

Moving Forward in Carmarthenshire

# The Council's Corporate Strategy 2018-2023

Updated June 2019

*These are the Delivery Plans for each of the 15 Well-being Objectives. They will be published as links to the full Corporate Strategy on the Corporate Website by the end of June.*

June 2019





## Well-being Objective 1

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

### How will we do this?

### Our detailed delivery plan and to achieve this objective

(Lemon highlight means that this is not the Action or Measure's main objective).

Ref	Actions and Measures	Date/Target	Scrutiny
<b>A</b>	<b>Supporting families</b>		
1	We will ensure the Council fully responds and delivers key childcare and play requirements moving towards delivering 30 hours of free education and care for working parents. <i>MF5-41</i>	March 2020	E&CS
2	We will continue to develop the <b>Flying Start</b> programme, promoting early intervention for disadvantaged families with children (0-3) living in specific deprived communities, ensuring good multi agency support to families across the spectrum of need by developing clear pathways with internal and external partners. <i>MF5-82 (Action also included in Objective 2 &amp; 5)</i>	March 2020	E&CS
3	We will continue to work towards addressing the childcare gaps identified in our most recent Childcare Sufficiency Assessment (2017-2022) in order to ensure that the Local Authority fulfils its statutory childcare sufficiency duty, and local parents/carers are supported to balance their working and caring responsibilities. <i>(Action also included in Objective 5)</i>	March 2020	E&CS
4	We will continue to work towards addressing the gaps identified in our most recent Play Sufficiency Assessment (2016-2019) in order to ensure that local children and young people have access to wide and varied play opportunities and experiences including the potential of utilising school grounds, outside of teaching hours. <i>(Action also included in Objective 2 &amp; 5)</i>	March 2020	E&CS
5	We will continue to transform children's social work practice by embedding and developing the systemic model of working (within Pod's), combining cohesively with Signs of Safety, including Disability and Fostering Services.	March 2020	E&CS
6	We will implement the re-commissioned Families First (FF) programme (0-25yrs) incorporating the changes in response to Welsh Government Guidance, in delivering early intervention support services for disadvantaged children, young people and families across the county. Utilising the opportunity for Flexible Funding in line with the Children and Communities Grant. <i>(Action also included in Objective 5)</i>	March 2020	E&CS
7	We will implement regional threshold and multi-agency child protection arrangements, and ensuring early intervention, and utilisation of preventative services (including TAF, Flying Start, Family Support Services) to reduce the need for statutory involvement.	March 2020	E&CS

Ref	Actions and Measures	Date/Target	Scrutiny
8	We will continue to extend and refine the Team Around the Family (TAF) approach across the county for 0-25 year olds. We will continue to implement the threshold document to help inform families and other agencies, and ensure people are getting the right help at the right time. In particular we will focus our resource on developing TAF in Schools work. <i>(Action also included in Objective 5)</i>	March 2020	E&CS
9	We will ensure our specialist substance misuse team meets the needs of children and adult services by providing expert advice, support and direct input to front line teams. <i>(Action also included in Objective 9)</i>	March 2020	SCH
10	Following the review and consultation of our disability service we are working towards a through age model for disability to ensure seamless transition and pathways from children to adults. <i>(Action also included in Objective 9)</i>	March 2020	SCH
11	We will develop a shared vision across the region for children and young people with complex needs with partners in education, health and social care services.	March 2020	E&CS
12	We will implement and monitor the revised Corporate Parenting Strategy via Corporate Parenting Panel, ensuring the council fulfils its Corporate Parenting role and that our looked after children and care leavers have the opportunity to reach their full potential. <b>MF5-40</b>	March 2019	E&CS
13	We will increase the % attendance of eligible 2-3 year olds at an allocated Flying Start free childcare placement to prepare for school readiness. <i>(9.1.8.1)</i> <span style="float: right;"><i>(2018/19 Result - 79.2%)</i></span>	80.0%	E&CS
14	We will reduce the % of unauthorised absence of eligible 2-3 year olds at an allocated Flying Start free childcare placement to prepare for school readiness. <i>(9.1.8.8)</i> <span style="float: right;"><i>(2018/19 Result - 2.59%)</i></span>	2.75%	E&CS
15	We aim to keep the percentage of looked after children who have experienced one or more changes of school during a period or periods of being looked after which were not due to transitional arrangements to a minimum. <i>(SCC/32)</i> <span style="float: right;"><i>(2018/19 Result - 0.9%)</i></span>	3.1%	E&CS
16	We aim to reduce the % of children in care who had to move 3 or more times <i>(PAM/029)</i> <span style="float: right;"><i>(2018/19 Result - 10.4%)</i></span>	9.3%	E&CS
17	We shall increase the percentage of child assessments completed in time <i>(PAM/028)</i> <span style="float: right;"><i>(2018/19 Result - 87.2%)</i></span>	88.0%	E&CS
18	We shall ensure that supported children remain living within their family wherever possible <i>(SCC/25)</i> <span style="float: right;"><i>(2018/19 Result - 82.3%)</i></span>	81.2%	E&CS
19	We shall ensure that looked after children are returned home from care as quickly and safely as possible <i>(SCC/26)</i> <span style="float: right;"><i>(2018/19 Result - 19.8%)</i></span>	20.1%	E&CS
20	We shall keep the % of re-registrations of children on local authority Child Protection Registers (CPR) to a minimum. <i>(SCC/27)</i> <span style="float: right;"><i>(2018/19 Result - 6.3%)</i></span>	5.6%	E&CS

Ref	Actions and Measures	Date/Target	Scrutiny
21	We shall reduce the average length of time for all children who were on the Child Protection Register during the year <i>(SCC/28)</i> <i>(2018/19 Result -262.4 days)</i>	250.1 days	E&CS
<b>B</b>	<b>Additional Learning Needs</b>		
1	We shall ensure the Council fully responds and complies with the requirements of the Additional Learning Needs transformation programme which aims to transform expectations, experiences and outcomes for children and young people by developing a unified system for supporting learners with additional needs from 0 to 25 years of age. <i>MF5-39</i>	March 2020	E&CS
2	We will continue to support schools to develop their Person Centred Planning and Individual Development Planning approaches to identify need, deliver high quality personalised additional learning provision and provide holistic integrated responses through multi-agency working.	March 2020	E&CS
3	We will support, monitor, evaluate and celebrate achievements at key milestones of Additional Learning Needs (ALN) reform, providing feedback to schools to support confidence for innovation.	March 2020	E&CS
4	We will review workforce data in relation to a range of support services, e.g. Educational and Child Psychology, Sensory Impairment support and Advisory Teachers, to ensure support for low incidence high-complexity needs and high incidence low complexity needs.	March 2020	E&CS

### Success Measures

**Children in care who had to move 3 or more times** *(PAM/029)*

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## Well-being Objective 2

### Start Well - Help children live healthy lifestyles

#### How will we do this?

#### Our detailed delivery plan and to achieve this objective

(Lemon highlight means that this is not the Action or Measure's main objective).

Ref	Actions and Measures	Date/Target	Scrutiny
<b>A</b>	<b>Increase physical activities for children</b>		
<b>1</b>	We will work with Town & Community Councils and other community organisations to look at ways to invest in upgrading Local leisure provisions <b>Part of MF5-71</b>	March 2023	COMM
<b>2</b>	We will ensure best use is made of school facilities to support wider community activity. <i>(Action also included in Objective 8, 9 and 11)</i> <b>MF5-30</b>	March 2020	E&CS
<b>3</b>	We will review and implement an improved pathway of aquatics provision that enables participants to reach their full potential. <i>(Also in Well-being Objective 8)</i>	March 2020	COMM
<b>4</b>	Through the Healthy Schools Scheme we will continue to increase the level of physical activity by developing the Carmarthenshire Outdoor Schools Project, continue to hold our annual Pedometer Challenge and continue to embed the Food & Fitness Health topic within Schools.	March 2020	E&CS
<b>5</b>	We will continue to work towards addressing the gaps identified in our most recent Play Sufficiency Assessment (2016-2019) in order to ensure that local children and young people have access to wide and varied play opportunities and experiences including the potential of utilising school grounds, outside of teaching hours. <i>(Also in Well-being Objectives 1 and 5)</i>	March 2020	E&CS
<b>6</b>	We will review the physical infrastructure and programming of Pendine Outdoor Education Centre. <i>(Also in Well-being Objective 8)</i>	March 2020	COMM
<b>7</b>	We shall increase the % of children who can swim 25m aged 11. <b>(3.4.2.1)</b> <i>(Also in Well-being Objective 8)</i> <b>(2018/19 Result - 63.3%)</b>	65.0%	COMM
<b>8</b>	We shall maintain the number of young people (0-16) accessing free swim sessions. <b>(3.4.2.2)</b> <b>(2018/19 Result - 20,373)</b>	21,390	COMM
<b>9</b>	We shall increase the number of attendances at Sporting Opportunities facilitated by Sport & Leisure Officers. <b>(3.4.2.8)</b> <b>(2018/19 Result - 233,747)</b>	238,421	COMM
<b>10</b>	We shall increase the number of visits to leisure centres per 1,000 population. <b>(PAM/017)</b> <i>(Also in Well-being Objective 8)</i> <b>(2018/19 Result - 8,401)</b>	8,707	COMM
<b>B</b>	<b>Address mental health</b>		
<b>1</b>	We will reduce exposure to adverse childhood experiences - these are addressed in <i>Objective 1 – Help to give every child the best start in life.</i>		
<b>2</b>	Through the Healthy School Scheme we will continue to support schools in their implementation of the Mental & Emotional Health and Well-being Health topic including Anti-bullying strategies and healthy coping mechanisms such as mindfulness and Speakr.	March 2020	E&CS
<b>C</b>	<b>Promote healthy eating</b>		
<b>1</b>	We will continue to further develop healthy eating in schools, beyond statutory Welsh Government regulations.	March 2020	E&CS
<b>2</b>	We will seek to increase take-up of school meals (including free school meals).	March 2020	E&CS
<b>3</b>	We shall continue to implement the School Holiday Enrichment (Holiday Hunger) Programme (SHEP), supporting families and children during school vacations to	March 2020	E&CS

Ref	Actions and Measures	Date/Target	Scrutiny
	cook healthy meals, particularly aimed at pupils eligible for Free School Meals. <i>(Also in Well-being Objective 5)</i>		
4	We shall continue to ensure that schools are abiding by the Healthy Eating in Schools (Wales) Measure 2009 and the Healthy Eating in Schools (Nutritional Standards & Requirements) (Wales) Regulations 2013, during cluster meetings, schools visits and assessments.	March 2020	E&CS
5	We shall further develop special diets in schools, working with Welsh Local Government Association (WLGA).	March 2020	E&CS
6	We will increase the % of schools achieving phase 4 of the Healthy Schools Initiative. <i>(8.3.1.5)</i> <i>(2018/19 Result - 65%)</i>	66%	E&CS
7	We shall retain a high percentage of children seen by a registered dentist within 3 months of becoming looked after. <i>(SCC/30)</i> <i>(2018/19 Result - 75.8%)</i>	72.2%	E&CS
8	We shall retain a high percentage of children looked after at 31 March who were registered with a GP within 10 working days of the start of their placement. <i>(SCC/31)</i> <i>(2018/19 Result - 96.2%)</i>	94.9%	E&CS
<b>D</b>	<b>Increase awareness</b>		
1	We will continue to promote and raise awareness to campaigns specific to healthy eating, physical activity and mental health and promote the School Health Research Network through the Healthy Schools' Twitter account, Healthy Schools Network on Hwb, cluster meetings and raise awareness with parents and carers via parents evenings.	March 2020	E&CS
<b>E</b>	<b>Flying Start Programme</b>		
1	We will continue to develop the Flying Start programme, promoting early intervention for disadvantaged families with children (0-3) living in specific deprived communities, ensuring good multi agency support to families across the spectrum of need by developing clear pathways with internal and external partners. <i>MF5-82 (Action also included in Objective 1 and 5)</i>	March 2020	E&CS
<b>F</b>	<b>Overarching</b>		
1	We will review what data is currently available and identify what additional information is needed to evidence progress towards achieving outcomes / impact in the longer term. <i>(Action also a WAO recommendation)</i>	March 2020	EC&S
2	We will identify and address any gaps in the groups / forums of young people used for consultation and engagement to ensure they are fully inclusive. <i>(Action also a WAO recommendation)</i>	March 2020	EC&S

## Success Measures

**Childhood obesity (Child Measurement Programme NHS)**



## Well-being Objective 3

Start Well - Support and improve progress and achievement for all learners

### How will we do this?

### Our detailed delivery plan and to achieve this objective

(Lemon highlight means that this is not the Action or Measure's main objective).

Ref	Actions and Measures	Date/Target	Scrutiny
<b>A</b>	<b>Improvement in pupil progress, wellbeing and outcomes</b>		
1	We will enhance outcomes for More Able and Talented pupils.	March 2020	E&CS
2	We will continue to increase the percentage of schools designated with a 'Green or Yellow' support category within the National School Categorisation System. <i>MF5-29</i>	March 2020	E&CS
3	We will support schools, in tandem with ERW (Education through Regional Learning), to further improve outcomes for all pupils outcomes at the end of the Foundation Phase, Key Stage 2, Key Stage 3 and Key Stage 4 but with a particular emphasis on raising the achievements of pupils entitled to free school meals and looked after children. <i>MF5-28</i>	March 2020	E&CS
4	We will continue to hold all schools and ERW (Education through Regional Learning) to account for further improving standards and outcomes for learners, intervening in schools where performance is not satisfactory.	March 2020	E&CS
5	Work with partners in the Carmarthenshire Adult and Community Learning Partnership to develop greater opportunities for learning and progression routes including Further and Higher Education and employment.	March 2020	E&CS
6	We will increase the average Caped 9 points score, a pupils best 9 results including specific attainment requirements in English/Welsh, Mathematics– Numeracy, Mathematics and Science, of Year 11 pupils ( <i>PAM/032</i> ) (2018/19 Result - 363.1 - 17/18 Academic Year)	363.6	E&CS
7	We will increase the average Caped 9 points score of Year 11 pupils who are eligible for Free School Meals ( <i>Also in Well-being Objective 5 (4.1.2.4)</i> ) (2018/19 Result - 308.1 - 17/18 Academic Year)	308.5	E&CS
8	We will increase the % of pupils achieving the Level 3 threshold (2 A Levels grade A-E) ( <i>5.0.2.3</i> ) (2018/19 Result – 97.9% - 17/18 Academic Year)	98%	E&CS
<b>B</b>	<b>Improving School Attendance - Making every day count</b>		
1	We will continue to promote regular school attendance to maximise educational opportunities and child welfare, robustly challenging poor attendance and persistent absenteeism.	March 2020	E&CS
2	We will implement the Attendance Forward Working Plan following consultation with Headteachers.	March 2019	E&CS
3	We will increase the % of <b>pupil attendance</b> in primary schools ( <i>PAM/007</i> ) (2018/19 Result - 93.9% - 17/18 Academic Year)	94.5%	E&CS
4	We will reduce the % of <b>authorised absence</b> in primary schools ( <i>4.1.2.3</i> ) (2018/19 Result - 5.1%- 17/18 Academic Year)	4.8%	E&CS
5	We will increase the % of <b>pupil attendance</b> in secondary schools ( <i>PAM/008</i> ) (2018/19 Result -93.8% - 17/18 Academic Year)	94%	E&CS



Ref	Actions and Measures	Date/Target	Scrutiny
6	We will reduce the % of <b>authorised absence</b> in secondary schools (4.1.2.2) (2018/19 Result - 4.8%- 17/18 Academic Year)	4.7%	E&CS
<b>C</b>	<b>An excellent school in the right place</b>		
1	We will deliver all Band A and Band B commitments identified in the Modernising Education Programme therefore supporting our children and young people to receive a world class education in safe and stimulating environments. <i>MF5-25</i>	Mar 2020	E&CS
2	We will invest on average £14 million per annum over the next 3 years in major school construction and modernisation projects. <i>MF5-26</i>	Mar 2020	E&CS
3	We shall consider the delivery of primary education provision in the Ammanford, Llandeilo and Llandovery areas. <i>MF5-27</i>	March 2020	E&CS
4	We shall consider options to utilise the Welsh Government Mutual Investment Model (MIM) to further develop the education infrastructure through capital investment. <i>MF5-33</i>	March 2020	E&CS
5	We shall ensure the Council fully responds and complies with the requirements of the Welsh Government School Organisation Code to support the attainment of better educational outcomes with specific reference to requirements for rural schools. <i>MF5-32</i>	March 2020	E&CS
6	We will analyse and forecast capacity and pupil data for the planning of school places (POSP) and future school organisation.	March 2020	E&CS
7	We will manage school estate affairs including building maintenance, asset verification, governor property initiatives and responsibilities under disability access (DDA) legislation.	March 2020	E&CS
8	We will prepare and undertake statutory procedures associated with federation, school organisation and/or improvement projects.	March 2020	E&CS
9	We will develop and submit business cases for MEP school reorganisation and investment projects to the national 21st Century Schools Programme.	March 2020	E&CS
10	We will decommission premises following the closure or amalgamation of schools.	March 2019	E&CS
11	We will continue to improve the condition, suitability and ICT resources within schools and ensure that all newly built schools have the latest digital technologies and infrastructures in place to deliver 21 <sup>st</sup> century education. <i>MF5-89</i>	March 2020	P&R
12	We will retain the % of schools graded as "Good" (Category A) or "Satisfactory" (Category B) for school building condition (4.3.1.8) (2018/19 Result - 63%)	63%	E&CS
<b>D</b>	<b>Workforce development and succession planning</b>		
1	We will continue to support, challenge and improve the quality of leadership and its impact on improving provision and outcomes in collaboration with senior school leaders e.g. provision of Leadership Seminars and Networks.	March 2020	E&CS
2	We will support Governors in their strategic leadership role through focused training and briefing activities, including the mandatory governor training programme.	March 2020	E&CS
3	We will further develop systems to support school improvement, including ongoing Professional Development provision for school staff.	March 2020	E&CS

Ref	Actions and Measures	Date/Target	Scrutiny
4	We will continue with the design of the Carmarthenshire Curriculum in partnership with Education through Regional Working (ERW), schools and other providers, framed within the national context. Pursue opportunities to link corporate and economic strategy with the design of the new curriculum. <i>MF5 34 (Also in Well-being Objective 4)</i>	March 2020	E&CS
5	We will review and encourage participation in governorship of schools. <i>MF5-35</i>	March 2020	E&CS
6	We will review all school pupil admission dates and age-ranges across the County. <i>MF5-36</i>	March 2020	E&CS
7	We will review current specialist behaviour support services in the County with a view to decentralise and support bringing support services into mainstream provision by 2021. <i>MF5-42</i>	March 2020	E&CS
8	We will work with partners in the Carmarthenshire Adult and Community Learning Partnership to develop greater opportunities for learning and progression routes including Further Education / Higher Education and employment. <i>(Action also in Well-being Objective 11)</i>	March 2020	E&CS
<b>E</b>	<b>The development of Welsh in all our services</b>		
1	We will implement the content of the 'WESP' Welsh in Education Strategic Plan in partnership with school leaders for the benefit of all Carmarthenshire learners. <i>(Action also in Well-being Objective 14)</i>	March 2020	E&CS
2	We will work with the County's primary and secondary schools to move them along the Welsh language continuum and also ensure that individual pupils within relevant schools are provided with opportunities to continue with their Welsh medium education throughout all key stages. <i>MF5-31 (Action also included in Well-being Objective 14)</i>	March 2020	E&CS
3	We will increase the % of pupils assessed in Welsh at the end of the Foundation Phase <i>(PAM/033) (Measure also in Well-being Objective 14)</i> <i>(2018/19 Result - 53.5% - 17/18 Academic Year)</i>	55%	E&CS
4	We will increase the % of year 11 pupils studying Welsh (first language) <i>(PAM/034) (Measure also in Well-being Objective 14)</i> <i>(2018/19 Result - 44.9% - 17/18 Academic Year)</i>	45.5%	E&CS

### Success Measures

**Educational attainment - Average Caped 9 points score** (Year 11 pupils)  
*(PAM/032) (Pupils best 9 results including English/Welsh, Mathematics–Numeracy, Mathematics and Science)*

**School attendance rates (Primary)** *(PAM/007)* **(Secondary)** *(PAM/008)*

**Satisfaction with child's primary school** *(National Survey for Wales)*

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## Well-being Objective 4

**Start Well** - Ensure all young people are in Education, Employment or Training(EET) and are following productive learning and career pathways

### How will we do this?

### Our detailed delivery plan and to achieve this objective

Ref	Actions and Measures	Date/Target	Scrutiny
<b>A</b>	<b>Carmarthenshire Curriculum Review</b>		
<b>1</b>	We will continue with the design of the Carmarthenshire Curriculum in partnership with Education through Regional Working (ERW), schools and other providers, framed within the national context. Pursue opportunities to link corporate and economic strategy with the design of the new curriculum. <i>MF5-34 (Also in Well-being Objective 3)</i>	March 2020	E&C
<b>2</b>	We will dovetail local opportunities for curriculum enrichment and extension with the national architecture with a view towards developing a Carmarthenshire Learner Offer.	March 2020	E&C
<b>3</b>	We will work with partners to develop further opportunities for vocational learning pathways and apprenticeships where applicable within the County. <i>MF5-38</i>	March 2020	E&C
<b>4</b>	We will ensure that we have a through age approach to 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.	March 2022	E&C
<b>B</b>	<b>Youth Engagement and Progression Framework Actions</b>		
<b>1</b>	We will continue to develop and deliver the six elements of the Youth Engagement and Progression Framework.	March 2020	E&C
<b>2</b>	We will implement the Actions identified in the self-assessment of the Youth Support Services against the National Participation Standards to Increase participation which will contribute to improved service outcomes in terms of more effectively engaging those children and young people that are NEET.	March 2020	E&C
<b>C</b>	<b>European Social Fund projects</b>		
<b>1</b>	We will deliver the local elements of the Cam Nesa and Cynnydd European Social Fund (ESF) projects.	March 2020	E&C
<b>2</b>	We will work together with secondary schools to support vulnerable young people and alternative curriculum provision from January 2019 to replace the services offered through the Cynnydd Project.	March 2020	E&C
<b>D</b>	<b>Overarching</b>		
<b>1</b>	We will reconfigure services in support of vulnerable learners within the remit of a designated 3 <sup>rd</sup> Tier Manager as part of a more coherent structure.	March 2020	E&C
<b>2</b>	We will extend and develop the Seren More able and Talented Programme to pre-16 learners.	March 2020	E&C
<b>3</b>	We will develop flexible learning opportunities to meet the needs of learners not currently engaging Essential Skills and English for Speakers of Other Languages (ESOL) provision including Digital Literacy Skills.	March 2020	E&C
<b>4</b>	We will work to divert children and young people away from the criminal justice system.	March 2020	E&C

Ref	Actions and Measures	Date/Target	Scrutiny
5	We will work to prevent offending and re-offending of children and young people.	March 2020	E&C
6	The Music Service will continue to develop the reach of the service and to build on new curriculum initiatives e.g. Music Therapy.	March 2020	E&C
7	We will implement the agreed development plan for <i>Teacher Centre</i> (School Management System) to introduce further Local Authority functions including Free School Meals, Additional Learning Needs, Transport, Elective Home Education, Missing from Education and the Music Service.	March 2020	E&C
8	We will reduce the % of Year 11 leavers Not in Education, Employment or Training (NEETs). <i>(PAM/009) (Also in Well-being Objective 5)</i> <i>(2018/19 Result - 1.8% year 11 leavers)</i>	1.5%	E&CS
9	We will reduce the % of Year 13 leavers Not in Education, Employment or Training (NEETs). <i>(5.1.0.2) (Also in Well-being Objective 5)</i> <i>(2018/19 Result - 4.9% - year 13 leavers)</i>	3.8%	E&CS
10	We shall support care leavers where possible to ensure that they are in education, training or employment at 12 months after leaving care. <i>(scc/34a)</i> <i>(2018/19 Result - 64.7%)</i>	64.4%	E&CS
11	We shall support care leavers where possible to ensure that they are in education, training or employment at 24 months after leaving care. <i>(scc/34b)</i> <i>(2018/19 Result - 61.1%)</i>	58.5%	E&CS

### Success Measures

#### Number of leavers Not in Education, Employment or Training (NEETs) Year 11

*(PAM/009) & Year 13 (5.1.0.2)*



## Well-being Objective 5

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

### How will we do this?

#### Our detailed delivery plan and to achieve this objective

(Lemon highlight means that this is not the Action or Measure's main objective).

Ref	Actions and Measures	Date/Target	Scrutiny
<b>A</b>	<b>Preventing Poverty</b>		
<b>1</b>	We will implement the re-commissioned Families First (FF) programme (0-25yrs) incorporating the changes in response to Welsh Government Guidance, in delivering early intervention support services for disadvantaged children, young people and families across the county. Utilising the opportunity for Flexible Funding in line with the Children and Communities Grant. <i>(Action also included in Objective 1)</i>	March 2020	E&CS
<b>2</b>	We will continue to develop the <b>Flying Start</b> programme, promoting early intervention for disadvantaged families with children (0-3) living in specific deprived communities, ensuring good multi agency support to families across the spectrum of need by developing clear pathways with internal and external partners. <b>MF5-82.</b> <i>(Action also in Well-being Objectives 1 and 2)</i>	March 2020	E&CS
<b>3</b>	We will continue to assess options, and trial new technology to Council homes to better understand the potential for helping tenants to reduce their energy bills, improve the comfort of their homes and reduce carbon emissions to levels set by Welsh Government. <i>(Action also in Well-being Objective 11)</i>	March 2020	COMM
<b>4</b>	We shall 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. <b>MF5 46</b> <i>(Action also in Well-being Objective 7)</i>	March 2021	COMM
<b>5</b>	We shall implement key actions in our new Homelessness Strategy to ensure vulnerable residents are supported appropriately to include: <ul style="list-style-type: none"> <li>• New models of affordable single people accommodation</li> <li>• Remodelling the provision of temporary accommodation and supported accommodation</li> <li>• Exploring whether a 'Housing First' approach can be developed to support those with the most complex needs</li> </ul> <b>MF5-50</b> <i>(Action also in Well-being Objective 7)</i>	March 2020	COMM
<b>6</b>	We will continue to extend and refine the Team Around the Family (TAF) approach across the county for 0-25 year olds. We will continue to implement the threshold document to help inform families and other agencies, and ensure people are getting the right help at the right time. In particular we will focus our resource on developing TAF in Schools work. <i>(Action also in Well-being Objective 1)</i>	March 2020	E&CS
<b>7</b>	We will continue to work towards addressing the childcare gaps identified in our most recent Childcare Sufficiency Assessment (2017-2022) in order to ensure that the Local Authority fulfils its statutory childcare sufficiency duty, and local parents/carers are supported to balance their working and caring responsibilities. <i>(Action also in Well-being Objective 1)</i>	March 2020	E&CS

Ref	Actions and Measures	Date/Target	Scrutiny
8	We will continue to work towards addressing the gaps identified in our most recent Play Sufficiency Assessment (2016-2019) in order to ensure that local children and young people have access to wide and varied play opportunities and experiences including the potential of utilising school grounds, outside of teaching hours  <i>(Action also in Well-being Objectives 1 &amp; 2)</i>	March 2020	E&CS
9	We will increase the average Caped 9 points score of Year 11 pupils who are eligible for Free School Meals <i>(Also in Well-being Objective 3) (4.1.2.4)</i> <i>(2018/19 Result - 308.1 - 16/17 Academic Year)</i>	308.5	E&CS
	<i>See Non Free School Meals results in Well-being Objective 3</i>		
10	We shall increase the percentage of households successfully prevented from becoming homeless <i>(PAM/012)</i> <i>(2018/19 Result - 60.5%)</i>	62%	COMM
<b>B</b>	<b>Helping people into work</b>		
1	We will support all Council tenants through Welfare Reform changes and deliver a Universal Credit action plan to maximise income and develop new training and employment opportunities. <i>MF5-49 (Action also in Well-being Objective 7)</i>	March 2021	COMM
2	We will reduce the % of Year 11 leavers Not in Education, Employment or Training (NEETs) <i>(PAM/009)</i> <i>(2018/19 Result - 1.8 %)</i>	1.5%	E&CS
3	We will reduce the % of Year 13 leavers Not in Education, Employment or Training (NEETs) <i>(5.1.0.2)</i> <i>(2018/19 Result -4.9%)</i>	3.8%	E&CS
4	We shall increase the number of adults that feel more positive with improved confidence about seeking work after receiving <b>employability support</b> through Communities 4 Work and Communities 4 Work Plus Programmes. <i>(EconD/020)</i> <i>(Also in Well-being Objective 11)</i> <i>(2018/19 Result - 100%)</i>	100%	COMM
5	We shall ensure that a high number of residents feel more confident in using a computer and gaining IT skills after receiving <b>digital inclusion support</b> through Communities 4 Work and Communities 4 Work Plus Programmes. <i>(EconD/021)</i> <i>(Also in Well-being Objective 11)</i> <i>(2018/19 Result - 100%)</i>	100%	COMM
6	We shall aim for a high number of <b>accredited qualifications</b> achieved by residents attending Employment related courses within the Communities 4 Work and Communities 4 Work Plus Programmes. <i>(EconD/022)</i> <i>(2018/19 Result - 402)</i>	120	COMM
<b>C</b>	<b>Improving the lives of those living in poverty</b>		
1	We will use findings from the extensive community engagement programme in Tyisha to develop a Masterplan for the Community which addresses issues of poverty in the area.	March 2020	P&R
2	We will work with the third sector and other stakeholders to develop the range of support services provided in the County across a number of service areas as well as further developing volunteering opportunities within the County. <i>MF5-80 (Also in Well-being Objective 11)</i>	March 2020	P&R
3	We will develop the Hwb model and its new purpose in Llanelli, Ammanford and Carmarthen, making front line support services more accessible to residents <i>MF5-83</i> <i>(Also in Well-being Objective 6)</i>	March 2020	P&R
4	We will promote financial literacy and protect vulnerable people from financial fraud through the Financial Exploitation Safeguarding Scheme (FESS) and develop further partnership arrangements in respect to financial exploitation <i>(Also in Well-being Objectives 9 &amp; 11)</i>	March 2020	E&PP
5	We will deliver our Toy and Wellbeing Hamper Appeal to those children and families identified to us as requiring some support.	March 2020	P&R

Ref	Actions and Measures	Date/Target	Scrutiny
6	We will introduce a financial management support and advice service which will include access to affordable loans for staff who require it. <i>(Also in Well-being Objectives 15)</i>	March 2020	P&R
7	We will retain the reduced average number of days taken to process new Housing/Council Tax Benefit claims <i>(6.6.1.2)</i> <i>(2018/19 Result - 22.55 days)</i>	22.5 days	P&R
8	We will retain the low average number of days taken to process notifications of changes of circumstances in Housing/Council Tax Benefit claims <i>(6.6.1.3)</i> <i>(2018/19 Result - 4.26 days)</i>	5.5 days	P&R
9	We will retain the high % of recently calculated Housing/Council Tax Benefit claims that have been calculated accurately based on a sample check <i>(6.6.1.9)</i> <i>(2018/19 Result - 94.9%)</i>	95%	P&R
10	We shall continue to implement the School Holiday Enrichment (Holiday Hunger) Programme (SHEP), supporting families and children during school vacations to cook healthy meals, particularly aimed at pupils eligible for Free School Meals. <i>(Also in Well-being Objective 2)</i>	March 2020	E&CS

Success Measures
<b>Households Living in Poverty</b> <i>(CACI's 'PayCheck' Data)</i>
<b>Educational attainment - Average Caped 9 points score</b> <i>(Year 11 pupils who are eligible for Free School Meals (ref 4.1.2.4) (NWBI)</i> <i>(Pupils best 9 results including English/Welsh, Mathematics–Numeracy, Mathematics and Science)</i>
<b>Households successfully prevented from becoming homeless</b> <i>(PAM/012)</i> <i>(National Well-being Indicator)</i>
<b>Households in material deprivation</b> <i>(National Well-being Indicator)</i>
<b>Adults that are able to keeping up with bills without any difficulties</b> <i>(National Survey for Wales)</i>



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## Well-being Objective 6

Live Well - Create more jobs and growth throughout the county

### How will we do this?

### Our detailed delivery plan and to achieve this objective

(Lemon highlight means that this is not the Action or Measure's main objective).

Ref	Actions and Measures	Date/Target	Scrutiny
<b>A</b>	<b>Regionally, by coordinating and delivering the Swansea Bay City Deal</b>		
1	As part of the City Deal we will deliver a whole-site project plan for the Life Science and Wellness Village, to include design and build, service/business planning, public engagement and securing private sector financing to ensure benefits maximisation and ongoing sustainability. <i>MF5-72a</i>	March 2024	COMM
2	We will fulfil the expectations and aspirations of the Swansea Bay City Deal and take on board any opportunities that emerge <i>MF5-72</i>	March 2020	COMM
<b>B</b>	<b>Locally, by delivering the Transformational Strategy Area Plans targeting urban, coastal and rural Carmarthenshire.</b>		
1	We will deliver the <b>Carmarthen, Ammanford &amp; Rural transformational</b> plan and deliver initiatives and projects to support: <ul style="list-style-type: none"> <li>Jobs created</li> <li>Jobs accommodated</li> <li>Floor space created</li> <li>Numbers into training</li> <li>Numbers into work</li> <li>Private sector funding</li> </ul> Via Carmarthenshire Rural Enterprise Fund; Property Development Funds; Projects including Pendine attractor; Margaret Street road widening; Carmarthen wetlands and Jacksons Lane Carmarthen development; Business Account Management and Business Start Ups and Incubation.	March 2021	COMM
2	We will deliver a Property Development Fund worth £10million (£4.5 million from the Council and circa £5.5million private sector investment). <i>MF5-73f</i>	March 2021	COMM
3	We will deliver the <b>Cross Hands Growth Zone, Llanelli and the Coastal Belt Transformational Plan</b> and deliver initiatives and projects to support <ul style="list-style-type: none"> <li>Jobs created</li> <li>Jobs accommodated</li> <li>Floor space created</li> <li>Numbers into training</li> <li>Numbers into work</li> <li>Private sector funding</li> </ul> Via Llanelli Town Centre Initiatives; Cross Hands East Strategic Employment Site; Llanelli Waterside Joint Venture; Workways +; Buccaneer; Beacon Bursary; Business support; Business growth fund and start up fund. <i>MF5-73d</i>	March 2021	COMM
4	We will develop Local Employment Sites across the County <i>MF5-73e</i>	March 2021	COMM

Ref	Actions and Measures	Date/Target	Scrutiny
5	We will develop a programme to support small business across the County. <i>MF5-78</i>	March 2021	COMM
6	We will Deliver Transformational town centre developments in Llanelli <i>MF5-73a</i>	March 2023	COMM
7	We will further develop the Carmarthenshire Coastal Belt at Pembrey <i>MF5-73C</i>	March 2023	COMM
8	We will further develop the Carmarthenshire Coastal Belt at Pendine.	March 2023	COMM
9	We will deliver phase 2 of the development of Glanamman Workshops to provide improved workshop availability. <i>MF5-10</i>	March 2020	P&R
<b>C</b>	<b>Implementing recommendations of the Carmarthenshire Rural Affairs Task Group report</b>		
1	We will deliver the Rural Enterprise Fund worth £6.66 million (£3 million from the Council and circa £3.66 million private sector investment). <i>MF5-73g</i>	March 2020	COMM
2	We will consider opportunities to work with other local authorities and partners to establish a Rural Deal to focus on rural regeneration. <i>MF5-77</i>	March 2020	COMM
3	We will prepare and publish a report and recommendations for action on behalf of the Carmarthenshire Rural Affairs Task Group. <i>MF5-76 CRO21</i>	March 2020	P&R
4	We will consider options for ensuring the most effective use of the Council farm estate to support affordable farming initiatives. <i>MF5-14.</i>	March 2020	COMM
5	We will establish regeneration initiatives to focus on the development of the rural market towns in the County. <i>MF5-73b</i>	March 2021	COMM
<b>D</b>	<b>By developing learning, skills, employability and encouraging a spirit of entrepreneurship throughout the county to support new businesses in the county.</b>		
1	We will deliver the £30million Skills and Talent Initiative to ensure the County fully benefits from the opportunities that will be created through the £1.3 billion investment through the Swansea Bay City Deal. <i>MF5-72b</i>	March 2023	COMM
2	We will develop the Hwb model and its new purpose in Llanelli, Ammanford and Carmarthen, making front line support services more accessible to residents. <i>MF5-83 (Also in Well-being Objective 5)</i>	March 2020	P&R
3	We will aim to increase the number of apprentices on formal recognised apprenticeship schemes per 1,000 employees. ( <i>PAM/044</i> ) (2018/19 Baseline - 125)	130	P&R
<b>E</b>	<b>By ensuring clear business support plans in order to support any implications from Brexit</b>		
1	We will investigate and monitor the impact of Brexit on the economy of Carmarthenshire via the Brexit Risk and Opportunities Register.	March 2021	COMM
<b>F</b>	<b>By supporting local economic growth</b>		
1	We will maximise external funding in order to realise county wide economic activities and to support the growth of the third sector.	March 2020	COMM
2	We will ensure communities receive maximum support through the role of the Funding Bureau and the LEADER function.	March 2020	COMM
3	Work with partners to address issues in terms of superfast broadband access and mobile phone signal across the County and in particular in rural areas. <i>MF5-74</i>	March 2020	P&R

Ref	Actions and Measures	Date/Target	Scrutiny
4	We will ensure the Council uses its stock and assets to facilitate economic development within the County. <i>MF5-79 &amp; MF5-92</i>	March 2020	COMM
5	We will lead on and complete all land acquisitions required to facilitate strategic highway schemes such as Cross Hands Economic Link Road and Towy Valley Cycleway.	March 2021	COMM
6	We will develop and deliver the Countywide Tourism Destination Management Plan 2015-2020 and support the promotion of Carmarthenshire as an attractive and quality place to visit and stay.	March 2020	COMM
7	We will deliver a transformation plan for the Carmarthenshire Museums service, to include development at Parc Howard, a review of Kidwelly museum and a new Museum of Speed in Pendine to improve the provision for residents and visitors. <i>MF5-64 Part (Action also in Well-being Objectives 8 &amp; 14)</i>	March 2022	COMM
8	We will review governance and deliver re-development options for Oriel Myrddin to improve the provision for residents and visitors. <i>MF5-64 Part (Action also in Well-being Objectives 8 &amp; 14)</i>	March 2020	COMM
9	We will begin the museums transformation plan with the delivery of a £1.2 million redevelopment of the County museum at Abergwili. <i>MF5- 65. (Action also in Well-being Objectives 8 &amp; 14)</i>	March 2023	COMM
10	We will review and re-develop the Council's Theatre Services provision. <i>MF5-66 (Action also in Well-being Objectives 8 &amp; 14)</i>	March 2020	COMM
11	We shall improve and develop the infrastructure and facilities at Pembrey Country Park to enable it to become a first class facility for residents and visitors. <i>MF5-67 (Action also in Well-being Objective 8)</i>	March 2020	COMM
12	We will deliver a £2million programme to re-develop Burry Port Harbour infrastructure. <i>MF5-69 (Action also in Well-being Objective 8)</i>	March 2023	COMM
13	We will support community groups and organisations to promote and publicise the rich variety of community events being held in Carmarthenshire from agricultural shows, festivals and carnivals to exhibitions, concerts and performances. <i>MF5-85 (Action also in Well-being Objectives 9 &amp; 14)</i>	March 2020	COMM
<b>G</b>	<b>Overarching Data</b>		
1	We will aim to create <b>377</b> more jobs ( <i>EconD/001</i> ) (2018/19 Result - 419)	377	COMM
2	We will aim to accommodate <b>83</b> jobs ( <i>EconD/002</i> ) (2018/19 Result - 111)	83	COMM
3	We will aim to place <b>122</b> people into jobs ( <i>EconD/003</i> ) (2018/19 Result - 137)	122	COMM
4	We will aim to help 581 people into volunteering with Regeneration assistance. ( <i>EconD/005</i> ) (2018/19 Result - 960)	581	COMM
5	Level of Private Sector Investment / external funding secured <b>£ 9.5m</b> ( <i>EconD/008</i> ) (2018/19 Result - £16,205,882)	£9.5m	COMM
6	We will ensure that a high percentage of undisputed invoices are paid within 30 days to help local businesses cash-flow ( <i>CFH/006</i> ) (2018/19 Result - 94.0%)	93.5%	COMM
7	We will ensure that we conduct trading standards inspections for all high risk businesses ( <i>PPN/001i</i> ) (2018/19 Result - 100 %)	100%	E&PP

Ref	Actions and Measures	Date/Target	Scrutiny
8	We will ensure that we conduct animal health inspections for all high risk businesses <i>(PPN/001iii)</i> <i>(2018/19 Result - 100%)</i>	100%	E&PP
9	We will continue to work with the Food Standard Agency to deliver realistic targets to satisfy the memorandum of understanding for animal feed.	March 2020	E&PP

Success Measures
<b>Gross weekly pay (Median)</b> <i>(ONS – Annual Survey of hours and earnings)</i>
<b>Employment figures</b> <i>(ONS – Annual Population Survey) (National Well-being Indicator)</i>
<b>Number qualified to NVQ Level 4 or above</b> <i>(Stats Wales) (National Well-being Indicator)</i>
<b>People moderately or very satisfied with their jobs</b> <i>(National Survey for Wales) (National Well-being Indicator)</i>



## Well-being Objective 7

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

#### How will we do this?

#### Our detailed delivery plan and to achieve this objective

(Lemon highlight means that this is not the Action or Measure's main objective).

Ref	Actions and Measures	Date/Target	Scrutiny
<b>A</b>	<b>Affordable Homes Delivery Plan</b>		
<b>1</b>	We will increase the number of affordable homes in the County by delivering the affordable homes plan. <i>MF5-44 (7.3.2.24) (2018/19 Result - 247)</i>	2019/20 - 210 2020/21 - 196	COMM
<b>2</b>	We will deliver additional affordable housing units per 10,000 households. <i>(PAM/036) (2018/19 Result - 15.4)</i>	10.5 Per 10,00 households	COMM
<b>3</b>	We will increase the number of new additional properties managed by our internal social lettings agency. <i>(7.3.2.25) (2018/18 Result - 61 additional properties)</i>	59 additional properties	COMM
<b>4</b>	We will develop an ambitious new affordable homes plan which will deliver over 900 additional Council homes over the next 5-10 years. <i>MF5-45</i>	March 2020	COMM
<b>5</b>	We will 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. <i>MF5-46 (Action also in Well-being Objectives 5)</i>	March 2021	COMM
<b>6</b>	We will engage with tenants and key partners to maintain the Carmarthenshire Home Standard for Council owned properties. <i>MF5-48</i>	March 2020	COMM
<b>7</b>	We will support all Council tenants through Welfare Reform changes and deliver a Universal Credit action plan to maximise income and develop new training and employment opportunities. <i>MF5-49 (Action also in Well-being Objective 5)</i>	March 2021	COMM
<b>8</b>	We shall implement key actions in our new Homelessness Strategy to ensure vulnerable residents are supported appropriately to include: <ul style="list-style-type: none"> <li>• New models of affordable single people accommodation.</li> <li>• Remodelling the provision of temporary accommodation and supported accommodation.</li> <li>• Exploring whether a 'Housing First' approach can be developed to support those with the most complex needs.</li> </ul> <i>MF5-50 (Action also in Well-being Objective 5)</i>	March 2020	COMM
<b>9</b>	We will develop a transformational master plan for the Tyisha ward which will address the concerns of residents and provide a sustainable future. <i>MF5-51 &amp; MF5-47</i>	March 2020	COMM
<b>10</b>	We will make it easy and inviting for council tenants to get involved in shaping strategic decisions and improving services, through meaningful involvement and development of relevant tenant skills.	March 2020	COMM

Ref	Actions and Measures	Date/Target	Scrutiny
11	We will increase the % of empty private properties brought back into use. (PAM/013) <i>(2018/19 Result - 7.40% - 189 dwellings)</i> <i>This measures include all previously empty properties and not only affordable homes.</i>	7.46% 195 dwellings	COMM
12	We will increase the number of new homes created as a result of bringing empty properties back into use (PAM/045) <i>(2018/19 Baseline - 7 additional dwellings)</i> <i>This measures include all previously empty properties and not only affordable homes.</i>	7 Additional dwellings	COMM
13	We will maintain the average number of days taken to complete council house repairs. (PAM/037) <i>(2018/19 Result - 14.6 days)</i>	14 days	COMM
14	We will continue to ensure that all council houses meet the Welsh Housing Quality Standard (WHQS) (PAM/038) <i>(2018/19 Result - 100%)</i>	100%	COMM
15	We will maintain the % of rent lost due to properties being empty. (PAM/039) <i>(2018/19 Result - 2.9%)</i>	2.7%	COMM

### Success Measures

**Number of affordable homes in the County** (7.3.2.24)



## Well-being Objective 8

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

#### How will we do this?

#### Our detailed delivery plan and to achieve this objective

Ref	Actions and Measures	Date/Target	Scrutiny
	Also see: <i>Objective 1 – Help to give every child the best</i> <i>Objective 2 – Help children live healthy lifestyles and improve their early life experiences</i>		
<b>A</b>	<b>Eat and breathe healthily</b>		
1	We will assist in developing a departmental catering manual to help standardise operating procedures across the Leisure Division.	March 2020	COMM
2	We will 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	EPP
3	We will 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	EPP
4	We shall ensure that a very high percentage of food establishments meet food hygiene standards ( <i>PAM/023</i> ) <span style="float: right;">(2018/19 Result - 95.77%)</span>	93%	EPP
5	We shall ensure that all high risk Food businesses that are liable to a programmed inspections are inspected. ( <i>PPN/001ii</i> ) <span style="float: right;">(2018/19 Result - 100%)</span>	100%	EPP
6	We will work with community organisations and Town Community Councils to improve access to the network of footpaths and bridleways across the County. <i>MF5-68</i>	March 2020	COMM
7	We will explore various options for possible delivery of treatment of care for pest control.	March 2020	EPP
8	We will review the physical infrastructure and programming of Pendine Outdoor Education Centre. ( <i>Action also in Well-being Objective 2</i> )	March 2020	COMM
<b>B</b>	<b>Physical Activity</b>		
1	We will work alongside workplace health and wellbeing champion to effect change in physical activity levels of targeted staff within the Communities department.	March 2020	COMM
2	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. ( <i>Action also in Well-being Objective 11</i> )	March 2020	COMM
3	We shall invest in the County's leisure centre provision with the development of a new facility in Llanelli as part of the Wellness Village. <i>MF5-61</i>	March 2022	COMM
4	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. We will work closely in developing the 4 focused sports which are: Cycling, Aquatics, Athletics and Triathlon ( <i>Part of MF5-1- Carmarthen Velodrome</i> ) ( <i>Action also in Well-being Objective 13</i> )	March 2023	COMM



Ref	Actions and Measures	Date/Target	Scrutiny
5	We will review and implement an improved pathway of aquatics provision that enables participants to reach their full potential. <i>(Also in Well-being Objective 2)</i>	March 2020	COMM
6	We will ensure best use is made of school facilities to support wider community activity. <b>MF5-30</b> <i>(Action also in Well-being Objectives 2, 9 &amp; 11)</i>	March 2020	E&CS
7	We will develop Carmarthen Leisure Centre facilities to include refurbishment of athletics facilities and the 3G astro turf pitch with upgrade to traffic infrastructure. <b>(MF5-62 Part)</b>	June 2020	COMM
8	We will develop Ammanford Leisure Centre facilities with upgrades to changing facilities, traffic infrastructure and external sports facilities. <b>(MF5-62 part).</b>	June 2020	COMM
9	We shall strive to continue to increase the number of visits to leisure centres per 1,000 population <b>(PAM 017)</b> <i>(Also in Well-being Objective 2</i> <b>(2018/19 Result- 8,401)</b>	8,707 per 1,000 population	COMM
10	We shall increase the % of children who can swim 25m aged 11 <b>(3.4.2.1)</b> <i>(Also in Well-being Objective 2)</i> <b>(2018/19 Result- 63.3%)</b>	65%	COMM
11	We shall retain the percentage of people referred to the National Exercise Referral scheme that attend the initial consultation of the programme <b>(3.4.2.6)</b> <b>(2018/19 Result -58.7%)</b>	58%	SCH
12	We shall increase the percentage of people referred to the National Exercise Referral scheme that complete the 16 week programme <b>(PAM/041)</b> <b>(2018/19 Result 55.1%)</b>	50%	SCH
13	The percentage of National Exercise Referral clients whose health had improved on completion of the exercise programme <b>(PAM/042)</b>	Establish a target	SCH
<b>C</b>	<b>Mental Health</b>		
1	We will work with partners to contribute to health led transformation programmes in mental health and redesign of services within learning disability ensure appropriate mental health care services and support are available. <b>MF5-57</b> <i>(Action also in Well-being Objectives 9 &amp; 10)</i>	March 2020	SCH
2	We will develop the 'Stordy Digidol' digital project to show case Carmarthenshire's heritage collections to improve accessibility. <i>(Action also in Well-being Objective 14)</i>	March 2021	COMM
3	We will deliver a transformation plan for the Carmarthenshire Museums service, to include development at Parc Howard, a review of Kidwelly museum and a new Museum of Speed in Pendine to improve the provision for residents and visitors <b>MF5-64 (Ref 13289)</b> <i>(Action also in Well-being Objectives 6 &amp; 14)</i>	March 2022	COMM
4	We will review governance and deliver re-development options for Oriel Myrddin to improve the provision for residents and visitors. <b>MF5-64</b> <i>(Action also in Well-being Objectives 6 &amp; 14)</i>	March 2020	COMM
5	We will begin the museums transformation plan with the delivery of a £1.2 million redevelopment of the County museum at Abergwili. <b>MF5-65 (Ref 13290)</b> <i>(Action also in Well-being Objectives 6 &amp; 14)</i>	March 2023	COMM
6	We will review and re-develop the Council's Theatre Services provision. <b>MF5-66</b> <i>(Action also in Well-being Objectives 6 &amp; 14)</i>	March 2020	COMM

Ref	Actions and Measures	Date/Target	Scrutiny
7	We shall improve and develop the infrastructure and facilities at Pembrey Country Park to enable it to become a first class facility for residents and visitors. <b>MF5-67</b> <i>(Action also in Well-being Objective 6)</i>	March 2020	COMM
8	We will deliver a £2million programme to re-develop Burry Port Harbour infrastructure. <b>MF5-69</b> <i>(Action also in Well-being Objective 6)</i>	March 2023	COMM
9	We will celebrate and promote Carmarthenshire's rich cultural and sporting achievements and diversity. <b>MF5 70</b> <i>(Action also in Well-being Objective 14)</i>	March 2020	COMM
10	We shall retain a high number of library visits per 1,000 population ( <b>LCL/001</b> ) <i>(2018/19 Result - 8,151)</i>	7,727	COMM
11	Percentage of Quality Indicators (with targets) achieved by the library service. <i>(PAM/040)</i> <i>(2017/18 Result - 97.5%)</i>	97.5%	COMM

Additional Success Measures
<b>Adults who say their general health is Good or Very Good</b> <i>(National Survey for Wales)</i>
<b>Adults who say they have a longstanding illness</b> <i>(National Survey for Wales)</i>
<b>Adult mental well-being score</b> <i>(National Survey for Wales)</i> <i>(National Well-being Indicator)</i>
<b>Adults who have fewer than two healthy lifestyle behaviours</b> <i>(National Survey for Wales)</i> <i>(National Well-being Indicator)</i> (Not smoking, drinking > 14 units or lower, eating at least 5 portions fruit & veg the previous day, having a healthy body mass index, being physically active at least 150 minutes the previous week).

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## Well-being Objective 9

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

### How will we do this?

#### Our detailed delivery plan and to achieve this objective

(Lemon highlight means that this is not the Action or Measure's main objective).

Ref	Actions and Measures	Date/Target	Scrutiny
<b>A</b>	<b>We will continue to develop and implement how we provide information, advice and assistance across social care services</b>		
<b>1</b>	We will continue to develop and improve how Children's Services provide information, advice and assistance (IAA) to support families, ensuring information is easily available, accurate, accessible in different formats and progress links to the Dewis Directory of services. Continue to strengthen links with community services in respect of children with disabilities.	March 2020	E&CS
<b>2</b>	Following the review and consultation of our disability service we are working towards a through age model for disability to ensure seamless transition and pathways from children to adults. <i>(Action also in Well-being Objective 1)</i>	March 2020	SCH
<b>3</b>	We will make the Information Advice and Assistance (IAA) service as effective as possible, focussing on prevention and early intervention, working with community and third sector organisations, to achieve better outcomes for individuals. <b>MF5-52a</b> <i>(Action also in Well-being Objective 10 &amp; 11)</i>	March 2020	SCH
<b>4</b>	We will develop services to respond 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. <i>(Action also in Well-being Objective 11)</i>	March 2020	SCH
<b>B</b>	<b>We will promote and develop strong connections for people, places and organisations</b>		
<b>1</b>	We will work with regional partners to ensure community cohesion is co-ordinated throughout the region.	March 2021	COMM
<b>2</b>	We will support community groups and organisations to promote and publicise the rich variety of community events being held in Carmarthenshire from agricultural shows, festivals and carnivals to exhibitions, concerts and performances. <b>MF5-85</b> <i>(Action also in Well-being Objectives 6 &amp; 14)</i>	March 2020	COMM
<b>3</b>	We will implement Celtic Routes an Ireland Wales co-operation funded project worth £1.7m and aim for full strategic alignment to the Welsh Government's Wales Way initiative, which is a new family of three national routes that lead you into the heart of real Wales.	March 2020	COMM
<b>4</b>	We will further develop the Council's approach to implementing the Armed Forces Community Covenant.	March 2021	P&R
<b>C</b>	<b>We will identify the strengths and resources within communities which can contribute to promoting and supporting the health and wellbeing of neighbours</b>		
<b>1</b>	We will ensure best use is made of school facilities to support wider community activity. <i>(Action also in Well-being Objectives 2, 8 and 11)</i> <b>MF5-30</b>	March 2020	E&CS
<b>2</b>	We will continue to review and improve our Intermediate Care service model and provision. <i>(Also in Well-being Objective 10)</i>	March 2020	SCH

Ref	Actions and Measures	Date/Target	Scrutiny
3	We will promote financial literacy and protect vulnerable people from financial fraud through the Financial Exploitation Safeguarding Scheme (FESS) and develop further partnership arrangements in respect to financial exploitation <i>(Also in Well-being Objectives 5 &amp; 11)</i>	March 2020	E&PP
4	We will Implement proceeds of crime across regulatory services to protect people.	March 2020	E&PP
5	We will make it easy and inviting for council tenants to get involved in shaping strategic decisions and improving services, through meaningful involvement and development of relevant tenant skills.	March 2020	COMM
<b>D</b>	<b>With our partners we will continue to support Safer Communities</b>		
1	We will work with partners to ensure Carmarthenshire's communities are safer with a specific focus on addressing issues contained in the Safer Communities Partnership Action Plan in relation to: <ul style="list-style-type: none"> <li>• Class A drugs and County Lines</li> <li>• Violent crime including Violence against Woman, Domestic Abuse and Sexual Violence (VAWDASV)</li> <li>• Counter-terrorism</li> <li>• Cyber Crime</li> <li>• Child Sexual Exploitation</li> </ul>	March 2020	E&PP
2	We will work with the Home Office to deliver the roll-out of the Dovetail (Channel) programme across Wales, which is a new proposed approach for administering Channel, part of the Prevent counter-terrorism duty.	March 2020	E&PP
3	We will ensure our specialist substance misuse team meets the needs of children and adult services by providing expert advice, support and direct input to front line teams. <i>(Action also in Well-being Objective 1)</i>	March 2020	SCH
4	We are embedding a culture of "everybody's business", where professionals take ownership of risks. We will ensure the service user is involved by embedding a person centred approach to safeguarding which ensures the service user is heard and central in decision making. <i>(Action also in Well-being Objective 10 &amp; 11)</i>	March 2020	SCH
5	We will work with partners to contribute to health led transformation programmes in mental health and redesign of services within learning disability ensure appropriate mental health care services and support are available. <b>MF5-57</b> <i>(Action also in Well-being Objectives 8 &amp; 10)</i>	March 2020	SCH
6	We will continue to develop and deliver safeguarding awareness training sessions to licensed premises staff, in partnership with the Police and Security Industry Authority.	March 2020	E&PP
7	We will continue to develop and deliver safeguarding awareness training to transport drivers, in partnership with the Police and Four Counties.	March 2020	E&PP
8	We will maintain the average number of calendar days taken to repair all street lamp failures <i>(THS/009)</i> <i>(2018/19 Result - 3.98 days)</i>	4 days	EPP

Additional Success Measure	
<b>% Say they have a sense of community</b>	(Derived from feeling of belonging; different backgrounds get on, treat with respect'.) <i>(National Survey for Wales) (National Well-being Indicator)</i>
<b>People feeling safe</b>	(At home, walking in the local area, and travelling) <i>(National Survey for Wales) (National Well-being Indicator)</i>



## Well-being Objective 10

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

### How will we do this?

### Our detailed delivery plan and to achieve this objective

(Lemon highlight means that this is not the Action or Measure's main objective).

Ref	Actions and Measures	Date/Target	Scrutiny
<b>A</b>	<b>Improved population health and wellbeing</b>		
1	We will make the Information Advice and Assistance (IAA) service as effective as possible, focussing on prevention and early intervention, working with community and third sector organisations, to achieve better outcomes for individuals. <i>MF5-52a (Action also in Well-being Objective 9 &amp; 11)</i>	March 2020	SCH
2	We shall continue to aim to reduce the rate of people kept in hospital while waiting for social care per 1,000 population aged 75+ ( <i>PAM/025</i> ) (2018/19 - 81 clients - 4.21 rate)	57 clients 2.90 rate	SCH
3	We will improve the population health and well-being across the 3 tiers by continuing to implement a preventative framework with clear outcomes of each tier. <ul style="list-style-type: none"> <li>✓ Prevention</li> <li>✓ Early intervention</li> <li>✓ Promoting Independent Living</li> </ul> <i>(Also in Well-being Objective 11)</i>	March 2020	SCH
4	We will work with partners to provide more opportunities for vulnerable and older people to socialise in order to reduce loneliness, tackle inequalities and poverty. <i>MF5-59 (Also in Well-being Objective 11)</i>	March 2020	SCH
5	We will implement a range of programmes within the 'Healthier West Wales' programme, funded through the Welsh Government's Transformation Fund, to improve wellbeing outcomes for older people in the county. <i>MF5-52b</i>	March 2020	SCH
6	We will continue to play a key role on the West Wales Regional Partnership Board and support the wider programme of the West Wales Care Partnership to integrate and transform care and support across the region. <i>MF5 52c</i>	March 2020	SCH
7	We will continue to reduce the number of calendar days taken to deliver a Disabled Facilities Grant ( <i>PAM/015</i> ) (2018/19 Result - 157 days)	155 days	COMM
<b>B</b>	<b>Better quality and more accessible health and social care services</b>		
1	We will continue to review and improve our Intermediate Care service model and provision. <i>(Also in Well-being Objective 9)</i>	March 2020	SCH
2	We will continue to improve the provision of day opportunities for older people across the County. <i>MF5-53</i>	March 2020	SCH
3	We will deliver an investment programme for Care Homes and Sheltered Housing Schemes that meets the future needs of older people in the County. <i>MF5-54</i>	March 2020	SCH
4	We will maintain a strong and sustainable in-house Council provision for domiciliary care. <i>MF5-55</i>	March 2021	SCH

Ref	Actions and Measures	Date/Target	Scrutiny
5	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'. <i>MF5-56 (Action also in Well-being Objective 14)</i>	March 2020	SCH
6	We will continue to develop and improve an effective re-ablement /rehabilitation service to achieve better personal outcomes.	March 2020	SCH
7	We will continue to support people living with dementia and the development of more dementia friendly and supportive communities and provisions across the County. <i>MF5-60 (Action also in Well-being Objective 11)</i>	March 2020	SCH
<b>C</b>	<b>Higher value health and social care</b>		
1	We will work with partners to contribute to health led transformation programmes in mental health and redesign of services within learning disability ensure appropriate mental health care services and support are available. <i>MF5-57 (Action also in Well-being Objective 8 &amp; 9)</i>	March 2020	SCH
2	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. <i>MF5-58 (Action also in Well-being Objective 11)</i>	March 2020	SCH
3	We will invest in the quality of our social work decision making and practice by providing appropriate guidance and training to ensure compliance with legislative requirements.	March 2020	SCH
4	We will innovate and transform services through a learning culture and best practice approach.	March 2020	SCH
5	We will review the 10 year Strategic Plan in light of a recent Welsh Government Legislation and guidance to ensure our services are aligned and continues improvement of our service models.	March 2020	SCH
<b>D</b>	<b>A motivated and sustainable health and social care workforce</b>		
1	We are embedding a culture of "everybody's business", where professionals take ownership of risks. We will ensure the service user is involved by embedding a person centred approach to safeguarding which ensures the service user is heard and central in decision making. <i>(Action also in Well-being Objective 9 &amp; 11)</i>	March 2020	SCH
2	We will provide a supportive learning and development culture for our workforce to ensure they are equipped to meet the challenges of <b>A Healthier Wales</b> .	March 2020	SCH

Success Measures
<b>Agree there's a good Social Care Service available in the area</b> <i>(National Survey for Wales)</i>
<b>The rate of people kept in hospital while waiting for social care</b> <i>(PAM/025)</i>
<b>Number of calendar days taken to deliver a Disabled Facilities Grant</b> <i>(PAM/015)</i>



# Well-being Objective 11

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

### How will we do this?

### Our detailed delivery plan and to achieve this objective

(Lemon highlight means that this is not the Action or Measure's main objective).

Ref	Actions and Measures	Date/Target	Scrutiny
<b>A</b>	<b>Age Friendly Communities:</b>		
1	We will ensure best use is made of school facilities to support wider community activity. <i>(Action also in Well-being Objectives 2, 8, and 9) MF5-30</i>	March 2020	E&CS
2	We will continue to further develop the Council's approach to consultation and engagement approaches. <i>MF5-91 (Action also in Well-being Objective 15)</i>	Sept 2020	P&R
3	We will continue to develop the provision of 'County Cars' and links with the Royal Voluntary Service and Hywel Dda University Health Board (H DUHB).	March 2020	E&PP
4	We will work with the community, Ceredigion and Pembrokeshire county councils to help sustain the delivery of the LINC/ Bwcabus integrated transport services & Key strategic Services. <i>(Action also in Well-being Objective 13)</i>	March 2020	E&PP
5	We will continue to review the County's Public Transport network and work with Operators and Stakeholders to sustain the network within the confines of the resources available.	March 2020	E&PP
6	We will continue to promote the all Wales Concessionary Travel Pass.	March 2020	E&PP
7	We will continue to assess options, and trial new technology to Council homes to better understand the potential for helping tenants to reduce their energy bills, improve the comfort of their homes and reduce carbon emissions to levels set by Welsh Government. <i>(Action also in Well-being Objective 5)</i>	March 2020	COMM
8	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. <i>(Action also in Well-being Objective 10) MF5-58</i>	March 2020	SCH
9	We will improve the population health and well-being across the 3 tiers by continuing to implement a preventative framework with clear outcomes of each tier. <ul style="list-style-type: none"> <li>✓ Prevention</li> <li>✓ Early intervention</li> <li>✓ Promoting Independent Living</li> </ul> <i>(Also in Well-being Objective 10)</i>	March 2020	SCH
<b>B</b>	<b>Dementia Supportive Communities:</b>		
1	We will continue to support people living with dementia and the development of more dementia friendly and supportive communities and provisions across the County. <i>MF5-60 (Action also in Well-being Objective 10)</i>	March 2020	SCH
2	We will implement our Libraries Development plan 2017 – 2022. <i>(Action also in Well-being Objective 14)</i>	March 2022	COMM
3	We will develop services to respond 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. <i>(Action also in Well-being Objective 9)</i>	March 2020	SCH



Ref	Actions and Measures	Date/Target	Scrutiny
<b>C</b>	<b>Falls prevention:</b>		
1	We will Inspect Highways, footways and lighting infrastructure on a regular basis to identify any defects posing a danger to the public.	March 2020	E&PP
2	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. <i>(Action also in Well-being Objective 8)</i>	March 2020	COMM
<b>D</b>	<b>Opportunities for employment and new skills</b>		
1	Work with partners in the Carmarthenshire Adult and Community Learning Partnership to develop greater opportunities for learning and progression routes including Further Education / Higher Education and employment. <i>(Action also in Well-being Objective 3)</i>	March 2020	E&CS
2	We will make the Information Advice and Assistance (IAA) service as effective as possible, focussing on prevention and early intervention, working with community and third sector organisations, to achieve better outcomes for individuals. <b>MF5-52a</b> <i>(Action also in Well-being Objective 9 &amp; 10)</i>	March 2020	SCH
3	We will retain and promote Carmarthen Community Education Centre as a flagship hub venue for Basic Skills and English for speakers of other languages (ESOL) provision, private classes, community clubs and societies.	March 2020	E&CS
4	We shall increase the number of adults that feel more positive with improved confidence about seeking work after receiving <b>employability support</b> through Communities 4 Work and Communities 4 Work Plus Programmes. <i>(EconD/020)</i> <i>(Also in Well-being Objective 5)</i> <b>(2018/19 Result - 100%)</b>	100%	COMM
5	We shall ensure that a high number of residents feel more confident in using a computer and gaining IT skills after receiving <b>digital inclusion support</b> through Communities 4 Work and Communities 4 Work Plus Programmes <i>(EconD/021)</i> <i>(Also in Well-being Objective 5)</i> <b>(2018/19 Result - 100%)</b>	100%	COMM
<b>E</b>	<b>Loneliness and isolation</b>		
1	We will work with partners to provide more opportunities for vulnerable and older people to socialise in order to reduce loneliness, tackle inequalities and poverty. <b>MF5-59</b> <i>(Also in Well-being Objective 10)</i>	March 2020	SCH
2	We are embedding a culture of "everybody's business", where professionals take ownership of risks. We will ensure the service user is involved by embedding a person centred approach to safeguarding which ensures the service user is heard and central in decision making. <i>(Action also in Well-being Objective 10 &amp; 9)</i>	March 2020	SCH
3	We will promote financial literacy and protect vulnerable people from financial fraud through the Financial Exploitation Safeguarding Scheme (FESS) and develop further partnership arrangements in respect to financial exploitation <i>(Also in Well-being Objectives 5 &amp; 9)</i>	March 2020	E&PP
4	We will work with the third sector and other stakeholders to develop the range of support services provided in the County across a number of service areas as well as further developing volunteering opportunities within the County. <i>(Also in Well-being Objective 5)</i> <b>MF5-80</b>	March 2020	P&R

## Success Measures

**People who are lonely** *(National Survey for Wales)(National Well-being Indicator)*



## Well-being Objective 12

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

### How will we do this?

### Our detailed delivery plan and to achieve this objective.

Ref	Actions and Measures	Date/Target	Scrutiny
<b>A</b>	<b>Address requirements of the Environment (Wales) Act 2016</b> and monitor delivery of CCC's Environment Act Forward Plan [IM2] We will advise the whole Authority and partners on our need to address the environmental requirements of the Environment (Wales) Act 2016. . CCC's Environment Forward Plan was endorsed by CCC's Executive Board in March 2017, and progress in delivering it is monitored using the PIMS		
<b>1</b>	Through monitoring the delivery of the Council's Forward Plan, we will evidence how Carmarthenshire County Council is meeting its Biodiversity and Ecosystem Resilience Duty under Section 6 of the Environment (Wales) Act, reporting on outcomes achieved to WG. We will evidence links between this work and the requirements of the Well Being of Future Generations (Wales) Act 2015.	May 2020	E&PP
<b>2</b>	We will continue to deliver the Caeau Mynydd Mawr SAC Marsh Fritillary project, consistent with SPG, which aims to ensure the management of at least 100ha of Marsh Fritillary habitat in perpetuity.	Oct 2021	E&PP
<b>3</b>	We will implement the tree strategy to improve the environment and mitigate the effects of air and noise pollution in our more populated areas. <b>MF5-23</b> This strategy will link with the Council's approved Tree Management Procedure, and will apply primarily to trees on land owned or managed by CCC, but could equally well apply to other land e.g. land managed by other members of the Pubic Service Board, and Town and Community Councils. This action will enhance and sustain both our natural and our built spaces. There is also a need to look at Ash Die back during the coming years.	March 2020	E&PP
<b>4</b>	We will implement the recommendations of the Environmental & Public Protection Task & Finish review of the maintenance provision of highway hedgerows and verges.	March 2020	E&PP
<b>B</b>	Ensure that in <b>delivering planning services across the County</b> , and in particular the various aspects of Planning (Wales) Act 2015, we demonstrate compliance with the Biodiversity & Resilience of Ecosystems Duty within the Act.		
<b>1</b>	We will review the Council's Rural Buildings Policy. <b>MF5-22</b> Policies in the LDP relating to the re-sue of rural buildings, together with relevant SPG if required will be reviewed as part of the LDP review process. The appropriate re-use of these buildings can contribute to the circular economy and a reduction in both the creation of waste and the demand for new building materials.	Dec 2019	COMM
<b>2</b>	We will implement and monitor the adopted Local Development Plan (LDP) in accordance with the statutory requirements and the content of the agreed Monitoring and Implementation Framework.	March 2020	COMM
<b>3</b>	We will continue with the preparation of a Revised LDP in accordance with statutory provisions. Subject to the political process and focus during 2019/20 will be the Deposit Consultation. <b>MF5-20</b> Progress in relation to the Revised LDP timetable will be monitored twice yearly.	March 2020	COMM
<b>4</b>	We will continue to implement the Local Development Order for Llanelli Town Centre as part of a co-ordinated strategic approach to regeneration within the town centre.	March 2020	COMM

Ref	Actions and Measures	Date/Target	Scrutiny
5	We will continue to monitor and where appropriate manage the use of monies raised through developer contribution including s106 agreements. As a consequence we will ensure monies are appropriately used and that there is an efficient turn around in the use of funds. <b>MF5- 21</b>	March 2020	COMM
6	We will develop and implement a comprehensive plan to fully utilise the assets at the house and park at Parc Howard with the aim of making the venue a Green Flag location and consider other venues across the County that may benefit from becoming a Green Flag location. <b>MF5-19</b>	March 2021	E&PP
7	We will work with stakeholders to improve sewerage capacity within the County through the development of appropriate schemes. Ensure planned programed improvements are designed and implemented to address capacity issues. Address water supply too. <b>MF5-24</b>	March 2020	COMM
8	The Planning Division will develop a consistent approach to ensuring that biodiversity is maintained and enhanced, and that ecosystem resilience is promoted as part of the planning system and also within its Conservation, Minerals and Building Control activities.	March 2020	COMM
9	% of all planning applications determined in time ( <i>PAM/018</i> ) (2018/19 Result - 72.5%)	75%	COMM
10	% of planning appeals dismissed ( <i>PAM/019</i> ) (2018/19 Result - 71.4%)	70%	COMM
<b>C</b>	<b>We will continue to implement and promote the increased use of renewable energy and become carbon neutral by 2030.</b>		
1	We shall reduce energy consumption (kWh) / carbon emissions (tonnes) in the Council's existing non-domestic building portfolio. <b>MF5-13</b>	March 2021	E&PP
2	We will identify and deliver energy efficiency projects within the Council's existing, non-domestic buildings.	March 2021	E&PP
3	We will contribute to delivering 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 by developing new homes with innovative technologies. <b>MF5-46 (part)</b>	Dec 2019	COMM
4	We will develop a clear plan for a route towards being net zero carbon within 12 months (As per Notice of Motion at County Council –Feb.2019)	March 2020	E&PP
<b>D</b>	<b>We will protect our environment &amp; properties through delivering our Flood &amp; Waste Management Plan; &amp; protect &amp; manage our coast by delivering the Shoreline Management Plan.</b>		
1	We will publish the Flood Risk Management Plan and commence implementation as part of the strategy for identifying, managing and mitigating flood risk within our communities.	March 2020	E&PP
<b>E</b>	<b>We will deliver actions from the 'Towards Zero Waste strategy', to become a high recycling nation by 2025 and a zero waste nation by 2050.</b>		
1	We will continue to review our waste treatment strategy options and recycling infrastructure needs to ensure that we can continue to meet our statutory recycling targets and landfill diversion targets from April 2019. <b>MF5-16</b>	March 2021	E&PP
2	We will work with local stakeholders to pilot litter management arrangements across Llanelli with specific attention to the town centre and approach roads, with a view to introducing across the County. <b>MF5-18</b>	March 2020	E&PP

Ref	Actions and Measures	Date/Target	Scrutiny
3	We will continue to work with CWM Environmental to review our waste treatment/disposal arrangements in the immediate term by securing appropriate arrangements for treating and disposing of our waste.	March 2020	E&PP
4	We shall continue to review existing household recycling participation rates to maximise landfill diversion and increase recycling. Undertake a programme of door-stepping to advise and encourage householders to participate in our recycling schemes.	March 2020	E&PP
5	We shall explore the potential partnership with local community third sector companies to improve the performance of the council bulky waste and re-use service.	March 2020	E&PP
6	We will undertake a public satisfaction survey to assess the public opinion of current services. Also assess the appetite for future service change to deliver enhanced recycling performance for Carmarthenshire.	March 2020	E&PP
7	We will continue to target local environment quality issues, including dog fouling, fly-tipping and general litter blight. Review effectiveness of Public Space Protection Order.	March 2020	E&PP
8	We will continue to re-used, recycled or composted a high percentage of waste (PAM/030). Target set to achieve national waste targets (2018/19 Result - 58.94%)	64%	E&PP
9	We will reduce the amount (Kg) of municipal waste that is not reused, recycled or composted during the year per person (PAM/043) (2018/19 Result - 179.7 Kg)	168 Kg	E&PP
10	We will keep the average number of working days taken to clear fly-tipping incidents to a minimum (PAM/035) (2018/19 Result - 2.3 days)	2.5 days	E&PP
11	We will maintain a high level of streets that are clean (PAM/010) (2018/19 Result - 91.5%)	92%	E&PP
12	We shall maintain a high level of cleanliness of our highways based on the Keep Wales Tidy and Cleanliness Index inspections (STS/005a) (2018/19 Result - 75.7%)	71%	E&PP

Additional Success Measure
Rates of recycling (PAM/030)
Use of renewable energy

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## Well-being Objective 13

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

### How will we do this?

#### Our detailed delivery plan and to achieve this objective

(Lemon highlight means that this is not the Action or Measure's main objective).

Ref	Actions and Measures	Date/Target	Scrutiny
<b>A</b>	<b>We will develop the highway infrastructure to meet the priorities of our Regeneration Plan</b>		
<b>1</b>	We will continue to invest in strategic transport infrastructure links to support economic development. a. We will connect the development of Phase 2 of the Cross Hands Economic Link Road. <i>MF5-2 &amp; MF5-3</i>	March 2020	E&PP
<b>2</b>	We will establish Carmarthenshire as the Cycling Hub of Wales by delivering key projects the Tywi Valley Cycle Path. <i>MF5-1</i>	March 2021	E&PP
<b>3</b>	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. We will work closely in developing the 4 focused sports which are: Cycling, Aquatics, Athletics and Triathlon. <i>(Part of MF5-1- Carmarthen Velodrome) (Action also in Well-being Objective 8)</i>	March 2023	COMM
<b>4</b>	We will develop active travel routes for key settlements.	March 2020	E&PP
<b>5</b>	We have completed our Highways Asset Maintenance Plan and will develop the Highways Maintenance Policy to support the delivery of the Plan.	March 2020	E&PP
<b>6</b>	We will deliver the 3 year capital investment program for highway maintenance in accordance with then resources available. <i>MF5-8</i>	March 2020	E&PP
<b>7</b>	We will deliver the 3 year capital investment program for highway bridge strengthening and replacement schemes in accordance with then resources available	March 2021	E&PP
<b>8</b>	We will work towards improving integration of the public transport network including rail services in Carmarthenshire in order to better serve the needs of our residents. <i>MF5-6</i>	March 2021	E&PP
<b>9</b>	We will work with Welsh Government to help deliver at Llandeilo bypass to improve air quality and safety in the town of Llandeilo. <i>MF5-4</i>	March 2021	E&PP
<b>10</b>	We will consider the feasibility of developing an overnight lorry park/s within the County. <i>MF5-9</i>	March 2022	E&PP
<b>11</b>	We will work with the Town & Community Council to implement the 'invest to save' programme to convert the county's street lamps to LED lighting.	March 2020	E&PP
<b>12</b>	The % of A roads in poor condition ( <i>PAM/020</i> ) (2018/19 Result - 5.2%)	5.0%	E&PP
<b>13</b>	The % of B roads in poor condition ( <i>PAM/021</i> ) (2018/19 Result - 4.2%)	5.0%	E&PP

Ref	Actions and Measures	Date/Target	Scrutiny
14	The % of C roads in poor condition ( <i>PAM/022</i> ) (2018/19 Result - 12.5%)	14.0%	E&PP
15	We will minimise the % of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition ( <i>THS/012</i> ) (2018/19 Result - 10.1%)	11.2%	E&PP
<b>B</b>	<b>We will continue the successful integrated public transport network</b>		
1	We will work with Regional Local Authority Partners to develop plans for a South West Wales Metro. <i>MF5-6</i>	March 2022	E&PP
<b>C</b>	<b>We will plan to redesign our school transport network to support the Modernising Education Programme</b>		
1	We will continue to support the delivery of the Modernising Education Programme – redesigning networks to facilitate the movement of pupils as set out in our home to school transport policy.	March 2020	E&PP
<b>D</b>	<b>We will continue to support community transport.</b>		
1	We will work with the community, Ceredigion and Pembrokeshire County Councils and Welsh Government to help sustain the delivery of the LINC/ Bwcabus integrated transport services & Key strategic Services. ( <i>Action also in Well-being Objective 11</i> )	March 2020	E&PP
<b>E</b>	<b>We will meet our objectives set out in our Road Safety Strategy.</b>		
1	We shall lobby Welsh Government to increase funding to enable the development of Safer Routes in Communities ensuring more communities can have new pavements and walking routes. <i>MF5-7</i>	March 2020	E&PP
2	We will work to reduce the number of people killed and seriously injured on the roads to meet the 40% reduction by 2020 ( <i>5.5.2.21</i> ) (2018/19 Results published in June)	75	E&PP
3	We will work to reduce the number of motorcyclists killed and seriously injured on roads to meet the 25% reduction by 2020 ( <i>5.5.2.22</i> ) (2018/19 Results published in June )	14	E&PP
4	We will work reduce the number of young people (aged 16-24) killed and seriously injured on roads to meet the 40% reduction by 2020 ( <i>5.5.2.23</i> ) (2018/19 Results published in June )	21	E&PP
<b>F</b>	<b>Modernising our vehicle Fleet and electrical vehicle charging infrastructure</b>		
1	We will complete our investment into vehicle replacements during the year in accordance with our strategic fleet replacement programme. <i>MF5-5</i>	March 2020	E&PP
2	We will improve the infrastructure for the use of electric vehicles especially in rural areas. <i>MF5-6</i>	March 2021	E&PP

Success Measures
Road conditions ( <i>PAM/020, PAM/021 &amp; PAM/022</i> )
Road casualties ( <i>5.5.2.21</i> )



## Well-being Objective 14

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

#### How will we do this?

#### Our detailed delivery plan and to achieve this objective

(Lemon highlight means that this is not the Action or Measure's main objective).

Ref	Actions and Measures	Date/Target	Scrutiny
<b>A</b>	<b>Implement and monitor the Welsh Language Standards</b>		
1	We will ensure the Council complies with the requirements of the Welsh Language Standards.	March 2020	P&R
2	We will develop an integrated Welsh Language Programme for our staff.	March 2020	P&R
3	To facilitate good decision making, we will introduce an integrated Impact Assessment which consolidates Equality, Welsh language and Well-being of Future Generations requirements.	March 2020	P&R
<b>B</b>	<b>The development of Welsh in all our Education services</b>		
1	We will implement the content of the 'WESP' Welsh in Education Strategic Plan in partnership with school leaders for the benefit of all Carmarthenshire learners. <i>(Action also in Well-being Objective 3)</i>	March 2020	E&CS
2	We will work with the County's primary and secondary schools to move them along the Welsh language continuum and also ensure that individual pupils within relevant schools are provided with opportunities to continue with their Welsh medium education throughout all key stages. <b>MF5-31</b> <i>(Action also in Well-being Objective 3)</i>	March 2020	E&CS
3	We will increase the % of pupils assessed in Welsh at the end of the Foundation Phase <b>(PAM/033)</b> <i>(Measure also in Well-being Objective 3)</i> <i>(2018/19 Result - 53.5% - 17/18 Academic Year)</i>	55%	E&CS
4	We will increase the % of year 11 pupils studying Welsh (first language) <b>(PAM/034)</b> <i>(Measure also in Well-being Objective 3)</i> <i>(2018/19 Result - 44.9% - 17/18 Academic Year)</i>	45.5%	E&CS
<b>C</b>	<b>The Welsh Language Promotion Strategy</b>		
1	To promote the Strategy for Welsh Language - We will increase the numbers acquiring basic and further skills in Welsh through the education system and through language transmission in the home.	March 2021	P&R
2	To promote the Strategy for Welsh Language - We will increase the confidence of Welsh speakers and therefore the use of the Language in every sphere of life, and encourage and Support the county's organisations to make the Welsh Language an increasingly natural medium for their Services. <b>MF5-86.</b>	March 2021	P&R
3	To promote the Strategy for Welsh Language - We will take purposeful steps to positively affect population movements attempting to attract our young people to establish or re-establish themselves in the county so that the gains that are made in terms of Welsh speakers through the education system are not lost. Also, to make significant efforts to assimilate newcomers and ensure that new planning developments do not have a detrimental effect on the viability of the Welsh language. <b>MF5-86.</b>	March 2021	P&R



Ref	Actions and Measures	Date/Target	Scrutiny
4	To promote the Strategy for Welsh Language - We will target specific geographic areas within the county, either because they offer the potential to develop or because they cause linguistic concern to increase the numbers of residents in those areas who can and do use Welsh. <b>MF5-86</b>	March 2021	P&R
5	To promote the Strategy for Welsh - We will market and promote the Welsh language. Raising the status of Welsh and awareness of the benefits of bilingualism and bilingual education. And by raising awareness of these benefits, attracting more residents of the county to acquire the language. <b>MF5-86</b>	March 2021	P&R
6	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'. <b>MF5-56</b> (Action also in Well-being Objective 10)	March 2020	SCH
<b>D</b>	<b>Promoting our Welsh Culture &amp; Heritage</b>		
1	We will develop the 'Stordy Digidol' digital project to show case Carmarthenshire's heritage collections to improve accessibility. (Action also in Well-being Objective 8)	March 2021	COMM
2	We will implement our Libraries Development plan 2017 – 2022. (Action also in Well-being Objective 11)	March 2022	COMM
3	We will deliver a transformation plan for the Carmarthenshire Museums service, to include development at Parc Howard, a review of Kidwelly museum and a new Museum of Speed in Pendine to improve the provision for residents and visitors <b>MF5-64</b> (Action also in Well-being Objectives 6 & 8)	March 2022	COMM
4	We will review governance and deliver re-development options for Oriel Myrddin to improve the provision for residents and visitors. <b>MF5-64</b> (Action also in Well-being Objectives 6 & 8)	March 2020	COMM
5	We will begin the museums transformation plan with the delivery of a £1.2 million redevelopment of the County museum at Abergwili. <b>MF5-65</b> (Action also in Well-being Objectives 6 & 8)	March 2023	COMM
6	We will review and re-develop the Council's Theatre Services provision. <b>MF5-66</b> (Action also in Well-being Objectives 6 & 8)	March 2020	COMM
7	We will deliver a new archive repository and information hub for Carmarthenshire. <b>MF5-63</b>	March 2021	COMM
8	We will celebrate and promote Carmarthenshire's rich cultural and sporting achievements and diversity. <b>MF5-70</b> (Action also in Well-being Objective 8)	March 2020	COMM
9	We will support community groups and organisations to promote and publicise the rich variety of community events being held in Carmarthenshire from agricultural shows, festivals and carnivals to exhibitions, concerts and performances. <b>MF5-85</b> (Action also in Well-being Objectives 6 & 9)	March 2020	COMM

Success Measures
<b>Can speak Welsh</b> (National Survey for Wales (NSW)(National Well-being Indicator) (NWBI))
<b>Pupils receiving a teacher assessment in Welsh (first language) at the end of the Foundation Phase</b> (PAM/033)
<b>People attended arts events in Wales in last year</b> (NSW)
<b>People visited historic places in Wales in last year</b> (NSW)
<b>People visited museums in Wales in last year</b> (NSW)



## Well-being Objective 15

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

#### How will we do this?

#### Our detailed delivery plan and to achieve this objective

(Lemon highlight means that this is not the Action or Measure's main objective).

Ref	Actions and Measures	Date/Target
<b>A</b>	<b>Transforming, Innovating and Changing (TIC) the way we work and deliver services</b>	
<b>1</b>	We will ensure the TIC programme continues to implement a balanced work programme so that TIC can support and promote longer term, sustainable change and improvement, whilst also recognising the need to focus on meeting the financial challenges in the short term and medium term.	March 2020
<b>2</b>	We will develop and implement more effective consultation and engagement mechanisms with the public and service users about the design of the TIC programme and the shape of future services.	March 2020
<b>3</b>	We will make better use of data and information to identify future TIC priorities.	March 2020
<b>4</b>	We will in line with our Digital Transformation Strategy, continue to engage and understand the Departments needs to allow them to deliver effective services. <i>MF5-88</i>	March 2020
<b>5</b>	We will maintain and develop the authorities' main digital platforms by user testing and by researching all new technology updates.	March 2020
<b>6</b>	We will fully implement a new Agile Working approach across the Council in order to make the best use of our <i>building</i> stock. <i>MF5-12</i>	March 2020
<b>7</b>	We will implement innovative digital solutions that will enable increased collaboration and facilitate organisations to work seamlessly together.	March 2021
<b>8</b>	We will upgrade and replace an ageing ICT infrastructure to ensure that we have a robust and stable environment.	March 2021
<b>9</b>	We will establish the feasibility of developing a joint procurement service with Pembrokeshire County Council. <i>MF5-95</i>	March 2020
<b>10</b>	We will ensure the Council makes the most efficient and effective use of all of its community based assets and where necessary and appropriate transfer ownership of assets to other community groups and interested stakeholders. <i>MF5-15</i>	March 2021
<b>11</b>	We will undertake a review to consider options for the most effective delivery of depot provision across the County including options for shared facilities with other public sector partners. <i>MF5-11</i>	March 2021
<b>12</b>	We shall aim to increase the number of user sessions to the Council website. <i>(ICT/005)</i> <i>(EOY 2018/19 Result - 1,625,512 hits)</i>	1.7m hits
<b>13</b>	Number of Transactional Council Services available to the public online. <i>(ICT/003)</i> <i>(EOY2018/19 Result - 23)</i>	30
<b>B</b>	<b>We shall follow the 7 Principles of Good Governance</b>	
<b>B1</b>	<b>Integrity and Values</b> <i>(Behaving with integrity, demonstrating strong commitment to ethical values, &amp; respecting the rule of law)</i>	
<b>1</b>	We will promote the Authority's Financial policies and procedures, Antifraud and Anti-Corruption Strategy.	March 2020
<b>2</b>	We will review our Financial Procedure Rules.	July 2019

Ref	Actions and Measures	Date/Target
3	We will make sure that the Corporate Strategy addresses the CIPFA/SOLACE 7 Principles of Good Governance through the Well being Objective 'Building a Better Council & Making Better Use of Resources'.	March 2020
<b>B2</b>	<b>Openness and engagement</b> (Ensuring openness and comprehensive stakeholder engagement)	
1	We will further develop the Council's consultation and engagement approaches. <i>MF5-91 (Also in Well-being Objectives 11)</i>	Sept 2020
2	We will continue to ensure compliance with the General Data Protection Regulations requirements.	March 2020
3	We will continue to deliver a training programme for all staff and managers on Data Protection taking into account any changes in legislation arising from the new Data Protection Act 2018.	March 2020
4	We will work with Public Services Board partners to develop our approach to engagement and participation with children and young people ensuring their voice is listened to as part of public service development. <i>MF5-43</i>	March 2020
5	We will ensure we work with the Boundary Commission for Wales on implementing the next stages of the Electoral Review for Carmarthenshire.	March 2022
6	We will work with particular sectors of our community in particular the young people of Carmarthenshire and Persons in Charge of Residential/Nursing Homes, to raise awareness of the importance of registering to vote.	March 2022
7	We will ensure that Canvass Reform is implemented at the start of the Annual 2020 Canvass.	March 2021
8	We will review the format of the Councillors Budget Seminars with the aim of increasing overall attendance.	Sept 2019
9	We will monitor new legislation/new policy as published by the Welsh Government and consider the impact on the Council.	March 2021
10	We will continue to respond to Freedom of Information Act (FOIA) requests within the Statutory deadline – however the emphasis will continue to be on good and adequate replies <i>(2.1.1.17)</i> <span style="float: right;"><i>(EOY 2018 /19 Result - 98.66%)</i></span>	90%
<b>B3</b>	<b>Making a difference</b> (Defining outcomes in terms of sustainable economic, social, and environmental benefits)	
1	We will ensure the Council fully <u>responds and complies</u> with the requirements of the Well-being of Future Generations Act including consideration of the five ways of working in all that we do. <i>MF5-87</i>	March 2020
2	We will develop a system to provide <u>assurance at a corporate</u> level that the Council is considering the five ways of working in the actions to deliver our Well-being Objectives. <i>(A proposal for improvement in the WAO Well-being Future Generations Review Jan 2019)</i>	March 2020
3	We will develop a <u>process to embed the 5 Ways of Working</u> across the Council and <u>maximise learning</u> . <i>(A proposal for improvement in the WAO Well-being Future Generations Review Jan 2019)</i>	March 2020
4	To strengthen our approach to longer term working, we will review opportunities to expand the business planning timeframe ie. service plans to identify longer term, (e.g. ten years) objectives and risks. <i>(A proposal for improvement in the WAO Well-being Future Generations Review Jan 2019)</i>	March 2020
5	We will ensure the Public Services Board Delivery Groups make progress against the identified actions of the Carmarthenshire Well-being Plan.	March 2020
6	We will review the Council's Strategic Equality Plan.	March 2021
7	We shall increase the % of households accessing the Internet in Carmarthenshire based on the National Survey for Wales results <i>(ICT/006)</i> <span style="float: right;"><i>(EOY 2017/18 Survey result 86%)</i></span>	87%

Ref	Actions and Measures	Date/Target
<b>B4</b>	<b>Making sure we achieve what we set out to do</b> <i>Determining the interventions necessary to optimise the achievement of the intended outcomes</i>	
1	We will review the Project Management Toolkit.	March 2020
2	We will continue to develop strong links between Service Asset Management Plans and the Corporate Asset Management Plan.	March 2021
3	We will redevelop the Performance Information Management System (PIMS).	March 2020
4	We will collect more information on the condition of our buildings to assist with developing more strategic future maintenance plans.	March 2021
5	We will address the Proposals for Improvement made in the Wales Audit Office review of Scrutiny arrangements.	March 2020
6	We will implement the Council's decision that all members and officers to be ready for paperless working for Council and Committee meetings with effect from the 02/09/19 and encourage both Members and Officers to attend tailored training sessions for this purpose.	Sept 2019
7	We will pursue the use of Community Benefits in all procurements where such benefit can be realised and report those benefits on all contracts over £1m.	March 2020
8	We will act as an enabler and vehicle for transforming the way services across the Council are delivered to customers by increasing opportunities for accessing council services via digital technologies.	March 2020
9	We shall increase the % use of the ICT Self Service helpdesk ( <i>ICT/002</i> ) <i>(2018/19 - 45.4%)</i>	48%
<b>B5</b>	<b>Valuing our people; engaging, leading and supporting</b> <i>(Developing capacity and the capability of leadership and individuals)</i>	
1	We will support the work of the People Strategy Group Board and the associated work streams.	March 2020
2	We will implement the Investors in People Action Plan.	March 2020
3	We will implement the 2019 NJC National Agreement on Pay including introducing the new pay spine.	April 2019
4	We will ensure the end user has the appropriate IT device/devices and connectivity to deliver their service effectively.	March 2021
5	We will ensure the Council fully supports staff to maintain a healthy life style which will include proactive and preventative actions and education to raise awareness on key health topics and, where necessary, ensure the careful management of staff sickness absences in the interest of the staff and the provision of services. <i>MF5-93</i>	March 2020
6	We will introduce a financial management support and advice service which will include access to affordable loans for staff who require it. <i>(Also in Well-being Objectives 5)</i>	March 2020
7	We will further promote robust sickness absence management within departments to reduce the number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence. ( <i>PAM/001</i> ) <i>(EOY 2018/19 Result - 9.8 days)</i>	9.6 days
8	% of laptops used in the council. ( <i>ICT/004</i> ) <i>(EOY 2018/19 Result - 68%)</i>	76%
<b>B6</b>	<b>Managing risks, performance and finance</b> <i>(Managing risks and performance through robust internal control and strong public financial management)</i>	
1	Implement the Risk Management and Contingency Planning Strategy.	March 2020

Ref	Actions and Measures	Date/Target
2	Address any recommendations or proposals for improvement arising from the WAO review of Risk Management Arrangements – WAO report May/June 2019.	March 2020
3	We will ensure a robust approach to Cyber security and sustainable solutions are implemented for Information Governance. <i>MF5-90</i>	March 2021
4	We will ensure that risks relating to all premises owned or occupied by the Council are suitably and sufficiently identified and managed.	March 2020
5	We will further strengthen financial planning arrangements by developing explicit links between the Medium Term Financial Plan and the Council's corporate planning processes. <i>(WAO PFI Savings Planning Report).</i>	March 2020
6	We will manage and making best use of the Council's property and assets with a focus on rationalising office accommodation and sharing with other partners as well as facilitating community ownership of assets for community benefit.	March 2021
7	We will deliver, via ICT, the automation and integration of internal working processes and procedures to release efficiencies.	March 2021
8	We will work with departments to implement the Category Management plans.	March 2020
9	We will ensure the Council manages its budgets effectively and prudently. <i>MF5-98b</i>	March 2020
10	We will undertake the Closure and Audit of the Accounts within the appropriate timescales.	June 2019
11	We will continue to address the proposals for improvement made in the Wales Audit Office review of Audit Committee Effectiveness.	March 2020
12	We will identify a set of financial success measures	March 2020
13	We will aim for maximum income of capital receipts to support the capital program of £3,076,250. <i>(2.1.2.12)</i> <i>(2018/19 Result - 68.27% = £2,100,200)</i>	100%
14	We aim to maintain the % of Council Tax collected <i>(CFH/007)</i> <i>(2018/19 Result - 97.64%)</i>	97.5%
15	We aim to collect at least 98% of non-domestic rates <i>(CFH/008)</i> <i>(2018/19 Result - 98.08%)</i>	98.1%
<b>B7</b>	<b>Good transparency and accountability</b> <i>(Implementing good practices in transparency, reporting, and audit to deliver effective accountability)</i>	
1	We will review the Audit Manual.	June 2020
2	We will ensure an unqualified audit on the final accounts.	Sept 2019
3	We will aim to ensure actual achievement against Annual Audit Plan <i>(6.4.1.3)</i> <i>(2018/19 Result - 72%)</i>	90%

Success Measures
Staff sickness absence levels <i>(PAM/001)</i>
'Do it online' payments
People agree that they can access information about the Authority in the way they would like to. <i>(National Survey for Wales)</i>
People know how to find what services the Council provides <i>(National Survey for Wales)</i>
People agree that they have an opportunity to participate in making decisions about the running of local authority services. <i>(National Survey for Wales)</i>
Organisational 'running costs'
People agree that the Council asks for their views before setting its budget. <i>(National Survey for Wales)</i>