

Department for Communities

Departmental Business Plan for 2018/19 – 2020/21

(Draft version to accompany Budget Scrutiny, December 2017)



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

The Council's Core Values



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

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

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

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

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

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The purpose of this plan

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

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

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

Executive Board Member Foreword

We have great pleasure in introducing the new Department for Communities Summary Business Plan for 2018/21. We are satisfied that this Business Plan provides a comprehensive overview of the Departmental performance. It also provides the Department's aims and objectives for 2018/21.



Cllr Jane Tremlett
Executive Board Member,
Social Care



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



Cllr. Philip Hughes
Executive Board Member for Public
Protection



Cllr. Linda Evans
Executive Board Member
for Housing

Sign Off

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

Date:

1. Departmental Overview



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

Our Business Plans for 2018/2019 sets out an exciting programme of service activity and development. The main headlines of our ambition are summarised here in this departmental overview, with more detailed actions and objectives set out in more detailed plans at divisional and service level.

2018/2019 brings new opportunities alongside financial challenges. The newly enacted Well-being of Future Generations (Wales) Act 2015 will challenge us to consider the long-term implications of our services for people and communities and to consider how we can support the sustainable development of our communities by prioritising preventative action to reduce costs in the long-term whilst raising standards of wellbeing.

Over the last year we have been preparing for the implementation of the Social Services and Wellbeing Act, raising awareness amongst staff and partners and realigning our services to respond to the new requirements. However the Act has provided us with the opportunity to develop services which promote wellbeing and independence and build on people's strengths and abilities which can significantly improve outcomes for those who use our services.

We have also introduced a new Performance Management Framework to ensure we balance the relationship between service demands, the allocation of resources and service user satisfaction. The framework has a suite of measures which are monitored at a monthly meeting which I chair. Further work is needed in adult services to improve the timeliness of reviews of care packages. This is now a key departmental priority.

Demand for adult social care provision is steadily growing across Wales. Historically the budget has overspent with requests for services from an ageing population outstripping the budgets available. With an over 85 population growing by 3% a year in the county there is an inevitability that in the medium to long term we will have to spend more on this service area.

A major contribution to managing resources better has been the implementation of our commissioning framework for domiciliary care. Carmarthenshire implemented a framework for independent providers that ensures a greater emphasis of quality over cost, monitor's providers call duration automatically and enables providers to use the hours more flexibly so calls to vulnerable people are not cut short.

We will further increase the supply of extra care and nursing care through the delta lakes development, building on the success of the Extra care developments in Ammanford and Carmarthen. We are retaining our current in house residential provision whilst considering what capital investment will be needed to improve the physical environments.

We intend to emphasise the opportunities in the county for professional staff to develop their language skills as some continue to lack confidence in the use of Welsh and frequently self-evaluate their language skills as lower than they are.

Our new information advice and assessment team gives a single number 24 hours a day for social care advice and assistance and coupled with the decision to create a dedicated out of hours social work service working across children's and adults will give us the best possible chance to get people the right help at the right time. This will be an extension of the social work day services covering the County, including hospitals at weekends. I am confident that we are at the forefront of developments in this area in Wales.

Adult Safeguarding is a priority and over the last year we have invested in a new structure for this service to improve response times and ensure that we have the capacity to prevent the abuse of vulnerable people. This has been a successful programme of change with improved response times enabling us to be confident that the most vulnerable people in the community are safer than ever.

Over the next year it is essential that we lay the foundations for delivering and developing services that places those who use our services and their families and carers at the heart of the planning process.

Difficult decisions will need to be made within a climate of financial austerity, but the Social Services and Wellbeing Act also provides us with opportunities to be more collaborative, innovative and creative in finding solutions with those who use our services and within the wider community.

The Leisure division has a key role to play in improving the well-being of our population through early intervention within the health continuum and throughout the life-course. The service aims to ensure that People live healthy, challenged, progressive, and fulfilled lives. A key focus for the service in 2018-19 will be to further increase participation and attendances, whilst building on health intervention schemes such as the National Exercise Referral Scheme.

We are committed to delivering the Carmarthenshire Homes Standard+ and Investing in tenants' homes and providing more homes. Increasing the availability of rented and affordable homes.

Finally, mention must be made of the valued contribution of the workforce to delivering a high standard of service and their role in making the required improvements and efficiencies. I receive many letters of thanks from families, members of the public and councillors every week which reflects staff dedication and commitment in delivering services every day across the community.

I look forward to another successful year for the Department for Communities services in Carmarthenshire

Jake Morgan Director of Community Services

Department for Communities Management Structure



Jake Morgan
Director of Community



Stefan Smith
Head of Children's
Services



Ian Jones
Head of Leisure

- Leisure Centres
- Health, Fitness, and leisure health referral schemes
- Sports Development
- Aquatics
- Outdoor Recreation
- Maintenance and promotion of Public Rights of Way
- Theatres & Arts
- Libraries & Archives
- Museums
- Archives



Robin Staines
Head of Housing,
Public Protection &
Care and Support

- Deliver effective Care and Support Services
- Management of Residential Care, Day Centres and In-House Domiciliary Home Care
- Public Protection
- Housing Service



Avril Bracey
Head of Mental
Health,
Learning Disability
Services
& Safeguarding

- Mental Health
- Learning Disability
- Work & New Skills
- Substance Misuse Services
- Safeguarding
- Transition Services



Rhian Dawson
Head of Integrated
Services

- Older Persons
- Physical Disabilities
- Occupational Therapy
- Residential & Nursing Care
- IAA



Chris Harrison
Interim Head of
Strategic Joint
Commissioning
(Pembs and Carms)

- Commissioning support to Adults
- Supporting People
- Prevention and self help
- Building community capacity and resilience
- Maximising people's independence



Lyn Walters
Business Support
Manager

- Business Support all front line teams
- Collections
- Payments
- Transport Section
- Financial assessment team
- Blue Badge
- Audit and compliance team

The vision for Carmarthenshire.....

The Integrated Community Strategy has a vision for our county which is for a “Carmarthenshire that enables people to live healthy and fulfilled lives by working together to build strong, bilingual and sustainable communities.” It will achieve this by focusing on five strategic outcomes:

- People in Carmarthenshire are healthier
- People in Carmarthenshire fulfil their learning potential
- People who live, work and visit Carmarthenshire are safe and feel safer
- Carmarthenshire’s communities and environment are sustainable
- Carmarthenshire has a stronger and more prosperous economy

In varying degrees, our department plays an important role in delivering all of these. To ensure we know how well we are doing in delivering these, the Communities Department has adopted a performance management approach to ensure energy and effort is focused. We will deliver a good service by:

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

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

The Leisure Services Division

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

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

Our service aims are therefore aligned around these key areas.

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

Housing, Public Protection & Care and Support

The Housing, Public Protection & Care and Support division is made up of around 800 staff and has a turnover of £78 million for the Housing Revenue Account (HRA), £32 million for the Council Fund and a Capital Programme of £20 million. The division is based in the three main residential areas of Ammanford, Carmarthen and Llanelli and serves a population of 183,000 people and over 83,000 homes across the county. As a division, we believe we will deliver a good service when it meets the following criteria:

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

Mental Health, Learning Disability Services & Safeguarding

The division is made up of 267 staff and has a net budget of around £29.5 million.

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

Integrated Services (Older Persons & Physical Disabilities)

The division employs 143 Council staff and has a net budget of around £29 million from the Council Fund. The teams are based in the three defined locality areas of the County namely, Tywi /Teifi/Taf (also referred to as the 3Ts) Aman Gwendraeth and Llanelli. The County has an integrated Community Health & Social Care Service 'infrastructure'. This model aligns with national and local policy direction with reference to delivering Integrated Health and Social Care. The Service supports older people and people with physical disabilities to maintain their independence and wellbeing where and when possible in their own home. The case for integrated care is reinforced by the need to develop whole-system working across health and social care to address the complex needs associated with age related co-morbidity and frailty (including dementia). Enquiries to the CRTs are supported by a single point of access for service enquiries 'IAA' service and is also complimented by the Integrated Community Equipment Store.

Commissioning Services Division established in 2015, is made up of around 25 staff and has a budget of approximately £1.3 million. Externally, the department commissions over 60 million pounds worth of social care services for adults. This includes care home provision, domiciliary care provision (including community based supported living services) day care and support provision and a range of third sector preventative service contracts. Significant

among these are the care home contracts. Services provided under the Supporting People, Carers and Personalisation (direct payments) agendas also fall under the responsibility of the Commissioning Division.

Business Support provides a range of timely, effective and efficient support services to all divisions for the Department for Communities, in accordance with corporate standards and the principles of continuous improvement. The division is made up of around 80 staff and has a net budget of around £2.5 million. The division covers a diverse and wide range of services on a variety of financial and administrative tasks, these include all services relating to payments, financial assessments, income collection, audit and compliance, Blue Badge, provision of transport in addition to all administrative, democratic and general business support. The provision of support services to all sections enables them to efficiently fulfil their duties and discharge their responsibilities and functions on behalf of the all frontline services in addition to supporting managers with Learning & Development, Operational Training and Performance Management. The division provides a coordinating role on a range of corporate initiatives. In order to fulfil this supporting role, the division is structured into several clearly defined areas, each with distinct and individual aims and objectives.

Performance, Analysis & Systems Team provides support for all front line teams throughout the Department to continually improve their services. The team was established in 2016 and is made up of 9 staff and has a net budget of approximately £240,000. The services provided by the team are diverse and range from: system maintenance, support and training, process mapping, collating performance management data, provision of management information and scrutiny reports, co-ordinating complaints, access and engagement functions, business plans, Well-being Plan/Improvement Plan and Annual Report, risk management, development of measures to meet the requirements of the Social Services and Wellbeing Act. Supporting the Performance Management Framework. The Performance Analysis and Systems Team has been established to drive performance information and data across the department and support the performance management framework.

Each Division has full Business Plans containing full details within each Service Area

Links:

2. Strategic Context

2.1 National Well-being Goals

For the first time in Wales, the Well-being of Future Generations (Wales) Act 2015, provides a shared vision for all public bodies to work towards. See [Appendix 1](#) for an ABC guide to the Act.

2.2 The Council's Well-being Objectives **(The Council's Well-being Objectives)**

As a public body subject to the Act, we were required to publish Well-being Objectives that maximised our contribution to the National Goals by the 31st March 2017.

The Council's Well-being Objectives are:-

Start Well

1. Help to give every child the best start in life and improve their early life experiences
2. Help children live healthy lifestyles
3. Continue to improve learner attainment for all
4. Reduce the number of young adults that are Not in Education, Employment or Training

Live Well

5. Tackle poverty by doing all we can to prevent it, helping people into work and improving the lives of those living in poverty
6. Creating more jobs and growth throughout the county
7. Increase the availability of rented and affordable homes
8. Help people live healthy lives (tackling risky behaviour and obesity)
9. Supporting good connections with friends, family and communities

Age Well

10. Support the growing numbers of older people to maintain dignity and independence in their later years
11. A Council wide approach to supporting Ageing Well in Carmarthenshire

In a Healthy and Safe Environment.

12. Looking after the environment now and for the future
13. Improving the highway and transport infrastructure and connectivity
14. Promoting Welsh Language and Culture

In addition a Corporate Objective

15. Governance and Use of Resources

2.3 The Departments contribution to the Council's Well-being Objectives:-

The department has a lead role on the following Objectives:-

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

The department will further strengthen the action plans behind these well being Objectives during 2018/19 by: - (x refer to Section 4 Action Plan)

The department makes significant contributions to the following Objectives:-

- ❖ Help to give every child the best start in life and improve their early life experiences
- ❖ Help children live healthy lifestyles

- ❖ Reduce the number of young adults that are Not in Education, Employment or Training
- ❖ Tackle poverty by doing all we can to prevent it, helping people into work and improving the lives of those living in poverty
- ❖ A Council wide approach to supporting Ageing Well in Carmarthenshire
- ❖ Promoting Welsh Language and Culture

① See Appendix 2 To see how Divisions 'join-up' to contribute to each Well-being Objective.

2.4 5 Ways of Working

To comply with the Well-being of Future Generations Act we must demonstrate the following 5 ways of working:

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

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

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

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

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

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

- **Healthy Habits:** people have a good quality of life, and make healthy choices about their lives and environment
- **Early Intervention:** to make sure that people have the right help at the right time; as and when they need it

- Strong Connections: strongly connected people, places and organisations that are able to adapt to change
- Prosperous People and Places: to maximise opportunities for people and places in both urban and rural parts of our county

2.6 Carmarthenshire's Corporate Strategy 2015-20

- In September 2015 the Council published its [Corporate Strategy](#) and outlined its key areas of focus across seven outcome areas.
- This Strategy will need to be Consolidated with the Well-being Objectives and emerging Forward Work Plan for 2017/18
- The outcomes and focus of the strategy is attached in [Appendix 3](#)

2.7 Service Specific Strategies

Strategies with a clear interlink to the Well-being Act

Legislation introduced recently that is changing the way we work includes:

- The Well-being of Future Generations (Wales) Act
- Social Services and Well-being (Wales) Act 2014
- Housing (Wales) Act 2014

3. Review and Evaluation

Achievements and current strengths

Leisure Services

2017/18 was another incredibly busy yet productive year for the Leisure Service. Our Sport and Leisure Team continue to go from strength to strength with the acclaimed Young Ambassador Scheme being held up as an exemplar activity. The £1m investment in new fitness equipment across our sites is paying dividends with income generation paying back the borrowing much quicker than anticipated. Aquatics income is also booming with the new 0-4 years 'Splash' programme complimenting the already burgeoning learn to swim programme. The velodrome in Carmarthen Park has been totally refurbished as part of the emerging cycling strategy for the County.

In Cultural Services, we have a new Museums Development Manager in post, with an agreed strategy for the service. Plans are well underway to re-develop the Museum in Abergwili with HLF funding secured for the Tywi Gateway Historic Gardens Scheme. Library Services launched their fantastic new mobile service taking services to the most rural parts of the County. Library standards have improved with the service being seen as one of the best in the UK. A new Archive is being tendered to house the fantastic County Collection currently housed in the Glamorgan and Richard Burton Archives in Cardiff and Swansea respectively. Plans are well underway to stage an annual Cultural Awards celebration, as well as Ammanford and Llansteffan hosting the town and village of culture for 2018.

In the Outdoor Recreation Service, dredging works have been underway at Burry Port Harbour, with funding secured for the repair of the listed harbour walls. More and more events continue to come to Pembrey Country Park, building on its reputation as one of the best events destinations in the UK. Our Caravan and Camping Site is being further developed with on-line booking now available to make the customer journey more effective than ever. Plans for a new closed circuit cycling track at Pembrey Country Park are developing well, with opening scheduled for summer 2018.

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

Housing, Public Protection & Care and Support Services

We have delivered over 180 new affordable homes as part of our ambitious five year Affordable Homes Delivery Plan. Work is progressing well with establishing a new Local Housing Company. This will be a wholly owned subsidiary of the council to help deliver the much needed additional affordable housing across the county.

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

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

Our Taxi Licensing Team are working with taxi drivers regarding the safeguarding of passengers. This is in the news with the withdrawal of the Uber licence in London and again we are one step ahead. After much success in numerous national awards and competitions in 2016, the authorities Financial Exploitation Safeguarding Scheme (FESS) has been adopted and replicated by 26 local authorities nationwide. Authorities have further agreed to provide data for formal academic research into financial abuse in a project run in conjunction with Cardiff University led by Carmarthenshire County Councils Trading Standards Services.

Mental Health, Learning Disability Services & Safeguarding

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

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

We have recruited an accommodation officer to facilitate housing options for people identified by the care management teams. A TIC review in Learning Disability Service Provision has been undertaken, this has now moved into implementation stage and will result in an improved model of provision. A review of disability services has also taken place.

The Safeguarding processes have been redesigned to ensure compliance with the SSWB Act's requirements. The Local Operational Group is well established and well attended by partner agencies. As a result there is greater confidence in the multi-agency approach to safeguarding.

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

Integrated Services (Older Persons & Physical Disabilities)

The More Than Just Words Showcase Event recognises and celebrates the importance of Welsh language provision in health and social care services, and the exceptional achievements of individuals and teams. Careline and Dewis Sir Gâr received a special commendation under the 'Active Offer'.

Dewis Sir Gâr has been shortlisted for the Guardian Public Service awards, and that Careline and the Technology Enabled Care Service has recently been accredited with the TSA Quality Standards Framework.

Other initiatives that we are leading on are:

- Introduction of the social prescription scheme based in GP practices which supports patients with their overall wellbeing
- Development of Carmarthenshire is Kind with launch event where over 500 Carmarthenshire residents attending and was profiled on Radio Wales
- Introduction of successful pilot to improve services for those living with dementia and cognitive impairment which has been identified as a Bevan Exemplar Project.
- Successful delivery of Carmarthenshire's United Support Project (CUSP) a third sector collaboration that supports people in the community who are on the 'cusp' of needing support to stay as well as possible for as long as possible
- The preventative work in Carmarthenshire based on the PEIPIL strategy (Prevention, Early Intervention and Promoting Independent Living) identified as good practice in Wales through the Bevan Exemplar scheme.
- In October of this year Llandovery was registered as a Dementia Friendly Community.
- Introduction of a health Psychology Service which is based in 3T's CRT but works across Carmarthenshire.
- Transfer of Care Advice and Liaison Service (TOCALs) has expanded in the GGH and PPH to include community based Occupational Therapists and Social workers which ensures timely discharges.
- The development of the Complex Review Team to ensure that all people in receipt of a service receives a timely review.
- Frailty Clinic has started in Glangwili General Hospital which sees patients referred from the GP cluster in 3T's to access early diagnostic tests to improve independence and maintain well-being.

Commissioning

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

Business Support Unit

The key achievement for the Business Support Unit was the introduction of a new debt management process, a dedicated solicitor has been appointed to pursue Social Care debts. This has been fairly successful with aged debt being reduced by more than £400k in the year. There has also been an increase in secured debt in the same timeframe, this will put the authority in a much better position to recover debt in future years. The division has also begun to invoice residents who are in care homes on a more frequent basis, and therefore increasing frequency of payments. The division has reduced the fleet of buses, saving money for the department. The division has undertaken a pilot for establishing paperless systems to support the agile and mobile working, this will be rolled out within the next financial year as part of the Digital Transformation Strategy.

Performance, Analysis & Systems Team

We have delivered on the management of the overall Performance Management Framework [2016-17 Departmental Performance Management Framework](#). We have taken on the role of co-ordinating all statutory complaints for Social Care since May 2017. We have developed a robust recording system for all these complaints and compliments and have put in place accurate management information reports. We have undertaken a staff survey for the whole Department for Communities in September 2017 and analysed the results. The team has organised and facilitated the People Managers Events held in March and November 2017 on behalf of the Director. Feedback received was very positive and the opportunity to network and understand what others are doing in each division has been meaningful to all people managers. We have Co-ordinated and produced the Directors Annual Report for 2016/2017. We have developed the Housing System to accommodate the New Housing Allocation policy and we have developed an audit proof recording system for the Affordable Homes Buy Back process. A Low Cost Ownership Waiting list has been created and has been implemented and is currently being supported as front end users buy back affordable homes.

What others say

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

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

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

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

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

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

Listening to staff's views

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

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

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

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

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

Our Statement of Intent

We want our people to:

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

We believe that an effective service has people that:

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

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

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

Rate Your Division as an Employer

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

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



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

Further Areas for Improvement

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

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

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

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

4. Departmental Priorities

We must take all reasonable steps (in exercising functions) to maximise our contribution to the 7 Well-being Goals

*[SEP](#) Strategic Equality Plan 2016-20

*[WBO](#) Well-being Objectives and [Well-being Plan](#)

Leisure Services Division

Ref	Service Priorities With Key Actions and Key Outcome Measures	By When	By Who
	<i>Service Head</i>		
1	Health intervention and well-being plan established	March 2019	Ian Jones
2	Sickness absence and HR management review undertaken	March 2019	Ian Jones
3	Property maintenance and improvement review undertaken	March 2019	Ian Jones
4	Develop plans for new Llanelli Wellness Hub (Leisure Centre) as part of Wellness village and life sciences hub at Delta Lakes	March 2019	Ian Jones
5	Assist with delivery of Parc Howard masterplan, working closely with Environment dept. and key stakeholders	March 2019	Ian Jones
6	Feed into Pendine local regeneration master plan, including provision for Museum of Speed, and Outdoor Recreation	March 2019	Ian Jones
7	Implement Cycling Strategy for Carmarthenshire to include focus on: Events; Development and Infrastructure	March 2018	Ian Jones
	<i>Business and Project Manager</i>		
1	Robust performance management reporting system in place across the division	May 2018	Richard Stradling
2	Customer care review undertaken for division	March 2019	Richard Stradling
3	Marketing and communication review undertaken for division	March 2019	Richard Stradling
4	Undertake Health and Wellbeing departmental staff pilot and continue to provide a corporate resource	June 2019	Richard Stradling
5	Look to develop a training matrix for employees based on their job description	March 2019	Richard Stradling
6	Manage Workplace health champion to effect change in physical activity levels of staff and adults on a sustainable basis	March 2018	Richard Stradling
7	Pro-active H&S management with ongoing site / service reviews throughout the year	March 2018	Richard Stradling
8	Work with TIC team and Service managers to effect improvements in service delivery and performance across the Leisure division.	March 2018	Richard Stradling
	<i>Outdoor Recreation Services</i>		
1	Review of management arrangements at Burry Port Harbour	May 2018	Neil Thomas/ Ian Jones
2	Repair of Harbour Walls at BP Harbour	March 2019	Neil Thomas
3	Parking review completed across Country Parks	April 2018	Neil Thomas

4	Review outdoor events strategy for the County, linking with Tourism, co-ordinating the bid to stage Grand Depart of Tour of Britain Cycle Race 2018	September 2018	Neil Thomas
5	Development of £160k Carmarthen Wetlands gateway scheme	December 2018	Neil Thomas
6	Complete £2m capital investment into Pembrey Country Park, to include: <ul style="list-style-type: none"> • New Amenity block at PCP caravan site • Upgrade comms links to PCP • New restaurant and activity centre New automated entrance barrier system	July 2018	Neil Thomas
Sports and Leisure services			
1	Launch a complete 'Actif Sir Gar' website to maximise promotion of Sport & Leisure services provided in facilities and in the community, and to increase online membership sales and bookings.	May 2018	Carl Daniels
2	Ensure the workforce meets the needs of an expanding sector through by reviewing and implementing appropriate structures such as aquatics, Actif Club.	September 2018	Carl Daniels
3	Increase activity opportunities and take-up in facilities through innovation and investment such as new spin studio and play centre in Carmarthen, Activity tower in Pembrey Ski & Activity Centre.	July 2018	Carl Daniels
4	Develop and deliver strategic plans for new focus sports: Aquatics, Athletics, Cycling, Triathlon to maximise impact.	March 2019	Carl Daniels
5	Improve the customer experience at our facilities through the delivery of a robust 'Service Improvement' strategy using international benchmarking standard 'Net Promoter Score' to monitor customer satisfaction.	March 2019	Carl Daniels Carl Daniels
6	Review and implement an improved pathway of aquatics provision that enables participants to reach their full potential.	April 2018	Carl Daniels
7	Create and implement an 'Actif Accreditation' quality assurance mark for community sports clubs in order to analyse and strengthen the sporting infrastructure.	February 2018	Carl Daniels
8	Ensure a range of targeted physical activity interventions are put in place across the life course to increase the activity levels of those who are inactive or at risk of becoming inactive.	March 2018	Carl Daniels
9	Further develop National Exercise Referral Scheme (NERS)	March 2018	Carl Daniels
Cultural Services			
1	Launch the Stordy Digidol digital project widening access to our collections and cultural services.	June 2018	Jane Davies
2	Continued implementation of the Libraries Development Plan 2017 – 2022 with continuous improvement review in order to maintain excellent framework standards. Work with colleagues in customer services to deliver targeted services to rural communities through the mobile library service	March 2019	Jane Davies

	and provide a network of digital access points for services such as universal credit.		
3	<p>Implementation of the Museums Vision and Strategic Plan 2017 – 2022 and as part of that plan</p> <ul style="list-style-type: none"> - Complete a review of the staffing structure; - Build on the feasibility study for the collections centre securing an appropriate site and funding for the scheme; - Develop a masterplan for the County Museum and as part of its implementation continue with the work of the Joint Operational Group with the Tywi Gateway Trust in the delivery of the £1.6m HLF funded Tywi Gateway scheme at the Bishops Park; - Contribute to the development of the Parc Howard masterplan. 	<p>June 2018 March 2019 March 2019 March 2019</p>	Jane Davies
4	Deliver the plans for the transformation of Carmarthenshire Archive Service and its reinstatement at Carmarthen Library	March 2019	Jane Davies
5	<p>Obtain approval for the Theatres and Arts Strategic Plan 2017 – 2022 and as part of that plan</p> <ul style="list-style-type: none"> - Review for further consideration the options for development at Oriel Myrddin; - Review of Y Gat - Complete and implement the review of the theatres structure <p>Achieve full occupancy ay Ffwrnes Fach</p>	<p>June 2019 September 2019 March 2019 June 2018 March 2019</p>	Jane Davies
6	Celebrate Carmarthenshire's Culture through the establishment of an annual Cultural Awards event and by supporting the development of the Town & Village of Culture.	June 2018	Jane Davies

Risks

- Public, staff and participant safety, especially around water areas is a key consideration for the service.
- Continuing political and public support as to the value and impact of Leisure is essential in order to develop such a critical yet largely non-statutory service such as leisure.
- The service has to deliver what people want. Understanding customer demand and adapting to meet these challenges are a key risk for the service
- Unforeseen increases in energy costs. External factors such as the weather can also affect income in Outdoor Recreation facilities
- Maintaining a strong and positive public perception of services is essential in income generating areas where there is competition from the private sector

Housing, Public Protection & Care & Support Services

Ref	Service Priorities With Key Actions and Key Outcome Measures	By When	By Who
	<i>Service Head</i>		
1	Complete the restructure of the division	June 2018	Robin Staines
2	Reduce sickness within the division	March 2018	Robin Staines
3	Ensure the Welsh Language standards are embedded in the division	March 2019	Robin Staines
4	Support the agile working agenda across the division	March 2019	Robin Staines
5	Ensure the division responds to health, well-being and sustainability	Ongoing	Robin Staines
	<i>Care and Support Services</i>		
1	Deliver an investment programme for Care Homes and Sheltered Housing Schemes to upgrade to defined standards that meet the future care and support needs.	March 2019	Jonathan Morgan
2	Review service models in line with any revised commissioning arrangements for Domiciliary, Care Home and Day Centre Services	March 2019	Robin Staines
3	Prepare for the implementation of the Regulation and Inspection of Social Care (Wales) Act	March 2019	Robin Staines
4	Develop new service models to further support dementia care both in the community and in long term placement	March 2018	Robin Staines
5	Review IT systems and equipment to assist transformation of services	December 2018	Gareth Miller
6	Complete a review and service transformation plan for day care services	March 2018	Robin Staines
	<i>Engagement and Partnership</i>		
1	Develop and produce a digital service plan to support residents to access online services	May 2018	Les James
2	Under the Renting Homes Act review and issue new tenancy agreements for Council tenants.	April 2019	Les James
3	With our tenants develop a new vision of tenant involvement and engagement	September 2018	Les James
4	Survey all our garage sites to ensure they are fit for purpose, and producing local action plans for each site	May 2018	Les James
5	Specify and introduce a new grounds maintenance (grass cutting) contract so that it reflects what matters to our tenants	December 2018	Les James
6	Prepare and understand for the Introduction of Universal Credit to mitigate the impact on our tenants	March 2018	Jonathan Willis
7	Develop and introduce a range of options which rewards tenants who look after their home	October 2018	Les James

8	Introduce a scheme targeting those in fuel poverty by installing energy efficient LED lighting to tenants' homes, which together with other schemes, will help to alleviate fuel poverty.	March 2019	Jonathan Morgan
9	Engage with tenants and key partners to get their views on potential improvements to the CHS+	March 2019	Les James
10	Promote the results from the Health Impact Study	March 2020	Les James
	<i>Advice and Tenancy Support Team</i>		
1	Deliver commitments outlined in the Affordable Housing Five Year Plan -Bring back 50 more empty homes a year as affordable housing -Develop our in-house Social Letting Agency so we manage 50 new properties a year Actions linked to Well-being Objective Plan 7– - Increase the number of homes managed through the Council's Social Lettings Agency - We will work with property owners and bring empty homes back into use	March 2019	Jonathan Willis
2	Review in conjunction New Homes Team and RSL partners the process of letting social housing	April 2018	Jonathan Willis
3	Develop a new Homelessness Strategy to include: <ul style="list-style-type: none"> • Develop housing options for single people • Develop a plan to ensure homeless people have access to health services • Review our approach to how we manage temporary accommodation 	December 2018	Jonathan Willis
4	Develop an approach for targeted area housing improvement including identifying opportunities from the Swansea Bay Region	March 2019	Jonathan Morgan
5	Evaluate local lettings policies and proposals of any amendments	September 2018	Jonathan Willis
6	Introduce a package of support and advice designed to support new tenants maintain their tenancies	March 2019	Jonathan Willis
	<i>Income and Investment Team</i>		
1	Confirm the detailed Business Plan for Local Housing Company.	June 2018	Jonathan Morgan
2	Complete the review of HRA spending and costs	September 2018	Jonathan Morgan
3	Undertake a review to determine the present condition of care homes and sheltered housing, highlighting future investment priorities to meet future care & support needs of older people	September 2018	Jonathan Morgan
4	Develop a new approach to better understand future housing and accommodation needs, particularly in rural areas and for specific client groups	March 2019	Jonathan Morgan
5	Deliver the affordable home delivery plan (March 2019) Actions linked to Well-being Objective Plan 7 – - We will increase the Council Social Housing stock by buying private sector homes - We will work with our Housing Association Partners to maximise Welsh Government Grant opportunities and	March 2019	Jonathan Morgan

	<p>increase the supply of homes where they are most needed</p> <ul style="list-style-type: none"> - We will increase the Council's Housing Stock by building new Council Homes - We will maximise the opportunities for increasing the supply for affordable homes through the LDP (Local Development Plan) by providing new homes on site or by the use of commuted sums 		
	<i>Environmental Protection</i>		
1	We will continue to monitor air quality (nitrogen dioxide) for the residents of and visitors to the County. This will be carried out by regular assessments and, where necessary, sampling programmes	March 2019	Sue Watts
2	We will develop and agree Air Quality Management Area Action plans for both Llanelli and Carmarthen and initiate implementation	March 2019	Sue Watts
3	Work collaboratively with Swansea University to agree a project plan to monitor the health effects as part of the action plan implementation. Additionally, attempts will be made to liaise with local schools to raise awareness of air pollution and instigate changes in school journey behaviours.	March 2019	Sue Watts
4	Monitor private water supplies to ensure safety for the residents in Carmarthenshire. The service will explore the possibility of extending the programme to testing for the presence of radon and remediation as necessary.	March 2019	Sue Watts
5	Explore the possibility of assessing radon levels within Local housing stock (and remediate as necessary) to map the current picture of levels within Carmarthenshire.	March 2019	Sue Watts
6	Integration of the food elements within Public Protection to provide a 'farm to fork' ethic.	March 2019	Sue Watts
7	Work to encourage businesses to attain a Food Hygiene rating of 3 or above	March 2019	Sue Watts
8	Explore the opportunity for implementing Primary Authority Principal and provision of tailored advisory services at a cost to the businesses	March 2019	Sue Watts
9	Implement the monitoring of shellfish in accordance with Welsh Government and Food Standards Agency to ensure that the beds satisfy standards for commercial gathering.	March 2019	Sue Watts
10	Explore the possibility of extending the current Pest Control services from Council stock to commercial contracts and private dwelling treatments	March 2019	
11	Prepare for the implementation of the relevant section of the Public Health (Wales) Act in relation to the registration and licensing of skin treatments, Health Impact Assessments and extension of smoking restricted areas.	March 2019	Sue Watts
12	Integration of the teams to monitor and remediate Anti-Social Behaviour issues neutral tenure	March 2019	Sue Watts
13	We will produce information relating to noise control that is readily available for developers to assist in their Planning application process. We will explore the possibility of providing an advisory service where further, in depth information may be requested, the cost of which will be borne by the developer.	March 2019	Sue Watts

14	We will work with partners that are delivering the Wellness and Life Science village at Delta Lakes to ensure that the risks from potential land contamination are fully addressed and mitigated where necessary.	March 2021	Sue Watts
<i>Business and consumer affairs Team</i>			
1	Promoting financial literacy and protecting vulnerable people from financial fraud through the FESS scheme	March 2019	Roger Edmunds
2	Deliver the current national Trading Standards and Animal Health enforcement priorities for Wales and UK	March 2019	Roger Edmunds
3	Develop further partnership arrangements in respect to financial exploitation	March 2019	Roger Edmunds
4	Develop marketing and commercial boundaries with regard to income generation	March 2019	Roger Edmunds
5	Ensuring the promotion of product safety through advice and guidance to local businesses delivered via web site	March 2019	Roger Edmunds
6	We will further develop Money Wise web resource in order to enhance income generation develop product and market it	March 2019	Roger Edmunds
7	Implement proceeds of crime across regulatory services to protect people	March 2019	Roger Edmunds
8	Developing and increasing partnership approach to Licensing activity within the Council	March 2019	Roger Edmunds

Risks

- Maintain the Carmarthenshire Homes Standard (CHS) in the future
- Deliver the affordable homes plan
- Mitigate the effects of welfare reform and introduction of universal credit
- Ensure quality and adequate supply of Housing within the County
- Ensuring that the Authority effectively manages its financial resources and respond to the challenges of reduced funding

Mental Health, Learning Disability Services & Safeguarding Division

Ref	Service Priorities With Key Actions and Key Outcome Measures	By When#1	By Who
1	Develop a strategy and delivery plan to reduce the number of individuals in residential care	March 2019	Mark Evans/Kelvin Barlow
2	Review social work resource to increase mental health, safeguarding and learning disability response at the point of entry	September 2018	Mark Evans
3	Continue to embed the performance management culture and budget management within operational teams	December 2018	Senior Managers
4	Contribute to health led transformation programmes in mental health and redesign of services within learning disability	December 2018	Mark Evans
5	Review third sector contracts to establish compliance with the SSWB Act and service transformation in mental health and learning disability	July 2018	Mark Evans
6	Embed a person centred approach to safeguarding which ensures the service user is heard and central in decision making	March 2019	Cathy Richards
7	To implement a robust strategy for successfully managing new and historical DOLS applications	March 2019	Cathy Richards
8	We will ensure that young people and adults have equal access to education, training, work and leisure opportunities	November 2018	Sharon Frewin
9	Collaborate with colleagues in commissioning and housing in order to increase the range of accommodation options	March 2019	Mark Evans/Kelvin Barlow
10	We will ensure that Community resilience will be a key objective of the Learning Disability day service transformation plan. This will include new models for service delivery	September 2018	Sharon Frewin
11	Increase Direct Payments and use of citizen directed cooperatives at operational, commissioning and contracting levels	March 2019	All Senior Managers
12	Increase capacity of Shared Lives and develop Home Share pilot	March 2019	Sharon Frewin
13	To Review and implement updated safeguarding arrangements to ensure a consistent response to Adult at Risk reports both locally and regionally	March 2019	Cathy Richards
14	Review Structure of teams e.g. Intake/front door. Gathering data to forecast and respond to demand to assist with planning	March 2019	All Senior Managers
15	Develop the strength based approach in SW teams	March 2019	All Senior Managers

Risks

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

Integrated Services (Older Persons & Physical Disabilities) Division

Ref	Service Priorities With Key Actions and Key Outcome Measures	By When	By Who
1	To identify the strengths and resources within communities which can contribute to promoting and supporting the health and wellbeing of their population and to implement into core practice and function of the Divisional service area	March 2019	Julia Wilkinson
2	To implement the Codes of Practice within the Social Services & Well-being Act to all relevant service areas	March 2019	Jayne Thomas
3	To develop our monitoring platform and business model to implement a TEC strategy that will deliver improved outcomes for our population	March 2019	Sam Watkins
4	We will continue to develop and implement how we provide information, advice and assistance (IAA), ensuring information is available and easily accessible, and linking with the Dewis system	April 2019	Sam Watkins
5	To conduct a more detailed population needs assessment at a locality level within the 3 Locality areas <ul style="list-style-type: none"> ➤ TTT – Carmarthen Area ➤ Aman Gwendraeth Area ➤ Llanelli Area This will provide a more detailed understanding what the population needs are and will allow planning of health and social care services at Locality Level and will consider the key objectives outlined in our 'model of delivery' section in the business plan	April 2019	Locality Managers
6	To continue to promote the Welsh language and ensure compliance with the 'Active Offer' across all service areas	March 2019	Rhian Dawson
7	We will continue to modernise our workforce to support implementation of the duties under the SSWBA and the objectives outlined in 'Carmarthenshire's Vision for Sustainable Services for Older People for the Next Decade' and the Health Board's Integrated Medium Term Plan – this will be a core component of Service Priority 4 in this business plan (see above)	April 2019	Rhian Dawson
8	To continue to effectively monitor our care commissioning practice using effective professional and performance management to improve outcomes at both individual and organisational level (includes Unscheduled Care)	March 2019	Locality Managers
9	To manage the risks associated with outstanding reviews and DoLS applications	April 2018	Jayne Thomas
10	To monitor the impact of our realigned intermediate care pathway on individual outcomes and organisational resource	April 2018	Rhian Dawson
11	To implement actions within the Regional Dementia plan in line with the findings of the Older People's Commissioner report "More than just Memory Loss"	April 2019	Julia Wilkinson

12	To ensure compliance with Part 9 of the SSWBA specifically in relation to 'pooled funds' with care homes and to explore other opportunities for 'pooled funds' e.g intermediate care services	November 2018	Rhian Dawson
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Risks

- Not delivering on financial efficiencies will compromise our ability to deliver future services and progress the modernisation agenda
- Failure to respond in a timely manner to "Careline" contact calls could result in compromised client safety
- There will be over provision and sub optimal outcomes for individuals if care and support plans are not person centred and outcome focused
- Effective Management of demand for Social Care (Adults & Children)

Commissioning Services Division

Ref	Service Priorities With Key Actions and Key Outcome Measures	By When	By Who
1	<p>To develop an overarching strategic commissioning document to guide commissioning policy and practice</p> <p>To develop a Dementia Strategy with Health/”More than just memory loss”</p> <p>To develop a Learning Disability Commissioning Strategy</p> <p>To develop a Physically Disability/Sensory Impairment Commissioning Strategy</p>	December 2018	Neil Edwards
2	<p>To continue to deliver savings through right size packaging and analysis of cost providers in the pan disability service areas as part of the Authority’s budget management. (Risk)</p> <p>To implement a supported living capped rate for the supported living sector</p> <p>To review high cost residential placements in a co-ordinated and effective manner</p> <p>To develop a system of accountability whereby care providers account for the delivery of care hours</p> <p>To undertake a series of high level contract negotiations to obtain financial savings</p> <p>To complete the accommodation care and support needs project to assist future strategic planning</p> <p>To drive change and culture working in partnership with the Assessment and care Management Teams</p>	March 2019	Trevor Stainsby/ Neil Edwards
3	<p>To help people to recover so they are able to live as independently as possible</p> <p>To refine and improve performance of the Reablement service</p> <p>To support the development of assistive technology to support people’s independence</p>	March 2019	Chris Harrison
4	<p>To promote health and wellbeing by building community capacity and developing preventative services (Risk)</p> <p>To further develop a preventative model of service building on regional work with the sector</p> <p>To continue to build effective working relationships with third sector organisations to maximise their potential in meeting the requirements of the SSWB Act 2014</p>	March 2019	Chris Harrison
5	<p>To drive Service Improvement and Quality Assurance</p> <p>To ensure compliance with the safeguarding provisions of the Act 2014 by working effectively with the Safeguarding service</p> <p>To develop, implement and review the Regional Quality Assurance Framework</p> <p>To engage with care providers in the development and consolidation of an accountable, risk competent and safe culture that safeguards service users and encourages learning</p> <p>To run strategic fora between commissioner and provider to ensure clear understanding of both parties’ respective positions and achieve service improvement</p>	September 2018	Neil Edward

	<p>To undertake health and safety audits in the learning disability and mental health care home sector and support introduction of the National Framework Agreement</p> <p>To develop a programme of “meaningful outcomes” audits for care homes for older people</p>		
6	<p>To undertake a whole system design analysis of the commissioning of domiciliary care with specific focus on:</p> <p>Interface with hospital discharge planning and reablement</p> <p>The pathway process</p> <p>Market management of the independent sector</p> <p>Workforce development</p> <p>Continuing emphasis on outcomes focussed work including dementia project</p> <p>To prepare a procurement approach to community based services</p>	<p>December 2019</p> <p>September 2018</p>	<p>Neil Edwards/ Alison Watkins</p>
7	<p>To further develop and implement within Supporting People (Risk):</p> <p>Re-tendering of substance misuse services. This to be done as a regional exercise with Pembrokeshire and Ceredigion</p> <p>Re-tendering of services for offenders. This to be done as a regional exercise with Pembrokeshire</p> <p>Young people services procurement exercise</p> <p>Re-tendering of services for women suffering domestic abuse. This to be considered as a regional exercise with Pembrokeshire and Ceredigion</p> <p>Developing new services from gap analysis work as identified by local authority strategic leads and service providers.</p>	<p>December 2018</p>	<p>Neil Edwards/ Alun Jones</p>
8	<p>To consolidate and develop services for carers in Carmarthenshire:</p> <p>To review and develop further a carers strategy for Carmarthenshire which will continue to implement the Carmarthenshire Carers Action Plan and maintain an open reporting framework on progress with the relevant bodies</p> <p>The development of a new regional strategy across HDUHB</p> <p>To develop further the CISS Outreach and advocacy for carers</p> <p>To improve the quality of Carers Assessments.</p>	<p>April 2019</p>	<p>Jon Rees</p>
9	<p>To develop a joint strategic approach between commissioning and workforce development with the development of a strategic workforce development plan</p>	<p>September 2018</p>	<p>Neil Edwards</p>
10	<p>To ensure commissioning processes and commissioned services comply with the recently introduced Welsh Language Standards, in particular the “Active Offer”.</p>	<p>September 2018</p>	<p>Neil Edwards</p>

11	<p>To develop an overarching strategic commissioning document to guide commissioning policy and practice</p> <p>To develop a Dementia Strategy with Health/”More than just memory loss”</p> <p>To develop a Learning Disability Commissioning Strategy</p> <p>To develop a Physically Disability/Sensory Impairment Commissioning Strategy</p>	December 2018	Neil Edwards
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Risks

- Achieve our priority based budgeting efficiency savings targets
- Achieve compliance with the requirements of the SSWBA
- Avoid market failure
- Respond to reduction in Supporting People grant funding and comply with grant requirements

Business Support Service Division

Ref	Service Priorities With Key Actions and Key Outcome Measures	By When	By Who
1	To build on the success of the pilot which was undertaken in 2017-18, and introduce paperless systems and processes into both frontline and central teams to support the Digital Transformation Strategy.	March 2019	Rhys Page/Helen Smith
2	To review the key processes and update the documentation to ensure it reflects practice.	March 2019	Rhys Page/Helen Smith
3	To review debt management arrangements and to ensure that debts are properly secured, and that debt recovery arrangements are effective.	March 2019	Rhys Page/Delyth Davies
4	Develop and implement arrangements to provide 6 monthly statements to all residents having entered into a Deferred Payment agreement as required by the Social Services and Well-being (Wales) Act 2014 or any resident deferring payment against a property.	March 2019	Rhys Page/Delyth Davies
5	To review billing frequency for those service users in care homes, and establish an electronic and automated process by which service users are invoiced for residential care charges.	March 2019	Rhys Page/Delyth Davies
6	To explore and develop how electronic claims submitted as part of the domiciliary care framework process can also be used as to calculate the charge for the service users.	March 2019	Rhys Page/Tracy Lewis
7	To review how clients' money is managed, and explore which different forms of cashless technology could be used by service users.	March 2019	Rhys Page/Tracy Lewis
8	To ensure that the financial effect of transferring services funded by WILG in to core services is properly detailed to ensure that the allocation of funds to CCC by Welsh Government is maximised for the benefit of service users in Carmarthenshire.	March 2019	Rhys Page/Tracy Lewis
9	Develop a suite of performance measures that will assist us in evaluating and managing continuous improvement within the Transport service.	March 2019	Rhys Page/Richard Davies

Risks

- Staff turnover and delays in appointing to vacancies will impact on the ability to deliver on the priorities
- Changes to community services and future structure of Provider Services may delay decisions on vehicle replacement/renewal impacting on service delivery by the Transport Unit
- Allocate funding for property repairs and maintenance is insufficient to respond to current need
- Not completing care management reviews of WILG service users, will mean that we fail to achieve our priorities.

Performance Analysis & Systems Team

Ref	Service Priorities With Key Actions and Key Outcome Measures	By When	By Who
	Performance Analysis & Systems Manager		
1	Co-ordinate and produce Annual Reports	July 2018	Silvana Sauro
2	Develop and introduce a Well-being and Sustainability Plan	March 2018	Silvana Sauro
3	Produce and co-ordinate Sickness data across the department	July 2018	Silvana Sauro
	Communication and Engagement		
1	Develop, circulate and analyse the departments staff survey	November 2018	Amy Jones
2	Co-ordinate and facilitate the Departments Staff Engagement events and ratings	March 2018	Amy Jones
3	Update internal websites for Social Care and manage the Council File Plan for Social Care	Ongoing	Amy Jones
4	Co-ordinate all Business Plans for the Department	March 2018	Amy Jones
	Information and Analysis		
1	Maintenance of PIMS. Update Actions & Measures and co-ordinate all Well-being Objective Actions for the department and the improvement plan/well-being plan		Amy Jones
2	Co-ordinate and produce the Performance Management Framework report. Production of ad hoc management information reports. Provide and co-ordinate performance data for Monthly Members Briefings for Housing, Public Protection and Service Provision.	March 2018	Team
3	WG Quantative Performance Data Returns WG Aggregate Data Collection Returns WG Qualitative Performance Measures	March 2018	Mark Bryant/Amy Jones
4	Provision of management information for departmental FOIA requests	Ongoing	Team
5	Review and reflect by capturing data on lessons learnt through the statutory complaints and compliments for Social Care	November 2018	Mark Bryant
	Systems		
1	Implement Care & Support IT system (CM2000) system following procurement. This will involve system configuration, data migration, new technology roll out, training of staff and configuring of new performance measures. Phase 2 will cover integration with payroll, resource link and carefirst.	April 2019	Jonathan Davies
2	Develop APP to introduce new risk rating schemes for Trading Standards. Including Data migration from old scheme to new and retraining of service.	September 2018	Jonathan Davies
3	Upgrade of the OHMS and App systems	March 2019	Jonathan Davies
4	Implement Choice Based Lettings. This will be a third party model integrated with the OHMS system and corporate website.	April 2018	Jonathan Davies

5	Support frontline service with effective management information on Universal Credit implementation.	April 2018	Jonathan Davies
6	Implement payment reminders via SMS and email to Housing Tenants. Encouraging people to pay their rent real time.	June 2018	Jonathan Davies

Risks

- Failure to meet the Systems
- Failure to meet the statutory Complaints time scales
- Failure to support the performance management framework

Ways of Working

Which of the 5 Ways of working have we met?		Strong Partial None	How much work do we still need to do to meet these ways of working?
A	Looking at the long term so that we do not compromise the ability of future generations to meet their own needs	Partial	<ul style="list-style-type: none"> • To manage the health and wellbeing of the population of Carmarthenshire's Localities and maintain the independence of our older adult population for as long as possible, integrated community services provide a wide range of services and interventions across the three 'offer' areas. • We want Carmarthenshire to be a place that is the most active and healthy in the UK by getting More people, More active, More often. Leisure Services aims to deliver 6 key Outcomes for residents and visitors to the County: <ul style="list-style-type: none"> - Outcome 1: Supporting independence - Outcome 2: Keeping Safe - Outcome 3: Improving Health & Well Being - Outcome 4: Information, Advice and Signposting - Outcome 5: People achieve their potential (Workforce and users) - Outcome 6: Well Managed, sustainable, efficient services that contribute to a prosperous economy • The Swansea Bay Regeneration Strategy is set for a 2013-30 timespan & Swansea Bay City Region City Deal 2016-35. • Providing homes suitable to individual needs. Meeting current and future needs. We are building what we need. Creating jobs, training and opportunities and boosting the economy. • Our new assessment process focuses on the five elements of assessment, one of which

			<p>considers the strengths and assets of the person, their support network and community to meet their own needs, thus preventing people becoming too reliant on statutory services. In addition, we are developing sustainable communities, including spice time credits and social prescription services.</p>
B	<p>Understanding the root causes of the issues to prevent them reoccurring</p>	<p>Partial</p>	<ul style="list-style-type: none"> • Developing a new Homeless Strategy will help to shape and develop services for people who are homeless, threatened with homeless, and those in need of housing advice to prevent Homelessness. • Population needs assessment has been completed which has looked at the needs of those with care and support and carers with support and to consider preventative services to reduce and delay the development of care and support needs. The next stage over the next 12 months is to produce a regional area plan to develop further preventative services to reduce and delay the development of care and support needs. • The Swansea Bay Economic Regeneration Strategy and the City Deal 2016-2035 have examined some of the fundamental issues that need to be addressed to ensure economic success in the future.

			<ul style="list-style-type: none"> • Our Wellbeing of Future Generations assessment work will help us identify some of the main areas of concern.
C	Taking an integrated approach so that we look at all well-being goals and objectives of other services and partners	Strong	<ul style="list-style-type: none"> • A recent CSSIW inspection (July 2016) recognised <ul style="list-style-type: none"> - Multi-agency arrangements should be established to strengthen operational plans to support effective co-ordination of statutory partner's completion of Joint Assessment Frameworks. • Public Services Board • Wales Audit Report • The County has an integrated Community Health & Social Care Service 'infrastructure'. This model aligns with national and local policy direction with reference to delivering Integrated Health and Social Care. • The local authority has set up a regional partnership board made up of three local authorities, and the health board amongst others. The strategic priorities of the board are: <ul style="list-style-type: none"> - Information, Advice and Assistance - Integration of mental health and learning disabilities - Integrated systems (WCCIS) - Pooled budget arrangements - Integrated commissioning arrangements
D	Collaboration - Working with others in a collaborative way to find shared sustainable solutions	Strong	<ul style="list-style-type: none"> • The Well-being of Future Generations (Wales) Act 2015 establishes a statutory board, known as a Public Service Board (PSB), in each local authority area in Wales. • The local authority is part of the regional safeguarding board which is made up four local authorities, two health boards and one police force amongst others. The board is developing collaborative approaches to safeguarding arrangements, including but not limited to working jointly on safeguarding enquiries and setting threshold on when matters are reported to the safeguarding team within the Authority. • The West Wales Care Partnership was established under the Social Services and Wellbeing (Wales) Act, and the Partnership brings together Carmarthenshire, Ceredigion and Pembrokeshire County Councils, Hywel Dda University Health Board, colleagues from the third and independent sectors and service users and carers with a remit to transform care and support in the region and increase the pace of integration.

			<ul style="list-style-type: none"> • Part 9 of the Act required the creation of new Regional Partnership Boards (RPBs) with specific duties to promote the integration of care and support services. The RPBs cover the areas of each of the seven Local Health Boards in Wales. • The RPB has identified 5 strategic priorities and ‘pace setter’ agencies which will lead on implementation for the region. These are as follows: <ul style="list-style-type: none"> - Integrated commissioning (focusing on older adults services): (Pace setter: Pembrokeshire County Council) - Pooled funds: (Pace setter: Carmarthenshire County Council) - Remodelling mental health and learning disability services: (Pace setter: Hywel Dda University Health Board) - Information, Advice and Assistance: (Pace setter: Pembrokeshire County Council) - Implementation of the Welsh Community Care Information System (WCCIS) (Pace setter: Ceredigion County Council)
E	<p>Involvement a diversity of population in decisions that affect them</p>	Partial	<ul style="list-style-type: none"> • There is service user representation on both the regional safeguarding board and the regional partnership board. One of the focus for this year will be the development of a citizen panel who can input into changes in practice and process. • Our Well-being Assessment consultation had over 2,500 responses for Carmarthenshire residents. • Continuing a wide scale of consultation with our service users, staff, stakeholders, parents/carers and with the people of Carmarthenshire to meet the current and future needs to make Carmarthenshire a happy, safer, healthier place to live.

5. Resources

Budget Summary

The budget summary for 2018/19 will be included following the approval of the Council's budget in February 2018.

Savings and Efficiencies

Efficiency savings will be included here following the approval of the Council's budget in February 2018.

Workforce Planning

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

A Departmental Workforce Plan is being drafted by the Departmental Management Team with support from HR staff, this section will be updated in 2018.

Business Cycle

Action	By When
Commissioning Leadership Team agree consultation plan	July
Involve others to get their views and understand their expectations	September - November
Understand what people have told us, self-assess, plan for performance, review budgets and prepare equality impact assessments	December
First draft of business plan	January
Finalise business plan and get signed off	March
Agree individual and team actions	February/March
Implementation Plan	April

Decision Making

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

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

6. Key Departmental Measures

Leisure Services

Definition / Measure Reference (abbreviated definition is fine)	2015/2016 Our Result	2016/17 All Wales Comparative data					2017/18		2017/18	Cost Measure (£)
		Our Result	Quartile * to ****	Welsh Median	Welsh Best Quartile	Target set	Result (when available)	Target set (at EOY)		
PAM/016 The number of visits to Public Libraries during the year, per 1,000 population	7203	7646	****	4835	5828	7684				
PAM/017 The number of visits to local authority sport and leisure centres during the year where the visitor will be participating in physical activity, per 1,000 population	6905	8289	**	8374	9056	8996				

Housing & Public Protection Services

Definition / Measure Reference (abbreviated definition is fine)	2015/16 Our Result	2016/17 All Wales Comparative data					2017/18		2017/18	Cost Measure (£)
		Our Result	Quartile * to ****	Welsh Median	Welsh Best Quartile	Target set	Result (when available)	Target set (at EOY)		
PLA/006b The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year	8	8	*	33	51	30	45			
PAM/023 The percentage of food establishments which are 'broadly compliant' with food hygiene standards	94.98	97.50	****	95.04	96.52	93.00				
Pam/015 The average number of calendar days taken to deliver a Disabled Facilities Grant	232	167	****	235	190	165				
PAM013 The percentage of private sector dwellings that had been vacant for	5.73	6.53	***	11.77	6.41	6.75				

Definition / Measure Reference (abbreviated definition is fine)	2015/16	2016/17				2017/18		2017/18	Cost Measure (£)
		All Wales Comparative data				Target set	Result (when available)	Target set (at EOY)	
	Our Result	Our Result	Quartile * to ****	Welsh Median	Welsh Best Quartile				
more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority.									
PS R/006 The average number of calendar days taken to deliver low cost adaptation works (including equipment) in private dwellings where the Disabled Facilities Grant process is not used	8	11				10			

Mental Health, Learning Disability Services & Safeguarding Services

Definition / Measure Reference (abbreviated definition is fine)	2015/16	2016/17				2017/18		2017/18	Cost Measure (£)
		All Wales Comparative data				Target set	Result (when available)	Target set (at EOY)	
	Our Result	Our Result	Quartile * to ****	Welsh Median	Welsh Best Quartile				
SC A/18 The percentage of adult protection enquiries completed within 7 days						75.00			

Integrated Services (Older Persons & Physical Disabilities) Services

Definition / Measure Reference (abbreviated definition is fine)	2015/16	2016/17				2017/18		2017/18	Cost Measure (£)
		All Wales Comparative data				Target set	Result (when available)	Target set (at EOY)	
	Our Result	Our Result	Quartile * to ****	Welsh Median	Welsh Best Quartile				
Pa m/025 The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over		2.30				2.40			
SC A/22 Average age of adults entering residential care homes						85			

Local Government Performance 2016-17

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

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

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

The table below shows the following information on measures that all 22 councils in Wales have to collect:-																											
<ul style="list-style-type: none"> • Our 2016/17 result and whether it has improved on our 2015/16 result • Our quartile (star rating) compared to other Council's in Wales • Our Rank position for 2016/17 compared to our Rank position for 2015/16 																											
The measures published by all councils in Wales	Has our result improved from 2015/16 to 2016/17		How good is our 2016/17 result?	22 nd	21 st	20 th	19 th	18 th	17 th	16 th	15 th	14 th	13 th	12 th	11 th	10 th	9 th	8 th	7 th	6 th	5 th	4 th	3 rd	2 nd	1 st		
	Our 2016/17 result	Improved ↑ Standstill ↔ Declined ↓	★ = Bottom (Worst) ★★ = Bottom to Middle ★★★ = Middle to top ★★★★ = Top (Best)	Worst results												Best Results											
People in Carmarthenshire are healthier																											
2	Visits to Sport & Leisure facilities per 1000 population (LCS/002b)	8,289	↑	★★																							
3	% Food premises broadly compliant with standards (PPN/009)	97.50	↑	★★★★★																							
4	Days taken to deliver a Disabled Facilities Grant (PSR/002)	167	↑	★★★★★																							
5	Delayed transfer of Care (SCA/001)	2.30	not comparable with previous year	To follow																							
6	% new affordable housing units/all new housing units (PLA/006b)	34	↑	★★																							
7	% Private sector dwellings returned to occupation (PSR/004)	6.53	↑	★★★																							
People in Carmarthenshire fulfil their learning potential																											
12	Number of visits to Public Libraries per 1,000 population (LCL/001b)	7,646	↑	★★★★★																							

Welsh Government Returns

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

Significant Strategies, Acts & Guidance for the Department

- The Well-being of Future Generations (Wales) Act
- Housing (Wales) Act 2014
- The Social Services and Well-being Act (2014)
- Welsh Language Standards under s 44 Welsh Language (Wales) measure 2011
- Freedom of Information Act 2000 (FOIA)
- Data Protection Act
- Equalities Act 2010
- Disability Acts
- Employment and Employee Acts
- Health & Safety at Work Act 1974 and subsequent respective legislation
- Environmental Protection Act 1990
- Clean Neighbourhood Act & Environment Act 2005
- Anti-Social Behaviour (Crime and Policing) Act 2014
- Police & Crime Act 2009
- One Wales Connecting the Nation, The Wales Transport Strategy
- Swansea Bay City Region Economic Development Strategy
- EU revised Waste Framework Directive 2008/98/EC
- Towards Zero Waste (WG's overarching waste strategy document).
- Carmarthenshire County Council Corporate Strategy 2015 – 2020
- Ageing Well in Wales Plan
- Divisional Business Plans
- Air Quality Management Areas (AQMAs)

7. Appendix 1

Well-being of Future Generations Act 2015

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

A. The Sustainable Development Principle of the Act

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

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

B. The Five Ways of Working required by the Act

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

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

C. The Seven Well-being Goals of the Act

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

Well-being Goals



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

Appendix 2 Carmarthenshire County Councils Well-being Objectives

Key for the following table [Link to the Corporate Map of WbO and HOS](#)

1=Lead role – Key contributions identified in the Action Plan in this business plan

2= Significant Support - Significant contributing Actions identified in this plan

3- Some contributing Actions [Link to Spreadsheet- with all Well being Objectives and action plans – filtered by Department and Division](#)

Council Well-being Objective		MHLD Services	Integrated Services	Housing, PP & Care & Support	Leisure	Commissioning
		Avril Bracey	Rhian Dawson	Robin Staines	Ian Jones	Chris Harrison
Start Well	1	Help to give every child the best start in life and improve their early life experiences.				
	2	Help children live healthy lifestyles			2	
	3	Continue to Improve learner attainment for all				
	4	Reduce the number of young adults that are Not in Education, Employment or Training	2			
Live Well	5	Tackle poverty by doing all we can to prevent it, help people into work and improve the lives of those living in poverty			2	
	6	Create more jobs and growth throughout the county				
	7	Increase the availability of rented and affordable homes			1	
	8	Help people live healthy lives (tackling risky behaviour & obesity)			1	
Age Well	9	Support good connections with friends, family and safer communities	2	2	3	
	10	Support the growing numbers of older people to maintain dignity and independence in their later years		1	3	
	11	A Council-wide approach to support Ageing Well in the county	3	3	3	3
In a Healthy & Safe Environment	12	Look after the environment now and for the future				
	13	Improve the highway and transport infrastructure and connectivity				
	14	Promote Welsh Language and Culture			3	
	15	Governance and Use of Resources				

Appendix 3

How Services join-up to show contributions to the National Well-being Goals

The identification of well-being objectives should flow from having a clear view of the contribution a public body can make to the seven well-being goals

KEY: **L** = Lead Role / **S** = Supporting Role

The 7 Well-being of Future Generations Goals **See Appendix 3 for Definitions**

Department	Division	The 7 Well-being of Future Generations Goals						
		Prosperity	Resilience	Healthier	More Equal	Cohesive Communities	Culture and Welsh	Global Responsibility
Communities	Business Support & Service Imp.	S	S	S	S	S	S	S
	Commissioning	S	S	S	S	S	S	S
	Housing & Public Protection	S	S	S	S	S	S	S
	Integrated Services	S	S	S	S	S	S	S
	Leisure	S	S	L	S	S	S	S
	Mental Health & Learning Disability	S	S	S	S	S	S	S

Carmarthenshire's Corporate Strategy 2015-20

In September 2015 the Council published its Corporate Strategy and outlined its key areas of focus across seven outcome areas. The Corporate Strategy will be revised following the May 2017 Local Government Elections.

Ref	Corporate Strategic Expected Outcomes and Strategic Focus	Lead Role	Significant Support
Making Better Use of Resources			
1	Managing and making best use of the Council's property and assets with a focus on rationalising office accommodation and sharing with other partners as well as facilitating community ownership of assets for community benefit		
2	Providing services as efficiently as possible, ensuring value for money and supporting staff in order to reduce sickness absence rates		
3	Investigating and developing new ways of working and providing services		
4	Working in collaboration with other organisations to identify areas for shared services and economies of scale to reduce running costs		
5	Reviewing management and 'back office' costs in order where possible to safeguard 'front line' services.		
	Improved public satisfaction levels with the services provided by the Council		
	Reduction in organisational 'running costs'		
	Increased on line activity to address public queries and transactions		
Building a Better Council			
6	Promoting local democracy and transparency by further developing approaches to engaging and communicating with our residents and stakeholders including the increased use of digital technologies		✓
7	Ensuring the Council's governance arrangements and constitution are fit for purpose for future requirements in line with the findings and recommendations of the 2014 WLGA 'Peer Review'		
8	Managing and supporting our workforce to provide better outcomes for our residents through appropriate recruitment, retention and development of our staff.		

Ref	Corporate Strategic Expected Outcomes and Strategic Focus	Lead Role	Significant Support
9	Developing an integrated workforce plan that supports the Council's strategic objectives.		✓
10	Increasing collaboration with our partners and communities in order support the delivery of services		✓
11	Responding to the need to reform local government and ensuring Carmarthenshire is well positioned in any future arrangements.		✓
12	Strengthening the position of the Welsh language in Carmarthenshire by implementing the recommendations of the 'Welsh Language in Carmarthenshire's report (March 2014)		✓
	Increasing public communication, consultation and engagement		
	Improved staff satisfaction levels		
	Reduced staff sickness absence levels		
	People in Carmarthenshire are healthier		
13	Ensuring further integration of community focused Council support services with health services	✓	
14	Enhancing the range of community options to support older people to remain independent in their later years	✓	
15	Supporting disadvantaged children and families to build their resilience with early intervention through targeted intervention programmes such as Flying Start, Families First and Communities First and embedding this practice within our core services		✓
16	Increasing the availability of rented and affordable homes to support the needs of local people by building new homes, bringing empty homes back into use and ensuring an allocation of affordable homes on new developments	✓	
17	Mitigating the local impacts of welfare reform by supporting effected residents through the changes	✓	
18	Supporting residents suffering from fuel poverty and introducing renewable energy technology to our tenants homes in order to save them money on energy costs	✓	
19	Getting more Carmarthenshire people more (physically and creatively) active, more often in order to improve the health and well-being of our residents.	✓	
	Reduction in referrals to adult and children's social services		
	Increased availability of rented and affordable homes		
	Increased use of leisure facilities		
	People in Carmarthenshire fulfil their learning potential		
20	Ensuring continuous improvement in education outcomes for all children and young people across all learning phases		
21	Successfully introducing and translating the new national curriculum and qualifications into an inspiring and engaging local curriculum		
22	Developing a self-improving school system across the County making every school a good and improving school		
23	Continuing to improve school attendance		
24	Ensuring a range of youth support services to foster the engagement of young people in education, work and community life		
25	Continuing to improve the condition, suitability and resource efficiency of our schools network through the Modernising Education Plan by investing a further £170m in the improvement of school premises through the 21 st Century School Programme		
26	Further developing the 'Un Sir Gâr - Yr Hwb' service approach by simplifying access to learning and employment support services for young people and working age people.		
27	Further developing Welsh medium and bilingual education provision within the County in accordance with the Welsh in Education Strategic Plan		✓
	Improved educational attainment		
	Improved school attendance rates		
	Reduced number of young people Not in Education, Employment or Training		
	Improved condition of schools		
	People who live, work and visit Carmarthenshire are safe and feel safer		
28	Protecting and safeguarding children and adults from harm	✓	

Ref	Corporate Strategic Expected Outcomes and Strategic Focus	Lead Role	Significant Support
29	Supporting children, young people and families at times when they are facing challenging circumstances and enabling them to build their resilience to cope in the future		
30	Being good corporate parents to children and young people who come into the care of the Authority		
31	Reducing speeding and road traffic accidents		
32	Reducing anti-social behaviour by working in partnership with other agencies and communities to tackle local problems		✓
33	Reducing drug and alcohol misuse within the county		✓
	Appropriate support provided to children, young people and families as required		
	Reduction in road casualties		
	Reduction in total recorded crime		
	Reduction in anti-social behaviour		
Carmarthenshire's communities and environment are sustainable			
34	Enhancing and utilising our rich natural environment whilst at the same time adapting to future needs as a result of climate change		
35	Supporting resilience with our rural and urban communities		✓
36	Taking further steps to reduce waste and increasing recycling working towards achieving the national target of 70% recycling by 2024/25 (from 59% in Carmarthenshire in 2014)		
37	Improving digital inclusion within the county but ensuring access to IT equipment, developing digital literacy and supporting connectivity for our communities		
	Increased rates of recycling		
	Improved digital access		
	Improved transport links		
	Increased use of renewable energy		
Carmarthenshire has a stronger and more prosperous economy			
38	Creating jobs and growth throughout the County		
39	Developing training and learning opportunities for local people		
40	Improving the highway infrastructure and communication network to support further economic development and connectivity		
41	Ensuring long-term economic and social benefits for Carmarthenshire through the Swansea Bay City Region and future European and external funding avenues		
	Increased employment		
	Reduction in working age population in receipt of out of work benefits		
	Increased economic activity and productivity		

The seven Well-being goals of the Future Generations Act

<p>A prosperous Wales</p>	<p>An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change), and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work. ⓘ Contact Stuart Walters 3241 or Helen Morgan 4902 / Contact Dave Astins 6426</p>
<p>A resilient Wales</p>	<p>A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change). ⓘ Contact Rosie Carmichael 2727 or Isabel Macho 3390</p>
<p>A healthier Wales</p>	<p>A society in which people’s physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood. ⓘ Contact Joel Martin 2619</p>
<p>A more equal Wales</p>	<p>A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances). ⓘ Contact Llinos Evans 4914</p>
<p>A Wales of cohesive communities</p>	<p>Attractive, viable, safe and well-connected communities. ⓘ Contact Kate Thomas 4202</p>
<p>A Wales of vibrant culture and thriving Welsh Language</p>	<p>A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation. Welsh Language – Active Offer principle</p>
<p>A globally responsible Wales</p>	<p>A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing makes a positive contribution to global well-being</p>