wales covering 3,343 Kilometres, more than double the Welsh average of 1,566 Kilometres; covering 16 million square metres of carriageway.
- The condition of our roads was ranked 17<sup>th</sup> out of 22 across Wales in 2016/17.
- 18.8% of residents do not have access to a car or van. However, 43.5% of households have one car per household, which may indicate reduced accessibility in areas not well served by public transport.
- Only 55% aged 80 or over have access to a car/van therefore public transport and community based services are important to enable people to continue to live within their communities; it can mean the difference between a person staying independent at home or entering residential care.
- Air quality is emerging as a concern in Llandeilo, Carmarthen and Llanelli.

#### What do we need to do?

- We need to develop and support access to services to improve connectivity, reduce congestion and improve competitiveness.
- We need to sustain investment into our public and community transport systems and facilitate travel to and from schools to support our Modernising Education Programme.
- We need to also invest in infrastructure to support more sustainable journeys. For example through cycle ways, footpaths and public transport infrastructure.
- We need to continue to sustain investment in our existing highway infrastructure to improve connectivity;
- We need to maintain our focus on road safety and deliver our road safety strategy priorities.
- We need to ensure our fleet of vehicles is modern, efficient and safe.

#### How will we do this?

- A. We will develop the highway infrastructure to meet the priorities of our Regeneration Plan. We will develop new highways at Carmarthen West, Cross Hands and Ammanford and continue to develop key active travel sites and the Towy Valley Path.
- B. We will continue the successful integrated public transport network such as Bwcabus/LINC and Traws Cymru.
- C. We will plan to redesign our school transport network to support the Modernising Education Programme.
- D. We will continue to support community transport.
- E. We will meet our objectives set out in our Road Safety Strategy.
- F. We will continue to modernise our vehicle fleet to improve efficiency and reduce emissions.

We will continue to invest in strategic transport infrastructure links to support economic development.



More Information - You can see our [detailed action plan](#) to achieve this

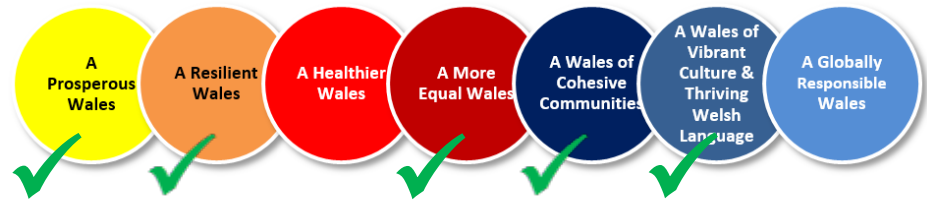


## Well-being Objective 14

### Healthy & Safe Environment - Promote Welsh Language and Culture

#### So why is this important?

- Carmarthenshire is a stronghold for the Welsh language and is considered to be of high strategic importance in its future.
- There are many advantages to bilingualism, including increased cognitive skills,
- It is a unique selling point. Tourist and hospitality industries throughout Europe are now realising the importance of offering unique experiences. Having two languages and a sense of Welsh history and culture places Carmarthenshire in a strong position.
- Engaging in cultural activity has demonstrable positive impact on starting well, living well & ageing well.



#### Why this should concern us?

- According to result of the 2016/17 National Survey for Wales **40%** of people in Carmarthenshire said that they spoke Welsh.
- The 2011 Census showed that the number of Welsh speakers in Carmarthenshire had reduced to **43.9%** compared to 50.1% in 2001.
- The Welsh Government's ambition through the [Cymraeg 2050 - Welsh language Strategy](#) is to see the number of people able to enjoy speaking and using Welsh reach a **million by 2050**.
- The Welsh Government's [Light Springs through the Dark: A Vision for Culture in Wales](#) is reinforcing the importance of culture as a priority.

#### What do we need to do?

- We need to ensure compliance with the [Welsh Language Standards](#) under the Welsh Language Measure (Wales) 2011 and monitor progress across the Authority.
- We need to promote the use of the Welsh Language in our communities and work with partners such as the Mentrau Iaith, the Urdd and Mudiad Meithrin to realise the vision and outcomes set out in our [Welsh Language Promotion Strategy](#)
- We need to promote and support adult learners through our [Welsh for Adults](#) provision. Support and encourage our children and young people to become confident bilingual citizens, who chose to continue with bilingual education throughout their educational pathway and encourage more people to learn the Language.
- We need to increase the number of people participating in cultural activity.
- We need to ensure that our collections and our County's heritage assets are protected and accessible for future generations

#### How will we do this?

- A. We will implement and monitor the **Welsh Language Standards** under the Welsh Language Measures 2011 across the Council, to the citizens of Carmarthenshire and other public services
- B. We will implement the **Welsh Language Promotion Strategy** - which will facilitate the use of Welsh in everything we do across all communities
- C. We will continue the **development of Welsh in all our Education services**, thus moving towards ensuring that every pupil is confidently bilingual. Pupils can fulfil their potential in gaining skills to operate as bilingual citizens in their communities, the workplace and beyond/worldwide.
- D. We will promote our **Welsh Culture & Heritage**

To promote the *Strategy for Welsh Language* - We will increase the numbers acquiring basic and further skills in Welsh through the education system and through language transmission in the home. We will also deliver a new archives and storage service for Carmarthenshire.



More Information - You can see our [detailed action plan](#) to achieve this objective here

# Building a Better Council & Better Use of Resources

Carmarthenshire County Council  
Employs over **7,700 people**

Over **34,000** 'Do it online'  
payments

**1.4 million** visits to our website

The Council's Budget is **£345.8 million** for 2018/19



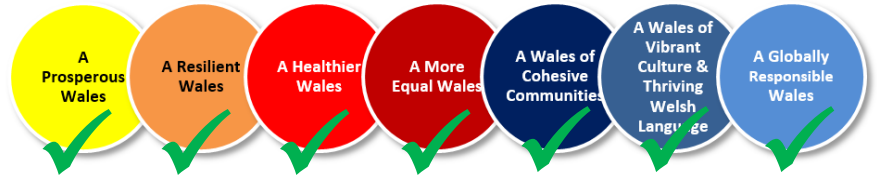


## Well-being Objective 15

### Building a Better Council and Making Better Use of Resources

#### So why is this important?

- The general purpose of the Well-being of Future Generations Act (Wales) 2015, 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.
- There are increasing demands and expectations yet less resources are available. Under these conditions we need to work even more efficiently and effectively to maintain services and improve where we can, delivering 'more (or even the same) for less'.



#### Why this should concern us?

- We need to further improve links between our financial, strategic and business planning. Improving these links was a *Proposal for Improvement in Wales Audit Office's Corporate Assessment*.
- Further financial pressures are likely to arise from such things as rising energy costs, an increasing number of older people needing services from us, offices, school buildings and highways that require significant investment, and this is in addition to the current uncertainty in the economic outlook as the UK embarks on the process of leaving the European Union.

#### What do we need to do?

- Our Transform, Innovate and Change (TIC) programme will support the achievement of a sustainable financial future by delivering more efficient and effective services.
- We will conduct the work of the Council in an open and accessible way, ensuring we are properly accountable for the decisions we make.
- We intend to invest somewhere in the region of *an additional £200 million pounds of capital funding* in our corporate priorities over the next five years.
- We will make better use of our resources which will help to minimise the impact on services primarily by making smarter use of our buildings, our people and our spending.

#### How will we do this?

##### A. By transforming innovating and changing the way we work and deliver services.

Our Transform, Innovate and Change (TIC) programme is aimed at thinking differently, acting differently and therefore delivering differently. The programme takes into account factors such as the potential to deliver financial efficiencies, service improvement, opportunities to work collaboratively with other public sector partners and transformational projects with potential to deliver greater efficiency savings.

##### B. We shall follow the 7 Principles of Good Governance set out Chartered Institute of Public Finance and Accountancy (CIPFA)/ Society of Local Authority Chief Executives (SOLACE) :-

**B1. Integrity and Values** - *(Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law)*

**B2. Openness and engagement** – *(Ensuring openness and comprehensive stakeholder engagement)*

**B3. Making a difference** - *(Defining outcomes in terms of sustainable economic, social, & environmental benefits)*

**B4. Making sure we achieve what we set out to do** - *Determining the interventions necessary to optimise the achievement of the intended outcomes.*

**B5. Valuing our people; engaging, leading and supporting** - *(Developing capacity and the capability of leadership and individuals).*

**B6. Managing risks, performance and finance.**

*(Managing risks and performance through robust internal control and strong public financial management)*

**B7. Good transparency and accountability**

*(Implementing good practices in transparency, reporting, and audit to deliver effective accountability)*

We will further develop the Council's consultation and engagement approaches.



More Information - You can see our [detailed action plan](#) to achieve this objective here

# APPENDICES

## Local Government (Wales) Measure 2009 and Well-being of Future Generations Act (Wales) 2015

The Local Government (Wales) Measure 2009 and the Well-being of Future Generations Act (Wales) 2015 are separate but interconnected legal obligations and it makes sense to ensure that these requirements are fully aligned and combined in this New Corporate Strategy.

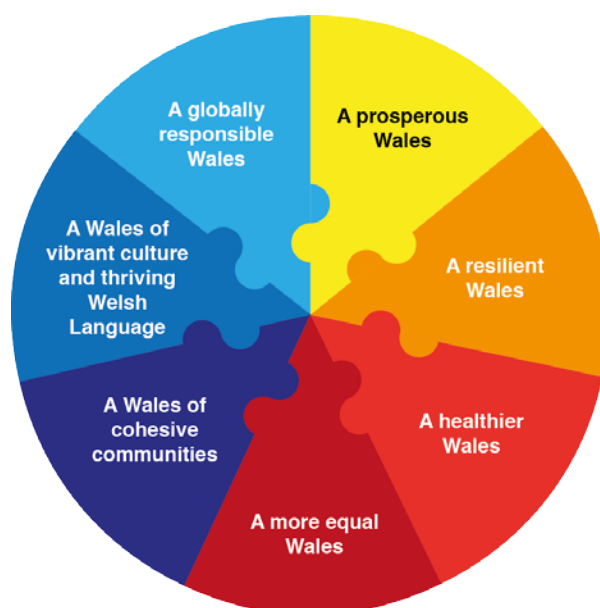
### The Local Government (Wales) Measure 2009

- The Local Government (Wales) Measure 2009 requires the Council to set Improvement Objectives every year. They do not have to change every year, or be deliverable within one year.
- Our Improvement Objectives are essentially the same as our Well-being Objectives as they are based on a thorough evidence-based understanding of the communities we serve and local needs. We compare our Service performance and satisfaction results with all Councils in Wales to make sure we improve where we most need to.
- We have a duty to improve, often delivering 'more (or even the same) for less'.

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

This is an Act introduced by the Welsh Government which will change aspects of how we work. The general purpose of the Act, is to ensure that the governance arrangements of public bodies for improving the well-being of Wales, take the needs of future generations into account. The Act is designed to improve the economic, social and environmental well-being of Wales, in accordance with sustainable development principles. The new law states that:-

- We must carry out sustainable development, improving the economic, social, environmental and cultural well-being of Wales. The sustainable development principle is **'... the public body must act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.'**
- We must demonstrate 5 ways of working:  
Long term, integrated, involving, collaborative and preventative (see **Appendix 1**)
- 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.



For the first time in Wales, 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 were required to set and publish Well-being Objectives that maximised our Contribution to the Well-being Goals.

## How our Well-being Objectives contribute to the 7 National Well-being Goals

Carmarthenshire's 2017/18 Well-being Objectives / KIOPs			7 National Well-being Goals						
			Prosperity	Resilience	Healthier	More equal	Cohesive Communities	Vibrant culture & Welsh Language	Global responsibility
Start Well	1	Help to give every child the best start in life and improve their early life experiences.	✓		✓	✓	✓		
	2	Help children live healthy lifestyles	✓		✓	✓	✓	✓	
	3	Continue to Improve learner attainment for all	✓	✓		✓		✓	✓
	4	Reduce the number of young adults that are Not in Education, Employment or Training	✓		✓	✓	✓		
Live Well	5	Tackle poverty by doing all we can to prevent it, help people into work and improve the lives of those living in poverty	✓		✓	✓	✓		
	6	Create more jobs and growth throughout the county	✓		✓	✓	✓	✓	
	7	Increase the availability of rented and affordable homes	✓	✓	✓	✓	✓		
	8	Help people live healthy lives (tackling risky behaviour & obesity)	✓		✓	✓	✓	✓	
Age Well	9	Support good connections with friends, family and safer communities			✓	✓	✓		
	10	Support the growing numbers of older people to maintain dignity and independence in their later years	✓		✓	✓	✓	✓	
	11	A Council-wide approach to support Ageing Well in the county	✓		✓	✓	✓	✓	
In a Healthy, Safe & Prosperous Environment	12	Look after the environment now and for the future	✓	✓	✓				
	13	Improve the highway and transport infrastructure and connectivity	✓	✓	✓	✓	✓		
	14	Promote Welsh Language and Culture	✓	✓		✓	✓	✓	
	15	Building a Better Council and Making Better Use of Resources	✓	✓	✓	✓	✓	✓	✓

## Financing the Council's Well-being Objectives

The financial position faced by local authorities has had a consistent theme over recent years, with the level of resources available to public services seeing significant reductions, which means that we have less money to invest in services now than we have in the past. Over the last five years we have had to manage reductions in service budgets of £53m, whilst at the same time the pressures on the budget have been increasing in terms of demand and expectations. So far, we have been able to manage this situation by reducing our spending without any significant impact on the frontline services valued by our communities.

### 1. Help to give every child the best start in life and improve their early life experiences



Our *Flying Start* programme is reliant on grant funding from Welsh Government of nearly £3.8m annually. To achieve it we need to ensure we recruit and retain trained Health Visitors.

The *Families First* programme for this area has Welsh Government revenue funding of £1.3m for 2017-18.

To achieve this objective we need to ensure appropriate investment in the early years and through our community resources such as Integrated Children's Centres and Family Centres.

### 2. Help children live healthy lifestyles



In order to deliver against this objective the key points above also apply.

School meals in Carmarthenshire follow healthy eating legislation, for which annual core funding is £1.8m. This includes the cost of the Primary School Free Breakfast initiative.

Healthy activities for younger people are supported by existing sports development, and leisure facility programming budgets, supplemented by the Local Authority Partnership Agreement (LAPA) Grant of over £500k (17/18) which we access from the Welsh Government via Sport Wales. This helps pay for activities such as Free Swimming and the Active Young People Programme.

### 3. Continue to improve learner attainment for all



This key objective requires comprehensive support and resourcing from across our services.

Carmarthenshire is committed to ensuring a detailed and forward-thinking programme in support of improved attainment for all our children and young people. Schools receive £108.8m of delegated funding as well as approximately £18.5m through Welsh Government grants

In addition, our *Modernising Education/21st Century Schools Programme* will cost £87m to deliver the first tranche of priority projects (Band A), with £43m coming from the Welsh Government. The second tranche of projects (Band B) is projected to cost £129m, with £65m coming from the Welsh Government. To ensure ongoing comprehensive support and challenge for our schools, we require some £6.5m to resource our School Improvement and Additional Learning Needs (ALN) Teams and their valuable provision. A further £3m is needed to continue to provide wider learning and achievement experiences and resources such as museum, gallery and archive services.

### 4. Reduce the number of young adults that are Not in Education, Employment or Training (NEET)



The Youth Support Service has a lead role in delivering this work in school and community settings. Annual core funding for this service is £530k. The service depends on annual external grants including the Welsh Government Youth Support Service (YSS) Grant (£204k) and Families First (£660k). Securing further funding from the Families First successor grant will be essential for this well-being target to be met.

In addition to these funding sources, we have been successful in gaining European Social Funding (ESF) for the Regional *Cynnydd* project which is further supported by match funding. There is a further £700k of ESF for the Regional *Cam Nesa* project which is also supported by £400k of match funding has been awarded. Both of these projects seek to reduce the number of young people becoming NEET in the county.



## 5. Tackle poverty by doing all we can to prevent it, help people into work and improve the lives of those living in poverty



It is difficult to estimate the resource implications for delivering initiatives to tackle poverty as this work is delivered across a wide spectrum of services. Some of this work is our core business for example homelessness support (£1m), and other targeted elements are grant funded such as previously mentioned *Families First* and *Flying Start*, along with the Pupil Deprivation Grant (£4.8m). In addition, as a result of the diverse nature of poverty and the many different influences that can result in someone experiencing poverty, many of the councils services contribute towards tackling poverty indirectly. For these services tackling poverty is not the ultimate goal but is a result of the work they do to support individuals and communities.

## 6. Create more jobs and growth throughout the county



Carmarthenshire's spend per head of the population on Economic Development is above the Welsh Average in Wales. Regeneration of the economy and jobs is the number one priority of the Council. Our 15 year regeneration plan will create over 5,000 jobs and see over £199 million investment over the next 5 years alone.

As part of the Swansea Bay City Deal we will have two major projects in Carmarthenshire:-

- At the *Creative Digital Cluster at Yr Egin* a total project cost worth £24m (£5m City Deal+£16m Public Sector £3m Private) will be delivered creating 200+ jobs over the next 15 years.
- At the *Life Science & Well-being Village project*, a total project cost of £200m (£40m City Deal, £32m Public Sector Funding and £127m Private Sector) will create 1800+ jobs over the next 15 years.

Also see Objective 3 for the 21<sup>ST</sup> Century Schools building programme and Objective 7 Affordable Homes.

## 7. Increase the availability of rented and affordable homes



Our Affordable Homes Delivery Plan aims to deliver over 1000 homes and invest £60m into our communities. This will be funded through £31m from the HRA, £17m of Social Housing Grant, £11m private finance and £1m Welsh Government grant.

## 8. Help people live healthy lives (tackling risky behaviour and obesity)



This objective will bring together a lot of work done by services and in some cases it is difficult to isolate expenditure under this heading. However Capital expenditure over the next 5 years will be:

- £16m on a new Llanelli leisure centre
- £700k on Rights of Way, £2.5m on the development of open spaces including at Pembrey Country Park
- £5m for the Tywi Valley cycle way and £1.7m on walking and cycling linkages
- In addition to over £600k on safer routes in communities

In Revenue expenditure for 2017/18 we will be investing:-

- £1.4m on children getting 60 minutes of exercise 5 times a week and the exercise referral scheme
- £5.8m running leisure, sports and swimming facilities
- £5.2m on outdoor, countryside and coastal park
- In ensuring cultural well-being across facilities we will be spending £6.8m on delivering services
- For Learning Disability Services £34m and Mental Health services £9.7m and Support Services including Safeguarding and Transport £6.2m
- To support the physically disabled we will be spending £6.4m and £2.5m on supported employment
- We ensure Public Health Services (Food Safety, Air and Water Quality etc.) £2.3m
- Provision of Trading Standards £1m



## 9. Support good connections with friends, family and safer communities

When we ask people *what things in life matter to you?* They tell us that loved ones, family, friends, neighbours and community matter to them. In Children's Services our range of family support services contribute to this objective and it is difficult to break down the costs of this from some of our other objectives on helping children get the best start in life and improving early life experiences. In total nearly £23m is spent across the Children's Services Division.

Services to support carers and home support services help people to continue to live at home, with their families and in their communities – Also see Objective 10

We are also working to ensure broader community cohesion with a range of initiatives - Link to Objective 13

## 10. Support the growing numbers of older people to maintain dignity and independence in their later years



In terms of Capital expenditure we will be spending £10m on disabled facility grants over the next five years and £7m on the Llanelli Area Review in 2017/18.

We will be spending nearly £55m of our revenue budget in 2018/19 on Older People Services. This will include:

- £3.7m on Commissioning, £8.1m on Local Authority (LA) Residential homes, nearly £20m on Private Sector Residential Homes and £700k on extra care
- On Homecare Services £5.8m LA provision and £10.2M on Private provision
- Meals on Wheels £300k, Direct Payments £600K and grants to voluntary organisations £500k
- £1.7m on care-line service, £2.2m on enablement and £1.1m on Community Support & Day Services

Also see Objective 11

## 11. A Council wide approach to supporting Ageing Well in Carmarthenshire



It is difficult to estimate the level of investment in this objective because it cuts across diverse services. This is about making sure that in everything we do, we think about supporting Ageing Well in Carmarthenshire.

Put simply, older people are net contributors to the economy rather than beneficiaries with their contributions to the employment market, volunteering, mentoring and caring sectors. The work Council services deliver to help people live independent lives reduces the need for expensive health and social care interventions - Also see Objective 10

## 12. Look after the environment now and for the future



This priority can be addressed without the need for large additional investment. We will mainly focus on achieving this objective through the existing work we do within the Rural Conservation Team, advising and educating colleagues with regard to how our existing services can be further improved, so as to help sustain and enhance the natural environment.

With regard to delivery of actions relating to the *Towards Zero Waste Strategy, Flood & Waste Management Plan and Shoreline Management Plan*, these actions are already covered by the relevant budgets. The Waste & Environmental Services division's revenue budget of £20.5m (18/19) aims to fund the collection and disposal of waste which incorporates numerous recycling initiatives, street cleansing, environmental enforcement, grounds and parks maintenance, flood and coastal defence as well as maintaining public conveniences ensuring that we look after the environment now and in the future.

In addition the Welsh Government's *Environment & Sustainable Development Directorate Single revenue grant* (£3.7m in 2017/18) supports the integrated delivery of results and multiple benefits across three priority areas – namely Natural resource management, Waste & resource efficiency and Local environment quality and conservation. Consideration of resource implications for actions in future years will form part of the discussion during 2017/18, in putting together the forward plan for Services.



### 13. Improve the highway and transport infrastructure and connectivity

Carmarthenshire's *Local Transport Plan* sets out our priorities for infrastructure investment. The priorities are aligned to our corporate objectives and set within the objectives of the Swansea Bay City Region. Our current approved capital programme includes over £30m for investment into the highway infrastructure, with around £14m reliant on external grant funding if available, along with developer contributions as new development is commenced.

The Highways and Transport division's revenue budget of £28.6m includes a sum of £8.2m for the highways infrastructure as well as funding for school and public transport, car park maintenance and administration, the upkeep of public lighting for the county and the development of transport strategies to maintain the connectivity of the highways infrastructure for Carmarthenshire.

The introduction of the transformation projects such as those included within the City Deal and integrated transport projects, supported through external funding, will provide opportunities for investment into the infrastructure and transportation services to support the safe movement of people and goods.



### 14. Promote Welsh Language and Culture

This priority can be addressed without the need for large additional investment. We will mainly focus on achieving this objective through the existing work we do within Regeneration & Policy, Leisure & Culture and Education & Children's Services, advising and educating colleagues with regard to how our existing services can be further improved and how we can promote a vibrant culture and ensure the Welsh language is thriving.

Additional support may become available through the Welsh Government's '*Cymraeg 2050 – Welsh Language Strategy*' and we will closely monitor any opportunities for Carmarthenshire to access this support.



### 15. Building a Better Council and Making Better Use of Resources

Addressing this priority cuts across all service areas and is both about investment as well as efficiency savings. The Council is committed to financially sustainable delivery models - there are many examples of this across different departments, such as increased Extra Care provision where it better meets service user needs, a move towards agile working, thus reducing the Council's estate costs in the future.

Over a sustained period of budget reductions, the council has sought to maximise the proportion of managerial savings, thus minimising the impact on frontline services. The Council's medium term financial plan includes £11.1 million of "managerial" proposals, or 43% of total budget reduction proposals.

The council has committed to improving ways of working through the work of the "Transformation, Innovation & Change" programme (TIC), which is underpinned by the TIC team (£208k)

## Statements of Intent

### Well-being Statement

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

1. We feel that our Well-being Objectives contribute significantly to the achievement of the National Well-being Goals. Our Well-being Objectives relate to different aspects of life's course and address well-being in a systematic way.
2. These Well-being Objectives have been selected with considerable consultation feedback and a basket of different sources of information on need, performance data and regulatory feedback. In developing action plans to achieve these objectives we will involve people (in all their diversity) with an interest in achieving them.
3. The steps we take to achieve the Well-being Objectives (our action plans) will look to ensure that long term, preventative, integrated, collaborative and involvement approaches are fully embraced.
4. An Executive Board member has a specific responsibility for the overall Act. In addition, each Executive Board portfolio holder will have responsibility for the relevant Well-being Objectives.
5. To ensure that we take these action plan steps we will use our in house developed Performance Information Monitoring System dashboard. All the action plans will be monitored and reported on quarterly to Department Management Teams, Corporate Management Team and Executive Board. In addition progress will be reported to Scrutiny Committees. The Council will prepare an Annual report on its Well-being Objectives and revise the objectives if required.
6. The content of action plans to achieve the Well-being Objectives are adequately resourced and embedded in Service business plans (see financial breakdown Appendix 2). To achieve these objectives services will 'join-up' and work together, work with partners and fully involve citizens in all their diversity.
7. Our Objectives are long term but our action plans will include milestones that will enable monitoring and assurance of progress.
8. To ensure that our Well-being Objectives are deliverable and that the expectations of the Act are embraced we will adapt financial planning, asset management, risk assessment, performance management and scrutiny arrangements.

### Community Covenant

In delivering these Well-being Objectives we will uphold the principles of the Community Covenant.

These are, that the Armed Forces Community:

- Should not face disadvantage compared to other citizens in the provision of public and commercial services; and that
- Special consideration is appropriate in some cases, especially those who have given the most, such as the injured or bereaved.



## The County of Carmarthenshire's Well-being Plan – To be published by May 2018

The Well-being of Future Generations Act puts a well-being duty on specified public bodies across Carmarthenshire to act jointly and establish a statutory **Public Services Board (PSB)**. The Carmarthenshire PSB was established in May 2016 and is tasked with improving the economic, social, environmental and cultural well-being of Carmarthenshire. It must do so by undertaking an assessment of well-being in the County and then preparing a county Well-being Plan to outline its local objectives.

- The assessment looks at well-being in Carmarthenshire through different life stages. The key findings can be found at [www.thecarmarthenshirewewant.wales](http://www.thecarmarthenshirewewant.wales)
- The PSB must publish a Well-being plan which sets out its local objectives to improving the economic, social, environmental and cultural well-being of the County and the steps it proposes to take to meet them. The first Carmarthenshire Well-being Plan will be published May 2018

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

Carmarthenshire PSB's draft Well-being Objectives are:-

- **Healthy Habits:** people have a good quality of life, and make healthy choices about their lives and environment
- **Early Intervention:** to make sure that people have the right help at the right time; as and when they need it
- **Strong Connections:** strongly connected people, places and organisations that are able to adapt to change
- **Prosperous People and Places:** to maximise opportunities for people and places in both urban and rural parts of our county

Precis of Carmarthenshire's Well-being of Future Generations Assessment - Executive Summary			WBO Ref No
Start Well	A Good Start	Adverse childhood experiences are hugely detrimental, and have effects that can last through life.	1
	Prevention	Poor maternal and infant health can have significant long term impacts for children and families. Prevention is better than cure	1
	Levelling the playing field	Not all children have the same start in life and too many are born into circumstances that make it harder for them to thrive.	1
	Healthy Habits	Healthy habits learned early can last a lifetime. With one of the highest rates of overweight or obese children in Wales.	2
	Play	Carmarthenshire's children want to play, particularly in outdoor settings	2
	Learning Environments	Carmarthenshire's learning environments offer opportunities to nurture children's educational, social and personal development. Consideration needs to be given as to how to facilitate these aspects of well-being for those who cannot or chose not to attend formal school settings.	3
	Forging futures	Gaps in attainment levels of young people from the least and most deprived backgrounds.	3
	Poverty	35% of households and 20% of Carmarthenshire's children are living in poverty	4/5/6
Live Well	Making connections	People feel strongly that tolerance and respect is key to positive well-being.	9
	Nurturing networks	Building community networks can act as a support to parents and families and build a sense of belonging and resilience.	9
	Virtual World	Socialising, communicating and playing safely in the 'virtual world' are important to young people.	9
	Staying on track	Adolescence presents a range of opportunities to develop a sense of identity and independence, some of which have negative implications for well-being. Risks include smoking, alcohol and drugs	9
	Strong communities	Fewer people in Carmarthenshire feel they belong to their community however engagement activity identified community togetherness and cohesion as important for positive well-being in Carmarthenshire.	7/9
	Staying connected	Older people want to remain in- dependent for as long as possible & remaining embedded within one's community enhances social, emotional and physical well- being, whilst also helping to build and enhance community resilience.	9
	Caring	Carers improve the well-being of those they care for and also support economic well-being of wider society however their own needs are often misunderstood so it is important we listen and respond to our carers.	10
Age Well	Ageing well	Carmarthenshire has an ageing population.	11
	Nature Connectedness	A connection to nature has a positive effect on well-being, physical & psychological health and cooperative behaviour. It also encourages environmentally sustainable attitudes and behaviours.	8/11/12
In A Healthy, Safe & Prosperous Environment	Rurality	Rurality and the significant distances to cover in Carmarthenshire, poses challenges to well-being in terms of connectivity and access to services for example. The recent rise in alternative technologies such as telehealth may provide a potential resource for accessing some services & support.	6/12/13
	Climate Change	Action is required to harness the positive and mitigate the negative and longer-term effects of climate change.	12/13
	The right time and place	Celebrating the heritage, history, traditions and language of Carmarthenshire is important to residents and in the main opportunities to do so are well-used and enjoyed. However, 1 in 3 cannot access cultural activities and this is particularly pronounced in some areas (e.g. rural) and within some groups (e.g. disabled).	14

## How we will measure success

The Council, working with local, regional and national partners, will strive to improve the following measures.

Well-being Objective		Success Measures
1	Best Start in Life	Children in care who had to move 3 or more times <i>(PAM/029)</i>
2	Children - Healthy Lifestyles	Childhood obesity <i>(Child Measurement Programme NHS)</i>
3	Improve Learner Attainment for all	Educational attainment - Average Capped 9 points score (Year 11 pupils) <i>(ref tbc)</i> <i>(Pupils best 9 results including English/Welsh, Mathematics–Numeracy, Mathematics and Science)</i>
		School attendance rates (Primary) <i>(PAM/007)</i> (Secondary) <i>(PAM/008)</i>
		Satisfaction with child's primary school <i>(NSW)</i>
4	Reduce NEETs	Number of leavers Not in Education, Employment or Training (NEETs) <i>(PAM/009)</i> Year 11 & Year 13 <i>(5.1.0.2)</i>
5	Tackle Poverty	Educational attainment - Average Capped 9 points score (Year 11 pupils) who are eligible for Free School Meals <i>(ref tbc)</i> <i>(NWBI)</i> <i>(Pupils best 9 results including English/Welsh, Mathematics–Numeracy, Mathematics and Science)</i>
		Households successfully prevented from becoming homeless <i>(PAM/012)</i> <i>(NWBI)</i>
		Households in material deprivation <i>(NWBI)</i>
		Households Living in Poverty <i>(CACI's 'PayCheck' Data)</i>
		Adults that are able to keeping up with bills without any difficulties <i>(NSW)</i>
6	Creating Jobs and Growth	Employment figures <i>(ONS – Annual Population Survey)</i> <i>(NWBI)</i>
		Average Gross weekly pay <i>(ONS – Annual Survey of hours and earnings)</i>
		Number qualified to NVQ Level 4 or above <i>(Stats Wales)</i> <i>(NWBI)</i>
		People moderately or very satisfied with their jobs <i>(NSW)</i> <i>(NWBI)</i>
7	Affordable Homes	Number of affordable homes in the County <i>(7.3.2.24)</i>
8	Healthy Lives	Adults who say their general health is Good or Very Good <i>(NSW)</i>
		Adults who say they have a longstanding illness <i>(NSW)</i>
		Adult mental well-being score <i>(NSW)</i> <i>(NWBI)</i>
		Adults who have fewer than two healthy lifestyle behaviours <i>(NSW)</i> <i>(NWBI)</i> (Not smoking, drinking > 14 units or lower, eating at least 5 portions fruit & veg the previous day, having a healthy body mass index, being physically active at least 150 minutes the previous week).

Well-being Objective		Success Measures
9	Supporting Good Connections	% Say they have a sense of community (NSW)(NWBI) (Derived from feeling of belonging; different backgrounds get on, treat with respect'.)
		People feeling safe (NSW)(NWBI) (At home, walking in the local area, and travelling)
10	Independent Lives	The rate of people kept in hospital while waiting for social care (PAM/025)
		Agree there's a good Social Care Service available in the area (NSW)
		Number of calendar days taken to deliver a Disabled Facilities Grant (PAM/015)
11	Ageing Well	People who are lonely (NSW)(NWBI)
12	Healthy and Safe Environment	Use of renewable energy
		Rates of recycling (PAM/030)
13	Highways & Transport	Road conditions (PAM/020, PAM/021 & PAM/022)
		Road casualties (5.5.2.21)
14	Welsh Language & Culture	Can speak Welsh (NSW)(NWBI)
		Pupils assessed in Welsh at the end of the Foundation Phase (PAM/033)
		People attended arts events in Wales in last year (NSW)
		People visited historic places in Wales in last year (NSW)
		People visited museums in Wales in last year (NSW)
15	Building a Better Council and Making Better Use of Resources	'Do it online' payments
		People agree that they can access information about the Authority in the way they would like to. (NSW)
		People know how to find what services the Council provides (NSW)
		People agree that they have an opportunity to participate in making decisions about the running of local authority services. (NSW)
		Staff sickness absence levels (PAM/001)
		Organisational 'running costs'
		People agree that the Council asks for their views before setting its budget. (NSW)

**Key:** PAM – Public Accountability, National Measures; ONS –Office for National Statistics; NSW - National Survey for Wales; NWBI – National Well-being Indicator

One of the fundamental approaches advocated by the Well-being Future Generations Act is a shift in focus from gains in service output to a stronger link between the actions of public bodies and the outcomes that enhance the quality of life of citizens and communities both now and in the future. The Act is founded on Outcome Based Accountability which encourages a focus on the difference that is made, rather than just the inputs and processes that an organisation has. Success in the context of this Act is seeing positive action drive a positive contribution to the achievement of all the well-being goals through individual or collective action. (Paragraph 9 SPF2 – Statutory guidance)





We would welcome your feedback,  
please send your thoughts, views and opinions to:



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