

Carmarthenshire County Council Corporate Strategy 2022-2027

Developing Carmarthenshire Together:
One Council, One Vision, One Voice



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carmarthenshire.gov.wales

Cyngor Sir Gâr
Carmarthenshire
County Council





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1 | Introduction by Cllr. Darren Price, Leader of Carmarthenshire County Council



Within our Cabinet Vision Statement we have set out a range of commitments that we will work towards achieving during the course of this administration until 2027.

We have set these out with a view to addressing the key challenges and development areas facing Carmarthenshire but with a longer-term view to improving the social, economic, environmental and cultural well-being of the residents and communities of Carmarthenshire.

We will ensure that we embed the sustainable development principle in all that we do by making sure that we 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.

We have set a vision statement for the Council but given the numerous externally driven pressures and challenges facing us as a population and as organisations over coming years we have to be realistic in terms of what's achievable. We will have to continually review and assess what and where we need to invest and prioritise our interventions going forward and ensure we make the best use of resources available to us.

This Corporate Strategy provides the framework for delivering on those commitments outlined in the Cabinet Vision Statement and detailed delivery plans, that will be monitored and reviewed regularly, will set out the exact actions we'll be taking as a Council to make progress against our objectives.

This Strategy and the detailed delivery plans have been developed taking into account feedback received through consultation with our residents, staff, businesses and trade unions undertaken during the Summer of 2022.

This type of stakeholder engagement and involvement is something I will ensure that the Council further develops and embeds across our service planning approaches. I will also ensure that we provide regular feedback to our stakeholders so that you know what we did as a result of your input.

Local government has faced a challenging period in having to adapt in its response to the pandemic. There are many lessons to be learnt from that experience and good practice that needs to be embedded. However, we are entering another period of uncertainty over the next few years that are set to be just as challenging. We fully appreciate the cost of living pressures facing our residents and we want to ensure that the Council is able to provide support wherever we can.

The Council itself is also facing tremendous budgetary pressures, which we have not seen the likes of before in public service, therefore, the next few years are likely to require a significant shift in the way that we provide our services. We must and will respond to this challenge again, ensuring we do all that we can to support the residents, businesses and communities of Carmarthenshire.

As a Cabinet we will take collective and individual responsibility for ensuring progress against the well-being objectives, thematic and service priorities outlined in this Corporate Strategy with the Cabinet member portfolios focusing on key areas.

We have identified the key areas of decarbonisation, climate and nature emergencies, and Welsh language as thematic priorities and, along with a focus on equality, we will ensure these key areas are embedded and progressed in all that we do.



Cllr Linda Evans

Deputy Leader and Cabinet Member for Homes



Cllr Philip Hughes

Cabinet Member for Organisation and Workforce



Cllr Alun Lenny

Cabinet Member for Resources



Cllr Ann Davies

Cabinet Member for Rural Affairs and Planning Policy



Cllr Aled Vaughan Owen

Cabinet Member for Climate Change, Decarbonisation and Sustainability



Cllr Edward Thomas

Cabinet Member for Transport, Waste and Infrastructure



Cllr Gareth John

Cabinet Member for Regeneration, Leisure, Culture and Tourism



Cllr Glynog Davies

Cabinet Member for Education and Welsh Language



Cllr Jane Tremlett

Cabinet Member for Health and Social Services

Croeso i Neuadd y Sir
Welcome to County Hall



2 | Introduction by Wendy Walters, Chief Executive of Carmarthenshire County



I am pleased to present this Corporate Strategy for Carmarthenshire County Council which sets out our direction of travel and priorities as an organisation.

In developing this Strategy we have taken time to reflect and refresh our approach following discussion with a range of stakeholders including councillors, officers and external partners. We have also sought feedback from residents, staff, businesses and trade unions on their views about the Council and priorities and these views have shaped our well-being objectives.

As we emerge and reflect on our experiences from the pandemic and look ahead at the extremely challenging period ahead for public services in terms of increasing demand and budgetary constraints, we have taken a fresh approach to our Corporate Strategy and well-being objectives by focusing on a smaller number of population based objectives whilst identifying our thematic priorities, service priorities and core business enablers.

Our well-being objectives are focused on:

1. Enabling our children and young people to have the best possible start in life (Start Well)
2. Enabling our residents to live and age well (Live & Age Well)
3. Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Communities)
4. To further modernise and develop as a resilient and efficient Council (Our Council)

At the heart of this approach is integration and collaboration across the Council and with our stakeholders, and our focus going forward will be on:

Developing Carmarthenshire Together: One Council; One Vision; One Voice

Within this Strategy we have identified a series of thematic and service priorities that are aligned to our well-being objectives. Detailed delivery plans will outline actions to be taken for each thematic and service priority with clear measures to monitor progress against the overall well-being objective.

During the course of this Strategy, we will continuously challenge the status quo, ask questions of ourselves about how we are operating and consider best practice in Wales and beyond. We will critically self-assess our performance and seek feedback from stakeholders so that we can continue to learn and improve the way that we work.

Our staff are the driving force of the Council and their commitment and determination to do their best for the people of Carmarthenshire is never doubted and something I am tremendously proud of.

As we enter another challenging period for public services, I will ensure that the Council is in the best position possible to respond to whatever that may bring. Going forward a focus on continuous service transformation is going to be critical, and I will drive this transformation within the organisation to make sure that we can adapt, be innovative and respond with the needs of our residents at the centre of all that we do despite the challenges ahead.

3 | About Carmarthenshire

Population

Source: Census 2021

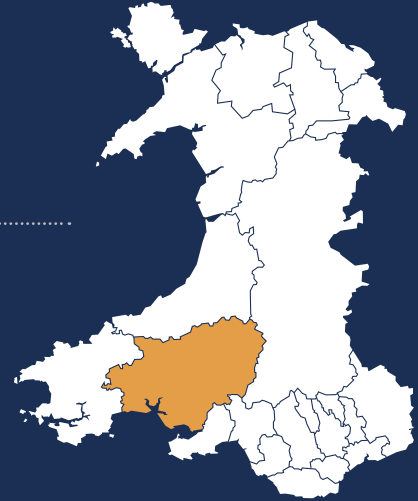
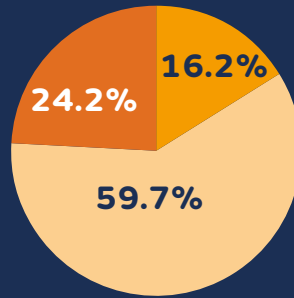
187,900 people live in Carmarthenshire

81,800 households

16.2% (30,400) aged 0-14,

59.7% (112,100) aged 15-64 and

24.2% (45,400) aged over 65

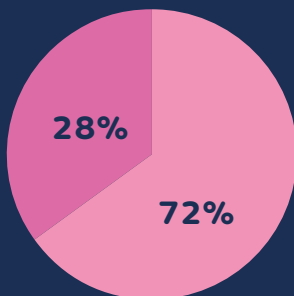


Employee jobs

Source: Census 2021

Total Employee Jobs:

64,800



Full-time: 72.0% (46,700)

Part-time: 28.0% (18,100)

Gross weekly pay for full time workers

Source: ONS Annual Survey of hours and earnings



£623.40 -

Compared to **£640** for GB.

Total Business Enterprises in Carmarthenshire

Source: ONS: Inter Departmental Business Register

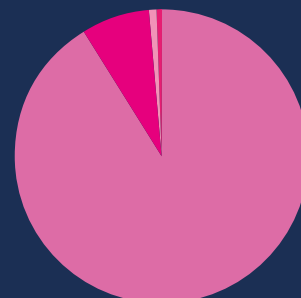
8,200

Micro [0 - 9]: 91.6% (7,515)

Small [10 to 49]: 7.2% (590)

Medium [50 to 249]: 0.9% (75)

Large [250+]: 0.2% (15)

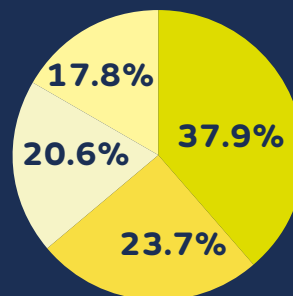


Employment by Occupation

Source: 2021 Census

31,000 / 37.9%

Managers, Directors and Senior officials, Professional Occupations, Associate Professional Occupation



19,400 / 23.7%

Administrative and Secretarial Occupations, Skilled Trades Occupations

16,900 / 20.6%

Caring, Leisure and other service occupations, Sales and Customer Service occupations



14,600 / 17.8%

Process Plant and Machine Operatives, Elementary occupations

Qualifications

Source: ONS Annual Population Survey

NVQ 4 and above: **35.3% (37,700)**

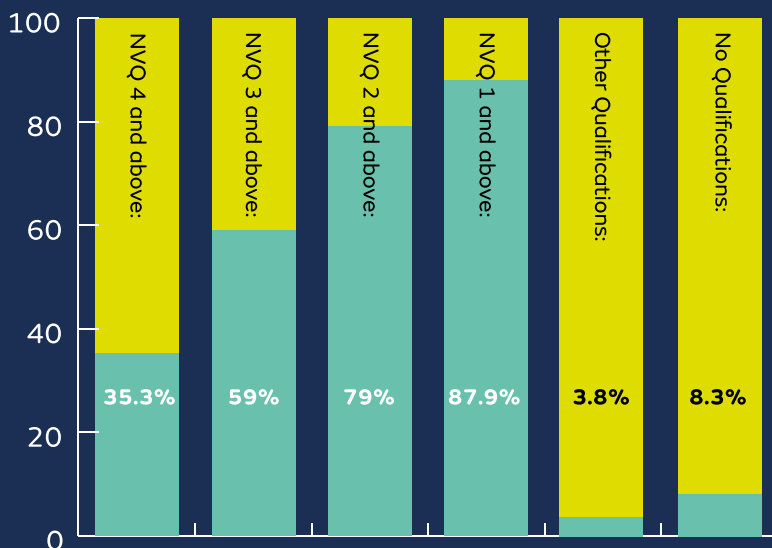
NVQ3 and above: **59% (63,000)**

NVQ2 and above: **79% (84,300)**

NVQ1 and above: **87.9% (93,900)**

Other Qualifications: **3.8% (4,000)**

No Qualifications: **8.3% (8,900)**



Welsh Language

Source: 2021 Census

39.9% of people in Carmarthenshire can speak Welsh.



4 | About the Council

Carmarthenshire County Council has just over 8,000 employees, split over five departments covering a wide range of services, with a Gross budget of £600m

Education and Children Services

- Corporate Parenting and child welfare
- Family support
- Sustainable Communities for Learning
- Learner inclusion
- Safeguarding children and young people
- Adult community learning
- Early Years childcare, play and education
- Youth support service • Fostering and adoption support services
- Support services for supporting learner behaviour
- School services – catering, music, admissions and governance
- School improvement and learner progress
- Transition arrangements and support for children and young people with complex needs
- Welsh in Education

Place and Infrastructure

- Building control
- Emergency planning
- Environmental and planning enforcement
- Flood risk management
- Highway infrastructure management
- Passenger Transport
- Planning and conservation
- Property/architectural design and maintenance
- Public rights of way
- Street cleansing, litter and grounds maintenance
- Traffic management, road safety and car parking
- Waste management and recycling
- Engineering Design
- Fleet Management

Chief Executives

- Chief Executive, Leader and Cabinet support
- Corporate communications
- Corporate policy and partnership
- Corporate strategy
- Democratic services
- Electoral and registration services
- Information technology
- Legal services
- People management and performance
- Performance management
- Regeneration and property

Corporate Services

- Accountancy and financial management
- Creditor payments
- Corporate procurement
- Internal audit
- Payroll control
- Pensions administration
- Revenues & Housing Benefits Services
- Revenue services
- Risk management
- Treasury management and pension investments

Communities

- Adult safeguarding
- Care and support
- Carmarthenshire Home standards+
- Cultural services
- Environmental protection
- Home care
- Housing repairs and maintenance
- Independent living
- Licensing
- Mental health and learning disability services
- Older people and physical disability services
- Outdoor recreation
- Public protection
- Sport and leisure

5 | About the Council - Key Statistics



75
County Councillors
representing
51
community wards



Keeping our website
updated (Over
3 million
user sessions by the
public on our website
per annum)



Taking over
250,000
calls & responding to over
25,000
electronic enquiries annually
in our contact centre



Determine an
average of
1,500
Planning Applications
a year



Responsible for the
highway network in
Carmarthenshire of
3,500 km.



Over
80,000
tonnes of municipal
waste collected
during the year



1 nursery school,
95 primary schools,
12 secondary
schools & **2** special
schools which provide
education for over
27,000
pupils



16,000
school meals a day



Deal with over
340,000
invoices a year



We manage just over

9,000
council houses



Over **3,500**
clients supported
with a Social Care
Service



We have
20
libraries in the County
(including mobile and
community run)



We run
6
leisure centres
in the County



Our registrars on average annually record around

2,500 Deaths, 2,400 Births*
and over

500

Marriages and Civil Partnerships

* Please note that birth figures include Ceredigion and
Pembrokeshire residents who use the maternity services at
Glangwili General Hospital



Helping as many as possible of our

8,000
businesses in the County,
(90% of which have fewer than 10
employees), together with



Work with **partners regionally** to prevent,
resolve and improve delivery of services

- Public Services Board;
- Corporate Joint Committee (transport, planning, economic well-being);
- Swansea Bay City Deal;
- Regional Learning & Skills Partnership;
- Dyfed Powys Local Resilience Forum;
- Regional Safeguarding;
- Regional Partnership Board – West Wales Care Partnership;
- VAWDA-SV Regional Board;
- Area Planning Board – Substance Misuse;
- Partneriaeth – education consortium.

6 | Our core values are:

1 Working as one team

We recognise that by working together and making constructive connections we can make the best use of our resources for our communities.




4 Strive for excellence

We will remain vigilant and ensure that we deliver to the best of our abilities and always explore ways to improve what we do.



2 Act with Integrity

We will actively think about what is the right thing to do when presented with choices in a work situation.



5 Take personal responsibility

We will all consider how we support and apply these values, so they actively underpin and guide the way we work.



3 Focus on our customers

We work to improve the lives of the people in our communities this is our focus and key purpose.



6 Listen to improve

We will listen and engage with our communities, partners, and all stakeholders to inform our improvement plans.



7 | Council Well-being Objectives

Well-being Objective 1

Enabling our children and young people to have the best possible start in life (Start Well)

Why is this important?

1. Giving every child the best start in life is crucial to reducing health inequalities across the life course. The foundations for virtually every aspect of human development – physical, intellectual and emotional – are laid in early childhood. What happens during these early years, starting in the womb, has lifelong effects on many aspects of health and well-being – from obesity, heart disease and mental health, to educational achievement and economic status. To have an impact on health inequalities we need to address the social gradient in children’s access to positive early experiences. Later interventions, although important, are considerably less effective if they have not had good early foundations. Fair Society, Healthy Lives, the Marmot Review, 2010
2. Adverse Childhood Experiences ACE’s are stressful experiences during childhood that directly harm a child (e.g. sexual or physical abuse) or effect the environment in which they live (e.g. growing up in a house with domestic violence) that can impact throughout the course of life. For every 100 adults in Wales, 47% have suffered at least one ACE and 14% have suffered 4 or more.
3. Early language acquisition is important in the development of the child. Welsh language development in the early years can encourage feelings of belonging.
4. In March 2022, there were 165 Looked After Children in Carmarthenshire, which equates to 45 per 10,000 population compared to the Welsh average of 112.
5. 31% of children are living in poverty in Carmarthenshire (in households with less than 60% of the average income before housing costs). This is just above the Welsh average of 30.6%.
6. Carmarthenshire is the 5th worst county in Wales for levels of childhood obesity. In 2018/19, almost a third of children aged 4 to 5 were overweight or obese.
7. Compulsory education is changing in Wales and a new curriculum is being introduced that aims to provide young people with the skills they will need in the future.



A recent consultation with Carmarthenshire’s residents indicates that there is overall agreement that local schools provide children and young people with a good education.

8. Children learn through play and develop essential skills - play sufficiency is essential.
9. Attendance at a quality pre-school (aged 0-3) is shown to improve outcomes for children.
10. Making sure young people are in Education, Employment or Training reduces the effects of poverty and the wider cost to society of support services, reliance on benefits and offending.
11. Young carers are more likely to achieve poorer educational outcomes – there are 1,800 young carers in Carmarthenshire.
12. There is a net migration over the last five years in the 16-24 range.
13. Key local issues identified by the Carmarthenshire Youth Forum are:
 - a. access to training and jobs with 21.3% of votes
 - b. homelessness with 20.9% of votes,
 - c. domestic violence with 17 of votes%.
14. Concern over mental health is a key issue raised by young people.
15. Young people are also concerned with bullying and cyberbullying.
16. Research on early years investment suggests significant returns for each £1 invested.



Outcomes we hope to achieve

- Improved availability of early years education and childcare settings across the county, particularly in rural areas; with a particular focus on providing and strengthening Welsh-medium childcare.
- Pupils with Additional Learning Needs are fully supported.
- Increased school attendance rates and access to education for vulnerable pupils.
- Deliver a rounded curriculum raising educational standards.
- Nutritious free school meals for all primary school pupils.
- Increased bilingual and Welsh medium education.
- Improved opportunities for all residents in literacy, numeracy and digital skills to upskill for employment.
- Schools for sustainable community learning that are fit for 21st Century
- Keeping children at home with their families whenever possible.
- Reducing the inequalities faced by children from disadvantaged backgrounds which may affect their later life chances.
- Families facing difficulties are supported to provide stable, safe and secure home environments for their children.
- Families from disadvantaged backgrounds are able to access health and well-being provision within their local areas.

What will we do?

As a Council we will focus on the following thematic and service priorities with separate detailed delivery plans outlining our approach to making progress against our outcomes in each of the areas.

Thematic Priority: Healthy Lives – prevention /early intervention

We will give every child the best start in life, improving their early life experiences and ensuring they live healthy lifestyles. We will protect children and young people from harm and work to ensure their emotional and physical well-being.

Service Priority: Early years

Protecting children who are experiencing, or are at risk of abuse, neglect, or other kinds of harm is our priority. Our focus is on early intervention / prevention to ensure all children can reach their full potential and be healthy, happy and safe. Helping to give every child the best start in life and improve their early life experiences is our key aim.

Service Priority: Education

We will support all Carmarthenshire learners. We will ensure that they are happy, safe, are thriving, and are fulfilling their personal, social and learning potential.

The future direction of Education Services will focus on supporting learners to become:

- Ambitious, capable learners, ready to learn throughout their lives.
- Enterprising, creative contributors, ready to provide a full part in life & work.
- Healthy and confident individuals, ready to learn fulfilling lives as valued members of society.
- Ethical, informed citizens of Wales and the world.

Well-being Objective 2

Enabling our residents to live and age well (Live & Age Well)

Why is this important?

1. Poverty and deprivation have serious detrimental effects, impacting all aspects of well-being. Over a third of our households continue to live in poverty (35.6%), a level which has increased by 0.9% over the last ten years. This translates to around 29,500 households, suggesting that almost 600 additional households have slipped below the income threshold over the last ten years.
A large proportion of respondents to a recent consultation agreed that poverty is a problem in their respective area.
2. The cost of living is rising across the UK, with more working families experiencing poverty.
3. According to the Census 2021, Carmarthenshire has an ageing population, whereby 11% of the county's population are aged over 75 (above the national average of 9.8%). This will require the NHS and the Local Authority to plan for the expected increased demand for health and social care services.
Health and Social Care was indicated to be the most important theme in terms of prioritisation for investment by Carmarthenshire's residents through a recent consultation.
4. The challenge is to prevent ill health, living healthy lives allows people to fulfil their potential, meet educational aspirations and play a full part in the economy and society of Carmarthenshire, many of the preventive services and interventions lie outside health and social care.
5. Dementia prevalence is projected to significantly increase in the next 15 years.
6. Mental ill health is something that one in four adults will experience in the course of their lifetime.
There was overall strong agreement from residents that it is important that consideration is given to supporting people's mental health and wellbeing.

7. Homelessness, and the risk of homelessness, poses significant risk to a person’s well-being, negatively impacting on emotional, mental and physical health as well as indicating poor social and economic circumstances
8. Access to good quality, affordable homes promotes improved health and well-being, meeting the individual needs of residents, building strong sustainable communities and places where people want to live. It is also good for the economy - in order to thrive, new businesses need easy access to its workforce and quality housing will help to attract this cohort.

There was overall strong agreement from residents that it is important that local people are supported to buy homes locally.

9. Good quality energy efficient affordable homes are good for the people and the environment – well insulated homes fitted with the latest innovative technologies not only serve to reduce carbon emissions but also promote affordable warmth for our residents.



Outcomes we hope to achieve

- Help and support to alleviate the effects of the ‘cost of living’ crises and poverty in the County.
- Seamless integrated services between Health and Social Care.
- Accessible, inclusive, sustainable services, which promote and facilitate learning, culture, heritage, information, well-being and leisure.
- Improved preventative services to meet the demands of an ageing population.
- A reduction and working towards an end to homelessness.
- Availability to good quality and energy efficient affordable homes in the County.
- Recognise and seek to limit the disproportionate barriers faced by marginalised groups in accessing services and support which allow them to live and age well.
- Improved opportunities for all residents in literacy, numeracy and digital skills to upskill for employment.
- People are supported to take advantage of local opportunities whether it be through starting a business, gaining qualifications or gaining meaningful employment.

What will we do?

As a Council we will focus on the following thematic and service priorities with separate detailed delivery plans outlining our approach to making progress against our outcomes in each of the areas.

Thematic Priority: Tackling Poverty

Poverty and deprivation have serious detrimental effects across all aspects of well-being. It limits the opportunities and prospects for children and young people and damages the quality of life for families and communities.

Poverty can be a barrier to full participation in society and is too often an intergenerational experience which poses a significant threat to experiencing positive well-being both now and in the future.

With the added pressures of the cost of living crisis impacting residents, businesses and organisations there is a need for a fully integrated and collaborative approach to responding and supporting in the areas that we can influence.

Service Priority: Housing

Good quality affordable homes as well as continued significant investment in existing homes promotes health and well-being, meeting the individual needs of the residents, building resilient and cohesive communities and places where people want to live. Work to existing homes and availability of new provision across our rural and urban communities across the County will be key to enabling community resilience and cohesion.



Service Priority: Social Care

Social care services across a range of client group areas are likely to see an increase in demand over coming years and with the sector facing significant pressures in terms of workforce capacity there is a need to focus attention and respond innovatively.

The further development of collaboration and integration with health will be essential in order to deliver the key principles and standards relating to prevention, system flow, proactive care and planned care, and long-term care. The long-term aim is to wherever possible help people to maintain their independence at home for as long as possible, prevent unnecessary admissions to hospital and support timely discharge home from hospital to ensure that those that need good hospital care can access it.



Well-being Objective 3

Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Communities)

Why is this important?

1. Providing secure and well-paid jobs for local people is crucial as increasing employability is fundamental to tackling poverty and reducing inequalities. This has a dramatic impact on our health and ability to function in everyday society.
2. Carmarthenshire has a high economic inactivity rate. This is a significant barrier to growth for Carmarthenshire, as the economically inactive represent a significant source of labour supply which is a crucial element of a well-functioning labour market. This is also concerning given that being inactive for a long period of time can negatively impact a person's well-being, health and life-satisfaction.
3. A barrier to employment for many is a lack of qualifications or skills. This applies to those that have no qualifications at all and those that wish to re-skill or up-skill to better themselves and seek higher level or alternative employment. This is a pertinent issue for Carmarthenshire, as the county exhibits a higher-than-average number of people with no qualifications and a lower proportion than average of people with higher level qualifications.
4. Business birth rates in Carmarthenshire have seen a small decline in recent years when compared with regional and national averages. A stagnant start-up rate is a barrier to growth and suggests a lack of confidence and capacity within the economy. Evidence highlighted in recent work on the Innovation prospects for the county suggests that the potential entrepreneurial capacity of the county is amongst the highest in Wales. Therefore, whilst current businesses within the county need relevant support there is also a need to focus on creating an ecosystem which harnesses existing entrepreneurial flare and make Carmarthenshire an attractive place to start a business.
5. The county is characterised by micro and small sized enterprises which account for 97.2% of the total business demography. Whilst they are the very foundation of the county's economic and cultural ecosystem their combined annual turnover is significantly less than that generated by the county's 430 (2.8%) medium and large sized enterprises.



If we are to realise notable economic growth and increase productivity, there is a need to focus on supporting these businesses to upscale.

The local economy was highlighted as the third most important theme for prioritisation for investment by respondents to a recent consultation. This included sub-themes such as local business investment and town centre regeneration.

6. Access to services is a challenge in some instances owing to a lower population density and rurality. Large travel distances increase the time and cost for accessing services, which can hinder an individual's ability to feel connected to their communities, worsen isolation and reduce feelings of local pride and belonging. This is especially pertinent for marginalised groups.

Findings from a recent Carmarthenshire residents survey highlights that whilst there was overall agreement from respondents that they can easily access services, a large proportion disagreed.

7. Transportation & highways play a key role in supporting and sustaining our communities, it provides the vital infrastructure which connects people to one another, binds communities and enables businesses to grow and expand. A modern, successful economy is reliant upon the safe and efficient movement of people and goods and providing opportunities for people to gain access to employment, education, health, leisure and shopping. The majority of respondents either disagreed or strongly disagreed that there are good transportation links around them.
8. Areas of the county are susceptible to the negative effects of the climate emergency, especially flooding. Just over 15,000 properties (mostly residential) in the county are currently at some level of flood risk. 3,151 of these properties are at high risk. Climate change will increase the number of properties, infrastructure and key services at risk of flooding. Places which do not currently flood will become at risk of flooding and those already known to be at risk will see the level of that risk become greater.



The threats of the climate and nature emergencies were highlighted by residents as being a concern. Particular reference was made by some to the threats posed by flooding.

9. A biodiverse natural environment is good for well-being, with healthy functioning ecosystems, supporting social, economic and ecological resilience. Planning plays an integral role in order to deliver the Council's vision.
10. To reduce carbon outputs and meet Welsh Government National targets, we must deliver our Waste Management and Recycling Strategy and meet our statutory recycling targets (70% by 2025 / 100% by 2050) and wider obligations including improvements to the quality of recyclable materials or suffer financial penalties.
11. The latest Census data for 2021 indicates that Carmarthenshire is home to 72,838 Welsh speakers which translates to 39.9% of the county's total population. This figure has decreased by 5,210 since the last Census in 2011, which translates to a percentage point decrease of 4.0. This is the largest percentage point decrease of all local authorities in Wales. In 2001 and 2011, Carmarthenshire had the highest number of Welsh speakers of all local authorities in Wales, with 84,196 and 78,048 Welsh speakers respectively. These new figures mean that the county now has the second highest number of Welsh speakers of all local authorities in Wales and the fourth highest in terms of the percentage of the population that are able to speak Welsh. The county remains a key strategic stronghold for the future of the Welsh language and the social and economic benefits of bilingualism are widely recognised. Evidence gathered via the residents' survey indicates that overall respondents agreed that it is important that the Welsh language is promoted and protected.

Evidence gathered via the residents' survey indicates that overall respondents agreed that it is important that the Welsh language is promoted and protected.

12. Carmarthenshire exhibits increasing crime rates in some areas, however the county remains among the safest areas in the UK, with Carmarthenshire ranking 13th safest out of the 22 counties in Wales with a rate of 83.6 crimes per 1,000 population.

Overall, there was agreement that residents feel safe in their communities.



Outcomes we hope to achieve

- Businesses supported and employment provided.
- People are supported to take advantage of local opportunities whether it be through starting a business, gaining qualifications or gaining meaningful employment.
- Businesses are supported to take advantage of local supply chains and procurement opportunities.
- People feel empowered to lead active and healthy lives through access to fit for purpose services and provision
- On track to meet the national recycling targets.
- Continue to work towards becoming a Net Zero Carbon Local Authority by 2030.
- Look to improve the availability and affordability of early years education and childcare settings across the county, to address one of the common barriers faced by individuals looking to return to, or find employment.
- Look to improve access to services through enhanced transportation networks and infrastructure.
- Improve current and explore new developments to limit the effects of flooding and other environmental threats which affect our residents and service users.
- Sustain low crime rates whilst continuing effective partnership working to address increasing rates evident in some areas of the county.
- Increase in the number of Welsh speakers.
- Increased confidence and use of the Welsh as a thriving language.

What will we do?

As a Council we will focus on the following thematic and service priorities with separate detailed delivery plans outlining our approach to making progress against our outcomes in each of the areas.

Thematic Priority: Economic Recovery and Growth

The strength of our local economy is central to our communities' wider well-being and going forward we will focus our regeneration efforts on developing our businesses, people and places. In our future plans we will enable Carmarthenshire to become more productive whilst being more equal, greener and healthier and supporting business and community resilience and growth.

Thematic Priority: Decarbonisation & Nature Emergency

The Natural Environment is a core component of sustainable development. The Council has already declared its commitment to addressing the climate and nature emergencies and will continue on its route towards becoming a Net Zero Carbon Local Authority by 2030 and addressing the issues that are driving a decline in our biodiversity and support nature recovery.

Thematic Priority: Welsh Language & Culture

Carmarthenshire is a stronghold for the Welsh language and is considered to be of high strategic importance in its future. Bilingualism is beneficial to both the economy and individuals through cognitive and social benefits. We will work towards increasing the number of Welsh speakers and supporting the regular use of the language across all aspects of our daily lives.

Engaging in cultural activity has demonstrable positive impact on starting well, living well and ageing well. We want our future generations to be immersed in a strong, intriguing, wholly unique Carmarthenshire Culture, that reflects our past and shapes our future.

Thematic Priority: Community Safety, Resilience and Cohesion

Safety and a feeling of belonging are important to personal well-being and more people now appreciate the value of kindness and being part of a community. Supporting cohesive communities and ensuring those from different backgrounds share positive relationships, feel safe in their neighbourhood, and have a sense of mutual respect and shared values is central to having active and thriving communities.

Community Resilience is also essential to enable communities to respond to, withstand, and recover from adverse situations. When communities are able to work together to support each other it builds a sense of pride and belonging which is key for social well-being.

Service Priority: Leisure & Tourism

Sport and leisure, culture and outdoor recreation are the heartbeat of our communities. These services provide a range of health and well-being activities, facilities and programmes in order to support our residents and communities to lead healthy, safe and prosperous lives.

In a similar way the promotion of our County as an attractive and commercially viable place to visit and invest in is a key economic and well-being factor.

We will continue to develop these services in response to the need of our residents, businesses and visitors.

Service Priority: Waste

A circular economy keeps resources and materials in use for as long as possible and avoids all waste. Moving to a circular economy is key to the delivery of essential environmental outcomes in terms of the opportunity to reduce our carbon emissions and impact on natural resources whilst aiding nature recovery. We will ensure that we develop a new approach to waste management that embeds the circular economy principles in Carmarthenshire.

Service Priority: Highways & Transport

Our highway and transportation networks underpin the economic prosperity of Carmarthenshire, facilitating access to employment and learning opportunities, social connections, health, leisure, active travel and delivering services that touch every home every day. Connectivity and accessibility are central to facilitating economic and social well-being and we will continue to develop and enhance our local infrastructure in order to support our communities.



Well-being Objective 4

To further modernise and develop as a resilient and efficient Council (Our Council)

Why is this important?

1. In March 2020, we entered one of the most challenging periods ever faced by local government with the COVID-19 pandemic. Emerging from the crisis, there was a recognition that ‘things would never quite be the same’ and we would not be the same organisation that we had been. We therefore wanted to capture the learning from our response to the pandemic; what worked well/did not work so well, and how this could potentially change ‘what we do’ and ‘how we do’, it in the future. This is now an opportunity to re-set or go back to basics in using some core principles that underpin service delivery.

Findings from a recent staff consultation indicate that the vast majority of respondents feel proud of the way we responded as an organisation to the pandemic.

Additionally, the majority feel ready to move forward and work in a post covid world.

Mostly, staff agree that they were well led during the pandemic, however a lower proportion agreed that they feel valued for the contributions they made during this time.

2. We had to adapt our services quickly to continued delivery, which often required innovative and creative thinking, and a multi-team approach within the Council and with other public sector partners. Services demonstrated extreme resilience and as a result are now armed with more robust service continuity plans and a more mature approach to risk – having greater confidence and ambition in seeking ways of developing more purposeful services.



3. The benefits of having a more flexible, dynamic, empowered workforce will be important to support a transformation programme, to help us achieve our wider aims and objectives. The likelihood is that our staff recruitment challenges are likely to be with us for at least the medium term, and therefore there will need to be a greater focus on the development and retention of staff - priority of our Workforce Strategy.
Overall respondents to the staff consultation strongly agree that they have the right skills and equipment to do their work, however a lower proportion agrees that they are encouraged to learn and develop in their role.
4. We are able to develop a more sustainable approach to meet our future workforce needs by adopting a 'grow your own' strategy - our 'Future Workforce' programme will seek to increase graduate, apprenticeship and work experience opportunities.
5. Therefore, our Transformation Programme based on what we have learnt, will design and implement a programme of internal change and transformation that will support the Council to deliver on our vision and priorities as set out within this Corporate Strategy.



Outcome we hope to achieve

- To further modernise and develop the Council's ways of working.
- Support the development of the Council as a modern, diverse, inclusive and responsive organisation and be an 'Employer of Choice'.
- Listen to our staff through regular staff engagement and empower them to improve their own service areas.
- Ensure local and regional partnership working is efficient and effective and adds value to the work of the Council.
- Increased public engagement through engagement, participation and consultation.
- A more commercial approach to the delivery of Council services with a view to increasing the level of income generated.
- Make better use of digital technology to further transform our services into smarter, efficient service processes and to deliver a better experience for customers.
- Embrace and promote agile working, hybrid meetings and new ways of working across the organisation, by being more sustainable and creative to improve Council services.
- Deliver organisational change that supports key Net Zero Carbon targets.
- Ensuring the Council is using its resources economically, efficiently and effectively.
- Embedding the sustainable development principle in all that the Council does.

What will we do?

As a Council we will focus on the following thematic priorities with separate detailed delivery plans outlining our approach to making progress against our outcomes in each of the areas.

Thematic Priority: Organisational Transformation

Public service as a whole has been through a period like no other in responding to the pandemic and with a challenging period likely to be facing us in terms of budgetary pressure it is essential to improve our capabilities and the way that we use our resources economically, efficiently and effectively in order to provide more value and benefits to our customers and residents.

A focus on organisational transformation will further accelerate the process of modernisation across the Council and allow us to deliver high-quality, cost-effective services within the context of a challenging external environment. There will need to be an inclusive and integrated approach to transformation that makes the best use of its people, systems and processes whilst encouraging the adoption of modern working practices and speeding up of processes.



Core Business Enablers

In addition to the identified thematic and service priorities, there are a range of core business enablers that will be essential to enable us to make progress against our well-being objectives.



As part of the development of the delivery plans for the thematic and service priorities consideration will also be given to the support and function required from these core business enablers.

- Information and Communication Technology (ICT)
- Marketing & Media including customer services
- Legal
- Planning
- Finance
- Procurement
- Internal Audit
- People Management (Human Resources, Learning & Development, Occupational Health)
- Democratic Services
- Policy & Performance
- Electoral Services & Civil Registration
- Estates & Asset Management
- Risk Management
- Business Support

8 | How will we measure progress?

The Council's Performance Management Framework sets out our approach to managing and monitoring performance against our Corporate Strategy and well-being objectives.

The specific actions and measures for how we will make progress against our Corporate Strategy and well-being objectives will be outlined within detailed delivery plans for the thematic and service priorities which will also recognise the work of the core business enablers. These delivery plans will be developed with the life cycle of this Corporate Strategy until 2027 in mind and will be reviewed and updated annually.

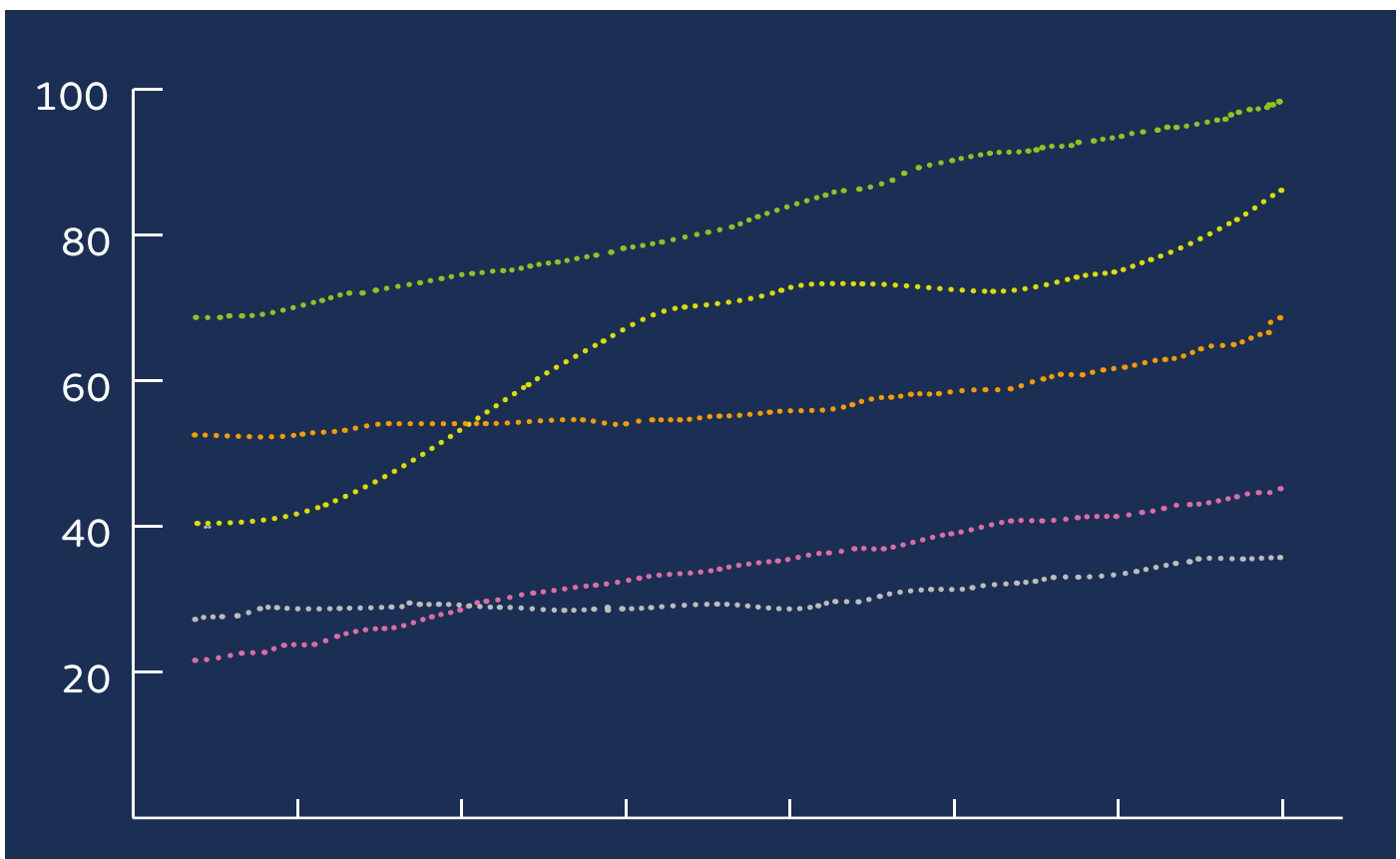
On-going performance management will be undertaken through quarterly performance monitoring reports to the Corporate Management Team, Cabinet and Scrutiny which will be aided with a corporate performance data suite.

An Annual Report on Council performance will be prepared in order to keep under review the extent to which:

- we are exercising our functions effectively;
- we are using our resources economically, efficiently and effectively;
- our governance is effective for securing this.

This will be developed through a self-assessment approach alongside effective use of data, information and intelligence in order to inform and further develop our delivery plans and ways of working.

We will also consult and engage with a range of stakeholders on our performance including residents, businesses, Council staff, organisations and trade unions in order to inform our self-assessment.



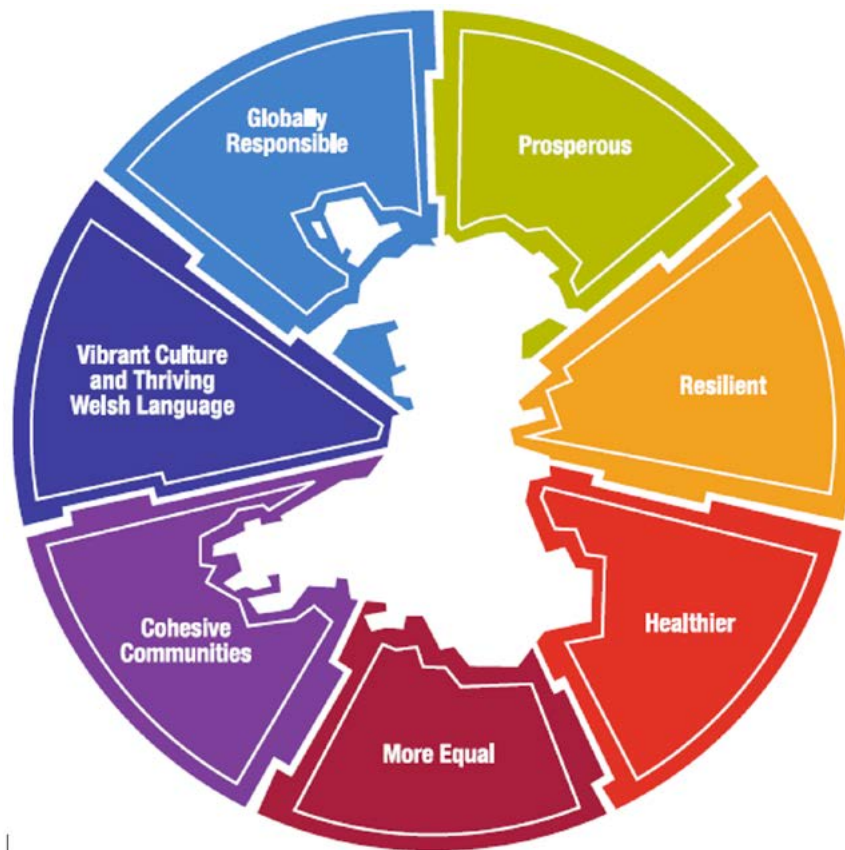
9 | Appendix 1 - Well-being of Future Generations Act (Wales) 2015

The general purpose of the Act is to ensure that the service planning and governance arrangements of public bodies focuses on improving the economic, social, environmental and cultural well-being of Wales whilst taking the needs of future generations into account, in line with the sustainable development principle.

The Act provides a shared vision for all public bodies in Wales to work towards.

The Act states that:

- a) We must carry out and embed the sustainable development principle in all that we do. The Council must act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.
- b) We must set and publish Well-being Objectives for the Council that maximise our contribution to the 7 National Well-being Goals.
- a) We must demonstrate that we are giving due consideration to the 5 ways of working in all that we do. The 5 ways of working focus on long-term thinking, integration, involvement, collaboration and prevention.



10 | Appendix 2 - How our Well-being Objectives support National Well-being Goals



Well-being Objectives	7 National Well-being Goals						
	Prosperity	Resilience	Healthier	More Equal	Cohesive Communities	Vibrant Culture and Welsh Language	Global Responsibility
1. Enabling our children and young people to have the best possible start in life (Start Well)	✓	✓	✓	✓	✓	✓	✓
2. Enabling our residents to live and age well (Live & Age Well)	✓	✓	✓	✓	✓	✓	✓
3. Enabling our communities and environment to be healthy, safe and prosperous (Prosperous communities)	✓	✓	✓	✓	✓	✓	✓
4. To further modernise and develop as a resilient and efficient Council (Our Council)	✓	✓	✓	✓	✓	✓	✓

11 | Appendix 3 - Well-being Statement

We welcome our duties under the Well-being of Future Generations Act. We have already addressed much of the Act's requirements but recognise that we can do more.

1. We feel that our Well-being Objectives contribute significantly to the achievement of the National Well-being Goals. Our Well-being Objectives relate to different aspects of life's course and focuses on the areas that we can influence and shape in order to improve well-being in a systematic way.
2. These Well-being Objectives have been identified following consultation and feedback with a range of stakeholders and developed alongside a basket of different sources of information focusing on the needs of our population, performance data and regulatory feedback. In developing delivery plans to achieve these objectives we will involve all relevant stakeholders with an interest in achieving them.
3. The steps we take to achieve the Well-being Objectives (through our delivery plans) will look to ensure that the 5 ways of working (long term, preventative, integrated, collaborative and involvement) are fully embraced and embedded in the way that we deliver.
4. Each Cabinet portfolio holder/s will have defined accountability for their relevant Well-being Objectives.
5. To ensure that we deliver the steps for each Well-being Objective we will implement our Performance Management Framework. All the delivery plans will be monitored and reported on a quarterly basis to Departmental Management Teams, Corporate Management Team and Cabinet. In addition, progress will be reported to Scrutiny Committees. The Council will prepare an Annual Report on its Well-being Objectives and revise the objectives if required.
6. The content of delivery plans to achieve the Well-being Objectives will need to be adequately resourced. To achieve these objectives services will integrate and collaborate with partners and fully involve citizens in all their diversity.
7. Our Objectives are long term, but our delivery plans will include milestones that will enable monitoring and assurance of progress.
8. To ensure that our Well-being Objectives are deliverable and that the expectations of the Act are embraced we will adapt financial planning, asset management, risk assessment, performance management and scrutiny arrangements.
9. The requirements of the Local Government and Elections Act 2021 Governance and Performance requirements will also be embedded within this approach.