

Department for Communities

Departmental Business Plan for 2020/2023

(Draft version to accompany Budget Scrutiny, December 2019)

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



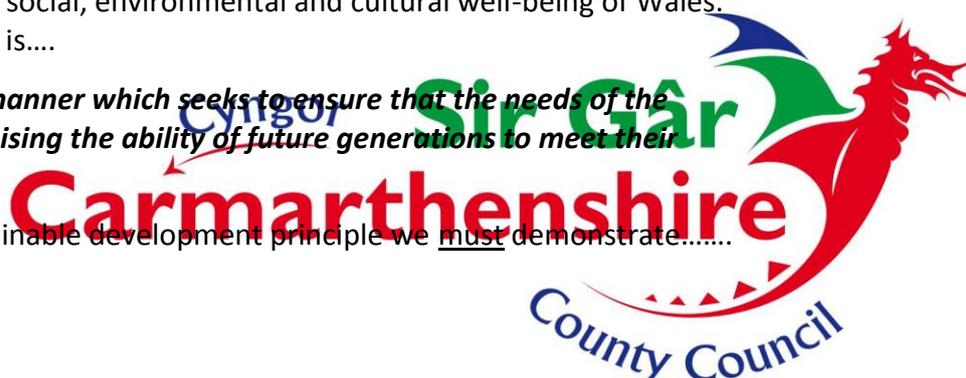
The Sustainable Development Principle

The Well-being of Future Generations (Wales) Act 2015 states that, we must carry out sustainable development, improving the economic, social, environmental and cultural well-being of Wales.

The **sustainable development principle** is....

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

To show that we have applied the sustainable development principle we must demonstrate.....



The 5 Ways of Working (see Appendix 1)

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Purpose of the plan

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

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

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

Executive Board Member Foreword

We have great pleasure in introducing the new Department for Communities Summary Business Plan for 2020/23. We are satisfied that this Business Plan provides a comprehensive overview of the Departmental performance. It also provides the Department's aims and objectives for 2020/23.



Cllr Jane Tremlett
Executive Board Member,
Social Care



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



Cllr. Philip Hughes
Executive Board Member for Public
Protection

Cllr. Linda Evans
Executive Board Member
for Housing

Sign Off

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

Date:

Introduction by Director of Community Services



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

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

Our Business Plans for 2020/2023 sets out exciting programmes of service activity and development. The main headlines of our ambition are summarised in this departmental overview, with more detailed actions and objectives in plans at divisional and service level.

Adult Social Care, Learning Disabilities, Mental Health and Safeguarding

I am pleased to be able to report that whilst there is increasing demand for services, Carmarthenshire County Council continues to provide a range of good quality Social Care Services.

In 2019 we faced an unprecedented level of pressure on budgets and services. In the last four years we exceeded all expectations in managing demand across adult social care with budgets underspending over the last two years and only a very small overspend in key pressure points. Despite this the recent inspection of older people found that **“people routinely told us they were satisfied with the services that helped them”**. CIW 2019.

In adult social care our primary pressure is in containing demographic growth of 3.4% in need and high levels of inflation in the care sector. Most spend is in the residential and domiciliary care sectors. Demographic growth is primarily from a growing population of older people, in particular those over 85 living with chronic illnesses. Despite this demographic growth the number of hours of domiciliary care has reduced by 4.5% since 2015. Had the service provision grown by population demographics we would require an estimated additional funding of £2.5 million a year. When put together with the effect of our

new more efficient commissioning model (introduced in 2015) the service would require an additional 5 million a year were it to commission the same number of hours as it did in January 2015. Beyond this year there are only limited savings to be taken from this area. A priority will be to make our in house service more efficient as its proportion of the overall domiciliary care market grows.

We have been less successful at the reduction in residential care but growth in the last two years of approximately 5.1% compares well against a population growth of 6.8% in the same period. However, inflation costs in the sector remain challenging as minimum wages continue to grow at a high annual rate. My view is that our overall numbers have some scope for further reduction as we improve systems that support people at home. A key priority will be to improve occupancy in our in house services to further contain costs.

We have prided ourselves on our ability to manage data with the Wales Audit Office (WAO) commenting last year that:

“The authority has experienced benefits of making data-led decisions – live modelling of “real time” adult social care activity, costs and service demand within the budget consultation process.” Further development of this work will help the authority and extend the benefits of data-led decisions to all service areas.”

However, our systems must modernise and in the next year we will fully implement our new software for our domiciliary care service improving the effective deployment of care workers to become more efficient.

Domiciliary care, when delivered efficiently, supports vulnerable adults to live independently at home for as long as possible. This saves money in hospital and residential care costs.

A new framework for domiciliary care provision will be a priority in the next 18 months. As part of this we will have a dialogue within the council as to what proportion of care should be delivered directly by the local authority. A prerequisite to increasing the proportion of care delivered through the local authority is by increasing efficiency.

During 2019-21, our now outdated management information database will be upgraded and implemented across children and adults social care which will deliver a substantial change for us in terms of technology. The new system upgrade, Eclipse will enable increased efficiency for workers and closer integration with our partner agencies. It will also enable us to demonstrate better management oversight of casework and crucially to be able to demonstrate this on the case record. We are not yet implementing the national WCCIS system as our analysis shows key shortfalls in the governance and functionality of this nationally procured system. We will keep a watching brief on this.

A wide range of services, information and advice for carers is now in place. However, feedback from carers indicate that there is much more to be done and this will be a priority in the coming year. The CIW agreed with this view during the recent inspection noting that we should “ensure a sufficient range of services to carers is available across the local authority”.

Historically, Carmarthenshire has spent too great a proportion of its budget on residential care for adults with mental health and/or learning disabilities. We have had more than 100 people in residential care placements over many years. We now have a programme in

place to provide tailored community services to the most vulnerable adults with a disability. Through this development of high support levels in the community, we have seen a reduction of 8% amongst the number of adults in a residential care setting. We expect several other high support community-living projects to be developed in the coming year. These will both reduce spend in out of county residential care and release funding for further investment in community support.

I am the Chair of the Mid and West Wales Regional Safeguarding Children's Board (CYSUR). This is a strategic partnership that consists of statutory and non-statutory agencies who have the responsibility to ensure the people and citizens of Mid and West Wales are appropriately safeguarded. The CYSUR Safeguarding Board works very closely with the Mid and West Wales Regional Safeguarding Board for Adults (CWMPAS).

The board has continued to mature in the last year with the all age agenda of adult and child safeguarding now firmly established and embedded into the board's structure and governance processes at an executive and sub group level.

Effective co-operation and challenge are part of everyday business ***“Safeguarding practice across a multi-disciplinary group is collaborative, there are good working relationships at strategic and operational levels”***. CIW 2019. The year has seen the completion and launch of a number of key projects including the regional Violence against Women, Domestic Abuse and Sexual Violence (VAWDASV) strategy Safer Lives, Healthier Relationships, the Regional Threshold Document for Adults at Risk and the Regional Training Strategy. All of these are now starting to directly impact upon safeguarding professional safeguarding practice.

Housing and Public Protection:

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

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

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

I am delighted that we have exceeded the target in the last year and am proud that we have been buying homes from the open market back into the public sector at a rate of over one a week. Over 700 additional affordable homes have already been delivered.

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

about designing, manufacturing and constructing potential new build homes, in conjunction with key partners.

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

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

Leisure and Culture:

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

This decision was supported by key capital investment decisions with this administration providing unprecedented capital investment in leisure, sport and culture. Our leisure centres have seen an investment of nearly a million pounds in Gym refurbishments which continues to see user numbers soar and income rising as we offer the best all-round experience in the county. With extended opening hours and family membership now available to children aged 11 and over and it costs less than £1.50 a day for a family to have unlimited access to pools, gyms and classes, this is great value and a real contribution to making Carmarthenshire's population healthy and active. Satisfaction levels are higher than ever and as a result we have more than 1000 extra paying members. This has led to us being shortlisted for the national UK active awards.

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

We have an ambitious Cycling Strategy supported by real investment in infrastructure, development and events. The Carmarthen Town velodrome has been fully restored to competition standard providing a venue in the county town for national competitions not seen for more than 50 years. The half million pound closed circuit cycle track investment on the edge of Pembrey Country Park is now open. Similarly, work is underway on the

Western end of the new cycle track in the Towy Valley, all of which will act as a catalyst for Carmarthenshire to become the cycling hub of Wales.

The opening of “Yr Orsaf” restaurant in Pembrey Country Park this Summer is part of a new £1.4million investment in facilities at the hugely popular park. Providing hot and cold food and refreshments, the café is in the heart of the park serving thousands of campers and day visitors in fantastic surroundings. It is amongst a host of improvements made as part of a two-year masterplan to develop the park as a major tourism destination within Carmarthenshire and Wales. £1.5million has already been invested in a 320-pitch camping and caravanning site including a new amenity block for guests. A new entrance system operating via number plate recognition and improved wi-fi has been installed, as well as the refurbishment of the main visitor centre. A Changing Places toilet facility has been installed at the Ski Centre, where a range of accessible bikes have also been made available for hire.

Just last year, a new National Closed Road Circuit was launched and has already hosted many major cycling events, including the OVO Energy Women’s Tour in June 2019. Still to come is improved bilingual signage and accessible toilets next to the main playground within the Park, funded by the Welsh Government’s Tourism Amenity Investment Support programme. Work on a new adventure golf course will also get underway soon, in time for the 2020 season.

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

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

Our library service is better used than ever with our new mobile service routes tested, reviewed and fully embedded to provide essential services for our rural areas. Our Libraries now meet all of the Welsh Public Library Standards 18 core entitlements in full, and of all the quality indicators Carmarthenshire fully met 6 and partially met 1. Visits to Carmarthenshire libraries are at an incredible 1,142,357 physical visits, and 273,173 virtual visits. I was proud to see that Llanelli library lends the 3rd highest number of books of any library in the United Kingdom. The new Library ‘Makerspace initiative’ launched at Ammanford Library, working in partnership with Fusion, Unloved Heritage, Communities 1st, Repair Café and Media and Film Youth workers, has drawn national recognition and praise for its innovative engagement.

A new museums strategy has now been agreed by members and is supported by capital funding to invest at the County Museum in Abergwili (£1m), and Parc Howard in Llanelli (£500k), along with a further £500k for a new Museums Collections store. Substantial

external investment has been secured to replace and enhance the museum of speed in Pendine with work due to start on site late in 2018. The development of the grounds at the county museum in Abergwili (providing a gateway for the new cycle path in the Towy valley) has secured funding for development in 2018 with the lease being finalised with the Tywi Gateway Trust to initiate this exciting scheme imminently.

The new Archive at the rear of Carmarthen Library is under development and the facility is expected to be open to the public in late 2019. This will provide access for the public to visit a state-of-the-art home for heritage documents that reflect the remarkable history of the county. This is a level of investment never seen before in our heritage and will provide a window into the county's history for future generations.

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

Performance management remains strong with the WAO commenting in 2017

“that the Authority has well established and accessible performance management monitoring arrangement's in place, mainly through its performance management systems PIMS which is used to track and assess service changes and evaluate their impact.”

I am proud of our commitment and motivated workforce in particular the findings of the CIW 2019 that our social work practice was:

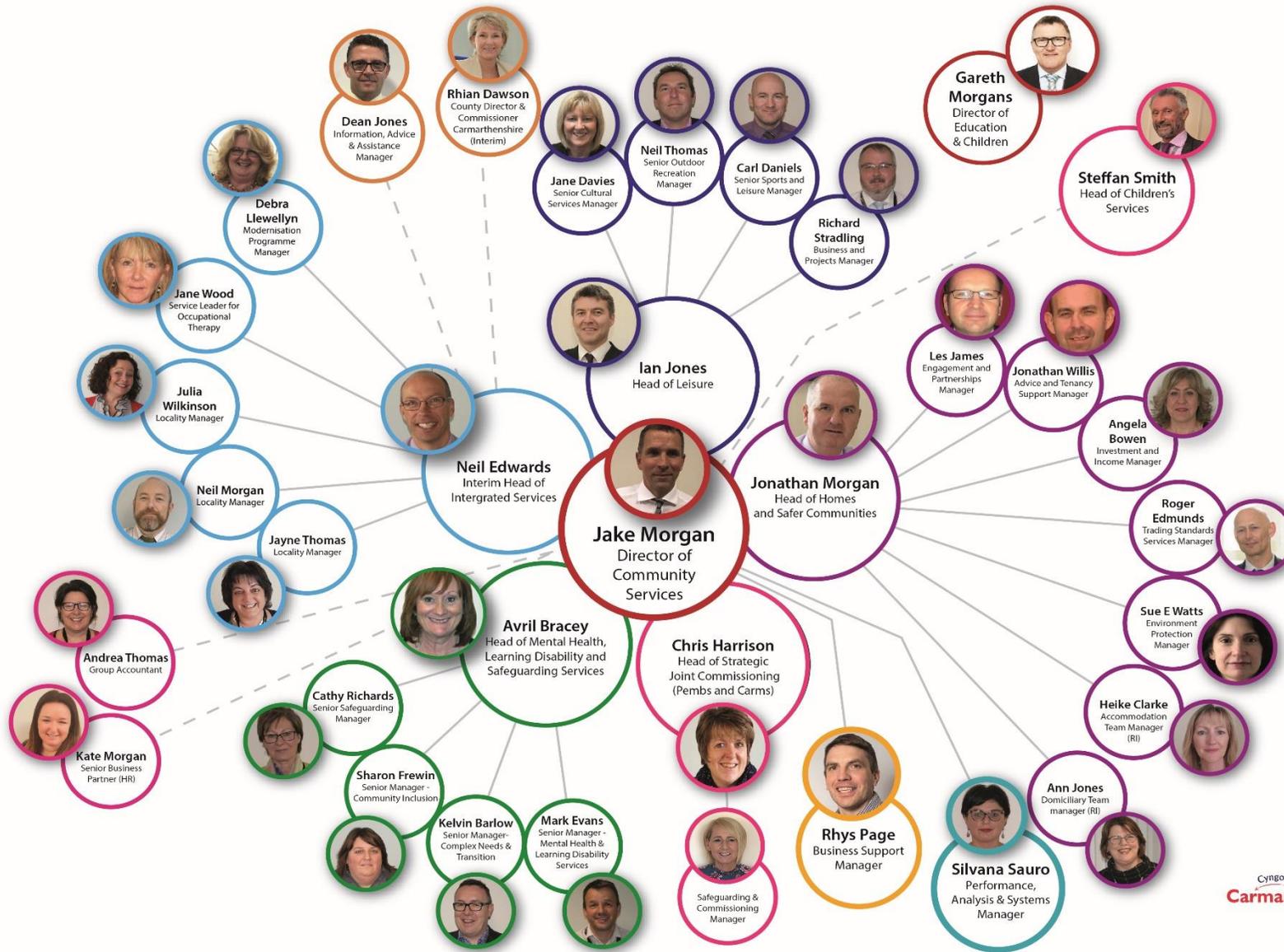
“characterised by compassionate practitioners working well to identify what matters to the person”.

Finally, I would like to thank all our staff and our partners for their continued hard work, dedication and professionalism, and for the continued support from the political administration. Together I am confident that we are well placed to meet the challenges of 2020-2021 and the years ahead.

Jake Morgan, Director for the Department for Communities

Management Team Structure

Management Team - Department for Communities Strucutre Chart 2019



The vision for Carmarthenshire.....

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

Well-being of Future Generations Act

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

Carmarthenshire PSB’s draft well-being objectives are:-

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

The Council’s New Corporate Strategy 2018-2023

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

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

The Council's Well-being Objectives

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

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

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

The department makes significant contributions to the following Objectives:-

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

Department for Communities Performance Management Framework

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

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

The Council's Core Values



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

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

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

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

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

Welcome to our Department

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

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

Leisure Services

Homes and Safer Communities

Mental Health, Learning Disability Services & Safeguarding

Integrated Services (Older Persons & Physical Disabilities)

Commissioning Services Division

Departmental Priorities

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

Profile for Leisure Services Division



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

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

Our service aims are therefore aligned around these key areas.

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

Achievements and current strengths

The first six months of 2019/20 has been another busy and productive time for the service. In June, Pembrey Country Park's closed road circuit hosted the finish of the Women's Tour of Britain Cycle race, which brought £350k into the local economy and reached a million people via social media links.

The Park continues to develop and prosper. The opening of 'Yr Orsaf', the new food and beverage facility, has proved to be a huge hit with existing and new users to the park. All food outlets (Yr Orsaf, Ski Café and Beach Café) in the Park achieved the 5 Star Food Hygiene Rating as well as providing a new approach to Food and Beverage provision.

In June 2019, the Park became the first venue in Wales to be the recipient of the Blue Flag Award and, for the first time, the Green Flag Award, the benchmark for parks and green spaces in the UK and beyond. Added to this, the Camping and Caravanning site was awarded a 3 Star Rating for Touring and camping by Visit Wales Grading scheme.

The installation of the new automatic number plate recognition (ANPR) barrier entry and egress system has helped with the visitor experience as has the integration into the day to day working practices and management plans of Pembrey Country Park and the Millennium Coastal Park of the Environment Act (Wales) S6 duty (maintaining and enhancing biodiversity and in so doing promote the resilience of ecosystems).

The re-leasing of the Discovery centre to the private sector has brought in capital investment and a much-improved catering offer for the Eastern end of the MCP, whilst helping improve the revenue position for the division.

Capital projects are underway as part of the improvement masterplan at Carmarthen Leisure Centre, with the replacement all weather pitch due to be re-open in November, whilst in Ammanford the completely re-furbished wet-side changing rooms are planned to be in use from the turn of the year. The re-structure of the service has helped bring additional focus for the Actif

Communities team which will help greatly in supporting our aspirations to regenerate areas of Llanelli with the new Wellness hub as part of wider developments at Delta Lakes, where design and business planning scheme is now almost complete.

In the Cultural Services, we've implemented the new Theatres structure, which is helping with the development of our 'community agenda' and the letting of social enterprise units in the Ffwrnes, with groups such as 'People Speak Up'. The collaboration arrangement with Llanelli Town Council for the management of Parc Howard Museum continues to work well, and good progress is now being made with the re-development of the Museum of Speed in Pendine.

We have again met the same high levels for the Welsh Public Library Standard measures, whilst the refurbishment of the Carmarthen reference library and IT suite has been completed. This will link up well with the new Archive building which has been completed and is now in the 3 month 'drying-out' phase before we return the collection. Our Library Services continue to set new standards across the UK, with the fantastic new 'MakerSpace' facility officially opened by Welsh Government Ministers and CCC members at Ammanford with another 'Makerspace' area on target for opening by the end of 2019 at Carmarthen library. Carmarthenshire Libraries have continued to perform well against the Standards framework, achieving 9 (of 10) quality indicators in full and 1 in part (partially met as we do not meet the target level of staff). All 12 core entitlements set by the library standards framework were met in full.

The Business and Projects Team continue to support the Head of Service, Senior Management Team, service area Managers and their teams in a range of key divisional, departmental and corporate functions. The team provide a full range of support functions from leading on divisional capital projects to assisting with event management and acting as a divisional link to corporate, departmental working groups and associated workflows. Recent key areas of work have included project managing the introduction of a new digital radio system into Pembrey Country Park, along with a new Adventure Golf Course which is due for completion in February 2020 and being part of the project working group overseeing capital projects in Carmarthen and Ammanford Leisure Centres. The team were also heavily involved in the coordination of the successful Women's Tour cycle race which took place within the County back in June 2019, as well as providing project/event management support and guidance on a number of capital schemes and corporate work streams currently ongoing across the three divisional service areas.

Key Areas for Improvement

Our focus for the next 6 months will be to deliver the following:

- * Development of Museums infrastructure staffing & buildings
- * Completion and opening of Archive
- * Phase 2 of Carmarthen LC Capital investment (Track and car parking)
- * Securing phased funding for phase 2 of Ammanford LC site masterplan (Track / All-weather pitch and parking)
- * Bringing an options appraisal forward for St Clears LC to bid for investment
- * Bringing an options appraisal forward for Pendine Outdoor Education Centre
- * Further improvements at Pembrey CP to include: Completion of phase 1 of Cycling Hub and BMX pump track; new Adventure Golf course, new toilets by main park playground and steam railway station, improved signage, re-furb of Ski and Activity Centre
- * Connecting with health transformation agenda, social prescribing model, place based approach in general and for Glan y Mor / Tyshia area specifically.

- * Concluding investment decision in relation to redevelopment of Oriel Myrddin Gallery
- * Digital transformation projects, including a mobile app for Actif Sport and Leisure service
- * Llandovery £350k refurbishment agreed
- * Implementation of catering review, with re-design of Carmarthen Leisure Centre offer specifically.
- * Repair of BP Harbour walls to commence in March 2020

Key Divisional Risks

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

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

Ref	Service Priorities With Key Actions and Key Outcome Measures	By When	By Who	Well-being Objective
	<i>Service Head</i>			
1	Invest in the County's leisure centre provision with the development of a new facility in Llanelli as part of the Wellness Village	March 2022	Ian Jones	MF5- 61 WBO8 (Healthy Lives) PIMS - 12602
2	We will implement the Cycling Strategy for Carmarthenshire that will focus on 5 key strategic themes. 1- Education, Development & Training; 2- Infrastructure and Facilities; 3-Marketing & Branding; 4-Tourism and 5 - Events	March 2023	Ian Jones	MF5 – Part 1 WBO8 (Healthy Lives) PIMS - 13195
3	Work with Town & Community Councils and other community organisations to look at ways to invest in upgrading Local leisure provisions	March 2023	Ian Jones	MF5 - Part 71 WBO2 (Children Healthy)

				PIMS - 13105
4	Assist in developing a departmental catering manual to help standardise operating procedures across the Leisure Division	March 2020	Ian Jones	WBO8 (Healthy Lives) PIMS – 14025
	<i>Business and Project Manager</i>			
1	Customer care review undertaken for the division	March 2020	Richard Stradling	
2	Work alongside Workplace health and wellbeing champion to effect change in physical activity levels of targeted staff within the Communities department.	March 2020	Richard Stradling	WBO8 (healthy lives) PIMS - 14030
3	Work with TIC team and Service managers to effect improvements in service delivery and performance across the Leisure division.	March 2020	Richard Stradling	
	<i>Outdoor Recreation Services</i>			
1	We will deliver a £2million programme to re-develop Burry Port Harbour infrastructure. Repair of Harbour Walls at BP Harbour, and part of wider regeneration masterplan for the area	March 2023	Neil Thomas	MF5- 69 WBO8 (Healthy Lives) PIMS - 13201
2	Improve and develop wider infrastructure and facilities at Pembrey Country Park to enable it to become a first class facility for residents and visitors e.g. Signage; toilet facilities; website; ranger's depot; caravan storage facility; beach water-sports area; crazy golf; development of outdoor adventurous activity facilities	March 2020	Neil Thomas	MF5 – 67 WBO8 (Healthy Lives) PIMS – 13200
3	Work with community organisations to improve access to the network of footpaths and bridleways across the County (check – this unit is due to transfer over to Environment Dept in 2019/2020)	March 2020	Neil Thomas	MF5 – 68 WBO8 (Healthy Lives) PIMS - 14028
4	We will review the physical infrastructure and programming of Pendine Outdoor Education Centre.	March 2020	Neil Thomas	WBO2 PIMS -13945
	<i>Sports and Leisure services</i>			
1	Further improve the customer experience at our facilities through the delivery of a robust 'Service Improvement' strategy using international benchmarking standard 'Net Promoter Score' to monitor customer satisfaction.	March 2020	Carl Daniels	
2	Implement complete pathway of aquatics provision that enables participants to reach their full potential, including unified coaching model.	March 2020	Carl Daniels	WBO8 (Healthy lives) PIMS - 13196
3	We will ensure a range of targeted physical activity interventions are put in place across the life course to increase the activity levels of those who are inactive or at risk of becoming inactive and increase social and community cohesion.	March 2020	Carl Daniels	WBO11 (Ageing Well) PIMS – 14070

4	We will develop Carmarthen Leisure Centre facilities to include refurbishment of athletics facilities and the 3G astro turf pitch with upgrade to traffic infrastructure	March 2020	Carl Daniels	MFP – 62 WBO8 (Healthy Lives) PIMS - 14032
5	We will develop Ammanford Leisure Centre facilities with upgrades to changing facilities, traffic infrastructure and external sports facilities.	March 2020	Carl Daniels	MFP – 62 WBO8 (Healthy Lives) PIMS - 14033
	Cultural Services			
1	We will develop the 'Stordy Digidol' digital project to promote improved mental health in conjunction with show casing Carmarthenshire's heritage collections.	March 2021	Jane Davies	WBO14 (Culture) PIMS - 13287
2	Continued implementation of the Libraries Development Plan 2017 – 2022 with continuous improvement review in order to maintain excellent framework standards.	March 2022	Jane Davies	WBO14 (Culture) PIMS - 13288
3	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. MF5-64	March 2022	Jane Davies	MF5 – 64 WBO14 (Culture) PIMS - 13289
4	We will further develop Oriel Myrddin to improve the provision for residents and visitors. MF5-64	March 2021	Jane Davies	MF5 – 64 WBO14 (Culture) PIMS - 13530
5	Deliver the plans for the transformation of Carmarthenshire Archive Service and its reinstatement at Carmarthen Library We will deliver a new archive repository and information hub for Carmarthenshire.	March 2023	Jane Davies	MF5 – 63 WBO14 (Culture) PIMS -13292
6	We will review and re-develop the Council's Theatre Services provision	March 2020	Jane Davies	MF5 – 66 WBO14 (Culture) PIMS -14103
7	We will begin the museums transformation plan with the delivery of a £1.2 million redevelopment of the County museum at Abergwili.	March 2023	Jane Davies	MF5 – 65 WBO14 (Culture) PIMS - 13290
8	Celebrate and promote Carmarthenshire's rich cultural and sporting achievements and diversity. Celebrate Carmarthenshire's Culture through the continuation of an annual Cultural Awards event and by supporting the development of the Town & Village of Culture.	March 2020	Jane Davies	MF5 – 70 WBO8 (Healthy Lives) PIMS -14037

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Profile for Homes & Safer Communities Division



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

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

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

Achievements and current strengths

We have delivered 191 new affordable homes as part of our ambitious five year Affordable Homes Delivery Plan so far in 2019/2020. This brings it to a total of 798. We have developed a 10 year council housing new build programme that will enable us to play a pivotal role in developing additional affordable homes and support wider Council priorities. Nearly £44m has been set aside for the next three years and it is planned to invest nearly £150m and deliver 900 new council homes

over the next ten years, in addition to what is already planned. It will also allow us to not only align with Cartrefi Croeso delivery but significantly contribute to key Council developments and regeneration initiatives to grow the economy across the County.

It is also important that access to existing social housing is as easy as possible. Canfod Cartref/Homefinder is a new system that puts you in control of where you want to live and where applicants 'bid' for properties. This is in place in a number of other councils and gives 'bidders' a real stake in their new home. This does not change the allocation policy in terms of who gets assistance, just how we go about letting the homes.

We have supported over 900 council tenants on to Universal Credit. We have carried out around 1600 Tenancy Support visits and collected £22,468,488.73 in rent, an increase of over a quarter of a million on 2018/19.

Four of our seven Local Authority Care Homes have recently been inspected by Care Inspectorate Wales complying with the Regulation and Inspection of Social Care (Wales) Act. The Inspection Reports clearly state that [“the care workers we observed and spoke to demonstrated that they were well supported, knew the needs of the people they cared for and the outcomes for people were being met”](#)

There have been an improvement in occupancy rates. However this continues to fluctuate given the nature of the service. Dependency levels continue to rise within our service – an increase to Dementia Care is evident in all of our homes.

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

Over £13m forecast to be spent to maintain the CHS+ in tenants' homes in 2019-20. We have managed improvements and lettings of 338 homes, including new homes added to our stock. A further 110 homes were in the process of having works completed, ensuring that void homes were available for letting as quickly as possible, striving to meet customers' expectations. We have kept the rent increase for 2019/20 at an average of 2.4%.

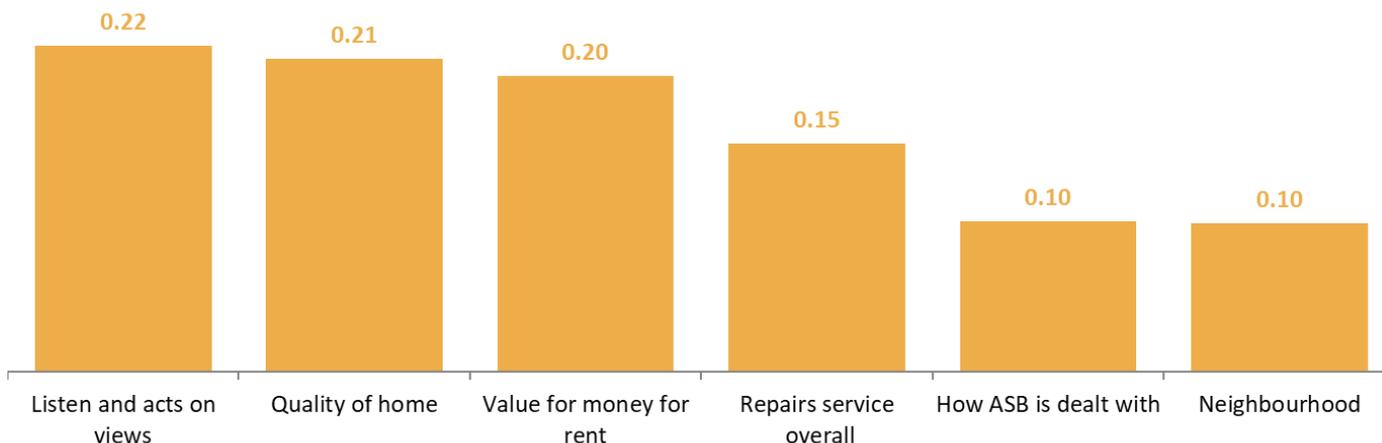
We conducted a STAR tenant satisfaction survey. A questionnaire was sent out to 5000 tenants selected at random by mail, e mail, online and text achieving an impressive 29% response rate. We have developed a 3 year programme of works to be carried out on estates, helping to improve the health and well-being of tenants. All Independent living schemes for over 55 follow rigorous health and safety weekly checks for the safety of the scheme including weekly alarm testing. We have developed a sheltered scheme newsletter with the first publication due Christmas 2019. We are working holistically recognising that the collaboration and input with health and leisure has an impact on the wellbeing of our tenants in sheltered schemes.

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

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

Key Areas for Improvement

A STAR action plan is being developed to help us understand and improve the overall satisfaction of our tenants.



We will ensure that all outstanding long term voids are issued to contractors. Homes will be brought back into use by the end of year and some programmed for completion during 2020. Measures have been taken to ensure sufficient resources have been identified to make these improvements. Ensure that the collaboration agreement with the Welsh School of Architecture is agreed. To enable works to commence on site for a pilot retrofitting scheme, installing existing homes with innovate technology to alleviate fuel poverty. Identify a potential Gypsy and Traveller site to be included in the deposit Local Development Plan by December 2019.

The Residential Care Home admission process now works alongside the broker. This is currently in its early stages but is working well in some areas. We currently have a working group looking at ways of improving the provision of day services and opportunities for older people across the County by making them more reflective of communities, and how they can help enhance community resilience.

To reinvigorate the Moneywise initiative, ensuring that it is once again utilised in Carmarthenshire schools, also to scope the possible expansion and implementation of the scheme to cater for other age/client groups. To identify areas in which the FESS project can be improved particularly in terms of awareness raising amongst potential partner organisations.

Key Divisional Risks

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

	specific focus in mitigating risk	
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★ Address & cross-reference any actions arising from these sections within the Key Actions section below if applicable

Ref	Service Priorities With Key Actions and Key Outcome Measures	By When	By Who	Well-being Objective
	Care and Support Services			
1	Deliver an investment programme for Care Homes and Sheltered Housing Schemes.	March 2020	Jonathan Morgan	MFP 54 WBO10 (Older People) PIMS – 14058
2	Ensure we fully comply with the Regulation and Inspection of Social Care (Wales) Act	December 2019	Jonathan Morgan	
3	Maintain and further develop a strong and sustainable in-house Council provision for domiciliary and residential care and continuing to make sure the market remains stable	March 2021	Jonathan Morgan	MFP 55 WBO10 (Older People) PIMS – 13225
4	Ensure smooth transition of Allied HealthCare Services into our in house Domiciliary Care delivery	March 2020	Jonathan Morgan	
5	Continue to improve the provision of day opportunities for older people across the County	March 2020	Jonathan Morgan	MF5 – 53 WBO10 (Older People) PIMS – 14057
	Partnership and Engagement Team			
1	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	Les James	MF5 48 WBO7 PIMS - 14024
2	We will work with regional partners to ensure community cohesion is co-ordinated throughout the region.	March 2021	Les James	WBO9 PIMS - 14041
3	We will develop a transformational master plan for the Tyisha ward which will address the concerns of residents and provide a sustainable future.	March 2020	Jonathan Willis	MF5-51&47 WBO7 PIMS - 14023
	Advice and Tenancy Support Team			
1	We shall implement key Homelessness Strategy actions to ensure vulnerable residents are supported appropriately including: <ul style="list-style-type: none"> New models of affordable single people accommodation Remodelling temporary and supported accommodation provision and exploring whether a 'Housing First' approach can be developed to support those with the most complex needs 	March 2020	Adele Lodwig	MF5 - 50 WBO5 (Poverty) PIMS - 14003
2	We will support all Council tenants through Welfare Reform changes and deliver a Universal Credit action	March 2021	Adele Lodwig	MF5 – 49 WBO7 (Homes)

	plan to maximise income and develop new training and employment opportunities			PIMS - 14022
	Investment and Income Team			
1	Review and Implement a revised transformational housing development programme that meets Housing Need as well as wider strategic regeneration initiatives including rural areas	March 2020	Jonathan Morgan	
2	<p>Continue develop 1,000 affordable homes in the County based on the concept of localism by both bringing empty properties back into use and undertaking new build.</p> <p>Actions linked to Well-being Objective Plan 7–</p> <ul style="list-style-type: none"> - Increase the number of homes managed through the Council's Social Lettings Agency - Work with property owners and bring empty homes back into use - Increase the Council Social Housing stock by buying private sector homes - Work with our Housing Association Partners to maximise Welsh Government Grant opportunities and increase the supply of homes where they are most needed - Increase the Council's Housing Stock by building new Council Homes - Maximise the opportunities for increasing the supply for affordable homes through the LDP (Local Development Plan) by providing new homes on site or by the use of commuted sums 	March 2021	Rachel Davies	MF5 - 44 Monitored in the PI – 7.3.2.24 WBO7 (Homes)
3	We will develop an ambitious new affordable homes plan which will deliver over 900 additional Council homes over the next 5-10 years.	March 2021	Rachel Davies	MF5-45 WBO7 PIMS - 14020
4	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	March 2021	Jonathan Morgan	MF5-46 WBO7 PIMS - 13185
5	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.	March 2020	Angela Bowen	WBO5 PIMS - 14002
	Environmental Protection Team			
1	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	Sue Watts	WBO6 PIMS - 14019

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	Sue Watts	WBO8 (Healthy Lives) PIMS - 14026
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	Sue Watts	WBO8 PIMS - 14027
4	We will explore various options for possible delivery of treatment of care for pest control.	March 2020	Sue Watts	WBO8 PIMS - 14029
<i>Business and Consumer Affairs Team</i>				
1	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	March 2020	Roger Edmunds	WBO5 (Poverty) PIMS - 14007
2	We will Implement proceeds of crime across regulatory services to protect people	March 2020	Roger Edmunds	WBO9 (Good Connections) PIMS - 14045
3	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	Roger Edmunds	WBO9 (Good Connections) PIMS - 14051
4	We will continue to develop and deliver safeguarding awareness training to transport drivers, in partnership with the Police and Four Counties.	March 2020	Roger Edmunds	WBO9 (Good Connections) PIMS - 14052

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Profile for Mental Health, Learning Disability Services & Safeguarding Division



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

Achievements and current strengths

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

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

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

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

Key Divisional Risks

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

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

Ref	Service Priorities With Key Actions and Key Outcome Measures	By When ^{#1}	By Who	Well-being Objective
1	Develop a strategy and delivery plan to reduce the number of individuals in residential care	March 2020	Mark Evans/Kelvin Barlow	
2	Contribute to health led transformation programmes in mental health and redesign of services within learning disability	December 2019	Avril Bracey	WBO8 (Healthy Lives) PIMS – 13199 New Action on PIMS
3	Embed a person centred approach to safeguarding which ensures the service user is heard and central in decision making	March 2020	Cathy Richards	WBO9 (Good Connections) WBO11 (Ageing Well) PIMS – 13218 New Action on PIMS
4	To implement a robust strategy for successfully managing new and historical DOLS applications	March 2020	Cathy Richards	SEP Directors Annual Report DAR14
5	Ensure that Community resilience, including ensuring vulnerable people have equal access to education, training and employment, will be a key objective of the Learning Disability day service transformation plan. This will include new models for service delivery	March 2022	Sharon Frewin	MF5 – 37 WBO4 (Neet) PIMS - 12540 SEP
6	Develop core services to support young people (15 – 25 yrs) who experience barriers to learning and employment due to a chronic condition	March 2020	Sharon Frewin	MF5 – 37 WBO4 (Neet) PIMS - 12535
7	To Review and implement updated safeguarding arrangements to ensure a consistent response to Adult at Risk reports both locally and regionally	March 2020	Cathy Richards	
8	Work with partners including Hywel Dda University Health Board and third sector providers to ensure appropriate mental health care services and support are available.	March 2020	Avril Bracey	MF5 – 57 WBO10 (Older People) PIMS – 13226 DAR9 New Action on PIMS
9	Develop a response to the increased level of alcohol misuse in the Over 50s and the impact upon their health and wellbeing; including Alcohol related Brain Damage, alcoholic dementia and falls	March 2020	Kelvin Barlow	WBO9 (Good Connections) PIMS - 13215 New Action on PIMS
10	Review our disability service to ensure seamless transition and pathways from children to adults	March 2020	Kelvin Barlow	WBO9 (Good Connections) PIMS - 13204 New Action on PIMS
11	Continue to monitor and improve quality and	March 2020	Kelvin Barlow	Directors

	effectiveness of care planning and review processes to ensure Reviews for clients are undertaken to on an annual basis in accordance with regulation requirements			Annual Report DAR17
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Profile for Integrated Services (Older Persons & Physical Disabilities) Division



The division employs 123 Council staff and has a net budget of around £29 million from the Council Fund. The teams are based in the three defined locality areas of the County namely, Tywi /Teifi/Taf (also referred to as the 3Ts) Aman Gwendraeth and Llanelli. The County has an integrated Community Health & Social Care Service 'infrastructure'.

This model aligns with national and local policy direction with reference to delivering Integrated Health and Social Care. The Service supports older people and people with physical disabilities to maintain their independence and wellbeing where and when possible in their own home. The case for integrated care is reinforced by the need to develop whole-system working across health and social care to address the complex needs associated with age related co-morbidity and frailty (including dementia).

Key among this is the vision as endorsed by the Welsh Government's strategic plan "A Healthier Wales":

The vision should be "of care organised around the individual and their family as close as home as possible, be preventative with easy access and of high quality, in part enabled via digital technology, delivering what users and the wider public say really matters to them. Care and support should be seamless, without artificial barriers between physical and mental health, primary and secondary care, or health and social care" (Parliamentary Review 2018)

The Plan is seeking "a seamless whole system approach to health and social care."

Seamless means the realisation of services and information which are less complex and better co-ordinated for the individual; close professional integration, joint working and information sharing between services and providers to avoid transitions between services which create uncertainty for the individual.

It is therefore instructive to note how progressive integrated services division is achieving this vision and meeting the seamless standards, as evidenced below, following the Care Inspectorate Wales (CIW) Inspection of older people services.

Achievements and current strengths

During the first half of 2019/2020, Integrated Services, as the principal division for services to older people, was inspected by the Care Inspectorate Wales (CIW) in collaboration with Healthcare Inspectorate Wales (HIW). The purpose of the inspection (the theme being *Prevention and promotion of independence for older adults (over 65) living in the community*) was to explore how well the local authority with its partners is promoting independence and preventing escalating needs for older adults.

As part of the two weeks Inspection, the Authority prepared a programme of interviews and meetings for the six inspectors. The findings of the detailed and rigorous Inspection are extremely noteworthy and provide an evaluation of the Division's strengths and priorities for improvement, some of which are departmental-wide.

Of particular note and satisfaction to the Division are:

- *Social workers and partners recognise adults are the best people to judge their own well-being*
- *Different professional disciplines work effectively together to support well-being and independence*
- *People who lack mental capacity can be confident assessment and decision making is made in the best interest of the individual*
- *There is an active approach to enabling people to receive a service in the language of their choice*
- *Staff are offered integrated health and social care training*
- *Staff feel supported by the management group*
- *There are many examples of collaborative thinking and working by health and social care managers*
- *Integrated posts provide good opportunity for shared understanding and collaborative working*
- *Health and social care staff work collaboratively towards a shared vision of addressing the needs of people in the community with a developing focus on prevention and the promotion of independence*
- *Some excellent initiatives are being driven to support communities to be more resilient in meeting the increasing needs of older people in the population*

In addition, the Report references evidence that the inspectors found. Some of the comments (not exhaustive) are as follows:

- *We found practice was characterised by compassionate practitioners working well to identify what matters to people. People routinely told us they were satisfied with the services that had helped them*
- *The quality of the assessments and care and support plans we reviewed captured what was important to people, were outcome focussed and strength based.*
- *We found practice was characterised by compassionate practitioners working well to identify what matters to the person. People routinely told us they were satisfied with the services that had helped them.*
- *Most staff we interviewed were positive about their jobs and talked enthusiastically about their work, The CIW staff survey (267 responses) recorded approximately 90% of staff felt supported by their managers and colleagues to do their job.*
- *From file reviews it was evident OT led assessment focussing on double handed support were thorough, balanced and represented people's best interest.*
- *Learning and Development opportunities were highly regarded by staff*
- *We found CCC worked collaboratively with partners*
- *We found CCC embraced relationships with the third sector*

In summary, the Division was very satisfied with the Inspection report and the commitment and compassion shown by our staff to the people of Carmarthenshire. This was conveyed to the Community Resources Team staff both by e mail and three celebratory CRT engagement events in September 2019.

Key Areas for Improvement

The priorities for improvement as identified by the CIW in its Inspection report were noted. Each of these has been considered with an Action plan developed by the Division to address and monitor their progress. These actions are reported through PIMS. Please find attached link to the PIMS report.

Well-being – we identified a need to ensure qualitative performance information is gathered across the directorate and this provides opportunity for learning across the service.
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People voice and choice – CCC need to ensure a sufficient range of services is available to carers across the Local Authority.

Partnerships, integration and co-production – we recommend that there should be an equity of services across all areas of the county.
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Prevention and early intervention – we identified a need to continue to connect communities to services through engagement with people and partners to help prevent escalation of need.
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The link to the Inspection Report is below: -<https://careinspectorate.wales/sites/default/files/2019-08/190807-carmarthenshire-en.pdf>

In addition to the CIW Inspection Report, Integrated Services has considered the Wales Audit Office Report - The 'Front Door' to Adult Social Care published September 2019.

All WAO recommended actions are reported through PIMS. Please find attached link to the PIMS report.

R1 Part 1 of the report sets out how authorities promote access to the 'front door' and provide information, advice and assistance to help people to improve their wellbeing and prevent their needs from deteriorating. To improve awareness of the front door we recommend that:

- local authorities: review their current approaches, consider their audience, and ensure that good-quality information is made available in a timely manner to avoid needs deteriorating and people presenting for assistance in 'crisis';
- work in partnership with public and third-sector partners to help ensure people accessing via partner referrals, or other avenues, are given the best information to help them;
- ensure that advocacy services are commissioned and proactively offered to those who need them at first point of contact; and
- to take local ownership and lead on the co-ordination and editing of local information published on Dewis Cymru locally.

R2 Part 2 of the report highlights weaknesses in authorities' assurance of the availability and quality of third-sector, preventative, community-based services that they signpost people to. We recommend that:

- local authorities: map the availability of preventative services in their area to better understand current levels of provision and identify gaps and duplication;
- involve third-sector partners in co-producing preventative solutions to meet people's needs and ensure people have equitable access to these services;

- work with third-sector partners to tailor and commission new services where gaps are identified; and
- work with partners to improve data to evaluate the impact of preventative services on individuals and the population more generally.

The link to the Inspection Report is below:-

<http://audit.wales/system/files/publications/Front-door-to-adult-social-care-english.pdf>

Key Divisional Risks

Risk Ref or New?	Identified Risk	Mitigating Action Ref
SS100021	Not delivering on financial efficiencies will compromise our ability to deliver future services and progress the modernisation a agenda	
SS100023	Failure to respond in a timely manner to "Careline" contact calls could result in compromised client safety	
SS100029	Failure to arrange the provision of a comprehensive Information, Advice and Assistance Service	
SS100030	There is a risk that the ICF grant for 2018/19 will be overspent by up to £650k	
SS100031	Health Board have stopped contributing to S.117 placements in residential care which is not legally compliant and has financial implications for the Local Authority	
SS100032	Failure to provide timely and responsive Domiciliary Care Provision to Adults with care and support needs	

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

Ref	Service Priorities With Key Actions and Key Outcome Measures	By When	By Who	Well-being Objective
Improved population health and wellbeing				
1	We will make the 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. This includes making sure our service model is fit for purpose.	Dean Jones	March 2020	MF5-52a (Action also in Well-being Objective 9 & 10 & 11) PIMS -
2	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. Prevention Early intervention Promoting Independent Living	Julia Wilkinson	March 2020	WBO10 WBO11 PIMS -
3	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	Julia Wilkinson	March 2020	MF5-59 WBO11 WBO10 PIMS -
Better quality and more accessible health and social care services				
1	We will continue to develop and improve an effective re-ablement/rehabilitation service to achieve better personal outcomes.	Jane Wood/Vicky Stevenson	March 2020	WBO10 PIMS -
2	We will continue to review and improve our Intermediate Care service model and provision.	Debra Llewellyn/Sarah Cameron	March 2020	WBO10 WBO9 PIMS -
3	We will support people living with dementia and the development of more dementia friendly and supportive communities and provisions across the County.	Neil Morgan	March 2020	MF5-60 WBO11 WBO10 PIMS -
Higher value health and social care				
1	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. This will include auditing case files and strengthening our evidence base to recording our management oversight of casework.	Joel Sven Martin/Jayne Thomas	March 2020	WBO10
2	We will further strengthen the provision and use of the Welsh language within social care services to be	Neil Edwards	March 2020	MF5-56 (Action also

	able to provide services in the language of service users' choice and ensure compliance with the 'Active Offer'.			in Well-being Objective 14 & 10)
3	We will innovate and transform services through a learning culture and best practice approach	Neil Edwards	March 2020	WBO10
4	We will review the 10 year Strategic Plan in light of recent Welsh Government Legislation and guidance to ensure our services are aligned and continues improvement of our service models	Neil Edwards	March 2020	WBO10

A motivated and sustainable health and social care workforce

1	We will provide a supportive learning and development culture for our workforce to ensure they are equipped to meet the challenges of A Healthier Wales . This will also include an evaluation of the workforce challenges and the solutions.	Neil Edwards	March 2020	WBO10
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Profile for Commissioning Services Division



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

Achievements and current strengths

Despite a number of staff changes, including staff vacancies the commissioning team has continued to progress a challenging work programme.

The commissioning division has actively been seeking the views of people who use the services that we commission. The Strategic Partnership Board for Carers has allowed the division to establish a forum, allowing us to take into account the needs of carers and involving them in the planning of services to achieve wellbeing goals. We have also undertaken a comprehensive engagement with key stakeholders including service users, parents/ carers and service providers to shape our draft Learning Disability Strategy.

The division has been working closely with Health colleagues to develop a joint approach to reviewing commissioned services across older people services; working collaboratively with independent and 3rd sector organisations has gone from strength to strength.

‘The Fulfilled Lives’ project is an example of a project that has been established through commissioned services, the project focuses on wellbeing outcomes and aims to find an alternative solutions in order to meet people’s needs.

Demands and forward planning is now being discussed at a strategic level with intelligence being gathered using Housing Learning Improvement Network (Housing LIN) report and new Accommodation and Support Needs Mapping Form. A more integrated approach is being adopted to meet the immediate and longer term needs of individuals ensuring that commissioned services are delivered more efficiently and effectively. A clear process to audit the existing supported living providers has been developed in order to understand what is available and to identify potential efficiencies and gaps in service delivery. The compliance audits have shown a year on year improvement which sets the Division in good stead for the move to the Housing Support Grant as from April 2020.

We have continued to contribute to the regional commissioning agenda including the development of a pooled budget for care homes, review of advocacy services & the commissioning of Independent Professional Advocacy and taking a co-productive approach to the commissioning of more creative carers respite options.

Key Areas for Improvement

The commissioning division will be focusing on the re design of services to meet a preventative agenda, working collaboratively with Health, Independent Sector and 3rd Sector organisations with an objective of taking a holistic view of an individual's journey to create a pathway for people offering a menu of options providing the right service, at the right time in the right place.

In order for the division to meet future and long terms needs of people with a learning disability it is a priority for the commissioning division is to develop accommodation-based services that have the ethos of a progression model as its core purpose.

The division has planned a review of commissioning services for carers, linking to the regional programme of work to reflect the voice of carers and focusing on the needs of carers in order to capture the key principles around information, advice and assistance.

The move to the Housing Support Grant will require working closer with colleagues in both the Homes and Safer Communities and Education and Children's Services Divisions to ensure that services are developed strategically to deliver the aims of the grant which is to reduce homelessness in Carmarthenshire.

Key Divisional Risks

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

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

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

Ref	Service Priorities With Key Actions and Key Outcome Measures	By When	By Who	Well-being Objective
1	To develop a more strategic approach, to strengthen and develop the preventative network of services &	March 2020	Alun Jones / Chris	WBO11 (Ageing Well)

	build community resilience, especially in relation to the third sector, housing related support and the wider community, including carers.		Harrison Alison Watkins	14067 MF5-58
2	To support people to recover so they can live independently as they are able and maximise people's independence where possible. This will include the development of intermediate care services, reablement, use of assistive technologies and a range of accommodation to enable people to live as independently as possible.	March 2020	Alison Watkins / Chris Harrison	
3	Commissioning strategy development which includes, older people, dementia, carers, learning disability, mental health, etc reflecting Welsh Government policy guidance and priorities of the Population Needs Assessment and the Area Plan.	March 2020	Alison Watkins / Chris Harrison	
4	To ensure effective and efficient contract management to ensure care & support providers comply with their duty to provide quality, reliable and safe services while securing value for money.	March 2020	Alun Jones / Alison Watkins	
5	To develop joint/ integrated commissioning arrangements in response to policy drivers and to support the transformation programme. (ref Commissioning Business case, IPC regional report-commissioning)	March 2020	Alison Watkins / Chris Harrison	
6	We will bring together a range of local and regional strategies and initiatives into a single county plan for carers	March 2020	Alison Watkins / Chris Harrison	Directors Annual Report DARA13 PIMS - 14253
7	Increase Direct Payments and use of citizen directed cooperatives at operational, commissioning and contracting levels	March 2020	Chris Harrison	Directors Annual Report DAR15 13815
8	To develop an overarching strategic commissioning document to guide commissioning policy and practice	March 2020	Chris Harrison	Directors Annual Report DAR16 13816
9	Ensure a sufficient range of services to carers is available across the local authority	March 2020	Alison Watkins / Chris Harrison	14476 OP/CIW2019
10	Ensure carers are aware of available support services	March 2020	Alison Watkins / Chris Harrison	14477 OP/CIW2019
11	Ensure a consistent consideration of the right to formal advocacy	March 2020	Alison Watkins /	14478 OP/CIW2019

			Chris Harrison	
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Review and Evaluation

Demonstrating the 5 ways of working

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

What others say

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

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

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

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

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

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

Carwyn Young a Senior Officer from Sport Wales says:

“ *The benefits of Sport & Leisure being in the Communities Directorate are clearly apparent with the role that sport, and physical recreation can play to wider agendas being supported.*

There is therefore a real sense of optimism for the future.

”

Listening to staff's views

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

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

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

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

Building on the success and positive feedback from our first Staff Engagement Event held in June 2018. A second Staff Engagement Event was held in the Parc Y Scarlets, Llanelli on the 4th April 2019. A group of approx. 400 non managerial staff were invited to the Event. There were 2 sessions held over a morning and afternoon for a period of 3 hours with a variety of non-managerial/front line staff from each division were in attendance.

The whole event was centred around the focus on staff health and wellbeing and how we all contribute and need to work more closely together in order to achieve this. Our guest speaker Mark Hodder talked about Positive Psychology, the science of happiness at work and home which is all to do with wellbeing and flourishing at work. This included some aspects of body language and emotions on the face and how we can overcome stress by giving people a greater sense of control. He distributed material on psychological safety at work and the sessions were very pictorial and engaging. His session was fully interactive and experiential.

Results Breakdown for Rating the Event

Before staff left the event they were asked to rate the event. Below is a breakdown of the results:

Staff Engagement Event 2019	Promoters	Passives	Detractors	Total Number Rated	Net Promoter Score
Morning	111 (87.4%)	15 (11.8%)	1 (0.79%)	127	87 Excellent
Afternoon	98 (77%)	25(20%)	5 (4)	128	93 Excellent
The whole event	209 (82%)	40 (16%)	6 (2%)	255	80 Excellent

Suggestions and Comments

Quote from Mark Hodder

“Life will give us the negative, it’s up to us to us to find the positive.”

Throughout the day staff were asked to note some of the positive and negative challenges from the session.

We looked at the proven ways to deal with negative events and thinking in life. We then move on to creating more positivity and how we can get the most from those moments.



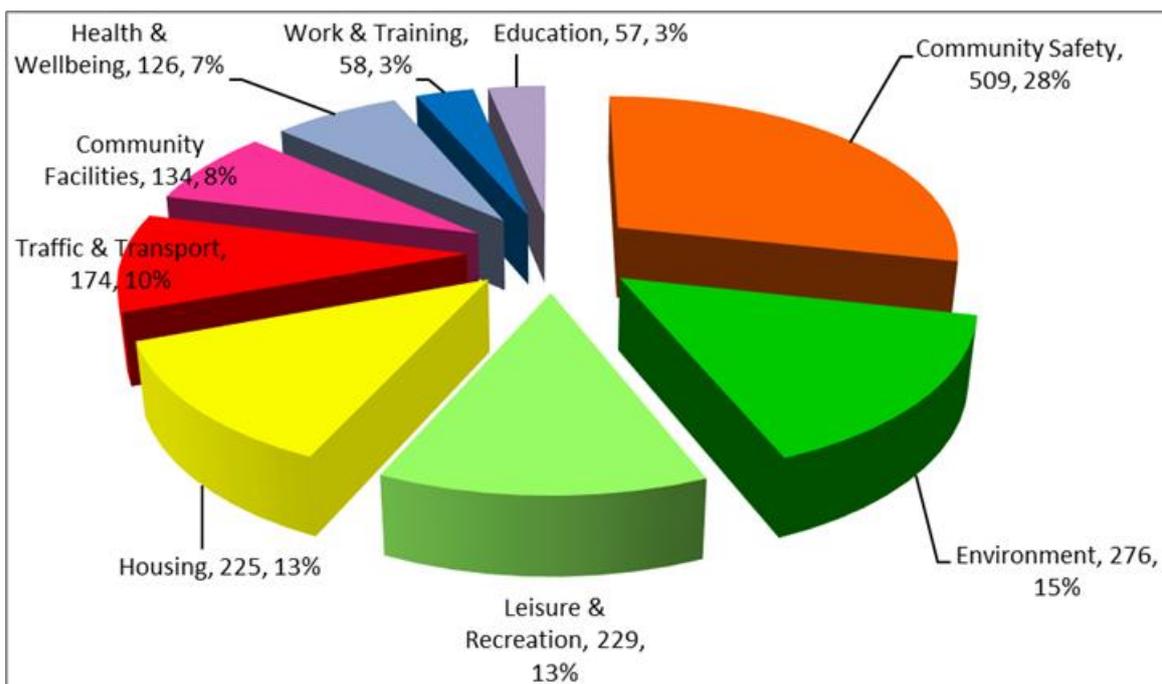
Listening to customers' views

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

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

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

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



We conducted a Survey of Tenants and Residents (STAR) satisfaction survey. A questionnaire was sent out to 5000 tenants selected at random by mail, e mail, online and text achieving an impressive 29% response rate.

Satisfaction results:-

STAR Resident Satisfaction Survey 2019

About the survey

The survey was carried out between June and July 2019. A sample of 3,000 tenants received paper self-completion, bilingual questionnaires followed by a reminder approximately three weeks later for all those who had not yet replied. In addition, email invitations and reminders were sent to every valid email address on the Council's records (1,702), and a text invitation to all mobiles (4,675). In total, 7,312 tenants received at least one type of invitation. A free prize draw added an incentive to encourage tenants to return the questionnaires.

In total, 2,087 tenants took part in the survey, which represented a 29% response rate overall, (error margin +/- 1.5), including a 36% response rate for the core postal sample. A quarter of the total number of responses was collected online (5/3), and 82 surveys were completed in Welsh (49%). Please note that the survey results were weighted by age to ensure that they were representative of the tenant population over the main demographic and geographic characteristics.

Understanding the results

Most of the results are given as percentages, which may not always add up to 100% because of rounding and/or multiple responses. It is also important to take care when considering the results for groups where the sample size is small. Where there are differences in the results between groups, these are subjected to testing to discover if these differences are statistically significant. This tells us that we can be confident that the differences are real and not likely to be attributable to natural variation or chance.

Services overall

82%

satisfied with the service overall



1. Listen to views
 2. Quality of home
 3. Rent VFM
 4. Repairs service overall were the top key drivers that best predicted overall satisfaction
- Tenants aged under 25 or over 65 were the most satisfied
 - Satisfaction was much lower for 35-54 year-olds
 - Consistent with ARP Research benchmark of 83%
 - No single dominant 'key driver' of satisfaction
 - There were clusters of below average satisfaction in urban wards including in Llanelli and Carmarthen

82% satisfied with the service overall

79% satisfied with the quality of the home

77% satisfied with rent value for money

76% satisfied with service charge value for money

85% satisfied with neighbourhood as a place to live

66% satisfied with the grounds maintenance service

64% felt the Council listened and took their views into account

75% satisfied with repairs and maintenance overall

79% satisfied with the last completed repair

58% satisfied with the way the Council deals with ASB

The Home

79%

satisfied with the quality of the home



- Also consistent with ARP Research benchmark for Councils
- Carmarthen North and Llanelli wards had significantly lower satisfaction
- Tenants living in bungalows and flats were more satisfied than those living in houses
- The lowest ratings were for pre 1965 properties

Neighbourhood Services

85%

satisfied with neighbourhood as a place to live

66%

satisfied with the grounds maintenance service

- Rural areas such as Cynwyl Elfed, St Ishmael and Gorslws had almost unanimous satisfaction
- Satisfaction was significantly lower in urban areas of North and West Carmarthen, eastern Llanelli and Ammanford
- Grounds maintenance satisfaction was on par with other landlords

Value for Money

75%

satisfied with repairs and maintenance overall

79%

satisfied with the last completed repair

- Overall satisfaction consistent with benchmark, but the last completed repair rated a little lower than average
- Although a key driver, not as dominant an issue as it sometimes is for other landlords
- However, overall repairs satisfaction only 61-62% for under 50s

Repairs and Maintenance

77%

satisfied with rent value for money

76%

satisfied with service charge value for money

- In the top quartile for service charge value for money, but the bottom quartile for rent
- Some correlation between the quality of the home and value for money
- 35-49 year-olds have the lowest value for money ratings
- Only 15% supported the idea of linking rent to desirability of the area, support being lowest for younger tenants

Communication

64%

felt the Council listened and took their views into account



- Listening and taking account of tenants views has the strongest key driver of satisfaction
- Satisfaction was in the second quartile
- Satisfaction ten points higher for sheltered tenants 72% of new tenants also felt that they were listened to

Anti-social behaviour

58%

satisfied with the way the Council deals with ASB



- Dealing with ASB was a secondary key driver of satisfaction Broadly in line with ARP Research benchmark
- Satisfaction was lowest for 35-49 year-olds
- Some correlation between ASB satisfaction and rating for the neighbourhood overall

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

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

Here are some of the responses:

“More variety of menu.”

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

“Milkshakes, snack on fruits”

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

Adult Care Survey Results

Following implementation of the Social Services and Well-being Wales Act, Local Authorities are required to collect information about people who use their Social Care Services via an annual questionnaire.

The survey was conducted between November 2018 and January 2019. Recipients received the questionnaire via post after being randomly selected from our CareFirst system. All recipients had a support plan or were receiving services from the local authority.

The number of responses to the survey was 634. We received 608 surveys in English and 26 responses were received in Welsh.

- 89% felt that they live in a home that best supports their well-being
- 49% answered 'Yes' they could do the things that were important to them.
- 53% felt that they were part of a community.
- 86% were happy with the support they received from family, friends and neighbours.
- 83% stated they felt safe from any kind of abuse, physical harm or from falling both inside and outside their home.
- 79% of people stated they thought they had the right information or advice when needing it.
- 78% of respondents were involved in decisions.
- 93% felt they were treated with dignity and respect.
- 85% were happy with the care and support they had received
- 70% made their own decision to live in the Care Home.

Below are some compliments from Leisure Services:

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

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

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

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

Our Statement of Intent

We want our people to:

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

We believe that an effective service has people that:

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

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

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

Rate Your Division as an Employer

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

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



So far we have had over 500 responses. Our aim is to reach 1,000 responses in order to then have a strong benchmark. Once we have reached this our intention is to repeat this exercise every 12 months to provide the core measurement for staff experience and predicts business growth.

Achievements Event

An event was held on the 11th October in the Crochan, Y Ffwrness, Llanelli recognising employees who make a difference in contributing to the health and wellbeing of themselves and others whilst at work. The Communities Departmental Management Team wanted to show appreciation to staff who are passionate, committed, motivational and inspiring to others in creating a positive working environment. Whilst providing excellent services ensuring we are living and working well in Carmarthenshire.



The Department asked staff to nominate colleagues that they thought should be recognised. We received an excellent response, 70 nominations were received in total. There were 5 categories, with 5 staff members receiving recognition within these categories. The achievements were awarded to staff by our motivational speaker Tina Evans, “Human on Wheels” a 32 year old local lady from the Gwendraeth area, who was diagnosed with Friedreich’s Ataxia, a life limiting condition at 16. You can find out more about Tina on her website: <http://humanonwheels.com/> .

Further Areas for Improvement

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

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

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

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

Regulatory Recommendations

All recommendations are reported through our Performance & Improvement Monitoring System (PIMS) and are monitored and scrutinised by our audit committee. Below is a list of all the Regulatory Reports within our area of work:-

- ❖ How Local Government manages demand – Homelessness
- ❖ The housing adaptations report looks at whether public bodies, with responsibilities for delivering housing adaptations, have an effective strategic approach that delivers value for money
- ❖ Strategic Commissioning of Accommodation Services for Adults with Learning Disabilities
- ❖ National review of domiciliary care in Wales
- ❖ CIW Inspection of Older Adult Services
- ❖ CIW Letter - areas for improvement
- ❖ Annual Improvement Report
- ❖ The 'front door' to adult social care

Resources

Budget Summary

Base Budget 2019-2020	Expenditure	Income	Net
	£k	£k	£k
Commissioning	922	-19	903
Homes & Safer Communities (Council Fund Housing)	35,891	-17,359	18,532
Integrated Services	47,308	-18,408	28,900
Leisure	19,450	-7,460	11,991
Mental Health, Learning Disability and Safeguarding	49,329	-14,182	35,148
Regional Partnership	1,083	-810	273
Total	153,985	-58,238	95,747

Savings and Efficiencies

Savings and Efficiencies	2019-2020 £k		2020-2021 £k	
	Managerial	Policy	Managerial	Policy
Commissioning				
Integrated Services				
Leisure				
Mental Health, Learning Disability and Safeguarding				
Regional Partnership				
Total				

Workforce Planning

① [Workforce Planning Toolkit](#) and [Divisional Profile](#) to help complete this section

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

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

- Ensure workers receive all the necessary training in relation to the new Social Services and Well-being (Wales) Act 2014, and 'Signs of Safety' model of working. Impact of the implementation of the Social Services and Well-being (Wales) Act (SSWBA), along with 'Signs of Safety'. Training needed to equip staff for these changes.
- Ensure workers are equipped to meet our legal requirements to ensure adults are safeguarded and reduce risk

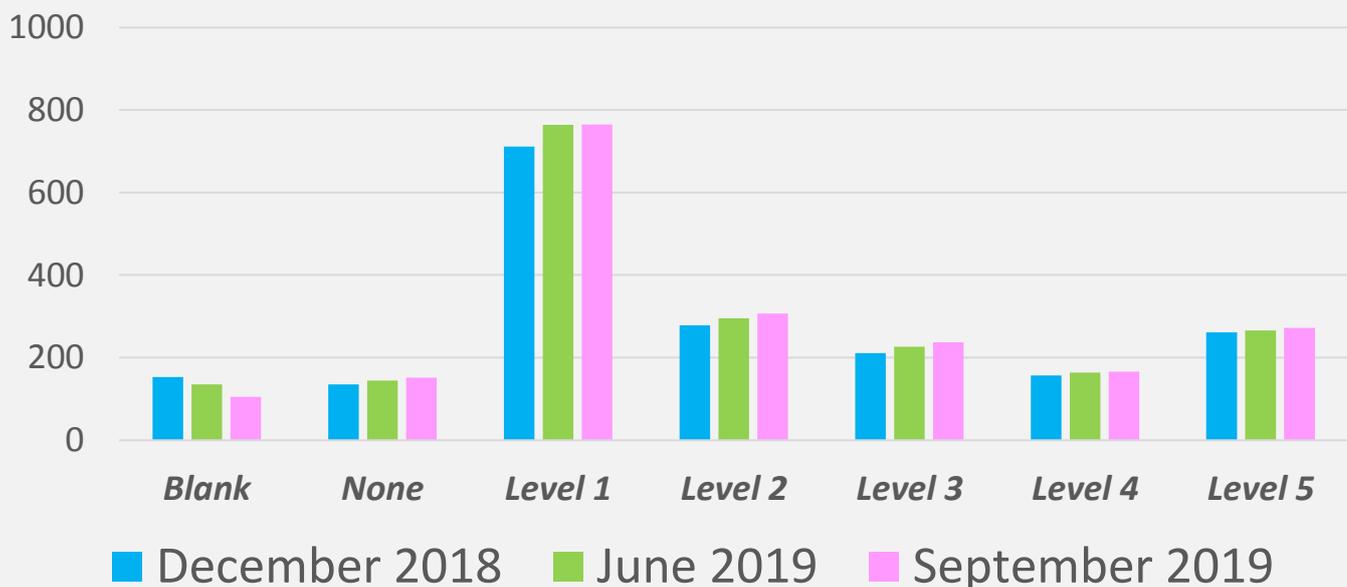
- Ensure we are able to maintain existing services and to meet the future needs of the service as identified in our business plan
- Enable individual members of staff the opportunity for development
- Enable managers to gain skills in mentoring and coaching
- Ensure workers are equipped in the use of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

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

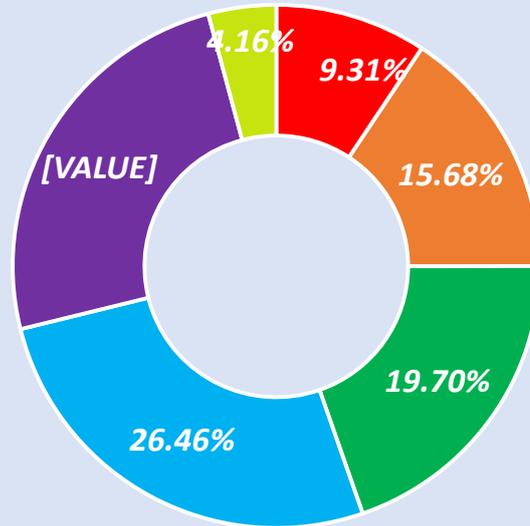
As noted above, our aim is to identify learning & development activities that are more focused to make sure that staff's knowledge, skills & competencies are developed to meet our future objectives and business goals.

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

Communities Department Welsh Language Levels



Percentage of age profile for our Department for Communities workforce



■ 17-25 years old
 ■ 25-35 years old
 ■ 35-45 years old
■ 45-55 years old
 ■ 55-65 years old
 ■ 65+ years old

Business Cycle

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

Decision Making

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

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

Key Departmental Measures

Leisure Services

Definition / Measure Reference (abbreviated definition is fine)	2017/2016	2018/19				2019/20		2020/21	Cost Measure (£)
	Our Result	Our Result	Quartile * to ****	Welsh Median	Welsh Best Quartile	Target set	Result (when available)	Target set (at EOY)	
LCL/001	The number of visits to Public Libraries during the year, per 1,000 population	7689	8151	****	4666	5422	7727	3838	
PAM/017	The number of visits to local authority sport and leisure centres during the year where the visitor will be participating in physical activity, per 1,000 population	8522	8401	***	9094	10190	8707		
PAM/040	Percentage of Quality Indicators (with targets) achieved by the library service	New	97.5				97.5		
PAM/041	The percentage of people referred to the National Exercise Referral scheme that complete the 16 week programme	45.6	55.1				50.0	56.7	
PAM/042	Percentage of NERS clients whose health had improved on completion of the exercise programme	New					New		

Homes and Safer Communities

Definition / Measure Reference (abbreviated definition is fine)	2017/2018	2018/19				2019/20		2020/21	Cost Measure (£) Welsh Median
	Our Result	Our Result	Quartile * to ****	Welsh Median	Welsh Best Quartile	Target Set	Result (when available)	Target set (at EOY)	
PAM/012	Percentage of households successfully prevented from becoming homeless	65.1	59.5	**	64.8	71.2	62.0	41.0	
PAM/013	Percentage of empty private properties brought back into use	6.90	7.40	****	4.14	7.40	7.46	3.63	
PAM/015	The average number of calendar days taken to deliver a Disabled Facilities Grant	161	157	****	213	189	155	169	
PAM/023	The percentage of food establishments which are 'broadly compliant' with food hygiene standards	97.91	95.77	****	95.49	96.96	93.00		
PAM/036	Number of additional affordable housing units delivered per 10,000	New	15.4				10.5		

Definition / Measure Reference (abbreviated definition is fine)		2017/2018	2018/19			2019/20		2020/21	Cost Measure (£) Welsh Median	
			Our Result	Our Result	All Wales Comparative data			Target Set		Result (when available)
		Quartile * to ****			Welsh Median	Welsh Best Quartile				
	households									
PAM/038	Percentage of homes that meet the Welsh Housing Quality Standard (WHQS)	New	100.0				100.0			

Integrated Services (Older Persons & Physical Disabilities) Services

Definition / Measure Reference (abbreviated definition is fine)		2017/2018	2018/19			2019/20		2020/21	Cost Measure (£) Welsh Median	
			Our Result	Our Result	All Wales Comparative data			Target Set		Result (when available)
		Quartile * to ****			Welsh Median	Welsh Best Quartile				
PAM/024	Percentage of adults satisfied with their care and support	86.8	84.6				N/A			
PAM/025	Rate of people kept in hospital while waiting for social care per 1,000 population aged 75+	2.50	4.21			3.32	2.90	3.45		
PAM/026	Percentage of carers that feel supported	69.0	64.4				N/A			

Local Government Performance 2018-19

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

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

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

Public Accountability Measures (PAM)

The table below shows the following information on measures that all 22 councils in Wales have to collect:-

- Our 2018/19 result and whether it has improved on our 2017/18 result
- Our quartile (star rating) compared to other Council's in Wales
- Our Rank position for 2018/19 compared to our Rank position for 2017/18

The measures published by all councils in Wales		Has our result improved from 2017/18 to 2018/19		How good is our 2018/19 result?	22 nd	21 st	20 th	19 th	18 th	17 th	16 th	15 th	14 th	13 th	12 th	11 th	10 th	9 th	8 th	7 th	6 th	5 th	4 th	3 rd	2 nd	1 st		
		Our 2018/19 result	Improved ↑ Standstill ↔ Declined ↓	★ = Bottom (Worst) ★★ = Bottom to Middle ★★★ = Middle to top ★★★★ = Top (Best)	Worst results										Best Results													
					Arrows start from our 2017/18 position										to our 2018/19 position													
WBO5 - Tackle poverty by doing all we can to prevent it, helping people into work and improving the lives of those living in poverty																												
8	% of households successfully prevented from becoming homeless (PAM/012)	59.5	↓	★★	48.9																							82.4
WBO7 - Increase the availability of rented and affordable homes																												
9	% Private sector dwellings returned to occupation (PAM/013)	7.40	↑	★★★★	0.57																						Same	14.07
10	Number of new homes created as a result of bringing empty properties back into use (PAM/014)	7	↔	Not applicable	No comparative data available for this measure																							
11	Number of additional affordable housing units delivered per 10,000 households (PAM/036)	15.4	↑	Due November 2019																								
13	% of homes that meet the Welsh Housing Quality Standard (WHQS) (PAM/038)	100.00	↔	Due November 2019																								
14	% of rent lost due to properties being empty (PAM/039)	2.9	↓	★	Comparative data only available for 10 authorities.																							
WBO8 - Help people live healthy lives (Tackling risky behaviour and Adult obesity)																												
15	% of Quality Indicators (with targets) achieved by the library service (PAM/040)	97.5	↑	Due November 2019																								
16	Visits to Sport & Leisure facilities per 1000 population (PAM/017)	8,401	↓	★★	5201																							13340
17	% of people referred to the National Exercise Referral scheme that complete the 16 week programme (PAM/041)	55.1	↑	Due December 2019																								

Public Accountability Measures (PAM)

The table below shows the following information on measures that all 22 councils in Wales have to collect:-

- Our 2018/19 result and whether it has improved on our 2017/18 result
- Our quartile (star rating) compared to other Council's in Wales
- Our Rank position for 2018/19 compared to our Rank position for 2017/18

The measures published by all councils in Wales	Has our result improved from 2017/18 to 2018/19		How good is our 2018/19 result?	22 nd	21 st	20 th	19 th	18 th	17 th	16 th	15 th	14 th	13 th	12 th	11 th	10 th	9 th	8 th	7 th	6 th	5 th	4 th	3 rd	2 nd	1 st		
	Our 2018/19 result	Improved ↑ Standstill ↔ Declined ↓	★ = Bottom (Worst) ★★ = Bottom to Middle ★★★ = Middle to top ★★★★ = Top (Best)	Worst results												Best Results											
	Arrows start from our 2017/18 position to our 2018/19 position																										
WBO8 - Help people live healthy lives (Tackling risky behaviour and Adult obesity)																											
18	% of NERS clients whose health had improved on completion of the exercise programme (PAM/042)	Result not available	Not applicable	Due December 2019																							
19	% Food establishments that meet food hygiene standards (PAM/023)	95.77	↓	★★★	92.28																					99.19	
WBO10 - Support the growing numbers of older people to maintain dignity and independence in their later years																											
20	Days taken to deliver a Disabled Facilities Grant (PAM/015)	157	↑	★★★	298																					126	
21	Rate of people kept in hospital while waiting for social care per 1,000 population aged 75+ (PAM/025)	4.21	↓	Not applicable	No comparative data published for this measure																						
22	Percentage of adults satisfied with their care and support (PAM/024)	84.6	↓	Not applicable	No comparative data published for this measure																						
23	Percentage of carers that feel supported (PAM/026)	64.4	↓	Not applicable	No comparative data published for this measure																						

Please note that not all Well-being Objectives (WBO) have allocated National Measure(s)
 An explanation on all of the above results can be viewed on the relevant Well-being Objective *links to detail progress reports*.

- WG Quantative Performance Date Returns
- WG Aggregate Data Collection Returns
- WG Qualitative Performance Measures
- WG SSDA 900 - Physical Disability Register
- WG SSDA 901 - Learning Disability Register
- WG Adult Safeguarding Return
- CSSIW DoLs Return
- Local Authority Enforcement Monitoring System (LAEMS)
- Noise Return
- Drinking Water Inspectorate
- Licensing Return
- National Fraud Initiative
- Housing Assistance/Housing Grants
- Housing Standards
- Section 70 Return
- Dogs Trust
- Homeless Return
- Rent Agreement SAP
- Rough sleepers
- Stock Rent
- WHQS Part 1
- WHQS Part 2
- Rent Income Excellence Network
- HQN
- Rents, HB, DD, Former/Current Arrears
- Carmarthenshire County Council Corporate Strategy 2018 – 2023
- The Well-being of Future Generations (Wales) Act
- Housing (Wales) Act 2014
- The Social Services and Well-being Act (2014)
- West Wales Area Plan 2018-2023
- The Parliamentary Review
- A Healthier West Wales
- Welsh Language Standards under s 44 Welsh Language (Wales) measure 2011
- Freedom of Information Act 2000 (FOIA)
- Data Protection Act
- Equalities Act 2010
- Disability Acts
- Employment and Employee Acts
- Health & Safety at Work Act 1974 and subsequent respective legislation
- Environmental Protection Act 1990
- Clean Neighbourhood Act & Environment Act 2005
- Anti-Social Behaviour (Crime and Policing) Act 2014
- Police & Crime Act 2009
- One Wales Connecting the Nation, The Wales Transport Strategy
- Swansea Bay City Region Economic Development Strategy
- EU revised Waste Framework Directive 2008/98/EC
- Towards Zero Waste (WG's overarching waste strategy document).
- Ageing Well in Wales Plan
- Divisional Business Plans
- Air Quality Management Areas (AQMAs)

Appendix 1

Well-being of Future Generations Act 2015

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

A. The Sustainable Development Principle of the Act

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

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

B. The Five Ways of Working required by the Act

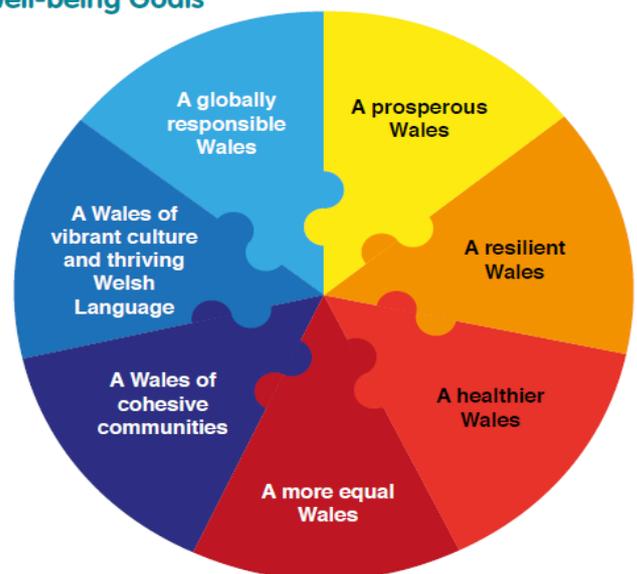
To show that we have applied the sustainable development principle we must demonstrate the following 5 ways of working:-

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

C. The Seven Well-being Goals of the Act

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

Well-being Goals



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

Appendix 2 Councils Well-being Objectives

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

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

Key  = Lead Role  = Supporting

Appendix 3 - 5 Ways of Working

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

			<p>needs.</p> <ul style="list-style-type: none"> • The Swansea Bay Economic Regeneration Strategy and the City Deal 2016-2035 have examined some of the fundamental issues that need to be addressed to ensure economic success in the future. • Our Wellbeing of Future Generations assessment work will help us identify some of the main areas of concern.
C	Taking an integrated approach so that we look at all well-being goals and objectives of other services and partners	Strong	<ul style="list-style-type: none"> • A CSSIW inspection (July 2016) recognised <ul style="list-style-type: none"> - Multi-agency arrangements should be established to strengthen operational plans to support effective co-ordination of statutory partner's completion of Joint Assessment Frameworks. • Public Services Board • Wales Audit Report • The County has an integrated Community Health & Social Care Service 'infrastructure'. This model aligns with national and local policy direction with reference to delivering Integrated Health and Social Care. • The local authority has set up a regional partnership board made up of three local authorities, and the health board amongst others. The strategic priorities of the board are: <ul style="list-style-type: none"> - Information, Advice and Assistance - Integration of mental health and learning disabilities - Integrated systems (WCCIS) - Pooled budget arrangements - Integrated commissioning arrangements
D	Collaboration - Working with others in a collaborative way to find shared sustainable solutions	Strong	<p>'Wellness and Life Science Village' at Delta Lakes, Llanelli. To enable the Project to achieve its aim a number of core stakeholders have come together to work with Carmarthenshire County Council to maximise joint benefits:</p> <p>Central to the development will be the creation of a Wellness Hub and Community Health Hub. The Wellness Hub will incorporate state of the art leisure and recreation facilities and will provide a welcome point for visitors to the village. The Community Health Hub will comprise business development, research, education and training and community healthcare. In addition to these elements, the proposals also include rehabilitation facilities, Assisted Living accommodation, care facilities and a Wellness Hotel.</p> <ul style="list-style-type: none"> • The Well-being of Future Generations (Wales) Act 2015 establishes a statutory board, known as a Public Service Board (PSB), in each local authority area in Wales. • The local authority is part of the regional safeguarding board which is made up four local authorities, two health boards and one police

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