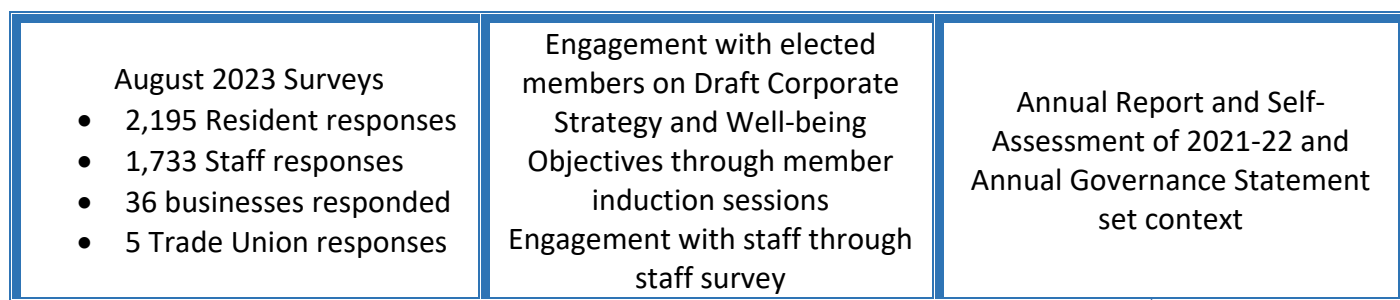
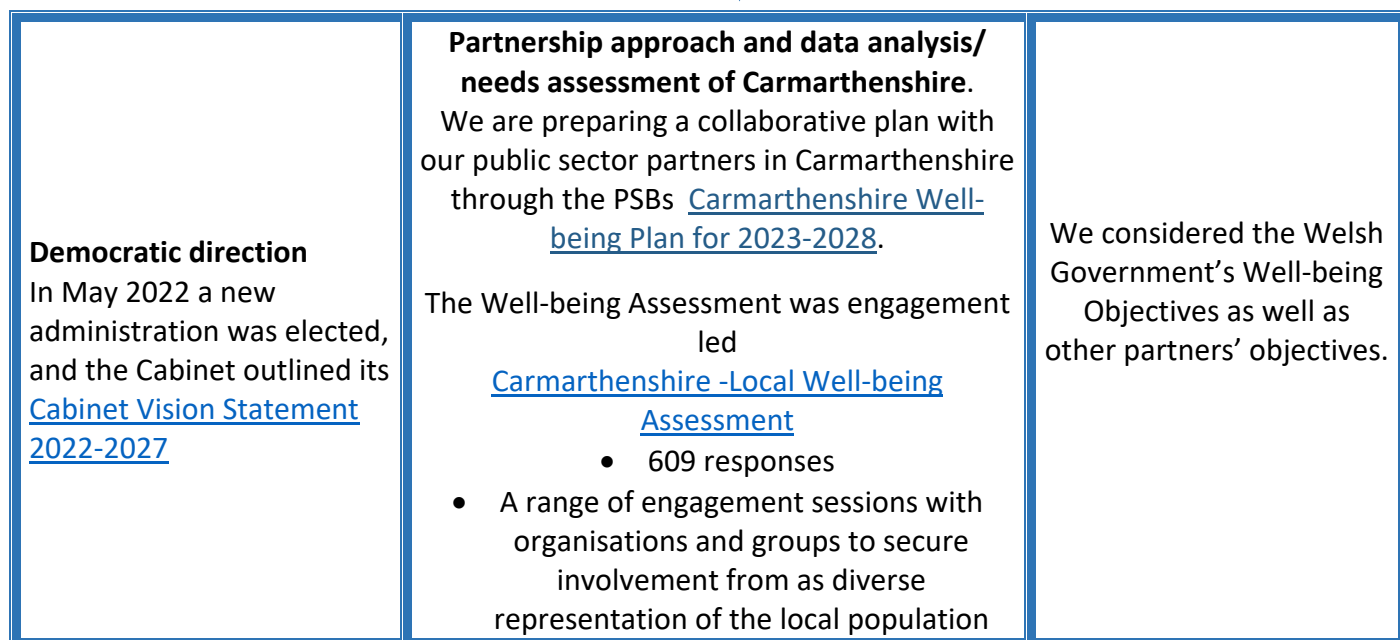


APPENDICES

How our Well-being Objectives were identified

Our Corporate Strategy 2018-23 ‘Life is for Living, let’s start, live and age well in a healthy, safe and prosperous environment’ was due for renewal. The impact of COVID-19, the Climate emergency and Cost of Living crisis and Transformation needs all set the scene for a revised approach. The Local Government Elections in May 2022 was a good opportunity to review and refresh our Well-being Objectives.

Our previous Corporate Strategy had 13 Well-being Objectives and it was felt that a more compact set of priorities was required. Business Planning Engagement and Assurance sessions in November-December 2021 with Departmental Management Teams identified change was needed to a more thematic approach.



All Cabinet/Scrutiny Councillor workshop January 2023
February 2023 - Cabinet & County Council

Lead Cabinet Members and officers identified for each Well-being Objective and business planning was redesigned to fully align with Well-being Objectives.	New Corporate Strategy and Well-being Objectives
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Delivery of the Corporate Strategy will be outlined in divisional delivery plans. The business planning cycle has been re-designed and is currently being undertaken in 2 stages:

- 1. Identify Actions, Measures & Risks** – based on 2021-22 self-assessment, Cabinet Vision Statement commitments, risk register etc – to be completed by end of February 2023
- 2. Self-assessment of performance** – sessions to be held in April/May 2023. Will inform Council Annual Report for 2022-23 but also will be used to consider 2024-25 delivery plan process (which will start in July 2023)

The introduction of the Integrated Impact Assessment for all Cabinet/Full Council proposals from April 2023 will ensure the 5 ways of working (and other impact assessment requirements) are embedded into the Council’s work.

Applying the sustainable development principles and 5 ways of working

The sustainable development principle is about ensuring that...

‘... 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.’

5 ways of working

Long term	Prevention	Integration	Collaboration	Involving
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Promotion of the Well-being Act specifying on the SD principle and the 5 Ways of Working through training workshops, seminars and promotion



Consideration of the 7 National Goals and how the Council can maximise its contribution to those goals was central to the development of the new corporate strategy and Well-being Objectives.	Business Planning for 2023+ was redesigned to align to the new Well-being Objectives – 2 phase approach: <ol style="list-style-type: none"> 1. Identify Actions, Measures & Risks 2. Self-assessment of performance
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Long Term
Cabinet Vision Statement & Corporate Strategy



Prevention
This is a guiding principle across our priorities but particularly as follows.
WBO 1 - prevention and early intervention.

WBO 2 - Tackling Poverty
WBO 3 – decarbonisation/Climate Emergency
WBO 4 - Transformation has reducing failure demand at its core.



Integration

Purpose of the new Corporate Strategy & Well-being Objectives is to enable greater integration across Council services with a focus on key Thematic and Service Priorities.



Collaboration

All WBO include elements of working with partners to meet specific goals within each objective



Involving

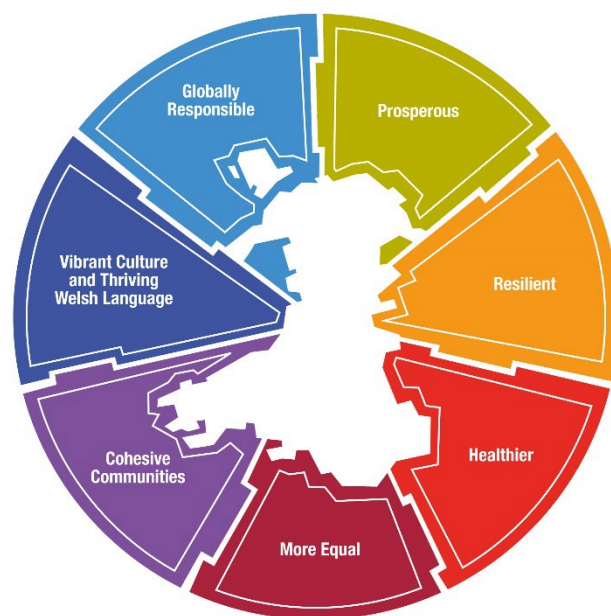
Many people were involved in the development of these Well-being Objectives.
Divisional Delivery Plans will be the mechanism for making progress against the Corporate Strategy commitments

Statutory Requirements

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.



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 2021

The **Local Government and Elections Wales Act 2021** provides for the establishment of a new and reformed legislative framework for local government elections, democracy, governance and performance. It replaces the Local Government Measure 2009. [Part 6 of the Act outlines new duties in respect of Performance and Governance of Principal Councils](#) and includes specific duties for the Council:

- Duty to keep performance under review;
- Duty to consult on performance;
- Duty to report on performance – based on self-assessment approach;
- Duty to arrange a panel performance assessment;
- Duty to respond to a panel performance assessment report.

The Local Government and Elections (Wales) Act 2021 requires that a Council must produce a self-assessment report in respect of each financial year. The report must set out its conclusions on the extent to which it met the performance requirements during that financial year, and any actions it intends to take, or has already taken, to increase the extent to which it is meeting the performance requirements. The performance requirements are the extent to which:

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

How our Well-being Objectives contribute to National Well-being Goals

Mwy Cyfartal More Equal	Iachach Healthier	Cydnerth Resilient	Llewyrchus Prosperous
Cyfrifol ar Lefel Fyd-eang Globally Responsible	Diwylliant Bywiog Lle mæ'r Gymraeg yn Ffynnu Vibrant Culture and Thriving Welsh Language	Cymunedau Cydlynus Cohesive Communities	

Well-being Objectives	7 National Well-being Goals						
	Prosperity	Resilience	Healthier	More Equal	Cohesive Communities	Vibrant Culture and	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)	✓	✓	✓	✓	✓	✓	✓

Regulatory Reports 2022/23

Several regulatory reports were issued during the last twelve months.

- ⦿ There are some local reports that are specific to Carmarthenshire, these are noted as local below.
- ⦿ National / Thematic reports are undertaken by regulators to look at all councils in Wales (in an integrated programme of work consulted and agreed upon with local government) to identify best practice.
 - Most of these reports contain recommendations. Sometimes the recommendations are for Welsh Government and / or local government or other stakeholders.
 - Not all recommendations contained in reports may apply to Carmarthenshire as in some instances we could be the area of best practice proposed, be already doing what is identified or it may be, just not be applicable.

The following list of regulatory reports were issued during the last twelve months:



July 2022	Public Sector Readiness for Net Zero Carbon by 2030		National
August 2022	Carmarthenshire County Council – Springing Forward – Workforce Management	2 Recommendations	Local
August 2022	Assurance and Risk Assessment progress update		Local
September 2022	Equality Impact Assessments: more than a tick box exercise?	4 Recommendations	National
October 2022	National Fraud Initiative 2020-21		National
October 2022	Follow-up Review: Planning Services		Local
November 2022	‘Time for Change’ – Poverty	8 Recommendations	National
December 2022	Assurance and Risk Assessment Progress Update – Carbon Reduction	1 Recommendation	Local
December 2022	A picture of flood risk management		National
December 2022	‘A missed opportunity’ – Social Enterprises	3 Recommendations	National
January 2023	Community resilience and self-reliance	2 Recommendations	National
January 2023	‘Together we can’ – Community resilience and self-reliance		National
March 2023	Carmarthenshire County Council Annual Audit Summary 2022	2 Recommendations	Local
March 2023	Digital Inclusion in Wales		National



February 2023	Deprivation of Liberty		National
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October 2022	Effective approaches to assessment that improve teaching and learning	6 Recommendations	National
October 2022	A review of the current 16-19 curriculum in Wales	11 Recommendations	National
October 2022	Initial Teacher Education reform in Wales: emerging strengths and areas for consideration		National
January 2023	Apprenticeships: early feedback on delivery under the new contracts		National
February 2023	Educational visits in further education colleges		National
February 2023	Digital and online learning in further education colleges		National

Other Regulatory Assessments



- Welsh Government – OSG Gateway Review :Strategic Assessment of Swansea Bay City Deal

July 2022	Swansea Bay City Deal OGC Gateway™ Review: Strategic assessment Report	4	Regional
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[Published Statistics \(ombudsman.wales\)](https://ombudsman.wales)

2022/23 Performance Assessment

Under the Local Government and Elections (Wales) Act 2021 we have a duty keep under review if we are fulfilling the 'performance requirements' on the extent to which:

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

Our Approach

Assessment aligned to our Well-being Objectives

Using well-being objectives to frame the self-assessment enables the Council to integrate the reporting requirements of both the Local Government & Elections (Wales) Act and the Well-being of Future Generations (Wales) Act into a single report. This approach provides the context within which we exercise our functions, use resources, and ensure governance is effective as follows:

- It ensures the self-assessment is strategic, focusing on the organisation, rather than individual services and on the extent to which the Council is achieving its well-being objectives and intended outcomes.
- It allows us to reflect at a strategic level on how all our functions (including corporate activities) are contributing to the achievement of our well-being objectives, how we are operating and what action we need to take to improve further and continue to provide effective services now and for the long-term.
- Using well-being objectives as the overarching framework encourages a more holistic view of Council performance, recognising that many services 'join-up' and contribute to one or more well-being objective.
- We continue to manage individual service performance via Divisional Delivery Plans.
- Considering the extent to which the Council is meeting the performance requirements is a corporate, organisational assessment rather than an assessment of individual services. However, each division has undertaken a self-assessment, and these have been considered in order to inform the overall assessment.

Assessment of each division

Each division within the Council undertook a self-assessment on the extent to which they were meeting their 'performance requirements' relating to functions, resources, and governance. For each of those criteria, the assessment set out three questions:

1. How well are we doing?
2. How do we know?
3. What and how can we do better?

Each divisional self-assessment was discussed at an Engagement and Assurance session between the senior officers of the division and representatives from corporate services to understand key issues and moderate self-assessment findings. Any key service specific findings will be addressed in 2024/25 business plans (unless needing urgent consideration within the current delivery cycle).

Exercising functions effectively to deliver strategic priorities

The Council's divisions collaborate and integrate to deliver our Corporate Strategy and we monitor the actions and measures set. We can monitor progress on these actions and measures by Cabinet Portfolios, Scrutiny Committee, Cabinet Vision Statement, Well-being Objective and by Department and Service. Over 80% of our actions and targets were achieved for the year.

Department	Function	On Target	
		# actions & measures	%
Chief Executive	People Management	168	85%
	Regeneration, Policy and Digital		
	Administration and Law		
	Media & Marketing		
	Electoral & Civil Registration Service		
	Business Support		
Education & Children	Children's Services	123	93%
	Strategy and Learner Support		
	Education Services & Inclusion		
	Access to Education		
Communities	Adult Social Care	59	87%
	Integrated Services		
	Homes & Safer Communities		
	Leisure		
	Commissioning		
	Property		
Place & Infrastructure	Waste and Environmental Services	165	72%
	Transportation and Highways		
	Policy and Performance – Business Support		
	Place and Sustainability		
	Non-Housing Maintenance		
Corporate Services	Revenue & Financial Compliance	29	85%
	Financial Services		

Overall performance on delivering the actions and measures realigned to deliver the first year of the new Corporate Strategy for 2022/23.

2022/23	On Target	Off Target
Number of actions and targets set	544	122
%	83%	17%

Overall functions performed effectively and 83% of planned improvement actions and targets were achieved. Any off-target areas were explained and remedial action set.

Exercising functions effectively by applying the sustainable development principle

Public bodies must meet their duty under the Well-being of Future Generations Act acting in accordance with the sustainable development principle, which means that they must act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.

To show that they have acted in accordance with the sustainable development principle, a public body must take account of five ways of working.

Divisions were asked to assess how well they were applying the sustainable development principle on a 1-5 rating basis.

	Collaboration	Integration	Involvement	Long Term Focus	Prevention
Chief Executive's Department					
People Management	5	4	4	4	5
Regeneration, Policy and Digital	5	4	4	4	4
Administration and Law	4	3	3	3	3
Media & Marketing	4	4	3	2	3
Electoral & Civil Registration Service	5	4	4	4	4
Education & Children's Services Department					
Children's Services	3	3	3	3	3
Strategy and Learner Support	5	4	5	5	4
Education Services & Inclusion	4	3	3	5	3
Access to Education	3	3	3	3	3
Communities Department					
Adult Social Care	5	3	5	4	4
Integrated Services	5	5	3	3	3
Housing and Public Protection	4	3	3	4	3
Leisure	5	4	3	5	5
Business Support & Commissioning	5	5	3	3	3
Place & Infrastructure Department					
Waste & Environmental Services	5	4	4	5	4
Transportation and Highways	4	3	4	4	4
Policy and Performance P&I	4	4	4	3	4
Place and Sustainability	4	4	3	5	4
Non-Housing Maintenance	4	4	4	4	3
Corporate Services Department					
Revenue & Financial Compliance	5	3	3	4	3
Financial Services	5	3	4	4	3
Average score	4	4	4	4	4

Key overall findings from the divisional self-assessments

Collaboration
There is a need to further identify how our well-being Objectives can be supported by partners and how we can support their Well-being Objectives.
Integration
There is a need to further consider the seven corporate areas as a framework for self-assessment and apply the five ways of working to those areas. This will support the Council to ensure it is governing itself to maximise its contribution to the well-being goals and meet its well-being objectives.
We need to ensure cross Council buy-in/support to the decarbonisation and climate change work programme. Place & Infrastructure is leading but need all service areas to build decarbonisation and climate change into service consideration. Further consideration is needed in terms of how Council budget spend can be aligned with addressing climate/carbon impact. We need to set clear expectations centrally for operational teams to deliver and a consistent approach to remove the risk of services working against each other or to different standards.
Involvement
There is a need to continue to develop our understanding of the service user perspective and establish what involvement and participation work is already taking place to identify service user satisfaction with performance. This would also include doing more with our engagement and assurance of non-service users.
There is a need to improve sharing across the Council of data/information from service user engagement and resident consultation undertaken directly by services.
There is a need to improve the use of contact centre/Hwb, Delta Well-being, complaints and service satisfaction data and information to improve service planning.
Long term focus
There is recognition that work undertaken on preparation of the PSB well-being assessment and Council Corporate Strategy is developing our long-term focus but this still tends to be 5 year horizon scanning and not longer term. This needs further development.
Prevention
There is a need to ensure that the Prevention Strategy, which is being led by the Communities Department, is extended and develops to become a whole population approach to prevention which applies across the Council. It is envisaged this will reduce demand for statutory intervention and maximise the potential of individuals.
There is a need to focus on enabling behaviour change by residents and Council staff to influence change and manage expectations.

Using resources economically, efficiently, and effectively

The Well-being of Future Generations Act provides the context within which a Council should be exercising its functions, using its resources and ensuring its governance is effective, with the aim of maximising its contribution to the well-being goals. The Act sets the framework within which a Council must consider its performance, in terms of service delivery, corporate capability and capacity to meet the needs of current users, without compromising the needs of future generations.

The statutory guidance on the Well-being of Future Generations Act contains a core set of activities common to the corporate governance of public bodies.

In their self-assessments, divisions were asked to rank on a 1-5 score basis the support provided by these corporate services.

	Corporate Planning	Financial Planning	Workforce Planning	Procurement	Asset Management	Risk Management	Performance Management	Regulatory recommendations	ICT	Marketing and Media
People Management	5	5	4	5	5	5	4	4	5	5
Regeneration, Policy and Digital	5	4	3	4	4	4	4	4	5	4
Administration and Law	3	3	4	4	3	4	4	4	4	3
Media & Marketing	4	4	4	3	5	4	5	3	4	3
Electoral & Civil Registration	3	4	5	4	4	4	5	4	4	4
Children's Services	5	5	3	3	3	4	5	4	3	3
Strategy and Learner Support	5	5	3	3	3	4	5	4	5	3
Education Services & Inclusion	5	5	3	3	3	4	5	4	3	3
Access to Education	5	5	3	3	3	4	5	4	3	3
Adult Social Care	4	4	3	3	4	4	4	4	5	4
Integrated Services	4	5	4	5	3	5	5	5	5	3
Housing and Public Protection	4	4	2	2	4	3	4	4	3	4
Leisure	3	5	3	4	4	4	4	3	4	5
Business Support & Commissioning	4	5	4	5	3	5	5	5	4	4
Waste and Env. Services	4	4	5	5	2	4	4	5	4	5
Transportation and Highways	4	5	3	4	4	4	3	4	3	2
Policy and Performance	1	3.5	4	4	2	3	4	4	4	4
Place and Sustainability	4	4	4	4	3	4	4	3	4	3
Non-Housing Maintenance	1	4	3	3	2	3	3	3	3	3
Revenue & Financial Compliance	3	4	3	5	3	5	3	5	4	4
Financial Services	3	3	3	3	3	4	3	5	4	4
Average Score	4	4	3	4	3	4	4	4	4	4

Key overall findings from the divisional self-assessments

Corporate Planning	There is a need to review Council Governance to align with the new Corporate Strategy. This includes a review of existing working groups, corporate governance boards and advisory panels etc
	To further develop the Corporate Data Suite to support the Corporate Strategy and address any performance/intelligence gaps and the development of a data suite dashboard.
Financial Planning	There is a need to further develop engagement from all departments to both the budget setting process as well as greater ownership of monitoring in some areas.
	There is a need to re-visit the approach to service planning and budget setting in order to ensure greater alignment.
Workforce Planning	There is a need to further develop the Council's approach to workforce planning areas including: focusing on recruitment, retention, training, competencies, and coaching, with the aim of growing our own workforce and creating an attractive offer for young people. This should build on the staff consultation survey findings.

	There is a need to monitor and report on the progress of each divisions analysis of current workforce and future workforce requirements, along with the skills and competencies which will be needed to deliver new, different, or improved services.
	There is a need to further strengthen the Council's approach to giving staff a voice and involving them in making positive change. <ul style="list-style-type: none"> • The involvement of staff in service improvement projects is a key part of our Transformation programme. • The Joint Consultative Forum was established during the year to improve communication and dialogue between our trade union colleagues and senior leaders (includes officers and elected members)
	There is a need to ensure that the Council complies with the new Social Partnership and Public procurement Duty.
	There is a need to continue to address challenges with recruitment and retention of the staff faced by most services, with a particular focus on: <ol style="list-style-type: none"> 1. Developing and improving the Council's staff reward and recognition programme 2. Further developing staff progression programmes – right across the Council but 3rd & 4th tier managers in particular 3. Improving the recruitment system including the approval to recruit process.
Procurement	There is a need to ensure the Council complies with the new Social Partnership and Public procurement Duty with a particular focus on considering socially responsible public procurement
Asset Management	There is a need to further consider our approach to planned maintenance requirements balancing short and long-term costs of any programmes of work.
Risk Management	There is a need to update the risk management strategy and review it in line with the Corporate Strategy.
	There is a need to further integrate risk management reporting into quarterly observation performance monitoring reports.
Performance Management	There is a need to set a Council wide service planning and performance monitoring timetable for the financial year so that departments know when to expect various requirements. To include business planning (budget planning); self-assessment; quarterly reporting; end of year annual reporting
	There is a need to further develop and refine the quarterly observations report and links with departments. This will include a New Corporate Data Suite developed to align with the Council's Corporate Strategy and well-being objectives. Development of the data suite dashboard will be a key priority during 2023-24
External and Internal Regulation	There is a need to continue responding to regulatory report recommendations in a constructive way and act on recommendations quickly.
ICT	There is a need to continually review and ensure management systems are fit for purpose and developed as appropriate.
	There is a need to establish key Digital Steering/Working Groups across all departments. With digital demand ever increasing, it has been key to get the buy-in from Directors and Heads of Service for the need of a prominent Digital Group for each directorate.
	There is a need for the digital service to continue working closely with departments to outline their long-term-focus with their own departmental strategies. This will include formalising long-term plans for departments in a digital context and working back

	towards medium to short term focus to understand what need to be priorities to ensure the long-term needs can be delivered
Communications / Marketing and Media	There is a need to further develop the Council's planned communications. There are well established arrangements for reactive/crisis response communications but there is a need to improve planned communications that focus on the issues that people want to know most about. Promotion of Council core business provision, as well as the new projects /programmes/policies/decisions.
	There is a need to manage public expectation in terms of what the Council can offer/do – resources and capacity do not always match up with public expectations of what the Council can deliver. There is increasing demand and complexity for services at a time of reduced resources and capacity.

Against an extremely challenging economic backdrop of high inflation and unprecedented wage growth not seen for a generation, the Council delivered a small underspend against budgets.

The 2022/23 financial year saw a significant shift in the risks to the economic climate. The perceived risk on further COVID-19 resurgence has not materialised, albeit the virus remains endemic. As restrictions were fully removed, most Council services were able to return to pre-pandemic operation levels. The anticipated reduction in commercial income has manifested during the year, though not as badly as feared, with activity levels gradually recovering during the year.

This has been supplanted by a cost-of-living crisis, with inflation reaching a 40 year high, remaining stubbornly above 10% during the year (though it is widely expected to fall during 2023/24). Interest rates rose from 0.75% in March 2022 to 4% by March 2023. The extraordinary increase in energy prices, which was only partially mitigated by government support schemes, has impacted households and businesses alike. This has been taken into account when reviewing bad debt provisions. Despite this, the labour market remained tight during the year, with difficulties recruiting suppressing the true impact of in-year financial pressures. Driven by this environment, public sector pay offers were above expectations at the time of budget setting, and this issue is likely to be repeated in 2023/24 based on the NJC Employers' offer already published.

Whilst UK Government finances have improved since the Autumn budget of the short-lived Truss/Kwarteng administration, the outlook remains concerning, with public sector borrowing forecasts around £50bn higher than a year ago, and current indications of challenging future funding settlements, particularly in the years following the next general election.

Against this backdrop, our overall financial standing has been maintained at a prudent level, with an increase in the level of general balances at the year-end. The Authority also holds earmarked reserves which are held for specific purposes, whether this is to address liabilities now or in the future e.g., insurance reserves or for financing specific capital schemes. The Authority has been able to augment these balances at the year-end to provide additional resources towards future pressures and risk mitigation.

Effective Governance

[Annual Governance Statement](#) (Section 3 of Statement of Accounts 2022/23)

It is important that a Governance Statement includes an evaluation and conclusion and provides a clear judgement on whether the governance arrangements outlined are fit for purpose. To enable this judgement the Council's Internal Audit service conducted a review of our arrangements against the adopted standards (see 3.3 below).

Internal Audit Report extract:

Findings of Carmarthenshire County Council Internal Audit review of AGS and Corporate Governance	
Post Review Assurance Level	Description for Assurance Level
Acceptable	Moderate controls, some areas of non-compliance to agreed controls Medium/Low risk of not meeting objectives Medium/Low risk of fraud, negligence, loss, damage to reputation
Internal Audit found no fundamental control issues to be addressed as a high priority.	

NEW GOVERNANCE ISSUES IDENTIFIED IN THIS YEAR'S ANNUAL GOVERNANCE STATEMENT

ISSUE REF	ACTION	RESPONSIBLE OFFICER	TARGET DATE
AGS 2022/2023 No.1	To embed the governance arrangements around the New corporate strategy and Well-being objectives 2022-27 ICTCP 5g2	Corporate Policy - Performance	31 March 2024
AGS 2022/2023 No.2	We will ensure that Corporate Performance Management and Internal Audit work together, to ensure that the Annual Governance Statement plays its part in the Overall Council's Self-Assessment. ICTCP 5g1	Corporate Policy – Performance	31 July 2023
AGS 2022/2023 No.3	Data Insight Team to support in the development and analysis of consultation activity arising from the Local Government and Elections Act (specifically with residents, businesses, trade unions and staff).	Corporate Policy – Data Insight	31 March 2024

Consultation Activity

Following the local elections in May 2022 the Council set out to understand the views of Carmarthenshire's residents and businesses, the Council's staff and trade unions on several areas to inform future planning and priority setting through a series of surveys.

During that time those surveys were conducted against a backdrop of continuing austerity and increasing demand for services exacerbated by the cost-of-living crisis, climate and nature emergencies and post-pandemic recovery. This year has been no different and as an organisation we continue to grapple with these challenges whilst striving to do our best for our residents, businesses and staff in what we know is a challenging time for many.

By design, this year's surveys largely mirrored the previous year's allowing for the collection of comparable evidence that can be monitored over time. A breakdown of response rates is provided below.

Survey	Response Rate		Findings Inform...	
	2022	2023	Change	
Residents Survey	2,195	3,943	80% increase	Service planning & assessment
Staff Survey	1,733	1,459	16% decrease	People Management & Workforce Strategy
Business Survey	36	110	206% increase	Economic recovery & growth plans
Trade Union Survey	5	3	40% decrease	Staff relations

All survey results are currently being analysed with findings informing the development of action plans which will be embedded into divisional delivery plans and monitored on an ongoing basis. A summary of the main findings for the residents' consultation is provided below.

Residents Survey

Of the nine statements posed in relation to the Council and its performance, respondents agreed or strongly agreed with 56% of them. This is consistent with trends seen for the previous year. Whilst this is the case, eight of the nine Average Index Scores (AIS) have seen slight decreases on the previous year's result which suggests that on balance disagreement levels were slightly higher this year. *See Appendix 6 (page 204) on AIS*

The **lowest** scoring statements are consistent with last year's, namely:

- The Council lets people know how it's performing,
- The Council provides opportunities for me to participate in decision-making,
- The Council makes good use of the financial resources available,
- Investment is focused in the correct areas.

A further 16 statements were posed in relation to key themes, with respondents agreeing or strongly agreeing with 69% of them. This is down slightly from 73% for the previous year, however these results are not directly comparable as an additional statement was added to the survey this year.

The highest scoring statements are consistent with last year's, namely:

- *I like living in Carmarthenshire,*
- *It's important that local people are supported to buy homes locally,*
- *It's important that consideration is given to supporting people's mental health and well-being.*

Conversely, the lowest scoring statements are also consistent with last year's and relate to the following themes:

- *A perceived lack of good transportation links,*
- *A perceived lack of support for local businesses,*
- *A perceived lack of support for local people to take advantage of local opportunities,*
- *The low degree to which the climate emergency is being addressed locally.*

Residents were asked to rank several themes in order of how they should be prioritised for investment. The results are largely consistent with last year's with 'Health and Social Care' being ranked highest once again and 'Digital Connectivity' lowest. There was, however, some movement with 'Education and Children's Services' and 'Affordable Housing' moving up over the 'Environment' and 'Tackling Poverty' which slipped lower.

Furthermore, the challenges noted by residents are largely consistent with the previous year's results also.

Pressure associated with the cost-of-living crisis remains a major concern for the majority, with references made to the rising cost of energy, fuel prices, rising rate of inflation, rising cost of food, low incomes and state pensions and the rising cost of council tax.

Access to Health and Social Care services also remain a source of worry, with residents making specific reference to accessing mental health support, accessing dental services and GP services, accessing care and support for relatives with complex needs and concerns around growing older and ageing well.

Additionally, a perceived lack of fit for purpose public transport is a barrier to many. This is a pertinent issue in Carmarthenshire given the county's rural nature. These barriers can reduce living standards, increase isolation and inhibit people from accessing vital services and employment.

Overall residents agree that the Council provides good quality services, however, similarly, to last year, Council services were still reported as a concern for many, with themes aligning with those indicated last year, which include:

- Infrequent and unreliable refuse and waste collection,
- Access to fit for purpose leisure services and the perceived high cost of these,
- Highway quality i.e. pot holes etc.,
- Housing repairs and maintenance,
- General aesthetic of outdoor areas and the environment, public footpaths i.e. dog fouling, littering, fly tipping.

To conclude, the consistency between the results for this year and last year provides challenge and opportunity. The opportunity presented to the Council through these findings is that we have a clear

understanding of what can be considered the most long-standing and pressing issues for our residents. This suggests that arising actions and proposals can be focussed and targeted based on robust evidence.

The challenge lies in delivering interventions which result in real change for our residents with the depleting resources available to us as an organisation. A number of these issues are entrenched and will require significant attention and effective partnership working however, the Council is committed to exploring viable options.

Over the coming months, an action plan will be co-produced with relevant services which will be addressed through delivery plans and monitored to address the most pressing issues.

Staff Survey

When considering the results in their totality, overall staff views and feelings are largely positive (represented by a score over 0). As expected however, there are some instances where variations appear within the positive results, especially at a departmental level, a summary of these findings is provided below.

The following statements received the **highest scores**:

- **I know what is expected of me at work:** Clear job expectations promote efficiency, reducing confusion and enhancing productivity.
- **I know what my manager expects of me:** Transparent communication between employees and managers fosters a collaborative and supportive work environment.
- **My job makes an important contribution to the Council's objectives:** Recognising the significance of individual roles reinforces a sense of purpose among employees.
- **I have the right skills and equipment to do my work:** Providing necessary resources and training empowers employees, enabling them to perform at their best.
- **I feel I can perform to the best of my ability every day:** A positive self-assessment of performance indicates job satisfaction and confidence.
- **I can be myself at work:** A culture of inclusivity and authenticity encourages diversity of thought and fosters a supportive workplace.
- **I feel my employer supports equality in the workplace:** A commitment to equality and diversity promotes a fair and respectful workplace.
- **My Service is effective at what it does:** Perceived effectiveness indicates a well-organised and capable work environment.

These high scores and positive implications suggest that the organisation is focused on providing clear expectations, supportive management, valuable roles, necessary resources, an inclusive culture, and effective services, all of which contribute to a positive work experience and organisational success.

The following statements received the **lowest scores**, albeit these scores still represent overall agreement:

- **I know what is happening across the organisation:** Lack of information about organisational activities can lead to decreased transparency, potential miscommunication, and hindered collaboration.
- **My ideas and opinions are listened to and used to improve the way things are done:** Limited feedback channels may discourage employees from sharing valuable insights, potentially missing out on innovative ideas for process improvement.
- **I regularly receive recognition or thanks from others for doing a good job:** Insufficient acknowledgment of employees' efforts may impact motivation, job satisfaction, and overall morale.
- **The decisions my Service makes are based on evidence:** A lack of evidence-based decision-making

might lead to suboptimal outcomes and hinder the service's ability to make well-informed choices.

- **My Service listens to customer feedback:** Ignoring or not adequately addressing customer feedback could result in diminished service quality and customer satisfaction.
- **My Service makes it easy to work with colleagues from different Services:** Difficulty in not working together across different teams or services could hamper overall efficiency and hinder cross-functional collaboration.
- **My Service makes it easy to work together with other organisations:** Challenges in inter-organisational collaboration might limit opportunities for partnerships and joint initiatives, potentially hindering progress.
- **I know what is happening in my team/work location:** Lack of information within teams or specific work locations can lead to decreased cohesion, unclear objectives, and potential inefficiencies.

These lower scores and implications suggest areas where improvements could be made to enhance communication, recognition, evidence-based decision-making, customer feedback integration, collaboration both internally and externally, and providing clarity about team and organisational activities. Addressing these aspects could lead to increased engagement, efficiency, and overall organisational success.

Departmental level findings will be shared with relevant departmental leads who will be responsible for developing actions to address areas which require attention.

Business Survey

Of the 15 statements regarding the Council and its performance, 33% answered agree or strongly agree, compared to 20% last year. With the percentage of respondents answering disagree falling to 67% from 80%. From this we can see that the overall opinion is beginning to improve.

The highest scoring statements this year were consistent with those from last year, such as:

- *I can access Council services through my preferred language,*
- *When I access Council services, I find the staff to be approachable and friendly,*
- *My relationship with the council is good.*

With two statements improving in this year's results:

- *I can easily access up to date information about Council services,*
- *The Council lets people know how it is performing.*

The lowest scoring statements also remained consistent, namely:

- *The Council is using its resources on the right things and is achieving the intended results,*
- *The Council is using its resources to get good value for money,*
- *The Council is using its resources well and in the right way.*

There is a correlation between the lowest scoring statements, as they all relate to how the Council uses its resources.

Scores for statements regarding local services and support remained the same, with 45% of the statements being responded with agree or strongly agree, while 55% of the statements were disagreed with.

The highest scoring statements in this regard were:

- *The area in which I operate my business is safe,*
- *Local level Politics/Democracy is important to me.*

Despite having an improved score this year, the lowest scoring statement remained the same, namely:

- *Businesses are supported within the local area.*

However, we did see a slight decline in the score regarding Carmarthenshire being a good place to do business. This could be in relation to the current economic climate across the UK.

Businesses continue to be concerned with rising costs and are finding it more difficult to keep up with rising expenses. As mentioned last year, some business owners are unsure of what financial help is still available to them.

The local economy continues to be the highest priority for investment. Followed by Education and Children's services, which is ranked higher this year than the previous.

The climate emergency had the most drastic decline in terms of investment priority. This was ranked as the 2nd highest priority in 2022 but has ranked 10th this year.

An action plan will be co-produced with the relevant services and addressed through delivery plans to address the most pressing issues.

Trade Union Survey

Overall, respondents disagreed with three of the five statements posed in relation to the Council and its performance. This is an improvement on last year, whereby respondents disagreed with all statements. In conjunction with this, it is positive to note that the scores for all five statements have seen some level of improvement since last year, albeit small.

The statement in relation to Council services working well scored lowest, suggesting that the level of disagreement was more acute. The two statements on utilising resources economically and effectively received mixed responses with all respondents answering, 'Don't know' or 'neither'. It is difficult in this respect to make a judgment on this, however this may be indicative of a wider issue whereby Trade Unions are not aware of how resources are utilised and therefore feel unable to answer.

The summary findings report will be reviewed, and an action plan developed to address the arising themes with a focus on increasing engagement for subsequent consultations.

Annual Governance Statement

① The Annual Governance Statement ([Section 3 of the Statement of Accounts](#))

Carmarthenshire County Council (the Authority) is responsible for ensuring that its business is conducted in accordance with the law and proper standards. It must also ensure that public money is safeguarded and properly accounted for and used economically, efficiently and effectively and to secure continuous improvement in this regard.

The Authority is responsible for putting in place proper arrangements for the Governance of its affairs and facilitating the effective exercise of its functions including having appropriate arrangements for the management of risk.

The Council sees Corporate Governance as “doing the right things, in the right way, for the right people in a timely, inclusive, open, honest and accountable manner.” The Governance Framework comprises the systems, processes, cultures, and values by which the Authority is directed and controlled and also the way it accounts to, engages with and leads the Community. It enables the Authority to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost-effective services

Assurance Executive Summary

The Corporate Governance arrangements of the Council are acceptable.

Table - Internal Audit Report extract:

Findings of Carmarthenshire County Council Internal Audit review of AGS and Corporate Governance	
Post Review Assurance Level	Description for Assurance Level
Acceptable	Moderate controls, some areas of non-compliance to agreed controls Medium/Low risk of not meeting objectives Medium/Low risk of fraud, negligence, loss, damage to reputation
Internal Audit found no fundamental control issues to be addressed as a high priority.	

Annual Governance Statement

Update on outstanding governance issues identified in previous Annual Governance Statements

ISSUE REF	ACTION	RESPONSIBLE OFFICER	Target Date	Action/Progress	Status
AGS 2020/21 No.2	Implement The Local Government and Elections (Wales) Act requirements	Corporate	May 2022	The elements that have not been implemented to date have a timetable that needs to be met to deliver the Act's requirement / timescale. Elements of performance & governance implemented. Elections – in hand	Ongoing Parts of the Legislation that needed to be implemented have been completed. Self-assessment element has been incorporated. Awaiting guidance from WLGA re: peer assessment. Part completed – performance element completed.
AGS 2021/22 No.1	Develop recruitment strategy and workforce plan alongside implementation of new recruitment software to ensure recruitment service can be streamlined and maintained.	People Services Manager	March 2023	In progress – new software in place – testing system and rolling out training – from March 2023 Strategy will follow once system in place.	Commenced. Testing complete and post-test updates to the system underway. (May 2023). Workforce strategy to CMT 30 March Dedicated workforce related CMT meeting on 4 th may and progress on new software Strategy to Pre cabinet on 18 th May
AGS 2021/22 No.4	Develop an Engagement and consultation plan for the local authority.	Media and Marketing Manager	March 2023	Work has commenced – reflecting on the staff survey findings and IIP	Commenced Engagement with TU – introduced a joint consultancy forum – group leaders and Chief also attends. Aim to improve engagement and consultation. Staff feedback completed
AGS 2021/22 No.5	Further development work on handling complaints and investigating complaints.	Head of ICT and Policy	March 2023	Piece of work being carried out on the resource needed to investigate complaints. Triangulate this with FOIA and Member enquiry	Commenced Review of handling of complaints has been completed. Next piece of work to review the investigation process at stage 2 for consistency in approach and standards needed.
AGS 2021/22 No.6	Review the customer service that we as a Council provide and how we can further improve the customer journey.	Media and Marketing Manager	March 2023	From 1 st December 2022 – Development of Hwbs – more access to customers – thematic days introduced.	Commenced Falls into the Digital Customer Transformation workstream – which monitors the progress. SPFunding – Hwb Fach y Wlad – to be implemented

AGS 2021/22 No.8	Establish clear governance mechanism to drive progress against each Well-being Objective and identify priority themes and service areas to support delivery of the well-being objectives	Head of ICT and Policy	March 2023	Governance mechanisms now in place – completed. Four well-being objectives identified and thematic priorities and service priorities framework in place. Divisional plans format issued w/c 5 December 2022	Commenced Delivery plan of Corp strategy all going through Scrutiny process at the moment. Governance mechanism has been established.
AGS 2021/22 No.12	Review the Governance arrangements for both Local Authority Trading Companies (LATC) with a view to aligning the arrangements and clarifying the roles of Members and Scrutiny Committees in relation to the LATCs.	Direct of Corporate Services Head of Legal and Administration	March 2023	Monitoring Officer review carried out and completed. Report is being finalised. CWM taking a governance review report to the CWM Board.	Commenced Update: Monitoring Officer Governance update review carried out and completed. Report is being finalised. CWM has taken a governance review report to the CWM Board. – Cwm action Complete

Governance Issues Action Plan

NEW GOVERNANCE ISSUES IDENTIFIED IN THIS YEAR'S ANNUAL GOVERNANCE STATEMENT

ISSUE REF	ACTION	RESPONSIBLE OFFICER	TARGET DATE
AGS 2022/2023 No.1	To embed the governance arrangements around the New corporate strategy and Well-being objectives 2022-27 <small>ICTCP 5g2</small>	Corporate Policy - Performance	31 March 2024
AGS 2022/2023 No.2	We will ensure that Corporate Performance Management and Internal Audit work together, to ensure that the Annual Governance Statement plays its part in the Overall Council's Self-Assessment. <small>ICTCP 5g1</small>	Corporate Policy – Performance	31 July 2023
AGS 2022/2023 No.3	Data Insight Team to support in the development and analysis of consultation activity arising from the Local Government and Elections Act (specifically with residents, businesses, trade unions and staff).	Corporate Policy – Data Insight	31 March 2024

Achieving the Intended Outcomes While Acting in the Public Interest at all Times



The Annual Governance Statement ensures we address the following seven principles-



Complaints

Only 52.7% of complaints received were completed within the statutory deadline during 2022/23 this is a decline on the previous year's 57.8%. The number of complaints received have increased by 53.8% (an additional 500 complaints)

Complaints closed by Departments April 2022 - March 2023			
Department	Complaints (S1 & S2)	Closed within timescale	% done on time
Communities	151	67	44.4%
Adults Social Care	55	39	70.9%
Education & Children	30	14	46.7%
Place and Infrastructure	1052	526	50.0%
Chief Executive's	59	36	61.0%
Corporate Services	76	68	89.5%
Cross Departmental	7	3	42.9%
TOTAL	1430	753	52.7%

There are a number of issues which are believed to continue to have an impact upon the ability of Investigating Officers to meet the statutory timescales. There has been a significant increase in the number of complaints received by the Council. In 2022/23, a total of 1,430 complaints were closed, compared to 930 the previous year – an increase of 53.8%. Other factors such as the complex nature of some complaints, service pressures, capacity due to competing priorities

and leave periods also affect the time taken to complete investigations. The Corporate Complaints Team continue to work closely with teams who are unable to meet the statutory timescales due to significant service pressures. Key areas of concern are highlighted within the reports to Directors and the team provide advice and guidance to support the resolution of complaints.

Our Learning

- ⦿ Complaints provide valuable feedback and are viewed by our staff as a positive opportunity to learn from experiences. This helps to drive continual service improvement and to prevent similar things happening again.
- ⦿ For our customers, communication and regular feedback are integral to good services. Customers understand the service pressures that the public sector are facing; however, they must be kept up to date on issues in relation to the services that they use.
- ⦿ Services and information must be accessible, with different access points and ways of communicating. We must continue to provide and develop a wide range of options for people to contact us.
- ⦿ For our staff, complaints provide a first-hand account of the customer's views and experience, and resolving complaints early saves resources and creates better customer relations.

Our colleagues across the Council need access to timely data and information so that they can support the implementation of the Corporate Complaints Policy.

① See 5j - Policy and Performance (page 167)

Calculating Average Index Score (AIS)¹⁵Introduction

Sometimes known as a 'weighted average', the AIS is a way of condensing the 'strength of opinion' down into one single number. By using an AIS it makes it easier to compare results across multiple data sets (e.g. across departments) and across different time points (e.g. annually). An AIS is often used to balance the frequency of the values in a data set. For example, this survey gathers responses from residents in Carmarthenshire where we have a diverse population. To ensure that all residents are listened to, and their views are represented proportionately, a weighted average has been utilised.

The AIS is useful for questions using Likert scales with options ranging from 'strongly agree' to 'strongly disagree'. Through data analysis the values produced will range from 2 (*everyone* strongly agrees) to minus 2 (*everyone* strongly disagrees).

Example

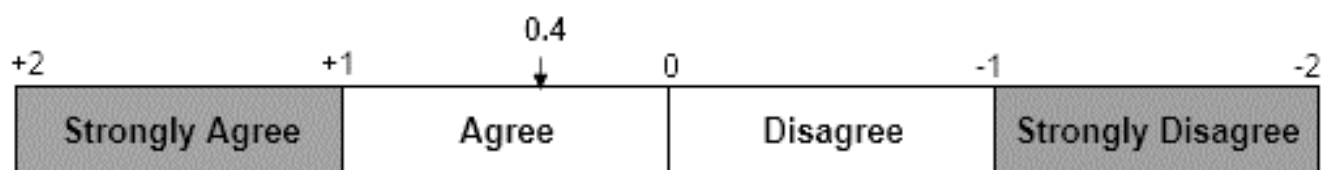
10 people are asked whether they 'strongly agree', 'tend to agree', 'unsure', 'tend to disagree' or 'strongly disagree' that Wales will win the six nations.

Results...

3 strongly agree (each response worth 2, so = **6**); 3 tend to agree (each response worth 1, so = **3**); 1 no opinion (= **0**); 1 tend to disagree (each response worth -1, so = **-1**); 2 strongly disagree (each response worth -2, so= **-4**)

The AIS is calculated by adding all the numbers in bold: So, $6 + 3 + 0 - 1 - 4 = 4$;

Then dividing by the number of responses (10 in this case). The average index score is: $4 \div 10 = 0.4$ (as depicted below)

**AIS Key:**

- A score below 0 indicates overall **disagreement**;
- A score between 0 and 1 indicates overall **agreement**, and
- A score between 1 and 2 indicates overall **strong agreement**.

¹⁵ Explanation of the Average Index Score calculation and example.

What and how we can do better/Identified areas for Improvement

Our delivery plans to achieve our objectives:

WBO 1	Enabling our children and young people to have the best possible start in life (Start Well)		
WBO1a	Thematic Priority: Healthy Lives – prevention /early intervention		
Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
	Safeguarding children and young people		
1	Provide relationship-based children’s social work practice that incorporates systemic thinking and the principles of Signs of Safety. PIMS 16569	April 2024	John PR Fleming
2	Implement an effective quality assurance framework to ensure assessments and plans are outcome focused, co-produced, and evidence the voice of children and young people. PIMS 16570	April 2024	John PR Fleming
3	Support the multi-agency child protection arrangements and ensure we are compliant with the national safeguarding procedures. PIMS 16574	April 2024	Rebecca Robertshaw
	Supported Housing		
4	Work with partners to ensure a sufficient supply of a range of supported accomodation to meet the needs of young people, including disabled young people, aged 16-25. (CV18) PIMS 16571	April 2024	Bethan T James
5	Develop a sufficient supply of in-house residential placements to support the ambition to rebalance the market and take profit out of children’s care.(CV 18) PIMS 16249	April 2024	Louise Quartermass
	Fostering and Adoption		
6	Deliver a range of high-quality intervention services so that children, young people, and their families have access to support at the right time, keeping families together where it is safe to do so, and in the child’s best interest. PIMS 16253	April 2024	Jayne Meredith
7	Increase the sufficiency and range of in-house foster care and supported lodgings placements. (CV 21) PIMS 16252	April 2024	Jayne Meredith
	Corporate Parenting & Child Welfare		
8	Develop a Corporate Parenting Strategy which promotes ownership and accountability across the council so that we are the best Corporate Parent and our looked after children and care leavers have every opportunity to reach their full potential. PIMS 16573	April 2024	Bethan T James
	Leisure		
9	We will develop a new schools and community aquatics plan for the County.	March 2024	Carl Daniels

WBO1b	Service Priority: Early years		
Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
	Early Years		
1	Deliver a range of preventative services for children, young people, and their families, which reduce waiting lists, minimise duplication and improve the interface with wider support services. PIMS 16572	April 2024	Noeline Thomas
2	Implement the phased expansion of Flying Start in line with Welsh Government guidance. PIMS 16376	April 2024	Noeline Thomas

Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
3	The % of child attendance at an allocated Flying Start free childcare placement for eligible 2-3 year olds to prepare for school readiness 9.1.8.1. (2022/23 result 72.5%)	23/24 Target 75%	Noeline Thomas
4	Review the Family Support Strategy to ensure that early intervention support services are meeting the needs of children, young people and families across the county, utilising opportunities for integrating services across the Children and Communities Grant and Housing Support Grant. PIMS 16378	April 2024	Noeline Thomas
5	Promote the 30 hours Childcare Offer and support registered providers and eligible parents through the roll out of the new National Digital Service . PIMS 16575	April 2024	Noeline Thomas
6	Implement the Childcare Sufficiency Action Plan (2022-27) , including the development of Welsh medium childcare and support the sector to recover from the Pandemic. PIMS 16250	April 2024	Noeline Thomas
7	Implement key priorities in the Maternity and Early Years Operational plan and Regional Maternity and Early Years Strategy in partnership with Hywel Dda University Health Board and Voluntary Sector and move towards an integrated delivery model. PIMS 16379	April 2024	Carol Alban
8	Improve how Children's Services provide information, advice, and assistance (IAA) to support families, through digital communication including the Family Information Service and links to the Welsh Government Dewis website. PIMS 16578	April 2024	Noeline Thomas

WBO1c		Service Priority: Education	
Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
A	Education Outcomes		
1	We will ensure an appropriate rate of progress of pupils' skills development in schools where progress is not sufficient. PIMS	April 2024	
2	We will ensure the progress of learners across all pupil referral units. PIMS	April 2024	
3	We will ensure the progress of all low attendees, strengthening capture and analysis of all available data. PIMS	April 2024	
4	We will continue to refine the system to monitor and improve the learning and holistic progress of specific groups of learners. PIMS	April 2024	
5	We will further improve pupil behaviours and attendance. PIMS	April 2024	
6	We will continue to review processes to reduce the number of exclusions. PIMS	April 2024	
7	We will ensure an effective whole school approach to emotional and mental wellbeing PIMS	April 2024	
B	Education Services		
1	Continue to support schools to strengthen pupil progression through effective pedagogy and curriculum design. PIMS	April 2024	
2	Continue to strengthen the accuracy and impact of self-evaluation processes across all schools PIMS	April 2024	
3	Ensure continued impact of our schools causing concern strategy. PIMS	April 2024	
4	Ensure that the Partneriaeth strategy and professional learning offer meets the needs of schools and learners effectively. PIMS	April 2024	
5	Continue to improve leadership development at all levels, including addressing recruitment challenges. PIMS	April 2024	
6	Strengthen schools' understanding of the education digital standards. PIMS	April 2024	

Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
7	Continue to embed ALN practice as part of ALN transformation. PIMS	April 2024	
8	Continue to develop support for schools to improve behaviour. PIMS	April 2024	
9	Continue with support for schools to improve attendance, especially in schools where there are lower levels of attendance or persistent absenteeism. PIMS	April 2024	
10	To consider the capacity of central teams e.g., inclusion services to enable us to support schools and learners effectively. PIMS	April 2024	
11	Continue to engage with Welsh Government regarding changes to approach to, and resourcing for, EHE learners. PIMS 16825	April 2024	
12	Continue investment in school buildings across the county and overhaul Carmarthenshire's Modernising Education Programme (MEP) to meet the needs of the 21st century. Ensuring that all new schools meet the required standards of insulation and ventilation to cut energy bills and be more environmentally friendly. PIMS 16266	April 2024	Isobelle Boodeny
13	Ensure that any proposals by officers to Elected Members in relation to reorganisation are considered and processed efficiently to align with the demands for effective provision and leadership. PIMS	April 2024	
14	Further develop communication and enhance the strategic input of stakeholders.	April 2024	
15	Further clarify our WESP (Welsh in Education Strategic Plan) strategy to certain audiences and continue with implementation, including the Professional Learning offer PIMS 17078	April 2024	
16	Continue to refine Safeguarding procedures and ensure integrity of the school safeguarding audit process PIMS	April 2024	
17	To expedite HR processes, especially around DBS (Disclosure and Barring Service) checks to support the appointment process in schools. PIMS	April 2024	
18	Continue to manage the increasing number of schools with budgetary issues, keeping CMT (Corporate Management Team) and Cabinet informed. PIMS	April 2024	
19	Ensure alignment of capital funding to address the Council's MEP programme PIMS 17080	April 2024	
20	The Council needs to address school capacity and issues caused by a large school footprint ensuring that the revised MEP impacts positively on the effective distribution of resources, leadership and recruitment, provision, wellbeing, sustainability, reduce pressure on support services etc. PIMS	April 2024	
21	In light of potential additional financial savings required by schools, we need to review the funding formula for primary and secondary schools PIMS 17066	April 2024	Aneirin Thomas
22	Embed Emotionally Based School Avoidance (EBSA), Emotional Literacy Support Assistance (ELSA), trauma informed practice, and attachment awareness training is embedded into core training in schools so that schools meet the emotional well-being needs of vulnerable learners and looked after children. PIMS 16374	April 2024	Vicky Jeremy
23	Engage with Electively Home Educated (EHE) learners, their families, and other networks so that they can access the right help at the right time through a broad range of educational opportunities. PIMS 16375	April 2024	Rhona Evans

WBO 2		Enabling our residents to live and age well (Live & Age Well)		
WBO2a		Thematic Priority: Tackling Poverty		
Ref	Actions and Measures	Date/Target	Owner/Resp. Officer	
1	Average number of days taken to process new Housing/Council Tax Benefit claims (6.6.1.2) <i>22/23 result was 18.46 days</i>	17 days	Helen Pugh / Ann Thomas	
2	We will contribute to tackling poverty within Carmarthenshire by supporting families to claim all the financial support they are entitled.	31 March 2024	Helen Pugh / Ann Thomas	
3	We will continue to administer grants and payments on behalf of the Welsh Government & Central Government such as cost of living grant, business grants and winter fuel grants.	31 March 2024	Helen Pugh / Ann Thomas	
4	To establish rural HWB centres across the County's rural market towns that provide access to services, information, and support to rural residents (SPF - Share Prosperity Funding) (CV94) PIMS 16323	31 March 2024	Deina Hockenhill	
5	We will implement and update the Tackling Poverty Plan to respond to the current challenges faced by residents and communities. PIMS 16389	31 March 2024	Jason Jones / Gwyneth Ayers	

WBO2b		Service Priority: Housing		
Ref	Actions and Measures	Date/Target	Owner/Resp. Officer	
1	We will develop a new 10 Year strategic vision and direction for Housing PIMS 16430	31 March 2024	Jonathan Morgan	
2	Develop new investment programmes for Council House stock based on stock condition surveys and decarbonisation ambition. PIMS 16415	31 March 2024	Rachel Davies	
3	Develop a plan for alternative provision of temporary accommodation PIMS 16423	31 March 2024	Angie Bowen	
4	We will implement a new Empty Homes Plan PIMS 16424	31 March 2024	Gareth Williams	
5	We will develop a costed programme to invest and expand our in-house provision of residential care PIMS 16425	31 March 2024	Rachel Davies	
6	We will deliver additional affordable homes as part of the housing regeneration development programme (including general needs, specialist housing and those targeted at town centres and rural areas) PIMS 16427	31 March 2024	Rachel Davies	
7	We will improve turnaround times and reduce the backlog of repairs, Voids and DFGs and value for money PIMS 16432	31 March 2023	Jonathan Fearn	

WBO2c		Service Priority: Social Care	
Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
1	We will continue to monitor the number of those in hospital waiting for a package of care, to inform how we develop our Home First approach. PIMS 16360 (CV14)	N/A	Alex Williams
2	We will develop a prevention strategy for adult social care to ensure people get the right support at the right time. PIMS 16410	31 March 2024	Avril Bracey
3	We will implement a new model for learning disability day services	31 March 2024	Avril Bracey
4	We will implement service delivery changes in mental health as part of the Transforming mental health agenda PIMS 16412	31 March 2024	Avril Bracey
5	We will work with the Health Board to provide readily accessible and appropriate levels of support to all with Mental Health issues with an expansion of access and support to Children and Vulnerable Adults. PIMS 16367 (CV12)	31 March 2024	Avril Bracey

WBO 3		Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Communities)	
WBO3a		Thematic Priority: Economic Recovery and Growth	
Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
A	Business		
1	We will continue to provide support to businesses through grant aid & highlighting procurement opportunities to local businesses in Carmarthenshire. PIMS 16343	March 2025	Mike Bull
2	Provide a coordinated network of business support to start up and established businesses including self-employed and micro businesses. This will include business engagement, retaining an up-to-date list of businesses in county, linking businesses with funding opportunities, provide advice and information and encouraging entrepreneurship PIMS 16342	March 2025	Mike Bull
	<i>Digital Economic Growth</i>		
3	Lead and deliver the £55 million investment in Digital Infrastructure across the Swansea Bay City Region (Carmarthenshire, Pembrokeshire, Neath Port Talbot and Swansea) PIMS 17020	March 2024	Gareth Jones
B	People		
1	The Regional Learning and Skills Partnership (RLSP) will continue to work with employers across the region to ensure that the RLSP inform Welsh Government what skills are required in the region and where WG funding needs to be channelled.	March 2025	Jane Lewis
2	Deliver the £30million Skills and Talent Programme to create a skilled workforce for the future, developing opportunities as part of the work of the Regional Learning and Skills Partnership PIMS 16488	March 2025	Jane Lewis
3	Provide support through Employability programmes, identifying key training and skills opportunities through engagement with businesses & identifying key skills required 3a27	March 2025	Jane Lewis
4	We will continue to review and monitor the delivery of the Shared Prosperity Fund, ensuring that the programme is on track PIMS 16485	March 2025	Helen Morgan

Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
C	Place		
1	In Llanelli, Carmarthen and Ammanford we will deliver the masterplan actions and continue to support and develop new initiatives and projects through direct delivery and by supporting third parties with available sources of funding. Regen. PIMS 16338, 16339, 17003	March 2025	Tess Bufton
2	Support the delivery of the Councils Strategic Economic Objectives by the determination of major planning applications within agreed timescales. CV61	80%	Hugh Towns
3	Adoption of the Revised Local Development Plan in accordance with the Delivery Agreement.	Dec 2024	Ian Llewelyn
4	To implement the adopted LDP and monitor its success or otherwise against its identified delivery measures ensuring policies, procedures and practices are being adhered to.	April 2024	Ian Llewelyn
5	Support the delivery of the Council's Housing Regeneration and Development Delivery Plan, supporting the delivery of over 2,000 additional homes across the County over the next 5 years, through acquiring land and buildings identified in the Draft Housing Regeneration and Development Delivery Plan, together with any other land and/or buildings that would add value to the Council's Housing and Regeneration priorities and aspirations. PIMS 17011	March 2025	Peter Edwards
	<u>Pentre Awel</u>		
6	To ensure that all tenanted areas at Pentre Awel (Zone 1) are fully let in advance of/ or as soon as practicable after opening.	Oct 2024	Sharon Burford
7	Deliver on the Pentre Awel Welsh Language Action Plan recognising the potentially impacts Pentre Awel could have on the Welsh Language. PIMS 17029	2027	Sharon Burford
8	Through Pentre Awel delivery meet the objectives set out within the City Deal business Case covering, job creation, education courses to be delivered and projected health impact. This includes creating c.1800 jobs. PIMS 17019	2027	Sharon Burford
9	Pentre Awel Zone 1 to include a new leisure centre and aquatics complex. PIMS 16351	October 2024	Sharon Burford
10	Support and encourage people to lead active and healthy lives, ensure supply chain opportunities for local businesses, and local recruitment. PIMS 16994	March 2024	Sharon Burford/ Mike Bull/ Rhian Phillip
11	Focus on the further development of the Foundational Economy sector within Carmarthenshire whilst supporting the principles of the Circular Economy. PIMS 16487	March 2024	Rhian Phillips

WBO3b		Thematic Priority: Decarbonisation & Nature Emergency	
Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
1	Develop a draft local area energy plan for Carmarthenshire. (PIMS No. 16538)	Apr 2024	Kendal Davies
2	Develop emissions trajectories to meet our Net Zero target (PIMS No. 17105)	April 2023	Kendal Davies
3	Develop Climate Change & Nature Emergency strategy to meet trajectories for service areas (PIMS No. 17106)	Apr 2024	Kendal Davies
4	Complete installation programme of 'Smart' and Sub-metering technology to enable live reporting of consumption and allow identification of carbon saving opportunities in of our non-domestic buildings and street lighting infrastructure (PIMS No. 14812)	Apr 2024	Kendal Davies

Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
5	Working with the Council's Strategic Land-use review group, identify and progress the planting of woodland on suitable sites, demonstrating the principles of responsible afforestation, and in consultation with local communities. Identify three further areas of woodland to be planted, to deliver against climate and nature emergency declared by CCC. This action is subject to grant aid being available to fund much of this work. (PIMS No. 16282)	Apr 2025	Gus Hellier
6	The development of strategic regional Eco-Park on a phased basis with focus on renewable energy production, waste management, and resource efficiency, Ultra Low Emission Vehicle charging facilities, coupled with industrial space for the manufacturing, processing and service industry base.	Mar 2025	Dan John
7	Review the current vehicle fleet strategy with a view to utilising the most suitable and low emissions vehicle technology (including electric or other power sources) over the coming years. (PIMS No. 16286)	March 2024	Antonia Jones
8	Develop a strategy to achieve Net Zero Carbon as part of property design specifications (PIMS No. 16548)	Mar 2024	Andrew Tidy
9	Develop and implement the new Flood Risk Management Plan (FRMP2) (PIMS No. 16564)	Mar 2024	Ben Kathrens

WBO3c		Thematic Priority: Welsh Language & Culture	
Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
A	Welsh Language		
1	Continue to increase and promote the use of the Welsh language within the administration of the County Council. CV90 PIMS 16303	31/03/2024	Jason Jones
2	Work with stakeholders to increase the proportion of Welsh-medium apprenticeships. CV91 PIMS 16304	31/03/2024	Paul R Thomas
3	To welcome and support the delivery of the Carmarthenshire Urdd Eisteddfod to Llandovery (CV90) PIMS 16332	30/06/2023	Deina Hockenhull
4	Deliver Welsh Government's Arfor 2 programme in Carmarthenshire and coordinate regional activity with Gwynedd, Ceredigion and Sir Fon Councils (CV42) PIMS 16350	31/03/2024	Jason Jones
5	Encourage and develop more use of Welsh in the ECS department PIMS 16388	31/03/2024	Aeron Rees
6	We will review the current Internal Use of the Welsh language policy PIMS 16408	31/03/2024	Llinos Evans
7	Strengthen monitoring, evaluation, and reporting mechanisms in respect of the Welsh Language employment standards. PIMS 16462	31/03/2024	Paul R Thomas Alex Machin
8	Provide a range of development opportunities for new and existing employees to improve their Welsh language skills. PIMS 16463	31/03/2024	Paul R Thomas Alex Machin
B	Welsh Culture		
1	We will continuously review cultural exhibits and events to ensure that they are regularly updated, timely and relevant. Take full advantage of the rich history of Carmarthenshire. (Cabinet Vision) – Archives / Museums exhibition and engagement plans in place PIMS 16362 (CV75)	31/03/2024	Jane Davies
2	We will develop Oriol Myrddin Gallery in Carmarthen as the West Wales Arts Centre PIMS 16363 (CV73)	31/03/2024	Jane Davies

Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
3	We will work with local communities to develop cultural and historical trails accessible to residents and tourists. Encourage residents to take ownership of their local areas by creating community trails based on local knowledge, and look at ways of developing trails based around the many castles and historic sites across the county PIMS 16368 (CV74)	31/03/2024	Jane Davies
4	We will develop a new Libraries strategy in line with evolving National Public Library Standards with a focus on reviewing outreach services PIMS 16440	31/03/2024	Jane Davies

WBO3d Thematic Priority: Community Safety, Resilience and Cohesion

Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
1	We will develop a three-year community cohesion plan for the region PIMS 16429	31 March 2024	Kay Howells
2	We will work with Dyfed Powys Police to support delivery of the Intact Serious Violence & Organised Crime Strategy PIMS 16642	31 March 2024	Jason Jones/ Kate Harrop
3	Address the recommendations of the Audit Wales National Report: Together We Can – Community resilience and self-reliance (January 2023) PIMS 17141, 17142	March 2024	Gwyneth Ayers
4	We will deliver a new risk-based Food Hygiene and Food Standards Programme for 23/24 PIMS 16781	March 2024	Sue Watts

WBO3e Service Priority: Leisure & Tourism

Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
1	We will develop a sport for all approach to support a broad range of participation in sports, from beginners to elite - working to support all Community Sports Clubs to become self-sustaining with development support. PIMS 16361 (CV77)	31 March 2024	Carl Daniels
2	We will complete a feasibility study for a Skateboard Park and further develop the BMX Pump track in Pembrey. PIMS 16364 (CV70)	31 March 2024	Richard Stradling
3	We will assess the need and produce a strategy for all weather pitches across the county. PIMS 16366 (CV72)	31 March 2024	Carl Daniels
4	A new Outdoor Education offer for the County - develop a new model for a County-wide residential and non-residential offer PIMS 15073	31 March 2024	Ian Jones
5	We will expand the Health and Well Being Referral programme. PIMS 16439	31 March 2024	Carl Daniels
6	We will deliver a new 3G sports pitch at Ammanford. PIMS 16365 (CV69)	31 March 2024	Carl Daniels

WBO3f		Service Priority: Waste		
Ref	Actions and Measures	Date/Target	Owner/Resp. Officer	
1	Improve the way we manage waste in Carmarthenshire, increasing the waste reused, recycled or composted. Delivering against national beyond recycling strategy. (PIMS No. 16562)	March 2024	Geinor Lewis	
2	Utilise a phased approach for the implementation of a new kerbside waste collection system in 2024/25, that is compliant with Welsh Governments' Blueprint collection methodology. This will mean that households will receive a weekly recycling, food and glass collection services from 24/25. Vision 48 (PIMS No. 16297)	March 2025	Yana Thomas	
3	Support and develop local volunteer activity with Keep Wales Tidy to help empower communities across Wales to tackle poor local environment quality issues in their area (=PIMS No. 16567)	March 2024	Geinor Lewis	
4	Deliver the recommendations of the fly tipping task and finish group (PIMS No. 16898)	March 2024	Dan John	

WBO3g		Service Priority: Highways & Transport		
Ref	Actions and Measures	Date/Target	Owner/Resp. Officer	
A				
1	Develop the Regional Transport Plan to inform the development of a sustainable, low carbon transport system that supports economic growth within the County (PIMS No. 16885)	31/03/2024	Simon Charles	
2	Engage with and lobby Welsh Government on their commitment to construct a bypass for Llandeilo. CV59 (PIMS No. 16290)	31/03/2024	Steve Pilliner	
3	Lobby Welsh Government to reopen the Amman Valley railway line to passengers as part of the Swansea Bay Metro. CV40 (PIMS No. 16292)	31/03/2024	Simon Charles	
4	Develop Community Transport Strategy to enable access to essential services from rural communities. CV51 (PIMS No. 16288)	31/03/2024	D Alwyn Evans	
5	Review the current vehicle fleet strategy with a view to utilising the most suitable and low emissions vehicle technology (including electric or other power sources) over the coming years. CV49 (PIMS No. 16286)	31/03/2024	Antonia Jones	

WBO 4		To further modernise and develop as a resilient and efficient Council (Our Council)		
Organisational Transformation				
Ref	Actions and Measures	Date/Target	Owner/Resp. Officer	
1	Develop and implement a Transformation Delivery Programme for 2023/24 PIMS 16465	31/03/2024	Jon Owen	

5	Core Business Enablers		
5a	Information and Communication Technology (ICT)		
Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
1	Continue to embrace and promote agile working, hybrid meetings and new ways of working across the organisation. V108 PIMS 16313	31/03/2024	Jon Owen
2	Further increase our use of the latest digital technology to further transform the services delivered by the Council. V110 PIMS 17092	31/03/2024	Julian Williams
3	We will in line with our Digital Transformation Strategy 2021-2024, continue to engage, prioritise and implement department needs to allow them to deliver effective services. V110 PIMS 17093	31/03/2024	Julian Williams
4	We will ensure a robust approach to Cyber security and sustainable solutions are implemented for Information Governance. PIMS 17102	31/03/2024	John Williams
5	We will fulfil our statutory obligation under the Data Protection Act and ensure we are up to date with revisions in law being introduced in the UK. PIMS 16494	31/03/2024	John Tillman

5b	Marketing & Media including customer services		
Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
1	To develop a Corporate Communications Plan that will incorporate internal communications, engagement, digital, advertising, and customer services. PIMS 16422	31/03/24	Deina Hockenull
2	Develop solutions to communicate effectively with all staff including frontline staff and ensure corporate brand is consistent across all services reflecting the use of the intranet and readership of staff newsletters etc (cv103) PIMS 16334	31/03/24	Rhiannon Evans
3	To continue to advise and support services in making better use of technology and managing digital content to deliver a better experience for customers.(cv110) PIMS 16336	31/03/24	Lowri Jones
4	Work with and support web editors within services to improve web content to deliver smarter, efficient service processes, to deliver a better experience for customers. (cv110) PIMS 16336	31/03/24	Lowri Jones
5	To introduce the Corporate Customer charter PIMS 17288	31/03/24	Deina Hockenull

5c	Legal		
Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
1	To develop a set of key performance indicators for the Legal Services and Land Charges service. PIMS 16525	Mar 2023	Robert Edgecombe
2	To collaborate with HM Land Registry (HMLR) so as to enable HMLR to become the registering authority for Local Land Charges for the County of Carmarthenshire in accordance with the provisions of Schedule 5 of the Infrastructure Act 2015. PIMS 16526	Timeline to be prescribed by HMLR	Robert Edgecombe

5d		Planning		
Ref	Actions and Measures	Date/Target	Owner/Resp. Officer	
1	Percentage of all applications determined within time periods required – <i>PAM/0018</i>	85%	Hugh Towns	
2	Adoption of the Revised Local Development Plan in accordance with the Delivery Agreement. (<i>PIMS No. 15674</i>)	Apr 2024	Ian Llewelyn	

5e		Finance		
Ref	Actions and Measures	Date/Target	Owner/Resp. Officer	
1	We will ensure an unqualified audit of the final accounts.	31.03.24	Randal Hemingway	
2	Ensure the Council manages its budgets effectively and prudently.	31.03.24	Randal Hemingway	
3	Use of the Council's reserves to invest in the County and support future development.	31.03.24	Randal Hemingway	
4	We will provide significant financial support and advice to the Swansea Bay City Region.	31.03.24	Randal Hemingway	
5	To lead and advise on the key financial considerations on the delivery of major corporate projects such as the Pentre Awel Project <i>PIMS 16945</i>	31.03.24	Owen Bowen	
6	The % of undisputed invoices which were paid in 30 days (<i>CFH/006</i>)	95%	Randal Hemingway/ Kevin Gerard	

5f		Procurement		
Ref	Actions and Measures	Date/Target	Owner/Resp. Officer	
1	We will work with departments to deliver compliant tender exercises through the implementation of a category management approach	31.03.24	Helen Pugh/Clare Jones	
2	We will continue to provide a significant procurement support and advice to the Swansea Bay City Region Carmarthenshire led projects	31.03.24	Helen Pugh/Clare Jones	
3	We will monitor effective Contract management throughout the Authority	31.03.24	Helen Pugh/Clare Jones	
4	We will continue to develop our approach to spend analysis	31.03.24	Helen Pugh/Clare Jones	
5	Number of weeks training recruitment delivered to people through Community Benefits in the 21 st Century School Programme, Housing and Regeneration projects (<i>CP/001</i>)	3229	Helen Pugh/Clare Jones	
6	The number of jobs created through Community Benefits in our construction projects (21 st century school programme, housing, and regeneration projects) (<i>CP/002</i>)	60	Helen Pugh/Clare Jones	
7	The number of STEM pupil engagements (Science, Technology, Engineering & Maths) through Community Benefits in our construction projects (21 st Century School programme, Housing & Regeneration projects) (<i>CP/003</i>)	1622	Helen Pugh/Clare Jones	

5g		Internal Audit		
Ref	Actions and Measures	Date/Target	Owner/Resp. Officer	
1	To provide independent assurance on the effective operation of the organisation's risk management, governance, and internal control processes	31.03.24	Helen Pugh/Caroline Powell	
2	Evaluating controls and assisting management in the improvement of internal controls	31.03.24	Helen Pugh/Caroline Powell	
3	Actual Achievement against Annual Audit Plan (6.4.1.3)	90	Helen Pugh/Caroline Powell	
4	% Of draft reports issued within 10 working days of the fieldwork completion date (IA/001)	80	Helen Pugh/Caroline Powell	
5	% Of management responses received within 15 working days of the draft report being issued (IA/002)	80	Helen Pugh/Caroline Powell	
6	% Of final reports issued within 10 working days of management responses being received (IA/003)	80	Helen Pugh/Caroline Powell	

5h		People Management		
Ref	Actions and Measures	Date/Target	Owner/Resp. Officer	
1	Further develop existing reward and recognition frameworks that value innovation and creativity PIMS 17289	Sept 2024	Alex Machin	
2	Further develop a framework for the Council's Leadership and Management framework to support the workforce to transform and deliver. PIMS 16470	March 2024	Dirk Neuman	
3	In conjunction with Marketing & Media, further improve internal communications by developing a new Internal Communications Strategy PIMS 16473	March 2024	Cheryl Reynolds	
4	Fully implement the new Learning Management System to support the provision of targeted Learning & Development interventions that support the strategic aims of the organisation while streamlining processes. PIMS 16471	Sept 2023	Tony Belton	
5	Develop and implement a health & well-being plan and programme to support the health & well-being of all our staff PIMS 16475	March 2024	Heidi Font	
6	Measure: The number of working days lost to sickness absence per employee. EOY 22/23 Result = 11.6 days	Target 9.6 days	Heidi Font	
7	Work to position our recruitment competitively and work towards continuously improving recruitment levels across the organisation. Seeking to understand the steps needed to become the employer of choice in West Wales (CV103) PIMS 16358 Transformation Strategy - Create a strategy to attract, recruit and retain talent.	June 2023	Lindsey Evans (Future Leader)	
8	Develop a comprehensive Workforce Data Framework and ongoing monitoring and review mechanisms at a corporate level. (Audit Wales Springing Forward – workforce Management Recommendation). PIMS 17095	June 2023	Alison Wood / Gwyneth Ayers (Future Leader)	
9	Support services to ensure the management of all Health & Safety risks across the authority. PIMS 16474	March 2024	Heidi Font	
10	Consider the short and long-term capacity of our workforce to deliver the current administration's vision. (CV105) PIMS 16357	March 2024	Alison Wood / Ann Clarke	

Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
11	Address the findings of the annual employee engagement survey and repeat the survey on an annual basis. PIMS 16472	Sept 2023	Cheryl Reynolds
12	We will work with Colleagues from other Divisions e.g., Procurement, to work with Welsh Government, Public Service partners and Trade Unions in further progressing the Real Living Wage agenda. (CV 109) PIMS 16353	March 2024	Alison Wood
13	Strengthen monitoring, evaluation, and reporting mechanisms in respect of the Welsh Language employment standards PIMS 16462	March 2024	Alison Wood / Alex Machin
14	Review employment safeguarding framework and develop a development programme for recruiting managers. PIMS 16464	Sept 2023	Alison Wood / Alex Machin
15	To work with groups to promote the council as an employer across all communities including within the Black, Asian and Minority Ethnic community. CV 99 PIMS 16305	Ongoing	Alison Wood / Alex Machin
16	Develop & implement a Transformation Delivery Programme for 2023/24. PIMS 16465	Mar 24	Jon Owen
17	Continue to embrace and promote agile working, hybrid meetings and new ways of working across the organisation. (CV108) PIMS 16355	March 2024	Jon Owen
18	Develop and implement a new Learning & Development Policy PIMS 16479	Sept 23	Alex Machin

5i		Democratic Services	
Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
1	To develop and update the Member Development Programme with colleagues in Learning and Development PIMS 16528	Ongoing	Gaynor Morgan
2	In line with the current review of the member enquiry process to feed in and work with IT, Customer Service etc in bringing about improvements to the existing Councillors enquiry process in order to continue to administer enquiries on behalf of elected members and to support them in their day to day constituency work. PIMS 16529	Ongoing	Gaynor Morgan

5j		Policy & Performance	
Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
A	Corporate Policy		
1	We will continue to work with and provide ongoing support to departments to ensure compliance with the Council Complaints Policy, including developing guidance on undertaking Stage 2 Investigations PIMS 16679	31/03/2024	Kate Harrop
2	We will improve the use and monitoring of complaints information and intelligence in order to support learning and service improvement PIMS 16683	31/03/2024	Kate Harrop
3	We will prepare an annual report on complaints and compliments received by the Council PIMS 16684	31/09/2023	Kate Harrop
4	To increase understanding and response to the Armed Forces Covenant across the Council and with external stakeholders PIMS 17059	31/03/2024	Hayley Edwards

Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
5	We will publish an annual report on the implementation of the Strategic Equalities Plan for the period 2022/23 PIMS 16682	31/10/2023	Llinos Evans
6	We will work towards the World Health Organisation Age-friendly Communities Framework, by completing the application process and mapping of local evidence PIMS 16497	31/03/2024	Llinos Evans
7	We will ensure that the Council facilitates an on-going discussion with interested parties and stakeholders to ensure delivery and further development of the Council's rural affairs strategy, working in a multi-agency and multi-sector way. MFR-54 PIMS 16418	31/03/2024	Gwyneth Ayers
B	Performance Management		
1	The Council should explore the options available to share performance information in a more transparent and easily accessible way. This extends to sharing with residents (where possible) how and why financial resources are spent and invested where they are. (From Residents Survey 2022) PIMS 16495	30/09/2023	Robert James
2	Develop and improve the way in which performance information is shared with businesses and ensure that businesses are aware of the way decisions are made and the rationale behind these decisions. This will become increasingly important given the financial challenges facing the public sector. (From Business Survey 2022) PIMS 16675	30/09/2023	Robert James
3	To embed the governance arrangements around the New corporate strategy and Well-being objectives 2022-27 PIMS 16671	31/03/2024	Robert James
4	We will ensure the Council fully embeds the requirements relating to performance and governance of the Local Government and Elections Act and align them to our current duties relating to the Well-being of Future Generations Act PIMS 16673	31/03/2024	Gwyneth Ayers
5	To work with Marketing and Media to ensure alignment of the Council's Communication Plan with the new Corporate Strategy and Well-being Objectives PIMS 16669	31/07/2023	Robert James
6	We will ensure that Corporate Performance Management and Internal Audit work together, to ensure that the Annual Governance Statement plays its part in the Overall Council's Self-Assessment PIMS 16670	31/07/23	Robert James
7	Support the improvement of communication and involvement with staff on Council performance management information. (From Staff Survey 2022) PIMS 16676	30/09/2023	Robert James
8	We will continue to enhance the use of information and intelligence from a range of sources to inform quarterly Performance Management Monitoring Reports PIMS 16680	31/03/2024	Gwyneth Ayers
9	To liaise with Audit Wales and other regulatory bodies on their local and national audit programmes PIMS 16681	31/03/2024	Gwyneth Ayers
10	To develop a toolkit to promote the Sustainability Principle and the 5 Ways of Working. PIMS 16690	30/09/2023	Robert James
11	To make arrangements for the Panel Assessment (required under the Local Government & Elections Act), appointed by the council to undertake an assessment of the extent to which the council is meeting its performance requirements, and to respond to the panels assessment report. PIMS 16693	31/03/2024	Gwyneth Ayers

Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
C	Data Insight		
1	To iteratively develop a comprehensive and balanced set of performance measures, indicators and information across all services supporting the Transformation - Service Design and Improvement Workstream PIMS 16646	31/03/2024	Rachel Clegg
2	We will work with other Council services to further develop the Council's involvement & use of data gathered as part of a Council wide involvement, participation, & consultation framework. (PIMS 12435) (WAO Regulatory Recommendation 'Use of Data')	31/03/2024	Llinos Evans
3	Data Insight Team to support in the development and analysis of consultation activity arising from the Local Government and Elections Act (specifically with residents, businesses, trade unions and staff). PIMS 16674	31/03/2024	Rachel Clegg
4	To continue to develop the Corporate Data Suite to support the Corporate Strategy for 2022-2027 and key policy areas PIMS 16687	31/03/2024	Rachel Clegg
D	Partnership working		
1	We will implement the Public Services Boards (PSBs) Well-being Plan (2023-28) developing a new delivery framework to ensure progress on the well-being objectives and steps PIMS 16496	31/03/2024	Kate Harrop

5k		Electoral Services & Civil Registration	
Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
1	Staff at all levels should be challenged to add more value to the organisation and in turn should be supported to fulfil this role. The Council should be confident that the service is robust enough to continue to deliver high quality elections and a registration service even if there were changes to key personnel PIMS 16452	Apr25	Amanda Edwards
2	Customer involvement in developing the future of the service (Registrars) by consulting customers in order to appraise future options to ensure they meet future customers' needs and wants PIMS 16459	Sept23	Andrea Rowlands

5l		Estates & Asset Management	
Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
1	A new Rural Estate Plan will be drafted over the next 12 months to highlight the extent and performance of the current portfolio, together with the key issues and future strategy of the Estate to enable the Council to maximise the opportunities available to support its well-being objectives PIMS 17290	21/03/24	Stephen Morgan

5m		Risk Management	
Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
1	We will address the recommendation or proposals for improvement arising from the Wales Audit Office review of Risk Management arrangements	31.03.24	Helen Pugh/Suzanne Wride
2	We will maintain an effective insurance programme and manage claims in a timely manner	31.03.24	Helen Pugh/Suzanne Wride

Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
3	% of motor vehicle incidents reported to Risk Management within 5 working days (RM/001)	40	Helen Pugh/Suzanne Wride
4	% of departmental reports returned to Risk Management within 15 days from request (RM/002)	50	Helen Pugh/Suzanne Wride
5	% of motor claims reports provided by risk management within 10 working days (RM/003)	80	Helen Pugh/Suzanne Wride
6	% of liability claims reports provided by risk management to insurers within 20 working days (RM/004)	80	Helen Pugh/Suzanne Wride

5n		Business Support	
Ref	Actions and Measures	Date/Target	Owner/Resp. Officer
1	Produce a forward work programme for Corporate Management Team (CMT). PIMS 16448	31/03/24	Nicola Evans
2	Ensure all CMT actions are followed up. PIMS 16449	31/03/24	Nicola Evans

Population Indicators and Performance Measures - Annual Report 2022/23

This table shows the overarching indicators and measures for each Well-being Objective and Thematic Priority. It provides a visual representation of performance direction (compared with the previous available data) and comparative ranked position with the other local authorities in Wales (where possible). It should be viewed as a summary, complemented by the further in-depth analysis and context provided in the main body of the report.

		Has our result improved year on year			22 nd	21 st	20 th	19 th	18 th	17 th	16 th	15 th	14 th	13 th	12 th	11 th	10 th	9 th	8 th	7 th	6 th	5 th	4 th	3 rd	2 nd	1 st				
		Previous result	Most Current Result	Improved ↑ Standstill ↔ Declined ↓	Worst results											Best Results														
					←→ Arrows start from previous position											● ● to our most current position ■														
Well-being Objective 1 - Start Well																														
1	Children living in Poverty	31.3%	34.6%	↓	36.3%																						27.0%			
2	Children aged 4-5 years overweight or obese (Child Measurement Programme NHS)	30.4%	31.4%	↓	31.4%																						21.1%			
3	Children on the Child Protection Register (per 10,000 population)	21	27	↓	89																			Same			22			
WBO1a - Thematic Priority: Healthy Lives - Prevention/early intervention																														
4	Number of children looked after by local authorities at 31 March	165	190	↓	1,040	Comparable data is for the previous year																								100
5	Number of children looked after in foster placements at 31 March	125	145	↓	635																						70			
6	Number of Referrals of Children and Young people attending counselling	1053	1497	↓	1,497																						198			
7	Live single births with a birth weight of under 2,500g	4.9%	4.9%	↔	8.5%																						3.3%			
Well-being Objective 2 - Live & Age Well																														
8	Healthy Life Expectancy (HLE) at Birth - Male	60.4	59.7	↓	55.6																						68.7			
9	Healthy Life Expectancy (HLE) at Birth - Female	61.1	61.8	↑	55.3																						69.3			
10	% of People Living in Material Deprivation	12.0%	16.7%	↓	21.5%																						8.4%			
11	Adult Mental Well-being Score Average Total Score out of a possible 70	48.8	48.3	↓	45.7																						49.6			
12	Adults who have 2 or more healthy lifestyle behaviours	92.4%	92.5%	↑	86.1%																						95.7%			

				Has our result improved year on year																							
				22 nd	21 st	20 th	19 th	18 th	17 th	16 th	15 th	14 th	13 th	12 th	11 th	10 th	9 th	8 th	7 th	6 th	5 th	4 th	3 rd	2 nd	1 st		
				Worst results											Best Results												
		Previous result	Most Current Result	Improved ↑ Standstill ↔ Declined ↓	Arrows start from previous position																						
						● ● to our most current position ■																					
WBO2a - Thematic Priority: Tackling Poverty																											
13	Households Living in Poverty	35.6%	34.5%	↑	43.1%																						23.5%
14	Median Weekly Pay (Full Time Workers)	£573.70	623.4	↑	£538.8																						£714.8
15	Housing Affordability Ratio	5.74	5.61	↑	9.47																						4.38
16	Poverty is a problem in my area - Residents Consultation - Average Index Score (AIS)	0.23	TBC		No comparable data available																						
Well-being Objective 3 - Prosperous Communities																											
17	Gross Disposable Household Income (GDHI)	£17,164	£17,349	↑	£14,478																						£22,321
18	Number of people killed and seriously injured on the roads	81	83	↓	128	Same																					8
19	Levels of nitrogen dioxide (NO2) pollution in the air	5.9	4.2	↑	12.1																						2.5
20	Crime rates	15,914	16,381	↓	No comparable data available																						
WBO3a - Thematic Priority: Economic Recovery and Growth																											
21	Employment	68.7%	72.3%	↑	69.6%																						79.1%
22	Unemployment	3.7%	2.2%	↑	5.4%																						Below 2.2
23	Highest Level of Qualification - Level 4 or above	37.6%	40.0%	↑	24.3%																						61.3%
24	No qualifications	7.7%	7.0%	↑	15.5%																						3.3%
25	% of people claiming unemployment related benefits for over 12 months	0.2%	0.1%	↑	0.2%																						0.0%
26	Business births	720	820	↑	215																						2350
27	Business Deaths	500	670	↓	1,510	Same																					185
28	Businesses are supported within the local area – Business Consultation - Average Index Score (AIS)	-0.1	TBC		No comparable data available																						
29	Local people/businesses are well supported to take advantage of local opportunities - Residents/Business Consultations - Average Index Score (AIS)	-0.05	TBC		No comparable data available																						

		Has our result improved year on year			22 nd	21 st	20 th	19 th	18 th	17 th	16 th	15 th	14 th	13 th	12 th	11 th	10 th	9 th	8 th	7 th	6 th	5 th	4 th	3 rd	2 nd	1 st		
		Previous result	Most Current Result	Improved ↑ Standstill ↔ Declined ↓	Worst results												Best Results											
WBO3b - Thematic Priority: Decarbonisation and Nature Emergency																												
30	Capacity of Renewable Energy Equipment Installed (MW)	316 MW	321 MW	↑	19																				Same		409	
31	No. of Properties (Homes & Businesses) at risk of Flooding	Not comparable	15,198	Not comparable	41,046																							2,818
32	The Climate Emergency is Being Addressed Locally - Residents Consultation - Average Index Score (AIS)	-0.1	TBC		No comparable data available																							
WBO3c - Thematic Priority: Welsh Language and Culture																												
33	No. of People that Can Speak Welsh	43.9%	39.9%	↓	6.2%																				Same		64.4%	
34	Number of those aged 3-15 that can speak Welsh	15,514	15,004	↓	1,766																						Same	
35	% of people (16+) attending or participating in arts, culture or heritage activities at least three times per year	64.2%	56.0%	↓	46.0%			Same																				77.6%
36	It's important that the Welsh language is promoted and protected - Residents Consultation - Average Index Score (AIS)	0.69	TBC		No comparable data available																							
WBO3d - Thematic Priority: Community Safety, Resilience, and Cohesion																												
37	I like living in Carmarthenshire – Residents Consultation - Average Index Score (AIS)	1.32	TBC		No comparable data available																							
38	I feel that I can live the life I want to live without the fear of judgment or prejudice - Residents Consultation - Average Index Score (AIS)	0.71	TBC		No comparable data available																							
39	I feel safe in my community - Residents Consultation - Average Index Score (AIS)	0.78	TBC		No comparable data available																							