

# Pecyn Dogfennau



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**DYDD MAWRTH, 25 MAI 2021**

**AT: HOLL AELODAU'R BWRDD GWEITHREDOL**

YR WYF DRWY HYN YN EICH GALW I FYNYSBU RHITH-GYFARFOD O'R **BWRDD GWEITHREDOL AM 10.00 YB, DYDD MAWRTH, 1AF MEHEFIN, 2021** ER MWYN CYFLAWNI'R MATERION A AMLINELLIR AR YR AGENDA SYDD YNGHLWM

*Wendy Walters*

**PRIF WEITHREDWR**

Swyddog Democrataidd:	Kevin Thomas
Ffôn (llinell uniongyrchol):	01267 224027
E-bost:	<a href="mailto:kjthomas@sirgar.gov.uk">kjthomas@sirgar.gov.uk</a>

Wendy Walters Prif Weithredwr, *Chief Executive*,  
Neuadd y Sir, Caerfyrddin. SA31 1JP  
*County Hall, Carmarthen. SA31 1JP*

# Y BWRDD GWEITHREDOL

## AELODAETH - 10 AELOD

Cynghorydd	Portffolio
<b>Cynghorydd Emlyn Dole</b>	<b>Arweinydd</b> Arweinyddiaeth a Strategaeth Gorfforaethol; Cadeirydd y Bwrdd Gweithredol; Cynrychioli'r Cyngor ar CLILC; Datblygu Economaidd; Yn cynrychioli'r Cyngor ar Ranbarth Dinas Bae Abertawe; Cydweithio; Marchnata a'r Cyfryngau; Penodi Aelodau o'r Bwrdd Gweithredol; Penderfynu ar bortffolios ABG; Cyswllt â'r Prif Weithredwr; Bwrdd Gwasanaethau Cyhoeddus
<b>Cynghorydd Mair Stephens</b>	<b>Dirprwy Arweinydd</b> Rheolwr Busnes y Cyngor; Adnoddau Dynol; Rheoli Perfformiad; Archwilio Cymru; Hyfforddiant; T.G.Ch; T.I.C. Cynllunio strategol
<b>Cynghorydd Ann Davies</b>	<b>Cymunedau a Materion Gwledig</b> Materion Gwledig ac Ymgysylltu â'r Gymuned; Diogelwch Cymunedol; Yr Heddlu; Deddf Gwrthderfysgaeth a Diogelwch 2015; Trechu Tlodi; Llesiant Cenedlaethau'r Dyfodol; Cyswllt y Trydydd Sector; Cydraddoldeb, Strategaeth Newid yn yr Hinsawdd.
<b>Cynghorydd Glynog Davies</b>	<b>Addysg a Phlant</b> Ysgolion; Gwasanaethau Plant; Anghenion Addysgol Arbennig; Diogelu; Cartrefi Seibiant; Gwasanaeth Gwella Ysgolion Integredig Rhanbarthol; Dysgu Oedolion yn y Gymuned; Gwasanaethau Ieuencid; Gwasanaethau Arlwy Ysgolion, Aelod Arweiniol dros Blant a Phobl Ifanc; Llysgennad Ieuencid
<b>Cynghorydd Hazel Evans</b>	<b>Amgylchedd</b> Sbwriel; Clanhau Strydoedd; Gwasanaethau Priffyrdd aThrafnidiaeth; Cynnal a Chadw Tiroedd; Gwasanaethau Adeiladu; Gofalu; Clanhau Adeiladau; Cynlluniau Argyfwng; Llifogydd, Hawliau Tramwy Cyhoeddus.
<b>Cynghorydd Linda Evans</b>	<b>Tai</b> Tai - Cyhoeddus; Tai - Preifat; Heneiddio'n dda
<b>Cynghorydd Peter Hughes Griffiths</b>	<b>Diwylliant, Chwaraeon a Thwristiaeth</b> Llysgennad Cynghorau Tref a Chymuned; Datblygu'r Iaith Gymraeg; Theatrau; Chwaraeon; Canolfannau Hamdden; Amgueddfeydd; Llyfrgelloedd; Parciau Gwledig; Twristiaeth.
<b>Cynghorydd Philip Hughes</b>	<b>Diogelu'r Cyhoedd</b> Safonau Masnach; Iechyd yr Amgylchedd. Gorfodaeth Amgylcheddol; Gorfodaeth Cynllunio; Gwastraff Didrwydded; Gwasanaethau Parcio; Bio amrywiaeth
<b>Cynghorydd David Jenkins</b>	<b>Adnoddau</b> Cyllid a'r Gyllideb; Effeithlonrwydd Corfforaethol; Rheoli Eiddo / Asedau; Caffael; Budd-daliadau Tai; Refeniw; Gwasanaethau Statudol (Crwneriaid, Cofrestryddion, Etholiadol, Arglwydd Rhaglaw); Hyrwyddwr y Lluoedd Arfog; Canolfannau Cyswllt a Chanolfannau Gwasanaethau Cwsmeriaid
<b>Cynghorydd Jane Tremlett</b>	<b>Gofal Cymdeithasol ac Iechyd</b> Gwasanaethau Cymdeithasol i Oedolion; Gofal Preswyl; Gofal Cartref; Anableddau Dysgu; Iechyd Meddwl; Cyswllt / Cydweithio / Integreiddio â'r GIG; Gwasanaethau Arlwy Cartefi Gofal, Pencampwr Gofalwyr; Llysgennad Anabledd; Pencampwr Gofal Dementia

# AGENDA

1. YMDDIHEURIADAU AM ABSENOLDEB
2. DATGANIADAU O FUDDIANNAU PERSONOL
3. CWESTIYNAU Â RHYBUDD GAN YR AELODAU
4. CWESTIYNAU A RHYBYDD GAN Y CYHOEDD
5. STRATEGAETH TRAWSNEWID DIGIDOL 2021-2024 5 - 28
6. ACHREDIAD YMGYRCH Y RHUBAN GWYN 29 - 62
7. EFFAITH CREDYD CYNHWYSOL A COVID-19 AR ÔL-  
DDYLEDION RHENT 63 - 70
8. UNRHYW FATER ARALL Y GALL Y CADEIRYDD OHERWYDD  
AMGYLCHIADAU ARBENNIG BENDERFYNU EI YSTYRIED YN  
FATER BRYS YN UNOL AG ADRAN 100B(4)(B) O DDEDDF  
LLYWODRAETH LEOL, 1972.
9. GORCHYMYN I'R CYHOEDD ADAEL Y CYFARFOD  
NI DDYLID CYHOEDDI'R ADRODDIAD SY'N YMWNEUD Â'R MATER  
CANLYNOL GAN EI FOD YN CYNWYS GWYBODAETH EITHRIEDIG  
FEL Y'I DIFFINIWYD YM MHARAGRAFF 14 O RAN 4 O ATODLEN 12A I  
DDEDDF LLYWODRAETH LEOL 1972 FEL Y'I DIWYGIWYD GAN  
ORCHYMYN LLYWODRAETH LEOL (MYNEDIAD AT WYBODAETH)  
(AMRYWIO) (CYMRU) 2007. OS BYDD Y BWRDD, AR ÔL CYNNAL  
PRAWF LLES Y CYHOEDD YN PENDERFYNU YN UNOL Â'R DDEDDF, I  
YSTYRIED Y MATER HYN YN BREIFAT, GORCHMYNNIR I'R CYHOEDD  
ADAEL Y CYFARFOD YN YSTOD TRAFODAETH O'R FATH.
10. DATBLYGIAD PRESWYL AR DIR YNG NGORLLEWIN 71 - 80  
CAERFYRDDIN

Mae'r dudalen hon yn wag yn fwriadol

## Bwrdd Gweithredol 1AF Mehefin 2021

### STRATEGAETH TRAWSNEWID DIGIDOL 2021-2024

#### Yr argymhellion / penderfyniadau allweddol sydd eu hangen:

Cymeradwyo cynnwys Strategaeth Trawsnewid Digidol 2021- 2024

#### Y Rhesymau:

Mae angen Strategaeth Trawsnewid Digidol ddiwygiedig sy'n nodi dyheadau a blaenoriaethau strategol y Cyngor o ran y maes digidol ac yn amlinellu'r hyn rydym yn bwriadu ei wneud i wireddu ein gweledigaeth ar gyfer Sir Gaerfyrddin Ddigidol yn ystod y 3 blynedd nesaf.

Angen ymgynghori â'r pwyllgor craffu perthnasol: Pwyllgor Polisi ac Adnoddau 30 Ebrill 2021

Angen i'r Bwrdd Gweithredol wneud penderfyniad Oes

Angen i'r Cyngor wneud penderfyniad Nac Oes

YR AELOD O'R BWRDD GWEITHREDOL SY'N GYFRIFOL AM Y PORTFFOLIO:- Y  
Cynghorydd Mair Stephens

Enw Pennaeth y Gwasanaeth:  
Noelwyn Daniel

Swydd : Pennaeth y  
Gwasanaethau TGCh a Pholisi  
Corfforaethol / Cadeirydd Grŵp  
Llywio Trawsnewid Digidol

Rhif Ffôn: 01267 226270  
Cyfeiriad E-bost:  
[NDaniel@sirgar.gov.uk](mailto:NDaniel@sirgar.gov.uk)

Awdur: Julian N Williams

**Swydd:** Rheolwr Datblygu  
Pecynnau Cymhwyso

Rhif Ffôn: 01267 226273  
Cyfeiriad E-bost:  
[JNWilliams@sirgar.gov.uk](mailto:JNWilliams@sirgar.gov.uk)

**EXECUTIVE SUMMARY**  
**Executive Board Meeting**  
**1<sup>st</sup> JUNE 2021**

**EXECUTIVE SUMMARY**

**Digital Transformation Strategy 2021-2024**

**1. BRIEF SUMMARY OF PURPOSE OF REPORT.**

Building on our first Digital Transformation Strategy 2017-2020 which put the authority in a strong position to respond when COVID pandemic struck, this revised strategy builds upon the progress made over the past 4 years and sets out the Council's strategic digital priorities and aspirations and outlines what we plan to do to achieve our vision for a Digital Carmarthenshire.

Our reliance on technology throughout the pandemic to deliver critical frontline services demonstrated how pervasive digital technology is across all sectors and fully integrated in many aspects of our lives. Carmarthenshire County Council needs an innovative, exciting Digital Transformation Strategy because digital technology has the proven potential to transform the County and the lives of residents while generating long-term savings for the council.

The Strategy provides clarity on:

- Our digital vision for Carmarthenshire
- What is a Digital Transformation Strategy
- Building the Digital Foundations in Carmarthenshire
- Key Priority Areas:
  - Involvement
  - Workforce
  - Connectivity
  - Innovation
- Key Projects and Outcomes to be delivered
- Resources Required to deliver the Digital vision

**DETAILED REPORT ATTACHED?**

**Yes**

# IMPLICATIONS

I confirm that other than those implications which have been agreed with the appropriate Directors / Heads of Service and are referred to in detail below, there are no other implications associated with this report :

Signed: **Noelwyn Daniel** **Head of ICT & Corporate Policy**

Policy, Crime & Disorder and Equalities	Legal	Finance	ICT	Risk Management Issues	Staffing Implications	Physical Assets
<b>YES</b>	<b>NONE</b>	<b>YES</b>	<b>YES</b>	<b>NONE</b>	<b>NONE</b>	<b>NONE</b>

## 1. Policy, Crime & Disorder and Equalities

The Digital Transformation Strategy is aligned to delivering key outcomes of the Corporate Strategy and the Authorities Future Generations Well Being Plan. Embedded within the action plans for delivering the key projects are the five sustainable development principles.

## 2. Finance

Funding has been identified to assist in delivering the Key Projects within the Digital Transformation Strategy. Savings realised from the delivery of these projects will be monitored by the Digital Transformation Steering Group and the TIC Programme Board.

## 3. ICT

There will be a significant impact on ICT resource to deliver the key priorities identified within the Digital Transformation Strategy. The ICT Service has re-aligned to ensure it can deliver these projects.

# CONSULTATIONS

I confirm that the appropriate consultations have taken in place and the outcomes are as detailed below

Signed: Noelwyn Daniel

Head of ICT

## 1. Scrutiny Committee

Policy and Resources Scrutiny Committee to be consulted 30<sup>th</sup> April 2021

## 2. Local Member(s)

N/A

## 3. Community / Town Council

N/A

## 4. Relevant Partners

Hywel Dda University Health Board, Coleg Sir Gâr and University of Wales Trinity Saint David are directly involved in the project, and findings will be reported to Carmarthenshire PSB

## 5. Staff Side Representatives and other Organisations

A 'virtual' Digital Transformation Seminar was held in December 2020 and attended by over 150 senior officers and Heads of Service from across the Authority. The COVID pandemic and delay of the Digital Transformation Strategy refresh due last year has allowed time for a wider consultation and greater input from key stakeholders and service areas; collaborating and working closely with Media and Marketing, Customer Services and TIC on this revised strategy.

Title of Document	File Ref No.	Locations that the papers are available for public inspection
Corporate Strategy		<a href="http://www.carmarthenshire.gov.wales/media/998105/corporate-strategy.pdf">http://www.carmarthenshire.gov.wales/media/998105/corporate-strategy.pdf</a>
A Strategic Regeneration Plan for Carmarthenshire 2015-2030 – Transformations		<a href="http://www.carmarthenshire.gov.wales/media/1257505/Transdoc_Englishonly_webversion.pdf">http://www.carmarthenshire.gov.wales/media/1257505/Transdoc_Englishonly_webversion.pdf</a>
Digital Transformation Strategy 2017-2020 (previous strategy)		<a href="https://www.carmarthenshire.gov.wales/media/1213933/digital-transformation-strategy-2017-2020.pdf">https://www.carmarthenshire.gov.wales/media/1213933/digital-transformation-strategy-2017-2020.pdf</a>
Digital Technology Strategy 2018-2021		<a href="https://www.carmarthenshire.gov.wales/media/1213936/digi_tech_strat_doc.pdf">https://www.carmarthenshire.gov.wales/media/1213936/digi_tech_strat_doc.pdf</a>
Digital School Strategy 2018-2021		<a href="https://www.carmarthenshire.gov.wales/media/1213938/schools_strat_doc.pdf">https://www.carmarthenshire.gov.wales/media/1213938/schools_strat_doc.pdf</a>



Carmarthenshire County Council

# Digital Transformation Strategy

2021-2024

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## Foreword from the Chief Executive of the Council



*Welcome to Carmarthenshire County Council's Digital Transformation Strategy 2021-2024. The Covid19 pandemic has re-enforced the importance of ensuring our services can be delivered effectively and efficiently*

*online for the residents of Carmarthenshire and the employees of the Authority. Our Digital Transformation Strategy for the last four years put us in an excellent position to address the challenges of the pandemic and we have to build on that success as we look forward to developing new ways of working and capitalising on the emergence of new and exciting technologies that we are keen to embrace as an Authority.*

*This digital strategy continues to build on the innovative solutions adopted and ensures an ambitious approach to transforming our services even further and the way we deliver them to the residents of Carmarthenshire. We need to focus on designing digital processes and solutions with a strong emphasis on user experience and ease of use. Participation and involvement of our communities in all aspects of our service design and delivery will provide truly sustainable transformation. We will transform and integrate service delivery from end to end through the entire service journey. This has to be a journey that encompasses people and culture, process and technology.*

*The Digital Transformation Strategy will be reviewed annually and we will report our progress in delivering on our key projects in our Annual Report.*

**Wendy Walters**  
Chief Executive

## Foreword from the Deputy Leader of the Council



*The importance of Digital Technology during the Covid19 Pandemic cannot be over-estimated. We have seen numerous services capitalise on innovative digital technologies already in place within the Council to*

*transform and deliver key elements online to the residents of Carmarthenshire. Carmarthenshire County Council is determined to continue to embrace new digital innovation as we strive to allow residents the opportunity to engage and access our services online if they wish.*

*Our new Digital Transformation Strategy 2021-2024 sets out a number of innovative projects that will have an impact on just about everything we do as a Council. "Digital Transformation" has been described as the change associated with the application of digital technology in all aspects of society. Carmarthenshire County Council needs to continue to exploit new digital platforms to facilitate true involvement with residents and businesses and to ensure convenient access to public services. This important document outlines how Carmarthenshire County Council will continue to evolve towards a truly modern digital organisation.*

**Cllr. Mair Stephens**  
Deputy Leader

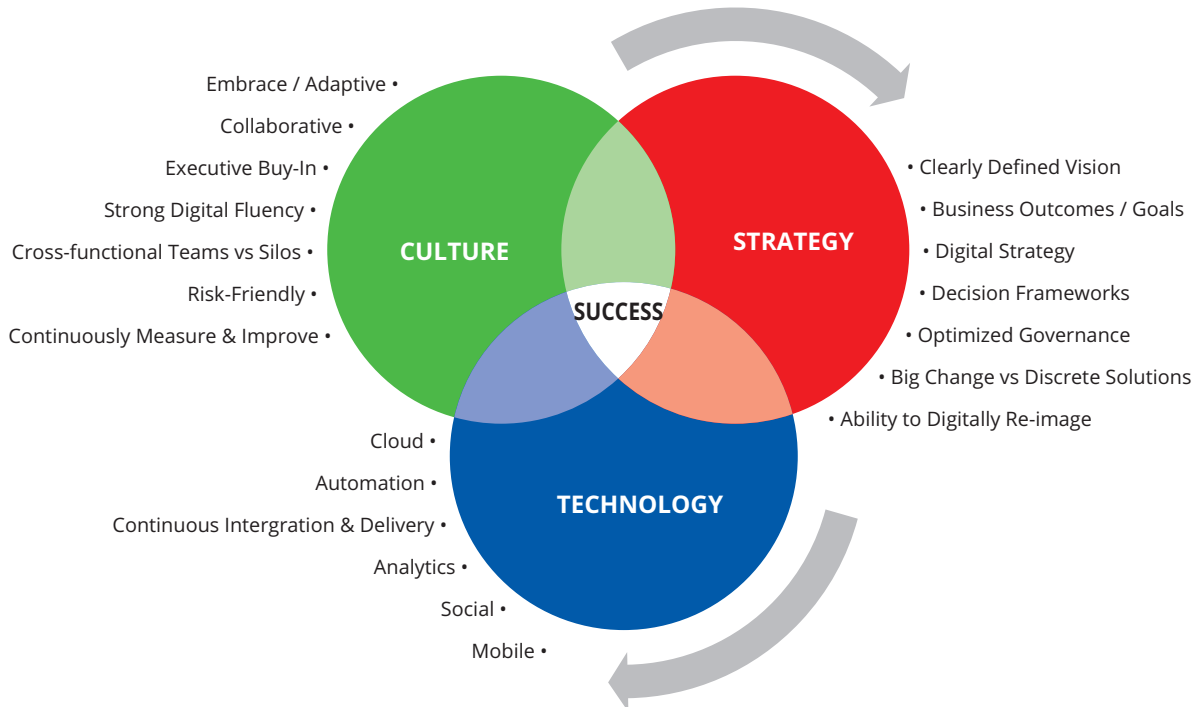
# Our vision for Carmarthenshire

## *“A Digitally enabled Carmarthenshire”*

### **To achieve this bold vision we must:**

- Provide transactional services and information online in a user-friendly and inclusive way.
- Facilitate and underpin community and business involvement in everything that we do.
- Change the way traditional face-to-face services are delivered, enabling more effective and efficient services for our residents.
- Develop and enhance our digital workforce, ensuring agile and mobile working practices using the most appropriate technologies to support service delivery.
- Work towards ensuring a fast, reliable digital connectivity for all our Citizens and Communities.
- Support businesses to compete in the digital economy via first class mobile and broadband connectivity.
- Enhance the use technology to collaborate with partners seamlessly, including effective sharing and use of data.
- Develop efficient digital services through innovation.
- Analyse data and business intelligence to ensure evidence based strategic decision making.

# What is a Digital Transformation Strategy?



Our 1st Digital Transformation Strategy 2017-2020 set out the Council's strategic digital priorities and aspirations and ensured that when the Covid19 pandemic struck, we as an authority were in a very strong position. This Digital Transformation Strategy 2021-2024 builds on the progress made over the last four years as we outline what we plan to do in order to achieve our vision for a Digital Carmarthenshire. Our reliance on technology throughout the pandemic to deliver critical front-line services demonstrated how pervasive digital technology is across all sectors and fully integrated in many aspects of our lives. Carmarthenshire County Council needs an innovative, exciting Digital Transformation Strategy because digital technology has the proven potential to transform the County and the lives of residents while generating long-term savings for the council.

The Council through the Transformation Innovation and Change (TIC) team continue to drive forward transformational service change projects. The Digital Transformation Steering Group has been realigned to prioritise and monitor delivery of the key projects identified within this strategy and all relevant work streams established now reports to

this steering group. To fully realise the benefits that digital technology can deliver and ensure Council services are financially sustainable into the future we will continue to increase the scope and, in some areas, the pace of our work around digital technology.

Digital transformation, challenges and improves how things are done today. Carmarthenshire County Council will continue to embrace change, and this will be achieved with greater use of digital technology and social media channels, building upon the significant progress made in these areas over the past 4 years.

We recognise that schools have extraordinary ICT needs, and to provide greater focus, a revised Digital Schools Strategy will be developed and aligned to Welsh Governments Digital Competence Framework, Education Digital Standards and the new HWB Grant. This will reflect the new ways working identified through the pandemic and the need to enhance the blended learning model in education.

# Building the Digital Foundations in Carmarthenshire

Carmarthenshire is the third largest county in Wales covering some 2,365 square kilometres.

Carmarthenshire is a county of contrasts. The agricultural economy and landscape of rural Carmarthenshire is side by side with the urban and industrial south-eastern area. The county is developing into a modern economy that includes light engineering, new technological and service industries with other business enterprises.



The Swansea Bay City Deal's proposal aims to help put the region at the forefront of the digital age in a post Covid19 world, focusing on developing Next Generation digital infrastructure including improvements to expand the provision of fixed ultra-fast Gigabit capable broadband, 4G/5G and Wi-Fi capabilities to benefit both rural and urban areas of the region. An enhanced digital infrastructure will enable the region to innovate, trial and globally commercialise smart internet-based solutions that will transform the economy in areas such as energy, manufacturing and life sciences. This will effectively support large-scale home working, improve access to jobs, raise productivity levels within the local economy, help address local congestion issues as well as support mainstream delivery improvements / innovations. This inward investment will help to improve digital connectivity in the rural areas of the County.

- As part of the Swansea Bay City Deal Carmarthenshire County Council will lead on three major Programmes and Projects.
- A Programme of Digital Infrastructure investment across the region, total project cost of £55M

(£25M City Deal, £30M Public and Private Sector Funding).

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

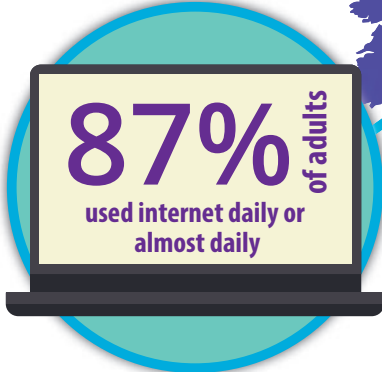
## Welsh Language

The Welsh language in Carmarthenshire plays a key role in our everyday lives with 50.3% of the population over the age of 3 being Welsh speakers. Our online services must be provided bilingually and promoted to our residents in accordance with the Welsh Language Measure, 2011.

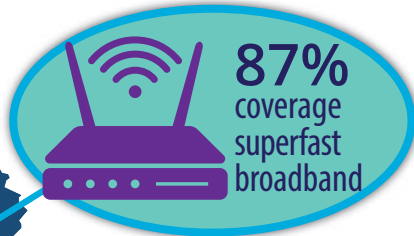
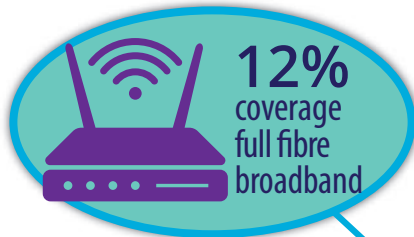
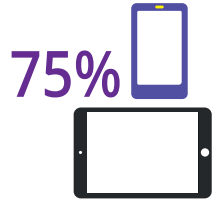
## Net Zero Carbon Authority

Following the Authorities 'Climate Emergency' in April 2019, the authority made a commitment to tackle climate change and passed a motion at Full Council for the Council to become a net zero carbon authority by 2030. We have a significant role to play in both further reducing our own greenhouse gas emissions and providing the leadership to encourage residents, businesses and other organisations to take action to cut their own carbon footprint.

Technology has an ever-increasing role to play in addressing these challenges. This transformational strategy aims to compliment the authorities action plan and with further technological breakthroughs over the coming years will greatly assist the authority in meeting this commitment. Throughout the four Key Priority areas there are innovative solutions and approaches that will drive this agenda forward and compliment the significant work already undertaken to improve the flexibility and agility of our workforce and estate.

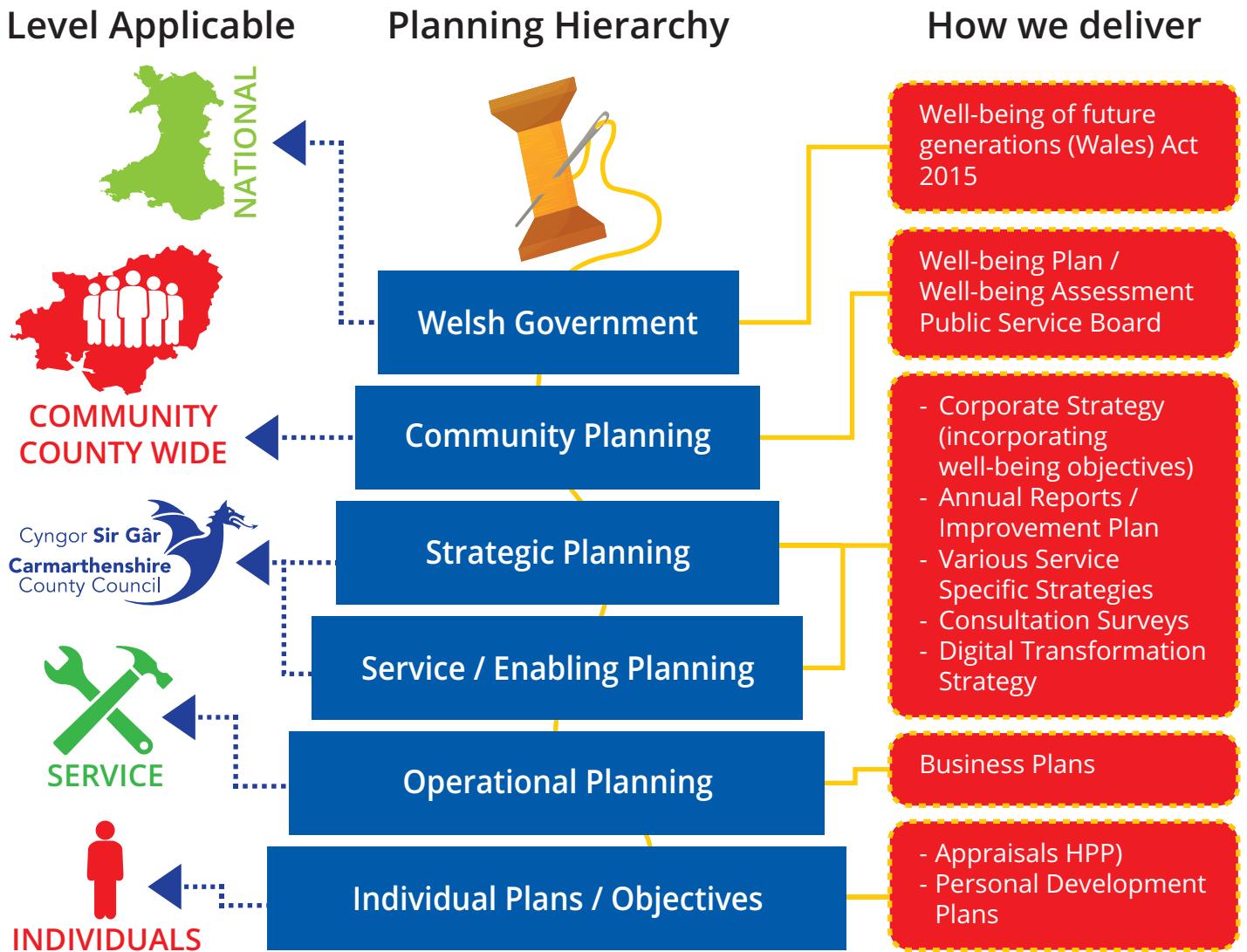


Devices most used to access the internet



# How plans are made - The Planning Cascade

## *“The Wedding Cake & Golden Thread”*



The Digital Transformation Strategy will ensure a number of the expected outcomes identified within the revised council's Corporate Strategy (April 2021) can be achieved which in turn will underpin the delivery of our Well-being Objectives. Action plans will be developed to deliver the key projects identified and these will be monitored via Performance Management Systems and reported annually. All projects will be designed and delivered in-line with the 5 Ways of Working.

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

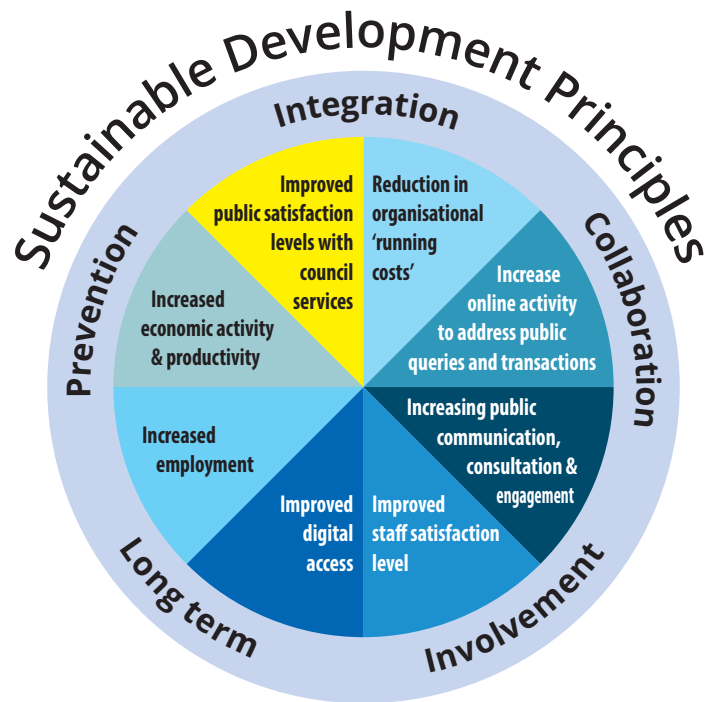
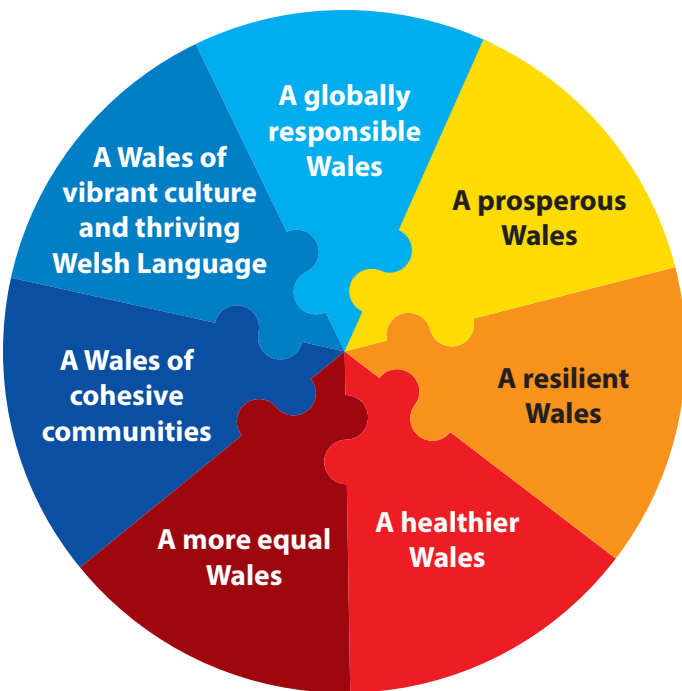
The general purpose of the Act, is to ensure that the governance arrangements of public bodies for improving the well-being of Wales, take the needs of future generations into account. The Act is designed to improve the economic, social, environmental, and cultural well-being of Wales, in accordance with sustainable development principles. The law states that:

**(a)** 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)** We must demonstrate use of the 5 ways of working: Long term, integrated, involving, collaborative and preventative.

**(c)** We must work towards achieving all of the 7 national well-being goals in the Act. Together they provide a shared vision for public bodies to work towards.



Wales was the first country to implement a Well-being of Future Generations Act, which provides a shared vision for all public bodies in Wales to work towards. As a public body subject to the Act, we are required to set and publish Well-being Objectives that maximise our Contribution to the Well-being Goals. We have incorporated these Well-being Objectives into the council's Corporate Strategy.



# Digital Transformation Strategy - Key Priority Areas

There are four key priority areas that will enable us to achieve our over-arching vision.



## Elected Members

Our elected members play a key role in embracing the latest digital technology and we will ensure we provide an inclusive digital service to our residents. We will continue to enable our elected members to work in a mobile and efficient way in their communities using the most appropriate digital technology available.

## Resources Required

The authority is investing a significant amount of resource to ensure it delivers the key priorities and outcomes of the Digital Transformation Strategy 2021-2024:

- £600k to transform the way we deliver our services online.
- £440k invested to replace an ageing technology infrastructure to support a digital workplace.
- £400k to enhance and develop our network (voice and data) and ever-increasing bandwidth requirements.
- £270k to counter the risks from Cybercrime and enhance online security.
- £114k funding for staff training to ensure Carmarthenshire County Council can exploit the latest technologies.

# Involvement

*“Enabling citizens to get the services and information they need online”*



## What it means?

- Providing high-quality user-friendly services and information online to residents.
- Providing increased 24/7 digital access to services that are bilingual and customer friendly.
- To provide a personal digital service and respond to customer needs by engaging and involving our customers in the design of our services and service improvements.
- We will ensure that we appeal to and include the whole demographic of the county; with focus towards digital accessibility and technology to supports user's needs.

## Why is it Important?

- To meet customer demands and respond to rising customer expectations.
- To improve customer engagement with access to personalised information and services.
- With greater use of mobile technology, provision access to online services at the customers convenience; 'anytime, anywhere' 24/7.

## How will we achieve Digital Involvement?

- We will modernise service delivery by using new and innovative technology to deliver online services.
- We will continue to enhance the Council website ensuring full accessibility to Council services on all mobile devices.
- Improve the way we design and build IT systems putting the customer's needs and experience at the heart of how new systems will operate and work.
- We will develop a better understanding of customers preferred digital channels of communication with the Council.
- We will deliver robust information security to protect our citizen and business data from misuse and cyber threats and digital identities protected.
- We will ensure Council service are re-designed and digital by default; ensuring to meet and exceed current Accessibility guidelines and standards.

Key Projects	Key Outcomes	2021	2022	2023	2024
Continued development of the Council Website and HWB My Account for customers.	Delivery of council services through one central personalised point of access available 24/7 which is simple to use.				
• eBilling and Account Management of Council Tax Services	Customers can receive their Council Tax bills and correspondence electronically online over traditional post; manage their Direct Debits and apply for various related services.				
Delivery of Transactional Services	Increased provision of online services for customers.				
• HWRC Appointment Bookings	Further development of the HWRC Recycling Centre Online Appointments to include same-day bookings.				
• Housing Repairs Reporting	Tenants can report and track their repairs online 24/7 via their HWB My Account				
To exploit HWB BOT and Live Chat across the council	To deliver council services through innovative technology to compliment the services provisioned on-line via the Council website and HWB My Account.				
To improve council services with greater online booking and payment facilities	To increase greater income generation across a wider range of council services and move towards a 'Cashless' council.				
• Online Bookings and Payments for services available at Pembrey County Park	To provide greater range of services via the online bookings system for the park.				
Pendine Sands Redevelopment - Eco Hostel, Museum, Car Park	To deliver connectivity and digital solutions for the development and ongoing operation of the various services at Pendine.				

# Workforce

*“Involving and communicating with staff in everything that we do. Supporting our workforce in adopting flexible working practices to optimise performance in the delivery of quality and cost-effective services”*



## What it means?

- A digital workforce that is responsive and flexible.
- A workforce that is well informed, engaged and communicated with.
- Being responsive to the needs of our citizens by providing good public services and being flexible about where work is carried out.
- Flexibility for our staff is being able to work from different locations, at different times and use the most effective technology.

## Why is it Important?

- The involvement, participation and communication of our work force is critical to the success of our organisation.
- Agility and mobility brings efficiencies and increased productivity through better ways of working.
- It increases our ability to ensure a healthy and mutually beneficial work life balance for our work force. This increases our ability to attract the necessary skills and knowledge for our workforce.
- It allows us to vastly improve processes, procedures and workflows, eliminating waste and exploiting efficiencies through good use of data and analytics.

## How will we achieve a Digital Workforce?

- Senior management across the Authority will embrace the digital transformation agenda.
- Staff and managers will involve and communicate with all staff at all levels frequently and consistently.
- Staff and managers will be encouraged and supported to work in an agile manner that supports the delivery of improved services.
- We will create a truly digital workforce, ensuring the right applications and information are with the right user, on the right devices, at the right time and location.
- We will develop the digital skills and confidence of our workforce, so they are equipped to productively and proactively apply technology to drive better ways of delivering public services.
- We will ensure our key policies and strategies are integrated with our digital ambition particularly in the areas of service planning, procurement, economic growth and commissioning.
- We will develop Digital Champions within every service area to promote and support the workforce with digital solutions and technology needs.

Key Projects	Key Outcomes	2021	2022	2023	2024
Exploit Office 365 tools and services; SharePoint, Teams, Stream, Planner	Greater productivity for staff by exploiting Microsoft tools and key software solutions.				
Deployment of Cloud based Power BI (Business Intelligence) for user across the council	Enable the council to better understand and analyse data to help improve decision making.				
Facilitate further agile / remote working for staff					
<ul style="list-style-type: none"> <li>The means for staff to receive and make calls via their work devices 'softphones'.</li> </ul>	To improve telecommunication and collaboration tools for staff.				
<ul style="list-style-type: none"> <li>To facilitate the roll-out of Smartphones across the council to enable a 'Mobile Workforce'</li> </ul>	To allow staff quicker and greater access to back-office data and systems (office and non-office staff). To improve engagement with all employees of the council.				

# Connectivity

*“Enable residents and businesses in the County to use digital technology to enhance their lives”*



## What it means?

- Working to help ensure fast, reliable digital connectivity for our Citizens and Communities.
- Supporting businesses to compete in the digital economy via first class mobile and broadband connectivity.
- Collaborating with Government, Industry and Partners to ensure 21st Century Digital Connectivity.
- Helping to drive awareness, understanding and adoption of fast broadband and mobile services.
- Ensure that residents and businesses exploit the latest digital technology to improve their lives.
- Enable business to make use of 'cloud computing' to accelerate time to value, drive higher adoption of new technologies, and connect the services offered in real time.
- Deliver Digital Public Sector Services to our Citizens and businesses via first class connectivity infrastructure.

## Why is it Important?

- A fully connected Carmarthenshire will encourage new businesses to invest in the County, supporting the local economy and attracting sustainable employment.

- A fully connected Carmarthenshire will encourage existing businesses to innovate and exploit new opportunities.
- Ensure that our children live in digitally connected communities and have the latest digital technologies available to give them best possible start in life.
- Every resident of Carmarthenshire should have the ability to access 'on-line' services which can be used to improve their 'quality of life'.

## How will we achieve Digital Connectivity?

- We will create an open and flexible environment for digital innovation that crosses borders and boosts economic growth for the region.
- As a part of the Swansea Bay City Deal, we will benefit from significant inward investment to create a truly Connected Carmarthenshire.
- We will invest in our communities and young people to ensure sustainable neighbourhoods by improving access to digital technology in areas where it is most needed.
- Utilise ways of encouraging young people to communicate with us digitally and encourage employability in the county.

- We will develop improved digital skills and confidence amongst our vulnerable groups and those aged over 65.
- We will aim to access funding to develop sustainable digital activities in Carmarthenshire to

reach those who have the most to gain from the ‘digital world’; across businesses, communities, and residents.

Key Projects	Key Outcomes	2021	2022	2023	2024
Exploit GovRoam across all public sector buildings.	To enable greater collaboration for the public sector workforce.				
Reduce the number of non-superfast connected premises across Carmarthenshire.	Improved connectivity to residential and business premises across Carmarthenshire. Increased equality of access to online services and resources. A reduction in digital exclusion.				
Increase the number of premises across Carmarthenshire with access to ultrafast full fibre connectivity.	More premises with access to 21st century, future proofed first-class digital connectivity.				
Increased coverage of mobile connectivity 3/4/5G and increased choice of mobile connectivity vendors across Carmarthen.	Improved capacity and scope to deliver digital services to everyone, everywhere. More choice and competition for residents and businesses in mobile connectivity.				
Increase adoption of superfast and ultrafast broadband services amongst those citizens and businesses who are able to access these services.	A thriving Digital economy across the County.				

## Connectivity *(Continued)*

Key Projects	Key Outcomes	2021	2022	2023	2024
Upgrade public sector assets (Hub Sites) across the County to full fibre.	<p>Increased capacity to deliver digital public services from and to those assets.</p> <p>Some surrounding business and residential premises obtain full fibre immediately as an “accidental benefit” of our work.</p> <p>Increased commercial viability of further full fibre builds to nearby communities and businesses.</p>				
Deploy full fibre ultrafast connectivity to our Business Parks at Cross Hands.	To be one of the fastest, well connected business parks in the United Kingdom.				
Develop Web based support resources for citizens and businesses, helping them to achieve better connectivity.	<p>A single location to share resources, signpost, help and inform.</p> <p>A web based online resource which shares and promotes use case studies of the benefits and usage of Digital Connectivity raising awareness of why better connectivity is so important and how it can be used to help citizens and businesses across Carmarthenshire.</p>				
Rural Community Projects. Identify our worst served rural communities and work to pilot rural community projects, bringing good connectivity to that community.	<p>Better connected Rural Communities.</p> <p>Social and Digital equality for rural communities.</p>				
Hold 10 Towns Digital Connectivity Community Events, sharing information and knowledge, signposting to relevant assistance and resources.	<p>Well informed communities that understand the social and economic impacts and benefits of good connectivity.</p> <p>Communities who are empowered and supported to tackle issues of poor broadband and mobile connectivity themselves.</p>				



# Innovation

*“Innovative digital solutions will enable increased collaboration”*



## What it means?

- Improved information sharing with other organisations and partners.
- Increase sharing of software and hardware platforms across the region.
- Deployment of latest and innovative digital solutions across the council to further improve customer experience and streamlining of back-office functions.

## Why is it Important?

- Innovation underpins the 4 key priority areas of this strategy - 'Involvement', 'Workforce', 'Connectivity' and 'Innovation'.
- Helps foster cohesion in teams. This is especially relevant to teams that are dispersed as cohesive teams are far more productive.
- Creates an atmosphere of openness as staff are up to date with and able to access the very latest news and information.
- Simplifies the way that we share data with other organisations and partners making everyone feel like part of a single team working on common objectives.
- Innovation is a catalyst for enabling departments

to focus on putting the citizen at the heart of what they do.


## How will we achieve Digital Innovation?

- We will ensure staff are provided with the necessary collaboration tools to improve productivity and well-being.
- We will protect privacy through effective information management as well as ensuring appropriate data sharing arrangements are in place with all organisations and partners.
- We will fully exploit new technologies and ways of working including open source solutions.
- We will be flexible with our physical locations and create an environment that fosters collaboration and creativity.
- We will develop new solutions with partners using digital technology to integrate services across functional and geographical boundaries, so they are more efficient in sharing information.
- We will collaborate regionally and nationally on the procurement of software and cloud-based services to achieve better value for money and a greater variety of solutions.

Key Projects	Key Outcomes	2021	2022	2023	2024
Implementation of a new Cloud Community Care Information System (Social Care).	To enable Health and Social Care staff safe sharing of information and to help deliver improved care and support for people across Carmarthenshire.				
To implement solutions using RPA (Robotics Process Automation) technology	To assist in streamlining and automating processes to help drive further efficiencies across back-office functions.				
Incorporate the use of AI (Artificial Intelligence)	Technology to assist in improving security and cyber resilience.				
Exploit speech and voice recognition technologies including dictation solutions	To improve customer service, back-office productivity and efficiencies.				
Continue to facilitate the migration of legacy on-premise systems to vendor cloud hosted managed services: <ul style="list-style-type: none"> <li>- HR/Payroll</li> <li>- Housing</li> <li>- Revenues &amp; Benefits</li> <li>- Housing Repairs</li> <li>- Highways</li> <li>- Residents Parking Permits</li> <li>- Countryside Access Management</li> <li>- Electoral Services</li> <li>- Museums (Archives)</li> </ul>	To provide greater resilience for services and systems; and to allow greater access to data to enable a 'Mobile Workforce'.				
Deploy an "Internet of Things" innovation network across key areas of the County.	An open innovation network for the council and our partners to trial various IoT use cases and service transformations.				
Develop "Internet of Things" use cases and trials across selected public services.	Proof of Concept (POC) projects that can be developed, tested and potentially applied across the County and the Region.				

# Innovation *(Continued)*

Key Projects	Key Outcomes	2021	2022	2023	2024
<p>Carmarthenshire will deliver the following City Deal projects:</p> <ul style="list-style-type: none"> <li>- Creative Digital Cluster-Yr Egin - by creating a new infrastructure to attract SMEs to start up or expand.</li> <li>- Pentre Awel development - by the integration of business development, education, wellness initiatives, research &amp; development and healthcare initiatives.</li> <li>- We will also deliver a regional skills and talent initiative on behalf of the Swansea Bay Region.</li> </ul>	<p>Create more growth and jobs throughout the County.</p> <p>Collaborate with health and third sector partners to transform mental health services and improve access to information, advice, preventive and crisis services in Carmarthenshire.</p>				



Mae'r dudalen hon yn wag yn fwriadol

**Y Bwrdd Gweithredol  
1AF Mehefin 2021**

**ACHREDIAD YMGYRCH Y RHUBAN GWYN**

**Yr argymhellion / penderfyniadau allweddol sydd eu hangen:**

1. Cefnogi cais y Cyngor am statws y Rhuban Gwyn
2. Cymeradwyo'r cynllun gweithredu i'w gyflwyno i Ymgyrch y Rhuban Gwyn i sicrhau achrediad, gan ddangos ymrwymiad y Cyngor i ddod â thrais gan ddynion yn erbyn menywod i ben.
3. Cefnogi'r ymrwymiad a'r cyfranogiad sy'n ofynnol gan swyddogion ar draws y cyngor i roi'r cynllun gweithredu ar waith

**Y rhesymau:**

Cafodd y Cyngor statws y Rhuban Gwyn ym mis Awst 2018 yn flaenorol a barhaodd am gyfnod o ddwy flynedd. Felly, mae angen ceisio achrediad eto.

Cysylltwyd ag Ymgyrch y Rhuban Gwyn ac mae'n ofynnol cyflwyno cynllun gweithredu i'w gymeradwyo gan Ymgyrch y Rhuban Gwyn.

Angen ymgynghori â'r Pwyllgor Craffu perthnasol - Amherthnasol

Angen i'r Bwrdd Gweithredol wneud penderfyniad OES

Angen i'r Cyngor wneud penderfyniad NAC OES

**YR AELOD O'R BWRDD GWEITHREDOL SY'N DAL Y PORTFFOLIO:**

Y Cyngorydd Ann Davies (Cymunedau a Materion Gwledig)

<p><b>Y Gyfarwyddiaeth:</b> Y Prif Weithredwr</p> <p><b>Enw Pennaeth y Gwasanaeth:</b> Noelwyn Daniel</p> <p><b>Awdur yr Adroddiad:</b> Kate Harrop</p>	<p><b>Swydd:</b></p> <p>Pennaeth TGCh a Pholisi Corfforaethol</p> <p>Rheolwr Diogelwch Cymunedol</p>	<p><b>Rhifau ffôn/ Cyfeiriadau:</b></p> <p>01267 224202</p> <p>khharrop@sirgar.gov.uk</p>
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# EXECUTIVE SUMMARY

## 1<sup>st</sup> JUNE 2021

### White Ribbon Campaign Accreditation

The Council agreed on 15 November 2017 to support the White Ribbon Campaign to end male violence against women and to seek White Ribbon accreditation. The Council received accreditation in August 2018 and there has been continued commitment to the White Ribbon Campaign since it was awarded this status.

The accreditation lasted for two years and, as this status has now ended, there has been liaison with key departments across the Council to assist in the completion of the required action plan to obtain accreditation again. We need to outline how we will develop our response to dealing with violence against women against specified areas. Liaison has included discussions in relation to Council policies and training, procurement and commissioning services, marketing and raising awareness at licensed premises and sports clubs and the public attending our facilities such as leisure centres and theatres, and regional work taking place at a Dyfed Powys level regarding service provision for victims, survivors and perpetrators, statutory training and communications.

The next step is to submit the plan for approval to the White Ribbon Campaign and once approved, the plan will be implemented. The strategic lead for this will be Noelwyn Daniel, Head of ICT and Corporate Policy. A steering group will be established to oversee the plan's delivery and will consist of key officers identified in the action plan and the Executive Board Member who is an Ambassador for the Campaign.

There is a requirement to submit an annual report on the progress made against the action plan.

By supporting the campaign and raising awareness of the issue of domestic abuse, the Council will also be working to tackle all abuse and violence, not just by men against women.

**DETAILED REPORT ATTACHED?**

**YES**  
Action Plan for White Ribbon Status

## IMPLICATIONS

I confirm that other than those implications which have been agreed with the appropriate Directors / Heads of Service and are referred to in detail below, there are no other implications associated with this report:

Signed: Noelwyn Daniel, Head of ICT and Corporate Policy

Policy, Crime & Disorder and Equalities	Legal	Finance	ICT	Risk Management Issues	Staffing Implications	Physical Assets
<b>YES</b>	<b>NONE</b>	<b>YES</b>	<b>NONE</b>	<b>NONE</b>	<b>YES</b>	<b>NONE</b>

### Policy, Crime & Disorder and Equalities

By supporting the White Ribbon Campaign and implementing the action plan, the Council will aim to reduce crime and disorder locally, in line with Section 17 of the Crime and Disorder Act 1998.

### Finance

A payment of £1,000 per annum for the three years duration of the accreditation will be made.

### Staffing Implications

Managing the accreditation including monitoring and reporting on progress are additional areas of work to be undertaken by relevant officers in the Council.

## CONSULTATIONS

I confirm that the appropriate consultations have taken in place and the outcomes are as detailed below

Signed: Noelwyn Daniel, Head of ICT and Corporate Policy

1. Scrutiny Committee – N/A
2. Local Member(s) – N/A
3. Community / Town Council – N/A
4. Relevant Partners – N/A
5. Staff Side Representatives and other Organisation - N/A

**EXECUTIVE BOARD PORTFOLIO  
HOLDER(S) AWARE/CONSULTED**

YES

Cllr. Cefin Campbell aware of the accreditation and development of action plan

**Section 100D Local Government Act, 1972 – Access to Information  
List of Background Papers used in the preparation of this report:**

**THERE ARE NONE**





# ACTION PLAN FOR WHITE RIBBON STATUS

Carmarthenshire County Council

**Contents:**

<b>Section 1:</b>	Strategic Leadership
<b>Section 2:</b>	Engaging Men and Boys
<b>Section 3:</b>	Changing Culture
<b>Section 4:</b>	Raising Awareness

Lead Officer - Kate Harrop

E-mail – kharrop@carmarthenshire.gov.uk

Date

Tel – 01267 224202

ADD



## INTRODUCTION:

Male violence against women in our society is shockingly prevalent, and we can only change those cultures that give rise to it by promoting a message of respect and tolerance and leading by example. Organisations can achieve a considerable amount through their staff, their policies and their day to day work; as well as their role within the communities in which they are based.


Organisations seeking accreditation are required to develop a three-year action plan. This will demonstrate how core criteria are to be met as well as criteria that are sector specific. The action plans are focused around four core criteria and offer achievable goals for organisations to bring about genuine change. Once an action plan has been approved by the White Ribbon UK Accreditation Panel, an organisation will be granted White Ribbon Status.


White Ribbon UK template action plans are designed as a guide for organisations working towards accreditation. If you have questions about how it will work in practice in your context we will be very happy to discuss that with you. Often the most successful action plans are where an organisation has applied creativity and their own experience so please do not feel restricted by the template.


All our action plans were reviewed in early 2019. We would welcome your feedback.

# Local Authority Action Plan

Criteria	Actions planned for next 3 years	Date (Y1/2/3)	Evidence	Who is the Lead person?	Date comp'd	Planned outcomes (benefits, aims, areas of development, challenges, successes)	Achieved (Y/N)
<b>1. Strategic Leadership</b>							
Identify a member/s of senior leadership/ executive to be the strategic lead for White Ribbon Accreditation, this person should be a White Ribbon Champion or Ambassador.	<p>Completed. Head of Service, an existing White Ribbon Ambassador, has been identified as strategic lead.</p> <p>Will support both Ambassadors and Champions, encouraging staff to sign up to one of these roles.</p>			<p>Noelwyn Daniel</p> <p><a href="mailto:ndaniel@carmarthenshire.gov.uk">ndaniel@carmarthenshire.gov.uk</a></p>		<p><b>Benefits</b> Consistency across the Council in terms of approach.</p> <p><b>Aims</b> The level of position held by the Head of Service will enable the aims of the White Ribbon campaign to be disseminated and progressed across the organisation.</p> <p><b>Development</b> This leadership will help to increase the level of support for the campaign and sign up of more staff to become Ambassadors and Champions.</p> <p><b>Challenges</b> Promoting communications across a large organisation and county which includes rural areas, so need to ensure range of communication methods used.</p> <p><b>Successes</b> To be monitored.</p>	Y

<p>Governance body/ Executive agree a WRUK commitment</p>	<p>Completed</p> <p>Full Council agreed on 15 November 2017 to seek White Ribbon accreditation</p> <p>There has been continued commitment since accreditation was gained and this will continue.</p>		<p> 15th-Nov-2017 10.00 County Council</p>	<p>Kate Harrop <a href="mailto:khharrop@carmarthenshire.gov.uk">khharrop@carmarthenshire.gov.uk</a>  01267 224202</p>	<p><b>Benefits</b> Senior level oversight, scrutiny and ownership.</p> <p><b>Aims</b> Ensure White Ribbon agenda managed, high standards maintained.</p> <p><b>Development</b> Ongoing support for this agenda.</p> <p><b>Challenges</b> Capacity to focus on this area when competing priorities and core business demands.</p> <p><b>Successes</b> Previous White Ribbon Status.</p>	Y
<p>Nominate a lead person to oversee the development and implementation of a WRUK strategy. This person will monitor its progress and report back to WRUK. This person should be a White Ribbon Ambassador or Champion.</p>	<p>Completed</p>	<p>Progress to be monitored against the action plan</p>	<p>Annual update</p>	<p>Kate Harrop <a href="mailto:khharrop@carmarthenshire.gov.uk">khharrop@carmarthenshire.gov.uk</a>  01267 224202</p>	<p><b>Benefits</b> Single point of contact for campaign to provide support and cascade information</p> <p><b>Aims</b> Ownership and responsibility to drive forward White Ribbon agenda.</p> <p><b>Development</b> None as led on previous accreditation.</p> <p><b>Challenges</b> As above.</p> <p><b>Successes</b> Continued co-ordination of efforts to progress campaign work and deliver action plan.</p>	Y

<p>Establish a WRUK Steering Group to oversee the agreed Action Plan. Lead members of the steering group should be White Ribbon Ambassadors or Champions. Please list their details on the attached sheet.</p>	<p>Set steering group up</p>	<p>Y1</p>	<p>Notes of meetings</p>	<p>Kate Harrop  <a href="mailto:khharrop@carmarthenshire.gov.uk">khharrop@carmarthenshire.gov.uk</a>            01267 224202</p>	<p><b>Benefits</b>            Help deliver action plan and spread White Ribbon message throughout Carmarthenshire.</p> <p><b>Aims</b>            Share workload in delivering the agenda.</p> <p><b>Development</b>            Build on work undertaken when previously accredited.</p> <p><b>Challenges</b>            Competing priorities            Need to progress work and promote campaign throughout the year, not just focus around White Ribbon Day.</p> <p><b>Successes</b>            To be monitored.</p>	
<p>Ensure HR policy/policies are in place that cover male violence against women and domestic abuse.</p>	<p>Policy in place            To be reviewed by HR working with the Council's Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) lead and the Regional VAWDASV Advisor.</p>	<p>Yr 1</p>	<p>            Domestic Abuse and Sexual Violence</p>	<p>Linda Hutton  <a href="mailto:LHutton@carmarthenshire.gov.uk">LHutton@carmarthenshire.gov.uk</a></p>	<p><b>Benefits</b>            Policy provides guidance and support to staff.</p> <p><b>Aims</b>            Outlines Council's commitment to take all reasonable steps to deal with domestic abuse and sexual violence through the support offered to staff.</p> <p><b>Development</b>            Regular reviews to be undertaken to ensure in line with current legislation and support available.</p> <p><b>Challenges</b></p>	


						Policy to be reviewed which must be completed on top of existing workloads	
						<p><b>Successes</b> To be measured once complete</p>	
Develop a staff training strategy that includes aspects of male violence against women (sexual violence, coercive control, consent and domestic abuse).	<p>We do not have a training strategy relating to this but are part of the Regional Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) Strategic Board which has a Regional Training Plan.</p> <p>This is a legal requirement under the VAWDASV (Wales) Act 2015, as is the delivery of the National Training Framework. This includes all aspects of VAWDASV and how this is predominantly male violence against women.</p> <p>Council staff receiving the required Welsh</p>	Ongoing	 Training Delivery Plan 2020-21.docx	David Richards <a href="mailto:dwmrichards@car-marthenshire.gov.uk">dwmrichards@car-marthenshire.gov.uk</a>		<p><b>Benefits</b> Increased knowledge and understanding to enable staff to 'Ask and Act'.</p> <p><b>Aims</b> Improve response to VAWDASV and provide a better service for victims.</p> <p><b>Development</b> This will be ongoing although a regional training plan has already been developed. This will be reviewed regularly and amended as necessary.</p> <p><b>Challenges</b> Capacity issues and ongoing impact of COVID-19 on delivery arrangements, workload and changing priorities.</p> <p><b>Successes</b> Training package already developed, to be monitored. Increase in numbers undertaking the training.</p>	

	<p>Government training – e-learning for all staff to (highlights signs and symptoms of abuse), ‘Ask and Act’ – for individuals who need to recognise the signs that someone is being abused talk to that person sensitively (if appropriate) and Ask and Act Champions - able to offer options and services to victims quickly and efficiently) &amp; training for Public Sector Leaders. We will also extend this to elected members with a specific awareness raising session.</p> <p>Refresher training required every 3 years for e-learning and 2 years for other groups.</p> <p>Threads through occupational and learning programmes for</p>		<p>Data showing completion of the training</p> <p>Updates to be provided.</p>				
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	<p>professional staff, also included in safeguarding training for professional staff in terms of raising awareness and signposting.</p> <p>We are also working with specialist providers to conduct a training needs assessment in respect of training required for Specialist Sector staff and Managers of Specialist Sector. The Council is involved as the Act requires local authorities to support these organisations to achieve this training. Findings of the TNA to be considered and funding allocated as appropriate</p>	Yr 1					
<p>Ensure all policies and programmes are aligned with the Home Office <i>Violence Against Women</i></p>	<p>The Mid and West Wales VAWDASV Regional Strategy was launched in November 2018. We have agreed and delivered annual</p>	Completed	 <p>safer-lives-healthier-relationships-strate</p>	<p>Natalie Hancock</p> <p><a href="mailto:nhancock@carmarthenshire.gov.uk">nhancock@carmarthenshire.gov.uk</a></p>		<p><b>Benefits</b> Increased consistency of direction.</p> <p><b>Aims</b> Corporate approach.</p> <p><b>Development</b></p>	Y

<i>and Girls National Statement of Expectations.</i>	delivery plans each year since then. These delivery plans relate to the 6 key objectives of the Regional and National VAWDASV strategy in Wales which aligns with the Home Office's Violence against Women and Girls National Statement of Expectations.					To be monitored.  <b>Challenges</b> None identified.  <b>Successes</b> Alignment achieved.	
Demonstrate how you will build White Ribbon Accreditation into the commissioning process as a social value indicator.	Consider commissioning and procurement processes with a view to strengthening the social value element of our evaluation.  Encourage our commissioned service providers to support the White Ribbon Campaign.	Yr 1	Update on discussions	Chris Harrison  <a href="mailto:Chris.harrison@pembrookeshire.gov.uk">Chris.harrison@pembrookeshire.gov.uk</a>		<b>Benefits</b> Support the White Ribbon Campaign and message, increased knowledge of the issue.  <b>Aims</b> Ensure wider awareness of White Ribbon  <b>Development</b> To be monitored.  <b>Challenges</b> To be determined.  <b>Successes</b> To be monitored.	
How will you work with key local partners to develop a joint strategic approach to	This has been established by the Regional VAWDASV Strategic Board which the Council is involved in and will	Completed and ongoing	Minutes of Strategic Board	Natalie Hancock  <a href="mailto:nhancock@carmarthenshire.gov.uk">nhancock@carmarthenshire.gov.uk</a>		<b>Benefits</b> Shared best practice, consistent and effective delivery of services in partnership.  <b>Aims</b>	



<p>ending male violence against women? Detail who your key partners are, they could include Schools, Emergency Services and Health.</p>	<p>continue to be engaged in to ensure joint strategic approach which is outlined in the Strategic Plan and annual Delivery Plan is progressed. In addition to council departments representing social services, safeguarding and education, partners include the Police, Office of the Police and Crime Commissioner, Health Board, Probation and local service providers.</p>		<p> Delivery Plan 2020-2021.docx</p>			<p>Co-ordinated joint approach across the county and region.</p> <p><b>Development</b> Ongoing engagement.</p> <p><b>Challenges</b> Ensure consistent, appropriate representation from all partners.</p> <p><b>Successes</b> Achieve delivery of Regional Strategy by working together, thereby improving response for citizens.</p>	
<p>Ensure there are adequate support and housing services for women and children experiencing/ fleeing domestic abuse.</p>	<p>The Head of Strategic Commissioning for Carmarthenshire and Pembrokeshire County Councils chairs the Mid and West Wales Regional Commissioning Subgroup which is developing a regional service specification. Once specification is developed,</p>	<p>Yr 1</p>	<p>Copy of document</p>	<p>Chris Harrison <a href="mailto:Chris.harrison@pembroekshire.gov.uk">Chris.harrison@pembroekshire.gov.uk</a></p>		<p><b>Benefits</b> Women and children in need receive quality, effective services.</p> <p><b>Aims</b> Ensure all necessary support is provided to those that need it.</p> <p><b>Development</b> Commissioning exercise to be undertaken once service specification complete.</p> <p><b>Challenges</b></p>	

	undertake joint commissioning exercise across Carmarthenshire and Pembrokeshire.	Yr 2	Successful commissioning of service			Process delayed by COVID-19 in 2020, future progress could continue to be affected.  <b>Successes</b> Appropriate services put in place.	
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2. Engaging Men & Boys							
Appoint at least 4 White Ribbon Ambassadors from within all levels of your organisation. All White Ribbon Ambassadors are required to agree to the Code of Conduct and complete WRUK online training. Please provide their details on the attached sheet.	<p>This was achieved during our last period of accreditation to 2020. We have 8 Ambassadors and 4 Champions.</p> <p>We will continue to promote the opportunity to become an Ambassador and Champion to our staff and the public.</p> <p>All existing Ambassadors are in the process of signing up to the Code of Conduct as required.</p>	Ongoing	<p>Records kept by lead officer.</p> <p>CC <a href="mailto:CACampbell@car-marthenshire.gov.uk">CACampbell@car-marthenshire.gov.uk</a></p> <p>CD <a href="mailto:CaDaniels@carmarthenshire.gov.uk">CaDaniels@carmarthenshire.gov.uk</a></p> <p>JW <a href="mailto:JMWilliams@car-marthenshire.gov.uk">JMWilliams@car-marthenshire.gov.uk</a></p> <p>ND <a href="mailto:NDaniel@carmarthenshire.gov.uk">NDaniel@carmarthenshire.gov.uk</a></p> <p>GJ <a href="mailto:garethjones@car-marthenshire.gov.uk">garethjones@car-marthenshire.gov.uk</a></p>	Kate Harrop <a href="mailto:khharrop@carmarthenshire.gov.uk">khharrop@carmarthenshire.gov.uk</a>  01267 224202	2019	<p><b>Benefits</b> Ambassadors can work to embed awareness of the issue and the campaign. Important role in challenging any inappropriate behaviour.</p> <p><b>Aims</b> We will continue to promote the opportunity to become an Ambassador and Champion to our staff and the public.</p> <p><b>Development</b> Identify further opportunities to encourage men to become Ambassadors.</p> <p><b>Challenges</b> Ensuring effective and ongoing promotion of the White Ribbon message spread across the organisation when facing increased business pressures.</p> <p><b>Successes</b> 8 Ambassadors in place but will be aiming to increase the numbers and ensure in place across all services.</p>	

			<p>JW  <a href="mailto:JNWilliams@car-marthenshire.gov.uk">JNWilliams@car-marthenshire.gov.uk</a></p> <p>HL  <a href="mailto:HTLloyd@carmarthenshire.gov.uk">HTLloyd@carmarthenshire.gov.uk</a></p> <p>ME  <a href="mailto:MarkWEvans@carmarthenshire.gov.uk">MarkWEvans@carmarthenshire.gov.uk</a></p>			
Promote making the WRUK Promise (formerly signing the Pledge) and wearing the White Ribbon amongst staff and more widely (customers, community partners, businesses)	<p>Raise awareness of staff and public about the White Ribbon campaign and Promise and encourage engagement.</p> <p>To be considered further by Steering Group</p>	<p>Ongoing</p> <p>Yr 1</p>	Record of promotional activity will be kept by the lead.	<p>Kate Harrop  <a href="mailto:khharrop@carmarthenshire.gov.uk">khharrop@carmarthenshire.gov.uk</a></p> <p>01267 224202</p>	<p><b>Benefits</b>  Support the White Ribbon Campaign and message, increased knowledge of the issue.</p> <p><b>Aims</b>  Ensure all members of staff are aware of White Ribbon  Promote a culture that is safe for all.</p> <p><b>Development</b>  Promotion of the White Ribbon message throughout the year rather than just during November and December.</p> <p><b>Challenges</b>  Promoting a consistent message across a large geographical area and ensuring all staff adhere and support the aims.</p> <p><b>Successes</b></p>	

						Increased promotional activity should result in more promises being made. To be monitored.	
What opportunities will you provide for WR Ambassadors and WR Champions to become well informed about their role and confident about what men and boys can do to challenge violence against women and girls?	The Steering Group and lead will support the Ambassadors and Champions in their role and help to raise awareness of the White Ribbon Campaign's communications, best practice and information relating to any relevant local initiatives.	Ongoing	Record of activity kept by lead	Kate Harrop <a href="mailto:khharrop@carmarthenshire.gov.uk">khharrop@carmarthenshire.gov.uk</a>  01267 224202		<p><b>Benefits</b> The provision on information and increased knowledge will enable our Ambassadors and Champions to disseminate this awareness to colleagues and other contacts.</p> <p><b>Aims</b> Have Ambassadors and Champions in place across the council's services.</p> <p><b>Development</b> Ensure Ambassadors and Champions are well equipped to carry out their role in promoting the White Ribbon Campaign. Integrating this activity into core roles</p> <p><b>Challenges</b> Capacity to deliver this role in addition to core role.</p> <p><b>Successes</b> To be monitored</p>	
Demonstrate that educational programmes about domestic abuse and healthy relationships are specifically directed towards boys, within the	The Council has reviewed the Domestic Abuse toolkit resource for schools which is linked to PHSE. Will be embedded in schools through the provision of	Yr 1	Update on delivery of training	Rhona Evans <a href="mailto:RhoEvans@carmarthenshire.gov.uk">RhoEvans@carmarthenshire.gov.uk</a>		<p><b>Benefits</b> Increased awareness among young people about healthy relationships.</p> <p><b>Aims</b> Deliver a consistent and high-quality approach to healthy relationships within schools.</p> <p><b>Development</b></p>	

<p>PSHE curriculum in schools.</p>	<p>safeguarding training for teachers in primary and secondary schools. Will provide enhanced support for pupils, all education staff, governors and parents.</p> <p>The Spectrum Healthy Relationships programme is commissioned by Welsh Government and delivered in schools that request it, by Hafan Cymru. This programme offers specialist support for schools with 1:1 support for teachers and school staff on responses to reports of domestic abuse, help with referral to specialist</p>					<p>Review of existing programme.</p> <p><b>Challenges</b> Work delayed this year by COVID-19, may impact on future delivery.</p> <p><b>Successes</b> Implementation of recommendations following analysis of programme.</p>	
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	<p>domestic abuse services and group sessions to help children build resilience and wellbeing.</p> <p>The programme is to be reviewed as part of work outlined in delivery plan to meet Strategic Priority 2: Increase awareness of children and young people of the importance of safe, equal and healthy relationships and that abusive behaviour is always wrong. This review work is looking at what programmes are delivered, such as those by Spectrum and the Police Schools Liaison Officers, the support available and will</p>	Yr 1	Update on Delivery Plan				
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	<p>identify any gaps. It is being undertaken by the Council's Education Safeguarding lead, her counterparts from the other local authorities and Hafan Cymru.</p> <p>Once work completed, consider any findings and ensure effective, consistent delivery across all schools.</p>	Yr 2	Update to be provided.				
Identify and detail here, opportunities to engage with men and boys in the community.	<p>See reference to engagement with sports clubs below.</p> <p>Consideration to be given to opportunities by the Regional Communication and Engagement subgroup</p>	Yr 1	Notes of meetings	<p>Natalie Hancock</p> <p><a href="mailto:nhancock@ Carmar thenshire.gov.uk">nhancock@ Carmar thenshire.gov.uk</a></p>		<p><b>Benefits</b> Wider opportunities considered to raise awareness.</p> <p><b>Aims</b> Ensure all men and boys are aware of this issue.</p> <p><b>Development</b> To be identified by the subgroup.</p> <p><b>Challenges</b> Using range of methods to engage across a large county with rural areas.</p> <p><b>Successes</b></p>	

						To be monitored.	
<b>3. Changing Culture</b>							
How will you ensure that all staff do not behave in sexist, harassing or abusive behaviours? Consider the staff induction programme, ongoing training and internal communications.	<p>Raise awareness of the accreditation once achieved, the campaign, reiterate staff policy and refer to such behaviour</p> <p>Promote the 'Behavioural Standards in the Workplace' policy and encourage reporting of such behaviour</p> <p>Training on the 'Behavioural Standards in the Workplace' policy is an essential learning requirement for managers but need to review if additional awareness/training required for all staff – HR business partners to liaise with</p>	<p>Yr 1</p> <p>Yr 1</p> <p>Yr 1</p>	<p>Provide communications circulated to staff</p> <p>Review records of complaints of sexist, harassing or abusive behaviour.</p> <p>Additional training provided</p>	<p>Alison Wood</p> <p><a href="mailto:AMWood@carmarthenshire.gov.uk">AMWood@carmarthenshire.gov.uk</a></p>		<p><b>Benefits</b> All staff to be aware of expected standards of behaviour and council commitment to providing a zero-tolerant approach to such behaviour.</p> <p><b>Aims</b> End any such abuse.</p> <p><b>Development</b> Build on existing processes. Review current training Have Ambassadors and Champions in all services to challenge such behaviour.</p> <p><b>Challenges</b> Potential change in culture. Encouraging staff to report issues and not fear recrimination. Clear message to all staff across the council.</p> <p><b>Successes</b> To be recorded</p>	



	<p>departments to consider what is needed. Consider how the Council's competency framework can be incorporated into the recruitment strategy for all posts to enable this to be embedded in all roles</p> <p>Publicise any behavioural issues in an anonymised manner to reiterate council approach to dealing with such behaviour</p> <p>Ambassadors and Champions to challenge any sexist, harassing or abusive behaviour</p>	Yr 2	<p>Copy of recruitment strategy</p> <p>Provide communications circulated to staff</p> <p>Provide examples</p>				
How can you demonstrate that your organisation has developed a	Zero tolerance approach referred to in Council Domestic		Provide wording on intranet.				

zero-tolerance approach to sexist, harassing or abusive behaviours from staff and service users.	Abuse and Sexual Violence policy and on Council intranet, under 'Behaviour and Standards – Domestic Abuse and Sexual Violence.'  Include in raising of awareness to staff once accreditation achieved, as outlined in previous action.	Yr 1	Evidence of activity				
Develop clear systems for reporting, assessing, dealing with and reporting incidents of sexism, harassment, abuse, sexual assault or violence from staff and service users from a victim led perspective.	Covered under the council's 'Behavioural Standards in the Workplace' policy  Process will be considered as part of the review of the Domestic Abuse and Sexual Violence policy Review records of complaints made and consider action to be taken	Ongoing	Provide information on review	Alison Wood  <a href="mailto:AMWood@carmarthenshire.gov.uk">AMWood@carmarthenshire.gov.uk</a>		<p><b>Benefits</b> Gives clear pathway to victims.</p> <p><b>Aims</b> Ensure all staff aware of expected standards of behaviour and clear mechanisms exist for dealing with issues.</p> <p><b>Development</b> Review existing processes.</p> <p><b>Challenges</b> Empowering staff to report concerns and not to fear recrimination.</p> <p><b>Successes</b> To be recorded.</p>	
How will you ensure that no	Vast majority of the Council's			Huw Parsons		<b>Benefits</b>	

<p>organisational promotional materials use abusive or sexist imagery.</p>	<p>promotional material is produced through its Media and Marketing Team. Some council services occasionally use external marketing services.</p> <p>Will ensure liaison with those services and put in place guidelines to ensure all services are aware of these requirements.</p> <p>Design team will continue to monitor such materials.</p>		<p>Feedback from discussions and confirmation that guidelines produced</p>	<p><a href="mailto:HLParsons@carma.rthenshire.gov.uk">HLParsons@carma.rthenshire.gov.uk</a></p>		<p>Clear messages that women are respected. Ensure no one put off reporting offences due to inappropriate imagery seen.</p> <p><b>Aims</b> Ensure no discrimination takes place.</p> <p><b>Development</b> Continue to monitor with the Media and Marketing Team.</p> <p><b>Challenges</b> Ensuring all staff aware of this linked to zero tolerance approach.</p> <p><b>Successes</b> To be monitored.</p>	
<p>We ask all LA's to work towards a zero-tolerance policy on Sexual Entertainment Venues.</p> <p>What is the organisation's</p>	<p>N/A - no such venues in the county</p>						

<p>policy on SEV's? Are there any SEV's in the area and if so how many?</p> <p>Please provide details</p>							
<p>Work towards commissioning perpetrator programmes</p> <p>Consider the RESPECT-accredited perpetrator programme.</p> <p>Please provide details.</p>	<p>Currently commissioning both a perpetrator programme, 'Choices' across the county and a Stalking perpetrator intervention pilot across the region.</p> <p>Choices is RESPECT accredited, the Stalking pilot, as a psychology-led service, meets relevant accreditation standards.</p> <p>Evaluate Stalking pilot</p> <p>Roll out Intervention Hub pilot, currently</p>	<p>Yr 1</p> <p>Yr 1</p>	<p>Updates from Perpetrator subgroup</p>	<p>Natalie Hancock</p> <p><a href="mailto:nhancock@carmarthenshire.gov.uk">nhancock@carmarthenshire.gov.uk</a></p>		<p><b>Benefits</b> Focus on prevention and rehabilitation.</p> <p><b>Aims</b> Reduce repeat offending and protect potential victims.</p> <p><b>Development</b> Roll out of the Intervention Hub.</p> <p><b>Challenges</b> Ongoing funding.</p> <p><b>Successes</b> Both projects to be monitored.</p>	

	<p>being delivered in Powys, across Carmarthenshire, Ceredigion and Pembrokeshire.</p> <p>Strategic Board to identify sustainable funding solution for perpetrators programmes</p>	Yr 1					
<p>Demonstrate how your organisation manages the safety of its evening and night-time economy.</p> <p>Consider working towards achieving Purple Flag Status.</p>	<p>When capacity allows, due to licensing team prioritising COVID-related work, the team will build on the previous multi-agency safeguarding project training delivered, in partnership with the Police. This training has begun in our main towns and it is the intention to roll it out into rural areas over time. It will be delivered to key staff in local pubs and clubs and</p>	Yr 2	Evidence of training dates and numbers attending	<p>Emyr Jones  <a href="mailto:EORJones@carmarthenshire.gov.uk">EORJones@carmarthenshire.gov.uk</a></p>		<p><b>Benefits</b>  Support the White Ribbon Campaign and message, increased knowledge of the issue.</p> <p><b>Aims</b>  Ensure all members of staff in licensed premises are aware of White Ribbon Safe environment for all.</p> <p><b>Development</b>  Consideration to be given to online training if necessary.</p> <p><b>Challenges</b>  Promoting a consistent message across a large geographical area and ensuring all staff in licensed premises adhere and support the aims.</p>	

	<p>focuses on safeguarding issues relating to licensed premises. Participants then cascade the information to colleagues. The training will include raising awareness of the White Ribbon campaign and encourage licensed premises to get involved.</p> <p>This may include the development of online training.</p> <p>Further engagement to take place with licensed premises at key times during the year such as sporting events and Christmas/New Year.</p>						
Are staff at entertainment venues trained to recognise, handle	The training session with licensed premises includes content		Information on content to be provided once	Emyr Jones <a href="mailto:EORJones@carmarthenshire.gov.uk">EORJones@carmarthenshire.gov.uk</a>		<b>Benefits</b> Support the White Ribbon Campaign and message, increased knowledge of the issue.	

<p>and report incidences of abuse?</p> <p>Provide details here. This should include training on drink spiking and the use of substances to perpetrate abuse.</p>	<p>on how to recognise, handle and report incidents of abuse.</p> <p>Information on the 'Ask for Angela' initiative was sent to licensed premises. This is where women can ask for 'Angela' at the bar to indicate that they need assistance and the staff know how to help them. This will continue to be rolled out further.</p>	Yr 2	training recommences.			<p><b>Aims</b> Ensure all members of staff in licensed premises are aware of how to recognise, handle and report domestic abuse incidents.</p> <p><b>Development</b> Further roll out of information required.</p> <p><b>Challenges</b> Promoting a consistent message across a large geographical area and ensuring all staff in licensed premises adhere and support the aims.</p>	
<b>4. Raising Awareness</b>							
<p>Develop a comprehensive communications plan (for staff and service users) that identifies engaging with men and boys against violence</p>	<p>Regional Communications and Engagement subgroup in place. Sharing of communications from Welsh Government to raise awareness of VAWDASV and</p>		Update from subgroup	<p>Natalie Hancock</p> <p><a href="mailto:nhancock@carmarthenshire.gov.uk">nhancock@carmarthenshire.gov.uk</a></p>		<p><b>Benefits</b> Increase knowledge and understanding.</p> <p><b>Aims</b> Ensure all aware of the campaign and issue. Give confidence to victims to report and for inappropriate behaviour to be challenged.</p>	

<p>against women and girls.</p>	<p>campaigns is undertaken by Regional Advisor, employed by the council.</p> <p>Communication and engagement resources being identified across all regional partners.</p> <p>A Regional Communication Strategy is being developed</p>	<p>Yr 1</p> <p>Yr 1/2</p>			<p><b>Development</b> Identify opportunities to promote the message as widely as possible.</p> <p><b>Challenges</b> Identifying the most appropriate ways to raise everyone's awareness.</p> <p><b>Successes</b> To be monitored including increase in communications and Ambassadors.</p>	
<p>Demonstrate how you will ensure people can get help, support and advice within your organisation.</p> <p>Information for staff and service users should be displayed in key public places. Please provide details.</p>	<p>Posters promoting the campaign and support available to be displayed across the organisation in workplaces</p> <p>Information to be made available on the council website</p> <p>Raise awareness of the accreditation once achieved, the campaign,</p>	<p>Yr 1</p> <p>Yr 1</p> <p>Yr 1</p>	<p>Copies of activity to be provided and update in annual report</p>	<p>Kate Harrop <a href="mailto:khharrop@carmarthenshire.gov.uk">khharrop@carmarthenshire.gov.uk</a>  01267 224202</p>	<p><b>Benefits</b> Raising awareness of the campaign and support available from specialist services.</p> <p><b>Aims</b> Provide victims with information they need and safeguard them and their families.</p> <p><b>Development</b> Review current promotion to ensure appropriate approach.</p> <p><b>Challenges</b> Ensure all material kept updated.</p> <p><b>Successes</b> To be monitored.</p>	



	reiterate staff policy  To be considered by Steering Group	Yr 1					
Where and how will you display the White Ribbon and WRUK logo? Consider a range of settings such as your website, signage and promotional materials.	Information to be made available on the council website  Posters promoting the campaign and support available to be displayed  When awarded, the White Ribbon Award and wall plaque will be displayed prominently  Encourage Ambassadors and Champions to consider display logo on emails  To be considered by Steering Group	Yr 1		Kate Harrop <a href="mailto:khharrop@carmarthenshire.gov.uk">khharrop@carmarthenshire.gov.uk</a>  01267 224202		<b>Benefits</b> Raising awareness of the campaign.  <b>Aims</b> Ensure all are aware of the White Ribbon campaign and the issue. Help eradicate domestic abuse.  <b>Development</b> To be further considered.  <b>Challenges</b> Ensuring promotion throughout the council.  <b>Successes</b> To be monitored.	
How will you encourage all	Continue to raise awareness as part of promoting	Yr 1		Kate Harrop <a href="mailto:khharrop@carmarthenshire.gov.uk">khharrop@carmarthenshire.gov.uk</a>		<b>Benefits</b>	

staff to wear a White Ribbon.	<p>the campaign and White Ribbon Day</p> <p>Leading by example - our Ambassadors and Champions will wear their White Ribbons during the campaign.</p> <p>To be considered by Steering Group</p>			01267 224202		<p>Shows clear support of the campaign and encourages people to ask what the ribbon is for if they do not know.</p> <p><b>Aims</b> All staff show their support by wearing a white ribbon.</p> <p><b>Development</b> To be further considered.</p> <p><b>Challenges</b> Ongoing support every year.</p> <p><b>Successes</b> To be monitored.</p>	
Consider where you will display White Ribbon awareness raising materials?	<p>As above, and also use of social media and press when promoting campaign</p> <p>To be considered further by Steering Group</p>	<p>Ongoing</p> <p>Yr 1</p>		<p>Kate Harrop <a href="mailto:khharrop@carmarthenshire.gov.uk">khharrop@carmarthenshire.gov.uk</a></p> <p>01267 224202</p>		<p><b>Benefits</b> Raising awareness of the campaign.</p> <p><b>Aims</b> Ensure all are aware of the White Ribbon campaign and the issue. Help eradicate domestic abuse.</p> <p><b>Development</b> To be further considered to enhance the work.</p> <p><b>Challenges</b> Ensuring promotion throughout the council.</p> <p><b>Successes</b> To be monitored.</p>	
How will you mark the	As outlined above	Ongoing		Kate Harrop		<b>Benefits</b>	

<p>following dates: November 25<sup>th</sup>: White Ribbon Day- The International Day to End Male Violence Against Women.</p> <p>November 25<sup>th</sup> – 10<sup>th</sup> December: The following 16 days of action.</p>	<p>Our partners – statutory and specialist service providers – share resources, information on activities including social media where partners tag others so that there is consistent messaging,</p> <p>To be considered by Steering Group</p>	Yr 1		<p><a href="mailto:khharrop@carmarthenshire.gov.uk">khharrop@carmarthenshire.gov.uk</a></p> <p>01267 224202</p>	<p>Promote the campaign to raise awareness. Partnership working to increase the reach of the messaging.</p> <p><b>Aims</b> Improve knowledge and understanding of this issue to all and promote local services available. Encourage people to challenge inappropriate behaviour.</p> <p><b>Development</b> To be further considered to enhance the work.</p> <p><b>Challenges</b> Capacity to deliver activity. COVID-19 impact. Measuring impact of awareness raising work.</p> <p><b>Successes</b> Involvement of Ambassadors and Champions. To be monitored</p>	
<p>How will you maximise opportunities to raise awareness for WR in your local community all year round?</p>	<p>Liaise with partner organisations to consider further opportunities for engagement</p> <p>To be considered further by Steering Group</p>	Yr 1		<p>Kate Harrop <a href="mailto:khharrop@carmarthenshire.gov.uk">khharrop@carmarthenshire.gov.uk</a></p> <p>01267 224202</p>	<p><b>Benefits</b> Raising awareness of the campaign and issue, including local service provision.</p> <p><b>Aims</b> Ensure all are aware of the White Ribbon campaign and the issue.</p> <p>Help eradicate domestic abuse.</p>	

Please provide details						<p><b>Development</b> To be further considered to enhance the work.</p> <p><b>Challenges</b> Ensuring promotion throughout all local communities.</p> <p><b>Successes</b> To be monitored.</p>	
Identify and forge links with local sports clubs to raise awareness, gain support and encourage Accreditation	<p>Engage and communicate with local sports clubs through a webinar, email send outs, social media and website</p> <p>Consider inclusion of White Ribbon as a topic for the new 'Thriving Clubs' programme</p> <p>Promote White Ribbon Day at leisure centres</p>	Ongoing	Officer feedback on level of engagement with clubs and promotion work undertaken	Hilary Jones <a href="mailto:HGJones@carmarthenshire.gov.uk">HGJones@carmarthenshire.gov.uk</a>		<p><b>Benefits</b> Raising awareness of the campaign and issue, including local service provision.</p> <p>Engage early with young people and provide role models.</p> <p><b>Aims</b> Ensure all are aware of the White Ribbon campaign and the issue. Reduce offending, violence against women.</p> <p><b>Development</b> To be further considered to enhance the work.</p> <p><b>Challenges</b> Getting engagement from clubs. Impact COVID-19.</p> <p><b>Successes</b> To be monitored.</p>	
Identify and forge links with local music venues to	See pages 21-22 relating to engagement with			Sharon Casey <a href="mailto:SECasey@carmarthenshire.gov.uk">SECasey@carmarthenshire.gov.uk</a>		<p><b>Benefits</b> Raising awareness of the campaign and issue, including local service provision.</p>	

<p>raise awareness of violence against women at music venues to gain visibility, support and encourage Accreditation</p>	<p>licensed premises.  Once they reopen, theatres in Carmarthenshire to consider programming in an event with a VAWDASV theme, display information on local specialist services in foyer and encourage male staff and patrons to take the pledge.</p>	<p>Yr 1</p>				<p><b>Aims</b> Safe environment provided.</p> <p><b>Development</b> Increase in engagement.</p> <p><b>Challenges</b> This covers a number of venues across the county, capacity will affect how many theatres can be involved.</p> <p><b>Successes</b> To be monitored.</p>	
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Mae'r dudalen hon yn wag yn fwiadol

**BWRDD GWEITHREDOL  
1AF Mehefin 2021**

**EFFAITH CREDYD CYNHWYSOL A COVID-19 AR ÔL-DDYLEDION  
RHENT**

**Y Pwrpas:**

Pwrpas yr adroddiad hwn yw:

- rhoi'r wybodaeth ddiweddaraf am sut mae Credyd Cynhwysol a COVID-19 wedi effeithio ar ôl-ddyledion rhent tenantiaid y Cyngor;
- amlinellu cynlluniau sydd wedi cael eu rhoi ar waith i liniaru'r effaith a chefnogi tenantiaethau ar hyn o bryd ac yn y dyfodol; a
- cheisio cymeradwyaeth i gynnal achos llys lle mae pob cam arall i ymgysylltu a chefnogi tenantiaethau wedi methu.

**Yr argymhellion / penderfyniadau allweddol sydd eu hangen:**

1. Nodi lefel bresennol ôl-ddyledion rhent ac effaith Credyd Cynhwysol a COVID-19;
2. Nodi'r cymorth sy'n cael ei ddarparu i liniaru effeithiau Credyd Cynhwysol a COVID-19;
3. Cadarnhau y bydd ein cymorth ariannol yn cael ei ymestyn o £100,000 i £200,000 i helpu tenantiaid sy'n cael anawsterau, lle mae COVID-19 a chaledi ariannol arall am gyfnod byr wedi effeithio ar eu hincwm; a
4. Cadarnhau y byddwn yn ailgychwyn camau gorfodi ac yn dechrau cychwyn achos llys lle mae pob dull arall o ymgysylltu a chefnogi tenantiaid wedi methu.

**Y rhesymau:**

- Sicrhau bod yr aelodau'n cael y wybodaeth ddiweddaraf am faterion allweddol sy'n effeithio ar ôl-ddyledion rhent;
- Sicrhau bod tenantiaid yn cael cymorth mewn perthynas ag effaith COVID-19; a
- Sicrhau ein bod yn atal achosion o ddigartrefedd ac yn rheoli camau gorfodi yn rhagweithiol lle mae pob llwybr arall wedi'i archwilio.

Angen ymgynghori â'r pwyllgor craffu perthnasol: NAC OES

Angen i'r Bwrdd Gweithredol wneud penderfyniad OES – 1af Mehefin 2021

Angen i'r Cyngor wneud penderfyniad NAC OES

**YR AELOD O'R BWRDD GWEITHREDOL SY'N GYFRIFOL AM Y PORTFFOLIO:-**

Y Cynghorydd Linda Evans (Deiliad y Portffolio Tai)

**Y Gyfarwyddiaeth:**

Cymunedau

**Enw Pennaeth y**

**Gwasanaeth:** Jonathan

Morgan

**Awdur yr Adroddiad:**

Jonathan Willis

Swydd:

Pennaeth Cartrefi a

Chymunedau Mwy Diogel

Rheolwr Cyngor a Chymorth

Tenantiaeth

Rhifau ffôn:

01267 228960/

01554 899232

Cyfeiriadau E-bost:

[JNWillis@sirgar.gov.uk](mailto:JNWillis@sirgar.gov.uk)

[jmorgan@sirgar.gov.uk](mailto:jmorgan@sirgar.gov.uk)

**EXECUTIVE SUMMARY**  
**EXECUTIVE BOARD**  
**1<sup>ST</sup> JUNE 2021**

**SUBJECT:**  
**THE IMPACT OF UNIVERSAL CREDIT AND COVID-19 ON RENT ARREARS**

**What is the purpose of this report?**

- To provide an update on how Universal Credit and COVID-19 has impacted on the level of rent arrears for Council tenants;
- To outline plans implemented to mitigate the impact and support tenancies currently and into the future; and
- To seek approval to undertake court proceedings where all other avenues to engage and support tenancies have failed.

**What is the context?**

We receive approximately £45 million rental income a year from Council housing. This is clearly important in terms of financing housing management, repairs, development of affordable homes and other Council services which support tenants.

The Council receives rent directly from tenants (cash, card payments, direct debit). We also receive other payments directly because of a tenant being in receipt of Housing Benefit or Universal Credit.

Universal Credit was introduced in 2018 and has gradually replaced Housing Benefit and a range of other benefits tenants would have claimed. It was the intention that the introduction of a single benefit payment was simpler and easier to understand. Furthermore, it was felt that those in receipt of benefits should be given the opportunity to manage their own finances.

Payments of Universal Credit are paid directly to the tenant unless the tenant is vulnerable or if there has been a history of rent arrears. The Department of Works and Pension (DWP) pay us the rent directly in the case of 326 households. This is probably one of the most significant changes as previously all Housing Benefit payments were paid directly to us.

Universal Credit has had an impact on rent arrears because:

- Universal Credit payments are made approximately five weeks in arrears; and
- Tenants sometimes do not prioritise the payment of rent.

**What has been the impact of COVID 19?**

The COVID -19 crisis has also had an effect. Some of our tenants have lost their jobs, have been furloughed and many have seen their income reduced.



During the first 2 weeks of the first lock-down in March 2020, 120 tenants moved onto Universal Credit. Over the year this has slowed but the number claiming Universal Credit has risen from 1,450 to 1,904. This is in line with expectations and part of the transition process.

### **What about enforcement action?**

Enforcement action is a last resort and clearly inappropriate when tenants find themselves in genuine difficulties. The introduction of The Coronavirus Act 2020, and subsequent amendments, meant that all court action was initially suspended. This offered all tenants protection against eviction. We ceased all enforcement action in March 2020, including serving Notices, and immediately began contacting all our tenants to offer as much advice and support as possible.

Notice periods during this time have been extended from 28 days to three months. Amendments were also made for the private rented sector and Housing Associations, increasing the notice period to six months. In line with Welsh Government advice, we also agreed to extend our notice periods to six months to further support our tenants.

There is, however, evidence which indicates there are a small number of cases where tenancies have not been impacted by the COVID-19 crisis, where tenants have repeatedly refused to engage with the support on offer. We are now recommending initiating enforcement action where it is appropriate to do so.

### **What has been the impact on Rent Arrears?**

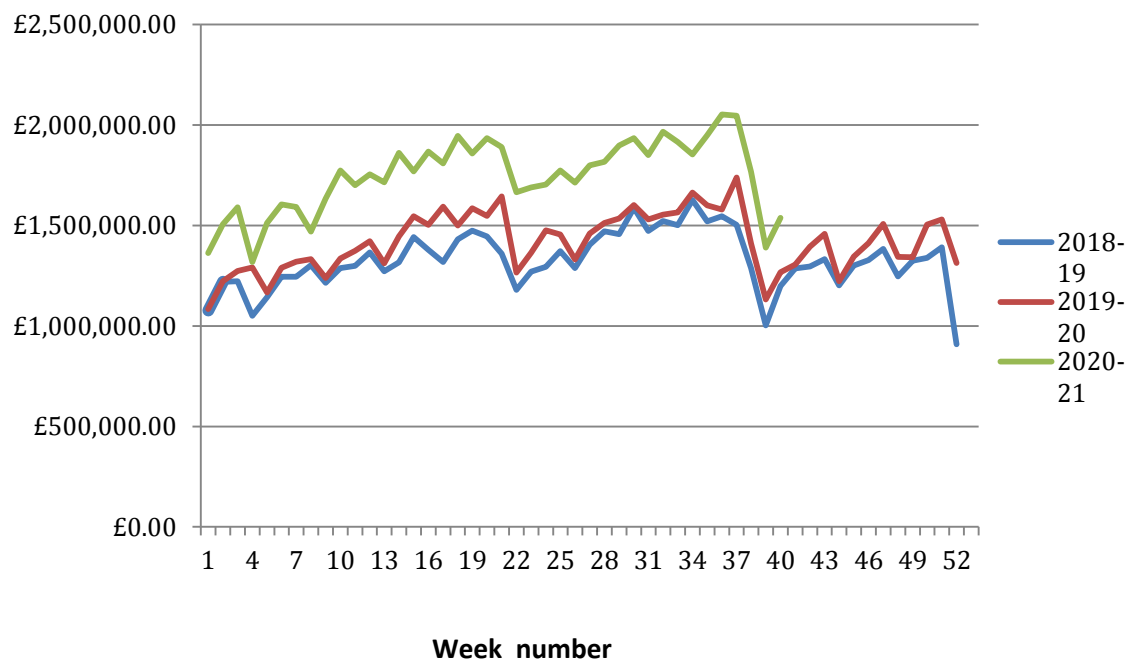
The graph below compares the level of arrears over a three-year period. The fluctuations over a 52-week period show similar patterns.

Universal Credit payments are made 5 weeks in arrears which will influence the overall level of arrears. The number of tenants in receipt of Universal Credit has increased (454) over the year and this equates approximately £220,000.

The arrears level at the end of 2020 was **£1.537m** compared to **£1.267m** in January 2019. Excluding the additional 220k this year for Universal Credit claimants this year the rise in arrears involves approximately a further **£50,000** over the year compared to the previous year.

Other factors involve:

- Tenants general reduction in income because of COVID-19; and
- Reduced enforcement action relating to possession.



The Welsh average level of arrears is about 4% of the total income expected by a local authority. Over the period Carmarthenshire have been consistently below that figure.

### How are we supporting tenants?

Since the introduction of Universal Credit, we have built capacity to mitigate the changes and provide more focused support to tenants. We have:

- realigned our housing service to provide a dedicated Advice and Tenancy Support Team;
- refocused the work of 12 housing officers who now specialise in providing the necessary support to tenants. These officers work closely with our housing advisors to ensure we maintain tenancies and prevent homelessness; and
- Set up a pre-tenancy service to help and provide advice to new tenants to ensure the tenancy starts on a firm footing.

As a result of the COVID crisis we have expanded the support we provide. This has helped mitigate the impact and at the end of the financial year rent arrears were recently confirmed at £1.193 m compared to £1.124 m in 2019/20. Clearly there is an ongoing process to continue to recover and reduce arrears during 2021/22.

We can confirm the following measures have been in place:

- Setting up a back-office team to support people who are having real problems accessing benefits and other government schemes. Officers with appropriate experience are involved in this who link with Shelter to provide specialist support:
- Opening our Housing Advice Line 9 am -12 midday on Saturdays, on average we are able to deal with 40 housing advice enquires:

- Continuing to contact our most vulnerable tenants on a proactive basis. We have called 2,000 of our tenants who are over 70 to check on what help and support they may need;
- Our Tenancy Support team are continuing to provide budgeting support and helping access to benefits. We use our links with DWP to fast-track claims and remove blockages. (We established a Trusted Partners Status with DWP last year which has enabled us to access information more easily).
- Using our existing homeless prevention fund (currently the budget is £100,000 per year for council tenants) to encourage and support tenants to pay their rent and prevent homelessness. Over the year we spent £150,000 and supported nearly 300 tenants. We are now looking to increase the amount available through our prevention fund to £200,000; and
- Financially supporting (£25,000) our community support response on emergency food provision directly to our tenants. Our Housing Officers make referrals and issue vouchers by linking with the foodbanks.

### **Recommendations**

- 1. To note the current level of rent arrears and the impact of Universal Credit and COVID-19;**
- 2. To note the support being provided to mitigate the effects of Universal Credit and COVID-19;**
- 3. To confirm the extension of our financial support to help tenants in difficulties, where their income has been affected by COVID-19 and other short financial hardship, from £100,000 to £200,000; and**
- 4. To confirm we re-institute enforcement action and start initiating court proceedings where all other means to engage and support tenants have failed.**

<b>DETAILED REPORT ATTACHED?</b>	<b>NO</b>
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# IMPLICATIONS

I confirm that other than those implications which have been agreed with the appropriate Directors / Heads of Service and are referred to in detail below, there are no other implications associated with this report:

Signed: Jonathan Morgan

Head of Homes and Safer Communities

Policy, Crime & Disorder and Equalities	Legal	Finance	ICT	Risk Management Issues	Staffing Implications	Physical Assets
<b>YES</b>	<b>YES</b>	<b>YES</b>	<b>NONE</b>	<b>YES</b>	<b>YES</b>	<b>NONE</b>

## 1. Policy, Crime & Disorder and Equalities

The Council's Corporate Strategy clearly aims to support those in poverty and prevent it, wherever possible. The package of advice and additional financial support is intended to support this aim and to ensure tenancy sustainability.

## 2. Legal

Initially there was an embargo on landlords evicting tenants. This changed in August 2020, but landlords are required to put tenants on six months' notice that they intend to take eviction proceedings.

## 3. Finance

It is proposed that the current Prevention Fund budget of £100,000 from the Council's Housing Revenue Account (HRA) is extended to £200,000 for the remainder of this year and 2021.

Steve Williams 18/01/21.

## 5. Risk Management Issues

Failure to undertake enforcement action where tenants do not engage will result in a continued rise in arrears overall.

## 6. Staffing Implications

The continued COVID-19 crisis has resulted in an increased demand on tenancy support services. We have recently seconded three additional officers into the Advice and Tenancy Support Team to meet this demand.

## CONSULTATIONS

I confirm that the appropriate consultations have taken in place and the outcomes are as detailed below

Signed: Jonathan Morgan

Head of Homes and safer Communities

**1. Scrutiny Committee - N/A**

**2. Local Member(s)**

Not applicable at this stage.

**3. Community / Town Council - N/A**

**4. Relevant Partners -**

Shelter Cymru are a key partner who support tenants with money and debt advice. They are engaged in the event of any individual re-possession proceedings.

**5. Staff Side Representatives and other Organisations**

N/A

**EXECUTIVE BOARD PORTFOLIO  
HOLDER(S) AWARE/CONSULTED:**

**YES**

Councillor Linda Evans has been consulted and is favour of the recommendations

**Section 100D Local Government Act, 1972 – Access to Information**

**List of Background Papers used in the preparation of this report:**

**THERE ARE NONE**

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# Eitem Rhif 10

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Orchymyn Llywodraeth Leol (Mynediad at Wybodaeth) (Amrywio) (Cymru) 2007

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