

Moving Forward in Carmarthenshire

The Council's Corporate Strategy 2018-2023

Updated April 2021



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

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Update News in Brief....

1. We last published an update in June 2019
2. We published an Annual Report on 2019/20 in October 2020
3. We published a Community Impact Assessment of COVID-19 in September 2020 and this has informed our approach
4. We have reviewed the Well-being Objectives and have consulted upon them as part of budget consultation
5. We have amalgamated some Well-being Objectives and tweaked the names of some - *Appendix 1*

Moving Forward in Carmarthenshire: the next 5 years

In January 2018, Carmarthenshire County Council's Executive Board presented its key aspirations for the next 5 years – *'Moving Forward in Carmarthenshire: the next 5 years'*.

Given this direction, the Council published a Corporate Strategy that consolidated and aligned our plans and we have kept this strategy up to date over the last few years. This document is a refresh of the previous update of July 2019. It is important to keep our plans updated and it is a statutory requirement.

Further Challenges Facing the Council

The impact of COVID-19, Brexit uncertainty and climate change are all unprecedented challenges that we now face in addition to other pressures. Our strategic plans must take account of the challenges that we face most of which are driven by factors outside of the Council's control. However, they are factors that we have to consider as we develop and, in some instances, change the way that we work and do things. Below is an outline of key challenges.

1. The impact and recovery of the Coronavirus pandemic
2. Developing a dynamic economy in the context of Brexit
3. Addressing a climate emergency
4. Acting 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 (WbFG principle)
5. Increasing demand and complexity for services
6. Increasing expectations of provision at the same time as managing tightening budgets
7. Challenging economic position and support for local economy
8. Increasing need to strengthen the digital infrastructure and support digital inclusion for individual residents as well as public, private and third sector organisations looking to develop economic prosperity.
9. To understand our ways of working and how customer expectations have changed
10. Changing demographic profile of the county and in particular its ageing population
11. Increasing risks to ensure children and young people are protected from harm
12. Increasing deprivation and poverty with growing inequities between communities
13. Increasing legislation and regulation from Welsh Government
14. Managing the workforce risks associated with the pace of change required by the organisation.
15. New requirements as a result of the Local Government and Elections Act.
16. Welsh Government priorities may change as a result of Senedd elections

The impact of COVID-19

In September 2020 we published a [Community Impact Assessment of COVID-19](#).

This initial period of response was an enormous challenge and the organisation pulled together in a crisis to ensure that we supported our residents and communities. It saw the best of us in commitment, conscientiousness, compassion, and creativity for the well-being of our communities. The Pandemic continues and we are still adapting to ensure continued provision of services. This will be an on-going challenge and although there is now hope with the vaccine being rolled-out that the end is in sight for the initial crisis the challenges and need to find new ways of working for the longer-term will continue.

To make sure that we learn from this unprecedented experience as we reintroduce our services and re-set our strategic and operational priorities, we have been identifying our key learning points at an organisational level and across the breadth of our services. One thing is evident, we cannot and will not be returning to the pre COVID-19 "status quo". This learning will shape and reset our Well-being Objectives.

The Council's Core Values

In delivering this strategy it is important that we maintain our core values in everything we do:-



Equality and Diversity

Carmarthenshire County Council has developed a [Strategic Equality Plan 2020-24](#).

This strategic plan sets out the principles of our commitment to equality and diversity as well as outlining our objectives and how we intend to fulfil our responsibilities and ensure that we follow our principles through into practice. These objectives focus on:

1. Being a leading employer
2. The needs and rights of people with Protected Characteristics shaping the design of services
3. Safe and Cohesive communities that are resilient, fair and equal
4. Improving access to our services and access to our environment.

We will fulfil these objectives ensuring we fully take account of our duty under the Equality Act 2010 to the following **protected characteristics**:

- Age
- Race
- Sex
- Disability
- Religion and belief
- Sexual Orientation
- Gender reassignment
- Marriage and Civil Partnership
- Pregnancy and maternity

Bringing Plans together

This Corporate Strategy consolidates the following requirements and plans into one document:

1. It incorporates our Improvement Objectives as required by the Local Government Measure 2009 (See *Appendix 2*)
2. It includes our Well-being Objectives as required by the Well-being of Future Generations (Wales) Act 2015. Our Well-being Objectives are set to maximise our contribution to the shared vision and set of national goals that all public bodies work towards (See *Appendix 2*)
3. It includes Carmarthenshire County Council's Executive Board key projects and programmes for the next 5 years as set out in '*Moving Forward in Carmarthenshire: the next 5 years*'.

Delivering on our Plans

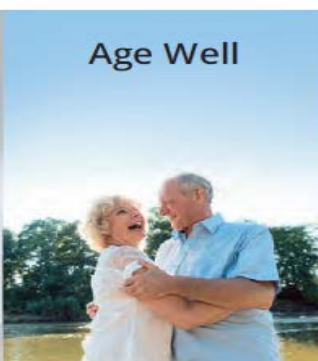
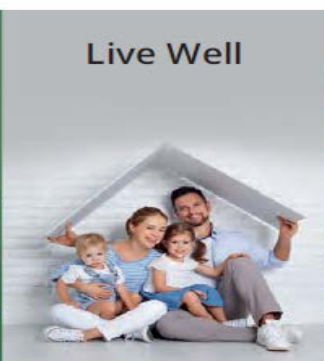
We have set out the steps we will take to *deliver* each objective. These steps, and the way we work will be supported by actions and targets set out in Service Business Plans.

The '*delivery plans*' behind each Well-being Objective will be monitored quarterly and scrutinised. We will report annually on progress.

We have set out how we will measure our success against our Well-being Objectives in *Appendix 5*.



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



Well-being Objectives

1. Help to give every child the best start in life and improve their early life experiences.

2. Help children live healthy lifestyles.

3. Support and improve progress, achievement, and outcomes for all learner.

4. Tackle poverty by doing all we can to prevent it, helping people into work and improving the lives of those living in poverty.

5. Create more jobs and growth throughout the county.

6. Increase the availability of rented and affordable homes.

7. Help people live healthy lives (tackling risky behaviour and obesity).

8. Support community cohesion, resilience & safety.

9. Support older people to age well and maintain dignity and independence in their later years.

10. Look after the environment now and for the future.

11. Improve the highway and transport infrastructure and connectivity.

12. Promote Welsh language and culture.

13. Better Governance and Use of Resources

Start Well



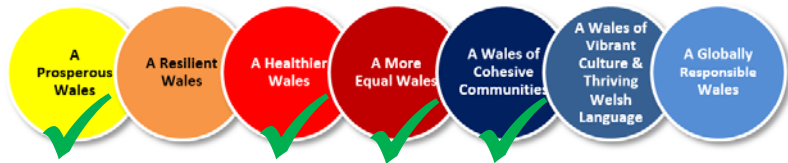


Well-being Objective 1

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

So why is this important?

- Giving every child the best start in life is crucial to reducing inequalities across the life course.
- Children who experience stressful and poor-quality childhoods are more likely to experience poor mental health and develop long term health problems as they move into adulthood.
- What happens during these early years has lifelong effects on many aspects of health and well-being - from obesity, heart disease and mental health, to educational achievement and economic status.
- There is a growing recognition of the detrimental impact which exposure to Adverse Childhood Experiences in childhood, particularly multiple ACEs, can have upon physical and mental health and well-being, relationships with others, educational attainment and prosperity outcomes into adulthood.
- Looked After Children (LAC) are more likely to have been exposed to high rates of **Adverse Childhood Experiences** (ACE's) associated with poor long-term outcomes before entering care.



Why this should concern us?

- Adverse Childhood Experiences (ACEs) have harmful impacts on health and well-being across the life course. For every 100 adults in Wales, 47 have suffered at least one ACE during their childhood and 14 have suffered 4 or more. Children who experience stressful and poor-quality childhoods are more likely to adopt health harming behaviours. (*National Survey of ACE's in Wales*)
- Children in workless households are more likely to experience ACE's. 8.7% of children in Carmarthenshire are living in workless households, this is lower than the 2017 figure of 10.2% and is currently below Wales (12.6%) and the UK (10.5%).
- In Carmarthenshire there are currently 70 children on the Child Protection Register, 148 Looked After Children and 839 children in receipt of care and support (@ 14/12/20).

What do we need to do?

- We need to give every child the best start in life and ensure development throughout early childhood.
- We need to build resilience against adverse experiences.
- We will ensure that children with complex needs and disabilities and their families get the right support to enable them to participate as fully as possible in their communities.

Our steps to improve this Actions to deliver these are in our Departmental and Service Business Plans

- A. We will support families by:**
- a. working together to reduce the number of children who suffer ACEs.
 - b. working together to reduce the number of children who need to be in the care of the Local Authority.
 - c. promoting bonding and attachments to support positive good parent-child relationships.
 - d. better equipping parents and care-givers with the necessary skills to avoid ACEs arising within the home environment and encourage development of social and emotional well-being and resilience in the child.
 - e. identifying and intervening where children may already be victims of abuse, neglect or living in an adverse environment.
 - f. continuing to provide attachment awareness training in schools to ensure they become *attachment awareness schools* and are able to meet the emotional well-being needs of vulnerable children.
- B. We will ensure that every child with identified **additional learning needs (ALN)** in all Carmarthenshire schools will have access to appropriate integrated support services – e.g. Educational and Child Psychology, Sensory Impairment Service support, Specialist Advisory Teacher and Teaching Assistant support, Behaviour Support Community Team and access to family support through Family Liaison Officers.**



Lead Executive Board Member
Cllr Glynog Davies

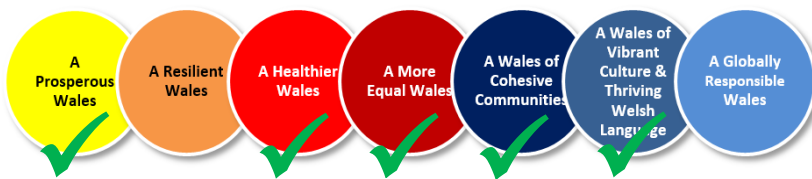


Well-being Objective 2

Start Well - Help children live healthy lifestyles

So why is this important?

- Projections suggest an increase in trends for childhood obesity with figures showing males between the ages of 2 – 15 being at greatest risk.
- Assessment engagement activity with primary school children showed being physically active to be the second most important factor for positive well-being of children aged 6 – 11, after connections with family and friends.
- Living healthy lives allows children to fulfil their potential and meet education aspirations.
- Habits established early in life remain with people to allow them to play a full part in the economy and society of Carmarthenshire.



Why this should concern us?

- Carmarthenshire has the 12th highest levels of childhood obesity in Wales with 26.6% (492) of 4-5 year olds being overweight or obese, just above the Welsh average of 26.4%. *Child Measurement Programme for Wales 2017/18*
- Engagement with primary schools identified a strong link between physical activity and opportunities to play in outside spaces, and to feel safe in that environment.
- Mental health disorders in children and young people are equally as prevalent, with 1 in 10 children and young people aged five to sixteen suffering from a diagnosable mental health disorder. Between the ages of one to twelve, 1 in 15 young people deliberately self-harm.

Source: - *Our Health Our Future, Hywel Dda Interim Integrated Medium Term Plan 2016/17 - 2018/19 (page 56)*

What do we need to do?

- We need to work with partners to ensure children across Carmarthenshire: eat healthily, are physically active and maintain good mental health.
- We will address the Wales Audit Office recommendations following their review of this Well-being Objective under the Well-being of Future Generations Act (Wales) 2015.
- We need to measure activity through schools.

Our steps to improve this Actions to deliver these are in our Departmental and Service Business Plans

- A. We will increase the range of **physical activity** opportunities available for children, and target those at higher risk of inactivity.
- B. We will **address mental health** including reducing exposure to adverse childhood experiences.
- C. We will **promote eating healthy**, including through school meals, the *Healthy Schools scheme* and the *School Holiday Enrichment Programme*.
- D. We will **increase awareness** of healthy lifestyles through the Healthy Schools scheme.
- E. We will continue to develop, promote and deliver the **Flying Start Programme**.
- F. We will work with partners to deliver the Early Years Transformation Programme.
- G. We will develop a multi-agency strategy and delivery plan to respond to the impact of COVID-19 on the mental health and wellbeing of children and young people.



Lead Executive Board Member
Cllr Glynog Davies

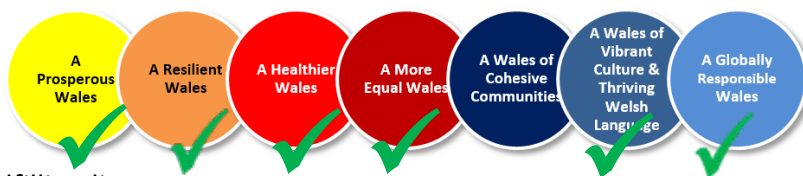


Well-being Objective 3

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

So why is this important?

- We all want all of our children and young people to have the best possible start in life by supporting them to gain the skills and knowledge they need to lead happy, healthy, fulfilling lives.
- We want to improve outcomes for all ages through lifelong learning, to enable them to thrive in 21st Century living and the world of work.
- Research by *The Institute of Education* suggests that attending a good pre-school and primary school can have more impact on children's academic progress than their gender or family background (Taggart, 2015)
- Our service remains committed to both the principles and priorities as outlined in the Welsh Government's most recent strategic document [‘Education in Wales: Our National Mission.’](#)



Why this should concern us?

- There is currently a gap nationally (including Carmarthenshire) between the performance of vulnerable pupils including those eligible for free school meals (eFSM) and those who are not. This aspect of our end of key stage performance and achievement continues to challenge and concern us.
- We have a number of schools that have identified key areas of improvement through the means of their annual self-evaluation processes.
- Outcomes of international comparison activities continue to show Wales adrift from the rest of the UK.
- OECD Reports monitoring the Welsh Government's curriculum review programme acknowledges that whilst substantial progress has been achieved there are aspects to address in [specific areas](#)

What do we need to do?

- We need to ensure that all children and young people in Carmarthenshire have the best possible opportunities to study, train and gain worthwhile employment locally, regionally or nationally.
- We will ensure that all vulnerable learners including those with a disability or additional learning needs are fully included in all learning programmes.
- We will continue to further improve progress, well-being and outcomes for all learners with a focus on those who are vulnerable including those entitled to eFSM and - see also *Tackling Poverty Well-being Objective 4*.

Our steps to improve this Actions to deliver these are in our Departmental and Service Business Plans

- A. We will ensure a relentless emphasis on **improvement in pupil progress, well-being and outcomes** for all children and young people across all learning phases (focusing on vulnerable and eFSM learners) in line with the vision and aims of 'Education in Wales: Our National Mission.'
- B. We will continue to **address low school attendance** and learner well-being.
- C. We will provide **an excellent school in the right place**.
- D. We will continue **workforce development and succession planning**.
- E. We will continue the **development of Welsh in all our services**, thus moving towards ensuring that every pupil is confidently bilingual.
- F. As part of the Carmarthenshire Curriculum development, we will focus on skills demands and employability of new and existing labour market entrants to ensure that local and regional demands are met.
- G. We will implement the **Youth Engagement and Progression Framework** to support vulnerable learners.
- H. We will ensure continuation of planning and delivery for **externally funded projects**.



Lead Executive Board Member
Cllr Glynog Davies

Live Well





Well-being Objective 4

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

So why is this important?

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



Why this should concern us?

- 33.8% (27,691) of households in Carmarthenshire can be defined as **living in poverty**, 13th highest in Wales (Welsh average 32.9%). *Welsh Government defines poverty as when "household income is less than 60% of the GB median income". This means a household where income is **less than £19,967** a year (2020 - 60% of £33,278).*
- We have a new statutory Socio-Economic Duty to reduce inequalities of socio-economic disadvantage.
- The COVID-19 Pandemic may have impacted more significantly on the most deprived communities.

What do we need to do?

- We need to better understand the challenges facing our county and develop a focused plan to respond accordingly. We will need to look at this in the round across the spectrum of Council and partner services with a focus on key geographical areas (akin to the current programme of work in Tyisha) and population groups who face particular disadvantages. (See also [Moving Rural Carmarthenshire Forward](#))
- We need to **prevent poverty** – there is a strong correlation between being born poor and experiencing a lifetime of poverty and many of the triggers of poverty experienced in childhood and later life are preventable if identified and addressed in a timely manner. Providing early, targeted, and holistic interventions can therefore help reduce the likelihood of poverty occurring in our communities.
- We need to **help people into work** - work is one of the most fundamental and effective means of tackling poverty in all its forms. Work provides income and opportunities for improved health and well-being.
- We need to **improve the lives of people living in poverty** by supporting those in poverty and improving access to help to maintain basic standards of living (including *transport* and *digital access*).

Our steps to improve this Actions to deliver these are in our Departmental and Service Business Plans

- We will undertake a fundamental review of our approach to Tackling Poverty and prepare a cross-departmental Council action plan to respond to key issues relating to poverty, rural poverty and child poverty. We will discuss this further with relevant stakeholders and Carmarthenshire PSB members
- Our children and education services will work to **prevent poverty** through delivering key early intervention programmes such as flying start and team around the family (TAF), and ensure that financial literacy is on the school curriculum. In addition, services such as housing will take a more proactive, preventative approach to addressing key triggers of poverty to prevent escalation of issues such as homelessness and fuel poverty.
- We will **help people into work** by building their confidence and skills through the dedicated Communities 4 Work and Communities 4 Work Plus programmes and targeted support for those who are furthest from the labour market e.g. those who are Not in Employment, Education or Training (NEET). We will continue to extend the Hwb model as a one stop shop for employment advice and support.
- We will **improve the lives of those living in poverty** through promoting and supporting greater financial literacy via services such as trading standards and housing benefits. We will also deliver initiatives to support key vulnerable groups including the School Holiday Enrichment Programme (SHEP), Toy Box & Hamper appeal (**Rural Poverty** – see also Well-being objective 5c)



Lead Executive Board Member
Cllr Ann Davies

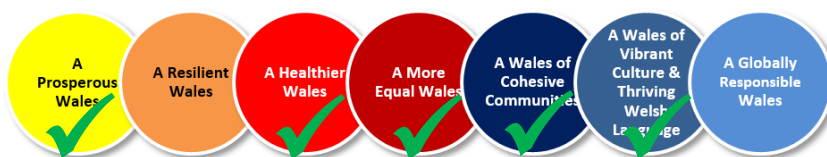


Well-being Objective 5

Live Well - Create more jobs and growth throughout the county

So why is this important?

- Providing secure and well-paid jobs for local people is central to everything we are seeking to achieve.
- Increasing employability is fundamental to tackling poverty, reducing inequalities and has a dramatic impact on our health and ability to function in everyday society.



Why this should concern us?

- As at March 2020, of the 71.5% of Carmarthenshire's workforce, 60.7% were employed in the professional/technical/skilled trade occupations - well *below* the Welsh average of 63.8%, whilst 39.2% were employed in the caring/leisure/customer service/machine operative occupations – well *above* the 35.8% Welsh average.
- We must tackle a GVA (gross value added) gap that is widening between UK GVA and Wales GVA; Total GVA in Carmarthenshire represents 4.8% of Wales total GVA, which is a relatively high share. However, GVA per job is low (£44,833), ranking 18th out of 22 authorities, indicating low productivity. *GVA is the measure of the value of the wages and profits from goods and services produced in an area.*
- The economy of Carmarthenshire has been badly affected by COVID-19 in 2020, and the employment impacts are likely to get worse in 2021. We will develop and implement a business and economy recovery plan that will enable the authority and our key partners to co-ordinate and target available resources to contain the scale of the likely economic downturn and to stimulate demand and confidence during the recovery, ensuring that Carmarthenshire's economy can recover as quickly as possible to become one which is more productive, more equal, greener, and with healthier and more sustainable communities.
- We must also strengthen the foundational economy with a particular emphasis upon developing a progressive procurement principle and supporting businesses to become more productive and able to pay higher wages.

What do we need to do?

- We need to build a knowledge-rich, creative economy by maximising employment and training places for local people through creating jobs and providing high quality apprenticeships, training and work experience opportunities, in order to have an on-going skilled and competent workforce to face the future
- We need to evolve Carmarthenshire's position in the Swansea Bay City Region (Swansea, Carmarthenshire, Pembrokeshire and Neath Port Talbot) into a confident, ambitious and connected county.
- We need to continue to invest in our local rural infrastructure, including transportation to attract businesses, tourism/leisure to the county to promote economic growth and activity by building better connections and generating a strong tourism industry (see *Improving highway & transport infrastructure & connectivity* WBO13)
- We need to continue to invest in the strategic regeneration of our 3 principal towns, 10 rural market towns, key strategic employment sites and continue to support business growth.
- We need to support Welsh Government's - [Prosperity for All-the National Strategy: Economic Action Plan](#)
- Monitor the impact of Brexit on the economy of Carmarthenshire, so we can mitigate any problems and embrace all opportunities which may arise
- We need to address the issues facing rural communities as identified in the [Moving Rural Carmarthenshire Forward](#) report
- We will support those everyday businesses that are all around us and are the foundation of our economy.
- We will look to support and upscale our grounded businesses as part of our COVID-19 recovery plan, through strengthening local procurement and supply chains, supporting business diversification, upskilling and the development of fit for purpose premises for businesses to grow and flourish.

- A.** Regionally, by co-ordinating and delivering the Swansea Bay City Deal and specifically the Carmarthenshire based project of Pentre Awel
- B.** Locally, by delivering the 6 Transformational Strategy Area Plans targeting urban, coastal and rural Carmarthenshire
- C.** To develop the rural economy of Carmarthenshire in line with the emerging Rural Vision for Wales and the Council's Rural Action Plan. There will be a particular focus on the 10 Towns Initiative
- D.** To strengthen the foundational economy and community resilience. There will be a particular emphasis upon developing a progressive procurement principle and supporting businesses to become more productive and able to pay higher wages
- E.** By developing learning, skills, employability and encouraging a spirit of entrepreneurship throughout the county to support new businesses in the county (Regional Learning & Skills Partnership)
- F.** By ensuring clear business support plans in order to support any implications from Brexit
- G.** By supporting local and digital economic growth
- H.** Continue the Council's own recruitment of graduates and apprentices.



Lead Executive Board Member
Cllr Emlyn Dole (Leader)



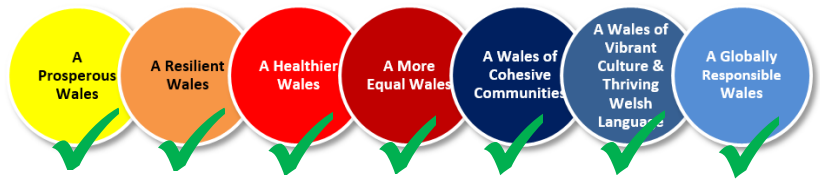


Well-being Objective 6

Live Well - Increase the availability of rented and affordable homes

So why is this important?

- Good quality affordable homes promote **health and well-being**, meeting the individual needs of the residents, building strong sustainable communities and places where people want to live.
- Good quality energy efficient affordable homes are good for the **People and the Environment** - as the energy use within the home will be reduced, having a significant effect on reducing the fuel costs for the occupying residents. It will also have a significant effect on reducing pollutants in the atmosphere and mitigating fuel poverty in our communities.
- It's good for the **Social Structure** - well-placed affordable housing developments allow communities to welcome a wide range of families and to create a vibrant, diverse, group of residents. This is true for rural and urban areas.
- It's good for the **Economy** - in order to thrive, new businesses need easy access to its workforce. Affordable housing developments ensure that working families will remain in their community.



Why this should concern us?

- People told us during our consultation on affordable Housing in 2015 that we need to:
 - Target help where the need is highest, in both urban and rural areas, by delivering more affordable homes for rent and buy.
 - Be more flexible - whether by bringing wasted homes back into use, buying existing homes or building new ones.
 - Do whatever it takes by developing innovative and creative ways to deliver more homes.
 - Use our resources in the best possible way to ensure as many new homes as possible.
 - Use the expertise, skills and resources of those we work with.

What do we need to do?

- We need to provide additional affordable homes to meet the needs of residents in Carmarthenshire.
- We need to build new council homes across the County.
- We need to actively work with private landlords to encourage them to make their properties available at affordable rental levels, including bringing more private sector homes into the management of our in-house 'Simple Lettings Agency'.
- We need to work in partnership with Housing Associations in Carmarthenshire to maximize the supply of new build affordable homes.
- We need to actively work with property owners to bring empty homes back into use.
- We need to purchase homes from the private sector and increase the Council Social Housing stock.
- We need to maximize the number of affordable homes delivered through developer contributions from the planning system.
- We need to maximize all funding opportunities for both the Council and Housing Associations.

Our steps to improve this Actions to deliver these are in our Departmental and Service Business Plans

- A.** We will deliver all of the above through our [Affordable Homes Delivery Plan](#) and the Council's new build programme. Our plans to increase the supply of affordable homes to buy and rent will have a huge impact on the health, economic, social and cultural well-being of the County. We will also continue to bring empty homes back into use to increase choice and provide the right type of home in the right areas.



Lead Executive Board Member
Cllr Linda Evans

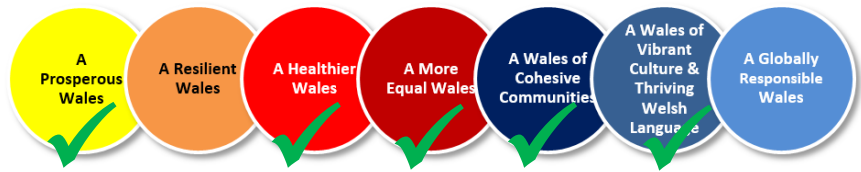


Well-being Objective 7

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

So why is this important?

- Our way of life is changing, people are living longer with a higher quality of life.
- 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 required to maintain health, independence and well-being lie outside health and social care.
- Playing a part in providing accessible, inclusive, exciting, sustainable services, which promote and facilitate learning, culture, heritage, information, well-being and leisure.



Why this should concern us?

- There is a significant gap in life expectancy and a healthy life expectancy. In Carmarthenshire:
 - Life expectancy for males is 77.8 years (2016-18) compared to a healthy life expectancy of 65 years (2010-14)
 - Life expectancy for females is 82.3 years (2016-18) compared to a healthy life expectancy of 66 years (2010-14)
 - Healthy life expectancy of both males and females are below the Welsh average of 65.3 and 66.7 years.
- 16.2% of adults are still smoking in Carmarthenshire and 63.6% of adults are overweight or obese (Welsh Average of 59.9%) (National Survey for Wales 2018/19 & 2019/20)
- Referrals to substance misuse services have increased during the COVID-19 pandemic and we are seeing an increase in associated issues such as Alcohol Related Brain Damage.
- The comorbidity of mental health and substance misuse is also a matter of concern.

What do we need to do?

- We need to work with partners to ensure people across Carmarthenshire:
 - Eat and breathe healthily
 - Are physically active; and
 - Maintain good mental health.

We need to remove inequalities around opportunities for people to address these areas

Our steps to improve this Actions to deliver these are in our Departmental and Service Business Plans

- A. Eat and breathe healthily:** We will provide healthy food and drink options at our Culture, Leisure and Outdoor Recreation facilities, whilst making more and more of these services available online as well. We will ensure that our outdoor recreation facilities i.e. Country Parks, open spaces and Rights of Way networks are maintained and can be accessed safely and enjoyed by everyone.
- B. Physical Activity:** We will continue investment in the new state of the art Pentre Awel (Wellness Village) in Llanelli; work in partnership with schools and the voluntary and health sectors to get “more people more active more often”; and, enable employers to support Workplace Health initiatives.
- C. Mental Health:** We will continue to work with health and third sector partners to transform mental health services and respond to the impact of COVID-19 on the mental health and well-being of our population in Carmarthenshire. We will collaborate to improve access to information, advice, preventive and crisis services. We will aim for people to experience the positive health benefits of taking inspiration from our Cultural collections to promote creativity, mindfulness and self-confidence.
- D. Substance Misuse:** We will collaborate with partners to raise public awareness of Substance Misuse and develop a range of collaborative interventions to improve outcomes in this area.



Lead Executive Board Member
Cllr Peter Hughes Griffiths

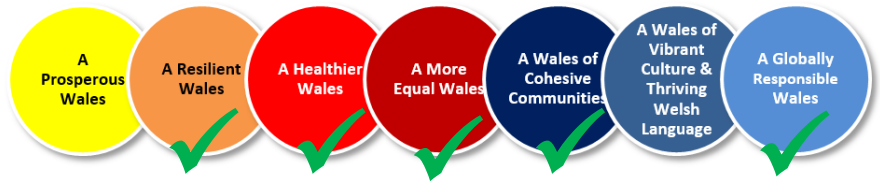


Well-being Objective 8

Live Well/Age Well - Support community cohesion, resilience & safety

So why is this important?

- 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.
- Public bodies have clear obligations to create and support cohesive communities in Wales. Cohesive Communities is one of the National Goals set out in the Well-being of Future Generations (Wales) Act. A cohesive community is an area where those from different backgrounds share positive relationships, feel safe in their neighbourhood, and have a sense of mutual respect and shared values.
- [Community Resilience](#) is also essential to enable communities to respond to, withstand, and recover from adverse situations. The COVID-19 crisis has shown what can be achieved when communities work together.



Why this should concern us?

- Only half (51.5%) of Carmarthenshire residents feel they live in cohesive communities, where people treat each other with respect and consideration, that people from different backgrounds get on well together, and feel they belong to their local area. Five years ago, the figure was 73% and we had the 5th best result in Wales whereas now we are ranked 14th out of the 22 local authority areas (National Survey for Wales, 2018/19).
- Feeling safe at home and in the local community impacts on everyone's sense of well-being. In particular, the impact of COVID-19 on the mental health and well-being of our population is significant.

What do we need to do? [See FG Report May 2020 – A Wales of Cohesive Communities](#)

- We need to continue to build greater community cohesion and to support and empower communities to address their safety, collective well-being, and the well-being of those within the community.
- We will collaborate with partners to ensure a multi-agency response to mental health and well-being.
- We need to ensure services provide proactive information, advice, access, and assistance fairly to all.
- We need to work with partners to help communities feel safer. This includes road safety, public protection, tackling anti-social behaviour and protecting vulnerable people including victims of domestic abuse.

Our steps to improve this Actions to deliver these are in our Departmental and Service Business Plans

- A. We will continue to develop and implement how we provide information, advice, and assistance.
- B. For greater community cohesion we will:
 - Increase understanding of our communities by engaging and communicating key issues
 - Ensure individuals whose safety is at risk understand the support available
 - Encourage communities to improve their circumstances
 - Support a culture of tolerance and raise awareness of minority communities' experiences
- C. We will encourage resilience and develop an early intervention and community resilience strategy to respond to the impact of COVID-19 on the mental health and well-being of our population.
- D. We will continue to work with partners to help our residents feel safe, building on the partnership and regeneration work taking place in Tyisha.



Lead Executive Board Member
Cllr Ann Davies

Age Well



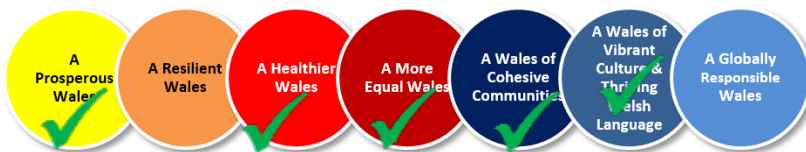


Well-being Objective 9

Age Well - Support older people to age well and maintain dignity and independence in their later years

So why is this important?

- Carmarthenshire has a high proportion of residents over 65 who are a vital and vibrant part of the community. We want the county to be a place to age well.
- Consultations have demonstrated that 'what matters' to older people is to be able to be as independent and as well as possible for as long as possible.
'Being respected as an older person and not being seen as a burden on the local health and social care system'
- Research shows that a vital factor of healthy ageing is for older people is social participation, respect and inclusion.
- Older people contribute to the economy in Carmarthenshire by caring for their grandchildren or other family members.
- Wider services can make an important contribution in supporting and sustaining the independence of older people and reducing the demand on Social Services and Health Care.
- The Council has determined to make Carmarthenshire a dementia friendly County along the lines of the [Alzheimer's Society Dementia Friendly Community Programme](#).
- The impact of COVID-19 on our care homes



Why this should concern us?

- Current projections suggest that the population of people over 65 living in Carmarthenshire is growing and by 2030 this will increase by 60%. There has been, and continues to be, a significant increase in the 'oldest of the old' with the greatest rise represented in the over 85 age group: with a predicted growth of 116%.
- Older people are statistically more likely to have a life limiting health condition with 55% of the over 65 population reporting having a long-term illness or disability. Demand for hospital and community services by those aged 75 and over is in general more than three times greater than from those aged between 30 and 40.
- Whilst the people of Carmarthenshire are living longer there is not a similar trend in increased years of being well. This is defined as healthy and disability-free life expectancy and it is rising more slowly than life expectancy. In simple terms this means that people are living longer with illness and disabilities. For males in the area, life expectancy is 77.4, with disability free life estimated at 59.4 and healthy life at 64. For females, it is 82, with 61.2 disability free years and 65.7 healthy ones.
- It is essential that we lay robust foundations to future proof the availability of services that promote and support ongoing well-being and independence for our frail older adult population.
- Older people are a significant asset to Wales, worth over £1bn to the Welsh economy annually. We must take forward an asset-based approach which, rather than focusing on the costs of providing services for older people, considers instead the cost of not investing in older people.
- When surveyed older people have told us that they want as much support as possible to help them do the things they enjoy and to be able to manage day to day.

What do we need to do?

- The introduction of vaccine centres is a way out of the COVID-19 pandemic
- We need to continue to integrate health and social care at population health level to address the complex needs associated with age related multiple conditions and frailty.
- We need to work with individuals and communities together with the public, private and voluntary sectors to develop and promote Age-friendly Communities in Carmarthenshire across the domains of civic participation, communication and information social participation, outdoor spaces and buildings, transportation, respect and social inclusion, housing and community support and health services.

- We need a 'joined-up' approach across all Council departments to support independent living and to help older people live in their communities. Making sure that the impact of all service changes on elderly people are carefully thought through.
- We need to involve older people who are often '*experts by experience*' and know the services they need to remain active and independent in their communities.
- We need to work with Public Services Board (PSB) to achieve the Older People's Commissioner for Wales' targets for inclusion in the PSBs *Well-Being Plan*.
- We need to reflect on research undertaken by the Older People's Commissioner's Office 'Leave no-one behind: Action for an age-friendly recovery' and respond to the Welsh Government's Strategy for an Ageing Society: age friendly Wales, as we transition from the pandemic
- We need to focus on outcome-based approaches to draw out the changes and improvements seen in an individual's life – we need to build services around the outcomes that older people need.

Our steps to improve this Actions to deliver these are in our [Departmental and Service Business Plans](#)

The Welsh Government commissioned a Parliamentary Review of the Long-Term Future of Health and Social Care: '*A Healthier Wales*' is the Welsh Government's response to that Review. The report adopts a '*Quadruple Aim*'. They are to continually work towards:

- A.** Improved population health and well-being;
- B.** Better quality and more accessible health and social care services;
- C.** Higher value health and social care; and
- D.** A motivated and sustainable health and social care workforce.

In response, we have developed our approach in partnership to delivering '*A Healthier Carmarthenshire*', and in doing this we have looked at how we will improve outcomes for older people in the County. In doing this, the Council will also take account of the *Older People's Commissioner's* priorities, Welsh Government *Strategy for an ageing society: age friendly Wales*, and the *World Health Organisation's* age friendly priorities for action.



Healthy, Safe & Prosperous Environment



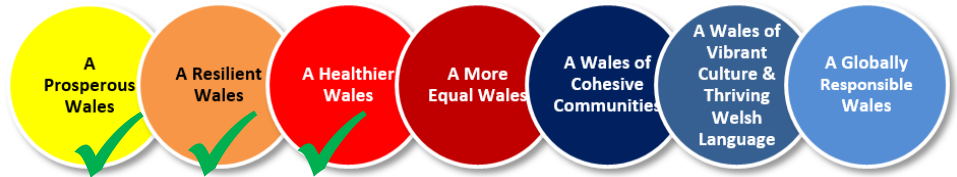


Well-being Objective 10

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

Why is this important?

- The *Natural Environment* is a core component of sustainable development. The Environment (Wales) Act 2016 expands the duty placed on public bodies, requiring them to *maintain & enhance biodiversity & promote ecosystem resilience*.
- A biodiverse natural environment, with healthy functioning ecosystems, supports social, economic and ecological resilience. Carmarthenshire's natural environment is the natural resource on which much of our economy is based – *tourism, farming, forestry, and renewable energy*. It is a major factor that attracts people, both young and older to live, work and visit the county, bringing inward investment with them.
- The *conservation and enhancement of biodiversity* is vital in our response to climate change and key ecosystem services such as food, flood management, pollination, clean air and water.
- The impact of the COVID-19 pandemic showed the strong relationship between *residents' well-being and their surrounding natural environment* from providing recreational opportunities, to psychological positivity, health benefits and a connection to heritage and culture.
- We have declared a *climate emergency* as a Council and were the first in Wales to have published our [Route Towards becoming a Net Zero Carbon Local Authority by 2030](#). In July 2020 public services across Wales [pledged to ensuring decarbonisation](#).



Why this should concern us?

- The environment contributes £8.8 billion of goods and services annually to the Welsh economy, 9% of Welsh GDP and 1 in 6 Welsh jobs; with the environment being relatively more important to the Welsh economy than is the case for the other UK nations.
- Annual budget consultation results show that 'Looking after the environment now and for the future' is the second most important Well-being Objective to citizens.
- A biodiverse natural environment, with healthy functioning ecosystems, supports social, economic and ecological resilience, as well as our health and well-being. Ash Dieback will see significant tree loss.
- The COVID-19 pandemic saw an increased appreciation of the benefits of access to the natural environment and air quality, and concerns about fly-tipping, littering and recycling.
- Rising sea levels are likely to impact not only the 6,388 properties in Carmarthenshire already at risk of tidal and rising river level flooding, but additional properties along our coastal and river communities as a result of increased frequency and intensity of storm events such as storms Callum and Dennis. A biodiverse natural environment will be more resilient to both climate change, and changes in sea level.

What do we need to do?

- We need to ensure that in delivering all our strategies, plans, projects and programmes for development, the road to economic growth and the attraction of inward investment, we deliver our Environment (Wales) Act duties and actively maintain and protect biodiversity and promote ecosystem resilience.
- We need to sustain and enhance natural & built spaces to encourage healthy living for residents & visitors.
- We need to support ecological resilience within our rural and urban communities.

Our steps to improve this Actions to deliver these are in our Departmental and Service Business Plans

- We will work to improve the environment, biodiversity and ecosystem resilience and comply with the Environment (Wales) Act 2016 and play our role in ensuring nature recovery.
- We will plan, design, and build sustainable communities and infrastructure for the future to address long term challenges and ensure well-being and embrace the spirit of the Planning (Wales) Act 2015.
- We will implement the Route towards becoming a Net Zero Carbon Local Authority by 2030 and support the Carmarthenshire Global Goalkeepers Climate Action 8-point Manifesto.
- We will mitigate the effects of flooding and damage caused by rising sea levels and increased frequency of storms as far as is reasonably practicable with respect to our natural and built environment, including properties, through delivering our obligations under the Flood and Water Management Act; we will address the lessons learnt from storms Callum and Dennis. We will manage our coastline assets in accordance with the Shoreline Management Plan.
- We will deliver actions from the 'Towards Zero Waste strategy', to become a high recycling nation by 2025 and a zero-waste nation by 2050.



Lead Executive Board Members:
Cllr. Phillip Hughes, Cllr. Ann Davies
& Cllr. Hazel Evans

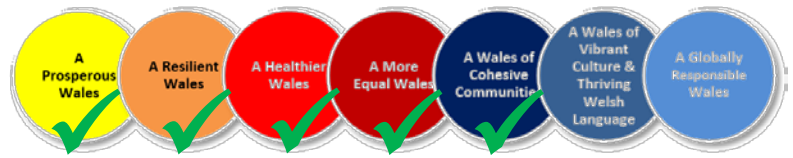


Well-being Objective 11

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

Why is this important?

- Transportation & highways play a key role in sustaining our community and deliver 'Prosperity for All.' A modern, successful economy is reliant upon the safe and efficient movement of people and goods; providing opportunities for people to gain access to employment, education, health, leisure and shopping.
- *United and connected* is one of the four Welsh Government aims in its 'Taking Wales Forward' plan. Providing integrated and affordable access for businesses, for residents and visitors can stimulate economic development, reductions in deprivation and social exclusion and an increase in well-being.
- Sustaining access to services will deliver improvements in health and well-being for all sections of the community e.g. that includes walking, cycling, passenger and road transport.
- By 2030 South West Wales will be a confident, ambitious and connected City Region.



Why this should concern us?

- Our highway network is the second largest in Wales covering 3,545 Kilometres, more than double the Welsh average of 1,566 Kilometres; covering 16 million square metres of carriageway.
- The condition of our roads was ranked 17th out of 22 across Wales in 2017/18.
- 18.8% of residents do not have access to a car or van. However, 43.5% of households have one car per household, which may indicate reduced accessibility in areas not well served by public transport.
- Only 55% aged 80 or over have access to a car/van therefore public transport and community based services are important to enable people to continue to live within their communities; it can mean the difference between a person staying independent at home or entering residential care.
- Air quality is a concern in Llandeilo, Carmarthen and Llanelli. [Impact of COVID-19 lockdown on Air Quality](#).

What do we need to do? [The FG Commissioners May 2020 Report - Transport](#)

- We need to improve connectivity and support access to services.
- We need to develop a transportation system that will enable businesses to grow and flourish in line with our economic ambitions as an authority
- We need to sustain investment into our public and community transport systems and facilitate travel to and from schools to support our Modernising Education Programme.
- We need to also invest in infrastructure to support more sustainable journeys and Active Travel. For example, through cycle ways, footpaths and public transport infrastructure.
- We need to continue to sustain investment in our existing highway infrastructure to improve connectivity.
- We need to ensure our fleet of vehicles are safe, modern and efficient, and design our replacement strategy to adapt to changes in vehicle technology.

Our steps to improve this Actions to deliver these are in our Departmental and Service Business Plans

- A. We will develop the highway infrastructure to meet the priorities of our Regeneration Plan and Swansea Bay City Deal. We will continue to develop a new highway at Cross Hands and develop strategic schemes to connect communities to promote 'Active Travel' and tourism.
- B. We will continue the successful integrated public transport network such as Bwcabus/LINC and Traws Cymru, develop a Metro for South West Wales to integrate Active Travel, bus and rail stations and work with regional colleagues to improve rail connectivity and journey times to West Wales.
- C. We will plan to redesign our school transport network to support the Modernising Education Programme.
- D. We will continue to support community and rural transport (see Well-being Objective 5, Step C)
- E. We will meet our objectives set out in our Road Safety Strategy.
- F. We will continue to modernise our vehicle fleet to improve efficiency and reduce emissions and support the development of electrical vehicle charging infrastructure.



Lead Executive Board Member
Cllr Hazel Evans



Well-being Objective 12

Healthy & Safe Environment - Promote Welsh Language and Culture

So why is this important?

- 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.
- It is a unique selling point. Tourist and hospitality industries throughout Europe are now realising the importance of offering unique experiences. Having two languages and a sense of Welsh history and culture places Carmarthenshire in a strong position.
- Engaging in cultural activity has demonstrable positive impact on starting well, living well and ageing well.



Why this should concern us?

- According to the results of the 2019/20 National Survey for Wales **37.4%** of people in Carmarthenshire said that they spoke Welsh. *(Based on a sample of 12,400 in Wales)*
- The 2011 Census showed that the number of Welsh speakers in Carmarthenshire had reduced to **43.9%** compared to 50.1% in 2001.
- The Welsh Government's ambition, through the [Cymraeg 2050 - Welsh language Strategy](#), is to see the number of people able to enjoy speaking and using Welsh reach a **million by 2050**.
- The Welsh Government's [Light Springs through the Dark: A Vision for Culture in Wales](#) is reinforcing the importance of culture as a priority.

What do we need to do?

- We need to ensure compliance with the [Welsh Language Standards](#)
- We need to continue to implement and promote the 'WESP' [Welsh in Education Strategic Plan](#) in partnership with school leaders for the benefit of all Carmarthenshire learners. *(Also see WBO3)*
- We need to promote the use of the Welsh Language in our communities working with partners such as Mentrau Iaith, Urdd and Mudiad Meithrin to realise the vision set out in our [Welsh Language Promotion Strategy](#)
- We need to promote ourselves as a bilingual employer & explore the possibilities of doing so in cooperation with other public sector organisations in the County, with a key focus on our apprenticeships programme
- We need to develop the language skills of our staff and the use of the Welsh Language in the workplace and ensure that we take advantage of technological developments to this aim
- We need to ensure that economic development and prosperity of the Welsh language happen side by side by regenerating rural economies and communities
- We need to increase the number of people participating in cultural activity
- We need to ensure that our County's heritage assets are protected and accessible for future generations.

Our steps to improve this Actions to deliver these are in our Departmental and Service Business Plans

- A. We will implement and monitor the **Welsh Language Standards** under the Welsh Language Measures 2011.
- B. We will continue the **development of Welsh in all our Education services**, thus moving towards ensuring that every pupil is confidently bilingual. Pupils can fulfil their potential in gaining skills to operate as bilingual citizens in their communities, the workplace and beyond/worldwide.
- C. We will assess the impact of **Language Promotion Strategy**, which will facilitate the use of Welsh in everything we do across all communities and start revising the strategy with key partners
- D. We will promote our **Welsh Culture & Heritage**
- E. We will continue to support our Annual Cultural awards, whilst working with local communities to promote the annual village and town of Culture.



Lead Executive Board Member
Cllr Peter Hughes-Griffiths

Better Governance & Use of Resources



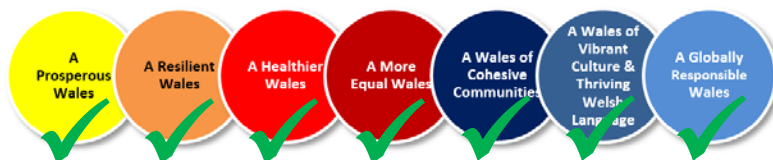


Well-being Objective 13

Better Governance and use of Resources

So why is this important?

- The general purpose of the *Well-being of Future Generations Act (Wales) 2015*, 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. To make this work there are key areas of corporate change that are required by the Act.
- There are increasing demands and expectations yet less resources are available. Under these conditions we need to work even more efficiently and effectively to maintain services and improve where we can, delivering 'more (or even the same) for less'.
- The way we work needs to focus on the long term, working in partnership and collaboration, involving people more, preventing problems before they materialise and ensuring we work in an integrated way to maximise our resources and reduce duplication; one of the ways we do this is through the Public Services Board (PSB).



Why this should concern us?

- There are further financial pressures as a result of the COVID-19 Pandemic and Brexit.
- The Pandemic has shown the importance of digital connectivity and new ways of working.

What do we need to do?

- Our Transform, Innovate and Change (TIC) approach will make sure that we take the opportunity to learn the lessons of the COVID-19 Pandemic and build on the of the new ways of working that were successful.
- We will comply with the Local Government and Elections (Wales) Act on the establishment of a new and reformed legislative framework for local government elections, democracy, governance, and performance.
- We will apply the new Socio-Economic Duty to reduce inequalities due to socio-economic disadvantage.
- We will invest in regeneration through the council's capital programme by developing and building employment space for businesses and providing financial support to the private sector for development.
- We will make better use of our resources which will help to minimise the impact on services primarily by making smarter use of our buildings, our people, and our spending.
- We need to embed tackling inequality across all Services. See A More Equal Wales

Our steps to improve this Actions to deliver these are in our Departmental and Service Business Plans

A. By transforming innovating and changing the way we work and deliver services.

Our *Transform, Innovate and Change* (TIC) programme is aimed at thinking differently, acting differently and therefore delivering differently.

B. We shall follow the 7 Principles of Good Governance set out Chartered Institute of Public Finance and Accountancy (CIPFA)/ Society of Local Authority Chief Executives (SOLACE):

B1. Integrity and Values (*Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law*)

B2. Openness and engagement (*Ensuring openness and comprehensive stakeholder engagement*)

B3. Making a difference (*Defining outcomes in terms of sustainable economic, social, & environmental benefits*)

B4. Making sure we achieve what we set out to do (*Determining the interventions necessary to optimise the achievement of the intended outcomes*)

B5. Valuing our people; engaging, leading and supporting (*Developing capacity and the capability of leadership and individuals*)

B6. Managing risks, performance and finance (*Managing risks and performance through robust internal control and strong public financial management*)

B7. Good transparency and accountability (*good practices, reporting, and audit to deliver effective accountability*)



Lead Executive Board Members
Cllr David Jenkins &
Cllr Mair Stephens

APPENDICES



Well-being Objective - Mergers and rewording

Life is for living. Let's start well, live well, age well in a healthy safe and prosperous environment.

	OLD		NEW		
	No.	Well-being Objective's 2018-21	No.	Well-being Objective 2021-22	Specific focus for 2021/22
Start Well	1	Help to give every child the best start in life and improve their early life experiences	1	Continue	<ul style="list-style-type: none"> Expansion of Flying Start under the auspices of the Early years transformation programme
	2	Help children live healthy lifestyles (Childhood Obesity)	2	Continue	<ul style="list-style-type: none"> Tackling children's mental health issues – possibly resulting from lockdown measures
	3	Support and improve progress and achievement for all learners	3	Support and improve progress, achievement, and outcomes for all learners	<ul style="list-style-type: none"> Ensure learners are supported to re-engage in learning and regain any learning lost due to COVID Ensure that those in examination group are well supported in order that they can follow their chosen pathway
	4	Ensure all young people are in Education, Employment or Training (EET) and are following productive learning and career pathways.			
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	4	Continue	<ul style="list-style-type: none"> Tackling Poverty
	6	Create more jobs and growth throughout the county	5	Continue	<ul style="list-style-type: none"> SME & foundational economy Rural regeneration Pentre Awel
	7	Increase the availability of rented and affordable homes	6	Continue	<ul style="list-style-type: none"> Local housing crisis - escalating costs and second homes
	8	Help people live healthy lives (Tackling risky behaviour and Adult obesity)	7	Continue	
	9	Support good connections with friends, family and safer communities	8	Support community cohesion, resilience, and safety	<ul style="list-style-type: none"> Community Cohesion
Age Well	10	Support the growing numbers of older people to maintain dignity and independence in their later years	9	Support older people to age well and maintain dignity and independence in their later years	<ul style="list-style-type: none"> Age Friendly Communities
	11	A Council wide approach to supporting Ageing Well in Carmarthenshire			
In a healthy and safe environment	12	Look after the environment now and for the future	10	Continue	<ul style="list-style-type: none"> Climate change with particular focus on flooding Net Zero Carbon
	13	Improve the highway and transport infrastructure and connectivity	11	Continue	
	14	Promoting Welsh Language and Culture	12	Continue	<ul style="list-style-type: none"> Supporting national target of a million Welsh speakers
Corporate Governance	15	Building a better Council Making Better use of Resources	13	Better Governance and use of Resources	<ul style="list-style-type: none"> Embed tackling inequality across all of the Council's objectives

Statutory Requirements

The Local Government (Wales) Measure 2009 and the Well-being of Future Generations Act (Wales) 2015 are separate but interconnected legal obligations and the requirements of both are fully aligned and combined in this Corporate Strategy.

The Local Government (Wales) Measure 2009

- The Local Government (Wales) Measure 2009 requires the Council to set Improvement Objectives every year. They do not have to change every year or be deliverable within one year.
- Our Improvement Objectives are essentially the same as our Well-being Objectives as they are based on a thorough evidence-based understanding of the communities we serve and local needs. We compare our service performance and satisfaction results with all councils in Wales to make sure we improve where we most need to.
- We have a duty to improve, often delivering ‘more (or even the same) for less’.

Well-being of Future Generations Act (Wales) 2015

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

- a) We must carry out sustainable development, improving the economic, social, environmental and cultural well-being of Wales. The sustainable development principle is **‘... the public body must act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.’**
- b) We must demonstrate use of the 5 ways of working:
Long term, integrated, involving, collaborative and preventative
- c) We must work towards achieving all of the 7 national well-being goals in the Act. Together they provide a shared vision for public bodies to work towards.

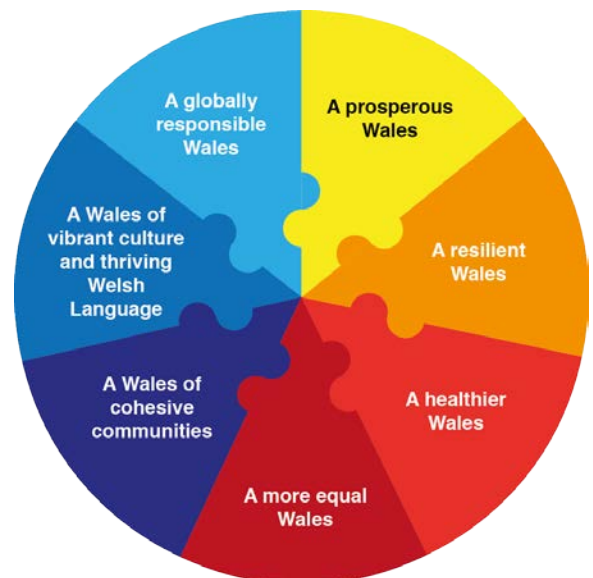
For the first time in Wales, the Well-being of Future Generations Act, provides a shared vision for all public bodies in Wales to work towards. As a public body subject to the Act we are required to set and publish Well-being Objectives that maximise our Contribution to the Well-being Goals.

The Local Government and Elections (Wales) Act

The Local Government and Elections (Wales) Act provides for the establishment of a new and reformed legislative framework for local government elections, democracy, governance, and performance. The Act will replace the current improvement duty for principal councils set out in the Local Government (Wales) Measure 2009. We will report on 2021-22 under the terms of the new Act.

Socio-economic duty

From 31st March 2021, this duty will require councils, when taking strategic decisions such as ‘deciding priorities and setting objectives’, to consider how their decisions might help to reduce the inequalities associated with socio-economic disadvantage.



Financing the Council's Well-being Objectives

The financial position faced by local authorities has had a consistent theme over the last decade, with the level of resources available to public services seeing significant reductions, which means that we have less money to invest in services now than we have in the past. Over the last decade, we have had to manage a budget gap of around £120m, whilst at the same time the pressures on the budget have been increasing in terms of demand and expectations. We strive to manage this situation by reducing our spending without any significant impact on the frontline services valued by our communities.

1. Help to give every child the best start in life and improve their early life experiences



To achieve this objective, we need to ensure appropriate investment in the early years and through our community resources such as Integrated Children's Centres and Family Centres.

The Children & Communities Grant helps to improve and integrate service delivery to better support vulnerable families and people across Wales. This grant incorporates the Flying Start and Families First grants which has Welsh Government Revenue funding of £5.1m in 2021/22. We will also continue to invest the childcare care offer capital grant of £3m we were initially awarded in 2019/20, in addition to the annual award of £67k for 2021/22 to facilitate the provision of up to 30 hours of high-quality childcare for children of working parents across the county.

2. Help children live healthy lifestyles



In order to deliver against this objective, the key points above also apply.

School meals in Carmarthenshire follow healthy eating legislation, for which annual core funding is £3m. This includes the cost of the Primary School Free Breakfast initiative. Healthy activities for younger people are supported by existing sports development, and leisure facility programming budgets, supplemented by the Local Authority Partnership Agreement (LAPA) Grant of £465k which we access from the Welsh Government via Sport Wales. This helps pay for activities such as Free Swimming and the Active Young People Programme.

3. Support and improve progress and achievement for all learners



This key objective requires comprehensive support and resourcing from across our services.

Carmarthenshire is committed to ensuring a detailed and forward-thinking programme in support of improved attainment for all our children and young people. Schools receive £122m of delegated funding as well as approximately £19m through Welsh Government grants.

In addition, we are progressing our *Modernising Education/21st Century Schools Programme* to deliver the second tranche of priority projects (Band B), with a projected cost of £129m, with at least 65% coming from the Welsh Government. To ensure ongoing comprehensive support and challenge for our schools, we require some £6.5m to resource our School Improvement and Additional Learning Needs (ALN) Teams and their valuable provision. A further £3.3m is needed to continue to provide wider learning and achievement experiences and resources such as museum, gallery and archive services.

The Youth Support Service has a lead role in delivering this work in school and community settings. Annual core funding for this service is £527k. The service depends on annual external grants including the Welsh Government Youth Support Service (YSS) Grant (£543k in 21/22) and Families First (£611k in 2021/22). Securing further funding from the Children & Communities grant will be essential for this well-being target to be met.

In addition to these funding sources, the ongoing regional *Cynnydd* project which seeks to reduce the number of young people becoming NEET in the county is part funded through £3.1m European Social Fund grant (ESF) with CCC match funding of £1.3m.

4. Tackle poverty by doing all we can to prevent it, help people into work and improve the lives of those living in poverty



It is difficult to estimate the resource implications for delivering initiatives to tackle poverty as this work is delivered across a wide spectrum of services. Some of this work is our core business for example homelessness support (£1m), and other targeted elements are grant funded such as previously mentioned *Children's & Communities Grant*, along with the *Pupil Deprivation Grant* (£5.2m in 2020-21). In addition, as a result of the diverse nature of poverty and the many different influences that can result in someone experiencing poverty, many of the council's services contribute towards tackling poverty indirectly. For these services tackling poverty is not the ultimate goal but is a result of the work they do to support individuals and communities.

The ongoing regional project *Workways Plus* which increases the employability of the economically inactive and the long term unemployed, is part funded through £3m European Social Fund grant (ESF) with CCC match funding of £0.6m. Also, the regional *Workways Plus Short Term Unemployed (STU)* project which supports the short term unemployed into employment is part funded through £723k European Social Fund grant (ESF) with CCC match funding of £240k. The *Communities for Work* project, funded through £1m European Social Fund grant (ESF), supports those aged 16-24 who are NEET, as well as increasing the employability of economically inactive and long term unemployed with complex barriers to employment.

5. Create more jobs and growth throughout the county



Carmarthenshire's spend per head of the population on economic development surpasses the average in Wales. Our 15-year regeneration plan will create over 5,000 jobs and exceed £250 million in investment over the next five years, including contributions from private sector partners. Regeneration of communities to stimulate the economy and create high-value jobs is the number one priority of the Council and will be a pivotal part of the county's economic recovery plans.

As part of the Swansea Bay City Deal, we are the delivery lead for two high-profile projects in Carmarthenshire:-

- Yr Egin – Phase one of the digital and creative hub based at the University of Wales Trinity Saint David's Carmarthen campus has been delivered, with phase two currently in design. With a total cost of £25m (including £5m City Deal grant; £18.5m of public sector investment through the University, public agencies and Government grants; and £1.5m investment from private sector tenants), this will contribute to creating in excess of 200+ jobs over the next 15 years.
- Pentre Awel – The Pentre Awel project will feature new business, research, education and health facilities, along with a state-of-the-art new leisure centre and swimming pool. Proposed for an 83-acre site in South Llanelli, Pentre Awel will be the first development of its scope and size in Wales. With a total project cost of £200m (including £40m City Deal grant, £51m of public sector investment through the Authority and £109m investment from private sector institutions), Pentre Awel will create 1800+ jobs over the next 15 years.
- Additionally, we are the lead authority for the pan-region Digital Infrastructure and Skills and Talent projects. Together with the three other constituent Local Authorities within the Swansea Bay City Region, these projects will look to stimulate the economy and job creation by upgrading urban digital infrastructure and improving rural connectivity, as well as upskilling and increasing educational opportunities for those within the region.

6. Increase the availability of rented and affordable homes



Our original Affordable Homes Delivery Plan aimed to deliver over 1000 homes between 2016 and 2021, but we have already delivered over 1150 homes by the end of 2020. Our ambitions for the next 10 years are to deliver over 900 new homes with an investment of over £150m, with over 400 being delivered in the next 3 years with an investment of £49m.



7. Help people live healthy lives (tackling risky behaviour and obesity)

This objective will bring together a lot of work done by services and in some cases it is difficult to isolate expenditure under this heading. However, Capital expenditure over the next 5 years will be:

- £18.5m on a new Llanelli leisure centre
- £1m on enhancements to Amman Valley leisure centre.
- £630k on access to the countryside including Rights of Ways, Byways and improvements to the coastal path at Morfa Bacas.
- £580k for the Tywi Valley cycle way and £3.8m on active travel walking and cycling linkages, and
- £486k on safer routes in communities.

In Revenue expenditure for 2021/22 we will be investing:

- £1.575m on children getting 60 minutes of exercise 5 times a week and the exercise referral scheme
- £6.363m running leisure, sports and swimming facilities
- £4.31m on outdoor, countryside and coastal park
- In ensuring cultural well-being across facilities we will be spending £7.043m on delivering services
- For Learning Disability Services £42m and Mental Health services £10.5m and Support Services including Safeguarding and Transport £7.5m
- To support the physically disabled we will be spending £8.6m and £2.1m on supported employment
- We ensure Public Health Services (Food Safety, Air and Water Quality etc.) £2.9m
- Provision of Trading Standards £1m

8. Support good connections with friends, family and safer communities



When we ask people *what things in life matter to you?* They tell us that loved ones, family, friends, neighbours and community matter to them. In Children's Services our range of family support services contribute to this objective and it is difficult to break down the costs of this from some of our other objectives on helping children get the best start in life and improving early life experiences. In total nearly £24m is spent across the Children's Services Division.

Services to support carers and home support services help people to continue to live at home, with their families and in their communities – Also see Objective 10

We are also working to ensure broader community cohesion with a range of initiatives - Link to Objective 13

9. Support older people to age well and maintain dignity & independence in their later years



In terms of Capital expenditure, we will be spending £11.2m on disabled facility grants over the next five years. We will also be delivering the new Pentre Awel Wellness Project in Llanelli as part of our City Deal investment.

We will be spending nearly £68m of our revenue budget in 2021/22 on Older People Services. This will include:

- £4m on Commissioning, £9m on Local Authority (LA) Residential homes, £27m on Private Sector Residential Homes and £799k on extra care
- On Homecare Services £8.4m LA provision and £9.1m on Private provision
- £1.9m on Information, Assistance and Advice and telecare services, £2.1m on enablement and £1.8m on Community Support & Day Services

It is difficult to estimate the level of investment in this objective because it cuts across diverse services. This is about making sure that in everything we do, we think about supporting Ageing Well in Carmarthenshire.

Put simply, older people are net contributors to the economy rather than beneficiaries with their contributions to the employment market, volunteering, mentoring and caring sectors. The work Council services deliver to help people live independent lives reduces the need for expensive health and social care interventions.

10. Look after the environment now and for the future



With regard to delivery of actions relating to the *Towards Zero Waste Strategy, Flood & Waste Management Plan and Shoreline Management Plan*, these actions are already covered by the relevant budgets. The Waste & Environmental Services division's revenue budget of £23m (21/22) aims to fund the collection and disposal of waste which incorporates numerous recycling initiatives, street cleansing, environmental enforcement, grounds and parks maintenance, flood and coastal defence as well as maintaining public conveniences ensuring that we look after the environment now and in the future.

In addition, CCC receives a Welsh Government grant *Sustainable Waste Management revenue grant* (£1.1m in 2021/22)

11. Improve the highway and transport infrastructure and connectivity



Carmarthenshire's *Local Transport Plan* sets out our priorities for infrastructure investment. The priorities are aligned to our corporate objectives and set within the objectives of the Swansea Bay City Region. Our current approved capital programme includes over £19m for investment into highway infrastructure, £10m of which is reliant on external grant funding, and includes £254k on new electronic vehicle charging points and £800k for street lighting.

The Highways and Transport division's revenue budget of £32m includes a sum of £8m for the highways infrastructure as well as funding for school and public transport, car park maintenance and administration, the upkeep of public lighting for the county and the development of transport strategies to maintain the connectivity of the highways infrastructure for Carmarthenshire.

Transformation projects such as those included within the City Deal and integrated transport projects, supported through external funding, will provide opportunities for investment into the infrastructure and transportation services to support the safe movement of people and goods.

12. Promote Welsh Language and Culture



This priority can be addressed without the need for large additional investment. We will mainly focus on achieving this objective through the existing work we do within Regeneration & Policy, Leisure & Culture and Education & Children's Services, advising and educating colleagues with regard to how our existing services can be further improved and how we can promote a vibrant culture and ensure the Welsh language is thriving.

13. Better Governance and use of Resources



Addressing this priority cuts across all service areas and is both about investment as well as efficiency savings. The Council is committed to financially sustainable delivery models - there are many examples of this across different departments, such as increased Extra Care provision where it better meets service user needs, looking at how covid will lead to new ways of working, potentially reducing the Council's estate costs in the future.

Over a sustained period of budget reductions, the council has sought to maximise the proportion of managerial savings, thus minimising the impact on frontline services. The Council's medium term financial plan includes £9.2 million of "managerial" proposals, or over 80% of total budget reduction proposals put forward.

The council has committed to improving ways of working through the work of the "Transformation, Innovation & Change" programme (TIC), which is underpinned by the TIC team (£227k)

Statements of Intent

Well-being Statement

We welcome our duties under the Well-being of Future Generations Act. We have already addressed much of the new 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 address well-being in a systematic way.
2. These Well-being Objectives have been selected with considerable consultation feedback and a basket of different sources of information on need, performance data and regulatory feedback. In developing action plans to achieve these objectives we will involve people (in all their diversity) with an interest in achieving them.
3. The steps we take to achieve the Well-being Objectives (our action plans) will look to ensure that long term, preventative, integrated, collaborative and involvement approaches are fully embraced.
4. An Executive Board member has a specific responsibility for the overall Act. In addition, each Executive Board portfolio holder/s will have responsibility for the relevant Well-being Objectives.
5. To ensure that we take these action plan steps we will use our in house developed Performance Information Monitoring System dashboard. All the action plans will be monitored and reported on quarterly to Department Management Teams, Corporate Management Team and Executive Board. 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 action plans to achieve the Well-being Objectives are adequately resourced and embedded in service business plans (see financial breakdown Appendix 3). To achieve these objectives services will 'join-up' and work together, work with partners and fully involve citizens in all their diversity.
7. Our Objectives are long term, but our action 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. In May 2020 the Future Generations Commissioner published the Future Generations Report 2020 and made recommendations for public bodies that we will consider for 2021/22 in Service Business Plans.

How we measure the success of our Well-being Objectives

The Council is working with local, regional and national partners to improve the following measures.

Well-being Objectives		Success measures
Start Well	WBO 1 - Help to give every child the best start in life and improve their early life experiences.	<ul style="list-style-type: none"> Children in care with 3 or more placements in the year
	WBO 2 - Help children live healthy lifestyles.	<ul style="list-style-type: none"> Children overweight or obese
	WBO 3 - Support and improve progress, achievement, and outcomes for all learners	<ul style="list-style-type: none"> Average Capped 9 points score for pupils Primary & Secondary School attendance rates Satisfaction with child's primary school Year 11 & 13 leavers Not in Education, Employment or Training (NEETs)
Live Well	WBO 4 - Tackle poverty by doing all we can to prevent it, help people into work and improve the lives of those living in poverty.	<ul style="list-style-type: none"> Gap in average Capped 9 points score for those eligible for Free School Meals and those who are not eligible Households successfully prevented from becoming homeless Households in material deprivation Households Living in Poverty
	WBO 5 - Create more jobs and growth throughout the county.	<ul style="list-style-type: none"> Employment figures Jobs created with Regeneration assistance Average Gross weekly pay Number qualified to NVQ Level 4 or above People moderately or very satisfied with jobs
	WBO 6 - Increase the availability of rented and affordable homes.	<ul style="list-style-type: none"> Number of affordable homes in the County
	WBO 7 - Help people live healthy lives (tackling risky behaviour & obesity).	<ul style="list-style-type: none"> Adults who say their general health is Good or Very Good Adults who say they have a longstanding illness Adult mental well-being score Adults who have fewer than two healthy lifestyle behaviours
	WBO 8 - Support community cohesion, resilience and safety	<ul style="list-style-type: none"> People that have a sense of community People feeling safe

Well-being Objectives		Key success measure
Age Well	WBO 9 - Support older people to age well and maintain dignity and independence in their later years.	<ul style="list-style-type: none"> • The rate of people kept in hospital while waiting for social care • People agree there's a good Social Care Service available in the area • Number of calendar days taken to deliver a Disabled Facilities Grant • People who are lonely
	WBO 10 - Look after the environment now and for the future	<ul style="list-style-type: none"> • Renewable energy generated • Waste reused, recycled or composted
In A Healthy, Safe & Prosperous Environment	WBO 11 - Improve the highway and transport infrastructure and connectivity.	<ul style="list-style-type: none"> • Road conditions • Road casualties
	WBO 12 - Promote Welsh Language and Culture.	<ul style="list-style-type: none"> • Can speak Welsh • People attended arts events in Wales • People visited historic places in Wales • People visited museums in Wales
	WBO 13 - Better Governance and use of Resources.	<ul style="list-style-type: none"> • 'Do it online' payments • People can access information about the Authority in the way they would like to • People know how to find what services the Council provides • People have an opportunity to participate in making decisions about the running of local authority services • Staff sickness absence levels • Organisational 'running costs' • We ask for people's views before setting the budget

Outcome Measures

The Well-being of Future Generations Act promotes a shift in focus from service productivity, to all public bodies working together to progress outcomes that improves the quality of life of citizens and communities, both now and in the future.

How Services 'Join-up' to deliver Well-being Objectives

Dec 2020

Lead Officer			WBO 1	WBO 2	WBO 3	WBO 4	WBO 5	WBO 6	WBO 7	WBO 8	WBO 9	WBO 10	WBO 11	WBO 12	WBO 13
Supporting Officer			✓												
CEX	Admin & Law	Linda Rees Jones													✓
	People Mgt	Paul Thomas				✓	✓		✓						✓
	Regeneration	Jason Jones				✓	✓						✓		✓
	ICT & Corp Policy	Noelwyn Daniel			✓	✓	✓			✓				✓	✓
CS	Financial Services	Randal Hemingway													✓
	Revenues & Financial Compliance	Helen Pugh				✓									✓
Communities	Head of Adult Social Care	Avril Bracey			✓				✓	✓	✓				
	Regional Collaboration	Martyn Palfreman		✓						✓	✓				
	Integrated Services	Alex Williams							✓	✓	✓				
	Homes & Safer Comm.	Jonathan Morgan				✓		✓	✓	✓	✓				
	Leisure	Ian Jones		✓					✓			✓		✓	
E&CS	Edu & Inclusion	Aneurin Thomas	✓	✓	✓	✓				✓					
	Curr & Wellbeing	Aeron Rees	✓	✓	✓	✓	✓							✓	
	Access to Education	Simon Davies	✓	✓	✓		✓								
	Children	Stefan Smith	✓	✓	✓	✓				✓					
ENV	Property	Jonathan Fearn			✓		✓	✓				✓			✓
	Planning	Noelwyn Daniel		✓			✓	✓	✓			✓			✓
	Trans.& Highways	Stephen Pilliner	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓		✓
	Waste & Env.	Ainsley Williams		✓							✓	✓			✓