

Department for Communities

Departmental Business Plan for 2019/20 – 2021/22

(Draft version to accompany Budget Scrutiny, December 2018)

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



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www.sirgar.gov.uk

YOUR COUNCIL doitonline
www.carmarthenshire.gov.uk

The Council's Core Values



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

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

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

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

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

Contents

Purpose of the plan	4
Executive Board Member Foreword	4
Introduction by Director of Community Services.....	5
The vision for Carmarthenshire.....	11
Well-being of Future Generations Act	11
The Council's New Corporate Strategy 2018-2023.....	11
The Council's Well-being Objectives	12
Department for Communities Performance Management Framework.....	13
Welcome to our Department.....	14
Departmental Priorities	14
Profile for Leisure Services Division	15
Profile for Homes & Safer Communities Division	21
Profile for Mental Health, Learning Disability Services & Safeguarding Division.....	27
Profile for Integrated Services (Older Persons & Physical Disabilities) Division.....	31
Profile for Commissioning Services Division	36
Review and Evaluation	39
Demonstrating the 5 ways of working.....	39
What others say	39
Listening to staff's views.....	40
Listening to customers' views	42
Further Areas for Improvement	45
Wales Audit Office Recommendations.....	45
Resources	46
Budget Summary.....	46
Savings and Efficiencies.....	47
Workforce Planning	47
Key Departmental Measures	50
Appendix1.....	54
Appendix 2 Councils Well-being Objectives	55
Appendix 3 - 5 Ways of Working.....	56

Purpose of the plan

This departmental business plan has been produced to give staff, customers, and elected members and partners a guide to the services provided by the department. It translates strategic objectives, to service objectives, to individual staff targets. It provides an open and transparent way of showing what is to be achieved and how we plan to do this.

It shows how resources will be used to achieve objectives and the service implications of budgetary increases or reductions. It shows what we get for what we spend and if we are making the most of what we have. The plan also aims to demonstrate and provide assurance on service standards so that the service can be held to account.

This plan will be supported by more detailed Divisional Plans and Team Plans.

Executive Board Member Foreword

We have great pleasure in introducing the new Department for Communities Summary Business Plan for 2019/22. We are satisfied that this Business Plan provides a comprehensive overview of the Departmental performance. It also provides the Department's aims and objectives for 2019/22.



Cllr Jane Tremlett
Executive Board Member,
Social Care



Cllr. Peter Hughes Griffiths
Executive Board Member for
Culture, Sport and Tourism



Cllr. Philip Hughes
Executive Board Member for Public
Protection



Cllr. Linda Evans
Executive Board Member for
Housing

Sign Off

Cllr. Jane Tremlett
Cllr. Linda Evans
Cllr. Peter Hughes Griffiths
Cllr. Philip Hughes

Date:

Introduction by Director of Community Services



The directorate for Communities is one of the largest departments in the Authority employing over 2,000 people with overall spend close to £144 million. It generates nearly £50 million of income. The department is diverse, Adult Social Care, Environmental Health, Housing, Museums, libraries and leisure.

As we enter a new financial year the quality and performance of our whole department goes from a position of strength. Our challenge is to sustain our high levels of performance and to continue to implement policies and programmes that will secure progression in outcomes for the wellbeing of the people of Carmarthenshire.

Our Business Plans for 2019/2020 sets out an exciting programme of service activity and development. The main headlines of our ambition are summarised in this departmental overview, with more detailed actions and objectives in plans at divisional and service level.

Adult Social Care

Demand for adult social care provision is steadily growing across Wales. With Carmarthenshire's population of over 85 year olds growing by nearly 3% a year there is an inevitability that we will have to spend more on this service area. Welsh Government sponsored work indicates that Social Care Funding in Wales would need to rise by 4% each year with demand pressures on social care rising by 4.1% a year over the next 15 years due to complex and chronic health conditions.

Our Older Person's Strategy launched in 2015 aimed to transform services through the development of community based provision, a change in culture that recognises that over prescribing care to people leads to increased levels of frailty and the loss of independence. As a result our integrated health and social care service has now managed within its allocated budget for the third year in succession, bucking all national trends.

A major contribution to better management of resources has been the implementation of our commissioning framework for domiciliary care. Carmarthenshire implemented a framework for independent providers that ensures a greater emphasis of quality over cost, monitors providers' call durations electronically and enables providers to use the hours more flexibly to achieve the outcomes that the individual wishes to achieve. This framework has placed us amongst the most forward thinking in Wales and has seen us working with the National regulator (CIW) to run national workshops to support other authorities in improving this challenging area. Last year we consolidated the in-house domiciliary care provision by investing in our in-house service. Over the next year we expect to see an increase in the proportion of domiciliary care provided by our in-house service. We continued to work closely and effectively with Hywel Dda University Health

Board developing a range of initiatives to support people at home. We are in a good position to respond to the Parliamentary Review of Health and Social Care.

We will further increase the supply of Extra Care through the Delta Lakes development, building on the success of the Extra Care developments in Ammanford and Carmarthen. We are retaining our in house residential provision and work is now proceeding on confirming what capital investment will be needed to improve the physical environments to meet future needs.

Our information advice and assistance team, Delta Wellbeing, provides a 24 hour service via the 0300 333 2222 number, with the decision to create a dedicated out of hours social work service which will enable people to get the right help at the right time.

Careline Services is a local Authority trading company which provides an opportunity for innovation in technology enabled care and demonstrates our desire to innovate in improving the quality of care for our residents. 85% of staff are bilingual and we are now able to deliver on our More Than Just Words Strategy in providing an active offer to people across Wales.

Adult Safeguarding is a priority and over the last year we have invested in a new structure for this service to improve response times and ensure that we have the capacity to prevent the abuse of vulnerable people. This has been a successful programme of change with improved response times of 92.13% of adult protection enquiries completed in 7 days enabling us to be confident that the most vulnerable people in the community are safer than ever. We have led on a number of regional initiatives in relation to safeguarding such as a threshold document and establishing consistency of practice concerning Deprivation of Liberty Safeguards.

We are collaborating with HDUHB to transform mental health services and this programme is now at implementation stage. We are remodelling our learning disability day services, reviewing our disability service and developing our substance misuse services. Reviewing care packages in a timely way for these clients has been a priority and compliance in review completion is now close to 100% for these vulnerable client groups.

Improving services for carers has been a priority this year with the appointment of a Carers Information and Assessment Officer and carers champions across all social work teams.

We are collaborating with colleagues in housing to develop a range of accommodation options for people with mental health and learning disabilities. As part of the implementation of the SSWB Act, we are developing creative solutions to meeting individual needs. An example of this is training a group of individuals with mental health issues to run a half marathon, the overall objective to improve their mental health and wellbeing.

We continue to progress more regional ways of working, such as the pooling of long term budgets and setting up joint commissioning.

Housing and Public Protection:

One in ten people in Carmarthenshire live in a council house. We are proud that we have been able to invest in these homes over many years so that they exceed the National Home Standard. This has continued through the year with over £10 million being spent on maintaining high quality secure, council owned homes.

Our major Health Impact Study will also shortly be published and demonstrates the significant impact our investment has had in improving people's health and wellbeing and the cost benefit for the health service.

This long term investment has given us the opportunity to invest in growing our housing stock enabling more people to live in secure, affordable homes that are a good standard. This allows for our affordable homes strategy to be ambitious and will increase the number of affordable homes by more than 1000 in the next 5 years.

I am delighted that we have exceeded the target in the last year and am proud that we have been buying homes from the open market back into the public sector at a rate of over one a week. Over 400 additional affordable homes have already been delivered.

Plans to start building homes again are now well advanced on a number of potential sites. A housing company has now been established which will further develop new options to buy, as well as rent. We have also been looking at innovation in terms of how we go about designing, manufacturing and constructing potential new build homes, in conjunction with key partners.

Changes to the way that welfare benefits are administered and delivered have also been central to our thinking and plans are well advanced to mitigate the impact for our tenants. Our Universal Credit Action Plan will make sure support is in place when it is needed but will also promote some tenants taking more responsibility in managing their accounts and seeking opportunities in terms of training and employment.

There are many of our services that go relatively unseen but have played a significant role in people's lives. Examples include the numerous Moneywise and financial exploitation schemes to protect vulnerable people run by our Trading Standards Division, our Food Hygiene Service delivered by our Food, Safety and Health Team and the proactive way we are delivering homelessness services in the County.

Leisure and Culture

Four years ago leisure was advancing plans to launch leisure as an arm's length trust. Since the decision was taken not to go down this route the service has gone from strength to strength.

This decision was supported by key capital investment decisions with this administration providing unprecedented capital investment in leisure, sport and culture. Our leisure centres have seen an investment of nearly a million pounds in Gym refurbishments which

continues to see user numbers soar and income rising as we offer the best all-round experience in the county. With extended opening hours and family membership now available to children aged 11 and over and it costs less than £1.50 a day for a family to have unlimited access to pools, gyms and classes, this is great value and a real contribution to making Carmarthenshire's population healthy and active. Satisfaction levels are higher than ever and as a result we have more than 1000 extra paying members. This has led to us being shortlisted for the national UK active awards.

Work is needed in facilities in Llanelli and we will be investing more than £20 million for a new leisure centre on the Delta Lakes site. Work is ongoing to secure a development partner to deliver this ambitions scheme as part of the wider Wellness Village development at Delta Lakes. The new leisure centre aims to include Wales' only purpose built diving centre, whilst linking the coast with the town and providing the people of Llanelli with the best leisure facilities in the county. £1 million has also been secured to invest in Ammanford Leisure Centre's all weather pitch and car parking facilities later this year. Preliminary planning is already underway.

We have an ambitious Cycling Strategy supported by real investment in infrastructure, development and events. The Carmarthen Town velodrome has been fully restored to competition standard providing a venue in the county town for national competitions not seen for more than 50 years. The half million pound closed circuit cycle track investment on the edge of Pembrey Country Park in now open. Similarly, work is underway on the Western end of the new cycle track in the Towy Valley, all of which will act as a catalyst for Carmarthenshire to become the cycling hub of Wales. On the 2nd September this year, the County hosted the Grand Depart for the prestigious Tour of Britain cycle race, bringing huge profile to the County and its wonderful assets.

Investment is well underway at Pembrey Country Park with a new amenity block being built for the caravan and camping site which now provides online booking capability. Design development is progressing for the new restaurant facility which will be in place for 2019, whilst Wi-Fi facilities and a new barrier system to improve traffic flow for the park have also been procured for installation during 2018.

We have also concluded the development of Burry Port Harbour with the private sector this year. Burry Port Marina Ltd (part of The Marine Group) take over management and maintenance responsibility for the harbour from the 1st April 2018, with a commitment to invest in new re-fuelling facilities, a new harbour office and café, along with a sustainable dredging solution for the harbour.

I was pleased to support the launch of the Carmarthenshire Culture Awards which attracted in excess of 150 nominations from members of the public for awards across 8 categories of culture and culminated in a celebration of excellence at the Ffwrnes Theatre, Llanelli on 6th April 2018.

Our library service is better used than ever with our new mobile service routes tested, reviewed and fully embedded to provide essential services for our rural areas. Our Libraries now meet all of the Welsh Public Library Standards 18 core entitlements in full,

and of all the quality indicators Carmarthenshire fully met 6 and partially met 1. Visits to Carmarthenshire libraries are at an incredible 1,142,357 physical visits, and 273,173 virtual visits. I was proud to see that Llanelli library lends the 3rd highest number of books of any library in the United Kingdom. The new Library 'Makerspace initiative' launched at Ammanford Library, working in partnership with Fusion, Unloved Heritage, Communities 1st, Repair Café and Media and Film Youth workers, has drawn national recognition and praise for its innovative engagement.

A new museums strategy has now been agreed by members and is supported by capital funding to invest at the County Museum in Abergwili (£1m), and Parc Howard in Llanelli (£500k), along with a further £500k for a new Museums Collections store. Substantial external investment has been secured to replace and enhance the museum of speed in Pendine with work due to start on site late in 2018. The development of the grounds at the county museum in Abergwili (providing a gateway for the new cycle path in the Towy valley) has secured funding for development in 2018 with the lease being finalised with the Tywi Gateway Trust to initiate this exciting scheme imminently.

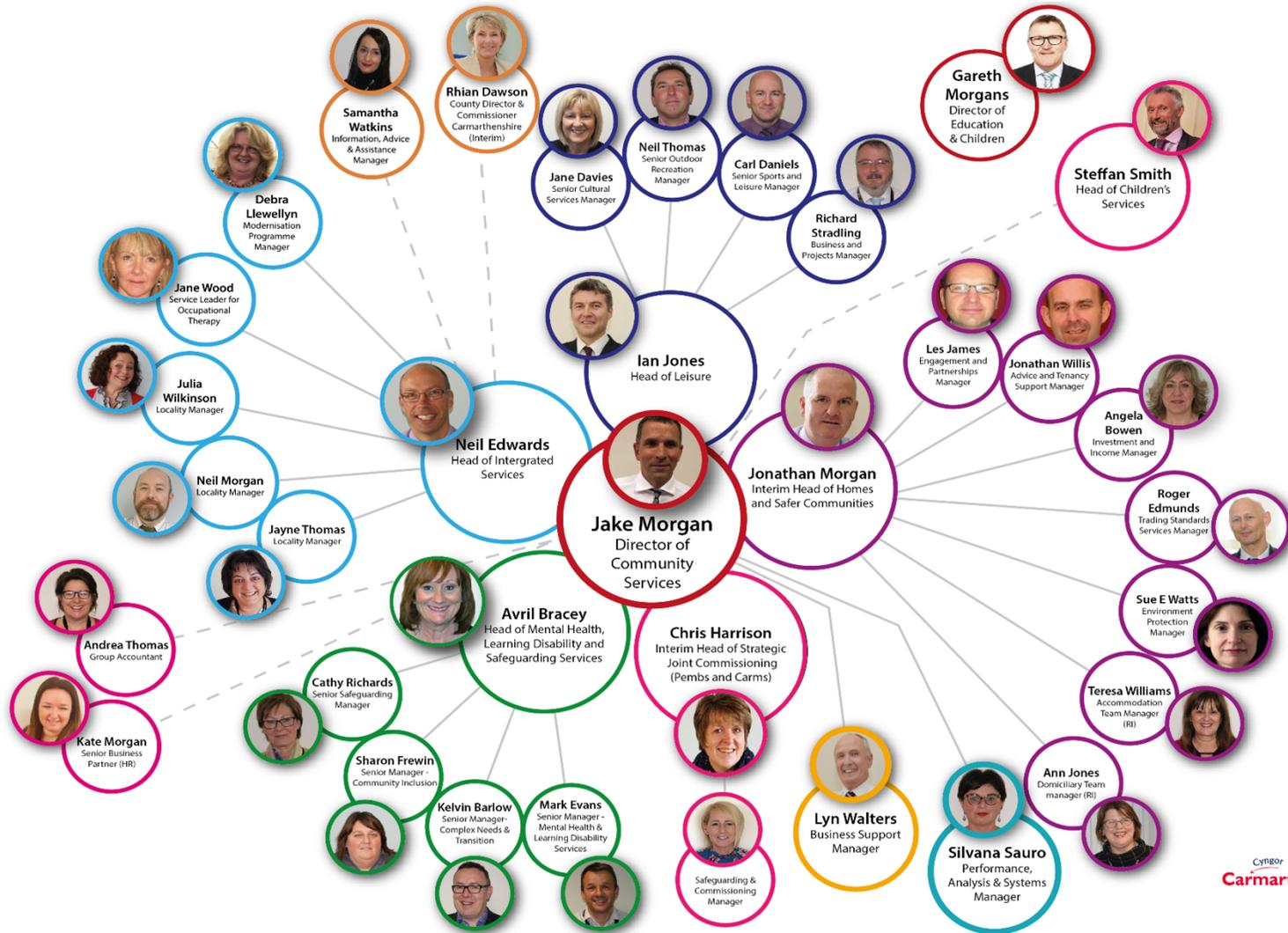
The main contractor began work on the new Archive at the rear of Carmarthen Library in the summer of 2018, with a 12 month build period. This will provide a state of the art home and access to the public for heritage documents that reflect the remarkable history of the county.

This is a level of investment never seen before in our heritage and will provide a window into the counties history for future generations.

Finally, I would like to thank all our staff and our partners for their continued hard work, dedication and professionalism, and for the continued support from the political administration. Together I am confident that we are well placed to meet the challenges of 2019-2020 and the years ahead.

Jake Morgan, Director for the Department for Communities

Management Team Structure



The vision for Carmarthenshire.....

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

Well-being of Future Generations Act

This places a well-being duty on specified public bodies across Carmarthenshire to act jointly and establish a statutory Carmarthenshire’s [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.

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; and
- **Prosperous People and Places:** to maximise opportunities for people and places in both urban and rural parts of our County.

The Council’s New Corporate Strategy 2018-2023

Our new Corporate Strategy consolidates the following plans into one document and it:

- supersedes the 2015-20 Corporate Strategy;
- incorporates our Improvement Objectives as required by the Local Government Measure 2009;
- 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, and our Well-being Objectives are set to maximise our contribution to these; and
- 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’*.

The Council's Well-being Objectives

Start Well	<ol style="list-style-type: none">1. Help to give every child the best start in life and improve their early life experiences2. Help children live healthy lifestyles3. Continue to improve learner attainment for all4. Reduce the number of young adults that are Not in Education, Employment or Training
Live Well	<ol style="list-style-type: none">5. Tackle poverty by doing all we can to prevent it, helping people into work and improving the lives of those living in poverty6. Creating more jobs and growth throughout the county7. Increase the availability of rented and affordable homes8. Help people live healthy lives (tackling risky behavior and obesity)9. Supporting good connections with friends, family and communities
Age Well	<ol style="list-style-type: none">10. Support the growing numbers of older people to maintain dignity and independence in their later years11. A Council wide approach to supporting Ageing Well in Carmarthenshire
In a Healthy and Safe Environment	<ol style="list-style-type: none">12. Looking after the environment now and for the future13. Improving the highway and transport infrastructure and connectivity14. Promoting Welsh Language and Culture
In addition a Corporate Objective	<ol style="list-style-type: none">15. Governance and Use of Resources

We are also committed to meeting the Council's Well-being Objectives. The key ones for the division are:

- ❖ Increase the availability of rented and affordable homes
- ❖ Help people live healthy lives (tackling risky behaviour and obesity)
- ❖ Support the growing numbers of older people to maintain dignity and independence in their later years

The department makes significant contributions to the following Objectives:-

- ❖ Help to give every child the best start in life and improve their early life experiences
- ❖ Help children live healthy lifestyles
- ❖ Reduce the number of young adults that are Not in Education, Employment or Training
- ❖ Tackle poverty by doing all we can to prevent it, helping people into work and improving the lives of those living in poverty
- ❖ Supporting good connections with friends, family and communities
- ❖ A Council wide approach to support Ageing Well in Carmarthenshire
- ❖ Promoting Welsh Language and Culture

Department for Communities Performance Management Framework

To ensure we know how well we are doing in delivering these, the Communities Department has adopted a performance management approach to ensure energy and effort is focused. As a Department we have 6 key themes to prioritise on how we will focus on working towards delivering an excellent service by:

- Supporting independence
- Keeping people safe
- Promoting health and well being
- Providing sustainable and efficient services with information, advice and signposting
- Encouraging people achieve their potential (Workforce and users)
- Delivering well managed, sustainable, efficient services that contribute to a prosperous economy

Welcome to our Department

The Communities Department has five Divisions providing front line services to the people of Carmarthenshire and a Business Support Unit and Performance, Analysis & Systems Team that assist and provide support to the five divisions in delivering their services.

Each Division has full Business Plans containing full details within each Service Area. The Business Unit Plans included are as follows:

Leisure Services

Homes and Safer Communities

Mental Health, Learning Disability Services & Safeguarding

Integrated Services (Older Persons & Physical Disabilities)

Commissioning Services Division

Business Support

Performance, Analysis & Systems Team

Departmental Priorities

Ref	Department for Communities Priorities With Key Actions and Key Outcome Measures
1	Ensure that robust governance arrangements are in place in order for Llesiant Delta Wellbeing and Cartrefi Croeso (local authority trading companies) to meet their agreed business objectives
2	Reduce sickness within the department
3	Health and Wellbeing Pilot Project to target health and wellbeing interventions in 5 key areas of Communities, as well as DMT
4	Ensure the Welsh Language standards are embedded across the department
5	Support the agile working agenda across the department
6	Develop a health, well-being and sustainability action plan across the department
7	Develop a customer service rating across the department
8	Develop the 'Caffi Calon' brand for catering provision across the department
9	Delta Lakes Wellness and Life Science Village bringing together health, leisure, business and research

Profile for Leisure Services Division



The Leisure division has a net budget of around £11.5 million and as a whole employs over 400 staff. The division has a key role to play in improving the well-being of our population through early intervention within the health continuum and throughout the life-course. The service aims to ensure that people live healthy, challenged, progressive, and fulfilled lives together. We believe that people:

- Value good health & well-being;
- Value strong families, social interaction and belonging;
- Are always seeking a greater sense of being and purpose; and
- Want to learn and progress.

Our service aims are therefore aligned around these key areas.

The service is non-statutory in the main, although parts of the service are classed as statutory, namely: Library services; elements of Archives and Museums Services, and KS2 swimming provision for primary schools.

Achievements and current strengths

2018/19 is another incredibly busy yet productive year for the Leisure Service. Our Sport and Leisure Team continue to go from strength to strength with the acclaimed Young Ambassador Scheme being held up as an exemplar activity. The £1m investment in new fitness equipment across our sites continues to pay dividends with income generation paying back the investment much quicker than anticipated. Aquatics income is also booming with the new 0-4 years 'Splash' programme complimenting the already burgeoning learn to swim programme. Income levels across each business strand exceeded £1m for the very first time. The newly completed closed circuit cycling track at Pembrey helped host the Grand Depart of Tour of Britain in September, an event that helped put Carmarthenshire on the map in terms of its ambition to become the Cycling hub of Wales.

In Cultural Services, the Museum service continues to build strong foundations as part of the new strategy agreed for the service. Plans are progressing well with the re-development of the Museum in Abergwili with Heritage Lottery Funding secured for the Tywi Gateway Historic Gardens Scheme, and the whole collection is being documented electronically whilst a new collections store facility is identified. Our Library Services continue to set new standards across the UK, with the fantastic new MakerSpace facility officially opened by Welsh Government Ministers and CCC members. Library standards are up there with the best in Wales. The new Archive is well underway, with construction being on target for completion during early Summer 2019, with an anticipated public opening date for Autumn 2019. The first ever annual Cultural Awards celebration, as well as Ammanford and Llansteffan hosting the town and village of culture for 2018, were a huge success, and will be repeated for 2019 with Whitland and Drefach Felindre selected respectively.

In the Outdoor Recreation Service, tendering works are nearing an end with a view to repair works on the listed harbour walls at Burry Port Harbour scheduled for Spring / Summer 2019. More and more events continue to come to Pembrey Country Park, building on its reputation as

one of the best events destinations in the UK. Our Caravan and Camping Site has been further developed with the new amenity block opened in August 2018, and plans for the refurbished Restaurant / café building almost finalised for construction to begin early in 2019, ready to open mid-Summer. The fantastic new Closed Road Cycling Track opened at Pembrey Country Park in August 2018 and it was given worldwide exposure as it formed part of the Stage 1 Grand Depart course of the Tour of Britain which the park hosted at the beginning of September 2018.

New websites and welsh language initiatives are being developed across the service, and huge credit must go to our fantastic staff for delivering and developing these services during the most challenging of times.

The Business and Projects Team continue to support the Head of Service, Senior Management Team, service area Managers and their teams in a range of key divisional, departmental and corporate functions. The team provide a full range of support functions from leading on divisional capital projects to assisting with event management and acting as a divisional link to corporate, departmental working groups and associated workflows. Recent key areas of work have included project managing to completion the Closed Road Cycle Circuit in Pembrey Country Park, coordinating and finalising the signing off of the Host Venue Agreement for the Tour of Britain and associated event management, as well as providing project management support and guidance on a number of capital schemes currently ongoing across the three divisional service areas.

Key Divisional Risks

Risk Ref	Identified Risk	Mitigating Action Ref
SS600018	Public staff and participant safety especially around water areas is a key consideration for the service.	
SS600019	Continuing political and public support as to the value and impact of Leisure is essential in order to develop such a critical yet largely non-statutory service such as Leisure.	
SS600020	The service has to deliver what people want. Understanding customer demand and adapting to meet these challenges are a key risk for the service.	
SS600021	Non-controllable external factors such as poor weather or unforeseen increases in utility costs are risks to the business that have to be managed quickly and effectively.	
SS600022	Maintaining a strong and positive public perception of services is essential in income generating areas where there is competition from the private sector.	
SS600023	Buildings infrastructure and environments must be safe and appropriate in order to manage the service effectively.	

★ Address & cross-reference any actions arising from these sections within the [Key Actions](#) section below if applicable

Ref	Service Priorities With Key Actions and Key Outcome Measures	By When	By Who	Well-being Objective
Service Head				
1	Invest in the County's leisure centre provision with the development of a new facility in Llanelli as part of the Wellness Village	March 2022	Ian Jones	MF5- 61 WBO8 (Healthy Lives) PIMS - 12602
2	We will implement the Cycling Strategy for Carmarthenshire that will focus on 5 key strategic themes. 1- Education, Development & Training; 2- Infrastructure and Facilities; 3-Marketing & Branding; 4-Tourism and 5 - Events	March 2023	Ian Jones	MF5 – Part 1 WBO8 (Healthy Lives) PIMS - 13105
3	Work with Town & Community Councils and other community organisations to look at ways to invest in upgrading Local leisure provisions	March 2023	Ian Jones	MF5 - Part 71 WBO2 (Children Healthy) PIMS - 13105
4	Assist in developing a departmental catering manual to help standardise operating procedures across the Leisure Division	March 2020	Ian Jones	WBO8 (Healthy Lives) PIMS - 13190
Business and Project Manager				
1	Customer care review undertaken for division	Sept 2019	Richard Stradling	
2	Work alongside Workplace health and wellbeing champion to effect change in physical activity levels of targeted staff within the Communities department.	March 2020	Richard Stradling	WBO8 (healthy lives) PIMS - 12601
3	Work with TIC team and Service managers to effect improvements in service delivery and performance across the Leisure division.	March 2020	Richard Stradling	
Outdoor Recreation Services				
1	Repair of Harbour Walls at BP Harbour, and part of wider regeneration masterplan for the area	Sept 2019	Neil Thomas	MF5- 69 WBO8 (Healthy Lives) PIMS - 13201
2	Improve and develop wider infrastructure and facilities at Pembrey Country Park to enable it to become a first class facility for residents and visitors e.g. Signage; toilet facilities; website; ranger's depot; caravan storage facility; beach water-sports area; crazy golf; development of outdoor adventurous activity facilities	March 2020	Neil Thomas	WBO8 (Healthy Lives) PIMS - 13200
3	Work with community organisations to improve access to the network of footpaths and bridleways across the County (check – this unit is due to transfer over to Environment Dept in 2018/19)	March 2020	Neil Thomas	MF5 – 68 WBO8 (Healthy Lives) PIMS - 13194
Sports and Leisure services				
2	Further improve the customer experience at our facilities through the delivery of a robust 'Service Improvement' strategy using international benchmarking standard 'Net Promoter Score' to monitor customer satisfaction.	March 2020	Carl Daniels	

3	Implement complete pathway of aquatics provision that enables participants to reach their full potential, including unified coaching model.	March 2020	Carl Daniels	WBO8 (Healthy lives) PIMS - 13196
4	We will ensure a range of targeted physical activity interventions are put in place across the life course to increase the activity levels of those who are inactive or at risk of becoming inactive and increase social and community cohesion.	March 2020	Carl Daniels	WBO11 (Ageing Well) PIMS - 13236
5	Develop a new 3G pitch and improved parking facilities in Ammanford and track improvements at Carmarthen Leisure Centre	Jan 2020	Carl Daniels	MFP – 62 WBO8 (Healthy Lives) PIMS - 13198
Cultural Services				
1	We will develop the 'Stordy Digidol' digital project to promote improved mental health in conjunction with show casing Carmarthenshire's heritage collections.	March 2021	Jane Davies	WBO14 (Culture) PIMS - 13287
2	Continued implementation of the Libraries Development Plan 2017 – 2022 with continuous improvement review in order to maintain excellent framework standards.	March 2022	Jane Davies	WBO14 (Culture) PIMS - 13288
3	<p>Implementation of the Museums Vision and Strategic Plan 2017 – 2022 and as part of that plan</p> <ul style="list-style-type: none"> - Complete a review of the staffing structure; - Build on the feasibility study for the collections centre securing an appropriate site and funding for the scheme; - Develop a masterplan for the County Museum and as part of its implementation continue with the work of the Joint Operational Group with the Tywi Gateway Trust in the delivery of the £1.6m HLF funded Tywi Gateway scheme at the Bishops Park; - Contribute to the development of the £500k Parc Howard masterplan. <p>Deliver a transformation plan for the existing Museums provision at the County Museum Abergwili, Parc Howard, Kidwelly Industrial Museum and Museum of Speed Pendine to improve the provision for residents and visitors whilst also maintaining links with and promoting independent museums within the County. In addition, it is intended to undertake work to further develop Oriel Myrddin.</p>	March 2022	Jane Davies	MF5 – 64 WBO14 (Culture) PIMS - 13289
4	<p>Deliver the plans for the transformation of Carmarthenshire Archive Service and its reinstatement at Carmarthen Library</p> <p>Deliver a new archives and storage service for Carmarthenshire.</p>	March 2020	Jane Davies	MF5 – 63 WBO14 (Culture) PIMS -13292

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Profile for Homes & Safer Communities Division



The Homes & Safer Communities Division is made up of around 870 staff and has a turnover of £78 million for the Housing Revenue Account (HRA), £32 million for the Council Fund and a Capital Programme of £20 million. The Division is based in the three main residential areas of Ammanford, Carmarthen and Llanelli and serves a population of 183,000 people, and over 83,000 homes across the county.

As a division, we believe we will deliver a good service when it meets the following criteria:

- Providing accurate and timely housing advice
- Delivering the Carmarthenshire Homes Standard + and increasing the supply of affordable homes
- Protecting individuals from harm and promoting health improvement
- Ensuring the safety and quality of food chain to minimise risk to humans and animals
- Promoting a fair and just trading environment for businesses and citizens
- Improving the local environment to positively influence the quality of life and promote sustainability
- Getting better at what we do
- Delivering effective care and support services

Achievements and current strengths

We have delivered 124 new affordable homes as part of our ambitious five year Affordable Homes Delivery Plan so far in 2018/2019. This brings it to a total of 532. In order to support the implementation of the programme, Cartrefi Croeso (LATC) has been established. This will be a wholly owned subsidiary of the council to help deliver the much needed additional affordable housing across the county.

It is also important that access to existing social housing is as easy as possible. It is with this in mind that work is being undertaken on the possibility of moving to a choice based lettings system where applicants 'bid' for properties. This is in place in a number of other councils and gives 'bidders' a real stake in their new home. This does not change the allocation policy in terms of who gets assistance, just how we go about letting the homes.

Other work progressing well at the moment is the investment profile into our care homes and the future direction of day care services. In terms of the latter, we are looking at how we secure the sustainability of day care opportunities by making them more reflective of communities, and how they can help enhance community resilience.

We are in the process of modernising our Domiciliary Care Service. We have introduced smart phone technology and have provided mobile phones to all our Domiciliary Care staff. This means that they will be able to receive their care rotas electronically in the near future.

We have consulted with our residents within care homes in relation to the choice of food offered and have reviewed our choice of menu options as a result. We have now enhanced the menu choices on offer, which is more balanced with the residents needs for the future.

The Welsh Housing Awards recognises and celebrates the creativity, passion and innovation of housing organisations and individuals across the breadth of the sector in Wales. We have been shortlisted for supporting future generations. Specific ways through which future generations will benefit from the work of the project

- A coproduced approach that shows the benefit of gaining expertise and insight from people receiving services and the wider community
- An awareness of and links with the well-being goal reflected within our landmark legislation – the Well-being of Future Generations (Wales) Act 2015
- The potential impact and benefits for the local community/environment

Our Tenant 2 Tenant (T2T) awards for 2018 celebrated our inspirational tenants and housing projects.

Our Taxi Licensing Team are working with taxi drivers regarding the safeguarding of passengers. This is in the news with the withdrawal of the Uber licence in London and again we are one step ahead. After much success in numerous national awards and competitions in 2016, the authorities Financial Exploitation Safeguarding Scheme (FESS) has been adopted and replicated by 36 local authorities nationwide. Authorities have further agreed to provide data for formal academic research into financial abuse in a project run in conjunction with Cardiff University led by Carmarthenshire County Councils Trading Standards Services.

Our Pest Control team received a TIC award in October 2018 for their achievements in demonstrating a project which reflected Transformation, Innovation and Change. [RHEOLI PLÂU - PEST CONTROL](#)

Key Divisional Risks

Risk Ref	Identified Risk	Mitigating Action Ref
SS300033	Maintain the Carmarthenshire Homes Standard (CHS) in the future	
SS300034	Deliver the affordable homes plan	
SS300035	Mitigate the effects of welfare reform and introduction of universal credit	
SS300036	Manage changes in regulatory requirements & new legislation with specific focus in mitigating risk	

★ Address & cross-reference any actions arising from these sections within the [Key Actions](#) section below if applicable

Ref	Service Priorities With Key Actions and Key Outcome Measures	By When	By Who	Well-being Objective
	Care and Support Services			
1	Deliver an investment programme for Care Homes and Sheltered Housing Schemes. - Delivering future needs and sustainable residential care arrangements in the Llanelli area to ensure appropriate accommodation provision in the area	March 2020	Jonathan Morgan	MFP 54 WBO10 (Older People) PIMS – 13224 DAR6
2	Ensure we fully comply with the Regulation and Inspection of Social Care (Wales) Act	December 2019	Jonathan Morgan	
3	Maintain and further develop a strong and sustainable in-house Council provision for domiciliary and residential care and continuing to make sure the market remains stable	March 2021	Jonathan Morgan	MFP 55 WBO10 (Older People) PIMS – 13225 DAR7
4	Ensure smooth transition of Allied HealthCare Services into our in house Domiciliary Care delivery	March 2020	Jonathan Morgan	
5	Continue to improve the provision of day opportunities for older people across the County	March 2020	Jonathan Morgan	MF5 – 53 WBO10 (Older People) PIMS – 13223 DAR5
	Engagement and Partnership			
1	Develop actions to deliver a sustainable future for the Station Road area in Llanelli by: - Engaging with the community - Creating an ambitious but sustainable master plan - Development of a costed delivery plan	Dec 2018 June 2019 Dec 2019	Les James Jonathan Morgan Jonathan Morgan	MF5 51 & MF5-47 WBO7 (Homes) PIMS - 13187 PIMS – 13188 PIMS - 13189
2	Support all Council tenants through Welfare Reform as changes are implemented and deliver the Universal Credit action plan in order to maximise income and develop new training and employment opportunities	March 2021	Jonathan Willis	MFP 49 WBO7 (Homes) PIMS - 12545
3	Assess the options for delivering energy efficiency improvements to Council homes	March 2020	Jonathan Morgan	WBO5 (Poverty) PIMS - 13148
4	Engage with tenants and key partners to maintain the Carmarthenshire Home Standard for all Council owned properties.	December 2019	Les James	MF5 - 48 WBO7 (Homes) PIMS - 13186
5	Implement the new Mid and West Wales Community Cohesion Regional Delivery Plan 2019/20 by ensuring the four principles of the Plan continue to be supported	March 2020	Les James	WBO9 (Good Connections) PIMS - 13206

Advice and Tenancy Support Team				
1	<p>Implement the new Homelessness Strategy to ensure vulnerable residents are supported appropriately to include:</p> <ul style="list-style-type: none"> - Develop housing options for single people - Develop a plan to ensure homeless people have access to health services - Review our approach to how we manage temporary accommodation 	December 2019	Jonathan Willis	<p>MF5 - 50 WBO5 (Poverty) WBO7 (Homes) PIMS - 13149</p>
2	<p>Deliver the Swansea Bay City Deal programme to develop 'Homes as Power Stations' to help generate sustainable and affordable homes and address fuel poverty for our residents</p>	March 2021	Jonathan Morgan	<p>MF5 - 46 WBO7 (Homes) PIMS - 13185</p>
3	<p>Introduce a package of support and advice designed to support new tenants maintain their tenancies</p>	March 2020	Jonathan Willis	<p>WBO5 (Poverty) PIMS - 13147</p>
Income and Investment Team				
1	<p>Review and Implement a revised transformational housing development programme that meets Housing Need as well as wider strategic regeneration initiatives including rural areas</p>	March 2020	Jonathan Morgan	
2	<p>Continue develop 1,000 affordable homes in the County based on the concept of localism by both bringing empty properties back into use and undertaking new build.</p> <p>Actions linked to Well-being Objective Plan 7–</p> <ul style="list-style-type: none"> - Increase the number of homes managed through the Council's Social Lettings Agency - Work with property owners and bring empty homes back into use - Increase the Council Social Housing stock by buying private sector homes - Work with our Housing Association Partners to maximise Welsh Government Grant opportunities and increase the supply of homes where they are most needed - Increase the Council's Housing Stock by building new Council Homes - Maximise the opportunities for increasing the supply for affordable homes through the LDP (Local Development Plan) by providing new homes on site or by the use of commuted sums 	March 2021	Rachel Davies	<p>MF5 - 44 Monitored in the PI – 7.3.2.24 WBO7 (Homes)</p>
3	<p>Deliver a clear affordable homes commissioning plan which will inform the newly established Local Housing Company's Business Plan</p>	March 2019	Jonathan Morgan	<p>Part of MFP 45 WBO7 (Homes) PIMS - 13184</p>

Environmental Protection				
1	Continue to monitor air quality (nitrogen dioxide) for the residents of and visitors to the County. This will be carried out by regular assessments and, where necessary, sampling programmes	March 2020	Sue Watts	WBO8 (Healthy Lives) PIMS - 13191
2	Monitor private water supplies to ensure safety for the residents in Carmarthenshire. The service will explore the possibility of extending the programme to testing for the presence of radon and remediation as necessary.	March 2020	Sue Watts	WBO8 (Healthy Lives) PIMS - 13192
3	Look at options to extend the Pest Control Service for Commercial Businesses and Private Homes	March 2020	Sue Watts	
Business and Consumer Affairs Team				
1	Promoting financial literacy and protecting vulnerable people from financial fraud through the FESS scheme and develop further partnership arrangements in respect to financial exploitation	March 2020	Roger Edmunds	WBO5 (Poverty) WBO9 (Good Connections) WBO11 (Ageing Well) PIMS - 13155
2	Further develop Money Wise web resource in order to enhance income generation develop product and market it <ul style="list-style-type: none"> - To provide evidence on the efficacy of Money Wise, which will make the resources more marketable to other local authorities in order to generate income. - To improve the confidence and capability of residents in Carmarthenshire to deal with personal finances, and reducing vulnerability to financial fraud. 	March 2021	Roger Edmunds	WBO9 (Good Connections) WBO5 (Poverty) PIMS - 12612
3	Implement proceeds of crime across regulatory services to protect people	March 2020	Roger Edmunds	WBO9 (Good Connections) PIMS - 13210

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Profile for Mental Health, Learning Disability Services & Safeguarding Division



The division is made up of 290 staff and has a net budget of around £29.5 million. The division supports adults with learning disabilities, mental health and people with drug and alcohol problems. It also safeguards vulnerable adults and people who lack mental capacity in care homes and hospitals. The service also works with disabled children and young people aged between 16 and 25 as well as providing day services support to people in need of employment, leisure and personal development opportunities. The Community Inclusion provides and develops meaningful day opportunities for adults and young people.

Achievements and current strengths

We have improved services and support for carers by appointing a carers information and assessment officer to raise the profile of carers assessments, work closely with the IAA service and the third sector. The division has been well represented on the health led Mental Health and Learning Disability transformation programmes and fully engaged in these projects and subsequent consultation.

The Mental Health Transformation recently won an NHS award for collaboration. We have contributed to the regional Market Position Statement, Local Commissioning Strategy and the Local Area Plan. We have undertaken an accommodation needs survey which is informing collaborations/projects with housing and supporting people colleagues.

- We have received a TIC award for Learning Disabilities day service review. A framed certificate for our achievement in demonstrating a project which reflected Transformation, Innovation and Change. [GWASANAETH DYDD I BOBL AG ANABLEDDAU DYSGU - MHLD DAY SERVICES](#)
- We have established 6 walking and running groups across county, achievements include participating in the run for life and Swansea 10k, reduction in participant's weight, BP and Dress size.
- We have been successful in being chosen as a supplier of pottery to National Trust outlets.
- The pottery group have been commissioned to make figurines representing the Gorsedd Y Beirdd in preparation for the 2018 National Eisteddfod in Cardiff Bay.
- Pembrey Country Park has a new all-inclusive cycle hire scheme, namely '**Cycle For All**'. Thanks to the Integrated Care Fund, Welsh Government funding there are 38 new cycles ranging from hybrid bicycles, wheelchair transporters, twin bikes, tricycles adult and child size, 4 seater family bikes and recumbent's.
- Maes Lliedi Day Service recently applied for and was successful in obtaining a sensory garden located in the grounds of Maes Lliedi. This was secured through the apprenticeship scheme run by Lloyd and Gravell and TRJ building firms.
- The Safeguarding processes have been redesigned to ensure compliance with the SSWB Act's requirements. The Local Operational Group is well established and well attended by partner agencies. As a result there is greater confidence in the multi-agency approach to safeguarding.

- All senior managers are engaged in formal management development programmes. All team managers have engaged in a bespoke training programme to develop skills in managing people, performance and resources.

Key Divisional Risks

Risk Ref or New?	Identified Risk	Mitigating Action Ref
SS500022	Outcomes for young people and service capacity will be compromised if we do not have a seamless pathway from transition into adult care	
SS500023	Not delivering on savings will impact on future service provision	
SS500024	Individuals will not be safeguarded and a risk of legal challenge and financial penalty if we do not manage the DOLs referrals	
SS500025	Outcomes for individuals will be compromised and a risk of duplication and loss of funding if we do not collaborate with partner	
SS500026	Individuals will not be safeguarded or independence promoted if assessments and reviews are not completed	
SS500027	The number of adults going into residential care will increase and there will be an impact on financial savings if we do not develop alternative community provision	
SS500028	There will be over provision/poor outcomes for individuals if care/support plans and service delivery plans are not person centred and outcome focussed	
SS500029	A risk exists that the authority(as a key partner)could be liable to repay significant amounts of grant funding to the Area Planning Board for substance misuse with no prospect of recovering those amounts from third parties	

★ Address & cross-reference any actions arising from these sections within the [Key Actions](#) section below if applicable

Ref	Service Priorities With Key Actions and Key Outcome Measures	By When#1	By Who	Well-being Objective
1	Develop a strategy and delivery plan to reduce the number of individuals in residential care	March 2020	Mark Evans/Kelvin Barlow	
2	Contribute to health led transformation programmes in mental health and redesign of services within learning disability	December 2019	Avril Bracey	WBO8 (Healthy Lives) PIMS - 13199
3	Embed a person centred approach to safeguarding which ensures the service user is heard and central in decision making	March 2020	Cathy Richards	WBO9 (Good Connections) WBO11 (Ageing Well) PIMS - 13218
4	To implement a robust strategy for successfully managing new and historical DOLS applications	March 2020	Cathy Richards	SEP Directors Annual Report DAR14
5	Ensure that Community resilience, including ensuring vulnerable people have equal access to education, training and employment, will be a key objective of the Learning Disability day service transformation plan. This will include new models for service delivery	December 2019	Sharon Frewin	MF5 – 37 WBO4 (Neet) PIMS - 12540 SEP
6	Develop core services to support young people (15 – 25 yrs) who experience barriers to learning and employment due to a chronic condition	March 2020	Sharon Frewin	MF5 – 37 WBO4 (Neet) PIMS - 12535
7	To Review and implement updated safeguarding arrangements to ensure a consistent response to Adult at Risk reports both locally and regionally	March 2020	Cathy Richards	
8	Work with partners including Hywel Dda University Health Board and third sector providers to ensure appropriate mental health care services and support are available.	March 2020	Avril Bracey	MF5 – 57 WBO10 (Older People) PIMS – 13226 DAR9
9	Develop a response to the increased level of alcohol misuse in the Over 50s and the impact upon their health and wellbeing; including Alcohol related Brain Damage, alcoholic dementia and falls	March 2020	Kelvin Barlow	WBO9 (Good Connections) PIMS - 13215
10	Review our disability service to ensure seamless transition and pathways from children to adults	March 2020	Kelvin Barlow	WBO9 (Good Connections) PIMS - 13204
11	Continue to monitor and improve quality and effectiveness of care planning and review processes to ensure Reviews for clients are undertaken to on an annual basis in accordance with regulation requirements	March 2020	Kelvin Barlow	Directors Annual Report DAR17

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Profile for Integrated Services (Older Persons & Physical Disabilities) Division



The division employs 143 Council staff and has a net budget of around £29 million from the Council Fund. The teams are based in the three defined locality areas of the County namely, Tywi /Teifi/Taf (also referred to as the 3Ts) Aman Gwendraeth and Llanelli. The County has an integrated Community Health & Social Care Service 'infrastructure'.

This model aligns with national and local policy direction with reference to delivering Integrated Health and Social Care. The Service supports older people and people with physical disabilities to maintain their independence and wellbeing where and when possible in their own home. The case for integrated care is reinforced by the need to develop whole-system working across health and social care to address the complex needs associated with age related co-morbidity and frailty (including dementia). Enquiries to the CRTs are supported by a single point of access for service enquiries 'IAA' service and is also complimented by the Integrated Community Equipment Store.

Achievements and current strengths

'The More Than Just Words Showcase Event recognises and celebrates the importance of Welsh language provision in health and social care service, and the exceptional achievements of individuals and teams. Careline and our Information, Advice and Assistance Service received a special commendation under the 'Active Offer'. Our Information, Advice and Assistance Service was shortlisted for the Guardian public service awards, and Careline and the Technology Enabled Care Service have been accredited with the TSA Quality Standards Framework.

Other initiatives that we are leading on are:

- Introduction of the social prescription scheme based in GP practices which supports patients with their overall well-being.
- Carmarthenshire is Kind launch event recently took place in the Botanical Gardens, with over 800 Carmarthenshire residents attending.
- The Bevan Exemplar project Fulfilled Lives, which is a project that supports people living with dementia and cognitive impairment is being rolled out in Ammanford and other parts of the County.
- Successful delivery of Carmarthenshire's United Support Project (CUSP) a third sector collaboration that supports people in the community who are on the 'cusp' of needing support to stay as well as possible for as long as possible.
- The preventative work in Carmarthenshire based on the PEIPIL strategy (Prevention, Early Intervention and Promoting Independent Living) identified as good practice in Wales through the Bevan Exemplar scheme.
- Building on the success in Llandovery; Laugharne, St. Clears, Whitland and the surrounding areas have also registered as Dementia Friendly communities.

- The Health psychology service is now embedded in the Towy, Teifi, Taff Community Resource Team, but works across all of Carmarthenshire.
- Transfer of Care Advice and Liaison Service (TOCALs) continues to ensure multi-agency working, by providing care close the Carmarthenshire resident's homes and avoids unnecessary admissions to hospital.
- Multi-disciplinary team working within the GP surgeries continues to expand.

Key Divisional Risks

Risk Ref or New?	Identified Risk	Mitigating Action Ref
SS100021	Not delivering on financial efficiencies will compromise our ability to deliver future services and progress the modernisation a agenda	
SS100023	Failure to respond in a timely manner to "Careline" contact calls could result in compromised client safety	
SS100029	Failure to arrange the provision of a comprehensive Information, Advice and Assistance Service	
SS100030	There is a risk that the ICF grant for 2018/19 will be overspent by up to £650k	
SS100031	Health Board have stopped contributing to S.117 placements in residential care which is not legally compliant and has financial implications for the Local Authority	

★ Address & cross-reference any actions arising from these sections within the [Key Actions](#) section below if applicable

Ref	Service Priorities With Key Actions and Key Outcome Measures	By When	By Who	Well-being Objective
1	We will identify the physical resources which can contribute to promoting and supporting the health and wellbeing of their population through a dedicated online information portal such as "Dewis Cymru"	March 2020	Neil Morgan	WBO9 (Good Connections) PIMS - 13208
2	We will ensure an appropriate effective governance is in place with the Local Authority Trading Company to provide the provision of an Information, Advice and Assistance service in order to comply with our Statutory Duty under the Social Services and Well-being Act 2014	March 2020	Neil Edwards	MF5 - 52a WBO9 (Good Connections) PIMS - 13205 DAR2
3	We will utilise information from the population needs assessment to plan the service at a locality level within the 3 Locality areas that incorporate the GP clusters. <ul style="list-style-type: none"> ➤ TTT – Carmarthen Area ➤ Aman Gwendraeth Area ➤ Llanelli Area This will provide a more detailed understanding of what the populations needs are and will allow planning of health and social care services at Locality Level and will consider the key objectives outlined in our 'model of delivery' section.	March 2021	Locality Managers/ Neil Edwards	WBO8 (Healthy Lives) PIMS - 13193
4	We will further strengthen the provision and use of the Welsh language within social care services to be able to provide services in the language of service users' choice and ensure compliance with the 'Active Offer'.	March 2020	Neil Edwards	MF5- 56 WBO14 (Language) PIMS - 13283 SEP DAR8
5	We will invest in, and improve the quality of, the skills of our workforce to ensure we meet the Well-being Objectives of our populations outlined at locality levels.	March 2020	Debra Llewellyn	WBO9 (Good Connections) PIMS - 13209
6	We will ensure care and support is provided in a manner that is proportionate to meet and ensure equity of outcomes for our population.	March 2020	Locality Managers/ Jayne Thomas	WBO10 (Older People) PIMS - 13222
7	We will continue to support people living with dementia and develop more dementia friendly communities and provisions across the County.	March 2020	Neil Morgan	MF5 - 60 WBO11 (Ageing Well) PIMS - 13234 SEP DAR12
8	We will work with partners to provide more opportunities for older people to socialise in order to reduce loneliness.	March 2020	Julia Wilkinson	MF5 - 59 WBO11 (Ageing Well) PIMS- 13240 DAR11

9	Ensure we fully comply with the Regulation and Inspection of Social Care (Wales) Act	March 2020	Joel Martin	Directors Annual Report DAR13
10	Continue to review and monitor processes to ensure Reviews for clients are undertaken on an annual basis in accordance with regulation requirements	March 2020	Jayne Thomas	Directors Annual Report DAR18

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Profile for Commissioning Services Division



Established in 2015, is made up of around 25 staff and has a budget of approximately £1.3 million. Externally, the department commissions over 60 million pounds worth of social care services for adults. This includes care home provision, domiciliary care provision (including community based supported living services) day care and support provision and a range of third sector preventative service contracts. Significant among these are the care home contracts. Services provided under the Supporting People, Carers and Personalisation (direct payments) agendas also fall under the responsibility of the Commissioning Division.

Achievements and current strengths

The Commissioning Event ran by Carmarthenshire County Council and attendance from Assistant Chief Inspector David Francis during March 2017 on the Domiciliary Care Commissioning Framework letter of recognition. The council had arranged the event in response to so much interest in the good practice we had highlighted in our inspection and our recognition that Carmarthenshire in our view were the most advanced in taking forward sustainable, outcome focussed approaches to commissioning.

A revision of our Carers Emergency Card scheme has recently been approved and this will offer carers across Carmarthenshire the following advantages:

- A contingency plan to reassure carers that the person they care for will not be at risk of being left unattended.
- An ID card that will evidence Registration as a Carer with the Authority.
- Membership of the Carmarthenshire Local Rewards Scheme.
- We have a Carers Forum in the county for the purpose of co-production.

Key Divisional Risks

Risk Ref or New?	Identified Risk	Mitigating Action Ref
SS700016	Review our structures for the new commissioning division to ensure that it is fit for purpose and facilitates the development and sharing of expertise to ensure the continuity of service provision through joint working arrangements	
SS700021	To deliver savings through right size packaging and analysis of cost providers in the pan disability service areas as part of the Authority's budget management	
SS700022	Ensuring robust systems remain in place to identify early warning signs of market failure in order to avoid or reduce serious risks to service provision and the impact on service users	

★ Address & cross-reference any actions arising from these sections within the [Key Actions](#) section below if applicable

The priorities for the Commissioning Team are set within the context of the Social Services and wellbeing (Wales) Act, the Regulation and Inspection Act and Welsh Government policy guidance.

Ref	Service Priorities With Key Actions and Key Outcome Measures	By When	By Who	Well- being Objective
1	To develop a more strategic approach to strengthen preventative services & build community resilience in Carmarthenshire, especially in relation to the third sector, housing related support and the wider community, including carers. 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	March 2020	Alun Jones / Chris Harrison Alison Watkins	WBO11 (Ageing Well) DAR10
2	To support people to recover so they can live independently as they are able and to promote & maximise people's independence where possible. This will include the development of intermediate care services, re-ablement, use of assistive technologies and a range of accommodation to enable people to live as independently as possible.	March 2020	Alison Watkins / Chris Harrison	
3	Commissioning strategy development which includes, dementia, carers, learning disability advocacy reflecting Welsh Government policy guidance and priorities of the population needs assessment/ area plan.	March 2020	Alison Watkins / Chris Harrison	
4	To ensure effective and efficient contract management to ensure care & support providers comply with their duty to provide quality, reliable and safe services while securing value for money.	March 2020	Alun Jones / Alison Watkins	
5	Increase Direct Payments and use of citizen directed cooperatives at operational, commissioning and contracting levels	March 2020	Chris Harrison	Directors Annual Report DAR15
6	To develop an overarching strategic commissioning document to guide commissioning policy and practice	March 2020	Chris Harrison	Directors Annual Report DAR16

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Review and Evaluation

Demonstrating the 5 ways of working

Case studies on the Well-being of Future Generations Act and our Projects	
Live well	<ul style="list-style-type: none">① Carmarthen Cycling Strategy① Affordable Housing
Age well	<ul style="list-style-type: none">① Financial Exploitation Safeguarding Scheme① Life Science and Wellness Village

What others say

The CSSIW have evaluated our services as being generally effective and that:

“ *The local authority continues to benefit from strong leadership across adults and children’s services, with good stability and effective support for its workforce.* ”

In our evaluation by the CSSIW for the last year they note that we have made:

“ *Good progress on the implementation of the Social Services and Well-Being (Wales) Act (SSWBA), and has placed significant importance and investment on ensuring new ways of working are understood by staff and partner agencies and embedded into practice. A project board is in place with a clear action plan aligned to the SSWBA, and key milestones have been and continue to be achieved.* ”

Giving our communities an active offer of language choice in assessment has been a priority and I am pleased that our progress has been recognised by the CSSIW where they judge that

“ *The Welsh Government ‘More than Just Words’ framework for the use of the Welsh language is being implemented effectively, with measures in place to ensure people have access to the services through their language of choice.* ”

Carwyn Young a Senior Officer from Sport Wales says:

“ *The benefits of Sport & Leisure being in the Communities Directorate are clearly apparent with the role that sport, and physical recreation can play to wider agendas being supported.*
There is therefore a real sense of optimism for the future. ”

Listening to staff's views

A staff survey was circulated during September 2017, the theme this year was communication, appraisal and engagement. Office staff were notified via email and hard copies/information distributed to non-office based staff.

There are 1886 staff within the department and the number of responses received were 653. This equates to 35%.

The number of respondents to the survey who have appraisals has increased by 5% from 2016.

Our goal is to ensure that everyone receives an appraisal which will benefit individuals, giving you clarity on performance, goals and support that may be needed. We have improved in the latest survey with over 80% of staff receiving reviews and it is our ambition that all staff will receive an appraisal.

A Staff Engagement Event was held in the Parc Y Scarlets, Llanelli on the 15th June 2018. A group of approx. 400 non managerial staff were invited to the Event. There were 2 sessions held over a morning and afternoon for a period of 3 hours with a variety of non-managerial/front line staff from each division were in attendance.

The whole event was centred around the focus on Customer Care and how we all contribute and need to work more closely together in order to achieve this. There was a workshop with 2 tasks for discussion. Feedback was collated from the discussions and staff wanted managers to make a commitment.

These are the key themes from the feedback:

- Managers walking the floor
- More Staff Engagement Events
- Who's who – structure charts
- Celebrate success / achievements

Results Breakdown for Rating the Event

Staff Engagement Event	Promoters	Passives	Detractors	Total Number Rated	Net Promoter Score
Morning	118 (75.6%)	29 (18.6%)	9 (5.8%)	156	69.8 Great
Afternoon	93 (93%)	7 (7%)	0	100	93 Excellent
The whole event	211 (82.4%)	36 (14.1%)	9 (3.5%)	256	78.9 Excellent

Suggestions and Comments

Morning

- ❖ *A lovely chance to engage with different department and know that wherever we work we share the same concerns.*
- ❖ *This was a good opportunity to reflect on what we do well and what we could be better at. Also a wonderful networking event and I was able to put faces to a number of staff who I communicate with regularly.*
- ❖ *I think it would be a good idea for Directors and senior managers to come and spend time in the teams talking to front line staff.*

Afternoon

- ❖ *As a new member of staff I have found this experience very useful. I feel that it has personalised names on an email for a better understanding of the entire team outside of my office.*
- ❖ *Really enjoyed this afternoon, found it very helpful to see where the services are going and nice to hear and see it all is positive especially in the Dom Care area. It was great to put faces to names also I feel that these meetings should be an ongoing event for the future and feel it will pick up staff's spirits.*

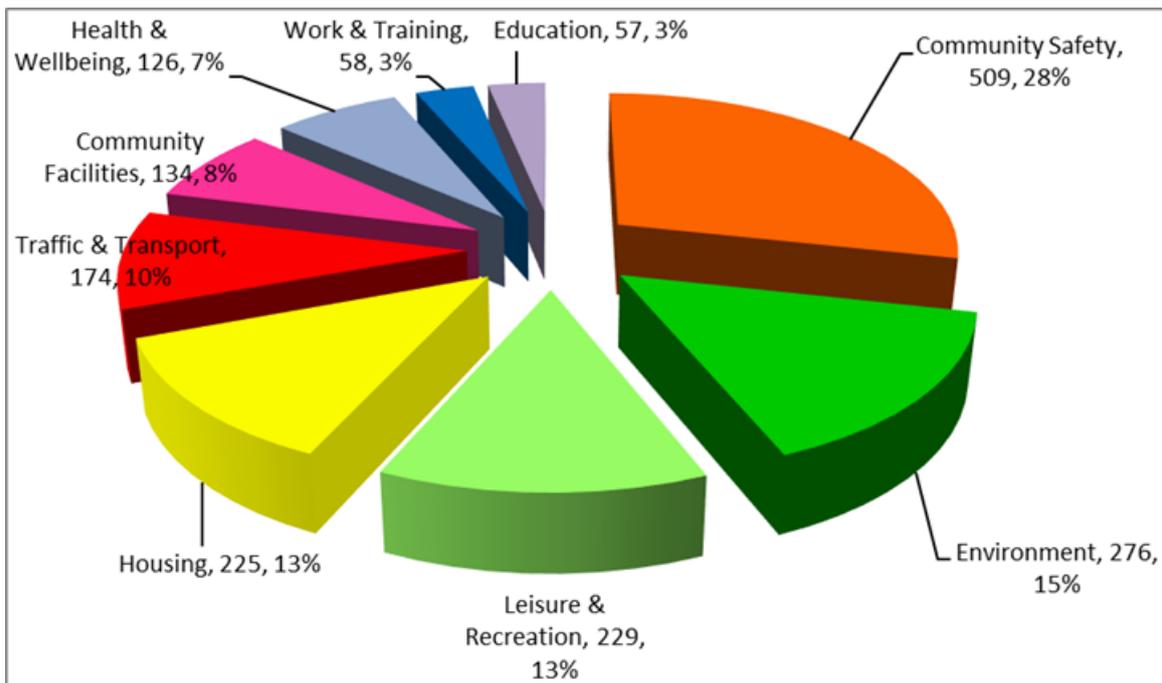
Listening to customers' views

An engagement process provided an opportunity for residents of the Ward of Tyisha to put forward their ideas for how two key housing areas could be regenerated.

Tyisha has the highest population density in Carmarthenshire, and over a quarter of its housing is social rented, in low demand and difficult to let. There is also a high proportion of maisonettes and flats which do not meet the needs of the community.

“Planning for Real” is a nationally recognised community planning process which uses a 3D model to enable residents to put their views forward under a range of Themes and then to go on to work together to identify priorities, and in partnership with local agencies develop an Action Plan for change. Over the summer months a programme of 15 events was organised with a total of 253 participants were recorded.

A total of 1788 individual suggestions were placed on the 3D model. The top 4 Themes:- Community Safety, Environment, Leisure & Recreation, and Housing, representing 69% of the total.

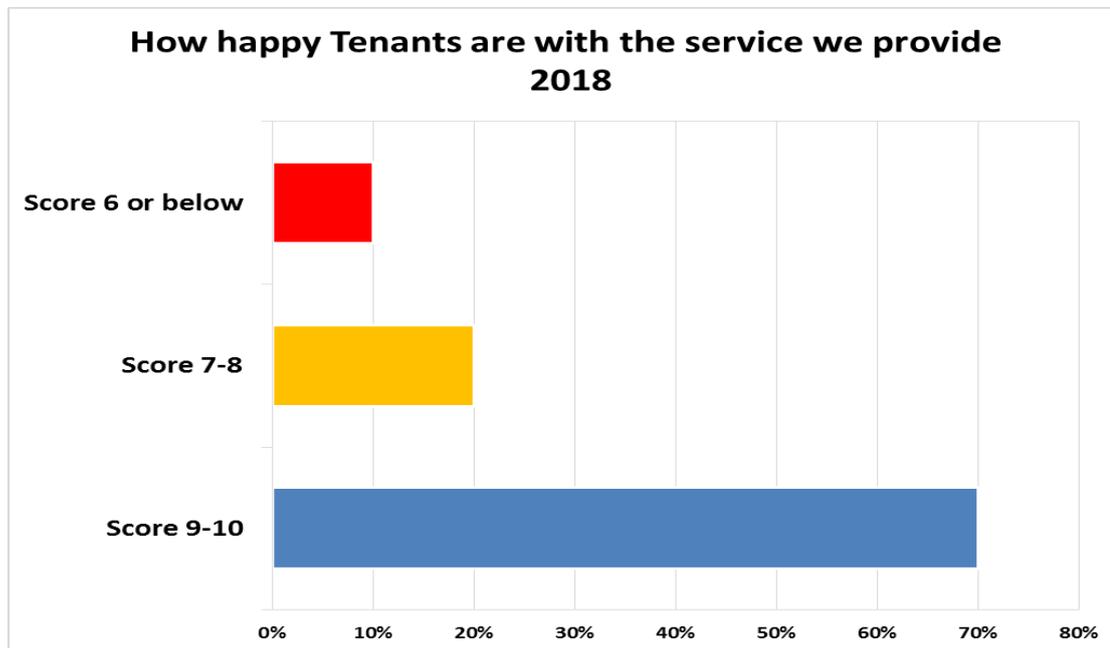


Carmarthenshire invested over £250m to continue to improve and modernise tenant's homes and this is having a positive impact on tenants' health and well-being. To ensure, however, that this standard is maintained and we continue to support tenants, officers were asked to prioritise a programme of visits that allowed us to assess whether or not homes were falling into disrepair through neglect. This was considered a priority by members to make sure tenants are complying with their part of the tenancy agreement and not causing deliberate damage to the property.

For the period 1st January to 1st September 2018 we carried out 7,611 basic checks to council homes (stock 9,000) through servicing contractors, repair visits and tenancy support calls.

As a result of these visits 322 homes (about 5%) were identified as requiring a more in-depth visit by the housing officer. What did the tenants think of the service provided? The single question asked was:

“How happy are you with the service we provide?”



We have consulted with our residents, relatives and staff within care homes in relation to the choice of food offered and have reviewed our choice of menu options as a result.

One of the questions was: Do you have any suggestions on how we can improve the variety, choice, quality, and suitability of food we offer at the Care Home?

Here are some of the responses:

“More variety of menu.”

“Soft food, should not only mean mash, scrambled egg and tin tomatoes.”

“Milkshakes, snack on fruits”

“On occasions residents say they have eaten enough during the day and a light pudding may suffice eg Jelly and blancmange.”

Below are some compliments from Leisure Services:

“The facilities are absolutely brilliant and the staff are incredibly helpful and very committed, too. As an over 60 I pay a very small annual fee which gives me a free lunchtime swim & a good discount on what are already very reasonably priced classes. There are other very good membership deals to suit whatever your circumstances. If I miss a week, I get a lovely email asking me if there is anything they can do to help me back into a routine. Can't fault the service provided.”

“I have thoroughly enjoyed going through the NERS scheme and I have carried on going because the people there are very professional, supportive and friendly and I feel thoroughly safe there.”

“The staff at reception were and are very helpful, and we're only too happy to help. I had a lot of questions which were all answered. I'm still finding my way round things. The staff at the poolside have been very helpful and can see when I need help and when I politely refuse. I also attend the balance class on a Tuesday morning, where I have found staff easy to talk to about some of the exercises.”

Developing and supporting our people. This covers how we recruit, lead, manage, retain, support, communicate and develop our people.

Our Statement of Intent

We want our people to:

- Be professionally well trained and qualified, responsible and accountable for their actions and decisions.
- Be responsive to change and able to challenge and innovate.
- Embrace the culture, values and objectives of the department and the council.
- Have manageable workloads, effective and responsive systems and processes.
- Be empowered to make informed decisions and manage resources.

We believe that an effective service has people that:

- Are valued and respected.
- Are well trained, appropriately supported and competent.
- Have clear roles and responsibilities.
- Maintain manageable workloads.
- Are motivated and committed.
- Communicate and share information and knowledge.
- Are encouraged and supported to make decisions.
- Base their interventions and service improvement on evidence.

To strengthen the engagement within the Department two events have been held with People Managers in order to communicate key messages on our overall performance. Where we are and what our aims are as a Department. Discussions on how Well-being and Sustainability fits within our Department and what the key priorities are for the Department moving forward.

Key themes and feedback has been collated and a Well-Being and Sustainability Plan is being developed which will be embedded within each divisional business plan.

Rate Your Division as an Employer

Following on from the survey and the People Managers Event we asked a question to all staff if they would **“Rate Your Division as an Employer”** to understand their experience working in the department and Division. Instead of asking hundreds of online survey questions and doing in-depth calculations, we asked one powerful question:



How likely would you be to recommend your division as an employer to someone you know? (rate your division by selecting a number of stars. 1 = Not at all likely and 10 = Extremely likely.



So far we have had over 500 responses. Our aim is to reach 1,000 responses in order to then have a strong benchmark. Once we have reached this our intention is to repeat this exercise every 6 months to provide the core measurement for staff experience and predicts business growth.

Further Areas for Improvement

Performance Management Framework has been produced with the involvement of people from across the department, to give a clear and concise guide to:

- Our key objectives and priorities
- What we believe a good service looks like to us
- Our priorities for delivering a good service
- How we will use performance measures to continually improve

We have developed our approach to managing performance to ensure we balance the relationship between service demands, the allocation of resources and service user satisfaction. We will use measures to ensure we do the right thing and drive continuous improvement. Through this guide Managers and staff are clear about where they fit into this approach.

This approach will ultimately drive improvement and result in improved outcomes for service users. It will be managed through a monthly performance meeting chaired by the Director of Community Services.

Wales Audit Office Recommendations

- How Local Government manages demand – Homelessness
- The housing adaptations report looks at whether public bodies, with responsibilities for delivering housing adaptations, have an effective strategic approach that delivers value for money
- Strategic Commissioning of Accommodation Services for Adults with Learning Disabilities
- National review of domiciliary care in Wales

Resources

Budget Summary

Base Budget 2018-2019	Expenditure	Income	Net
	£k	£k	£k
Commissioning	902,843	-18,868	883,975
Homes & Safer Communities (Council Fund Housing)	11,711,309	-10,304,790	1,406,518
Homes & Safer Communities (Public Protection)	3,702,684	-829,956	2,872,728
Homes & Safer Communities (Social Care)	19,253,407	-5,592,956	13,660,451
Integrated Services	44,275,493	-14,032,148	30,243,344
Leisure	20,185,976	-8,255,727	11,930,248
Mental Health, Learning Disability and Safeguarding	46,655,624	-12,344,765	34,310,859
Regional Partnership	1,163,067	-964,075	198,992
Total	147850403	-52343285	95507115

Savings and Efficiencies

Savings and Efficiencies	2019-2020 £k			
	Managerial	Policy		
Commissioning				
Homes & Safer Communities (Council Fund Housing)				
Homes & Safer Communities (Public Protection)				
Homes & Safer Communities (Social Care)				
Integrated Services				
Leisure				
Mental Health, Learning Disability and Safeguarding				
Regional Partnership				
Total				

Workforce Planning

 [Workforce Planning Toolkit](#) and [Divisional Profile](#) to help complete this section

Our aim is to identify learning & development activities that are more focused to make sure that staff's knowledge, skills & competencies are developed to meet our future objectives and business goals.

We will prioritise learning and development that staff and managers identify as well as objectives from our business plan. The priority levels in respect of workforce planning and development within our services are:

- Ensure workers receive all the necessary training in relation to the new Social Services and Well-being (Wales) Act 2014, and 'Signs of Safety' model of working. Impact of the implementation of the Social Services and Well-being (Wales) Act (SSWBA), along with 'Signs of Safety'. Training needed to equip staff for these changes.

- Ensure workers are equipped to meet our legal requirements to ensure adults are safeguarded and reduce risk
- Ensure we are able to maintain existing services and to meet the future needs of the service as identified in our business plan
- Enable individual members of staff the opportunity for development
- Enable managers to gain skills in mentoring and coaching
- Ensure workers are equipped in the use of IT and recording electronically
- Encourage the development of IT skills within our workforce to ensure we can utilise current technology and software to improve our efficiency and our customer experience
- A new requirement feedback (as part of the SSWBA) for LA's to send out annual questionnaires to all with a care and support plan as at 1st September each year (commencing Sept 2016) to obtain service user feedback which will be used to measure performance. Additional work involved in achieving this, along with revising forms and procedures to ensure they are compliant with the SSWBA.

A Departmental Workforce Plan is being drafted by the Departmental Management Team with support from HR staff.

As noted above, our aim is to identify learning & development activities that are more focused to make sure that staff's knowledge, skills & competencies are developed to meet our future objectives and business goals.

We will prioritise learning and development that staff and managers identify as well as objectives from our business plan.

Business Cycle

Action	By When
Draft Department Plans 2019/20 – 21/22 to accompany draft budgets to Scrutiny. As a Council we need to integrate Strategic and Financial Planning, part of this is ensuring that draft budgets and business plans are considered at the same time.	December 2018
Refresh of Corporate Strategy Action Plans	December
2019/20 Divisional Plans	April
2019/20 Divisional Plan challenge programme with Executive Board Members	June

Decision Making

The following structure outlines Leadership and Governance for the Department for Communities and how we operate within the Council's decision making process. All major decisions and policies are made by the County Council.

Carmarthenshire County Council	74 elected members.
Executive Board	10 elected members, the Council's cabinet. Chaired by the leader, Cllr E. Dole
Our Executive Board members	Social Care & Health - Cllr Jane Tremlett (Independent) Public Protection – Cllr Philip Hughes (Independent) Culture, Sport and Tourism – Cllr Peter Hughes-Griffiths (Plaid Cymru) Housing – Cllr Linda Evans (Plaid Cymru)
Scrutiny Committees	The decisions that we make are also scrutinised by elected members. We have the following scrutiny committees:
Corporate Management Team (CMT)	Chaired by the Chief Executive and includes the Assistant Chief Executives and Directors
Departmental Management Team (DMT)	Communities Department, Chaired by the Director
Senior Management Service and Performance Meetings	Chaired by the Head of Services
Team Meetings	Each team within the division has team meetings which feed into the decision making process. Managers update their teams with decisions made through a combination of group meetings and individual 1-2-1's/supervision.

Key Departmental Measures

Leisure Services

Definition / Measure Reference (abbreviated definition is fine)	2016/2017	2017/18					2018/19		2019/20	Cost Measure (£)
	Our Result	Our Result	All Wales Comparative data			Target set	Result (when available)	Target set (at EOY)		
			Quartile * to ****	Welsh Median	Welsh Best Quartile					
PAM/016	The number of visits to Public Libraries during the year, per 1,000 population	7646	7689	****	4666	5422	7727			
PAM/017	The number of visits to local authority sport and leisure centres during the year where the visitor will be participating in physical activity, per 1,000 population	8289	8522	***	8496	9371	8735			
PAM/040	Percentage of Quality Indicators (with targets) achieved by the library service	New					86.0			
PAM/041	The percentage of people referred to the National Exercise Referral scheme that complete the 16 week programme	50.2	45.6				50.0			
PAM/042	Percentage of NERS clients whose health had improved on completion of the exercise programme	New								

Homes and Safer Communities

Definition / Measure Reference (abbreviated definition is fine)	2016/2017	2017/18					2018/19		2019/20	Cost Measure (£) Welsh Median
	Our Result	Our Result	All Wales Comparative data			Target Set	Result (when available)	Target set (at EOY)		
			Quartile * to ****	Welsh Median	Welsh Best Quartile					
PAM/012	Percentage of households successfully prevented from becoming homeless	New	65.1	**	65.1	71.0	68.0			
PAM/013	Percentage of empty private properties brought back into use	6.53	6.90	****	4.69	6.90	7.24			
PAM/014	Number of new homes created as a result of bringing empty properties back into use	New	5				6			
PAM/015	The average number of calendar days taken to deliver a Disabled Facilities Grant	167	161	****	223	179	160			
PAM/023	The percentage of food establishments which are 'broadly compliant'	97.50	97.91	****	95.20	96.97	93.00			

Definition / Measure Reference (abbreviated definition is fine)		2016/2017		2017/18			2018/19		2019/20	Cost Measure (£) Welsh Median
		Our Result	Our Result	All Wales Comparative data			Target Set	Result (when available)	Target set (at EOY)	
				Quartile * to ****	Welsh Median	Welsh Best Quartile				
	with food hygiene standards									
PAM/036	Number of additional affordable housing units delivered per 10,000 households	New					9.5			
PAM/038	Percentage of homes that meet the Welsh Housing Quality Standard (WHQS)	New					100.0			

Integrated Services (Older Persons & Physical Disabilities) Services

Definition / Measure Reference (abbreviated definition is fine)		2016/2017		2017/18			2018/19		2019/20	Cost Measure (£) Welsh Median
		Our Result	Our Result	All Wales Comparative data			Target Set	Result (when available)	Target set (at EOY)	
				Our Result	Quartile * to ****	Welsh Median				
PAM/024	Percentage of adults satisfied with their care and support	New	86.8				N/A			
PAM/025	Rate of people kept in hospital while waiting for social care per 1,000 population aged 75+	2.30	2.50				2.21			
PAM/026	Percentage of carers that feel supported	New	69.0				N/A			

Local Government Performance 2017-18

Annual bulletin on local authority performance. This bulletin contains information on a range of local authority services. The data highlights the overall level and range of performance across Wales. The full data set is available on our website.

<http://www.dataunitwales.gov.uk/local-authority-performance-2016-17>

There is an interactive tool which allows the public, councillors, officers and partners to easily compare councils' performance across Wales and over time. ["MyLocalCouncil"](http://www.mylocalcouncil.info) (www.mylocalcouncil.info)

The measures published by all councils in Wales		Has our result improved from 2016/17		How good is our 2017/18 result?	22 nd	21 st	20 th	19 th	18 th	17 th	16 th	15 th	14 th	13 th	12 th	11 th	10 th	9 th	8 th	7 th	6 th	5 th	4 th	3 rd	2 nd	1 st		
		Our 2017/18 result	Improved ↑ Standstill ↔ Declined ↓	★ = Bottom (Worst) ★★ = Bottom to Middle ★★★ = Middle to top ★★★★ = Top (Best)	Worst results												Best Results											
WBO5 - Tackle poverty by doing all we can to prevent it, helping people into work and improving the lives of those living in poverty																												
8	% of households successfully prevented from becoming homeless (PAM/012)	65.1	↑	★★	42.6																							75.7
WBO7 - Increase the availability of rented and affordable homes																												
9	% Private sector dwellings returned to occupation (PAM/013)	6.90	↑	★★★★	1.25																							33.30
10	Number of new homes created as a result of bringing empty properties back into use (PAM/014)	5	New Measure	Not applicable	No comparative data available for this measure																							
WBO8 - Help people live healthy lives (Tackling risky behaviour and Adult obesity)																												
11	Number of visits to Public Libraries per 1,000 population (PAM/016)	7,689	↑	★★★★	2810																					Same	9225	
12	Visits to Sport & Leisure facilities per 1000 population (PAM/017)	8,522	↑	★★★	6986																							11368
13	% Food establishments that meet food hygiene standards (PAM/023)	97.91	↑	★★★★	88.73																							98.81
WBO10 - Support the growing numbers of older people to maintain dignity and independence in their later years																												
14	Days taken to deliver a Disabled Facilities Grant (PAM/015)	161	↑	★★★★	297																							122
15	Rate of people kept in hospital while waiting for social care per 1,000 population aged 75+ (PAM/025)	2.50	↓																									
16	Percentage of adults satisfied with their care and support (PAM/024)	86.8	↑																									
17	Percentage of carers that feel supported (PAM/026)	69.0	↓																									
Please note that not all Well-being Objectives (WBO) have allocated National Measure(s)																												

Welsh Government Returns

- WG Quantative Performance Date Returns
- WG Aggregate Data Collection Returns
- WG Qualitative Performance Measures
- WG SSDA 900 - Physical Disability Register
- WG SSDA 901 - Learning Disability Register
- WG Adult Safeguarding Return
- CSSIW DoLs Return
- Local Authority Enforcement Monitoring System (LAEMS)
- Noise Return
- Drinking Water Inspectorate
- Licensing Return
- National Fraud Initiative
- Housing Assistance/Housing Grants
- Housing Standards
- Section 70 Return
- Dogs Trust
- Homeless Return
- Rent Agreement SAP
- Rough sleepers
- Stock Rent
- WHQS Part 1
- WHQS Part 2
- Rent Income Excellence Network
- HQN
- Rents, HB, DD, Former/Current Arrears

Significant Strategies, Acts & Guidance for the Department

- Carmarthenshire County Council Corporate Strategy 2018 – 2023
- The Well-being of Future Generations (Wales) Act
- Housing (Wales) Act 2014
- The Social Services and Well-being Act (2014)
- West Wales Area Plan 2018-2023
- Welsh Language Standards under s 44 Welsh Language (Wales) measure 2011
- Freedom of Information Act 2000 (FOIA)
- Data Protection Act
- Equalities Act 2010
- Disability Acts
- Employment and Employee Acts
- Health & Safety at Work Act 1974 and subsequent respective legislation
- Environmental Protection Act 1990
- Clean Neighbourhood Act & Environment Act 2005
- Anti-Social Behaviour (Crime and Policing) Act 2014
- Police & Crime Act 2009
- One Wales Connecting the Nation, The Wales Transport Strategy
- Swansea Bay City Region Economic Development Strategy
- EU revised Waste Framework Directive 2008/98/EC
- Towards Zero Waste (WG's overarching waste strategy document).
- Ageing Well in Wales Plan
- Divisional Business Plans
- Air Quality Management Areas (AQMAs)

Appendix 1

Well-being of Future Generations Act 2015

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

A. The Sustainable Development Principle of the Act

The new law states that we must carry out sustainable development, improving the economic, social, environmental and cultural well-being of Wales. **The sustainable development principle** is

‘... the public body must act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.’

B. The Five Ways of Working required by the Act

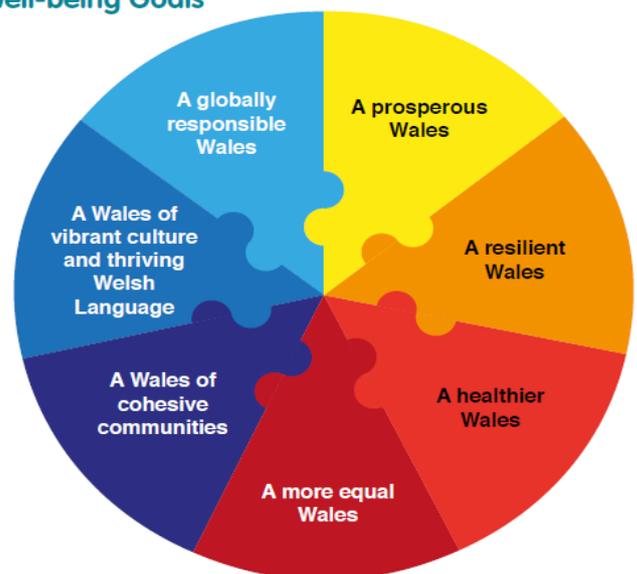
To show that we have applied the sustainable development principle we must demonstrate the following 5 ways of working:-

1. Looking to the long term so that we do not compromise the ability of future generations to meet their own needs;
2. Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their priorities;
3. Involving a diversity of the population in the decisions that affect them;
4. Working with others in a collaborative way to find shared sustainable solutions;
5. Understanding the root causes of issues to prevent them from occurring.

C. The Seven Well-being Goals of the Act

There are **7 well-being goals** in the Act. Together they provide a shared vision for public bodies to work towards. We must work towards achieving all of them.

Well-being Goals



As a public body subject to the Act we had to publish Well-being Objectives by the 31st March 2017

Appendix 2 Councils Well-being Objectives

How Services' join-up' in Carmarthenshire to deliver Well-being Objectives

		Well-being Objectives														
		Start Well				Live Well					Age Well		Environment			BBC
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Department	Head of Service	Best Start	Healthy Kids	Learning	NEET	Anti -Poverty	Jobs	Afford Homes	Healthy Adults	Good Connections	Independence	Age Well	Environment	Highways & Transp	Welsh Lang & Culture	BBBC+MBUR
Chief Executives	Linda Rees Jones															✓
	Paul Thomas						✓									✓
	Noelwyn Daniel									✓				✓		✓
Regeneration Wendy Walters					✓	✓	✓		✓		✓	✓		✓	✓	
Corporate Services	Randal Hemmingway															✓
	Helen Pugh					✓	✓									✓
Community	Avril Bracey				✓				✓	✓	✓	✓				
	Chris Harrison										✓	✓				
	Neil Edwardes								✓	✓	✓	✓				
	Jonathan Morgan					✓	✓	✓	✓	✓	✓					
	Ian Jones		✓						✓					✓	✓	
Education and Children's Services	Andi Morgan	✓	✓	✓	✓	✓				✓		✓			✓	
	Simon Davies	✓	✓	✓			✓		✓	✓		✓	✓		✓	
	Aeron Rees	✓	✓	✓	✓	✓	✓					✓			✓	
	Steffan Smith	✓	✓	✓	✓	✓				✓		✓				
Environment	Jonathan Fearn			✓			✓	✓	✓			✓				✓
	Llinos Quelch		✓				✓	✓	✓			✓	✓			
	Stephen Pilliner	✓	✓	✓		✓	✓		✓	✓	✓	✓	✓	✓		
	Ainsley Williams		✓									✓	✓			

Key  = Lead Role  = Supporting

Appendix 3 - 5 Ways of Working

Which of the 5 Ways of working have we met?		Strong Partial None	How much work do we still need to do to meet these ways of working?
A	Looking at the long term so that we do not compromise the ability of future generations to meet their own needs	Partial	<ul style="list-style-type: none"> To manage the health and wellbeing of the population of Carmarthenshire's Localities and maintain the independence of our older adult population for as long as possible, integrated community services provide a wide range of services and interventions across the three 'offer' areas. We want Carmarthenshire to be a place that is the most active and healthy in the UK by getting More people, More active, More often. Leisure Services aims to deliver 6 key Outcomes for residents and visitors to the County: <ul style="list-style-type: none"> - Outcome 1: Supporting independence - Outcome 2: Keeping Safe - Outcome 3: Improving Health & Well Being - Outcome 4: Information, Advice and Signposting - Outcome 5: People achieve their potential (Workforce and users) - Outcome 6: Well Managed, sustainable, efficient services that contribute to a prosperous economy Providing homes suitable to individual needs. Meeting current and future needs. We are building what we need. Creating jobs, training and opportunities and boosting the economy. Our new assessment process focuses on the five elements of assessment, one of which considers the strengths and assets of the person, their support network and community to meet their own needs, thus preventing people becoming too reliant on statutory services. In addition, we are developing sustainable communities, including spice time credits and social prescription services.
B	Understanding the root causes of the issues to prevent them reoccurring	Partial	<ul style="list-style-type: none"> Developing a new Homeless Strategy will help to shape and develop services for people who are homeless, threatened with homeless, and those in need of housing advice to prevent Homelessness. Population needs assessment has been completed which has looked at the needs of those with care and support and carers with support and to consider preventative services to reduce and delay the development of care and support needs. The next stage over the next 12 months is to produce a regional area plan to develop further preventative services to

			<p>reduce and delay the development of care and support needs.</p> <ul style="list-style-type: none"> • The Swansea Bay Economic Regeneration Strategy and the City Deal 2016-2035 have examined some of the fundamental issues that need to be addressed to ensure economic success in the future. • Our Wellbeing of Future Generations assessment work will help us identify some of the main areas of concern.
C	<p>Taking an integrated approach so that we look at all well- being goals and objectives of other services and partners</p>	Strong	<ul style="list-style-type: none"> • A recent CSSIW inspection (July 2016) recognised <ul style="list-style-type: none"> - Multi-agency arrangements should be established to strengthen operational plans to support effective co-ordination of statutory partner’s completion of Joint Assessment Frameworks. • Public Services Board • Wales Audit Report • The County has an integrated Community Health & Social Care Service ‘infrastructure’. This model aligns with national and local policy direction with reference to delivering Integrated Health and Social Care. • The local authority has set up a regional partnership board made up of three local authorities, and the health board amongst others. The strategic priorities of the board are: <ul style="list-style-type: none"> - Information, Advice and Assistance - Integration of mental health and learning disabilities - Integrated systems (WCCIS) - Pooled budget arrangements - Integrated commissioning arrangements
D	<p>Collaboration - Working with others in a collaborative way to find shared sustainable solutions</p>	Strong	<p>‘Wellness and Life Science Village’ at Delta Lakes, Llanelli. To enable the Project to achieve its aim a number of core stakeholders have come together to work with Carmarthenshire County Council to maximise joint benefits:</p> <ul style="list-style-type: none"> - Welsh Government - Swansea University, - Hywel Dda University Health Board, and - Abertawe Bro Morgannwg University Health board. <p>Central to the development will be the creation of a Wellness Hub and Community Health Hub. The Wellness Hub will incorporate state of the art leisure and recreation facilities and will provide a welcome point for visitors to the village. The Community Health Hub will comprise business development, research, education and training and community healthcare. In addition to these elements, the proposals also include rehabilitation facilities, Assisted Living accommodation, care facilities and a Wellness Hotel.</p>

			<ul style="list-style-type: none"> • The Well-being of Future Generations (Wales) Act 2015 establishes a statutory board, known as a Public Service Board (PSB), in each local authority area in Wales. • The local authority is part of the regional safeguarding board which is made up four local authorities, two health boards and one police force amongst others. The board is developing collaborative approaches to safeguarding arrangements, including but not limited to working jointly on safeguarding enquiries and setting threshold on when matters are reported to the safeguarding team within the Authority. • The West Wales Care Partnership was established under the Social Services and Wellbeing (Wales) Act, and the Partnership brings together Carmarthenshire, Ceredigion and Pembrokeshire County Councils, Hywel Dda University Health Board, colleagues from the third and independent sectors and service users and carers with a remit to transform care and support in the region and increase the pace of integration. • Part 9 of the Act required the creation of new Regional Partnership Boards (RPBs) with specific duties to promote the integration of care and support services. The RPBs cover the areas of each of the seven Local Health Boards in Wales. • The RPB has identified 5 strategic priorities and ‘pace setter’ agencies which will lead on implementation for the region. These are as follows: <ul style="list-style-type: none"> - Integrated commissioning (focusing on older adults services): (Pace setter: Pembrokeshire County Council) - Pooled funds: (Pace setter: Carmarthenshire County Council) - Remodelling mental health and learning disability services: (Pace setter: Hywel Dda University Health Board) - Information, Advice and Assistance: (Pace setter: Pembrokeshire County Council) - Implementation of the Welsh Community Care Information System (WCCIS) (Pace setter: Ceredigion County Council)
E	<p>Involvement a diversity of population in decisions that affect them</p>	Partial	<ul style="list-style-type: none"> • There is service user representation on both the regional safeguarding board and the regional partnership board. One of the focus for this year will be the development of a citizen panel who can input into changes in practice and process. • Our Well-being Assessment consultation had over 2,500 responses for Carmarthenshire residents.

			<ul style="list-style-type: none">• Continuing a wide scale of consultation with our service users, staff, stakeholders, parents/carers and with the people of Carmarthenshire to meet the current and future needs to make Carmarthenshire a happy, safer, healthier place to live.
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