

Document Pack



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County Hall, Carmarthen. SA31 1JP

WEDNESDAY, 5 DECEMBER 2018

TO: ALL MEMBERS OF THE COMMUNITY SCRUTINY COMMITTEE

I HEREBY SUMMON YOU TO ATTEND A MEETING OF THE **COMMUNITY SCRUTINY COMMITTEE** WHICH WILL BE HELD IN THE **CHAMBER & ANTE ROOM, - 3, SPILMAN STREET, CARMARTHEN. SA31 1LE. AT 2.00 PM ON THURSDAY, 13TH DECEMBER, 2018** FOR THE TRANSACTION OF THE BUSINESS OUTLINED ON THE ATTACHED AGENDA.

Mark James CBE

CHIEF EXECUTIVE



PLEASE RECYCLE

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Ref:	AD016-001

COMMUNITY SCRUTINY COMMITTEE

13 MEMBERS

PLAID CYMRU GROUP – 6 MEMBERS

- | | | |
|----|------------|----------------------------|
| 1. | Councillor | Ann Davies |
| 2. | Councillor | Handel Davies |
| 3. | Councillor | Jeanette Gilasbey |
| 4. | Councillor | Betsan Jones |
| 5. | Councillor | Gareth Thomas (Vice-Chair) |
| 6 | Councillor | Aled Vaughan Owen |

LABOUR GROUP – 4 MEMBERS

- | | | |
|----|------------|-----------------------|
| 1. | Councillor | Deryk Cundy |
| 2. | Councillor | Sharen Davies (Chair) |
| 3. | Councillor | Shirley Matthews |
| 4. | Councillor | Louvain Roberts |

INDEPENDENT GROUP – 3 MEMBERS

- | | | |
|----|------------|-----------------|
| 1. | Councillor | Anthony Davies |
| 2. | Councillor | Irfon Jones |
| 3. | Councillor | Hugh Shepardson |

AGENDA

1. APOLOGIES FOR ABSENCE
2. DECLARATIONS OF PERSONAL INTERESTS INCLUDING ANY PARTY WHIPS ISSUED IN RELATION TO ANY AGENDA ITEM
3. PUBLIC QUESTIONS (NONE RECEIVED)
4. REVENUE BUDGET STRATEGY CONSULTATION 2019/20 TO 2021/22 5 - 96
5. COMMUNITIES DEPARTMENTAL DRAFT BUSINESS PLAN 2019/20 - 2022 97 - 160
6. CHIEF EXECUTIVE'S DEPARTMENTAL BUSINESS PLAN 2019/2022 161 - 182
7. ENVIRONMENT DEPARTMENTAL BUSINESS PLAN 2019/20 - 2022 183 - 212
8. CARMARTHENSHIRE HIGHWAY DESIGN GUIDE 213 - 276
9. FORTHCOMING ITEMS 277 - 278

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COMMUNITY SCRUTINY COMMITTEE 13th DECEMBER 2018

REVENUE BUDGET STRATEGY CONSULTATION 2019/20 to 2021/22

Appendix A – Corporate Budget Strategy 2019/20 to 2021/22

Appendix A(i) – Efficiency summary for the Regeneration, Leisure, Planning and non HRA Housing services

Appendix A(ii) – Growth Pressures summary for the Planning service – none for the Regeneration, Leisure and non HRA Housing services

Appendix B – Budget extracts for the Regeneration, Leisure, Planning and non HRA Housing services

Appendix C – Charging Digest for the Regeneration, Leisure, Planning and non HRA Housing services

To consider and comment on the following issues:

- Members consider and comment on the budget strategy proposals
- Members consider and comment on the proposals for delivery of efficiency savings for their service area identified in Appendix A(i)
- Members are also invited to bring forward any other proposals for efficiency savings
- Members examine the Departmental Budgets
- Members endorse the Charging Digests

Reasons:

- The Executive Board at its meeting on 19th November 2018 will have considered the attached Revenue Budget Strategy 2019/20 to 2021/22 (Appendix A) and endorsed the report for consultation purposes. A verbal update will be given at the meeting in relation to any changes or specific proposals made by the Executive Board if appropriate.

To be referred to the Executive Board for decision: NO

Executive Board Member Portfolio Holders:

- Cllr. Linda Evans (Housing)
- Cllr. Emlyn Dole (Economic Development)
- Cllr. Peter Hughes-Griffiths (Culture, Sport & Tourism)
- Cllr. David Jenkins (Resources)

Directorate:
Corporate Services

Name of Director:
Chris Moore

Report Author:
Randal Hemingway

Designation:
Head of Financial Services

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EXECUTIVE SUMMARY

COMMUNITY SCRUTINY COMMITTEE 13th DECEMBER 2018

REVENUE BUDGET STRATEGY CONSULTATION 2019/20 to 2021/22

The objective of the report is to allow members to consider the corporate budget strategy for the financial years 2019/20 to 2021/22 to consider the service delivery impact and options for the forthcoming years.

The report is set out as follows:-

Appendix A

- The attached report is a copy of the Revenue Budget Strategy 2019/20 to 2021/22 that has been presented to the Executive Board. As part of the budget consultation process the report is presented to this Scrutiny Committee for your consideration.
- The report provides members with an initial view of the revenue budget issues for the forthcoming year and also reflects departmental submissions.

Appendix B

Budget extracts for the Regeneration, Leisure and Planning Services and non HRA Housing service, which incorporates the initial Efficiencies/Service rationalisation proposals already reflected in the budget for consultation.

Appendix C

Charging Digest for the Regeneration, Leisure and Planning Services and non HRA Housing service. The charges for 2019-20 have yet to be adopted and any change to the proposed charges will impact on the budget/efficiency proposals.

DETAILED REPORT ATTACHED?	YES
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IMPLICATIONS

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

Signed: Chris Moore Director of Corporate Services

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

1. Policy and Crime & Disorder

The budget is being prepared having regard to the Improvement Plan.

2. Finance

The report provides an initial view of the Budget Strategy for 2019/20, together with indicative figures for the 2020/21 and 2021/22 financial years. The impact on departmental spending will be dependent upon the final settlement from Welsh Government and the resultant final Budget adopted by County Council.

CONSULTATIONS

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

Signed: Chris Moore Director of Corporate Services

1. Local Member(s) – N/A

2. Community / Town Council – N/A

3. Relevant Partners – Consultation with relevant partners will be undertaken and results will be reported during the budget process.

4. Staff Side Representatives and other Organisations – Consultation with other organisations will be undertaken and results will be reported during the budget process.

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

THESE ARE DETAILED BELOW:

Title of Document	File Ref No. / Locations that the papers are available for public inspection
2019/20 3 year Revenue Budget	Corporate Services Department, County Hall, Carmarthen

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REPORT OF DIRECTOR OF CORPORATE SERVICES

Community Scrutiny Committee

13th December 2018

REVENUE BUDGET STRATEGY 2019/20 to 2021/22

(Copy of Executive Board report 19/11/18)

HEAD OF SERVICE & DESIGNATION.	DIRECTORATE	TELEPHONE NO.
C Moore, Director of Corporate Services	Corporate Services	01267 224121
AUTHOR & DESIGNATION	DIRECTORATE	TELEPHONE NO
R Hemingway, Head of Financial Services Officer	Corporate Services	01267 224886

1. INTRODUCTION

- 1.1. Executive Board in July 2018 received a report on the Revenue Budget Outlook for 2019/2020 to 2021/2022 which appraised Members of the financial outlook and the proposals for taking forward the budget preparation for the three year period.
- 1.2. This report provides Members with the current view of the Revenue Budget for 2019/2020 together with indicative figures for the 2020/2021 and 2021/2022 financial years. The report is based on officers' projections of spending requirements and takes account of the provisional settlement issued by Welsh Government on 9th October 2018. It also reflects the current departmental submissions for savings proposals.
- 1.3. Whilst significant work has already been undertaken in preparing the budget, this is only an initial position statement which will be updated over the coming months as the budget is further developed, council members are engaged, public consultation takes place, and the final settlement is received from Welsh Government.
- 1.4. The report is broken down into 5 parts:
 - Funding Projections
 - Budget Requirement
 - Impact on the Authority's budget requirement
 - Consultation
 - Conclusion
 - Recommendations

2. PROVISIONAL SETTLEMENT

- 2.1. The provisional settlement was announced on Tuesday 9th October 2018. Indicative figures for individual Local Authorities were provided for one financial year only, 2019/20, with no further information about future years' settlements.
- 2.2. Whilst the headline provisional settlement was better than this Council had forecast, it was a reduction on the current year's settlement. When inflationary factors, demographic and demand changes are considered there is a significant negative impact on the Council's resources.
- 2.3. Speaking on BBC Radio Wales on the day of the provisional settlement, the First Minister acknowledged the financial difficulty that this placed upon councils. He therefore committed that if there was a favourable Barnett consequential following the Chancellors Autumn Statement on 29 October, local government would be "first in the queue" for additional funding in Welsh Government's final budget, to be published in December.

However, responding to the Barnett consequential of £550m (£486m revenue by 2019-20) Cabinet Secretary for Finance Mark Drakeford was dismissive, saying that £365m had already been planned into the Welsh Government budget. WLGA's own indicative analysis is that there could be around £59m in 2019-20 available for WG to allocate in the final revenue settlement, published in December, if they so choose.

- 2.4. The main points of the Provisional Settlement 2019/2020 on an all Wales basis are as follows:

- 2.4.1. Local government revenue funding for 2019-20 set at £4.214 billion, a reduction of 0.3% (£12.3 million) compared to 2018-19, but this is after transfers into the settlement which WG have included at £12.1 million.

- 2.4.2. Our analysis suggests there are however inconsistencies in this:

WG's draft budget published on 2 October clearly states that £13.7 million has been included towards the cost of the September 2018 Teachers pay award, yet only £8.1 million has been provided. We therefore consider that the true settlement is £5.6 million worse than publicised. This appears to contradict both the Secretary of State for Wales' letter to Welsh Council Leaders as well as Welsh Government's own draft budget detailed proposals.

Similarly, there was explicit reference to £7.0 million of additional funding to meet Local Authorities costs arising from WG's approach to free school meals. On this, it is

clear that only £4.0 million has been provided, making the true settlement £3.0 million worse than publicised.

Like last year, there is reference in WG's draft budget to an extra £20 million for social care, however there is simply no extra money for this.

- 2.4.3. The WG budget does not include any funding for substantial increases in the Teachers' Pensions employer contribution rates (referred to in paragraph 3.2.3 below). WG officials have been unable to provide any clarity on the matter. We consider it likely that this information became available too late in the process to be included with the WG budget, and indeed some funding appears to have been set aside in the Chancellor's Autumn Statement.
- 2.4.4. £2.5 million floor funding to ensure that no authority sees a reduction of greater than 1.0% compared to its 2018-19 settlement allocation.
- 2.4.5. No information regarding any future arrangements on the WG previously stated aims as to how to make the Council Tax Reduction Scheme fairer.

2.5. The Settlement figures for Carmarthenshire are:

- 2.5.1. After adjustments for WG identified transfers, the reduction in the provisional settlement is 0.5% (£1.343m). The Aggregate External Finance (AEF) therefore reduces to £258,831k in 2019/20.

2.5.2. New responsibilities and transfers in:

- £422k for Free School Meals eligibility, however only £238k has actually been transferred in
- £843k for Teachers pay, of which only £497k has been transferred in

Taking account of these, the reduction for Carmarthenshire is 0.7% (£1.873m).

As this year's settlement includes a funding floor of -1.0%, and in the absence of any forward guidance for future years, the MTFP assumptions for 2020/21 and 2021/22 have each been revised upwards from -1.5% to -1.0%. This reduces the budget gap by £2.6m over the MTFP period.

2.6. Details of the Welsh Government Service Specific Grants were updated on 23rd October 2018, albeit there is no information for around £150m of

grants at an all Wales level. Of those published, the majority have been maintained at a ***cash standstill position***, reducing the value of output which can be delivered once inflation is taken into account. There are however some important updates :

- There is a new social services grant of £30m across Wales. As there are no specific details, we are planning on the basis that this can be used in full towards the obvious and unavoidable service pressures. The Chancellor's autumn statement confirmed the National Living Wage increase from £7.83/hour to £8.21/hour which will impact significantly on the cost of many commissioned services.
- There is a new education grant of £15m across Wales. By contrast the Cabinet Secretary for Education has said publicly that this is to be largely used for teachers' professional development. As such we have not been able to count it when considering new pressures funding.
- There is a new "super grant" named the Children and Communities Grant of £135m which brings together previously separate funding streams of Flying Start, Families First, Communities for Work Plus and Communities First Legacy Education Improvement Grant.
- The temporary funding put in place in 2018/19 for Ethnic, Minority Gypsy Roma Traveller Learners has been maintained at £8.7m but there is no information on whether the current distribution, which does not favour Carmarthenshire, is to be changed or not.
- The £9m planned all Wales cut to Education Improvement Grant has not been implemented.
- The Concessionary Fares grant has increased by £2m to £60m, though no details are available on any conditions attached to this increase.

3. BUDGET REQUIREMENT 2019/2020

3.1. Current Years performance (2018/2019)

3.1.1. As the Authority's core spending requirements remains constant year on year, a review of current year's performance is important in identifying whether there are any underlying problems within the base budget

3.1.2. The current projection for the Revenue Outturn for 2018/19 (based on the August 2018 monitoring) is as follows

Service	Approved Budget £'000	Total Expenditure Forecast £'000	Variance Forecast For Year £'000
Chief Executive	13,832	14,078	246
Communities	97,714	98,507	793
Corporate Services	24,799	24,475	-324
Education and Children's Services	162,665	164,571	1,906
Environment	52,468	53,280	812
Departmental Expenditure	351,479	354,911	3,432
Cont from Dept/Earmarked Reserves		-650	-650
Capital Charges	-15,425	-15,970	-545
Levies and Contributions	9,724	9,724	0
Transfer to/ from Reserves	0	0	0
Net Expenditure	345,778	348,015	2,237

The main reasons for the departmental overspends are as follows:

- Chief Executive's Department: proposed savings in Corporate Health and Safety (285k) under review by TIC team.
- Communities Department: overspends against budget in the areas of Older People and Physical disabilities, Learning Disabilities, Mental Health and Safeguarding.
- Education and Children's Services: continues to face pressure due in the main to school based EVR and redundancy costs, Special Educational Needs Statements, shortfall in the Music service SLA income from schools and Out of County Placements.
- Environment Department: overspends are primarily due to non-achievement of car park income targets and a decrease in planning application income.

The Authority is currently forecasting a variance of £2.237m at the year-end that will have to be met from General Balances.

3.2. Validation

3.2.1. Validation reflects the changes in expenditure requirements to deliver the **current level** of services in future years. Primarily this is inflation, but also includes some service specific changes. The key validation factors are as follows:

	<u>2019/20</u> <u>Original</u>	2019/20 Proposed	2020/21	2021/22
General inflation	2.3%	2.3%	2.0%	2.0%
Electricity	5.0%	5.0%	5.0%	5.0%
Gas	5.0%	5.0%	5.0%	5.0%
Fuel	5.0%	5.0%	5.0%	5.0%
Pay Inflation - non teaching	2.0%	2.0%	2.0%	2.0%
Pay Inflation - Teaching	2.0%	1.6%	2.0%	2.0%
Levies	2.9%	2.9%	2.5%	2.5%
Pension Contributions	£209k	£209k	£213k	£218k
New Pay Spine	£1800k	£2000k	n/a	n/a
Capital Charges	£250k	£250k	£250k	£250k

3.2.2. There are very significant pressures in terms of the council's pay bill. With a clear cessation of the 1% public sector pay cap over the last year, the budget is built on the an assumption of a 2% per annum increase generally – with two exceptions:

- Teachers pay - Factoring in the full year effect of the September 2018 award, but then reverting to the annual 2% each September;
- NJC pay spine – implementing the nationally agreed pay spine, which for Carmarthenshire means an average increase of 3.5% in April 2019, based on budgeted Top-of-Grade salaries, then reverting to 2% each April.

3.2.3. Furthermore, our draft budget considers the effect of the increase in Teachers Pensions Employer contributions. The increase from 16.48% to 23.6% is forecast to cost £2.75m in 2019/20 (September implementation) and a further £1.75m in 2020/21, totalling c. £4.5m full year effect. Our working assumption is that either this is fully funded through a direct grant in 2019/20 or accommodated in full in the final settlement

published in December. **Anything other than a fully funded position will further add to the budget cuts faced by Local Authorities – therefore if it factored into the settlement, this is likely to add around £50 million to the headline figure without providing any true relief.**

- 3.2.4. As a result of these factors, validation is high relative to recent years and adds £11.8m to the current year's budget.

3.3. Cost reduction Programme

- 3.3.1. In anticipation of the settlement reductions, significant work in identifying further service efficiencies/rationalisation proposals has been undertaken.

- 3.3.2. The savings targets set for each financial year are as follows:

	2019/20 £m	2020/21 £m	2021/22 £m
Original targets (July Budget Outlook report)	11.473	11.240	10.249
Updated targets (following Provisional Settlement)	9.825	9.539	8.481

- 3.3.3. Accordingly departments have developed a range of proposals, and these efficiencies are included in **Appendix A** of this report.

- The efficiency proposals are categorised as follows:
 Managerial – Efficiencies that result in no perceivable change to the overall level of service delivery but may in some instances affect quality of service provided;
 Policy – Efficiency or service rationalisation proposals that will directly affect service delivery.

	2019/20 £m	2020/21 £m	2021/22 £m
Managerial	5.527	3.878	3.893
Existing Policy	3.078	3.126	3.021
New Policy	1.220	0.660	0.696
Total	9.825	7.664	7.610
Shortfall	0	1.875	0.871

(Detail at **Appendix A**)

- 3.3.4. The summary sheet at Appendix A sets out the savings targets set for individual departments and the value of savings currently identified.

3.4. New Expenditure Pressures

- 3.4.1. New expenditure pressures are the combination of additional cost to meet existing service needs e.g. increased client base/greater service take up and the costs of meeting change in service provision e.g. policy changes.

- 3.4.2. The original budget outlook report included £3m per annum to meet growth pressures.

- 3.4.3. Initial growth bids of £7.4m have been submitted by departments for 2019-20. Based on an evaluation of the value and unavoidable nature of pressures submitted, the current estimated value required has risen to £4m, of which £2.2m will need to be met from corporate funding and is allocated as follows:

	£'000
Communities (£1.8m to be met from social services grant)	400
Education	500
Environment	1,300

Departments will need to prioritise their departmental allocation against their original submissions

The detail is provided at **Appendix B**.

3.5. Schools Delegated Budgets

- 3.5.1 The current budget strategy proposals adopted in February 2018 and maintained in the July 2018 Budget strategy report assumed a cash neutral settlement to schools. This does require schools to identify their own efficiencies to meet known inflationary pressures, but provides relative protection when compared against the larger reductions allocated to other council departments. The council has allocated dedicated support from the TIC team to help schools identify efficiencies and has allocated a dedicated invest to save fund of £500k as an enabler.

The significant and clearly unavoidable pressure related to Teachers Pensions Employer Contributions is considered outside this process – for the purposes of Schools Delegated Budgets it is assumed to be fully funded. **Should funding not be confirmed in full by the time of our final budget in February 2019, this may have a significant detrimental effect on service provision and/or require an unprecedented jump in the scale of council tax increases.**

3.6. Internal Funding

3.6.1. Generally speaking whilst the use of reserves to support annual budgets should not be summarily discounted, it must be treated with caution. Funding on-going expenditure from such funds merely defers and compounds difficult financial problems to the following year. One-off items of expenditure within any budget proposal lend themselves better for such funding support.

3.6.2. In deliberating this point however, members must bear in mind any **inherent risks** that may be built into the budget strategy. These include:

- Challenging Efficiency targets
- Future inflation/interest rates
- Current economic and political climate continuing
- Impact of BREXIT
- A new First Minister to take over in December 2018
- Additional pressure on demand lead Services

In spite of positive progress last year, this year there is no indication from Welsh Government in respect of future settlements, therefore it remains difficult to construct multi-year budgets in the absence of any clear forecasts.

3.6.3. The following table summarises the main categories of reserves held by the Authority.

	1 st Apr 2018 £'000	31 st Mch 2019 £'000	31 st Mch 2020 £'000	31 st Mch 2021 £'000
Schools Reserves	1,515	-474	-474	-474
General Reserves	9,783	7,598	7,598	7,598
Earmarked Reserves	81,139	52,844	39,077	20,167

3.6.4. School Reserves

- Schools have delegated responsibility for the management of their own finances. The level of reserves held by an individual school at any point in time will depend on a number of factors

including the level of contingency fund that the school governing body considers appropriate, and the particular plans each school has for expenditure. Officers have yet to be informed of any transfers to/from these reserves by individual schools for future years.

- Legislation allows schools to carry forward reserves from one financial period to another. The School Funding (Wales) Regulations 2010 requires schools to limit their accumulated reserves at year end to £50,000 for Primary Schools and £100,000 for Secondary and Special Schools or 5% of their budget dependant on what is greater. School Improvement officers are currently working with schools to ensure they comply with the guidance. As at 31st March 2018, 28 primary, 5 secondary and no special schools were in deficit and 18 primary and 6 secondary schools held surpluses in excess of the thresholds above, a small improvement from the year before.

3.6.5. General Reserves

- In the changeable and challenging environment currently facing Local Government the Authority is committed to maintaining a reasonable level of General reserves or Balances. Whilst there is no prescribed minimum level for Balances, Council has previously deemed 3% of net expenditure as being a prudent level, which has been accepted by our Auditors as being reasonable
- The overall level of balances is taken into consideration each year when the annual budget is set and has on occasions been utilised to augment expenditure/reduce council tax. The 2018-2019 budget was set on the basis of no transfers from the General Reserves. Based upon the August Budget monitoring (outlined in paragraph 3.1.2 above) there could be draw of £2,237k against General Reserves at the end of the current financial year.

- Given the likely draw on this reserve in the current year therefore it is deemed imprudent at this stage to assume any further support for future years budgets from the current General Reserves.
- Taking account of the reduction in general reserves forecasted, consideration needs to be given to how these balances are built back up over future years.

3.6.6. Earmarked Reserves

- The Authority holds earmarked reserves which have been set up to finance the delivery of specific projects, or in protecting the authority against future liabilities or issues. The reserves can be summarised as follows:

Reserve	31 March 2018	31 March 2019	31 March 2020	31 March 2021
	£'000	£'000	£'000	£'000
Insurance	10,741	11,041	11,216	11,391
Capital Funds	43,212	26,189	16,187	-653
Development Fund	1,627	923	1,091	1,257
Corporate Retirement Fund	2,959	2,202	1,445	688
Joint Ventures	1,248	1,284	1,386	1,488
Other	21,352	11,205	7,752	5,996
TOTAL	81,139	52,844	39,077	20,167

- As can be seen from the table above the level of earmarked reserves fluctuates greatly year on year, and whilst the level in each fund is not an exact science it is based on an informed estimate and past experience of the likely call on the authority in future years in line with the intended purpose of each reserve. Great care must therefore be taken when considering utilising such funds for purposes other than those which they were created as this could lead to the authority being faced with substantial unfunded liabilities in the future
- The budget proposals therefore assume nil contribution from reserves in support of the revenue budget in 2019/20 and a further analysis of the reserves held will be undertaken over the coming months with any further proposed utilisation being considered at the budget finalisation stage.
- Taking account of the proposals within this report, the Director of Corporate Services confirms that overall the estimated level of financial reserves (as indicated above) is adequate for the financial year 2019/20, with the General Reserves being at the minimum that could be supported. However the Director is very conscious of the ongoing commitment to capital projects and of the demand on future services and therefore feels the reserves will need to be monitored closely going forward.

4. IMPACT ON THE AUTHORITY'S BUDGET STRATEGY

The table below provides an updated position on the current financial outlook taking account of the provisional settlement and also other recent validation changes.

4.1. The Current Financial Outlook (updated for the Provisional Settlement) is set out in the table below:

	Current MTFP		Proposed Financial Model		
	2019/20 £'000	2020/21 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000
Previous Year's Budget	345,778	346,988	345,778	349,996	352,503
General Inflation	2,367	2,526	3,201	2,815	2,874

Pay Inflation	6,019	4,840	6,219	4,840	4,324
Transfers in & other	1,052	713	2,423	1,392	1,101
Growth	3,000	3,000	2,200*	3,000	3,000
Savings proposals	-8,812	-8,209	-9,825	-7,664	-7,610
Further savings to be identified	-2,417	-2,791	0	-1,875	-871
Net Expenditure	346,988	347,065	349,996	352,503	355,321
Funded by:					
Revenue Settlement	-256,793	-254,941	-258,831	-256,243	-253,680
Council Tax Receipts	-90,194	-94,124	-91,165	-96,260	-101,641
Council Tax Increase:	3.78%	3.67%	4.89%	4.89%	4.89%

*Assumes new £30m Social Services grant can be used to fund pressures

- 4.2. The total of cost reductions now required for 2019/20 is £9.8m and for the 3 year period are estimated at £28m.

5. CONSULTATION

Budget consultation has been planned for the coming months and a summary of the individual approaches are as follows:

- 5.1. Members seminars. (November and December 2018)
- 5.2. The consultation process will commence online from the 20th November 2018.
- 5.3. Town & Community Councils and commercial ratepayers consultation in December 2018.
- 5.4. Consultation with Scrutiny Committees during December 2018 and January 2019.
- 5.5. 'Insight' youth conference in December 2018.
- 5.6. Consultation with the Schools Budget Forum in November 2018
- 5.7. Trade Union Consultation December 2018/January 2019

6. WELLBEING OF FUTURE GENERATIONS (WALES) ACT 2015

- 6.1. In considering the budget proposals, members need to take into consideration the requirements of the Wellbeing of Future Generations (Wales) Act 2015. The Act requires that we must carry out sustainable development, improving the economic, social environmental and cultural well-being of Wales.

‘... 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’

6.2. In doing so, we must demonstrate the following 5 ways of working:

- Looking at the long-term so that we do not compromise the ability of future generations to meet their own needs
- Understanding the root causes of the issues to prevent them recurring
- Taking an integrated approach so that we look at all well-being goals and objectives of other services and partners
- Collaboration – Working with others in a collaborative way to find shared sustainable solutions
- Involving a diversity of population in decisions that affect them

6.3. Carmarthenshire’s Well Being objectives:

Start Well

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

Live Well

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

Age Well

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

In a Healthy and Safe Environment

- 12. Look after the environment now and for the future
- 13. Improve the highway and transport infrastructure and connectivity
- 14. Promote Welsh Language and Culture

Governance

- 15. Building a Better Council and Making Better Use of Resources

7. CONCLUSION

- 7.1. Currently the budget proposals assume the full delivery of all of the savings proposals submitted, together with the identification and delivery of the shortfall in savings proposals 2020-21, and 2021-22.
- 7.2. Further cost reductions need to be identified and/or larger council tax increases be agreed to deliver a balanced budget in each of the three years.
- 7.3. Given the scale of the budget gap forecast, Council Tax increases have been increased from the previous MTFP to 4.89% in each of the three financial years. This provides at least some mitigation to the savings proposals which the council needs to consider.

8. RECOMMENDATION

- 8.1. Note the contents of the report and approve the three year budget strategy as a basis for consultation. Specifically seek comments from consultees on the efficiency proposals in Appendix A.
- 8.2. Give consideration as to what additional savings proposals can be identified to deliver a balanced budget over the financial planning period.

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COMMUNITY SCRUTINY COMMITTEE
13th December 2018
Efficiency Summary

	ORIGINAL TARGETS			
	2019/20	2020/21	2021/22	Total
	£'000	£'000	£'000	£'000
Chief Executive	679	665	600	1,944
Education & Children	1,535	1,503	1,356	4,394
Schools Delegated	2,642	2,593	2,452	7,687
Corporate Services	292	286	258	837
Community Services	4,234	4,145	3,738	12,117
Environment	2,090	2,047	1,846	5,983
	11,473	11,240	10,249	32,962

	REVISED TARGETS			
	2019/20	2020/21	2021/22	Total
	£'000	£'000	£'000	£'000
Chief Executive	552	534	464	1,551
Education & Children	1,249	1,208	1,048	3,505
Schools Delegated	2,642	2,593	2,452	7,687
Corporate Services	238	230	199	667
Community Services	3,443	3,330	2,890	9,664
Environment	1,700	1,644	1,427	4,772
	9,825	9,539	8,481	27,845

Proposals					Page 12-13				Page 14-17				TOTAL PROPOSALS			
	MANAGERIAL				EXISTING POLICY PROPOSALS				NEW POLICY PROPOSALS							
	2019/20	2020/21	2021/22	Total	2019/20	2020/21	2021/22	Total	2019/20	2020/21	2021/22	Total	2019/20	2020/21	2021/22	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Chief Executive	498	279	153	930	0	0	0	0	0	7	0	7	498	286	153	937
Education	380	235	0	615	50	50	0	100	610	475	280	1,365	1,040	760	280	2,080
Schools Delegated	0	0	0	0	2,642	2,593	2,452	7,687	0	0	0	0	2,642	2,593	2,452	7,687
Corporate Services	292	286	228	806	0	0	0	0	0	0	0	0	292	286	228	806
Community Services	3,361	2,646	2,815	8,822	74	14	14	102	188	110	105	403	3,623	2,770	2,934	9,327
Environment	996	432	697	2,125	312	469	555	1,336	422	68	311	801	1,730	969	1,563	4,262
	5,527	3,878	3,893	13,298	3,078	3,126	3,021	9,225	1,220	660	696	2,576	9,825	7,664	7,610	25,099

SHORTFALL - to be identified	
	Total
	£'000
Chief Executive	614
Education & Children	1,425
Schools Delegated	-0
Corporate Services	-139
Community Services	336
Environment	510
	2,745

Department	2018-19 Budget	FACT FILE	2019-20 Proposed	2020-21 Proposed	2021-22 Proposed	Total	EFFICIENCY DESCRIPTION
	£'000		£'000	£'000	£'000	£'000	
Chief Executive							
Regeneration							
Economic Development Division	1,541	Economic Development Division forms part of Carmarthenshire County Council's Chief Executive Department. Led by the Director of Regeneration and Policy , it plays a fundamental role in regenerating both Carmarthenshire and the Region through investment and support. Economic Development is an extremely proactive service which has to constantly change to address the needs of Carmarthenshire's businesses and communities through the Integrated Community Strategy as well as addressing and contributing to the delivery of the policies and strategies of the newly formed Swansea Bay City Region, European Commission, UK and Welsh Governments.	112	50		162	Supporting of severance application. Continue to work with external funding partners to maximise income streams. Continue to review the contributions to current programmes and activities. Year 2 - Continue to review all business units within the portfolio
Total Regeneration			112	50	0	162	
Community Services							
Leisure							
Pembrey Country Park	-43	Pembrey Country Park has been transformed into one of Wales's top visitor attractions providing a unique blend of coast and countryside. Eight miles of golden sands set against the spectacular backdrop of the Gower Peninsula and overlooking the coastal scenery of Carmarthen Bay. There is everything from caravan and camping (with electric), 550 acres of idyllic woodlands, 130m long dry ski slope to the longest toboggan run in Wales - all providing a perfect family day out or a relaxing holiday in idyllic surroundings.	40			40	PCP Efficiency saving from previously implemented Invest 2 Save project - no impact on service delivery
Pembrey Country Park	-43	Pembrey Country Park has been transformed into one of Wales's top visitor attractions providing a unique blend of coast and countryside. Eight miles of golden sands set against the spectacular backdrop of the Gower Peninsula and overlooking the coastal scenery of Carmarthen Bay. There is everything from caravan and camping (with electric), 550 acres of idyllic woodlands, 130m long dry ski slope to the longest toboggan run in Wales - all providing a perfect family day out or a relaxing holiday in idyllic surroundings.	25	25	25	75	Increased Income - combination of Campsite / parking / events
Pembrey Country Park	-43	Pembrey Country Park has been transformed into one of Wales's top visitor attractions providing a unique blend of coast and countryside. Eight miles of golden sands set against the spectacular backdrop of the Gower Peninsula and overlooking the coastal scenery of Carmarthen Bay. There is everything from caravan and camping (with electric), 550 acres of idyllic woodlands, 130m long dry ski slope to the longest toboggan run in Wales - all providing a perfect family day out or a relaxing holiday in idyllic surroundings.		5	10	15	Energy production schemes
Country Parks	115	Our Country Parks generate significant quantities of waste, especially at the caravan and campsite in Pembrey. Whilst every effort is made to minimise and re-cycle waste, the are opportunities to be more efficient in this area		8		8	Improved Waste Management procurement
Dinefwr Bowls Club	5	The Indoor Bowls in Ammaford is being managed by a local management board on a reducing subsidy from the authority.	5			5	Dinefwr Bowls - last year of reducing subsidy
Llanelli Leisure Centre	214	There are 6 Leisure Centres in Carmarthenshire. Llanelli, Carmarthen, Ammanford, Llandovery, St Clears and Newcastle Emlyn. A variety of activities at your local leisure centre such as; Swimming, Diving, Canoeing, Fitness, Cycling, Badminton, Tennis, Table Tennis, Squash, Hockey, Netball, Basketball, Football, Rugby, Cricket, Gymnastics, Birthday Parties, Holiday programmes. There were over a million visits to the Leisure facilities in 2017/2018.			50	50	New Llanelli LC improved trading position
Gwendraeth Leisure Centre	3	Gwendraeth Sports Centre has a 4 court hall, 2 squash courts;and mulit function room. Management has recently been transferred to a community group generating savings of circa £16k. Future community asset transfer via long term lease will deliver further savings.	11			11	Gwendraeth LC - saving from already agreed asset transfer
Carmarthen Leisure Centre	-53	Salix funding has been secured to invest in more energy efficient lighting and the installation of swimming pool covers to reduce overnight heat loss at our leisure centres	6			6	Carmarthen LC Energy Efficiency saving from previously implemented project - no impact on service delivery
Carmarthen Leisure Centre	-53	There are 6 Leisure Centres in Carmarthenshire. Llanelli, Carmarthen, Ammanford, Llandovery, St Clears and Newcastle Emlyn. A variety of activities at your local leisure centre such as; Swimming, Diving, Canoeing, Fitness, Cycling, Badminton, Tennis, Table Tennis, Squash, Hockey, Netball, Basketball, Football, Rugby, Cricket, Gymnastics, Birthday Parties, Holiday programmes. There were over a million visits to the Leisure facilities in 2017/2018.	21	17	12	49	CLC increased income - combination of new products and increased usage
Amman Valley Leisure Centre	51	Salix funding has been secured to invest in more energy efficient lighting and the installation of swimming pool covers to reduce overnight heat loss at our leisure centres	5			5	Amman Valley LC Energy Efficiency saving from previously implemented project - no impact on service delivery
Amman Valley Leisure Centre	51	There are 6 Leisure Centres in Carmarthenshire. Llanelli, Carmarthen, Ammanford, Llandovery, St Clears and Newcastle Emlyn. A variety of activities at your local leisure centre such as; Swimming, Diving, Canoeing, Fitness, Cycling, Badminton, Tennis, Table Tennis, Squash, Hockey, Netball, Basketball, Football, Rugby, Cricket, Gymnastics, Birthday Parties, Holiday programmes. There were over a million visits to the Leisure facilities in 2017/2018.	15	15	15	45	AVLC increased income - combination of new products and increased usage
Llanelli Leisure Centre	214	Salix funding has been secured to invest in more energy efficient lighting and the installation of swimming pool covers to reduce overnight heat loss at our leisure centres		5	1	6	Llanelli LC Energy Efficiency saving from previously implemented project - no impact on service delivery
Llanelli Leisure Centre	214	There are 6 Leisure Centres in Carmarthenshire. Llanelli, Carmarthen, Ammanford, Llandovery, St Clears and Newcastle Emlyn. A variety of activities at your local leisure centre such as; Swimming, Diving, Canoeing, Fitness, Cycling, Badminton, Tennis, Table Tennis, Squash, Hockey, Netball, Basketball, Football, Rugby, Cricket, Gymnastics, Birthday Parties, Holiday programmes. There were over a million visits to the Leisure facilities in 2017/2018.	13	13	16	42	Llanelli LC increased income - combination of new products and increased usage
Coedcae Sports Centre	28	Coedcae Sports Centre is a dual use site, predominantly used for educational purposes by Coedcae School. The facility is opened up for community use in the evenings and weekends, mainly for club bookings, however, there is also individual use of the fitness facility and associated membership offers. The centre compliments and adds capacity to the local authority's offer at Llanelli Leisure Centre		2		2	Coedcae - extra fitness income

Department	2018-19 Budget	FACT FILE	2019-20 Proposed	2020-21 Proposed	2021-22 Proposed	Total	EFFICIENCY DESCRIPTION
	£'000		£'000	£'000	£'000	£'000	
St Clears Leisure Centre	98	Salix funding has been secured to invest in more energy efficient lighting and the installation of swimming pool covers to reduce overnight heat loss at our leisure centres			4	4	St Clears Energy Efficiency saving from previously implemented project - no impact on service delivery
Llandovery Swimming Pool	108	Salix funding has been secured to invest in more energy efficient lighting and the installation of swimming pool covers to reduce overnight heat loss at our leisure centres			2	2	Llandovery Pool Energy Efficiency saving from previously implemented project - no impact on service delivery
Pembrey Ski & Activity Centre	38	Pembrey Ski Centre compliments the wider Country park. It has a 130m dry ski slope, one of few left across Wales, and the longest toboggan run in Wales. There is scope to develop the centre for adreniline based activities and an improved catering offer	15	15	15	45	Pembrey Ski & Activity Centre - new income streams from adrenaline based activities and improved catering offer
Theatres	848	Y Ffwrnes, The Miners Welfare Theatre and The Lyric form part of the Theatres portfolio. We are planning to undertake carbon trust energy assessments of all Cultural buildings, with a view to reducing costs through more efficient use and management of energy.			5	5	Building Energy savings
Theatres	848	Carmarthenshire Theatres manages the Miners' Ammanford, Lyric Carmarthen and Ffwrnes Llanelli and promotes a broad range of events and productions throughout the year for all age groups and interests. During 2017/18 a total in excess of 100,000 paying customers and participants visited and made use of our facilities. As Carmarthenshire's flagship theatre The Ffwrnes is increasingly establishing itself as one of Wales's leading Cultural and Entertainment venue. 266 visiting companies and hirers 400 performances/events 74,130 attendances 33,805 participants	29	15	8	52	Reduced agency staffing costs & Increased income - Theatres
Libraries	2,421	Carmarthenshire libraries provides an extensive choice of books, DVDs, CDs, online services, newspapers and magazines, there is something for everyone! With over half a million books on offer between 3 regional, 13 branch and mobile libraries you're never too far away from a centre of knowledge. Public access computers and Wi-Fi are available at all libraries. Keeping up to date with technology there is now the Playstation 4 available at Llanelli, Carmarthen and Ammanford library. Carmarthenshire is the 4 th busiest Library in Britain. There have been over 600,00 issues of books per year. Promoting a new mobile service in January 2017 as an out of reach service, linking up with various partners to deliver this new service.	5	5	37	47	Libraries - cost efficiencies and income generation through room hire
Museums	429	The Museums Service is made up of the County Museum at Abergwili, Parc Howard, The Museum of Speed, and Kidwelly Industrial Museum which is managed through a Trust.			13	13	Museums - reduced costs & increased income
Arts	249	Arts venues include Oriel Myrddin Art Gallery in Carmarthen, Y Gat in St. Clears and the Dylan Thomas Boathouse, Laugharne	10	10	10	30	Arts Venues - reduced costs & increased income
Archives	128	A new archive is currently being built at the rear of Carmarthen Library. Arhive material is currently stored at Glamorgan Archives in Cardiff and the Richard Burton Archive in Swansea.		2	2	4	Archives - income generation
Total Leisure			200	137	224	560	

Housing

Council Fund Housing	1,160	The Housing Options and Advice Team receive over 30,000 calls a year for housing related advice. One of the duties of the team is to assist homeless households with rehousing. Interim accommodation is used whilst completing an investigation into our statutory duty to rehouse. B&Bs were historically used to provide temporary accommodation while the investigation was undertaken. However, this was costly and often not the most appropriate type of accommodaton. We now procure/lease properties from the private rented sector which is better vale and allows us to place households in appropriate accommodation. Lease contracts are currently being reviewed so that they are fit for purpose and provide better value for money. There are also identified opportunties to increase the income of the section through fees and recharges.	100			100	Realignment of funding for existing posts as a result of utilisation of Homelessness Prevention Grant and reassessment of Housing Revenue Account support
Total Housing			100	0	0	100	

Community Services Total

300137224660

Department	2018-19 Budget	FACT FILE	2019-20 Proposed	2020-21 Proposed	2021-22 Proposed	Total	EFFICIENCY DESCRIPTION
	£'000		£'000	£'000	£'000	£'000	
Environment Planning							
Development Management	211	<ul style="list-style-type: none">• The Development Management Unit manages the statutory planning application process (including pre application and also discharge of conditions and variation of conditions post approval).• The Unit deals with between 1700 and 1900 applications on average each year (roughly 150 cases per annum per Officer).• The unit is also responsible for planning enforcement matters including enforcement of planning conditions and unauthorised development and built conservation matters, dealing with roughly 500 cases per annum.	12.5	20	10	42.5	<p>2019/20 - £10k : additional predicted income from new statutory Pre-application service; £2.5k : reduction in meeting costs.</p> <p>2020/21 - £10k : additional predicted income from new statutory Pre-application service.</p> <p>2020/21 - £20k : additional predicted income from new statutory Pre-application service.</p> <p>2019/20 start charging for discretionary pre application advice. Schedule being worked up to take through Council by December 2018. On average in last 2 years we have dealt with 250 of these but have not charged. The fee will vary depending on the advice being sought, type of proposal etc.</p>
Minerals & Waste	134	<ul style="list-style-type: none">• The Team ensure that the significant aggregate resources and waste within Carmarthenshire are provided and managed in a sustainable way.• This involves dealing with applications for waste and mineral workings/sites, dealing with enforcement matters relating to such sites and also required monitoring regarding the operation of such sites.• The Team also undertake the above functions in whole or in part for another 7 Local Authorities in South and West Wales.	10	10	0	20	Increase in income through various Service Level Agreements coupled with some savings to be made through reconfiguration of the Team which is aimed at improving the resilience of the Team going forward.
Forward Planning	548	<ul style="list-style-type: none">• Division responsible for producing and assisting with implementation, including on-going monitoring of plan delivery and on-going revision of evidence base, of all development plans which cover or part cover Carmarthenshire.• These plans include:<ul style="list-style-type: none">o Spatial plans – the potential for plans to span more than one (or part of) County in future yearso the Local Development Plan which was adopted for Carmarthenshire in 2014 ando Development Briefs for specific sites and areas - a number of which have now been produced for the County.• Also involved in assisting with development and or disposal of Council owned land/property in relation to advising on potential uses and providing consultancy role regarding preparation of planning applications on behalf of the Council.	3.5	3.5	0	7	General savings identified within the Forward Planning budget which are not related to the production of the LDP.
Rural Conservation	377	Conservation of the natural environment.	2	0	0	2	2019/20 - reduction in travel costs.
Planning Admin.	325	<ul style="list-style-type: none">• Budget covers Head of Service functions along with business and administrative support to all functions within the Planning Division including: Development Management & Built Heritage (incl. Enforcement); Building Control, Rural Conservation, Waste and Minerals, Forward Planning (Development Plans) .• Functions include general research and policy work, publishing and printing, business planning, budget planning, orders and payments, monitoring, health and safety, IT systems and licenses, general procurement.	9.3	0	0	9	£5.3k : Reduction in translation and postage budgets; £2k : Use QGIS by 2019/20, can reduce mapinfo license annual fee for 10 users; £2k : revised contract with scanner/printer company.
Planning Admin.	See above	-----"	4	0	0	4	Increase street Name and Numbering fees which hasn't been done for a number of years
Building Control	148	<ul style="list-style-type: none">• The Building Control Unit has overall responsibility for the management and administration of building control compliance in accordance with statutory requirements.	5	0	0	5	2019/20 Start charging for demolition notices. Other LAs charge between £200 and £400 for these, no extra work as do this work already but for free. Checking number per annum. Had 11 last year but we know there are far more that shold be getting permission - by checking weekly lsist more business could be picked up
Total Planning division			46	34	10	90	
Environment Total			46	34	10	90	

Department	18-19 Budget	FACT FILE	2019-20 Proposed	2020-21 Proposed	2021-22 Proposed	Total	EFFICIENCY DESCRIPTION
	£'000		£'000	£'000	£'000		
	Community Services						
Y Gat	51	Y Gât (formerly known as St. Clears Craft Centre) is an arts facility that also hosts the local library and a franchise catering operator. The facility has an open gallery / shop area along with conference rooms facilities and studio spaces for local artisits to hire.	14	14	14	42	Business review of Y Gat (St. Clears)
Community Services Total			14	14	14	42	

Department	2018-19 Budget	FACT FILE	2019-20 Proposed	2020-21 Proposed	2021-22 Proposed	Total	EFFICIENCY DESCRIPTION
	£'000		£'000	£'000	£'000		
Community Services							
Leisure & Culture							
Pendine Outdoor Education Centre	160	Pendine Outdoor Education Centre offers residential opportunities for primary schools from Carmarthenshire and beyond to experience Outdoor recreation, catering for up to 120 children at any given time. The service has an excellent reputation with schools and often provides the first opportunity for children to spend time away from their family on a residential basis.		50	50	100	The proposal is to close the Outdoor Education Centre. The service is not statutory and can be provided by alternative private providers, albeit at greater cost. The centre's infrastructure requires investment to meet modern standards.
Libraries	2,421	Carmarthenshire libraries provides a wide variety of books, DVDs, CDs, online services, newspapers and magazines for the residents of Carmarthenshire. The libraries contain over half a million books between 3 regional, 13 branch and mobile libraries, furthermore, all libraries also have public access computers and Wi-Fi.	10	5	5	20	This proposal considers the potential to co-locate branch libraries with other businesses or premises to help reduce running costs and potentially increase visitor numbers.
Parc Howard	52	Parc Howard Museum is located within the listed Mansion house at Parc Howard, Llanelli. The costs of running Parc Howard are shared between Carmarthenshire County Council and Llanelli Town Council.	8			8	This proposal considers revised opening hours for the Museums, reducing overall opening periods, especially during the Winter months when visitor numbers drop off significantly. Feedback is welcomed on revised opening hours (times / days and seasonally) to improve the efficiency of the service.
Kidwelly Industrial Museum	16	Kidwelly Industrial Museum which is managed through a Trust, forms part of the wider Carmarthenshire Museums service. The local authority provides some funding support for the facility, however, the site requires significant investment and development to meet required health and safety standards.		5		5	The proposal is to cease the local authority's support funding for the facility, which is likely to result in the facility closing to the public or only being open on certain days of the year for special events.
			18	60	55	133	
Community Services Total			18	60	55	133	

Demographic, Legislative or Continuing pressures

	2019-2020 £'000	2020-2021 £'000	2021-2022 £'000	Description	Proposed Allocation 2019-20 £'000
<u>Planning</u>					
LDP - Programme Officer & enquiry costs	10	90		Additional funding required to meet the ongoing costs associated with the legislative requirements arising from the review and preparation of the Local Development Plan including ICT requirements, evidence gathering and examination costs.	
Built Heritage Projects & Training Co-ordinator	29	17		Additional funding is required to employ a Projects and Training coordinator within the Built Heritage team. A business plan is currently being developed that demonstrates that the continued development of the Built Heritage Team will have outcomes which will contribute to meeting the requirements of the Well-being of Future Generations (Wales) Act 2015	
Establishment of a Development and Delivery Unit.	104			Establishment of a Development and Delivery unit that would support delivery of CCC's statutory functions, capital projects, generation of capital receipts and regeneration ambitions. The unit would put in place an innovative approach aimed at delivering the above, adding value and control through bringing planning support in house reducing external commissions etc. and building on skills across the authority.	
Total for the Environment Department	143	107	0		1,300

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COMMUNITY SCRUTINY - REGENERATION													
2018/19			Statutory S/NS/Both	2019/20			2020/21			2021/22			
Expenditure	Income	Net		Expenditure	Income	Net	Expenditure	Income	Net	Expenditure	Income	Net	
£'000	£'000	£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Regeneration													
31	-30	1	Parry Thomas Centre	NS	32	-31	1	32	-31	1	33	-32	1
88	-87	2	Betws wind farm community fund	NS	88	-87	2	88	-87	2	88	-87	2
131	0	131	Welfare Rights & Citizen's Advice	S	134	0	134	137	0	137	140	0	140
227	-222	5	Llanelli Coast Joint Venture	NS	232	-225	7	237	-228	9	242	-231	11
186	-136	50	The Beacon	NS	191	-139	52	195	-141	54	200	-144	56
5,502	-11	5,491	Econ Dev-Rural Carmarthen, Ammanford, Town Cent	NS	5,511	-11	5,500	5,521	-11	5,510	5,530	-11	5,519
542	-11	530	Econ Dev-Llanelli, C Hands, Coastal,Business, Inf & I	NS	552	-11	541	563	-11	552	574	-11	562
733	0	733	Community Development and External Funding	NS	633	0	633	593	0	593	604	0	604
Externally Funded Schemes													
136	-135	1	GT Regional Engagement Team - ERDF	NS	136	-135	1	136	-135	1	136	-135	1
99	-98	1	GT Regional Engagement Team - ESF	NS	99	-98	1	99	-98	1	99	-98	1
30	-30	0	GT Fusion Challenge	NS	0	0	0	0	0	0	0	0	0
122	-106	16	GT Communities for Work - Priority 1	NS	122	-106	16	122	-106	16	16	0	16
62	-56	6	GT Communities for Work - Priority 3	NS	62	-56	6	62	-56	6	6	0	6
228	-227	1	GT Communities for Work Plus	NS	1	0	1	1	0	1	1	0	1
26	0	26	GT RLP Transition	NS	26	0	26	26	0	26	26	0	26
639	-585	53	GT Workways Plus	NS	639	-585	53	639	-585	53	639	-585	53
579	-579	0	GT Celtic Routes Central	NS	579	-579	0	579	-579	0	0	0	0
97	-97	0	GT Celtic Routes Delivery	NS	97	-97	0	97	-97	0	0	0	0
123	-115	8	GT Bucanier	NS	123	-115	8	123	-115	8	8	0	8
47	-47	0	GT Pendine Visitor Attractor (VW)	NS	47	-47	0	47	-47	0	0	0	0
110	-110	0	GT Legacy Fund	NS	0	0	0	0	0	0	0	0	0
70	-53	16	GT RDP LEADER Running Costs	NS	70	-53	16	70	-53	16	70	-53	16
156	-147	9	GT RDP LEADER Animation Costs	NS	156	-147	9	156	-147	9	9	0	9
423	-420	3	GT RDP LEADER Implementation Costs	NS	423	-420	3	423	-420	3	423	-420	3
29	-28	0	GT RDP LEADER Cooperation	NS	29	-28	0	29	-28	0	29	-28	0
10,415	-3,331	7,084	Total Regeneration		9,983	-2,971	7,012	9,976	-2,977	6,999	8,872	-1,836	7,037

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COMMUNITY SCRUTINY - COUNCIL FUND HOUSING													
2018/19			Statutory S/NS/Both	2019/20			2020/21			2021/22			
Expenditure	Income	Net		Expenditure	Income	Net	Expenditure	Income	Net	Expenditure	Income	Net	
£'000	£'000	£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
HOUSING (Council Fund)													
2,959	-2,298	660	S	2,883	-2,301	582	2,900	-2,304	596	2,917	-2,307	610	
183	-125	58	S	186	-127	59	189	-128	60	191	-130	61	
171	-64	107	S	175	-66	110	178	-67	111	181	-68	113	
159	0	159	Both	164	0	164	168	0	168	171	0	171	
6,781	-6,658	123	S	6,787	-6,658	129	6,791	-6,658	133	6,795	-6,658	137	
486	-103	382	S	498	-106	392	508	-108	400	518	-110	408	
774	-769	5	N	793	-784	9	809	-800	9	825	-816	9	
19	-17	3	N	19	-17	3	19	-17	3	19	-17	3	
49	-41	8	N	49	-41	8	8	0	8	8	0	8	
11,581	-10,076	1,505	HOUSING (Council Fund) TOTAL		11,555	-10,099	1,456	11,569	-10,081	1,488	11,626	-10,105	1,520

COMMUNITY SCRUTINY - LEISURE

2018/19			Statutory S/NS/Both	2019/20			2020/21			2021/22		
Expenditure	Income	Net		Expenditure	Income	Net	Expenditure	Income	Net	Expenditure	Income	Net
£'000	£'000	£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Sports & Leisure - County Wide												
1,015	-56	959	NS	1,042	-56	986	1,063	-57	1,006	1,084	-57	1,027
234	-281	-48	NS	234	-282	-48	234	-282	-48	234	-282	-48
144	-56	88	NS	144	-56	88	144	-56	88	144	-56	88
26	-26	0	NS	26	-26	-0	26	-26	0	26	-26	0
182	-175	7	NS	182	-175	7	182	-175	7	182	-175	7
1,601	-594	1,007		1,628	-595	1,033	1,649	-596	1,053	1,670	-596	1,074
Total Sports & Leisure - County Wide												
Sport & Leisure - West												
271	-21	250	NS	280	-21	259	286	-22	264	292	-22	270
300	-128	172	NS	309	-131	178	315	-132	183	322	-135	187
1,940	-1,329	611	NS	1,979	-1,379	600	2,012	-1,419	593	2,045	-1,457	588
227	-40	187	NS	231	-41	190	234	-41	193	234	-42	191
75	0	75	NS	75	0	75	75	0	75	75	0	75
2,813	-1,518	1,295		2,874	-1,572	1,302	2,922	-1,614	1,308	2,968	-1,656	1,311
Total Sport & Leisure - West												
Sport & Leisure - East												
208	-49	159	NS	216	-50	166	221	-50	171	225	-49	176
813	-682	131	NS	833	-719	114	851	-748	103	870	-778	92
7	0	7	NS	7	0	7	7	0	7	7	0	7
209	-85	124	NS	215	-86	129	220	-88	132	224	-89	135
10	-4	6	NS	4	0	4	4	0	4	4	0	4
99	0	99	NS	93	0	93	93	0	93	93	0	93
1,346	-820	526		1,368	-855	513	1,396	-886	510	1,423	-916	507
Total Sport & Leisure - East												
Sport & Leisure - South												
185	-23	162	NS	191	-23	168	195	-23	172	199	-23	176
1,843	-1,016	827	NS	1,886	-1,049	837	1,911	-1,082	829	1,941	-1,169	772
45	-14	31	NS	47	-14	33	48	-17	31	49	-17	32
2,073	-1,053	1,020		2,124	-1,086	1,038	2,154	-1,122	1,032	2,189	-1,209	980
Total Sport & Leisure - South												
3,832	-3,985	3,848		7,993	-4,108	3,885	8,121	-4,217	3,903	8,250	-4,377	3,873
Leisure c/f												

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COMMUNITY SCRUTINY - LEISURE													
2018/19			Statutory S/NS/Both	2019/20			2020/21			2021/22			
Expenditure	Income	Net		Expenditure	Income	Net	Expenditure	Income	Net	Expenditure	Income	Net	
£'000	£'000	£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
7,832	-3,985	3,848		Leisure b/f	7,993	-4,108	3,885	8,121	-4,217	3,903	8,250	-4,377	3,873
				Outdoor Education									
560	-326	234	NS	Pendine School Camp	576	-333	243	536	-339	197	495	-346	149
560	-326	234		Total Outdoor Education	576	-333	243	536	-339	197	495	-346	149
				Countryside Facilities									
490	-319	171	NS	Pembrey Ski Slope	502	-341	161	510	-363	147	518	-385	132
675	-697	-22	NS	Pembrey Country Park	640	-737	-97	631	-777	-146	625	-818	-193
1,165	-1,016	149		Pembrey Country Park Sub Total	1,142	-1,078	64	1,141	-1,140	1	1,143	-1,203	-60
693	-166	527	NS	Countryside General	707	-166	541	717	-166	551	727	-166	561
359	-89	270	NS	Llyn Llech Owain Country Park	394	-91	303	418	-93	325	442	-94	348
0	-82	-82	NS	Motor Sports Centre - Pembrey	1	-84	-83	1	-85	-84	1	-87	-86
5	-29	-24	NS	Pendine Beach	5	-30	-25	6	-31	-25	6	-31	-26
2,222	-1,382	840		Total Countryside Facilities	2,249	-1,449	800	2,283	-1,515	768	2,319	-1,581	737
				Countryside Access									
4	0	4	NS	Beach Safety	4	0	4	4	0	4	4	0	4
4	0	4		Total Countryside Access	4	0	4	4	0	4	4	0	4
10,619	-5,693	4,926		Leisure c/f	10,823	-5,889	4,933	10,944	-6,071	4,872	11,068	-6,305	4,763

COMMUNITY SCRUTINY - LEISURE												
2018/19			Statutory S/NS/Both	2019/20			2020/21			2021/22		
Expenditure	Income	Net		Expenditure	Income	Net	Expenditure	Income	Net	Expenditure	Income	Net
£'000	£'000	£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
10,619	-5,693	4,926		10,823	-5,889	4,933	10,944	-6,071	4,872	11,068	-6,305	4,763
Leisure b/f												
Millennium Coastal Park												
1,192	-38	1,154	NS	1,192	-38	1,154	1,193	-40	1,153	1,194	-41	1,153
131	-127	4	NS	132	-130	2	132	-133	-1	132	-135	-2
145	-111	34	NS	147	-113	34	148	-115	33	150	-117	33
1,468	-276	1,192		1,471	-281	1,190	1,473	-288	1,184	1,476	-292	1,184
Total Millennium Coastal Park												
Culture & Heritage												
81	0	81	NS	83	0	83	84	0	84	86	0	86
92	0	92	NS	94	0	94	96	0	96	98	0	98
175	-97	78	NS	180	-104	76	183	-112	71	187	-119	68
184	-84	100	NS	189	-105	84	192	-126	66	196	-148	48
887	-427	460	NS	899	-465	434	909	-489	420	915	-508	407
389	-199	190	NS	395	-203	192	400	-207	193	405	-211	194
57	-17	40	NS	58	-17	41	59	-18	41	60	-18	42
524	-45	479	NS	554	-45	509	574	-46	528	594	-46	548
295	-178	117	NS	297	-178	119	299	-178	121	301	-178	123
3,075	-90	2,985	S	3,147	-97	3,050	3,200	-104	3,096	3,254	-143	3,111
652	-49	603	NS	660	-50	610	667	-51	616	666	-52	614
174	-2	172	Both	179	-2	177	181	-4	178	184	-6	178
6,585	-1,188	5,397		6,735	-1,266	5,469	6,846	-1,336	5,510	6,946	-1,429	5,517
Total Culture & Heritage												
Leisure Management												
323	-28	295	NS	332	-28	304	339	-28	311	345	-28	317
323	-28	295		332	-28	304	339	-28	311	345	-28	317
Total Leisure Management												
18,996	-7,187	11,809		19,360	-7,460	11,900	19,600	-7,720	11,880	19,834	-8,057	11,777
Leisure Total												

2018/19			Statutory S/N/S/Both	2019/20			2020/21			2021/22			
Expenditure	Income	Net		Expenditure	Income	Net	Expenditure	Income	Net	Expenditure	Income	Net	
£'000	£'000	£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Planning													
1,776	-1,383	393	Development Management	S	1,836	-1,397	439	1,868	-1,418	449	1,900	-1,430	470
17	-17	0	GT Waste planning monitoring report	NS	0	0	0	0	0	0	0	0	0
384	-205	180	Minerals	S	391	-218	173	398	-232	167	406	-236	170
622	-40	582	Policy-Development Planning	S	640	-40	600	649	-41	608	661	-42	619
446	-39	407	Conservation	S	452	-39	412	460	-40	420	468	-40	428
50	-50	0	GT South Wales Regional Aggregates Working Party	NS	0	0	0	0	0	0	0	0	0
136	-132	4	Caeau Mynydd Mawr-Marsh Fritillary Project	NS	136	-132	4	136	-132	4	136	-132	4
34	-34	0	GT Heritage for Schools	NS	0	0	0	0	0	0	0	0	0
46	-46	0	ESD Grant - Natural Resource Managment	NS	46	-46	0	46	-46	0	46	-46	0
11	-11	0	Morfa Berwick S.106 fund	NS	11	-11	0	11	-11	0	11	-11	0
58	-57	1	WPD - Grid Connection S.106 Project	NS	58	-57	1	58	-57	1	58	-57	1
5	-5	0	Water Vole S.106 Project	NS	5	-5	0	5	-5	0	5	-5	0
61	-53	8	Tywi Centre	NS	62	-54	8	62	-54	8	63	-55	8
768	-545	224	Building Control	S	783	-560	223	798	-571	227	814	-583	231
399	-170	228	Planning Admin Account	S	397	-175	222	404	-175	229	411	-175	236
4,813	-2,786	2,027	Total Planning		4,918	-2,835	2,083	4,996	-2,884	2,113	5,079	-2,913	2,167
45,805	-23,379	22,426	COMMUNITY SCRUTINY TOTAL		45,816	-23,365	22,452	46,141	-23,661	22,480	45,411	-22,911	22,500

APPENDIX C

CHARGING DIGEST - Housing Services

2017/18 Actual £	2018/19 Budget £	2019/20 Budget £	Business Unit	Service Provided	2018/19 Charge Levied			2019/20 Proposed Charge			Comments
					Fee £	Discounted Fee for LAW Affiliated £	Variation Fee £	Fee £	Discounted Fee for LAW Affiliated £	Variation Fee £	
4,536	48,926	49,905	Housing Multiple Occupation	Type of Property							Affiliation fee not applicable. Phased out from June 2019.
				Single Let	240.00	180.00	20.00	245.00		20.00	
				2 Flats	360.00	280.00	20.00	367.00		20.00	
				3 Flats	480.00	400.00	40.00	490.00		40.00	
				4 Flats	600.00	520.00	60.00	612.00		60.00	
				5 Flats	720.00	640.00	80.00	734.00		80.00	
				6+ Flats	840.00	760.00	100.00	857.00		100.00	
				3 Sharing	380.00	300.00	20.00	388.00		20.00	
				4-6 Sharing	520.00	440.00	40.00	530.00		40.00	
				7-10 Sharing	660.00	580.00	60.00	673.00		60.00	
				11+ Sharing	800.00	720.00	80.00	816.00		80.00	
			Housing Act 2004 Notice Fees	Enforcement fee	75.00			75.00			Hourly fee
			Empty Properties/Houses into Homes	Land Registry Charge:							
				Loan Value £1-£149,999	50.00			50.00			
				Loan Value £150,000	70.00			70.00			
				Administration Fee:							
				Loan Amount							
				£0 - £50,000	295.00			295.00			
				£50,001 - £100,000	395.00			395.00			Increased by 2%
				£100,001 - £150,000	495.00			495.00			
			Mobile Home Site Licensing	Set up Cost:							
				Initial Licence (Year 1)	300.29			306.30			
				Re-licence (Year 5)	0.00			0.00			
				Administration Cost of Licence:							
				Initial Licence (Year 1)	80.09			81.69			
				Re-licence (Year 5)	80.09			81.69			
				Cost per Pitch:							
				Initial Licence (Year 1)	9.73			9.92			
				Re-licence (Year 5)	9.73			9.92			

APPENDIX C

CHARGING DIGEST - Environment department

2017/18 Actual £	2018/19 Budget £	2019/20 Budget £	Business Unit	Service Provided	Charge Levied 18/19 £	Proposed Charge 19/20 £	Comments
11,428	9,230	13,415	<u>Planning</u> Administration	<u>Street Naming & Numbering:</u> House name change Add a name to an existing numbered Property House Naming or Numbering for one dwelling Development with NO street name [Residential & Commercial] Development with a NEW street name [Residential & Commercial]	25.00 £25.00 25.00 £25 per plot [1-5] £20 per plot [6-25] £15 per plot [26-75] £10 per plot [75+]	35.00 £35.00 35.00 £35 per plot [1-5] £30 per plot [6-25] £25 per plot [26-75] £20 per plot [75+]	Covers the cost of investigations and notification to Royal Mail, internal and external organisations, customer confirmation, officer time and resources. Covers the cost of investigations and notification to Royal Mail, internal and external organisations, customer confirmation, officer time and resources. Covers the cost of investigations and notification to Royal Mail, internal and external organisations, customer confirmation, officer time and resources. Covers the cost of investigations, production of plot to number schedules, and notification to Royal Mail, internal and external organisations, customer confirmation, officer time and resources. Covers the cost of investigations, consultations with Local Member(s) & Town & Community Councils, site notice/visit, and production of plot to number schedules, notifications to Royal Mail, internal and external organisations, customer confirmation, officer time and resources.

APPENDIX C

CHARGING DIGEST - Environment department

2017/18 Actual £	2018/19 Budget £	2019/20 Budget £	Business Unit	Service Provided	Charge Levied 18/19 £	Proposed Charge 19/20 £	Comments
				Property Conversion into Flats or Units [Residential & Commercial]	£25 + £10 per Flat/Unit	£35 + £15 per Flat/Unit	Covers the cost of investigations, production of flat/unit to number schedules, and notification to Royal Mail, internal and external organisations, customer confirmation, officer time and resources.
				Amending schedule of development already issued following plot changes by developer	£150 + £25 per plot affected	£35 per plot	Covers the re-plan, amended plot to postal information, notification to Royal Mail, emergency services, other internal and external organisations, officer time and resources.
				Renaming a street at residents request or Naming a road where no name exists	£150 + £25 per household	£150 + £35 per property legal costs & replacement street nameplate costs	Covers the cost of investigations, consultations and notifications to residents and internal council and external organisations including Royal Mail and emergency services, officer time and resources.
				Provision of official address confirmation for customer, solicitors and conveyancers	£30.00	£30.00	Covers the cost of (historic) investigations, officer time and resources.
				To add or change a commercial trading name to a business premises	No Fee	No Fee	This is because it is in the interests of the businesses and external organisations including Royal Mail to have up-to-date information
				Request to investigate any address anomaly	No Fee	No Fee	This is because it is in the interests of the residents and emergency services to have all anomalies corrected
				Issuing of amended address information following an error on the Council's LLPG database or Royal Mail PAF.	No Fee	No Fee	Where an error has occurred, it is not reasonable to apply a charge in order to correct an address database, except where the problem has arisen as a direct consequence of development occurring without the required planning and/or Building Regulation permissions

APPENDIX C

CHARGING DIGEST - Environment department

2017/18 Actual £	2018/19 Budget £	2019/20 Budget £	Business Unit	Service Provided	Charge Levied 18/19 £	Proposed Charge 19/20 £	Comments
201,759	204,603	217,865	Minerals	<p>Provision of a case officer service in relation to mineral planning applications for new sites or extensions to existing sites</p> <p>Provision of a case officer service in relation to mineral planning applications for variation of conditions and applications for Periodic Review of Conditions</p>	<p>The Planning Application Fee (up to a maximum of £28,500 where SLA in place)</p> <p>40.67 per hour (with SLA) 44.73 (without SLA) inclusive of expenses (Manager)</p> <p>27.90 per hour (with SLA) 30.70 (without SLA) inclusive of expenses (Planning Officer)</p>	<p>The Planning Application Fee (up to a maximum of £28,500 where SLA in place)</p> <p>42.05 per hour (with SLA) 46.26 (without SLA) inclusive of expenses (Manager)</p> <p>33.47 per hour (with SLA) 36.82 (without SLA) inclusive of expenses (Planning Officer)</p> <p>30.68 per hour (with SLA) 33.75 (without SLA) inclusive of expenses (Monitoring Officer)</p>	<p>Includes discussions with applicants/agents, consultees and interested parties; preparation of detailed reports to Committee including recommendations; attendance at Committee meetings and Site Inspections; preparation of the Authority's case for any subsequent planning appeal and representation at any hearing or inquiry (provided the decision accords with the case officer recommendation).</p>

APPENDIX C

CHARGING DIGEST - Environment department

2017/18 Actual £	2018/19 Budget £	2019/20 Budget £	Business Unit	Service Provided	Charge Levied 18/19 £	Proposed Charge 19/20 £	Comments
				Pre application discussions with prospective applicants/agents	40.67 per hour (with SLA) 44.73 (without SLA) inclusive of expenses (Manager)	42.05 per hour (with SLA) 46.26 (without SLA) inclusive of expenses (Manager)	Fee to be refunded if it results in a planning application
					27.90 per hour (with SLA) 30.70 (without SLA) inclusive of expenses (Planning Officer)	33.47 per hour (with SLA) 36.82 (without SLA) inclusive of expenses (Planning Officer)	
				Preparation of Prohibition Orders	40.67 per hour (with SLA) 44.73 (without SLA) inclusive of expenses (Manager)	42.05 per hour (with SLA) 46.26 (without SLA) inclusive of expenses (Manager)	Includes attendance at any Appeal hearing/inquiry
					27.90 per hour (with SLA) 30.70 (without SLA) inclusive of expenses (Planning Officer)	33.47 per hour (with SLA) 36.82 (without SLA) inclusive of expenses (Planning Officer)	
				Monitoring mineral and landfill sites in accordance with an annual programme established (by agreement) under the provisions of the Town & Country Planning (Fees for Applications and Deemed Applications) (Amendment No 2) (Wales) Regulations 2006	The established monitoring fee (currently £330 for active sites and £110 for dormant sites)	The established monitoring fee (currently £330 for active sites and £110 for dormant sites)	Includes the preparation of reports of monitoring visits, identifying breaches of planning control and advising on appropriate action in respect of breaches of planning control
				Additional site monitoring over and above that identified in the annual programme established at the beginning of each calendar year (by agreement)	27.90 per hour (with SLA) 30.70 (without SLA) inclusive of expenses (Planning Officer)	33.47 per hour (with SLA) 36.82 (without SLA) inclusive of expenses (Monitoring Officer)	

APPENDIX C

CHARGING DIGEST - Environment department

2017/18 Actual £	2018/19 Budget £	2019/20 Budget £	Business Unit	Service Provided	Charge Levied 18/19 £	Proposed Charge 19/20 £	Comments
				Taking of formal enforcement action considered to be expedient in relation to breaches of planning control identified at mineral sites	27.90 per hour (with SLA) 30.70 (without SLA) inclusive of expenses (Planning Officer)	42.05 per hour (with SLA) 46.26 (without SLA) inclusive of expenses (Manager)	
						33.47 per hour (with SLA) 36.82 (without SLA) inclusive of expenses (Planning Officer)	
						30.68 per hour (with SLA) 33.75 (without SLA) inclusive of expenses (Monitoring Officer)	
				Preparation and presentation of evidence at any Appeal hearings, inquiry or court proceedings (when not covered by a planning application fee)	40.67 per hour (with SLA) 44.73 (without SLA) inclusive of expenses (Manager)	42.05 per hour (with SLA) 46.26 (without SLA) inclusive of expenses (Manager)	
					27.90 per hour (with SLA) 30.70 (without SLA) inclusive of expenses (Planning Officer)	33.47 per hour (with SLA) 36.82 (without SLA) inclusive of expenses (Planning Officer)	
						30.68 per hour (with SLA) 33.75 (without SLA) inclusive of expenses (Monitoring Officer)	
				Any minerals/waste work not covered by any of the above categories	40.67 per hour (with SLA) 44.73 (without SLA) inclusive of expenses (Manager)	42.05 per hour (with SLA) 46.26 (without SLA) inclusive of expenses (Manager)	
					27.90 per hour (with SLA) 30.70 (without SLA) inclusive of expenses (Planning Officer)	33.47 per hour (with SLA) 36.82 (without SLA) inclusive of expenses (Planning Officer)	
						30.68 per hour (with SLA) 33.75 (without SLA) inclusive of expenses (Monitoring Officer)	

APPENDIX C

CHARGING DIGEST - Environment department

2017/18 Actual £	2018/19 Budget £	2019/20 Budget £	Business Unit	Service Provided	Charge Levied 18/19 £	Proposed Charge 19/20 £	Comments
33,503	26,329	36,856	Development Management	Chargeable Pre-application and post consent advice in relation to Developments of National Significance (DNS) (Planning Wales Act 2015) and Nationally Significant Infrastructure Projects (NSIP) (Planning Act 2008)	Subject to individual planning performance agreements/Service level agreements	Subject to individual planning performance agreements/Service level agreements	process agreed at Full Council on the 25th January 2017
399,085	536,439	552,168	Building Control	Building Regulation Charges	Costs on a case by case basis - quotations available directly from the Building Control Section	Costs on a case by case basis - quotations available directly from the Building Control Section	
150	1,514	1,544	Forward Planning	Local Development Plan - Charge for Purchase	£75 per copy	£75 per copy	Fixed charge for the purchase of hard copies of the LDP
9,976	26,412	26,940		Provision of an internal Planning consultancy service through the production of Planning and Development Briefs, preparation and submission of Planning Applications (incl. supporting material) and other bespoke planning work to guide developmental considerations and assist in asset disposal.	Costs on a case by case basis - based on hourly rate of officers. Service provided in accordance with signed Service Level Agreements.	Costs on a case by case basis - based on hourly rate of officers. Service provided in accordance with signed Service Level Agreements.	Reflects the ongoing 'not for profit' consultancy arrangement.
0	5,135	5,238	Conservation - Common Land Fees	Correction of a mistake made by registration Authority	No fee	No fee	
				Correction of any other mistake that would not affect the extent of Common Land or Village Green, or what can be done by virtue of a right of common	159.00	166.20	Estimated 6 hours work
				Removing duplicate entry from register	No fee	No fee	
				Updating of names and addresses referred to in a register	26.56	27.70	Estimated 1 hours work
				Updating an entry to take in to account accretion or diluvion	26.56	27.70	Estimated 1 hours work

APPENDIX C

CHARGING DIGEST - Environment department

2017/18 Actual £	2018/19 Budget £	2019/20 Budget £	Business Unit	Service Provided	Charge Levied 18/19 £	Proposed Charge 19/20 £	Comments
				Non- Registration of Common Land or Village Green	No fee	No fee	
				Waste Land of the Manor not registered as common land	No fee	No fee	
				Deregistration of certain land registered as common land or as town or village green	1062.00	1108.00	Estimated 40 hours work

APPENDIX C

CHARGING DIGEST - Leisure

It should be noted that all charges included within this charging digest are maximum charges unless stated otherwise

2017/18 Actual £	2018/19 Budget £	2019/20 Budget £	Business Unit	Service Provided	2018/19 Charge Levied £	2019/20 Proposed Charge £	Comments
49,578	50,718	51,733	COUNTRY PARKS Pembrey Country Park				
			Riding Centre (Leased)	Riding Centre tacked horses	Normal entry fee or Season ticket prices to be charged		Livery tenant has 2 comps then all other staff & visitors pay
			Park hire				
			Events Field (old archery site)	Daily hire of: full field	500.00	500.00	Rental charge will be applied for activities that do not come under the event bracket (below), for example: weddings; private functions; experiential marketing; caravan rallies with the appropriate insurances etc (in the hire agreement it will state the maximum number of campers for each field).
				Weekly hire rate: full field	2500.00	2500.00	
			Monk's Head Field	Charity rates			
				Daily hire of: full field	750.00	750.00	
				Weekly hire rate: full field	4500.00	4500.00	
			Medium Area of Land	Daily Hire Size to be agreed	300.00	300.00	
			Small area of land	Daily Hire Size to be agreed	150.00	150.00	
			Major Events within the Park this classifies as event footfall of over 5,000	Rates negotiable depending on scale and location of event	See comments		Charge set by Senior Outdoor Rec Manager, Events Manager and Event Co-ordinator to maximise events income taking into account the following (examples): size of event, area required, event profile, expected visitor numbers, disruption, time of year, the additional work required from the service, how well established or new event, charitable or commercial etc. Charge may also include park entry and/or participant entry fee
			Events within the park organised by an external organiser (less than 5,000 footfall)	Commercial	Park entry to be charged per vehicle plus £2 per entrant	Park entry to be charged per vehicle plus £2 per entrant	New charge for events - with a footfall of less than 5000 people.
				Charity/Non profit etc	Park entry to be charged per vehicle	Park entry to be charged per vehicle	
			Hourly Staff rate for External Events	Member of the team to help with external events	£27 per hour	£27 per hour	Charge to cover staff time before, during or after an event
			Events run by the events team within the park throughout the year	Price per ticket	Max ticket price of £10 per head	Max ticket price of £10 per head	Price will be dependant on event type and costs, which will be covered in event plan which will be signed off by HOS
				Tradestands at events	Trade stands charged at a maximum of £50 per event	Trade stands max £50 per day, Food stalls max £100	
			Guided Walks	Guided Walks for groups with Rangers	£54 for half a day 2 hours	£54 for half a day	Max number of 35 per ranger

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CHARGING DIGEST - Leisure

It should be noted that all charges included within this charging digest are maximum charges unless stated otherwise

2017/18 Actual £	2018/19 Budget £	2019/20 Budget £	Business Unit	Service Provided	2018/19 Charge Levied £	2019/20 Proposed Charge £	Comments
312,329	317,028	323,368	Commercial (Filming)	Full Day filming	500.00	500.00	Plus any rent for field etc
			Staff Service (Filming support)	Promoting the park in a positive manner Hourly Rate per Team member	See comments £27 per hour	See comments £27 per hour	Discretionary by Senior Manager Manage public, enviromental and film crew assistance fees to be agreed by a small group of officers as above
			Bushcraft activites			Adults Max £25 per day	New activity offering at all Country Parks, activity run by rangers
			Bushcraft activites			Children Max £10 per day	New activity offering at all Country Parks, activity run by rangers
			Conference Facilities			Max price of £100 per day	Room Hire charge only F&B offering will be etc
			Team Building Activities			Max price of £25 per person per day	New
			Birthday Party activites			Max £10 per child per head minimum of 10 children	New
			MCP field hire / events	Eisteddfod Fields hire			
				Daily hire of: Full Site (3 Fields)	500.00	500.00	Rental charge will be applied for activities that do not come under the event bracket for example weddings, private functions, experiential marketing,circus etc. Fee can be negotiated for larger events as per events charges for PCP
				Weekly hire rate: Full Site (3 Fields)	2500.00	2500.00	
				Charity rates			
				Daily hire of: Full Site (3 Fields)	150.00		
				Weekly hire rate: Full Site (3 Fields)	750.00		
				Event non commerical	Car parking	Car parking	
				Events commerical	Car parking plus £2 per entrant	Car parking plus £2 per participant	
			North Dock	North Dock events hire	£25 per hour	£25 per hour	Cannot guarantee exclusivity
			PCP Caravan and camp site (CCC)			upgraded facilities for 2019/20 season	
				Full Season (with electric)	1795.00	1900.00	1st March to 31st October
				Full Season (non electric)	1130.00	1200.00	1st March to 31st October
				Full Season (with Electric) Returning Customers	1750.00	To be discontinued	1st March to 31st October
				Full Season (non Electric) Returning Customers	1100.00	To be discontinued	1st March to 31st march
				Full season serviced plot	2100.00	2300.00	New offering
				Summer Season (with electric)	720.00	770.00	six weeks school holidays
				Summer Season (non electric)	515.00	550.00	six weeks school holidays
				One Month- Summer Season (with electric)		To be discontinued	
				One Month- Summer Season (non electric)		To be discontinued	
				One Month- outside summer season (with electric)		To be discontinued	
				One Month- outside summer season (non electric)		To be discontinued	

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It should be noted that all charges included within this charging digest are maximum charges unless stated otherwise

2017/18 Actual £	2018/19 Budget £	2019/20 Budget £	Business Unit	Service Provided	2018/19 Charge Levied £	2019/20 Proposed Charge £	Comments
Page 49			PCP General Camping	Daily rate peak periods (with electric)	20.00	23.00	National School holidays and bank holidays 2 adults and upto 4 children per pitch
				Daily rate peak periods (non electric)	17.00	20.00	National School holidays and bank holidays 2 adults and upto 4 children per pitch
				Daily rate off-peak (with electric)	18.00	19.00	1/3/2018-31/10/2018 excluding school and bank holidays 2 adults and upto 4 children
				Daily rate off-peak (non electric)	15.00	17.00	1/3/2018-31/10/2018 excluding school and bank holidays 2 adults and upto 4 children
				Serviced Peak	25.00	26.00	National School holidays and bank holidays 2 adults and upto 4 children per pitch
				Serviced off peak	22.00	23.00	1/3/2018-31/10/2018 excluding school and bank holidays 2 adults and upto 4 children
				Cyclists/Walkers Peak	10.00	10.00	No Vehicle 1 man tent
				Cyclists/walkers off peak	7.50	7.50	No Vehicle 1 man tent
				Extra Vehicle	5.00	5.50	
				Per Extra Adult	5.00	5.00	
				Group bookings (bona fide charitable organisations e.g. Scouts, guides, church groups etc)	3.00 per head	3.00	Off Peak only. Other times of year field hire will apply
				Rallies that are in fields across the Country Park minimum charge for 10 units, must sign Rally Agreement and have relevant insurances		£12 per unit (new charge)	Marshalls/deputy marshals for rallies of 20+caravans stay free of charge.
				Pitches for Seasonal Campsite staff (Site Wardens)		Free of Charge	Wardens to stay on site to provide 24 hour security/maintenance. New Warden's cabin being installed
				Pitches for journalists and media positively promoting PCP		Senior Manager Discretion	Signed by HOS
			Beach access	Beach Key Fob Entry	£50 PER YEAR	£50 PER YEAR	Fisherman permit required
			Memorial Bench	Brompton Seat	885.60	929.88	5% INCREASE
				Grafton Seat	1189.92	1249.42	5% INCREASE

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2017/18 Actual £	2018/19 Budget £	2019/20 Budget £	Business Unit	Service Provided	2018/19 Charge Levied £	2019/20 Proposed Charge £	Comments
2,600	2,307	2,353	Llyn Llech Owain	Parking/Admission Charges	Please refer to attached schedule		franchise in park
				Catering	Externally provided via tender		
7,450	4,609	4,701	Millennium Coastal Park	Car Parking	Please refer to attached schedule		Catering franchises along MCP
				Catering	Externally provided via tender		
67,882	117,458	119,807	Burry Port Harbour		See comments		Charges now set by Burry Port Marina Ltd who have taken over the running of the Harbour since April 2018.
			Outer Harbour	Marina pontoons	122.00 metre + VAT	To be discontinued	BPML managing
				Commercial Fishing Vessels	110.00 +VAT	To be discontinued	BPML
				Visiting Vessels	1.50 + VAT/metre a night for up to 14 nights	To be discontinued	BPML
			West Dock	Swing Moorings	£35.00 metre +VAT	To be discontinued	BPML
			East Dock	Marina pontoons	Closed Currently (£107 meter +VAT)	To be discontinued	BPML
				Water & waste charges	3.00 +VAT per month per mooring	To be discontinued	BPML
				Key Fobs	Mooring Holders Charged £15 Non-Refundable Deposit For Gate Access Fobs. access +FOBS.)	To be discontinued	BPML
				Parking Tickets	2 free/seasonal MCP parking tickets issued per mooring holder	To be discontinued	BPML

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CHARGING DIGEST - Leisure

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2017/18 Actual £	2018/19 Budget £	2019/20 Budget £	Business Unit	Service Provided	2018/19 Charge Levied £	2019/20 Proposed Charge £	Comments
				Seasonal Lets - Summer (minimum 6 metres)			
				1 month (28 days)	1.25/ met +VAT per day	To be discontinued	BPML
				2 months (56 days)	1.05/ met +VAT per day	To be discontinued	BPML
				3 months (84 days)	0.85/ met +VAT per day	To be discontinued	BPML
				4 months (112 days)	0.75/ met +VAT per day	To be discontinued	BPML
				5 months (140 days)	0.65/ met +VAT per day	To be discontinued	BPML
				6 months (168 days)	0.60/ met +VAT per day	To be discontinued	BPML
				7 months (196 days)	0.55/ met +VAT per day	To be discontinued	BPML
				Winter, Oct to Mar (min 6m)(max 168 days)	0.50metre +VAT morning day	To be discontinued	BPML
			Marina Services	Replacement of severed or worn mooring ropes	10.00 5.00 + VAT/per vessel & 5.00 + VAT per metre of rope	To be discontinued	BPML
				Baling out of vessel		To be discontinued	BPML
				Launch/recovery of vessel *	8.00 + VAT/per metre each way (min 5m)	To be discontinued	BPML
				Relocate vessel within the marina	20.00+VAT 20 morning+VAT	To be discontinued	BPML
				Miscellaneous labour charges (2man team)	40.00 + VAT per hr (minimum half an hr)	To be discontinued	BPML
				Catamarans with a beam of 4.4 mts or more	50 % surcharge on morning fees	To be discontinued	BPML
21,150	18,782	19,158	Catering		Externally provided via tender		
29,064	29,764	30,359	Discovery Centre Catering		Externally provided via tender		Building being leased to private operator for 2019/20

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CHARGING DIGEST - Leisure

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2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	Business Unit	Service Provided	2018/19 Charge Levied £	2019/20 Proposed Charge £	Comments
45,675	47,364	48,311	Ski Slope	Recreational Skiing			Ski session and lesson charges to be reviewed via EBM once new VNPR barrier system goes into PCP in early 2019, with a view to customers not paying twice to enter the park and go ski-ing. Likely to be reduction in cost for skiers, with entry cost (part) refunded
				Adult - Rec Ski	12.80	13.10	see above
				Junior - Rec Ski	0.00	0.00	to be reviewed
				Adult - Own Equipment	9.25	9.50	see above
				Junior - Own Equipment	7.20	7.40	see above
				Student	8.20	8.40	see above
				OAP/UB40	8.20	8.40	see above
75,940	83,563	85,234		Instruction			
				Adult Lesson	17.40	17.80	see above
				Junior Lesson	11.30	11.60	see above
				Kids Club	0.00	0.00	to be reviewed
				Adult Party	10.25	10.50	see above
				Junior Party	7.20	7.40	see above
				Junior School Group	61.40	62.90	see above
				Junior Group		0.00	to be reviewed
				Private Lesson 1 person	38.90	39.80	50mins + 30 min practice
				Private Lesson 2 people	55.25	56.60	1 hr + practice
				Private Lesson 3 people	71.65	73.30	1 hr + practice
				Private Lesson 4 people	88.00	90.10	1 hr + practice
				Private Lesson 5 people	0.00	0.00	1 hr + practice
				Private Lesson 6 people	120.75	123.60	1 hr + practice
10,250	12,108	12,350		Cycle Hire			
				2 hours - Adult	8.20	8.40	Reduced from 3hrs hire to 2hrs
				2 hours - Child	5.15	5.30	New charge
				4 hours - Adult	10.25	10.50	New charge
				4 hours - Child	7.20	7.40	New charge
				1 day - Adult	16.40	16.80	
				1 day - Child	10.25	10.50	
				Trailer	5.15	5.30	
				Tow along - per hr (inc helmet)	5.15	5.30	
				Child seats - per hr (inc helmet)	3.70	3.80	

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2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	Business Unit	Service Provided	2018/19 Charge Levied £	2019/20 Proposed Charge £	Comments
81,072	80,012	81,612	Golf	Toboggan 1 Ride 3 Rides Pitch and Putt Child, OAP & Unwaged (9 holes) Child, OAP & Unwaged (additional 9 holes) Adult Adult (additional 9 holes) Disc Golf Child, OAP & Unwaged Adult Crazy Golf Child, OAP & Unwaged Adult	 2.60 5.20 3.10 2.10 5.10 3.10 2.60 3.60 2.10 2.60	 2.70 5.40 3.20 2.20 5.30 3.20 2.70 3.70 2.20 2.70	

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CHARGING DIGEST - Leisure

It should be noted that all charges included within this charging digest are maximum charges

2017/18 Actual	2018/19 Budget	2019/20 Budget	2017/18 Actual	2018/19 Budget	2019/20 Budget		2018/19 Charge Levied							2019/20 Proposed Charge							Comments			
Season Tickets (£)			Pay & Display (£)				SEASON		Pay & Display Charges (£)					SEASON TICKETS			Pay & Display Charges (£)							
Millennium Coastal Parks																								
			59,723	122,603	125,056			Short stay			Long stay				Short stay			Long stay			Historically car parking charges changed every 3 years due to cost / machines. New machines being installed and proposed additional car parks to be enforced during 19/20.			
							per year	For 6 months (Oct- March)	up to 1 hr	up to 2 hrs	up to 4 hrs	up to 1 hr	up to 4 hrs	all day (max 8hrs)	per year	Lost tickets & change of car details as per lost policy	For 6 months (Oct- March)	up to 1 hr	up to 2 hrs	up to 4 hrs	up to 1 hr	up to 4 hrs	all day (max 8hrs)	
						Car Parks			1.00	1.60	2.60	1.00	2.60	3.10				1.10	1.70	2.70	1.10	2.70	3.20	

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CHARGING DIGEST - Leisure

It should be noted that all charges included within this charging digest are maximum charges

2017/18 Actual	2018/19 Budget	2019/20 Budget	2017/18 Actual	2018/19 Budget	2019/20 Budget		2018/19 Charge Levied			2019/20 Proposed Charge			Comments
Season Tickets (£)			Pay & Display (£)				SEASON		Pay & Display Charges (£)	SEASON TICKETS		Pay & Display Charges (£)	
						Trailer Park			5.00			To Be discontinued	Burry Port Harbour Motorhomes car park closed on H&S grounds, pending review
						Trailer Park			8.00			To Be discontinued	
						Boat & Trailer Season Ticket (Burry Port only)	55.00	N/A		55.00	10.00	N/A	Change to 12 month ticket to be renewed on renewal date at the prices for that year. Also two numbers plates per pass but must live in same household Adding in lost ticket proof of purchase must be shown and reg numbers to match. Lost tickets as per lost policy

CHARGING DIGEST - Leisure

2017/18 Actual	2018/19 Budget	2019/20 Budget	2017/18 Actual	2018/19 Budget	2019/20 Budget		2018/19 Charge Levied								2019/20 Proposed Charge								Comments	
Season Tickets (£)			Pay & Display (£)				SEASON		Pay & Display Charges (£)						SEASON TICKETS			Pay & Display Charges (£)						
						MCP general car parks	£35.00 for one vehicle	20.00							£37.50 for one vehicle	10.00	20.00							Change to 12 month ticket to be renewed on renewal date at the prices for that year. Also two numbers plates per pass but must live in same household Adding in lost tickets proof of purchase must be shown and reg numbers to match
						Blue Badge Scheme Holders	Get additional 1 hr free with any ticket purchased in line with CCC parking policy							Get additional 1 hr free with any ticket purchased in line with CCC parking policy										

			29,226	27,420	27,969	Car Park Blue Badge Scheme Holders	per year	For 6 months (Oct- March)	up to 1 hr	up to 2 hrs	up to 4 hrs			all day (max 8hrs)	per year	Lost Tickets	For 6 months (Oct- March)	up to 1 hr	up to 2 hrs	up to 4 hrs			all day (max 8hrs)	More choice for users	
							N/A	N/A	1.00	1.60	2.60				3.10	N/A	N/A	N/A	1.10	1.70	2.70			3.20	
							Get additional 1 hr free with any ticket purchased in line with CCC parking policy								Get additional 1 hr free with any ticket purchased in line with CCC parking policy										

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CHARGING DIGEST - Leisure Country Parks Parking Charges

It should be noted that all charges included within this charging digest are maximum charges

2017/18 Actual	2018/19 Budget	2019/20 Budget	2017/18 Actual	2018/19 Budget	2019/20 Budget		2018/19 Charge Levied		2019/20 Proposed Charge		Comments
<u>Pay & Display Charges</u>			<u>Vehs displaying Disabled Blue Badge</u>				<u>Pay & Display Charges</u>	<u>Vehs displaying Disabled Blue Badge</u>	<u>Pay & Display Charges</u>	<u>Vehs displaying Disabled Blue Badge</u>	
£			£				£	£	£	£	
<u>Pembrey Country Park</u>											
148,081	178,184	181,748				<i>Cars & Coaches</i> April to September (9:00am-4:30pm)	5.50	n/a	5.50		All day £5.50. Up to 2 hours £3. No increase previously due to barrier system and improvement in the park. Free access for people who book a course of lessons at Country park for the hours of instruction up to 2 hours £3
						April to September (4:30pm-9:00am)	2.50	n/a	3.50		
						October to March	2.50	n/a	3.50		
						Pay & Display (outside car park)					Pay & Display (outside car park)
						Up to 2 Hours	1.60	see comment	2.00		
						Up to 4 Hours	2.60	see comment	2.70		
						<i>Motorised 2 Wheeled Vehicles</i>					
						April to September (9:00am-4:30pm)	n/a	As per vehicle price			
						October to March	n/a	As per vehicle price			
						15 minute drop off time for anybody dropping somebody off at Ski centre etc			No Charge		
74,968	83977	85,657				<i>Season Tickets</i>					2 number plates per pass must live at same address.

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CHARGING DIGEST - Leisure Country Parks Parking Charges

It should be noted that all charges included within this charging digest are maximum charges

2017/18 Actual	2018/19 Budget	2019/20 Budget	2017/18 Actual	2018/19 Budget	2019/20 Budget		2018/19 Charge Levied		2019/20 Proposed Charge		Comments
<u>Pay & Display Charges</u>			<u>Vehs displaying Disabled Blue Badge</u>				<u>Pay & Display Charges</u>	<u>Vehs displaying Disabled Blue Badge</u>	<u>Pay & Display Charges</u>	<u>Vehs displaying Disabled Blue Badge</u>	
£			£				£	£	£	£	
						Annual - First Time Buyers 12 month Annual Tickets	Price per year 50.00	n/a	55.00		12 month tickets to increase income all year if there is price increase it would be in the next charge after initial 12 months
						7 day pass	15.00	n/a	20.00		
						Change of vehicle/Lost tickets	10.00		10.00		As per lost policy
						Annual Renewals Loyalty 12 month annual ticket	45.00	n/a	50.00		12 month tickets to increase income all year if there is price increase it would be in the next charge after initial 12 months.
						Oct - Mar	25.00	n/a	To be discontinued		Loyalty will be for season tickets who were previous ticket holder in the past 12 months
Llyn Llech Owain											
25,863	26,243	26,768				Season Tickets 12 month ticket	25.00	to be discontinued	25.00		12 month tickets to increase income all year if there is price increase it would be in the next charge after initial 12 months
						Season Tickets - October to March	15.00	to be discontinued	To be discontinued		
						Lost tickets change of vehicle	10.00	To be discontinued			
						1 Hour	1.00	CCC policy	1.10		
						up to 3 hours	2.10	CCC policy	2.20		
						Over 3 hours	3.10	CCC policy	3.20		When the car park P&D m/c can accommodate then the charges will change to the same charges as MCP/Pendine

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CHARGING DIGEST - Leisure

Pendine Outdoor Education Centre

It should be noted that all charges included within this charging digest are maximum charges

2017/18 Actual £	2018/19 Budget £	2019/20 Budget £	Service	Charge Levied 2018/19 £				Proposed Charge 2019/20 £			
				Schools		Non-Schools		Schools		Non-Schools	
				Carms	Out of County	Groups	Comment	Carms	Out of County	Groups	Comment
340,320	326140	332,662	Bed and Breakfast	20.00	20.00	20.00	'All in' packages comprise 50% cost for activity instruction & 50% Food and Board. (*) VAT will only be charged on Food and Board - 50% of total net cost. 'Instructor led activities' are VAT exempt.	20.00	20.00	20.00	'All in' packages comprise 50% cost for activity instruction & 50% Food and Board. (*) VAT will only be charged on Food and Board - 50% of total net cost. 'Instructor led activities' are VAT exempt.
			Day visit (no food) 2 activities *	>20.00	>25.00	>25.00		>20.00	>25.00	>25.00	
			* Mon-Fri lunch "All in"	164.00 (114.00 to FSM)	204.00	235.00	Weekday residential costs (highlighted yellow) include a T-shirt. Minimum numbers apply	168.00 (120.00 FSM)	210.00	245.00	Minimum numbers apply
			4 day 'All in'	140.00 (98.00 FSM)	177.50	205.00	Free places for leaders (ratio 1: 10) 'Introductory deals' may be offered to get a 'first time' booking.	144.00 (102.00 FSM)	180.00	212.00	Free places for leaders (ratio 1: 12) Reduced rates may be offered under the following circumstances (Signed off by Snr Outdoor Rec Mgr):
			3 day 'All in'	110.00 (77.00 FSM)	139.00	157.00	Reduced rates may be offered for 'out of season' bookings	112.50 (80.00 FSM)	142.50	160.00	• To obtain a first time booking. • To increase out of season bookings. • To encourage customer loyalty. • During periods of lower demand at POEC.
			Fri tea - Sun lunch (no activity)	70.00	85.00	86.00		73.00	86.00	90.00	
			Activities - 1/2 day rate min 8 in group or £72.00	>12.50	12.50	>20.00		>12.50	12.50	>20.00	
			Meals	3.50	3.50 child 4.50 adult	4.00 child 5.00 adult		3.50	3.50 child 4.50 adult	4.00 child 5.00 adult	
			Camping	6.00	6.00	6.00		6.00	6.00	6.00	
			Bunkhouse	10.00	10.00	10.00	Min numbers apply / Bring own bedding	10.00	10.00	10.00	Min numbers apply / Bring own bedding
				No VAT	Plus VAT	Plus VAT (*)		No VAT	Plus VAT	Plus VAT(*)	

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CHARGING DIGEST - Leisure

Leisure Centres/Dual use sports halls/Swimming Pools/Bowls Centres

It should be noted that all charges included within this charging digest are maximum charges

Coedcae			Gwendraeth			St Clears				Coedcae		Gwendraeth		St Clears		
2017/18 Actual	2018/19 Budget	2019/20 Budget	2017/18 Actual	2018/19 Budget	2019/20 Budget	2017/18 Actual	2018/19 Budget	2019/20 Budget		Charge Levied 18/19	Proposed charge 19/20	Charge Levied 18/19	Proposed charge 19/20	Charge Levied 18/19	Proposed charge 19/20	Comments
£	£	£	£	£	£	£	£	£		£	£	£	£	£	£	
10,623	19,090	19,472	3,657	4228	4,313	33,236	37935	38,694	Fusion Household £365 (Gym, classes, swim all times monthly DD)				All charges removed - management transferred to community organisation	36.90		All prices listed are INCLUSIVE of VAT
								Adult Activity Session (encompassing all mainstream sessions)	5.60			5.60				
								Direct Debit Membership for Fitness Room	22.50	23.10		22.50		23.10		
								Actif Household membership with access to bolt-on extras (Gym, classes, swim all times monthly DD)	42.00			42.00				
								Actif Towel				6.00			Resale item - stock cost held	
								Actif RFID Wristband				4.60			Resale item - stock cost held	
								Actif Water Bottle				2.50			Resale item - stock cost held	
								Actif RFID Button				2.00			Resale item - stock cost held	
								Actif Membership Card (Replacement)				2.00			Resale item - stock cost held	
								Actif Locker Coin Keyring				1.00			Resale item - stock cost held	
								Actif Gift Bundle (comprising towel, wristband, water bottle, button and Keyring)				14.10				

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CHARGING DIGEST - Leisure

Leisure Centres/Dual use sports halls/Swimming Pools/Bowls Centres

It should be noted that all charges included within this charging digest are maximum charges

Coedcae			Gwendraeth			St Clears				Coedcae		Gwendraeth		St Clears		
2017/18 Actual	2018/19 Budget	2019/20 Budget	2017/18 Actual	2018/19 Budget	2019/20 Budget	2017/18 Actual	2018/19 Budget	2019/20 Budget		Charge Levied 18/19	Proposed charge 19/20	Charge Levied 18/19	Proposed charge 19/20	Charge Levied 18/19	Proposed charge 19/20	Comments
£	£	£	£	£	£	£	£	£		£	£	£	£	£	£	
									Gym	5.60		5.80		5.60	5.80	
									Squash (per 40 mins)			6.50		6.65	6.80	
									Badminton	7.75	9.00	7.50		8.65	9.00	
									Table Tennis	6.65		6.50		6.65	6.80	
									Main Hall non block					29.90	30.60	
									Function rooms / kitchen hire					21.50	22.00	
									Outdoor area - (October - March)					20.20	20.70	
									Outdoor area - (April - September)					17.35	17.80	
									Tennis	7.75		7.50		8.50	8.70	
									Per child					10.00	10.30	
									Go Actif Card (12 months)	12.00				12.00	13.00	
									7 day leisure centre membership - Adult	15.00	15.50			15.00	15.50	New product
									7 day leisure centre membership - Child (<18)	10.00	10.50			10.00	10.50	New product
									7 day leisure centre membership - Family (up to 2 adults and 2 children)	25.00	26.00			25.00	26.00	New product
									All Jnr Activity Courses per 55 mins					3.60	3.70	
									Direct Debit 'Active Young People' sessions - linked to membership					15.00	15.40	Price retained - newly introduced product
									Direct Debit 'Active Young People' sessions - not linked to membership					15.00	15.40	Price retained - newly introduced product
									Health/Fitness Class							
									Induction	15.00		N/A		15.00	15.00	Market value

APPENDIX C

CHARGING DIGEST - Leisure

Leisure Centres/Dual use sports halls/Swimming Pools/Bowls Centres

It should be noted that all charges included within this charging digest are maximum charges

Coedcae			Gwendraeth			St Clears				Coedcae		Gwendraeth		St Clears		
2017/18 Actual	2018/19 Budget	2019/20 Budget	2017/18 Actual	2018/19 Budget	2019/20 Budget	2017/18 Actual	2018/19 Budget	2019/20 Budget		Charge Levied 18/19	Proposed charge 19/20	Charge Levied 18/19	Proposed charge 19/20	Charge Levied 18/19	Proposed charge 19/20	Comments
£	£	£	£	£	£	£	£	£		£	£	£	£	£	£	
									Hall/Outdoor Facility Hire - also see note below							
									Dance Studio/Small Gym	17.15	17.60	16.75				
									Sports Hall (Whole)	33.80	34.60	33.00				
									Sports Hall (Half)	17.90	18.40	17.50				
									Full Red Gravel Pitch (without lights)	35.00	35.90	N/A				
									Half Red Gravel Pitch (without lights)	18.50	19.00	N/A				
									Outside Football/Rugby Pitch without showers	N/A		36.00				No longer available at Coedcae
									Outside Netball Court	N/A		16.50				No longer available at Coedcae
									Change/shower facilities					2.05	2.10	
									Equipment Hire Charges							
									Squash Ball (Buy)	N/A		3.95				No squash at Coedcae
									Short Tennis Racket	3.00	3.00	3.00				
									Squash Racket Hire	N/A		3.00				No squash at Coedcae
									Table Tennis Bat Hire	3.00	3.00	3.00				
									Table Tennis Ball Hire	1.00	1.00	1.00				
									Badminton Racket Hire	3.00	3.00	3.00				
									Badminton Shuttle Buy	2.00	2.00	1.95				
									Racquet Hire					3.00	3.00	
									Football Hire					3.00	3.00	
									Holiday Activity Programme							
									Full Day					20.45	N/A	With food
									Weekly					92.00	N/A	With food
									Full Day					15.90	16.30	Without food
									Weekly					71.60	73.30	Without food

Note on Facility Hire: Where a customer applies to hire a facility on a commercial basis, the cost can be charged at up to 2.5 times that of the normal hire rate and charitable organisations may apply for up to 50% Due to the commercial market that Sport & Leisure facilities operate within, it will be necessary to set offers at relevant times in the year and set 'bolt-on' options to allow customers that purchase selected combinations of products pre-set discounts. Where this is the case, this will require approval by the Sport & Leisure Management Team, will be minuted and consistent

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CHARGING DIGEST - Leisure

Leisure Centres/Dual use sports halls/Swimming Pools/Bowls Centres

It should be noted that all charges included within this charging digest are maximum charges

Carmarthen LC			Newcastle Emlyn				Carmarthen LC		Newcastle Emlyn		Comment
2017/18 Actual	2018/19 Budget	2019/20 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget		Charge Levied 18/19	Proposed charge 19/20	Charge Levied 18/19	Proposed charge 19/20	
£	£	£	£	£	£		£	£	£	£	
480,671	472,391	481,839	94,915	105,681	107,795	<u>Health & Fitness Classes</u>					All prices listed are INCLUSIVE of VAT
						Adult Activity Session (encompassing all mainstream sessions)	5.60	5.80	5.60	5.80	
						Junior Activity Sessions (u16)	3.60	3.70	3.60	3.70	
						Aquafit	6.15	6.30			
						<u>Health / Fitness Club</u>					
						Administration Fee	15.00	15.00	15.00	15.00	Price hold - many competitors don't charge admin fee so increase would deter customers from joining
						Online Incentive Administration Fee	10.00	10.00	10.00	10.00	
						Household Membership Administration Fee	30.00	30.00	30.00	30.00	
						Household Membership Online Incentive Administration Fee	20.00	20.00	20.00	20.00	Not able to implement prior - new
						Gym Session	5.60	5.80	5.60	5.80	
						Junior Gym Session	3.60	3.70	3.60	3.70	
						New Platinum All inclusive all times	33.50	34.30	33.50	34.30	
						OAP/Student Saver Scheme (Gym & Swim)	25.50	26.10	25.50	26.10	
						Fusion Household £365 (Gym, classes, swim all times monthly DD)	36.90	37.80	36.90	37.80	Product closed. Price increase for existing 365 members only
						Actif Household membership with access to bolt-on extras (Gym, classes, swim all times monthly DD)	42.00	43.00	42.00	43.00	

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Leisure Centres/Dual use sports halls/Swimming Pools/Bowls Centres

It should be noted that all charges included within this charging digest are maximum charges

Carmarthen LC			Newcastle Emlyn				Carmarthen LC		Newcastle Emlyn		Comment
2017/18 Actual	2018/19 Budget	2019/20 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget		Charge Levied 18/19	Proposed charge 19/20	Charge Levied 18/19	Proposed charge 19/20	
£	£	£	£	£	£		£	£	£	£	
						Triathlon Membership monthly DD (access to specified programme)	33.50	34.30		34.30	New Product
						Triathlon Membership Bolt-on monthly DD (core subscription required)	25.00	25.75		25.75	New Product
						Synrgy Membership monthly DD (access to specified programme)	22.40	23.00			
						Synrgy Membership Bolt-on monthly DD (core subscription required)	16.80	17.25			
						Junior Synrgy Membership monthly DD (access to specified programme)	14.40	14.80			
						Junior Synrgy Membership Bolt-on monthly DD (core subscription required)	10.80	10.80			
						Actif Towel	6.00	6.20	6.00	6.20	
						Actif RFID Wristband	4.60	4.80	4.60	4.80	
						Actif Water Bottle	2.50	2.50	2.50	2.50	
						Actif RFID Button	2.00	2.00	2.00	2.00	
						Actif Membership Card (Replacement)	2.00	2.00	2.00	2.00	
						Actif Locker Coin Keyring	1.00	1.00	1.00	1.00	
						Actif Gift Bundle (comprising towel, wristband, water bottle, button and Keyring)	14.10	14.50	14.10	14.50	
						CORPORATE PLATINUM - Gym, classes, swim all times monthly DD	28.50	29.30	28.50	29.30	
						GP Referrals - per visit for 16 weeks	2.00	2.00	2.00	2.00	Nationally agreed charge
						Health-related outreach session	3.10	3.30	3.10	3.30	Not included in previous report - community session
						Induction assessment for 'Pay as you go' customers	20.00	20.00	20.00	20.00	Price held as at top of comparable products
						Fitness Test/Programmes	20.00	20.00	20.00	20.00	Price held as at top of comparable products

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Leisure Centres/Dual use sports halls/Swimming Pools/Bowls Centres

It should be noted that all charges included within this charging digest are maximum charges

Carmarthen LC			Newcastle Emlyn				Carmarthen LC		Newcastle Emlyn		Comment
2017/18 Actual £	2018/19 Budget £	2019/20 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £		Charge Levied 18/19 £	Proposed charge 19/20 £	Charge Levied 18/19 £	Proposed charge 19/20 £	
406,100	439,475	448,264				<u>Health / Fitness Club</u>			8.50	8.70	£2.15 implemented Sept 2017. £2.20 to be implemented Sept 2018. £2.30 to be implemented Sept 2019 Not included in previous report - an optional extra for schools who may desire it New Product New Product New Product
						Gym & Sauna					
						<u>Health Suite/Swim</u>					
						Health Suite session					
						Recreation morning					
						Health Suite & Swim session	7.50	7.70			
						<u>Swimming</u>					
						Adult Swim Session	4.50	4.70			
						Jnr Swim Session	2.65	2.80			
						School Swim Session (per child)	2.20	2.30	2.20	2.30	
						Additional School Swim Instructor recharge	15.00	15.00	15.00	15.00	
						Family Swim Session (2 adults & 2 children)	11.65	12.20			
						Inflatable Session	4.50	4.70			
						BRONZE - Swim All Times monthly DD adult	23.50	24.10			
						CORPORATE BRONZE - Swim All Times monthly DD	21.00	21.60			
						FAST session		5.80			
						FAST Light Membership monthly DD (access to specified swim programme)		11.60			
						FAST Light Membership Bolt-on monthly DD (core subscription required)		8.70			

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Leisure Centres/Dual use sports halls/Swimming Pools/Bowls Centres

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Carmarthen LC			Newcastle Emlyn				Carmarthen LC		Newcastle Emlyn		Comment
2017/18 Actual	2018/19 Budget	2019/20 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget		Charge Levied 18/19	Proposed charge 19/20	Charge Levied 18/19	Proposed charge 19/20	
£	£	£	£	£	£		£	£	£	£	
						FAST Membership monthly DD (access to specified swim programme)		23.20			New Product
						FAST Membership Bolt-on monthly DD (core subscription required)	16.80	17.40			New Product
						FAST Prime Membership monthly DD (access to specified swim programme)	22.40	34.80			New Product
						FAST Prime Membership Bolt-on monthly DD (core subscription required)	16.80	26.10			New Product
						<u>Swimming Instruction</u>					
						Junior / Adult Lessons Stage 1-7 Direct Debit	22.95	23.50			
						Stage 8 (3 - 4.5 hours)	35.81	42.50			
						Stage 9 (5 - 8 hours)	43.99	50.00			
						Stage 10 (8.5 - 10.5 hours)		50.00			New product
						Stage 11-12 (12-13.0 hours)	61.38	60.00			
						Stage 11-12 (13.5-16.5 hours)		65.00			New Product
						15-20 hours training	71.61	75.00			
						One to One Lessons (Scheme) - per 30 mins	14.40	14.80			
						One to One Lessons (External) - per 30 mins	41.00	42.00			
						<u>Lifeguard Course (All Sites)</u>					
						Pool Lifeguard Qualification (per course)	265.00	270.00			
						Automated External Defibrillator Training	50.00	50.00			

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Carmarthen LC			Newcastle Emlyn				Carmarthen LC		Newcastle Emlyn		Comment
2017/18 Actual	2018/19 Budget	2019/20 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget		Charge Levied 18/19	Proposed charge 19/20	Charge Levied 18/19	Proposed charge 19/20	
£	£	£	£	£	£		£	£	£	£	
145,423	184,506	188,196				<u>Facility Hire - also see note below</u>					
						Sports Hall - Full per 55 mins	44.20	45.30	44.20	45.30	
						Small Hall/Dance Studio	34.80	35.70			
						Conference room (All day)	128.00	131.00			
						Conference room Morning/Afternoon/ Evening	66.50	68.10			
						Multipurpose Room	22.50	23.10			
						Main Swimming Pool (1 lifeguard) per 55mins	92.00	94.40			
						Small Swimming Pool (1 lifeguard) per 55mins	34.55	35.40			
						Main Swimming Pool per Lane	11.50	11.80			
						Athletic Track (club - per hr)	44.20	45.30			
						Athletic Track (per person per hr)	4.60	4.80			
						Full Astroturf	56.60	58.00			
						Half Astroturf	33.90	34.70			
						Outside Netball Court	16.90	17.30			
						Football pitch - middle of track	35.00	35.90			
						Changing Facilities	20.50	21.00	20.50	21.00	
						Changing Facilities (per person)		2.00		2.00	New charge
						Function Rooms					
						Activity Room - Standard			22.50	23.10	
						<u>Children's Birthday Parties</u>					
						Per Child	9.95		9.95		Minimum of 10 children required (not yet implemented)

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Carmarthen LC			Newcastle Emlyn				Carmarthen LC		Newcastle Emlyn		Comment
2017/18 Actual	2018/19 Budget	2019/20 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget		Charge Levied 18/19	Proposed charge 19/20	Charge Levied 18/19	Proposed charge 19/20	
£	£	£	£	£	£		£	£	£	£	
						<u>Leisure Saver Scheme</u>					
						Go Actif Card (12 months)	12.00	13.00	12.00		
						Go Actif Card - Benefits (12 Months)	12.00	13.00	12.00		
						7 day leisure centre membership - Adult	15.00	15.50	15.00	15.50	New product
						7 day leisure centre membership - Child (<18)	10.00	10.50	10.00	10.50	New product
						7 day leisure centre membership - Family (up to 2 adults and 2 children)	25.00	26.00	25.00	26.00	New product
						<u>Hire Charges</u>					
						<u>Racket Sports</u>					
						Squash Racket Hire	3.00	3.10	3.00	3.10	
						Badminton Racket Hire	3.00	3.10	3.00	3.10	
						Short Tennis Racket	3.00	3.10	3.00	3.10	
						Table Tennis Bat Hire	3.00	3.10	3.00	3.10	
						Tennis Racket Hire	3.00	3.10	3.00	3.10	
						Football Hire	3.00	3.10	3.00	3.10	
						<u>Racket Sports</u>					
						Short Tennis (per court, 55 mins)	8.90	9.00	8.70	9.00	
						Squash (per court, per 40 mins)	6.80	6.80	6.65	6.80	
						Badminton (per court, per 55 mins)	8.90	9.00	8.70	9.00	
						Table Tennis (per table, per 55 mins)	6.80	6.80	6.65	6.80	
						Tennis (per court, per 55 mins)	8.90	9.00	8.70	9.00	

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Carmarthen LC			Newcastle Emlyn				Carmarthen LC		Newcastle Emlyn		Comment
2017/18 Actual	2018/19 Budget	2019/20 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget		Charge Levied 18/19	Proposed charge 19/20	Charge Levied 18/19	Proposed charge 19/20	
£	£	£	£	£	£		£	£	£	£	
5,276	11,600	11,832				<u>Children's Instructed Sessions</u>					
						All Jnr Activity Courses per 55 mins	3.60	3.70	3.60	3.70	
						Direct Debit 'Active Young People' sessions - linked to membership	15.00	15.40	15.00	15.40	
						Direct Debit 'Active Young People' sessions - not linked to membership	15.00	15.40	15.00	15.40	
						Direct Debit (Actif Club) & Learn to swim					To be discontinued from 17/18
						<u>Softplay Adventure Area</u>					
						Play Zone (per 55 mins) under 3year olds	2.00	2.10	2.00	N/A	
						Play Zone (per 55 mins) under 3year olds and over	3.60	3.70	3.60	N/A	
						Unlimited Softplay Direct Debit (Linked to Membership)			2.00	2.10	Not yet available at centre
						Unlimited Softplay Direct Debit (Linked to Membership)			5.00	5.20	Not yet available at centre
						<u>Holiday Activity Programmes</u>					
						Full Day	20.88	21.00	20.45	N/A	With food
						Weekly	93.98	94.20	92.00	N/A	With food
						Full Day			15.90	16.30	Without food
						Weekly			71.60	73.30	Without food
						<u>Sauna</u>					
						Sauna (per 55 minute session)			7.00	7.20	

Note on Facility Hire: Where a customer applies to hire a facility on a commercial basis, the cost can be charged at up to 2.5 times that of the normal hire rate and charitable organisations may apply for up to 50% reduction for fundraising events

Due to the commercial market that Sport & Leisure facilities operate within, it will be necessary to set offers at relevant times in the year and set 'bolt-on' options to allow customers that purchase selected combinations of products pre-set discounts. Where this is the case, this will require approval by the Sport & Leisure Management Team, will be minuted and consistent

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CHARGING DIGEST - Leisure

Leisure Centres/Dual use sports halls/Swimming Pools/Bowls Centres

It should be noted that all charges included within this charging digest are maximum charges

Amman Valley LC			Llandovery SP			Llanelli Leisure Centre				Amman Valley LC		Llandovery SP		Llanelli Leisure Centre		Comment
2017/18 Actual	2018/19 Budget	2019/20 Budget	2017/18 Actual	2018/19 Budget	2019/20 Budget	2017/18 Actual	2018/19 Budget	2019/20 Budget		Charge Levied 18/19	Proposed charge 19/20	Charge Levied 18/19	Proposed charge 19/20	Charge Levied 18/19	Proposed charge 19/20	
£	£	£	£	£	£	£	£	£		£	£	£	£	£	£	
341,073	300,648	306,661	9,078	8,932	9,110	344,412	334,928	341,627	Health & Fitness Classes							All prices listed are INCLUSIVE of VAT
									Adult Activity Session (encompassing all mainstream sessions)	5.60	5.80	5.60	5.80	5.80	5.80	
									Junior Activity Session(u16)	3.60	3.70			3.60	3.70	
									Aquafit	6.15	6.30	6.15	6.30	6.15	6.30	
									Health / Fitness Club							
									Administration Fee	15.00	15.00	15.00	15.00	15.00	15.00	Price hold - many competitors don't charge admin fee so increase would deter customers from joining
									Online Incentive Administration Fee	10.00	10.00	10.00	10.00	10.00	10.00	
									Household Membership Administration Fee	30.00	30.00	30.00	30.00	30.00	30.00	
									Household Membership Online Incentive Administration Fee	20.00	20.00	20.00	20.00	20.00	20.00	Not able to implement prior - new
									Gym Session	5.60	5.80	5.60	5.80	5.60	5.80	
									Junior Gym Session (u16)	3.60	3.70			3.60	3.70	

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Leisure Centres/Dual use sports halls/Swimming Pools/Bowls Centres

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Amman Valley LC			Llandovery SP			Llanelli Leisure Centre				Amman Valley LC		Llandovery SP		Llanelli Leisure Centre		Comment
2017/18 Actual	2018/19 Budget	2019/20 Budget	2017/18 Actual	2018/19 Budget	2019/20 Budget	2017/18 Actual	2018/19 Budget	2019/20 Budget		Charge Levied 18/19	Proposed charge 19/20	Charge Levied 18/19	Proposed charge 19/20	Charge Levied 18/19	Proposed charge 19/20	
£	£	£	£	£	£	£	£	£		£	£	£	£	£	£	
									New Platinum All inclusive all times	33.50	34.30	33.50	34.30	33.50	34.30	Product closed. Price increase for existing 365 members only
									OAP/Student Saver Scheme (Gym & Swim)	25.50	26.10	25.50	26.10	25.50	26.10	
									Fusion Household £365 (Gym, classes, swim all times monthly DD)	36.90	37.80	36.90	37.80	36.90	37.80	
									Actif Household membership with access to bolt-on extras (Gym, classes, swim all times monthly DD)	42.00	43.00	42.00	43.00	42.00	43.00	
									Triathlon Membership monthly DD (access to specified programme)	33.50	34.30		34.30	33.50	34.30	
									Triathlon Membership Bolt-on monthly DD (core subscription required)	25.00	25.75		25.75	25.00	25.75	
									Actif Towel	6.00	6.20		6.20	6.00	6.20	
									Actif RFID Wristband	4.60	4.80		4.80	4.60	4.80	
									Actif Water Bottle	2.50	2.50		2.50	2.50	2.50	
									Actif RFID Button	2.00	2.00		2.00	2.00	2.00	
									Actif Membership Card (Replacement)	2.00	2.00		2.00	2.00	2.00	
									Actif Locker Coin Keyring	1.00	1.00		1.00	1.00	1.00	
									Actif Gift Bundle (comprising towel, wristband, water bottle, button and Keyring)	14.10	14.50		14.50	14.10	14.50	

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Leisure Centres/Dual use sports halls/Swimming Pools/Bowls Centres

It should be noted that all charges included within this charging digest are maximum charges

Amman Valley LC			Llandovery SP			Llanelli Leisure Centre				Amman Valley LC		Llandovery SP		Llanelli Leisure Centre		Comment
2017/18 Actual	2018/19 Budget	2019/20 Budget	2017/18 Actual	2018/19 Budget	2019/20 Budget	2017/18 Actual	2018/19 Budget	2019/20 Budget		Charge Levied 18/19	Proposed charge 19/20	Charge Levied 18/19	Proposed charge 19/20	Charge Levied 18/19	Proposed charge 19/20	
£	£	£	£	£	£	£	£	£		£	£	£	£	£	£	
243,841	222,531	226,982	62,276	65,431	66,740	381,203	385,943	393,662	CORPORATE PLATINUM - Gym, classes, swim all times monthly DD	28.50	29.30	28.50	29.30	28.50	29.30	Nationally agreed charge
									GP Referrals - per visit for 16 weeks	2.00	2.00			2.00	2.00	
									Health-related outreach session	3.10	3.30			3.10	3.30	
									Induction assessment for 'Pay as you go' customers	20.00	20.00			20.00	20.00	
									Fitness Test/Programmes	20.00	20.00			20.00	20.00	
									Health Suite/Swim							Price held as at top of comparable products Price held as at top of comparable products £2.15 implemented Sept 2017. £2.20 to be implemented Sept 2018. £2.30 to be implemented Sept 2019
									Health Suite session							
									Recreation morning							
									Health Suite & Swim session			7.50	7.70			
									Swimming							
									Adult Swim Session	4.50	4.70	4.50	4.70	4.50	4.70	
									Jnr Swim Session	2.65	2.80	2.65	2.80	2.65	2.80	
									School Swim Session (per child)							
										2.20	2.30	2.20	2.30	2.20	2.30	
									Additional School Swim Instructor recharge	15.00	15.00	15.00	15.00	15.00	15.00	
									Family Swim Session (2 adults & 2 children)	11.65	12.20	11.65	12.20	11.65	12.20	

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Leisure Centres/Dual use sports halls/Swimming Pools/Bowls Centres

It should be noted that all charges included within this charging digest are maximum charges

Amman Valley LC			Llandovery SP			Llanelli Leisure Centre				Amman Valley LC		Llandovery SP		Llanelli Leisure Centre		Comment
2017/18 Actual	2018/19 Budget	2019/20 Budget	2017/18 Actual	2018/19 Budget	2019/20 Budget	2017/18 Actual	2018/19 Budget	2019/20 Budget		Charge Levied 18/19	Proposed charge 19/20	Charge Levied 18/19	Proposed charge 19/20	Charge Levied 18/19	Proposed charge 19/20	
£	£	£	£	£	£	£	£	£		£	£	£	£	£	£	
									Inflatable Session	4.50	4.70	4.50	4.70	4.50	4.70	
									BRONZE - Swim All Times monthly DD adult	23.50	24.10	23.50	24.10	23.50	24.10	
									CORPORATE BRONZE - Swim All Times monthly DD	21.00	21.60	21.00	21.60	21.00	21.60	
									FAST session	5.60	5.80	5.60	5.80	5.60	5.80	New Product
									FAST Light Membership monthly DD (access to specified swim programme)	11.20	11.60	11.20	11.60	11.20	11.60	New Product
									FAST Light Membership Bolt-on monthly DD (core subscription required)	8.40	8.70	8.40	8.70	8.40	8.70	New Product
									FAST Membership monthly DD (access to specified swim programme)	22.40	23.20	22.40	23.20	22.40	23.20	New Product
									FAST Membership Bolt-on monthly DD (core subscription required)	16.80	17.40	16.80	17.40	16.80	17.40	New Product
									FAST Prime Membership monthly DD (access to specified swim programme)	22.40	34.80	22.40	34.80	22.40	34.80	New Product
									FAST Prime Membership Bolt-on monthly DD (core subscription required)	16.80	26.10	16.80	26.10	16.80	26.10	New Product

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CHARGING DIGEST - Leisure

Leisure Centres/Dual use sports halls/Swimming Pools/Bowls Centres

It should be noted that all charges included within this charging digest are maximum charges

Amman Valley LC			Llandovery SP			Llanelli Leisure Centre				Amman Valley LC		Llandovery SP		Llanelli Leisure Centre		Comment
2017/18 Actual	2018/19 Budget	2019/20 Budget	2017/18 Actual	2018/19 Budget	2019/20 Budget	2017/18 Actual	2018/19 Budget	2019/20 Budget		Charge Levied 18/19	Proposed charge 19/20	Charge Levied 18/19	Proposed charge 19/20	Charge Levied 18/19	Proposed charge 19/20	
£	£	£	£	£	£	£	£	£		£	£	£	£	£	£	
23,044	26,445	26,973				161,503	183,917	187,595	Swimming Instruction							New product New Product
									Junior / Adult Lessons Stage 1-7 Direct Debit	22.95	23.50	22.95	23.50	22.95	23.50	
									Stage 8 (3 - 4.5 hours)	0.00	42.50	0.00		40.00	42.50	
									Stage 9 (5 - 8 hours)	0.00	50.00	0.00		48.00	50.00	
									Stage 10 (8.5 - 10.5 hours)		50.00			48.00	50.00	
									Stage 11-12 (12-13 hours)	0.00	60.00	0.00		55.00	60.00	
									Stage 11-12 (13.5 hours)		65.00			60.00	65.00	
									15- 20 hours training	0.00	75.00	0.00		70.00	75.00	
									One to One Lessons (Scheme) - per 30 mins	14.40	14.80	14.40	14.80	14.40	14.80	
									One to One Lessons (External) - per 30 mins	41.00	42.00	41.00	42.00	41.00	42.00	
									Lifeguard Course (All Sites)							
									Pool Lifeguard Qualification (per course)	265.00	270.00	265.00	270.00	265.00	270.00	
									Automated External Defibrillator Training	50.00	50.00	50.00	50.00	50.00	50.00	
									Facility Hire - also see note below							
									Sports Hall - Full per 55 mins	44.20	45.30			44.20	45.30	
									Sports Hall - Double per 55					88.40	90.50	
									Sports Hall - Half per 55 mins							
									Small Hall/Dance Studio	34.80	35.70			34.80	35.70	
									Conference room (All day)							
									Conference room Morning / Afternoon /Evening							
									Multipurpose Room (per hr)	22.50	23.10			22.50	23.10	

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Leisure Centres/Dual use sports halls/Swimming Pools/Bowls Centres

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Amman Valley LC			Llandovery SP			Llanelli Leisure Centre				Amman Valley LC		Llandovery SP		Llanelli Leisure Centre		Comment
2017/18 Actual	2018/19 Budget	2019/20 Budget	2017/18 Actual	2018/19 Budget	2019/20 Budget	2017/18 Actual	2018/19 Budget	2019/20 Budget		Charge Levied 18/19	Proposed charge 19/20	Charge Levied 18/19	Proposed charge 19/20	Charge Levied 18/19	Proposed charge 19/20	
£	£	£	£	£	£	£	£	£		£	£	£	£	£	£	
Page 75									Main Swimming Pool (1 lifeguard) per 55mins	57.50	59.00	41.00	42.00	69.00	70.80	
									Small Swimming Pool (1 lifeguard) per 55mins	34.55	35.40	0.00	28.50	34.55	35.40	
									Main Swimming Pool per lane	11.50	11.80	11.50	11.80	11.50	11.80	
									Athletic Track (club - per hr)	44.20	45.30					
									Athletic Track (per person per hr)		4.80					New product
									Full Astroturf	56.60	58.00			44.00	45.10	
									Half Astroturf	33.90	34.70			23.50	24.10	
									Full 3G Pitch		76.80			75.00	76.80	New for AVLC pending new pitch
									Half 3G Pitch		46.10			45.00	46.10	New for AVLC pending new pitch
									Match hire (2 hrs)		92.10			90.00	92.10	New for AVLC pending new pitch
									Outside Netball Court	16.90	17.30					
									Grass Football pitch - middle of track		36.00					New charge
									Changing Facilities (per person)		2.00		2.00		2.00	New charge
									Function Rooms					22.50	23.10	
									Activity Room - Standard							
									<u>Children's Birthday Parties</u>							
									Per Child	9.95	9.95	9.95	9.95	9.95	9.95	Minimum of 12 children required (not yet implemented) 15 children Wetside

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Leisure Centres/Dual use sports halls/Swimming Pools/Bowls Centres

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Amman Valley LC			Llandovery SP			Llanelli Leisure Centre				Amman Valley LC		Llandovery SP		Llanelli Leisure Centre		Comment
2017/18 Actual	2018/19 Budget	2019/20 Budget	2017/18 Actual	2018/19 Budget	2019/20 Budget	2017/18 Actual	2018/19 Budget	2019/20 Budget		Charge Levied 18/19	Proposed charge 19/20	Charge Levied 18/19	Proposed charge 19/20	Charge Levied 18/19	Proposed charge 19/20	
£	£	£	£	£	£	£	£	£		£	£	£	£	£	£	
									Leisure Saver Scheme							
									Actif Card Points							
									Go Actif Card (12 months)	12.00	13.00	12.00	13.00	12.00	13.00	
									Go Actif Card - Benefits (12 Months)	12.00	13.00	12.00	13.00	12.00	13.00	
									7 day leisure centre membership - Adult	15.00	15.50	15.00	15.50	15.00	15.50	New product
									7 day leisure centre membership - Child (<18)	10.00	10.50	10.00	10.50	10.00	10.50	New product
									7 day leisure centre membership - Family (up to 2 adults and 2 children)	25.00	26.00	25.00	26.00	25.00	26.00	New product
						19,718	23,564	24,035	Hire Charges							
									Racket Sports							
									Squash Racket Hire	3.00	3.00			3.00	3.00	
									Badminton Racket Hire	3.00	3.00			3.00	3.00	
									Short Tennis Racket	3.00	3.00			3.00	3.00	
									Table Tennis Bat Hire	3.00	3.00			3.00	3.00	
									Tennis Racket Hire	3.00	3.00			3.00	3.00	
									Football Hire	3.00	3.00			3.00	3.00	
									Racket Sports							
									Short Tennis (per court, 55 mins)	8.70	9.00			8.70	9.00	
									Squash (per court, per 40 mins)					6.65	6.80	
									Badminton (per court, per 55 mins)	8.70	9.00			8.70	9.00	
									Table Tennis (per table, per 55 mins)	6.65	6.90			6.65	6.80	
									Tennis (per court, per 55 mins)	8.70	9.00			8.70	9.00	

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CHARGING DIGEST - Leisure

Leisure Centres/Dual use sports halls/Swimming Pools/Bowls Centres

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Amman Valley LC			Llandovery SP			Llanelli Leisure Centre				Amman Valley LC		Llandovery SP		Llanelli Leisure Centre		Comment
2017/18 Actual	2018/19 Budget	2019/20 Budget	2017/18 Actual	2018/19 Budget	2019/20 Budget	2017/18 Actual	2018/19 Budget	2019/20 Budget		Charge Levied 18/19	Proposed charge 19/20	Charge Levied 18/19	Proposed charge 19/20	Charge Levied 18/19	Proposed charge 19/20	
£	£	£	£	£	£	£	£	£		£	£	£	£	£	£	
									<u>Children's Instructed Sessions</u> All Jnr Activity Courses per 55 mins Direct Debit 'Active Young People' sessions - linked to membership Direct Debit 'Active Young People' sessions - not linked to membership	3.60	3.70			3.60	3.70	
														15.00	15.40	
														15.00	15.40	
									<u>Holiday Activity Programmes</u> Full Day Weekly					20.45	21.00	With Food
									Full Day Weekly	15.90	16.30			92.00	94.50	With Food
										71.60	73.35					Without food
									<u>Sauna</u> Sauna (per 55 minute session)			7.00	7.20			Without food

Note on Facility Hire: Where a customer applies to hire a facility on a commercial basis, the cost can be charged at up to 2.5 times that of the normal hire rate and charitable organisations may apply for up to 50% reduction for fundraising events.

Due to the commercial market that Sport & Leisure facilities operate within, it will be necessary to set offers at relevant times in the year and set 'bolt-on' options to allow customers that purchase selected combinations of products pre-set discounts. Where this is the case, this will require approval by the Sport & Leisure Management Team, will be minuted and consistent

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CHARGING DIGEST - Leisure

It should be noted that all charges included within this charging digest are maximum charges

2017/18 Actual £	2018/19 Budget £	2019/20 Budget £	Business Unit	Service Provided	Charge Levied 18/19 £	Proposed Charge 19/20 £	Comments
39,678	35,927	36,645	ARTS & THEATRES Lyric	Hire of Venue Community Hire Charges Monday to Sunday All Public Performances, other than full week hire. NEW 5 HR CALL Per performance rehearsals. NEW 4 HR CALL Get Ins Max 4hr session or part Get in before 10.00am Use of prems after 11pm for 'get outs'	 Single performance hire: £1040 for a minimum 5 Hour Call. Additional hours charged at £65/hr thereafter (up to a max 5 additional hours) £585 for a minimum 4 Hour Call. Additional hours charged at £39/hr thereafter (up to a max 6 additional hours) N/A By negotiation during the pre-production meetings plus any additional overtime agreed by the hiring companies. By negotiation during the pre-production meetings plus any additional overtime agreed by the hiring companies.	 Single performance hire: £1040 for a minimum 5 Hour Call. Additional hours charged at £65/hr thereafter (up to a max 5 additional hours) £585 for a minimum 4 Hour Call. Additional hours charged at £39/hr thereafter (up to a max 6 additional hours) N/A By negotiation during the pre-production meetings plus any additional overtime agreed by the hiring companies. By negotiation during the pre-production meetings plus any additional overtime agreed by the hiring companies.	 Charges proposed with sensitivity and knowledge of market to ensure sustainability of users Hire charge which is inclusive of 3 technical staff, Box Office Staff, FoH and Bar staff in line with scale of the event, basic lighting and basic sound, get-in and get-out and dressing rooms. Streamlined costs which are standardised across the venues. 30% discount for community, amateur and not for profit groups. 10% discount for multiple performances of 3+ Hire charge which is inclusive of 3 technical staff, basic lighting and basic sound, get-in and get-out and dressing rooms. Streamlined costs which are standardised across the venues. 30% discount for community, amateur and not for profit groups. 10% discount for multiple performances of 3+ Now included in Basic Hire Charge

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CHARGING DIGEST - Leisure

It should be noted that all charges included within this charging digest are maximum charges

2017/18 Actual £	2018/19 Budget £	2019/20 Budget £	Business Unit	Service Provided	Charge Levied 18/19 £	Proposed Charge 19/20 £	Comments
				Basic full week hire. Mon - Sat, max 5 performances	N/A	4,285.00	Hire charge is inclusive of 3 technical staff up to 40 hours, Box Office Staff, FoH and Bar staff for up to 4 performances, basic lighting and basic sound, get-in and get-out and dressing rooms. 30% discount for community & amateur groups. (Excludes bank holidays)
				Overrun charge		£200 per hour	For hours exceeding the specified cap (10 hrs)
				Flyman / Extra Technicians	£20 per hour	£20 per hour	
				Contracted services*	By quotation + 15%	By quotation + 15%	* e.g. piano tuning, special effects, equipment
				Additional charges*	By quotation + 15%	By quotation + 15%	* for special circumstances arising from the scale or nature of the event
				Box Office Charge	5%	5%	
				TSG Loyalty Card Scheme	5%	5%	All tickets must be sold and accounted for through the TSG Box office system. Agency commission charges subject to separate negotiations
				Deposit	Minimum 20% of projected hire charges or minimum £250	Minimum 20% of projected hire charges or minimum £251	Minimum 20% of projected hire charges or minimum £250
				Bank Holidays Single Day Bookings Only			
				All Public Performances, other than full week hire	Double Rate	Double Rate	Single day bookings only - Excludes Runs
				Per performance rehearsals	Double Rate	Double Rate	Single day bookings only - Excludes Runs
				Get Ins Max 4hr session or part	300.00	N/A	Now included in Basic Hire Charge
				Get in before 9.00am	By negotiation during the pre-production meetings plus any additional overtime agreed by the hiring companies.	By negotiation during the pre-production meetings plus any additional overtime agreed by the hiring companies.	
				Use of prems after 11 for 'get outs'	By negotiation during the pre-production meetings plus any additional overtime agreed by the hiring companies.	By negotiation during the pre-production meetings plus any additional overtime agreed by the hiring companies.	

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CHARGING DIGEST - Leisure

It should be noted that all charges included within this charging digest are maximum charges

2017/18 Actual £	2018/19 Budget £	2019/20 Budget £	Business Unit	Service Provided	Charge Levied 18/19 £	Proposed Charge 19/20 £	Comments
144,226	179,567	183,159	Y Ffwrnes	Basic Full week hire. Mon -Sat, max 5 performances	N/A	By negotiation during the pre-production meetings plus any additional overtime agreed by the hiring companies.	Full week hires now calculated by the new basic hire charges
				Contracted services*	By quotation + 15%	By quotation + 15%	* e.g. piano tuning, special effects, equipment
				Additional charges*	By quotation + 15%	By quotation + 15%	* for special circumstances arising from the scale or nature of the event
				Commission charges on Box office sales	5%	5%	
				TSG Loyalty Card Scheme	5%	5%	
				Deposit	Minimum 20% of projected hire charges or minimum £250	Minimum 20% of projected hire charges or minimum £250	
				Hire of Venue			
				Commercial Hire Charges			
				Monday to Sunday			
				Main Auditorium - Non Perf	£585 for a minimum 4 Hour Call. Additional hours charged at £39/hr thereafter (up to a max 6 additional hours)	£585 for a minimum 4 Hour Call. Additional hours charged at £39/hr thereafter (up to a max 6 additional hours)	Hire charge which is inclusive of 3 technical staff, Box Office Staff, FoH and Bar staff in line with scale of the event, basic lighting and basic sound, get-in and get-out and dressing rooms. Streamlined costs which are standardised across the venues. 30% discount for community, amateur and not for profit groups. 10% discount for multiple performances of 3+
				Main Auditorium - Public Perf	Single performance hire: £1040 for a minimum 5 Hour Call. Additional hours charged at £65/hr thereafter (up to a max 5 additional hours)	Single performance hire: £1040 for a minimum 5 Hour Call. Additional hours charged at £65/hr thereafter (up to a max 5 additional hours)	Hire charge which is inclusive of 3 technical staff, basic lighting and basic sound, get-in and get-out and dressing rooms. Streamlined costs which are standardised across the venues. 30% discount for community, amateur and not for profit groups. 10% discount for multiple performances of 3+
				Flyman	£20 pr hr	£20 pr hr	
				Dressing Room per unit	N/A	N/A	this is now included in basic hire charge
				Main House Conference	£515 for the first 4 hours, £110 per hour thereafter	£523 for the first 4 hours, £113 per hour thereafter	Conference hire charge includes projector, furniture, basic sound, basic lighting and technician/FoH staff. CCC departments qualify for 20% discount

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CHARGING DIGEST - Leisure

It should be noted that all charges included within this charging digest are maximum charges

2017/18 Actual £	2018/19 Budget £	2019/20 Budget £	Business Unit	Service Provided	Charge Levied 18/19 £	Proposed Charge 19/20 £	Comments
				Basic full week hire. 5 days, max 4 performances	N/A	4,285.00	Hire charge is inclusive of 3 technical staff up to 40 hours, Box Office Staff, FoH and Bar staff for up to 4 performances, basic lighting and basic sound, get-in and get-out and dressing rooms. 30% discount for community & amateur groups. (Excludes bank holidays)
			Lighting	Overrun charge	N/A	£200 per hour	For hours exceeding the specified cap (10 hrs)
				Basic Lighting Pack	N/A	N/A	Now included in Basic Hire Charge
				Follow Spot	£20 per hour	£20 per hour	Including technician (not subject to category discounts)
				Follow Spot without operator	£15 per day	£15 per day	Not subject to hire categories discount
				Additional Moving Lights	N/A	By negotiation during the pre-production meeting.	
				Chameleon Star Cloth	£40 Day Rate	£41 Day rate	Not subject to hire categories discount
					£70 Half week	£72 Half week	Not subject to hire categories discount
					£150 Full Week	£153 Full week	Not subject to hire categories discount
			Sound	Basic Sound Pack	N/A	N/A	Now included in Basic Hire Charge
				Basic Sound Pack - Drama	N/A	N/A	Never used
				Orchestra/Band Mic Pack	£35 Day Rate	£36 Day Rate	up to 10 microphones (not subject to category discounts)
					£70 Half week	£72 Half week	Not subject to hire category discounts
					£150 Week Rate	£153 Full week	Not subject to hire category discounts
				Monitors	N/A	N/A	Now included in Basic Hire Charge
					N/A	N/A	Now included in Basic Hire Charge
					N/A	N/A	Now included in Basic Hire Charge
				Radio Mics (4 Available)	£15 Day rate	£16 Day rate	Not subject to hire category discounts
					£30 half week	£31 half week	Not subject to hire category discounts
					£60 full weeks	£62 full week	Not subject to hire category discounts
				Riffle Mic Pack	£15 Day Rate	£16 Day rate	Not subject to hire category discounts
					£30 half week	£31 half week	Not subject to hire category discounts
					£60 full weeks	£62 full week	Not subject to hire category discounts
				Drum Screen	£20 Day Rate	£21 Day rate	Not subject to hire category discounts
					£40 Half Week	£41 Day rate	Not subject to hire category discounts
					£80 Full Week	£82 Full week	Not subject to hire category discounts

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CHARGING DIGEST - Leisure

It should be noted that all charges included within this charging digest are maximum charges

2017/18 Actual £	2018/19 Budget £	2019/20 Budget £	Business Unit	Service Provided	Charge Levied 18/19 £	Proposed Charge 19/20 £	Comments
			Misc	Staging Units	£10 Day Rate £20 half week £40 full week	£11 Day rate £21 half week £41 full week	Not subject to hire category discounts Not subject to hire category discounts Not subject to hire category discounts
				Chairs x 10	N/A N/A N/A	N/A N/A N/A	Now included in Basic Hire Charge Now included in Basic Hire Charge Now included in Basic Hire Charge
				Steinway Grand Piano	£90 Day rate £115 half week £185 full week	£92 Day rate £118 half week £189 full week	Includes 1 x tuning. Not subject to hire category discount Includes 1 x tuning. Not subject to hire category discount Includes 1 x tuning. Not subject to hire category discount
				Piano Tuning	N/A	N/A	
				Main House Digital Projector & Screen	£80 Day Rate £180 Half Week £360 Full Week	£82 Day rate £184 Half week £368 Full Week	Not subject to hire category discounts Not subject to hire category discounts Not subject to hire category discounts
				Hazer	£10 Day Rate £20 Half week £40 Full Week	£11 Day Rate £21 Half Week £41 Full Week	Not subject to hire category discounts Not subject to hire category discounts Not subject to hire category discounts
				Gauze	£20 Day Rate £40 Half Week £80 Full Week	£11 Day Rate £21 Half Week £41 Full Week	Not subject to hire category discounts Not subject to hire category discounts Not subject to hire category discounts
				Truss	N/A	N/A	
				Truss	N/A	N/A	
			Stiwdio Stepni	Studio-Non Performance	£273 for a minimum 4 Hour Call. Additional hours charged at £39/hr thereafter (up to a max 6 additional hours)	£273 for a minimum 4 Hour Call. Additional hours charged at £39/hr thereafter (up to a max 6 additional hours)	Hire charge which is inclusive of 1 technical staff, Box Office Staff, FoH and Bar staff in line with scale of the event, basic lighting and basic sound, get-in and get-out and dressing rooms. Streamlined costs which are standardised across the venues. 30% discount for community, amateur and not for profit groups. 10% discount for multiple performances of 3+
				Studio - Public Performance	Single performance hire: £520 for a minimum 5 Hour Call. Additional hours charged at £65/hr thereafter (up to a max 5 additional hours)	Single performance hire: £520 for a minimum 5 Hour Call. Additional hours charged at £65/hr thereafter (up to a max 5 additional hours)	Hire charge which is inclusive of 1 technical staff, basic lighting and basic sound, get-in and get-out and dressing rooms. Streamlined costs which are standardised across the venues. 30% discount for community, amateur and not for profit groups. 10% discount for multiple performances of 3+

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CHARGING DIGEST - Leisure

It should be noted that all charges included within this charging digest are maximum charges

2017/18 Actual £	2018/19 Budget £	2019/20 Budget £	Business Unit	Service Provided	Charge Levied 18/19 £	Proposed Charge 19/20 £	Comments
				Basic full week hire. 5 days, max 4 performances	N/A	1,715.00	Hire charge is inclusive of 1 technical staff up to 40 hours, Box Office Staff, FoH and Bar staff for up to 4 performances, basic lighting and basic sound, get-in and get-out and dressing rooms. 30% discount for community & amateur groups. (Excludes bank holidays)
				Overrun charge		£200 per hour	For hours exceeding the specified cap (10 hrs)
				Stwdio Extra Technican	By quotation	£20 per hour	Not subject to hire category discounts
				Stiwdio Stepni Projector	£25 Day Rate	£26 Day Rate	Not subject to hire category discounts
					£50 Half Week	£51 Half week	Not subject to hire category discounts
					£100 Full Week	£102 Full week	Not subject to hire category discounts
				Stiwdio Stepni Conference	£205 for the first 4 hours, £50 per hour thereafter	£210 for the first 4 hours, £51 per hour thereafter	Conference hire charge includes projector, furniture, basic sound, basic lighting. CCC departments qualify for 20% discount
			Box Office	Box Office Charge	5%	5%	All tickets must be sold and accounted for through the TSG Box office system. Agency commisssion charges subject to separate negotiations
				TSG Loyalty Card Scheme	5%	5%	5% bonus to Individual TSG Loyalty Card Holders(Agency Ticket sales are precluded from the Individual TSG Loyalty Card Scheme. Sales by registered Ticket Agents not applicable and are subject to negotiation
			Stiwdio Stepni Bank Holiday Single Day	Studio Non Performance	Double Rate	Double Rate	Single day bookings only - Excludes Runs
				Studio - Public Performance	Double Rate	Double Rate	Single day bookings only - Excludes Runs
				Stwdio Extra Technican	By quotation	By quotation	Subject to hire categories
				Stiwdio Stepni Projector	£25 Day Rate	£26 Day Rate	Not subject to hire category discounts
					£50 Half Week	£51 Half week	Not subject to hire category discounts
					£100 Full Week	£102 Full week	Not subject to hire category discounts
				Stiwdio Stepni Conference	By quotation		Conferences rarely held on bank holidays
			Box Office	Box Office Charge	5%	5%	All tickets must be sold and accounted for through the TSG Box office system. Agency commisssion charges subject to separate negotiations
				TSG Loyalty Card Scheme	5%	5%	5% bonus to Individual TSG Loyalty Card Holders(Agency Ticket sales are precluded from the Individual TSG Loyalty Card Scheme. Sales by registered Ticket Agents not applicable and are subject to negotiation

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CHARGING DIGEST - Leisure

It should be noted that all charges included within this charging digest are maximum charges

2017/18 Actual £	2018/19 Budget £	2019/20 Budget £	Business Unit	Service Provided	Charge Levied 18/19 £	Proposed Charge 19/20 £	Comments
			Workshops & Classes	All Spaces	£15 per hour Day Rate / £25 per hour evenings & weekends	£15.50 per hour Day Rate / £25.50 evenings & weekends	Day rate Mon-Fri 9am - 4pm / Evenings Mon-Fri 4pm - 10pm
			Crochan	Crochan Conference	£205 for the first 4 hours, £50 per hour thereafter	£210 for the first 4 hours, £51 per hour thereafter	Conference hire charge includes projector, furniture, basic sound, basic lighting. CCC departments qualify for 20% discount
			Crochan	Crochan Research & Development Week	£810 per week	£827 per week	37 Hours over 5 continuous day. Additional days charges at pro rata in Half Day blocks (4hrs)
			Y Ffwrnes	Hire of Venue Bank Holiday Single Day Booking			
				Main Auditorium - Non Perf	Double Rate	Double Rate	Single day bookings only - Excludes Runs
				Main Auditorium - Public Perf	Double Rate	Double Rate	Single day bookings only - Excludes Runs
				Dressing Room per unit	N/A	N/A	Subject to hire categories and TSG policay on maximum occupation
				Main House Conference	£640 for the first 4 hours, £135 per hour thereafter	£653 for the first 4 hours, £135 per hour thereafter	Conferences rarely held on bank holidays
			Lighting	Basic Lighting Pack	N/A	N/A	Now included in Basic Hire Charge
				Follow Spot	£30 per hr	£30 per hr	Including technician (No discounts)
				Follow Spot without operator	£15 per Day	£15 per Day	No Discount categories
				Additional Moving Lights	N/A	By negotiation during the pre-production meeting.	Now included in Basic Hire Charge
					N/A		Now included in Basic Hire Charge
					N/A		Now included in Basic Hire Charge
				Chameleon Star Cloth	£40 Day Rate £70 Half week £150 Full Week	£41 Day rate £72 Half week £153 Full week	Not subject to hire category discounts Not subject to hire category discounts Not subject to hire category discounts
			Sound	Basic Sound Pack	N/A	N/A	Now included in Basic Hire Charge
				Basic Sound Pack - Drama	N/A	N/A	Never used
				Orchestra/Band Mic Pack	£35 Day Rate	£36 Day Rate	up to 10 microphones (not subject to categories discounts)
					£70 Half week £150 Week Rate	£72 Half week £153 Full week	Not subject to hire category discounts Not subject to hire category discounts
				Monitors	N/A	N/A	Now included in Basic Hire Charge
					N/A	N/A	Now included in Basic Hire Charge
					N/A	N/A	Now included in Basic Hire Charge
				Radio Mics (4 Available)	£15 Day rate £30 half week £60 full week	£16 Day rate £31 half week £62 full week	Not subject to hire category discounts Not subject to hire category discounts Not subject to hire category discounts

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It should be noted that all charges included within this charging digest are maximum charges

2017/18 Actual £	2018/19 Budget £	2019/20 Budget £	Business Unit	Service Provided	Charge Levied 18/19 £	Proposed Charge 19/20 £	Comments
Page 85			Misc	Riffle Mic Pack	£15 Day Rate £30 half week £60 full week	£16 Day rate £31 half week £62 full week	Not subject to hire category discounts Not subject to hire category discounts Not subject to hire category discounts
				Drum Screen	£20 Day Rate £40 Half Week £80 Full Week	£21 Day rate £41 Day rate £82 Full week	Not subject to hire category discounts Not subject to hire category discounts Not subject to hire category discounts
				Staging Units	£10 Day Rate £20 half week £40 full week	£11 Day rate £21 half week £41 full week	Not subject to hire category discounts Not subject to hire category discounts Not subject to hire category discounts
				Chairs x 10	N/A N/A N/A	N/A N/A N/A	Now included in Basic Hire Charge Now included in Basic Hire Charge Now included in Basic Hire Charge
				Steinway Grand Piano	£90 Day rate £115 half week £185 full week	£92 Day rate £118 half week £189 full week	Includes 1 x tuning. Not subject to hire category discount Includes 1 x tuning. Not subject to hire category discount Includes 1 x tuning. Not subject to hire category discount
				Piano Tuning	N/A	N/A	
				Main House Digital Projector & Screen	£80 Day Rate £180 Half Week £360 Full Week	£82 Day rate £184 Half week £368 Full Week	Not subject to hire category discounts Not subject to hire category discounts Not subject to hire category discounts
				Hazer	£10 Day Rate £20 Half week £40 Full Week	£11 Day Rate £21 Half Week £41 Full Week	Not subject to hire category discounts Not subject to hire category discounts Not subject to hire category discounts
				Gauze	£20 Day Rate £40 Half Week £80 Full Week	£11 Day Rate £21 Half Week £41 Full Week	Not subject to hire category discounts Not subject to hire category discounts Not subject to hire category discounts
			Stiwdio Stepni	Studio Non Performance	Double Rate	Double Rate	
				Studio - Public Performance	Double Rate	Double Rate	
				Stwdio Extra technican	By quotation	By quotation	Not subject to hire category discounts
				Stiwdio Stepni Projector	£25 Day Rate £50 Half Week £100 Full Week	£26 Day Rate £51 Half week £102 Full week	Not subject to hire category discounts Not subject to hire category discounts Not subject to hire category discounts
			Box Office	Stiwdio Stepni Conference	By quotation	By quotation	Conferences rarely held on bank holidays
				Box Office Charge	5%	5%	All tickets must be sold and accounted for through the TSG Box office system. Agency commisssion charges subject to separate negotiations
				TSG Loyalty Card Scheme	0.05	0.05	5% bonus to Individual TSG Loyalty Card Holders(Agency Ticket sales are precluded from the Individual TSG Loyalty Card Scheme. Sales by registered Ticket Agents not applicable and are subject to negotiation

APPENDIX C

CHARGING DIGEST - Leisure

It should be noted that all charges included within this charging digest are maximum charges

2017/18 Actual £	2018/19 Budget £	2019/20 Budget £	Business Unit	Service Provided	Charge Levied 18/19 £	Proposed Charge 19/20 £	Comments
4,691	5,282	5,387	Workshops & Classes	All Spaces	Double Rate	Double Rate	Not subject to hire category discounts
			Crochan	Crochan Conference	By quotation	By quotation	Conferences rarely held on bank holidays
			Crochan	Crochan Research & Development Week	£810 per week	£827 per week	37 Hours over 5 continuous day. Additional days charges at pro rata in Half Day blocks (4hrs)
			Casting Room	Room Hire	£15 per hr	£16 per hour	Not subject to hire category discounts
			Hire Categories	Category A - Commercial & Professionally managed organisations	100%	100%	100% of hire excluding catering, conferences and box office charges and special requirements. Across all venues
				Category D - Self- funded not for profit societies and amateur organisations	70%	30% discount for community, amateur & not for profit groups.	70% of room hire excluding catering, conferences, technical and staff recharges, box office charges and any other special requirements. Across all venues. Additional 10% discount for multiple bookings of 3+ performances (excluding bank holidays)
			Miner's Theatre	Monday to Sunday			The Miner's Theatre is developing as a 'shared' facility in conjunction with, mainly, two community led groups as part of the arts development programme. In effect programme and promotion costs are shared so that there is less demand on straightforward hires.
				Commercial Hire Charges			
				Monday to Sunday			
				Performance per session. NEW 5 HR CALL	Single performance hire: £357 for a minimum 5 Hour Call. Additional hours charged at £32.50/hr thereafter (up to a max 5 additional hours)	Single performance hire: £357 for a minimum 5 Hour Call. Additional hours charged at £32.50/hr thereafter (up to a max 5 additional hours)	Hire charge which is inclusive of 1 technical staff, Box Office Staff & FoH staff in line with scale of the event, basic lighting and basic sound, get-in and get-out and dressing rooms. Streamlined costs which are standardised across the venues. 30% discount for community, amateur and not for profit groups. 10% discount for multiple performances of 3+
				Daytime non-performance hire of the main space per hr or partial hr. NEW 4 HR CALL	£195 for a minimum 4 Hour Call. Additional hours charged at £19.50/hr thereafter (up to a max 6 additional hours)	£195 for a minimum 4 Hour Call. Additional hours charged at £19.50/hr thereafter (up to a max 6 additional hours)	Hire charge which is inclusive of 1 technical staff, basic lighting and basic sound, get-in and get-out and dressing rooms. Streamlined costs which are standardised across the venues. 30% discount for community, amateur and not for profit groups. 10% discount for multiple performances of 3+

APPENDIX C

CHARGING DIGEST - Leisure

It should be noted that all charges included within this charging digest are maximum charges

2017/18 Actual £	2018/19 Budget £	2019/20 Budget £	Business Unit	Service Provided	Charge Levied 18/19 £	Proposed Charge 19/20 £	Comments
				Rehearsals. NEW 4 HR CALL	£195 for a minimum 4 Hour Call. Additional hours charged at £19.50/hr thereafter (up to a max 6 additional hours)		As above
				Basic full week hire. 5 days, max 4 performances	N/A	1,428.00	Hire charge is inclusive of 1 technical staff up to 40 hours, Box Office Staff, FoH and Bar staff for up to 4 performances, basic lighting and basic sound, get-in and get-out and dressing rooms. 30% discount for community & amateur groups. (Excludes bank holidays)
				Over-run charge		£100 per hour	For hours exceeding the specified cap (10 hrs)
				Get in and get out sessions	N/A	N/A	Now included in basic hire charges
				Contracted services*	By quotation + 15%	By quotation + 15%	* e.g. piano tuning, special effects, equipment
				Additional charges*	By quotation + 15%	By quotation + 15%	* for special circumstances arising from the scale or nature of the event
				Box Office Charges	5%	5%	All tickets must be sold and accounted for through the TSG Box office system. Agency commission charges subject to separate negotiations
				TSG Loyalty Card Scheme	5%	5%	5% bonus to Individual TSG Loyalty Card Holders(Agency Ticket sales are precluded from the Individual TSG Loyalty Card Scheme. Sales by registered Ticket Agents not applicable and are subject to negotiation
				Deposit	Minimum 20% of projected hire charges or minimum £150	Minimum 20% of projected hire charges or minimum £151	
				Bank Holidays			
				Performance per session	Double Rate	Double Rate	Single bookings only - excludes runs
				Daytime non-performance hire of the main space per hr or partial hr	Double Rate	Double Rate	Single bookings only - excludes runs
				Rehearsals	Double Rate	Double Rate	Single bookings only - excludes runs
				Get in and get out sessions	N/A	N/A	Now included in basic hire charges
				Contracted services*	By quotation + 15%	By quotation + 15%	* e.g. piano tuning, special effects, equipment
				Additional charges*	By quotation + 15%	By quotation + 15%	* for special circumstances arising from the scale or nature of the event

APPENDIX C

CHARGING DIGEST - Leisure

It should be noted that all charges included within this charging digest are maximum charges

2017/18 Actual £	2018/19 Budget £	2019/20 Budget £	Business Unit	Service Provided	Charge Levied 18/19 £	Proposed Charge 19/20 £	Comments
79,119	77,101	78,643	Marketing	Commission charges on Box office sales	5%	5%	All tickets must be sold through TSG Box Office
				TSG Loyalty Card Scheme	5%	5%	5% bonus to Individual TSG Loyalty Card Holders(Agency Ticket sales are precluded from the Individual TSG Loyalty Card Scheme. Sales by registered Ticket Agents not applicable and are subject to negotiation
				Deposit	Minimum 20% of projected hire charges or minimum £150	Minimum 20% of projected hire charges or minimum £151	
				Bespoke Radio Campaign Agreements Bespoke Facebook Paid Campaigns Additional brochure space	N/A £50-£200 85.00 Recharged at cost	Subject to agreement Subject to agreement Subject to agreement Recharged at cost	Subject to agreement Half page subject to availability and agreement Performing Rights Society - tariffs varies according to type of show
34,219	37,799	38,555	All Theatres	Kiosk	Variable according to individual deals and contracts	Variable according to individual deals and contracts	Tickets prices set in accordance with programming strategy, and with sensitivity and knowledge of market and local audiences. Occassional special iniatives (such as 'Pay What you Decide' are offered to incentivise and develop or diversify audiences - to be determined in line with audience development plans
				Bar	Mark up to RRP	Mark up to RRP	
				Entrance Fees			
				Entry Charges			
				Adults	4.50	4.75	
				Concessionary	3.50	3.75	
				Children (7 - 16)	2.00	2.00	
				Parties of 5 or more	10% discount	10% discount	
				Family Ticket (2 adults & 2 children)	10.00	12.50 (2 adults, 3 children)	
				Educational Party Visits. Winter months only	No charge		
				Access to Writing Shed to the Public during Peak holiday periods. Photography allowed.	£2.50 per adult, Concessions £1.50 Children up to 16 free.	Same	The Writing Shed to be manned and a ticket purchased at the Boathouse
				Dylan Thomas Boathouse			

APPENDIX C

CHARGING DIGEST - Leisure

It should be noted that all charges included within this charging digest are maximum charges

2017/18 Actual £	2018/19 Budget £	2019/20 Budget £	Business Unit	Service Provided	Charge Levied 18/19 £	Proposed Charge 19/20 £	Comments
				Tickets for Events	Price set taking into account factors such as venue capacity/ artist fee/likely demand/time of year etc	Same	Management discretion delegated
				Facility Hire			
				Access to the Writing Shed By professional Companies/individuals	£75 per hour	£80 per hour, £40 for amateur groups/indiv.	Access hours by negotiation
				Per hour - Access for to the Boathouse for profit making filming & photography	£100 per hour	£120 per hour	
				Per hour - Facility fees for private hire for functions/events (out of normal hrs)	£200 up to 3 hours and £50 per hour thereafter	Same	Available as a wedding venue Mon - Fri £550 and Sat - Sun £650
28,266	32,997	33,657		Bookshop	Mark up to RRP	Same	
47,438	28,905	29,483		Tearoom	Prices vary according to menu. Target 3 x wholesale costs	Prices vary according to menu. Target 3 x wholesale costs	
				Exhibitions & work on sale commissions			
4,891	1,622	1,655	Oriel Myrddin	Grant Aided Exhibitions	Commission rates of 30% of sale price excl VAT		These will be taken to the Trustees for comment and any changes they may decide
				Exhibited work	Exhibited work at 30 - 40% Commission exclusive of VAT and depending on an assessment of the costs incurred by the exhibitor		

APPENDIX C

CHARGING DIGEST - Leisure

It should be noted that all charges included within this charging digest are maximum charges

2017/18 Actual £	2018/19 Budget £	2019/20 Budget £	Business Unit	Service Provided	Charge Levied 18/19 £	Proposed Charge 19/20 £	Comments
19,372	3,952	4,031		Retail Area	RRP or mark up to 100% costs excl VAT 'market' rates		Retail mark-up at discretion of Manager with view to maximising profit whenever possible
				Exhibitions originated by gallery and made available to tour elsewhere			
				Tickets for Events	Price set taking into account factors such as venue capacity/artist fee/likely demand/time of year etc		
140	219	223		Hire of Studio			
				Room hire /hr or part	12.50		The Studio is rarely available for Hire due to grant aided activity
				Room hire /session, morning, afternoon or evening	30.00		
				Room hire all day	45.00		
				Gallery Hire Evening 5pm -9pm (include one member of Staff)	110 for non profit making organisation, 220 for profit making organisation		
				Deposit on Gallery hire	30% of total Projected hire		
				School Artist Workshop Residencies			This can vary depending on the nature of the supporting external grant
				Formal education visits to gallery (schools & colleges)			
				Gallery led workshops for schools	5.00 per child		
4,316	1,637	1,670		Gallery open workshops - Adults	7.50 - 30.00		This can vary depending on the nature of the supporting external grant
				Gallery open workshops - Children	2.50 - 5.00		This can vary depending on the nature of the supporting external grant
				Lectures	suggested donations 2 wine/beer 50p soft drinks		Donations to the gallery are increasing

APPENDIX C

CHARGING DIGEST - Leisure

It should be noted that all charges included within this charging digest are maximum charges

2017/18 Actual £	2018/19 Budget £	2019/20 Budget £	Business Unit	Service Provided	Charge Levied 18/19 £	Proposed Charge 19/20 £	Comments
10,184	13,340	13,607	Carmarthenshire Centre for Crafts - Y Gat / The Gate	Studio Hire			
				Large Units	120.00	123.00	Option for Management Discretion
				Small Units	65.00	67.00	Option for Management Discretion
				Meeting Room Hire Community 'not for profit' organisations	Mgmt discretion in negotiating discount for regular bookings		
				Weekdays			
				Per hour in the day	12.00	15.00	
				Per hour in the evening			
				Session of up to 4 hours	25.00	30.00	
				Full day	50.00	60.00	
				Weekends			
				Per hour in the day	16.00	20.00	
				Per hour in the evening			
				Session of up to 4 hours	32.00	40.00	
				Full day	50.00	70.00	
				Meeting Room Hire Commercial Users			
				Weekdays			
				Per hour in the day	15.00	17.00	
				Per hour in the evening	22.50	27.00	
				Session of up to 4 hours	35.00	45.00	
				Full day	55.00	65.00	
				Weekends			
				Per hour in the day	25.00	30.00	
				Per hour in the evening	35.00		
				Session of up to 4 hours	50.00	60.00	Now let by tender
				Full day	65.00	80.00	
414	6,600	6,732		Tea Room	Current provider terminates mid January 2018. Future options being drawn up	Now "in-house". Prices vary according to menu. Target 3x wholesale costs. Menu & prices need reviewing.	

APPENDIX C

CHARGING DIGEST - Leisure

It should be noted that all charges included within this charging digest are maximum charges

2017/18 Actual £	2018/19 Budget £	2019/20 Budget £	Business Unit	Service Provided	Charge Levied 18/19 £	Proposed Charge 19/20 £	Comments
24,344	13,342	13,609		Retail Area	Bought in stock. Mark up to RRP Exhibited work at sale or return 30% + VAT	Same	Also at Management discretion
				Tickets for Events	Price set taking into account factors such as venue capacity/ artist fee/likely demand/time of year etc	Same	At Management discretion

APPENDIX C

CHARGING DIGEST - Leisure

It should be noted that all charges included within this charging digest are maximum charges

2017/18 Actual £	2018/19 Budget £	2019/20 Budget £	Business Unit	Service Provided	Charge Levied 18/19 £	Proposed Charge 19/20 £	Comments
3,601	1,714	1,748	Archives	Search Fees Photocopying Black & White A4 Black & White A3 Coloured A4 Coloured A3 Census Prints	30.00 an hour 45.00 an hour 0.25 0.35 0.75 1.20 0.10	£30 per hour £45 per hour 0.20 0.30 0.70 1.20 1.00	Individuals Commercial Companies Brought in line with library service charges
6,210	8,228	8,393	Library Service	Lending Fees DVDs/Videos DVD Box sets CDs/Cassettes	2.00 2.00 1.00	2.00 2.00 1.00	no change as to encourage higher usage no change as to encourage higher usage no change as to encourage higher usage
55,795	39,948	40,747		Lettings Fees per hour per 2.5 - 4 hr session per day 9am to 4:30pm evening 5pm to 10pm weekly rate for exhibitions	15.00 38.00 68.00 100.00 40% commission fee on any sales during the exhibition	15.00 38.00 68.00 100.00 30% commission fee on any sales during the exhibition	no change no change no change no change New charge
				Gallery/Room Hire per week incl. public performance	£250 for non profit making organisation, £350 for profit making organisation	£250 for non profit making organisation, £350 for profit making organisation	no change
				Projector hire	£10 per hire session	£10 per hire session	no change
12,405	14,126	14,408		Fines DVD's	20p per day up to a maximum of £10 per item (adults only) £1 per day up to a maximum of £10 per item	20p per day up to a maximum of £10 per item (adults only) £1 per day up to a maximum of £10 per item	no change no change

APPENDIX C

CHARGING DIGEST - Leisure

It should be noted that all charges included within this charging digest are maximum charges

2017/18 Actual £	2018/19 Budget £	2019/20 Budget £	Business Unit	Service Provided	Charge Levied 18/19 £	Proposed Charge 19/20 £	Comments
21,539	21,595	22,026		Photocopying Black & White A4 Black & White A3 Coloured A4 Coloured A3 Scanning	0.20 0.30 0.70 1.20 1.00 per copy	0.20 0.30 0.70 1.20 1.00 per copy	no change as to encourage higher usage no change as to encourage higher usage no change as to encourage higher usage no change as to encourage higher usage no change as to encourage higher usage
				Bespoke Research Fees Private Commercial	£30 per hour £45 per hour	£30 per hour £45 per hour	no change as to encourage higher usage no change as to encourage higher usage
				Family history training sessions		£15 per hour	New charges
				Local history enquiries e.g newspaper searches, census searches		£5 per half an hour (under 30 mins - no charge, Over 30mins to a maximum of 2 hours charged at £5 per half hour)	New charges
				Makerspace room hire fees per hour per 2.5 - 4 hr session per day 9am to 4:30pm evening 5pm to 10pm Weekly rate non-profit organisations Weekly rate profit making organisation		15.00 38.00 68.00 100.00 250.00 350.00	New charges New charges New charges New charges New charges New charges
				Makerspace equipment hire per session Green screen Recording Equipment Projector Sewing Machine		10.00 10.00 10.00 10.00	New charges New charges New charges New charges

APPENDIX C

CHARGING DIGEST - Leisure

It should be noted that all charges included within this charging digest are maximum charges

2017/18 Actual £	2018/19 Budget £	2019/20 Budget £	Business Unit	Service Provided	Charge Levied 18/19 £	Proposed Charge 19/20 £	Comments
16,695	10,230	0	Museums	Instruction Fees (1st induction free)			
				Staff led		30.00	New charges
				Commercial		45.00	New charges
25,877	38,538	39,309	Museums	3D printing charges			
				3D printing per minute		0.10p	New charges
				Museum of Speed	2.00	2.00	Adults £2, children free (when BABS on display) Location closed during 2019/2020 for refurbishment with a view to re-opening in mid 2020
				Meeting Room Hire			
				Per hour (10am- 4.30pm)	15.00	15.30	
				per half day (up to 3 hours)	39.00	39.78	
				per day (9am to 4:30pm)	67.00	68.34	
				Out of hours (morning) per hour	25.00	25.50	
				Out of hours (evening) fixed rate	102.50	104.55	
				Exclusive hire	By negotiation		
				Classes	N/A		
				TV/Film location	250.00	255.00	
				Retail (all sites)	Cost price x 2.4		
				Refreshments (CCM, PH, KIM)	Various prices - mark up to RRP		
				Supply of digital images	25.00	25.50	
				Reproduction of images			
				Arts / crafts sales	30% commission + VAT		Adjustment in line with industry standard

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COMMUNITY SCRUTINY COMMITTEE 13TH DECEMBER 2018

Communities Departmental Draft Business Plan 2019/20 - 2022

(Extracts relevant to the Community Scrutiny remit)

Purpose:

To give members an opportunity to review the Department's business plan alongside the budget.

To consider and comment on the following issues:

Elements of the business plan relating to:-

- Leisure
- Housing

Reasons:

- The integration of financial and business planning to ensure the sustainability of services
- To give an opportunity for scrutiny to have oversight and development of the business plans by elected members

(This was also a proposal for improvement by Audit Office)

To be referred to the Executive Board / Council for decision: NO

EXECUTIVE BOARD MEMBER PORTFOLIO HOLDER:-

Cllr. Linda Evans (Housing); Cllr. Peter Hughes- Griffiths (Culture, Sport and Tourism)

Directorate: Communities Director Jake Morgan Report Author: Silvana Sauro Extracts for: Jonathan Morgan Ian Jones	Designations: Director of Community Services Performance, Analysis and Systems Manager Acting Head of Homes & Safer Communities Head of Leisure	Tel Nos. & E Mail Addresses: 01267 224697 jakemorgan@carmarthenshire.gov.uk 01267 228897 SSauro@carmarthenshire.gov.uk 01267 228960 JMorgan@carmarthenshire.gov.uk 01267 228309 IJones@carmarthenshire.gov.uk
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COMMUNITY SCRUTINY COMMITTEE

13TH DECEMBER 2018

Subject and Purpose

Communities Departmental Draft Business Plan 2019/20 - 2022

(Extracts relevant to Community Scrutiny remit)

To give members an opportunity to review the draft Department's business plan alongside the budget.

1. BRIEF SUMMARY OF PURPOSE OF REPORT.

- The full business plan outlines the priorities for the department during 2019/20 - 2022.
- This version is an extract of the aspects relevant to Community Scrutiny. It identifies the Elements of the business plan relating to:-
 - Leisure - Page 17-19
 - Housing - Page 23-24

Further work will be undertaken by the department following comments and engagement by Scrutiny and Executive board members. Feedback from staff group's to date has indicated that greater emphasis on an integrated Wellbeing related actions through the divisional plans would be welcomed. Ensuring the sustainability of services through different methods in the face of growing demand was also considered important by staff.

DETAILED REPORT ATTACHED?

YES

IMPLICATIONS

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

Signed: **Jonathan Morgan**
Ian Jones

Acting Head of Homes & Safer Communities
Head of Leisure

Policy, Crime & Disorder and Equalities YES	Legal YES	Finance YES	ICT NONE	Risk Management Issues YES	Staffing Implications YES	Physical Assets YES
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1. Policy, Crime & Disorder and Equalities

The Well-being of Future Generations Act (2015) requires that functions of the council should maximise their contributions to the Well-being Objectives set by the Council.

(Our Well-being Objectives maximise our contribution to the seven Well-being Goals of the Act and demonstrate the five ways of working.)

2. Legal

See 1. Above

3. Finance

The Well-being of Future Generations Act (2015) requires that we ensure that resources are allocated annually to meet our objectives.

5. Risk Management Issues

Key risks are identified for each department and mitigating actions are outlined

6. Staffing Implication

See Workforce Planning section of the Business Plan (Page 47-48)

7. Physical Assets

See resources section of each Business Plan (Page 46)

CONSULTATIONS

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

Signed: **Jonathan Morgan**
Ian Jones

Acting Head of Homes & Safer Communities
Head of Leisure

1. Local Member(s) - None

2. Community / Town Council - None

3. Relevant Partners - None

4. Staff Side Representatives and other Organisations - None

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

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

These are listed below:

Title of Document	File Ref No.	Locations that the papers are available for public inspection
Well-being of Future Generations Act		http://www.legislation.gov.uk/anaw/2015/2/contents/enacted
Carmarthenshire County Council's Well-being Objectives		https://www.carmarthenshire.gov.wales/media/1214849/corporate-strategy-2018-23.pdf

Department for Communities

Departmental Business Plan for 2019/20 – 2021/22

(Draft version to accompany Budget Scrutiny, December 2018)

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

The Council's Core Values



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

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

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

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

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

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Purpose of the plan

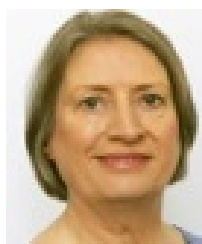
This departmental business plan has been produced to give staff, customers, and elected members and partners a guide to the services provided by the department. It translates strategic objectives, to service objectives, to individual staff targets. It provides an open and transparent way of showing what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

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

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

Executive Board Member Foreword

We have great pleasure in introducing the new Department for Communities Summary Business Plan for 2019/22. We are satisfied that this Business Plan provides a comprehensive overview of the Departmental performance. It also provides the Department's aims and objectives for 2019/22.



Cllr Jane Tremlett
Executive Board Member,
Social Care



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



Cllr. Philip Hughes
Executive Board Member for Public
Protection



Cllr. Linda Evans
Executive Board Member for
Housing

Sign Off

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

Date:

Introduction by Director of Community Services



The directorate for Communities is one of the largest departments in the Authority employing over 2,000 people with overall spend close to £144 million. It generates nearly £50 million of income. The department is diverse, Adult Social Care, Environmental Health, Housing, Museums, libraries and leisure.

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

Our Business Plans for 2019/2020 sets out an exciting programme of service activity and development. The main headlines of our ambition are summarised in this departmental overview, with more detailed actions and objectives in plans at divisional and service level.

Adult Social Care

Demand for adult social care provision is steadily growing across Wales. With Carmarthenshire's population of over 85 year olds growing by nearly 3% a year there is an inevitability that we will have to spend more on this service area. Welsh Government sponsored work indicates that Social Care Funding in Wales would need to rise by 4% each year with demand pressures on social care rising by 4.1% a year over the next 15 years due to complex and chronic health conditions.

Our Older Person's Strategy launched in 2015 aimed to transform services through the development of community based provision, a change in culture that recognises that over prescribing care to people leads to increased levels of frailty and the loss of independence. As a result our integrated health and social care service has now managed within its allocated budget for the third year in succession, bucking all national trends.

A major contribution to better management of resources has been the implementation of our commissioning framework for domiciliary care. Carmarthenshire implemented a framework for independent providers that ensures a greater emphasis of quality over cost, monitors providers' call durations electronically and enables providers to use the hours more flexibly to achieve the outcomes that the individual wishes to achieve. This framework has placed us amongst the most forward thinking in Wales and has seen us working with the National regulator (CIW) to run national workshops to support other authorities in improving this challenging area. Last year we consolidated the in-house domiciliary care provision by investing in our in-house service. Over the next year we expect to see an increase in the proportion of domiciliary care provided by our in-house service. We continued to work closely and effectively with Hywel Dda University Health

Board developing a range of initiatives to support people at home. We are in a good position to respond to the Parliamentary Review of Health and Social Care.

We will further increase the supply of Extra Care through the Delta Lakes development, building on the success of the Extra Care developments in Ammanford and Carmarthen. We are retaining our in house residential provision and work is now proceeding on confirming what capital investment will be needed to improve the physical environments to meet future needs.

Our information advice and assistance team, Delta Wellbeing, provides a 24 hour service via the 0300 333 2222 number, with the decision to create a dedicated out of hours social work service which will enable people to get the right help at the right time.

Careline Services is a local Authority trading company which provides an opportunity for innovation in technology enabled care and demonstrates our desire to innovate in improving the quality of care for our residents. 85% of staff are bilingual and we are now able to deliver on our More Than Just Words Strategy in providing an active offer to people across Wales.

Adult Safeguarding is a priority and over the last year we have invested in a new structure for this service to improve response times and ensure that we have the capacity to prevent the abuse of vulnerable people. This has been a successful programme of change with improved response times of 92.13% of adult protection enquiries completed in 7 days enabling us to be confident that the most vulnerable people in the community are safer than ever. We have led on a number of regional initiatives in relation to safeguarding such as a threshold document and establishing consistency of practice concerning Deprivation of Liberty Safeguards.

We are collaborating with HDUHB to transform mental health services and this programme is now at implementation stage. We are remodelling our learning disability day services, reviewing our disability service and developing our substance misuse services. Reviewing care packages in a timely way for these clients has been a priority and compliance in review completion is now close to 100% for these vulnerable client groups.

Improving services for carers has been a priority this year with the appointment of a Carers Information and Assessment Officer and carers champions across all social work teams.

We are collaborating with colleagues in housing to develop a range of accommodation options for people with mental health and learning disabilities. As part of the implementation of the SSWB Act, we are developing creative solutions to meeting individual needs. An example of this is training a group of individuals with mental health issues to run a half marathon, the overall objective to improve their mental health and wellbeing.

We continue to progress more regional ways of working, such as the pooling of long term budgets and setting up joint commissioning.

Housing and Public Protection:

One in ten people in Carmarthenshire live in a council house. We are proud that we have been able to invest in these homes over many years so that they exceed the National Home Standard. This has continued through the year with over £10 million being spent on maintaining high quality secure, council owned homes.

Our major Health Impact Study will also shortly be published and demonstrates the significant impact our investment has had in improving people's health and wellbeing and the cost benefit for the health service.

This long term investment has given us the opportunity to invest in growing our housing stock enabling more people to live in secure, affordable homes that are a good standard. This allows for our affordable homes strategy to be ambitious and will increase the number of affordable homes by more than 1000 in the next 5 years.

I am delighted that we have exceeded the target in the last year and am proud that we have been buying homes from the open market back into the public sector at a rate of over one a week. Over 400 additional affordable homes have already been delivered.

Plans to start building homes again are now well advanced on a number of potential sites. A housing company has now been established which will further develop new options to buy, as well as rent. We have also been looking at innovation in terms of how we go about designing, manufacturing and constructing potential new build homes, in conjunction with key partners.

Changes to the way that welfare benefits are administered and delivered have also been central to our thinking and plans are well advanced to mitigate the impact for our tenants. Our Universal Credit Action Plan will make sure support is in place when it is needed but will also promote some tenants taking more responsibility in managing their accounts and seeking opportunities in terms of training and employment.

There are many of our services that go relatively unseen but have played a significant role in people's lives. Examples include the numerous Moneywise and financial exploitation schemes to protect vulnerable people run by our Trading Standards Division, our Food Hygiene Service delivered by our Food, Safety and Health Team and the proactive way we are delivering homelessness services in the County.

Leisure and Culture

Four years ago leisure was advancing plans to launch leisure as an arm's length trust. Since the decision was taken not to go down this route the service has gone from strength to strength.

This decision was supported by key capital investment decisions with this administration providing unprecedented capital investment in leisure, sport and culture. Our leisure centres have seen an investment of nearly a million pounds in Gym refurbishments which

continues to see user numbers soar and income rising as we offer the best all-round experience in the county. With extended opening hours and family membership now available to children aged 11 and over and it costs less than £1.50 a day for a family to have unlimited access to pools, gyms and classes, this is great value and a real contribution to making Carmarthenshire's population healthy and active. Satisfaction levels are higher than ever and as a result we have more than 1000 extra paying members. This has led to us being shortlisted for the national UK active awards.

Work is needed in facilities in Llanelli and we will be investing more than £20 million for a new leisure centre on the Delta Lakes site. Work is ongoing to secure a development partner to deliver this ambitions scheme as part of the wider Wellness Village development at Delta Lakes. The new leisure centre aims to include Wales' only purpose built diving centre, whilst linking the coast with the town and providing the people of Llanelli with the best leisure facilities in the county. £1 million has also been secured to invest in Ammanford Leisure Centre's all weather pitch and car parking facilities later this year. Preliminary planning is already underway.

We have an ambitious Cycling Strategy supported by real investment in infrastructure, development and events. The Carmarthen Town velodrome has been fully restored to competition standard providing a venue in the county town for national competitions not seen for more than 50 years. The half million pound closed circuit cycle track investment on the edge of Pembrey Country Park is now open. Similarly, work is underway on the Western end of the new cycle track in the Towy Valley, all of which will act as a catalyst for Carmarthenshire to become the cycling hub of Wales. On the 2nd September this year, the County hosted the Grand Depart for the prestigious Tour of Britain cycle race, bringing huge profile to the County and its wonderful assets.

Investment is well underway at Pembrey Country Park with a new amenity block being built for the caravan and camping site which now provides online booking capability. Design development is progressing for the new restaurant facility which will be in place for 2019, whilst Wi-Fi facilities and a new barrier system to improve traffic flow for the park have also been procured for installation during 2018.

We have also concluded the development of Burry Port Harbour with the private sector this year. Burry Port Marina Ltd (part of The Marine Group) take over management and maintenance responsibility for the harbour from the 1st April 2018, with a commitment to invest in new re-fuelling facilities, a new harbour office and café, along with a sustainable dredging solution for the harbour.

I was pleased to support the launch of the Carmarthenshire Culture Awards which attracted in excess of 150 nominations from members of the public for awards across 8 categories of culture and culminated in a celebration of excellence at the Ffwrnes Theatre, Llanelli on 6th April 2018.

Our library service is better used than ever with our new mobile service routes tested, reviewed and fully embedded to provide essential services for our rural areas. Our Libraries now meet all of the Welsh Public Library Standards 18 core entitlements in full,

and of all the quality indicators Carmarthenshire fully met 6 and partially met 1. Visits to Carmarthenshire libraries are at an incredible 1,142,357 physical visits, and 273,173 virtual visits. I was proud to see that Llanelli library lends the 3rd highest number of books of any library in the United Kingdom. The new Library 'Makerspace initiative' launched at Ammanford Library, working in partnership with Fusion, Unloved Heritage, Communities 1st, Repair Café and Media and Film Youth workers, has drawn national recognition and praise for its innovative engagement.

A new museums strategy has now been agreed by members and is supported by capital funding to invest at the County Museum in Abergwili (£1m), and Parc Howard in Llanelli (£500k), along with a further £500k for a new Museums Collections store. Substantial external investment has been secured to replace and enhance the museum of speed in Pendine with work due to start on site late in 2018. The development of the grounds at the county museum in Abergwili (providing a gateway for the new cycle path in the Towy valley) has secured funding for development in 2018 with the lease being finalised with the Tywi Gateway Trust to initiate this exciting scheme imminently.

The main contractor began work on the new Archive at the rear of Carmarthen Library in the summer of 2018, with a 12 month build period. This will provide a state of the art home and access to the public for heritage documents that reflect the remarkable history of the county.

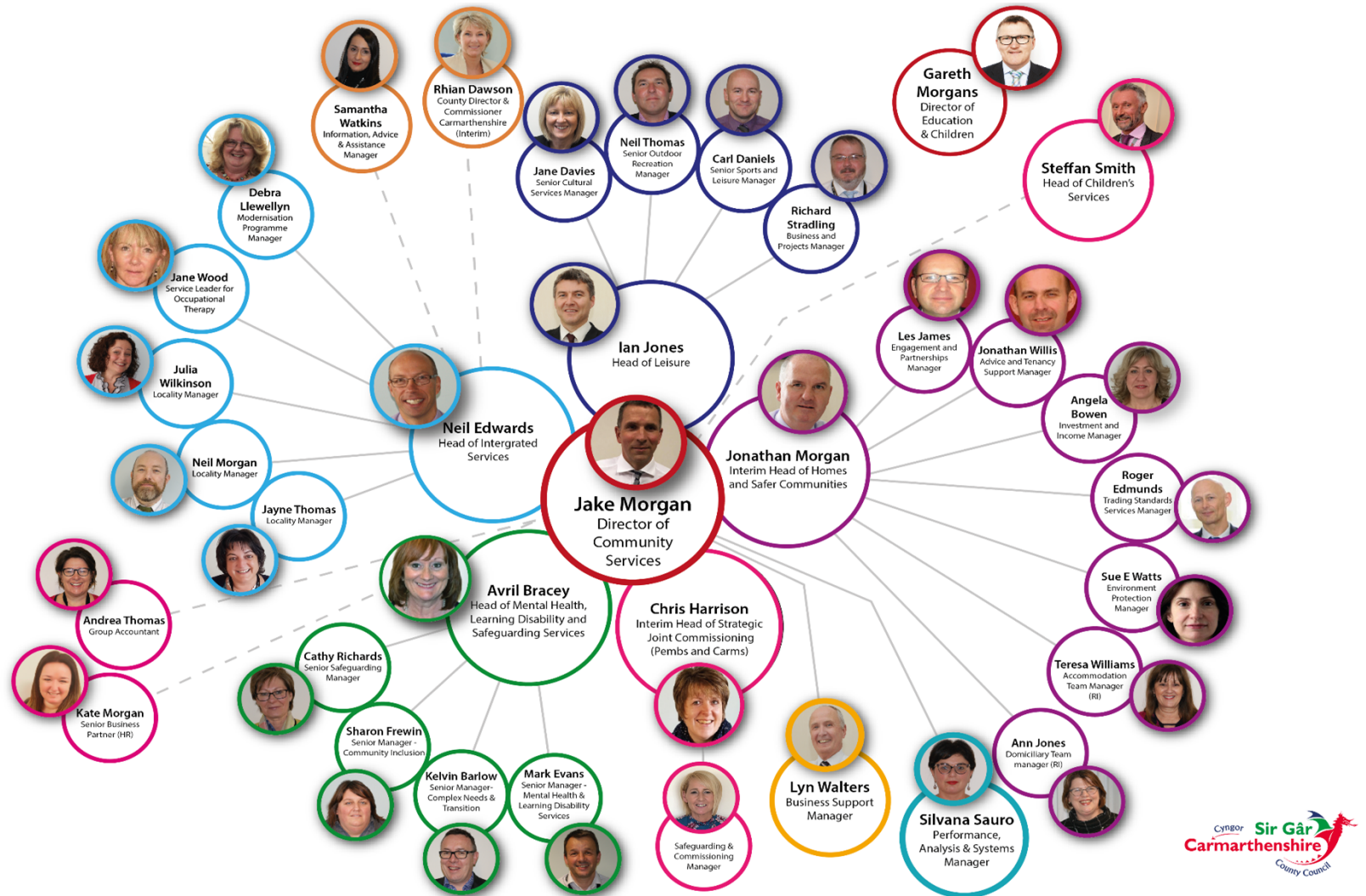
This is a level of investment never seen before in our heritage and will provide a window into the counties history for future generations.

Finally, I would like to thank all our staff and our partners for their continued hard work, dedication and professionalism, and for the continued support from the political administration. Together I am confident that we are well placed to meet the challenges of 2019-2020 and the years ahead.

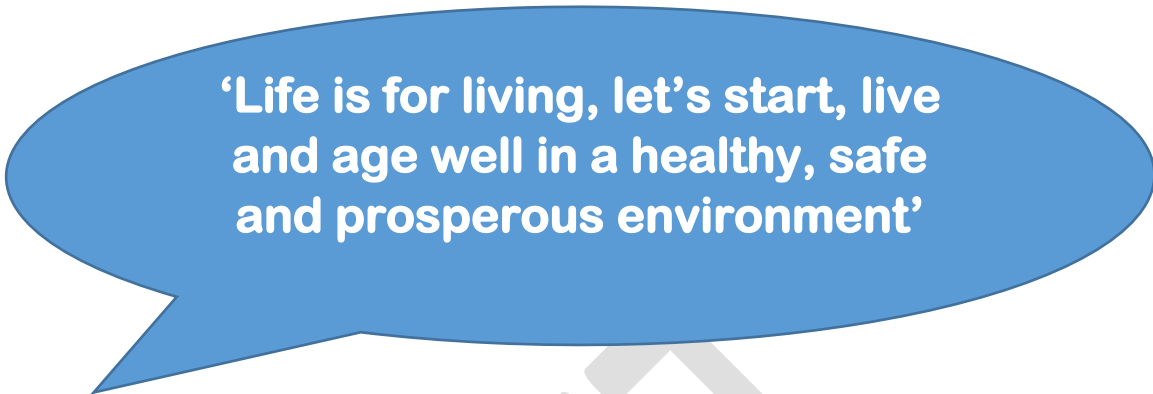
Jake Morgan, Director for the Department for Communities

Management Team Structure

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The vision for Carmarthenshire.....



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

Well-being of Future Generations Act

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

Carmarthenshire PSB’s draft well-being objectives are:-

- **Healthy Habits:** people have a good quality of life, and make healthy choices about their lives and environment;
- **Early Intervention:** to make sure that people have the right help at the right time, as and when they need it;
- **Strong Connections:** strongly connected people, places and organisations that are able to adapt to change; and
- **Prosperous People and Places:** to maximise opportunities for people and places in both urban and rural parts of our County.

The Council’s New Corporate Strategy 2018-2023

Our new Corporate Strategy consolidates the following plans into one document and it:

- supersedes the 2015-20 Corporate Strategy;
- incorporates our Improvement Objectives as required by the Local Government Measure 2009;
- includes our Well-being objectives as required by the Well-being of Future Generations (Wales) Act 2015. For the first time in Wales, there is a shared vision and set of goals for all public bodies to work towards, and our Well-being Objectives are set to maximise our contribution to these; and
- includes Carmarthenshire County Council’s Executive Board key projects and programmes for the next 5 years as set out in *‘Moving Forward in Carmarthenshire: the next 5 years’*.

The Council's Well-being Objectives

Start Well	<ol style="list-style-type: none">1. Help to give every child the best start in life and improve their early life experiences2. Help children live healthy lifestyles3. Continue to improve learner attainment for all4. Reduce the number of young adults that are Not in Education, Employment or Training
Live Well	<ol style="list-style-type: none">5. Tackle poverty by doing all we can to prevent it, helping people into work and improving the lives of those living in poverty6. Creating more jobs and growth throughout the county7. Increase the availability of rented and affordable homes8. Help people live healthy lives (tackling risky behavior and obesity)9. Supporting good connections with friends, family and communities
Age Well	<ol style="list-style-type: none">10. Support the growing numbers of older people to maintain dignity and independence in their later years11. A Council wide approach to supporting Ageing Well in Carmarthenshire
In a Healthy and Safe Environment	<ol style="list-style-type: none">12. Looking after the environment now and for the future13. Improving the highway and transport infrastructure and connectivity14. Promoting Welsh Language and Culture
In addition a Corporate Objective	<ol style="list-style-type: none">15. Governance and Use of Resources

We are also committed to meeting the Council's Well-being Objectives. The key ones for the division are:

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

The department makes significant contributions to the following Objectives:-

- ❖ Help to give every child the best start in life and improve their early life experiences
- ❖ Help children live healthy lifestyles
- ❖ Reduce the number of young adults that are Not in Education, Employment or Training
- ❖ Tackle poverty by doing all we can to prevent it, helping people into work and improving the lives of those living in poverty
- ❖ Supporting good connections with friends, family and communities
- ❖ A Council wide approach to support Ageing Well in Carmarthenshire
- ❖ Promoting Welsh Language and Culture

Department for Communities Performance Management Framework

To ensure we know how well we are doing in delivering these, the Communities Department has adopted a performance management approach to ensure energy and effort is focused. As a Department we have 6 key themes to prioritise on how we will focus on working towards delivering an excellent service by:

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

Welcome to our Department

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

Each Division has full Business Plans containing full details within each Service Area.
The Business Unit Plans included are as follows:

Leisure Services
Homes and Safer Communities
Mental Health, Learning Disability Services & Safeguarding
Integrated Services (Older Persons & Physical Disabilities)
Commissioning Services Division
Business Support
Performance, Analysis & Systems Team

Departmental Priorities

Ref	Department for Communities Priorities With Key Actions and Key Outcome Measures
1	Ensure that robust governance arrangements are in place in order for Llesiant Delta Wellbeing and Cartrefi Croeso (local authority trading companies) to meet their agreed business objectives
2	Reduce sickness within the department
3	Health and Wellbeing Pilot Project to target health and wellbeing interventions in 5 key areas of Communities, as well as DMT
4	Ensure the Welsh Language standards are embedded across the department
5	Support the agile working agenda across the department
6	Develop a health, well-being and sustainability action plan across the department
7	Develop a customer service rating across the department
8	Develop the 'Caffi Calon' brand for catering provision across the department
9	Delta Lakes Wellness and Life Science Village bringing together health, leisure, business and research

Profile for Leisure Services Division



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

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

Our service aims are therefore aligned around these key areas.

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

Achievements and current strengths

2018/19 is another incredibly busy yet productive year for the Leisure Service. Our Sport and Leisure Team continue to go from strength to strength with the acclaimed Young Ambassador Scheme being held up as an exemplar activity. The £1m investment in new fitness equipment across our sites continues to pay dividends with income generation paying back the investment much quicker than anticipated. Aquatics income is also booming with the new 0-4 years 'Splash' programme complimenting the already burgeoning learn to swim programme. Income levels across each business strand exceeded £1m for the very first time. The newly completed closed circuit cycling track at Pembrey helped host the Grand Depart of Tour of Britain in September, an event that helped put Carmarthenshire on the map in terms of its ambition to become the Cycling hub of Wales.

In Cultural Services, the Museum service continues to build strong foundations as part of the new strategy agreed for the service. Plans are progressing well with the re-development of the Museum in Abergwili with Heritage Lottery Funding secured for the Tywi Gateway Historic Gardens Scheme, and the whole collection is being documented electronically whilst a new collections store facility is identified. Our Library Services continue to set new standards across the UK, with the fantastic new MakerSpace facility officially opened by Welsh Government Ministers and CCC members. Library standards are up there with the best in Wales. The new Archive is well underway, with construction being on target for completion during early Summer 2019, with an anticipated public opening date for Autumn 2019. The first ever annual Cultural Awards celebration, as well as Ammanford and Llansteffan hosting the town and village of culture for 2018, were a huge success, and will be repeated for 2019 with Whitland and Drefach Felindre selected respectively.

In the Outdoor Recreation Service, tendering works are nearing an end with a view to repair works on the listed harbour walls at Burry Port Harbour scheduled for Spring / Summer 2019. More and more events continue to come to Pembrey Country Park, building on its reputation as

one of the best events destinations in the UK. Our Caravan and Camping Site has been further developed with the new amenity block opened in August 2018, and plans for the refurbished Restaurant / café building almost finalised for construction to begin early in 2019, ready to open mid-Summer. The fantastic new Closed Road Cycling Track opened at Pembrey Country Park in August 2018 and it was given worldwide exposure as it formed part of the Stage 1 Grand Depart course of the Tour of Britain which the park hosted at the beginning of September 2018.

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

The Business and Projects Team continue to support the Head of Service, Senior Management Team, service area Managers and their teams in a range of key divisional, departmental and corporate functions. The team provide a full range of support functions from leading on divisional capital projects to assisting with event management and acting as a divisional link to corporate, departmental working groups and associated workflows. Recent key areas of work have included project managing to completion the Closed Road Cycle Circuit in Pembrey Country Park, coordinating and finalising the signing off of the Host Venue Agreement for the Tour of Britain and associated event management, as well as providing project management support and guidance on a number of capital schemes currently ongoing across the three divisional service areas.

Key Divisional Risks

Risk Ref	Identified Risk	Mitigating Action Ref
SS600018	Public staff and participant safety especially around water areas is a key consideration for the service.	
SS600019	Continuing political and public support as to the value and impact of Leisure is essential in order to develop such a critical yet largely non-statutory service such as Leisure.	
SS600020	The service has to deliver what people want. Understanding customer demand and adapting to meet these challenges are a key risk for the service.	
SS600021	Non-controllable external factors such as poor weather or unforeseen increases in utility costs are risks to the business that have to be managed quickly and effectively.	
SS600022	Maintaining a strong and positive public perception of services is essential in income generating areas where there is competition from the private sector.	
SS600023	Buildings infrastructure and environments must be safe and appropriate in order to manage the service effectively.	

★ Address & cross-reference any actions arising from these sections within the [Key Actions](#) section below if applicable

Ref	Service Priorities With Key Actions and Key Outcome Measures	By When	By Who	Well-being Objective
	Service Head			
1	Invest in the County's leisure centre provision with the development of a new facility in Llanelli as part of the Wellness Village	March 2022	Ian Jones	MF5- 61 WBO8 (Healthy Lives) PIMS - 12602
2	We will implement the Cycling Strategy for Carmarthenshire that will focus on 5 key strategic themes. 1- Education, Development & Training; 2- Infrastructure and Facilities; 3-Marketing & Branding; 4-Tourism and 5 - Events	March 2023	Ian Jones	MF5 – Part 1 WBO8 (Healthy Lives) PIMS - 13105
3	Work with Town & Community Councils and other community organisations to look at ways to invest in upgrading Local leisure provisions	March 2023	Ian Jones	MF5 - Part 71 WBO2 (Children Healthy) PIMS - 13105
4	Assist in developing a departmental catering manual to help standardise operating procedures across the Leisure Division	March 2020	Ian Jones	WBO8 (Healthy Lives) PIMS - 13190
	Business and Project Manager			
1	Customer care review undertaken for division	Sept 2019	Richard Stradling	
2	Work alongside Workplace health and wellbeing champion to effect change in physical activity levels of targeted staff within the Communities department.	March 2020	Richard Stradling	WBO8 (healthy lives) PIMS - 12601
3	Work with TIC team and Service managers to effect improvements in service delivery and performance across the Leisure division.	March 2020	Richard Stradling	
	Outdoor Recreation Services			
1	Repair of Harbour Walls at BP Harbour, and part of wider regeneration masterplan for the area	Sept 2019	Neil Thomas	MF5- 69 WBO8 (Healthy Lives) PIMS - 13201
2	Improve and develop wider infrastructure and facilities at Pembrey Country Park to enable it to become a first class facility for residents and visitors e.g. Signage; toilet facilities; website; ranger's depot; caravan storage facility; beach water-sports area; crazy golf; development of outdoor adventurous activity facilities	March 2020	Neil Thomas	WBO8 (Healthy Lives) PIMS - 13200
3	Work with community organisations to improve access to the network of footpaths and bridleways across the County (check – this unit is due to transfer over to Environment Dept in 2018/19)	March 2020	Neil Thomas	MF5 – 68 WBO8 (Healthy Lives) PIMS - 13194
	Sports and Leisure services			
2	Further improve the customer experience at our facilities through the delivery of a robust 'Service Improvement' strategy using international benchmarking standard 'Net Promoter Score' to monitor customer satisfaction.	March 2020	Carl Daniels	

3	Implement complete pathway of aquatics provision that enables participants to reach their full potential, including unified coaching model.	March 2020	Carl Daniels	WBO8 (Healthy lives) PIMS - 13196
4	We will ensure a range of targeted physical activity interventions are put in place across the life course to increase the activity levels of those who are inactive or at risk of becoming inactive and increase social and community cohesion.	March 2020	Carl Daniels	WBO11 (Ageing Well) PIMS - 13236
5	Develop a new 3G pitch and improved parking facilities in Ammanford and track improvements at Carmarthen Leisure Centre	Jan 2020	Carl Daniels	MFP – 62 WBO8 (Healthy Lives) PIMS - 13198
Cultural Services				
1	We will develop the 'Stordy Digidol' digital project to promote improved mental health in conjunction with show casing Carmarthenshire's heritage collections.	March 2021	Jane Davies	WBO14 (Culture) PIMS - 13287
2	Continued implementation of the Libraries Development Plan 2017 – 2022 with continuous improvement review in order to maintain excellent framework standards.	March 2022	Jane Davies	WBO14 (Culture) PIMS - 13288
3	<p>Implementation of the Museums Vision and Strategic Plan 2017 – 2022 and as part of that plan</p> <ul style="list-style-type: none"> - Complete a review of the staffing structure; - Build on the feasibility study for the collections centre securing an appropriate site and funding for the scheme; - Develop a masterplan for the County Museum and as part of its implementation continue with the work of the Joint Operational Group with the Tywi Gateway Trust in the delivery of the £1.6m HLF funded Tywi Gateway scheme at the Bishops Park; - Contribute to the development of the £500k Parc Howard masterplan. <p>Deliver a transformation plan for the existing Museums provision at the County Museum Abergwili, Parc Howard, Kidwelly Industrial Museum and Museum of Speed Pendine to improve the provision for residents and visitors whilst also maintaining links with and promoting independent museums within the County. In addition, it is intended to undertake work to further develop Oriel Myrddin.</p>	March 2022	Jane Davies	MF5 – 64 WBO14 (Culture) PIMS - 13289
4	<p>Deliver the plans for the transformation of Carmarthenshire Archive Service and its reinstatement at Carmarthen Library</p> <p>Deliver a new archives and storage service for Carmarthenshire.</p>	March 2020	Jane Davies	MF5 – 63 WBO14 (Culture) PIMS -13292

5	<p>Obtain approval for the Theatres and Arts Strategic Plan 2017 – 2022 and as part of that plan</p> <ul style="list-style-type: none"> - Review for further consideration the options for development at Oriel Myrddin; - Review of Y Gat - Complete and implement the review of the theatres structure - Achieve full occupancy at Ffwrnes Fach <p>Review and re-develop the Council's Theatre Services provision as part of the agreed strategy for the service</p>	<p>September 2019</p> <p>March 2020</p>	Jane Davies	<p>MF5 – 66 WBO14 (Culture) PIMS - 13291</p>
6	Begin the museums transformation plan with the delivery of a £1.2 million CCC funded re-furbishment of the County museum at Abergwili.	March 2020	Jane Davies	<p>MF5 – 65 WBO14 (Culture) PIMS - 13290</p>
7	Celebrate and promote Carmarthenshire's rich cultural and sporting achievements and diversity. Celebrate Carmarthenshire's Culture through the continuation of an annual Cultural Awards event and by supporting the development of the Town & Village of Culture.	March 2020	Jane Davies	<p>MF5 – 70 WBO8 (Healthy Lives) PIMS - 13202</p>

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Profile for Homes & Safer Communities Division



The Homes & Safer Communities Division is made up of around 870 staff and has a turnover of £78 million for the Housing Revenue Account (HRA), £32 million for the Council Fund and a Capital Programme of £20 million. The Division is based in the three main residential areas of Ammanford, Carmarthen and Llanelli and serves a population of 183,000 people, and over 83,000 homes across the county.

As a division, we believe we will deliver a good service when it meets the following criteria:

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

Achievements and current strengths

We have delivered 124 new affordable homes as part of our ambitious five year Affordable Homes Delivery Plan so far in 2018/2019. This brings it to a total of 532. In order to support the implementation of the programme, Cartrefi Croeso (LATC) has been established. This will be a wholly owned subsidiary of the council to help deliver the much needed additional affordable housing across the county.

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

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

We are in the process of modernising our Domiciliary Care Service. We have introduced smart phone technology and have provided mobile phones to all our Domiciliary Care staff. This means that they will be able to receive their care rotas electronically in the near future.

We have consulted with our residents within care homes in relation to the choice of food offered and have reviewed our choice of menu options as a result. We have now enhanced the menu choices on offer, which is more balanced with the residents needs for the future.

The Welsh Housing Awards recognises and celebrates the creativity, passion and innovation of housing organisations and individuals across the breadth of the sector in Wales. We have been shortlisted for supporting future generations. Specific ways through which future generations will benefit from the work of the project

- A coproduced approach that shows the benefit of gaining expertise and insight from people receiving services and the wider community
- An awareness of and links with the well-being goal reflected within our landmark legislation – the Well-being of Future Generations (Wales) Act 2015
- The potential impact and benefits for the local community/environment

Our Tenant 2 Tenant (T2T) awards for 2018 celebrated our inspirational tenants and housing projects.

Our Taxi Licensing Team are working with taxi drivers regarding the safeguarding of passengers. This is in the news with the withdrawal of the Uber licence in London and again we are one step ahead. After much success in numerous national awards and competitions in 2016, the authorities Financial Exploitation Safeguarding Scheme (FESS) has been adopted and replicated by 36 local authorities nationwide. Authorities have further agreed to provide data for formal academic research into financial abuse in a project run in conjunction with Cardiff University led by Carmarthenshire County Councils Trading Standards Services.

Our Pest Control team received a TIC award in October 2018 for their achievements in demonstrating a project which reflected Transformation, Innovation and Change. [RHEOLI PLÂU - PEST CONTROL](#)

Key Divisional Risks

Risk Ref	Identified Risk	Mitigating Action Ref
SS300033	Maintain the Carmarthenshire Homes Standard (CHS) in the future	
SS300034	Deliver the affordable homes plan	
SS300035	Mitigate the effects of welfare reform and introduction of universal credit	
SS300036	Manage changes in regulatory requirements & new legislation with specific focus in mitigating risk	

★ Address & cross-reference any actions arising from these sections within the [Key Actions](#) section below if applicable

Ref	Service Priorities With Key Actions and Key Outcome Measures	By When	By Who	Well-being Objective
	Care and Support Services			
1	Deliver an investment programme for Care Homes and Sheltered Housing Schemes. - Delivering future needs and sustainable residential care arrangements in the Llanelli area to ensure appropriate accommodation provision in the area	March 2020	Jonathan Morgan	MFP 54 WBO10 (Older People) PIMS – 13224 DAR6
2	Ensure we fully comply with the Regulation and Inspection of Social Care (Wales) Act	December 2019	Jonathan Morgan	
3	Maintain and further develop a strong and sustainable in-house Council provision for domiciliary and residential care and continuing to make sure the market remains stable	March 2021	Jonathan Morgan	MFP 55 WBO10 (Older People) PIMS – 13225 DAR7
4	Ensure smooth transition of Allied HealthCare Services into our in house Domiciliary Care delivery	March 2020	Jonathan Morgan	
5	Continue to improve the provision of day opportunities for older people across the County	March 2020	Jonathan Morgan	MF5 – 53 WBO10 (Older People) PIMS – 13223 DAR5
	Engagement and Partnership			
1	Develop actions to deliver a sustainable future for the Station Road area in Llanelli by: - Engaging with the community - Creating an ambitious but sustainable master plan - Development of a costed delivery plan	Dec 2018 June 2019 Dec 2019	Les James Jonathan Morgan Jonathan Morgan	MF5 51 & MF5-47 WBO7 (Homes) PIMS – 13187 PIMS – 13188 PIMS – 13189
2	Support all Council tenants through Welfare Reform as changes are implemented and deliver the Universal Credit action plan in order to maximise income and develop new training and employment opportunities	March 2021	Jonathan Willis	MFP 49 WBO7 (Homes) PIMS – 12545
3	Assess the options for delivering energy efficiency improvements to Council homes	March 2020	Jonathan Morgan	WBO5 (Poverty) PIMS – 13148
4	Engage with tenants and key partners to maintain the Carmarthenshire Home Standard for all Council owned properties.	December 2019	Les James	MF5 – 48 WBO7 (Homes) PIMS – 13186
5	Implement the new Mid and West Wales Community Cohesion Regional Delivery Plan 2019/20 by ensuring the four principles of the Plan continue to be supported	March 2020	Les James	WBO9 (Good Connections) PIMS – 13206

	<i>Advice and Tenancy Support Team</i>			
1	Implement the new Homelessness Strategy to ensure vulnerable residents are supported appropriately to include: <ul style="list-style-type: none"> - Develop housing options for single people - Develop a plan to ensure homeless people have access to health services - Review our approach to how we manage temporary accommodation 	December 2019	Jonathan Willis	MF5 - 50 WBO5 (Poverty) WBO7 (Homes) PIMS - 13149
2	Deliver the Swansea Bay City Deal programme to develop 'Homes as Power Stations' to help generate sustainable and affordable homes and address fuel poverty for our residents	March 2021	Jonathan Morgan	MF5 - 46 WBO7 (Homes) PIMS - 13185
3	Introduce a package of support and advice designed to support new tenants maintain their tenancies	March 2020	Jonathan Willis	WBO5 (Poverty) PIMS - 13147
	<i>Income and Investment Team</i>			
1	Review and Implement a revised transformational housing development programme that meets Housing Need as well as wider strategic regeneration initiatives including rural areas	March 2020	Jonathan Morgan	
2	Continue develop 1,000 affordable homes in the County based on the concept of localism by both bringing empty properties back into use and undertaking new build. Actions linked to Well-being Objective Plan 7– <ul style="list-style-type: none"> - Increase the number of homes managed through the Council's Social Lettings Agency - Work with property owners and bring empty homes back into use - Increase the Council Social Housing stock by buying private sector homes - Work with our Housing Association Partners to maximise Welsh Government Grant opportunities and increase the supply of homes where they are most needed - Increase the Council's Housing Stock by building new Council Homes - Maximise the opportunities for increasing the supply for affordable homes through the LDP (Local Development Plan) by providing new homes on site or by the use of commuted sums 	March 2021	Rachel Davies	MF5 - 44 Monitored in the PI – 7.3.2.24 WBO7 (Homes)
3	Deliver a clear affordable homes commissioning plan which will inform the newly established Local Housing Company's Business Plan	March 2019	Jonathan Morgan	Part of MFP 45 WBO7 (Homes) PIMS - 13184

	<i>Environmental Protection</i>			
1	Continue to monitor air quality (nitrogen dioxide) for the residents of and visitors to the County. This will be carried out by regular assessments and, where necessary, sampling programmes	March 2020	Sue Watts	WBO8 (Healthy Lives) PIMS - 13191
2	Monitor private water supplies to ensure safety for the residents in Carmarthenshire. The service will explore the possibility of extending the programme to testing for the presence of radon and remediation as necessary.	March 2020	Sue Watts	WBO8 (Healthy Lives) PIMS - 13192
3	Look at options to extend the Pest Control Service for Commercial Businesses and Private Homes	March 2020	Sue Watts	
	<i>Business and Consumer Affairs Team</i>			
1	Promoting financial literacy and protecting vulnerable people from financial fraud through the FESS scheme and develop further partnership arrangements in respect to financial exploitation	March 2020	Roger Edmunds	WBO5 (Poverty) WBO9 (Good Connections) WBO11 (Ageing Well) PIMS - 13155
2	Further develop Money Wise web resource in order to enhance income generation develop product and market it <ul style="list-style-type: none"> - To provide evidence on the efficacy of Money Wise, which will make the resources more marketable to other local authorities in order to generate income. - To improve the confidence and capability of residents in Carmarthenshire to deal with personal finances, and reducing vulnerability to financial fraud. 	March 2021	Roger Edmunds	WBO9 (Good Connections) WBO5 (Poverty) PIMS - 12612
3	Implement proceeds of crime across regulatory services to protect people	March 2020	Roger Edmunds	WBO9 (Good Connections) PIMS - 13210

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Profile for Mental Health, Learning Disability Services & Safeguarding Division



The division is made up of 290 staff and has a net budget of around £29.5 million. The division supports adults with learning disabilities, mental health and people with drug and alcohol problems. It also safeguards vulnerable adults and people who lack mental capacity in care homes and hospitals. The service also works with disabled children and young people aged between 16 and 25 as well as providing day services support to people in need of employment, leisure and personal development opportunities. The Community Inclusion provides and develops meaningful day opportunities for adults and young people.

Achievements and current strengths

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

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

- We have received a TIC award for Learning Disabilities day service review. A framed certificate for our achievement in demonstrating a project which reflected Transformation, Innovation and Change. [GWASANAETH DYDD I BOBL AG ANABLEDDAU DYSGU - MHLDD DAY SERVICES](#)
- We have established 6 walking and running groups across county, achievements include participating in the run for life and Swansea 10k, reduction in participant's weight, BP and Dress size.
- We have been successful in being chosen as a supplier of pottery to National Trust outlets.
- The pottery group have been commissioned to make figurines representing the Gorsedd Y Beirdd in preparation for the 2018 National Eisteddfod in Cardiff Bay.
- Pembrey Country Park has a new all-inclusive cycle hire scheme, namely '**Cycle For All**'. Thanks to the Integrated Care Fund, Welsh Government funding there are 38 new cycles ranging from hybrid bicycles, wheelchair transporters, twin bikes, tricycles adult and child size, 4 seater family bikes and recumbent's.
- Maes Llidi Day Service recently applied for and was successful in obtaining a sensory garden located in the grounds of Maes Llidi. This was secured through the apprenticeship scheme run by Lloyd and Gravell and TRJ building firms.
- The Safeguarding processes have been redesigned to ensure compliance with the SSWB Act's requirements. The Local Operational Group is well established and well attended by partner agencies. As a result there is greater confidence in the multi-agency approach to safeguarding.

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

Key Divisional Risks

Risk Ref or New?	Identified Risk	Mitigating Action Ref
SS500022	Outcomes for young people and service capacity will be compromised if we do not have a seamless pathway from transition into adult care	
SS500023	Not delivering on savings will impact on future service provision	
SS500024	Individuals will not be safeguarded and a risk of legal challenge and financial penalty if we do not manage the DOLs referrals	
SS500025	Outcomes for individuals will be compromised and a risk of duplication and loss of funding if we do not collaborate with partner	
SS500026	Individuals will not be safeguarded or independence promoted if assessments and reviews are not completed	
SS500027	The number of adults going into residential care will increase and there will be an impact on financial savings if we do not develop alternative community provision	
SS500028	There will be over provision/poor outcomes for individuals if care/support plans and service delivery plans are not person centred and outcome focussed	
SS500029	A risk exists that the authority(as a key partner)could be liable to repay significant amounts of grant funding to the Area Planning Board for substance misuse with no prospect of recovering those amounts from third parties	

★ Address & cross-reference any actions arising from these sections within the Key Actions section below if applicable

Ref	Service Priorities With Key Actions and Key Outcome Measures	By When ^{#1}	By Who	Well-being Objective
1	Develop a strategy and delivery plan to reduce the number of individuals in residential care	March 2020	Mark Evans/Kelvin Barlow	
2	Contribute to health led transformation programmes in mental health and redesign of services within learning disability	December 2019	Avril Bracey	WBO8 (Healthy Lives) PIMS - 13199
3	Embed a person centred approach to safeguarding which ensures the service user is heard and central in decision making	March 2020	Cathy Richards	WBO9 (Good Connections) WBO11 (Ageing Well) PIMS - 13218
4	To implement a robust strategy for successfully managing new and historical DOLS applications	March 2020	Cathy Richards	SEP Directors Annual Report DAR14
5	Ensure that Community resilience, including ensuring vulnerable people have equal access to education, training and employment, will be a key objective of the Learning Disability day service transformation plan. This will include new models for service delivery	December 2019	Sharon Frewin	MF5 – 37 WBO4 (Neet) PIMS - 12540 SEP
6	Develop core services to support young people (15 – 25 yrs) who experience barriers to learning and employment due to a chronic condition	March 2020	Sharon Frewin	MF5 – 37 WBO4 (Neet) PIMS - 12535
7	To Review and implement updated safeguarding arrangements to ensure a consistent response to Adult at Risk reports both locally and regionally	March 2020	Cathy Richards	
8	Work with partners including Hywel Dda University Health Board and third sector providers to ensure appropriate mental health care services and support are available.	March 2020	Avril Bracey	MF5 – 57 WBO10 (Older People) PIMS – 13226 DAR9
9	Develop a response to the increased level of alcohol misuse in the Over 50s and the impact upon their health and wellbeing; including Alcohol related Brain Damage, alcoholic dementia and falls	March 2020	Kelvin Barlow	WBO9 (Good Connections) PIMS - 13215
10	Review our disability service to ensure seamless transition and pathways from children to adults	March 2020	Kelvin Barlow	WBO9 (Good Connections) PIMS - 13204
11	Continue to monitor and improve quality and effectiveness of care planning and review processes to ensure Reviews for clients are undertaken to on an annual basis in accordance with regulation requirements	March 2020	Kelvin Barlow	Directors Annual Report DAR17

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Profile for Integrated Services (Older Persons & Physical Disabilities) Division



The division employs 143 Council staff and has a net budget of around £29 million from the Council Fund. The teams are based in the three defined locality areas of the County namely, Tywi /Teifi/Taf (also referred to as the 3Ts) Aman Gwendraeth and Llanelli. The County has an integrated Community Health & Social Care Service 'infrastructure'.

This model aligns with national and local policy direction with reference to delivering Integrated Health and Social Care. The Service supports older people and people with physical disabilities to maintain their independence and wellbeing where and when possible in their own home. The case for integrated care is reinforced by the need to develop whole-system working across health and social care to address the complex needs associated with age related co-morbidity and frailty (including dementia). Enquiries to the CRTs are supported by a single point of access for service enquiries 'IAA' service and is also complimented by the Integrated Community Equipment Store.

Achievements and current strengths

'The More Than Just Words Showcase Event recognises and celebrates the importance of Welsh language provision in health and social care service, and the exceptional achievements of individuals and teams. Careline and our Information, Advice and Assistance Service received a special commendation under the 'Active Offer'. Our Information, Advice and Assistance Service was shortlisted for the Guardian public service awards, and Careline and the Technology Enabled Care Service have been accredited with the TSA Quality Standards Framework.

Other initiatives that we are leading on are:

- Introduction of the social prescription scheme based in GP practices which supports patients with their overall well-being.
- Carmarthenshire is Kind launch event recently took place in the Botanical Gardens, with over 800 Carmarthenshire residents attending.
- The Bevan Exemplar project Fulfilled Lives, which is a project that supports people living with dementia and cognitive impairment is being rolled out in Ammanford and other parts of the County.
- Successful delivery of Carmarthenshire's United Support Project (CUSP) a third sector collaboration that supports people in the community who are on the 'cusp' of needing support to stay as well as possible for as long as possible.
- The preventative work in Carmarthenshire based on the PEIPIL strategy (Prevention, Early Intervention and Promoting Independent Living) identified as good practice in Wales through the Bevan Exemplar scheme.
- Building on the success in Llandovery; Laugharne, St. Clears, Whitland and the surrounding areas have also registered as Dementia Friendly communities.

- The Health psychology service is now embedded in the Towy, Teifi, Taff Community Resource Team, but works across all of Carmarthenshire.
- Transfer of Care Advice and Liaison Service (TOCALs) continues to ensure multi-agency working, by providing care close the Carmarthenshire resident's homes and avoids unnecessary admissions to hospital.
- Multi-disciplinary team working within the GP surgeries continues to expand.

Key Divisional Risks

Risk Ref or New?	Identified Risk	Mitigating Action Ref
SS100021	Not delivering on financial efficiencies will compromise our ability to deliver future services and progress the modernisation a agenda	
SS100023	Failure to respond in a timely manner to "Careline" contact calls could result in compromised client safety	
SS100029	Failure to arrange the provision of a comprehensive Information, Advice and Assistance Service	
SS100030	There is a risk that the ICF grant for 2018/19 will be overspent by up to £650k	
SS100031	Health Board have stopped contributing to S.117 placements in residential care which is not legally compliant and has financial implications for the Local Authority	

★ Address & cross-reference any actions arising from these sections within the [Key Actions](#) section below if applicable

Ref	Service Priorities With Key Actions and Key Outcome Measures	By When	By Who	Well-being Objective
1	We will identify the physical resources which can contribute to promoting and supporting the health and wellbeing of their population through a dedicated online information portal such as "Dewis Cymru"	March 2020	Neil Morgan	WBO9 (Good Connections) PIMS - 13208
2	We will ensure an appropriate effective governance is in place with the Local Authority Trading Company to provide the provision of an Information, Advice and Assistance service in order to comply with our Statutory Duty under the Social Services and Well-being Act 2014	March 2020	Neil Edwards	MF5 - 52a WBO9 (Good Connections) PIMS - 13205 DAR2
3	We will utilise information from the population needs assessment to plan the service at a locality level within the 3 Locality areas that incorporate the GP clusters. <ul style="list-style-type: none"> ➤ TTT – Carmarthen Area ➤ Aman Gwendraeth Area ➤ Llanelli Area This will provide a more detailed understanding of what the populations needs are and will allow planning of health and social care services at Locality Level and will consider the key objectives outlined in our 'model of delivery' section.	March 2021	Locality Managers/ Neil Edwards	WBO8 (Healthy Lives) PIMS - 13193
4	We will further strengthen the provision and use of the Welsh language within social care services to be able to provide services in the language of service users' choice and ensure compliance with the 'Active Offer'.	March 2020	Neil Edwards	MF5- 56 WBO14 (Language) PIMS - 13283 SEP DAR8
5	We will invest in, and improve the quality of, the skills of our workforce to ensure we meet the Well-being Objectives of our populations outlined at locality levels.	March 2020	Debra Llewellyn	WBO9 (Good Connections) PIMS - 13209
6	We will ensure care and support is provided in a manner that is proportionate to meet and ensure equity of outcomes for our population.	March 2020	Locality Managers/ Jayne Thomas	WBO10 (Older People) PIMS - 13222
7	We will continue to support people living with dementia and develop more dementia friendly communities and provisions across the County.	March 2020	Neil Morgan	MF5 - 60 WBO11 (Ageing Well) PIMS - 13234 SEP DAR12
8	We will work with partners to provide more opportunities for older people to socialise in order to reduce loneliness.	March 2020	Julia Wilkinson	MF5 - 59 WBO11 (Ageing Well) PIMS- 13240 DAR11

9	Ensure we fully comply with the Regulation and Inspection of Social Care (Wales) Act	March 2020	Joel Martin	Directors Annual Report DAR13
10	Continue to review and monitor processes to ensure Reviews for clients are undertaken on an annual basis in accordance with regulation requirements	March 2020	Jayne Thomas	Directors Annual Report DAR18

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Profile for Commissioning Services Division



Established in 2015, is made up of around 25 staff and has a budget of approximately £1.3 million. Externally, the department commissions over 60 million pounds worth of social care services for adults. This includes care home provision, domiciliary care provision (including community based supported living services) day care and support provision and a range of third sector preventative service contracts. Significant among these are the care home contracts. Services provided under the Supporting People, Carers and Personalisation (direct payments) agendas also fall under the responsibility of the Commissioning Division.

Achievements and current strengths

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

A revision of our Carers Emergency Card scheme has recently been approved and this will offer carers across Carmarthenshire the following advantages:

- A contingency plan to reassure carers that the person they care for will not be at risk of being left unattended.
- An ID card that will evidence Registration as a Carer with the Authority.
- Membership of the Carmarthenshire Local Rewards Scheme.
- We have a Carers Forum in the county for the purpose of co-production.

Key Divisional Risks

Risk Ref or New?	Identified Risk	Mitigating Action Ref
SS700016	Review our structures for the new commissioning division to ensure that it is fit for purpose and facilitates the development and sharing of expertise to ensure the continuity of service provision through joint working arrangements	
SS700021	To deliver savings through right size packaging and analysis of cost providers in the pan disability service areas as part of the Authority's budget management	
SS700022	Ensuring robust systems remain in place to identify early warning signs of market failure in order to avoid or reduce serious risks to service provision and the impact on service users	

★ Address & cross-reference any actions arising from these sections within the [Key Actions](#) section below if applicable

The priorities for the Commissioning Team are set within the context of the Social Services and wellbeing (Wales) Act, the Regulation and Inspection Act and Welsh Government policy guidance.

Ref	Service Priorities With Key Actions and Key Outcome Measures	By When	By Who	Well-being Objective
1	To develop a more strategic approach to strengthen preventative services & build community resilience in Carmarthenshire, especially in relation to the third sector, housing related support and the wider community, including carers. We shall provide support for carers, and young carers in particular, to enable them to continue providing the invaluable care they offer to family and friends in need	March 2020	Alun Jones / Chris Harrison Alison Watkins	WBO11 (Ageing Well) DAR10
2	To support people to recover so they can live independently as they are able and to promote & maximise people's independence where possible. This will include the development of intermediate care services, re-ablement, use of assistive technologies and a range of accommodation to enable people to live as independently as possible.	March 2020	Alison Watkins / Chris Harrison	
3	Commissioning strategy development which includes, dementia, carers, learning disability advocacy reflecting Welsh Government policy guidance and priorities of the population needs assessment/ area plan.	March 2020	Alison Watkins / Chris Harrison	
4	To ensure effective and efficient contract management to ensure care & support providers comply with their duty to provide quality, reliable and safe services while securing value for money.	March 2020	Alun Jones / Alison Watkins	
5	Increase Direct Payments and use of citizen directed cooperatives at operational, commissioning and contracting levels	March 2020	Chris Harrison	Directors Annual Report DAR15
6	To develop an overarching strategic commissioning document to guide commissioning policy and practice	March 2020	Chris Harrison	Directors Annual Report DAR16

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Review and Evaluation

Demonstrating the 5 ways of working

Case studies on the Well-being of Future Generations Act and our Projects	
Live well	<ul style="list-style-type: none">① Carmarthen Cycling Strategy① Affordable Housing
Age well	<ul style="list-style-type: none">① Financial Exploitation Safeguarding Scheme① Life Science and Wellness Village

What others say

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

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

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

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

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

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

Carwyn Young a Senior Officer from Sport Wales says:

“ *The benefits of Sport & Leisure being in the Communities Directorate are clearly apparent with the role that sport, and physical recreation can play to wider agendas being supported.*
There is therefore a real sense of optimism for the future. ”

Listening to staff's views

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

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

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

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

A Staff Engagement Event was held in the Parc Y Scarlets, Llanelli on the 15th June 2018. A group of approx. 400 non managerial staff were invited to the Event. There were 2 sessions held over a morning and afternoon for a period of 3 hours with a variety of non-managerial/front line staff from each division were in attendance.

The whole event was centred around the focus on Customer Care and how we all contribute and need to work more closely together in order to achieve this. There was a workshop with 2 tasks for discussion. Feedback was collated from the discussions and staff wanted managers to make a commitment.

These are the key themes from the feedback:

- Managers walking the floor
- More Staff Engagement Events
- Who's who – structure charts
- Celebrate success / achievements

Results Breakdown for Rating the Event

Staff Engagement Event	Promoters	Passives	Detractors	Total Number Rated	Net Promoter Score
Morning	118 (75.6%)	29 (18.6%)	9 (5.8%)	156	69.8 Great
Afternoon	93 (93%)	7 (7%)	0	100	93 Excellent
The whole event	211 (82.4%)	36 (14.1%)	9 (3.5%)	256	78.9 Excellent

Suggestions and Comments

Morning

- ❖ *A lovely chance to engage with different department and know that wherever we work we share the same concerns.*
- ❖ *This was a good opportunity to reflect on what we do well and what we could be better at. Also a wonderful networking event and I was able to put faces to a number of staff who I communicate with regularly.*
- ❖ *I think it would be a good idea for Directors and senior managers to come and spend time in the teams talking to front line staff.*

Afternoon

- ❖ *As a new member of staff I have found this experience very useful. I feel that it has personalised names on an email for a better understanding of the entire team outside of my office.*
- ❖ *Really enjoyed this afternoon, found it very helpful to see where the services are going and nice to hear and see it all is positive especially in the Dom Care area. It was great to put faces to names also I feel that these meetings should be an ongoing event for the future and feel it will pick up staff's spirits.*

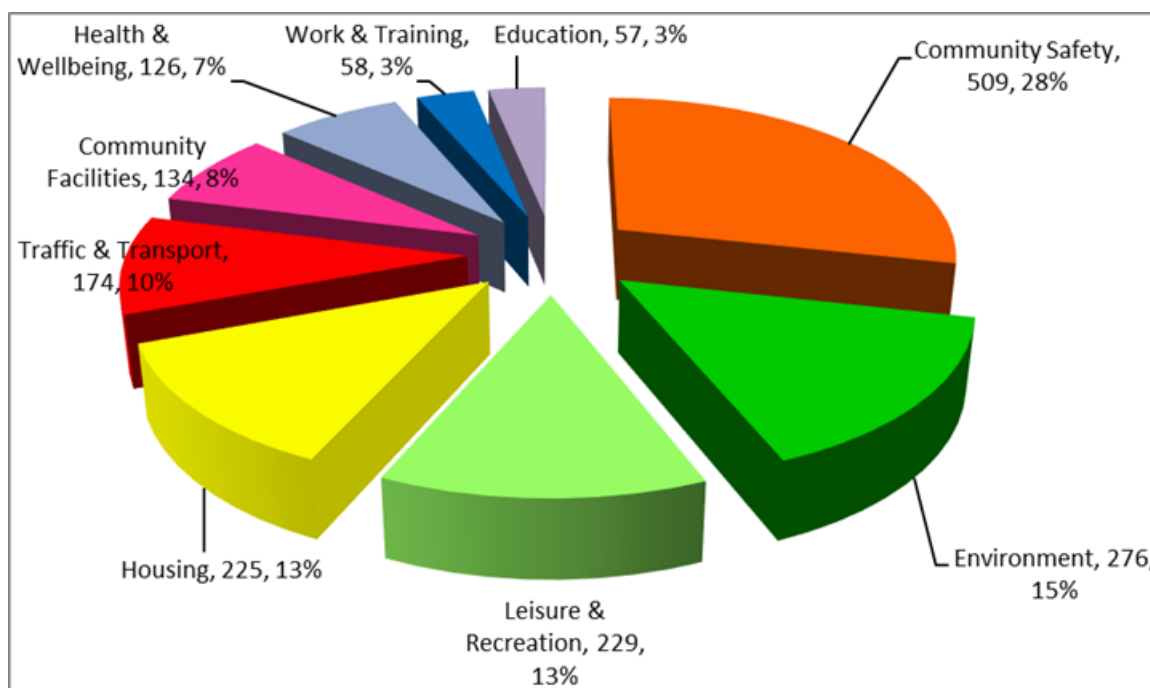
Listening to customers' views

An engagement process provided an opportunity for residents of the Ward of Tyisha to put forward their ideas for how two key housing areas could be regenerated.

Tyisha has the highest population density in Carmarthenshire, and over a quarter of its housing is social rented, in low demand and difficult to let. There is also a high proportion of maisonettes and flats which do not meet the needs of the community.

"Planning for Real" is a nationally recognised community planning process which uses a 3D model to enable residents to put their views forward under a range of Themes and then to go on to work together to identify priorities, and in partnership with local agencies develop an Action Plan for change. Over the summer months a programme of 15 events was organised with a total of 253 participants were recorded.

A total of 1788 individual suggestions were placed on the 3D model. The top 4 Themes:- Community Safety, Environment, Leisure & Recreation, and Housing, representing 69% of the total.

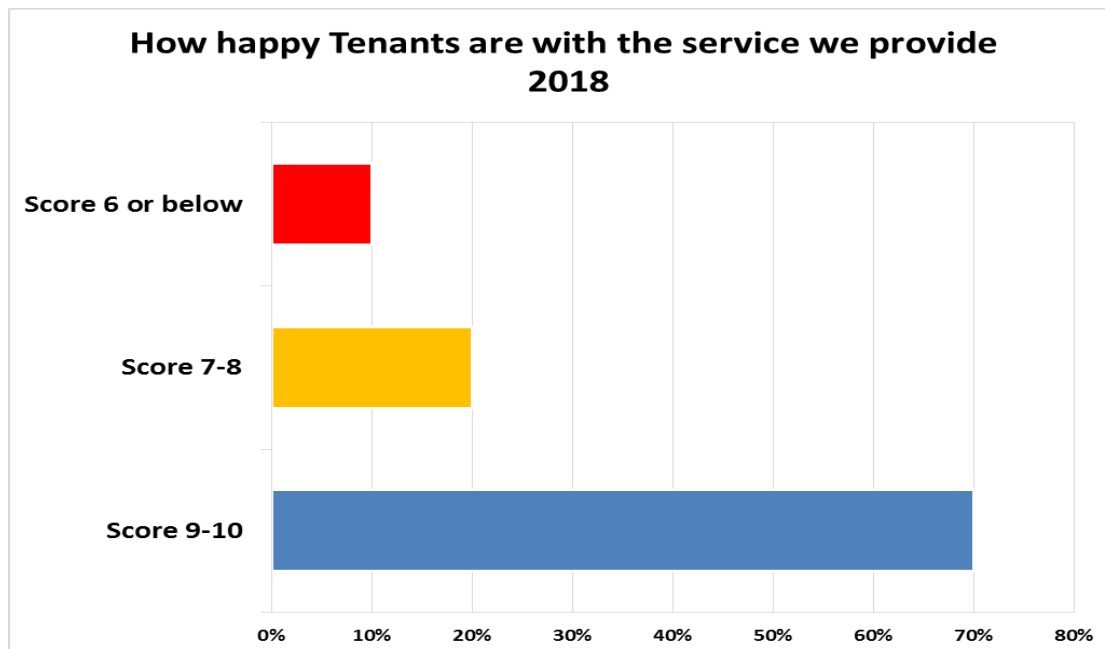


Carmarthenshire invested over £250m to continue to improve and modernise tenant's homes and this is having a positive impact on tenants' health and well-being. To ensure, however, that this standard is maintained and we continue to support tenants, officers were asked to prioritise a programme of visits that allowed us to assess whether or not homes were falling into disrepair through neglect. This was considered a priority by members to make sure tenants are complying with their part of the tenancy agreement and not causing deliberate damage to the property.

For the period 1st January to 1st September 2018 we carried out 7,611 basic checks to council homes (stock 9,000) through servicing contractors, repair visits and tenancy support calls.

As a result of these visits 322 homes (about 5%) were identified as requiring a more in-depth visit by the housing officer. What did the tenants think of the service provided? The single question asked was:

“How happy are you with the service we provide?”



We have consulted with our residents, relatives and staff within care homes in relation to the choice of food offered and have reviewed our choice of menu options as a result.

One of the questions was: Do you have any suggestions on how we can improve the variety, choice, quality, and suitability of food we offer at the Care Home?

Here are some of the responses:

“More variety of menu.”

“Soft food, should not only mean mash, scrambled egg and tin tomatoes.”

“Milkshakes, snack on fruits”

“On occasions residents say they have eaten enough during the day and a light pudding may suffice eg Jelly and blancmange.”

Below are some compliments from Leisure Services:

“The facilities are absolutely brilliant and the staff are incredibly helpful and very committed, too. As an over 60 I pay a very small annual fee which gives me a free lunchtime swim & a good discount on what are already very reasonably priced classes. There are other very good membership deals to suit whatever your circumstances. If I miss a week, I get a lovely email asking me if there is anything they can do to help me back into a routine. Can't fault the service provided.”

“I have thoroughly enjoyed going through the NERS scheme and I have carried on going because the people there are very professional, supportive and friendly and I feel thoroughly safe there.”

“The staff at reception were and are very helpful, and we're only too happy to help. I had a lot of questions which were all answered. I'm still finding my way round things. The staff at the poolside have been very helpful and can see when I need help and when I politely refuse. I also attend the balance class on a Tuesday morning, where I have found staff easy to talk to about some of the exercises.”

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

Our Statement of Intent

We want our people to:

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

We believe that an effective service has people that:

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

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

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

Rate Your Division as an Employer

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

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



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

Further Areas for Improvement

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

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

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

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

Wales Audit Office Recommendations

- How Local Government manages demand – Homelessness
- The housing adaptations report looks at whether public bodies, with responsibilities for delivering housing adaptations, have an effective strategic approach that delivers value for money
- Strategic Commissioning of Accommodation Services for Adults with Learning Disabilities
- National review of domiciliary care in Wales

Resources

Budget Summary

Base Budget 2018-2019	Expenditure	Income	Net
	£k	£k	£k
Commissioning	902,843	-18,868	883,975
Homes & Safer Communities (Council Fund Housing)	11,711,309	-10,304,790	1,406,518
Homes & Safer Communities (Public Protection)	3,702,684	-829,956	2,872,728
Homes & Safer Communities (Social Care)	19,253,407	-5,592,956	13,660,451
Integrated Services	44,275,493	-14,032,148	30,243,344
Leisure	20,185,976	-8,255,727	11,930,248
Mental Health, Learning Disability and Safeguarding	46,655,624	-12,344,765	34,310,859
Regional Partnership	1,163,067	-964,075	198,992
Total	147850403	-52343285	95507115

Savings and Efficiencies

Savings and Efficiencies	2019-2020 £k			
	Managerial	Policy		
Commissioning				
Homes & Safer Communities (Council Fund Housing)				
Homes & Safer Communities (Public Protection)				
Homes & Safer Communities (Social Care)				
Integrated Services				
Leisure				
Mental Health, Learning Disability and Safeguarding				
Regional Partnership				
Total				

Workforce Planning

① [Workforce Planning Toolkit](#) and [Divisional Profile](#) to help complete this section

Our aim is to identify learning & development activities that are more focused to make sure that staff's knowledge, skills & competencies are developed to meet our future objectives and business goals.

We will prioritise learning and development that staff and managers identify as well as objectives from our business plan. The priority levels in respect of workforce planning and development within our services are:

- Ensure workers receive all the necessary training in relation to the new Social Services and Well-being (Wales) Act 2014, and 'Signs of Safety' model of working. Impact of the implementation of the Social Services and Well-being (Wales) Act (SSWBA), along with 'Signs of Safety'. Training needed to equip staff for these changes.

- Ensure workers are equipped to meet our legal requirements to ensure adults are safeguarded and reduce risk
- Ensure we are able to maintain existing services and to meet the future needs of the service as identified in our business plan
- Enable individual members of staff the opportunity for development
- Enable managers to gain skills in mentoring and coaching
- Ensure workers are equipped in the use of IT and recording electronically
- Encourage the development of IT skills within our workforce to ensure we can utilise current technology and software to improve our efficiency and our customer experience
- A new requirement feedback (as part of the SSWBA) for LA's to send out annual questionnaires to all with a care and support plan as at 1st September each year (commencing Sept 2016) to obtain service user feedback which will be used to measure performance. Additional work involved in achieving this, along with revising forms and procedures to ensure they are compliant with the SSWBA.

A Departmental Workforce Plan is being drafted by the Departmental Management Team with support from HR staff.

As noted above, our aim is to identify learning & development activities that are more focused to make sure that staff's knowledge, skills & competencies are developed to meet our future objectives and business goals.

We will prioritise learning and development that staff and managers identify as well as objectives from our business plan.

Business Cycle

Action	By When
Draft Department Plans 2019/20 – 21/22 to accompany draft budgets to Scrutiny. As a Council we need to integrate Strategic and Financial Planning, part of this is ensuring that draft budgets and business plans are considered at the same time.	December 2018
Refresh of Corporate Strategy Action Plans	December
2019/20 Divisional Plans	April
2019/20 Divisional Plan challenge programme with Executive Board Members	June

Decision Making

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

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

Key Departmental Measures

Leisure Services

Definition / Measure Reference (abbreviated definition is fine)		2016/2017	2017/18				2018/19		2019/20	Cost Measure (£)
				All Wales Comparative data						
		Our Result	Our Result	Quartile * to ****	Welsh Median	Welsh Best Quartile	Target set	Result (when available)	Target set (at EOY)	
PAM /016	The number of visits to Public Libraries during the year, per 1,000 population	7646	7689	****	4666	5422	7727			
PAM /017	The number of visits to local authority sport and leisure centres during the year where the visitor will be participating in physical activity, per 1,000 population	8289	8522	***	8496	9371	8735			
PAM /040	Percentage of Quality Indicators (with targets) achieved by the library service	New					86.0			
PAM /041	The percentage of people referred to the National Exercise Referral scheme that complete the 16 week programme	50.2	45.6				50.0			
PAM /042	Percentage of NERS clients whose health had improved on completion of the exercise programme	New								

Homes and Safer Communities

Definition / Measure Reference (abbreviated definition is fine)		2016/2017	2017/18				2018/19		2019/20	Cost Measure (£) Welsh Median
			All Wales Comparative data							
		Our Result	Our Result	Quartile * to ****	Welsh Median	Welsh Best Quartile	Target Set	Result (when available)	Target set (at EOY)	
PAM/012	Percentage of households successfully prevented from becoming homeless	New	65.1	**	65.1	71.0	68.0			
PAM/013	Percentage of empty private properties brought back into use	6.53	6.90	****	4.69	6.90	7.24			
PAM/014	Number of new homes created as a result of bringing empty properties back into use	New	5				6			
PAM/015	The average number of calendar days taken to deliver a Disabled Facilities Grant	167	161	****	223	179	160			
PAM/023	The percentage of food establishments which are 'broadly compliant'	97.50	97.91	****	95.20	96.97	93.00			

Definition / Measure Reference (abbreviated definition is fine)		2016/2017		2017/18			2018/19		2019/20	Cost Measure (£) Welsh Median
					All Wales Comparative data					
		Our Result	Our Result	Quartile * to ****	Welsh Median	Welsh Best Quartile	Target Set	Result (when available)	Target set (at EOY)	
	with food hygiene standards									
PAM/036	Number of additional affordable housing units delivered per 10,000 households	New					9.5			
PAM/038	Percentage of homes that meet the Welsh Housing Quality Standard (WHQS)	New					100.0			

Integrated Services (Older Persons & Physical Disabilities) Services

Definition / Measure Reference (abbreviated definition is fine)		2016/2017	2017/18				2018/19		2019/20	Cost Measure (£) Welsh Median
			All Wales Comparative data							
		Our Result	Our Result	Quartile * to ****	Welsh Median	Our Result	Target Set	Result (when available)	Target set (at EOY)	
PAM/024	Percentage of adults satisfied with their care and support	New	86.8				N/A			
PAM/025	Rate of people kept in hospital while waiting for social care per 1,000 population aged 75+	2.30	2.50					2.21		
PAM/026	Percentage of carers that feel supported	New	69.0				N/A			

Local Government Performance 2017-18

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

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

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

<div>The table below shows the following information on measures that all 22 councils in Wales have to collect:-<ul style="list-style-type: none">• Our 2017/18 result and whether it has improved on our 2016/17 result• Our quartile (star rating) compared to other Council's in Wales• Our Rank position for 2017/18 compared to our Rank position for 2016/17</div>																															
The measures published by all councils in Wales			Has our result improved from 2016/17		How good is our 2017/18 result?	22 nd	21 st	20 th	19 th	18 th	17 th	16 th	15 th	14 th	13 th	12 th	11 th	10 th	9 th	8 th	7 th	6 th	5 th	4 th	3 rd	2 nd	1 st				
			Our 2017/18 result	Improved ↑ Standstill ↔ Declined ↓	★ = Bottom (Worst) ★★ = Bottom to Middle ★★★ = Middle to top ★★★★ = Top (Best)	Worst results												Best Results													
						Arrows start from our 2016/17 position												to our 2017/18 position													
WBO5 - Tackle poverty by doing all we can to prevent it, helping people into work and improving the lives of those living in poverty																															
8	% of households successfully prevented from becoming homeless (PAM/012)	65.1	↑	★★	42.6																							75.7			
WBO7 - Increase the availability of rented and affordable homes																															
9	% Private sector dwellings returned to occupation (PAM/013)	6.90	↑	★★★★	1.25																							33.3			
10	Number of new homes created as a result of bringing empty properties back into use (PAM/014)	5	New Measure	Not applicable	No comparative data available for this measure																										
WBO8 - Help people live healthy lives (Tackling risky behaviour and Adult obesity)																															
11	Number of visits to Public Libraries per 1,000 population (PAM/016)	7,689	↑	★★★★	2810																					Same	9225				
12	Visits to Sport & Leisure facilities per 1000 population (PAM/017)	8,522	↑	★★★	6986																							11368			
13	% Food establishments that meet food hygiene standards (PAM/023)	97.91	↑	★★★★	88.73																							98.81			
WBO10 - Support the growing numbers of older people to maintain dignity and independence in their later years																															
14	Days taken to deliver a Disabled Facilities Grant (PAM/015)	161	↑	★★★★	297																							122			
15	Rate of people kept in hospital while waiting for social care per 1,000 population aged 75+ (PAM/025)	2.50	↓																												
16	Percentage of adults satisfied with their care and support (PAM/024)	86.8	↑																												
17	Percentage of carers that feel supported (PAM/026)	69.0	↓																												
Please note that not all Well-being Objectives (WBO) have allocated National Measure(s)																															

Welsh Government Returns

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

Significant Strategies, Acts & Guidance for the Department

- Carmarthenshire County Council Corporate Strategy 2018 – 2023
- The Well-being of Future Generations (Wales) Act
- Housing (Wales) Act 2014
- The Social Services and Well-being Act (2014)
- West Wales Area Plan 2018-2023
- Welsh Language Standards under s 44 Welsh Language (Wales) measure 2011
- Freedom of Information Act 2000 (FOIA)
- Data Protection Act
- Equalities Act 2010
- Disability Acts
- Employment and Employee Acts
- Health & Safety at Work Act 1974 and subsequent respective legislation
- Environmental Protection Act 1990
- Clean Neighbourhood Act & Environment Act 2005
- Anti-Social Behaviour (Crime and Policing) Act 2014
- Police & Crime Act 2009
- One Wales Connecting the Nation, The Wales Transport Strategy
- Swansea Bay City Region Economic Development Strategy
- EU revised Waste Framework Directive 2008/98/EC
- Towards Zero Waste (WG's overarching waste strategy document).
- Ageing Well in Wales Plan
- Divisional Business Plans
- Air Quality Management Areas (AQMA's)

Appendix 1

Well-being of Future Generations Act 2015

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

A. The Sustainable Development Principle of the Act

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

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

B. The Five Ways of Working required by the Act

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

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

C. The Seven Well-being Goals of the Act

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

Well-being Goals



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

Appendix 2 Councils Well-being Objectives

How Services' join-up' in Carmarthenshire to deliver Well-being Objectives

Department	Head of Service	Well-being Objectives														
		Start Well				Live Well					Age Well		Environment		BBC	
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
		Best Start	Healthy Kids	Learning	NEET	Anti -Poverty	Jobs	Afford Homes	Healthy Adults	Good Connections	Independence	Age Well	Environment	Highways & Transp	Welsh Lang & Culture	BBBC+MBUR
Chief Executives	Linda Rees Jones															✓
	Paul Thomas						✓									✓
	Noelwyn Daniel									✓				✓		✓
	Regeneration Wendy Walters					✓	✓	✓		✓		✓	✓		✓	✓
Corporate Services	Randal Hemmingway															✓
	Helen Pugh					✓	✓									✓
Community	Avril Bracey				✓				✓	✓	✓	✓				
	Chris Harrison										✓	✓				
	Neil Edwardes								✓	✓	✓	✓				
	Jonathan Morgan					✓	✓	✓	✓	✓	✓					
	Ian Jones		✓						✓					✓	✓	
Education and Children's Services	Andi Morgan	✓	✓	✓	✓	✓				✓		✓			✓	
	Simon Davies	✓	✓	✓			✓		✓	✓		✓	✓		✓	
	Aeron Rees	✓	✓	✓	✓	✓	✓					✓			✓	
	Steffan Smith	✓	✓	✓	✓	✓				✓		✓				
Environment	Jonathan Fearn			✓			✓	✓	✓			✓				✓
	Llinos Quelch		✓				✓	✓	✓			✓	✓			
	Stephen Pilliner	✓	✓	✓		✓	✓		✓	✓	✓	✓	✓	✓		
	Ainsley Williams		✓									✓	✓			

Key



= Lead Role



= Supporting

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Appendix 3 - 5 Ways of Working

Which of the 5 Ways of working have we met?		Strong Partial None	How much work do we still need to do to meet these ways of working?
A	Looking at the long term so that we do not compromise the ability of future generations to meet their own needs	Partial	<ul style="list-style-type: none"> To manage the health and wellbeing of the population of Carmarthenshire's Localities and maintain the independence of our older adult population for as long as possible, integrated community services provide a wide range of services and interventions across the three 'offer' areas. We want Carmarthenshire to be a place that is the most active and healthy in the UK by getting More people, More active, More often. Leisure Services aims to deliver 6 key Outcomes for residents and visitors to the County: <ul style="list-style-type: none"> - Outcome 1: Supporting independence - Outcome 2: Keeping Safe - Outcome 3: Improving Health & Well Being - Outcome 4: Information, Advice and Signposting - Outcome 5: People achieve their potential (Workforce and users) - Outcome 6: Well Managed, sustainable, efficient services that contribute to a prosperous economy Providing homes suitable to individual needs. Meeting current and future needs. We are building what we need. Creating jobs, training and opportunities and boosting the economy. Our new assessment process focuses on the five elements of assessment, one of which considers the strengths and assets of the person, their support network and community to meet their own needs, thus preventing people becoming too reliant on statutory services. In addition, we are developing sustainable communities, including spice time credits and social prescription services.
B	Understanding the root causes of the issues to prevent them reoccurring	Partial	<ul style="list-style-type: none"> Developing a new Homeless Strategy will help to shape and develop services for people who are homeless, threatened with homeless, and those in need of housing advice to prevent Homelessness. Population needs assessment has been completed which has looked at the needs of those with care and support and carers with support and to consider preventative services to reduce and delay the development of care and support needs. The next stage over the next 12 months is to produce a regional area plan to develop further preventative services to

			<p>reduce and delay the development of care and support needs.</p> <ul style="list-style-type: none"> • The Swansea Bay Economic Regeneration Strategy and the City Deal 2016-2035 have examined some of the fundamental issues that need to be addressed to ensure economic success in the future. • Our Wellbeing of Future Generations assessment work will help us identify some of the main areas of concern.
C	Taking an integrated approach so that we look at all well- being goals and objectives of other services and partners	Strong	<ul style="list-style-type: none"> • A recent CSSIW inspection (July 2016) recognised <ul style="list-style-type: none"> - Multi-agency arrangements should be established to strengthen operational plans to support effective co-ordination of statutory partner's completion of Joint Assessment Frameworks. • Public Services Board • Wales Audit Report • The County has an integrated Community Health & Social Care Service 'infrastructure'. This model aligns with national and local policy direction with reference to delivering Integrated Health and Social Care. • The local authority has set up a regional partnership board made up of three local authorities, and the health board amongst others. The strategic priorities of the board are: <ul style="list-style-type: none"> - Information, Advice and Assistance - Integration of mental health and learning disabilities - Integrated systems (WCCIS) - Pooled budget arrangements - Integrated commissioning arrangements
D	Collaboration - Working with others in a collaborative way to find shared sustainable solutions	Strong	<p>'Wellness and Life Science Village' at Delta Lakes, Llanelli. To enable the Project to achieve its aim a number of core stakeholders have come together to work with Carmarthenshire County Council to maximise joint benefits:</p> <ul style="list-style-type: none"> - Welsh Government - Swansea University, - Hywel Dda University Health Board, and - Abertawe Bro Morgannwg University Health board. <p>Central to the development will be the creation of a Wellness Hub and Community Health Hub. The Wellness Hub will incorporate state of the art leisure and recreation facilities and will provide a welcome point for visitors to the village. The Community Health Hub will comprise business development, research, education and training and community healthcare. In addition to these elements, the proposals also include rehabilitation facilities, Assisted Living accommodation, care facilities and a Wellness Hotel.</p>

			<ul style="list-style-type: none"> • The Well-being of Future Generations (Wales) Act 2015 establishes a statutory board, known as a Public Service Board (PSB), in each local authority area in Wales. • The local authority is part of the regional safeguarding board which is made up four local authorities, two health boards and one police force amongst others. The board is developing collaborative approaches to safeguarding arrangements, including but not limited to working jointly on safeguarding enquiries and setting threshold on when matters are reported to the safeguarding team within the Authority. • The West Wales Care Partnership was established under the Social Services and Wellbeing (Wales) Act, and the Partnership brings together Carmarthenshire, Ceredigion and Pembrokeshire County Councils, Hywel Dda University Health Board, colleagues from the third and independent sectors and service users and carers with a remit to transform care and support in the region and increase the pace of integration. • Part 9 of the Act required the creation of new Regional Partnership Boards (RPBs) with specific duties to promote the integration of care and support services. The RPBs cover the areas of each of the seven Local Health Boards in Wales. • The RPB has identified 5 strategic priorities and 'pace setter' agencies which will lead on implementation for the region. These are as follows: <ul style="list-style-type: none"> - Integrated commissioning (focusing on older adults services): (Pace setter: Pembrokeshire County Council) - Pooled funds: (Pace setter: Carmarthenshire County Council) - Remodelling mental health and learning disability services: (Pace setter: Hywel Dda University Health Board) - Information, Advice and Assistance: (Pace setter: Pembrokeshire County Council) - Implementation of the Welsh Community Care Information System (WCCIS) (Pace setter: Ceredigion County Council)
E	<p>Involvement a diversity of population in decisions that affect them</p> <p>Page 158</p>	Partial	<ul style="list-style-type: none"> • There is service user representation on both the regional safeguarding board and the regional partnership board. One of the focus for this year will be the development of a citizen panel who can input into changes in practice and process. • Our Well-being Assessment consultation had over 2,500 responses for Carmarthenshire residents.

			<ul style="list-style-type: none"> Continuing a wide scale of consultation with our service users, staff, stakeholders, parents/carers and with the people of Carmarthenshire to meet the current and future needs to make Carmarthenshire a happy, safer, healthier place to live.
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Community Scrutiny Committee 13th December 2018

Chief Executive's Departmental Business Plan 2019/2022

(**Extracts** relevant to the Community Scrutiny remit)

Purpose:

To give members an opportunity to review the Department's business plan.

To consider and comment on the following issues:

Elements of the business plan relating to:-

- Economic Development
- Property and Major Projects

Reasons:

- The integration of financial and business planning.

(This was also a proposal for improvement by Wales Audit Office)

To be referred to the Executive Board / Council for decision: **NO**

EXECUTIVE BOARD MEMBER PORTFOLIO HOLDER:- Cllr. Emlyn Dole (Leader)

Directorate:
Chief Executive's

Report Author:
Extracts for:

Wendy Walters

Designations:

Director of Regeneration & Policy

Tel Nos.

E Mail Addresses:

01267 224112

WSWalters@carmarthenshire.gov.uk

Community Scrutiny Committee

13th December 2018

Subject and Purpose

Chief Executive's Departmental Business Plan 2019/2022 (Extracts relevant to Community Scrutiny remit)

To give members an opportunity to review the Department's business plan.

BRIEF SUMMARY OF PURPOSE OF REPORT.

The attached is an extract from the full Chief Executive's Department Business Plan which is relevant to the Community Scrutiny's remit. It identifies the elements of the business plan relating to :-

- Economic Development
- Property and Major Projects

DETAILED REPORT ATTACHED?

YES

IMPLICATIONS

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

Policy, Crime & Disorder and Equalities	Legal	Finance	ICT	Risk Management Issues	Staffing Implications	Physical Assets
YES	YES	YES	YES	YES	YES	YES

1. Policy, Crime & Disorder and Equalities

The Well-being Future Generations Act (2015) requires that functions of the council should maximise their contributions the Well-being Objectives set by the Council.

2. Legal - See 1. above

3. Finance

The Well-being Future Generations Act (2015) requires that we ensure that resources are allocated annually to meet our objectives.

4. ICT

The Digital Transformation Strategy sets out the Council's strategic digital priorities and aspirations and outlines what we plan to do to achieve our vision for a Digital Carmarthenshire

5. Risk Management Issues

Key risks are identified for each department and mitigating actions are outlined

6. Staffing Implication

See Workforce Planning section of the Business Plan (Section 4)

7. Physical Assets

See resources section of each Business Plan (Section 4)

CONSULTATIONS

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

Signed: Wendy S Walters

Director of Regeneration and Policy

1. Local Member(s) - None

2. Community / Town Council - None

3. Relevant Partners - None

4. Staff Side Representatives and other Organisations - None

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

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

Title of Document	Locations that the papers are available for public inspection
Well-being of Future Generations Act	Well-being of Future Generations (Wales) Act 2015
New Corporate Strategy 2018-2023 (Incorporating Carmarthenshire's Well-being Objectives and Improvement Objectives)	New Corporate Strategy 2018-2023

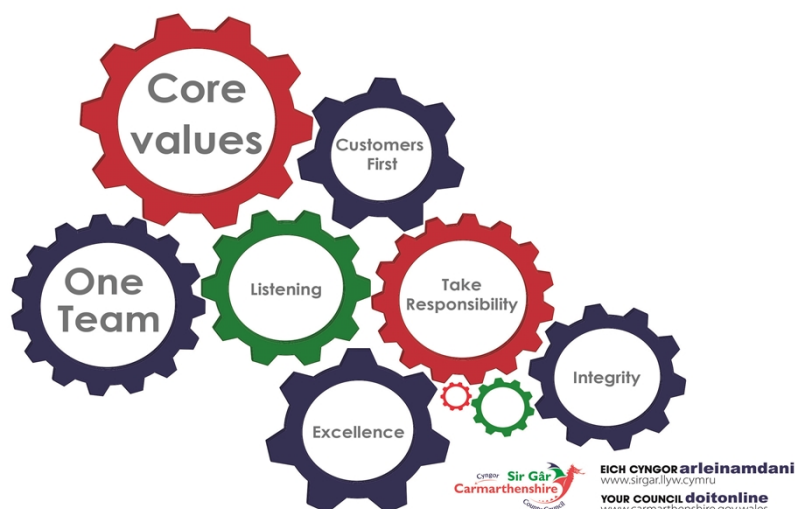
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Chief Executive's Department DRAFT Departmental Business Plan 2019 / 2022

Extract for Community Scrutiny

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

Core Values



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

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

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

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

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

The Sustainable Development Principle

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.’

To show that we have applied the sustainable development principle we must demonstrate 5 ways of working: **Long Term, Integrated, Involvement, Collaboration, and Prevention** (see Appendix 1)

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The Purpose of this Plan

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

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

Executive Board Member/s Foreword

We are satisfied that this Business Plan provides us with a view of the Department’s performance during the past year and its plans for future years. We also feel that delivery of the outcomes contained in this Business Plan will ensure that we are making progress on the commitments we have made in our 5 Year Plan – ‘Moving Forward in Carmarthenshire’ which has been incorporated in the *New Corporate Strategy* and meets our obligations under the *Well-being of Future Generations Act*.

Executive Board Members Responsible:

	<p>Cllr Emlyn Dole – Economic Development – Swansea Bay City Deal, Marketing & Media, Public Services Board</p> <p>.....</p>
	<p>Cllr David Jenkins - Property/Asset Management and Major Projects, Statutory Services (Coroners, Registrars, Electoral, Lord Lieutenancy), Customer Services, Armed Forces</p> <p>.....</p>
	<p>Cllr Cefin Campbell – Community Safety, Counter Terrorism & Security Act, Well-being of Future Generations, Tackling Poverty, Rural Affairs</p> <p>.....</p>

1. Departmental Overview

Introduction

In January 2018, Carmarthenshire County Council's Executive Board presented its key aspirations for the next 5 years – *'Moving Forward in Carmarthenshire: the next 5 years'*. This plan identified a number of key projects and programmes that the Council will strive to deliver over the next five years. It seeks to continuously improve economic, environmental, social and cultural well-being in the County. Given this direction, the Council needed to publish a New Corporate Strategy that consolidates and aligns our existing plans. This New Corporate Strategy brings together the following plans into one document:-

1. It supersedes the 2015-20 Corporate Strategy
2. It incorporates our Improvement Objectives as required by the Local Government Measure 2009.
See Section 2 below
3. It includes our Well-being Objectives as required by the Well-being of Future Generations (Wales) Act 2015. For the first time in Wales, there is a shared vision and set of goals for all public bodies to work towards, our Well-being Objectives are set to maximise our contribution to these. *See Section 2 below*
4. It includes Carmarthenshire County Council's Executive Board key projects and programmes for the next 5 years as set out in [*'Moving Forward in Carmarthenshire: the next 5 years'*](#)

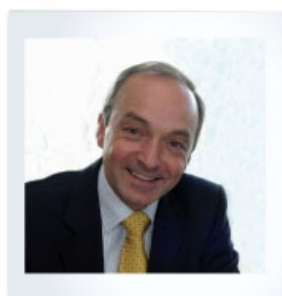
This Departmental Business Plan shows how my Department will play its role in delivering the *New Corporate Strategy*. In particular:-

- *Creating more jobs and growth throughout the County:*
- *Tackling poverty by doing all we can to prevent it, helping people into work and improving the lives of those living in poverty*
- *Promoting the Welsh Language and Tourism*
- *Building a Better Council*

Regeneration is the Council's number one priority. The Swansea Bay City Deal provides a once in a generation opportunity to significantly enhance prosperity in the County. Alongside this significant programme, the Council will also undertake a number of county based developments with a focus on rural areas and market towns. The Council is also very aware of the role it plays as a community leader and will commit to developing effective partnerships and ensure engagement with a range of stakeholders who are working for the good of Carmarthenshire. We aim to build an even better Council that serves the residents of the County to the best of its ability.

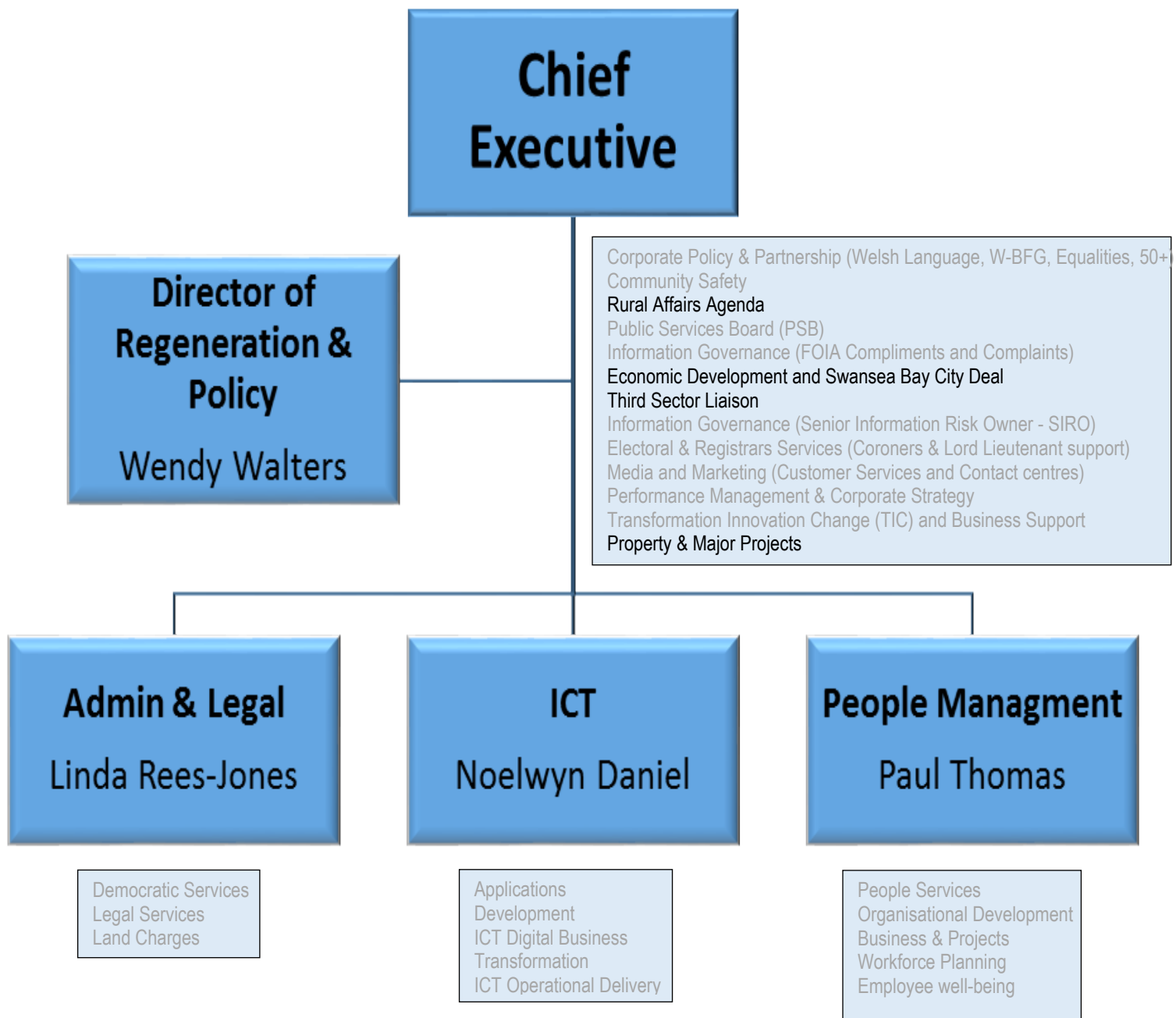
My Department will lead on the delivery of the expectations of the Well-being of Future Generations Act 2015, in particular the expectations it has for core activities such as Corporate Planning, Performance Management and Workforce Planning. We will also develop the application of the 5 Ways of Working required by the Act:-

1. *Long Term*
2. *Prevention*
3. *Integration*
4. *Collaboration*
5. *Involvement*



Mark James
Chief Executive

Departmental Senior Management Structure



2. Strategic Context

2.1 National Well-being Goals

For the first time in Wales, the Well-being of Future Generations (Wales) Act 2015, provides a shared vision for all public bodies to work towards. See **Appendix 1** for an ABC guide to the Act. Our well-being objectives, which are incorporated in our New Corporate Strategy, are designed to maximise our contribution to the national shared vision goals.

2.2 The Council's [New Corporate Strategy 2018-23](#) (incorporating Our Well-being Objectives 2018/19)

- Bringing Plans Together: the New Corporate Strategy consolidates four plans into one document
- In particular the Department supports the following Well-being Objectives :-

Well- Being Objective	Wendy Walters	Linda Rees-Jones	Noelwyn Daniel	Paul R Thomas
Start Well				
1. Help to give every child the best start in life and improve their early life experiences				
2. Help children live healthy lifestyles				
3. Continue to improve learner attainment for all				
4. Reduce number of young adults that are Not in Education, Employment or Training	✓			
Live Well				
5. Tackle poverty by doing all we can to prevent it, helping people into work and improving the lives of those living in poverty	✓			
6. Creating more jobs and growth throughout the county	✓			
7. Increase the availability of rented and affordable homes				
8. Help people live healthy lives (tackling risky behaviour and obesity)				
9. Supporting good connections with friends, family and safer communities	✓			
Age Well				
10. Support the growing numbers of older people to maintain dignity and independence in their later years				
11. A Council wide approach to supporting Ageing Well in Carmarthenshire	✓			
In a Healthy and Safe Environment				
12. Looking after the environment now and for the future				
13. Improving the highway and transport infrastructure and connectivity				
14. Promoting Welsh Language and Culture	✓			✓
In addition a Corporate Objective				
15. Better Governance and Use of Resources	✓	✓	✓	✓

2.3 The County of [Carmarthenshire's Well-being Plan](#) – The Carmarthenshire We Want (2018-23)

How is the Department contributing to the Public Services Board's Well-being Plan?

- **Healthy Habits:** people have a good quality of life, and make healthy choices about their lives and environment
- **Early Intervention:** to make sure that people have the right help at the right time; as and when they need it
- **Strong Connections:** strongly connected people, places and organisations that are able to adapt to change
- **Prosperous People and Places:** to maximise opportunities for people and places in both urban and rural parts of our county

2.4 Department Specific Plans

Strategies with a clear interlink to the Well-being Act:

- Carmarthenshire's Public Services Board Well-being Plan
- New Corporate Strategy
- Swansea Bay City Region Economic Regeneration Strategy 2013-30

Other strategies to be linked to the Well-being Act when they are revised:

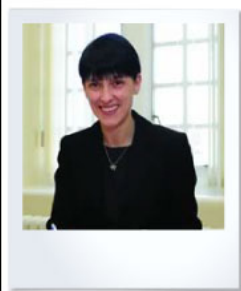
- [Strategic Regeneration Master Plan 2015-30 – Transformations](#) Due to be revised 2019/20

3. Summary Divisional Plan

3.4 Regeneration and Policy Summary Divisional Plan – Director, Wendy Walters (Ext. 4112)



Divisional Profile



Regeneration & Policy encompasses a number of diverse strategic priorities from the development of partnership working with the Public Services Board (PSB), our contribution to the Swansea Bay City Region, delivering our strategic Regeneration Plan for Carmarthenshire and its key transformational projects, conducting elections and the Registrars Service, Freedom of Information requests, managing the Council's modern records, our profile in marketing and media, good customer services, the regeneration of property in the County and our special project regarding the Llanelli Wellness and Life Science Village. The Division also leads on

the development of Corporate Strategy and deals with Corporate Performance Management as well as Corporate Policy work. The Transformation and Innovation and Change (TIC) Programme also sits within this division. The Business Support Unit is responsible for providing a range of departmental and service specific support within the Chief Executive's Department.

Major Current Strengths

Economic Development

We have made good progress on the delivery of the **6 key transformational projects** within the Strategic Regeneration Plan for Carmarthenshire 2015-2030

- The Carmarthen Town Centre Forum is taking forward the aspirational projects of Jackson's Lane, Carmarthen Wetlands, Guildhall Redevelopment and the regeneration of Carmarthen Quayside.
- Ammanford Town Taskforce (chaired by the Leader) is bringing forward key projects relating to the former Police Station, Foundry Row, New Ammanford Hwb, Railway Crossing and addressing key vacant premises in the retail centre via the Ammanford Regeneration Development Fund
- Llanelli Town Centre has been promoted via a Regeneration Delivery Plan which identifies key sites and premises to be redeveloped. Through various funding initiatives developers have been secured with projects being advanced for implementation.
- Cross Hands Growth Zone – a joint venture with the Welsh Government has been extended to capture Cross Hands East strategic employment site with investment in Phase 2 infrastructure secured via WEFO. Design development and statutory consents have been secured for development
- Coastal Activity - The Llanelli Waterside Joint Venture has promoted development sites at North Dock and has undertaken significant demolition works to enable new housing and commercial development. In the rural area of Carmarthenshire, funding grants have been awarded under the Carmarthenshire Rural Enterprise Fund, with private sector investment being used to match fund Council resources. The LEADER EU Programme continues to roll out innovative projects. Work has also commenced on developing Rural Market Town Growth Plans
- In the rural area of Carmarthenshire, funding grants have been awarded under the Carmarthenshire Rural Enterprise Fund, with private sector investment being used to match fund Council resources. The LEADER EU Programme continues to roll out innovative projects. Work has also commenced on developing Rural Market Town Growth Plans

Swansea Bay City Deal regional team has been instrumental in developing 11 business cases for the £1.3 billion City Deal strategic projects. The Regional Office has been integral to the establishment of the City Deal's governance structure. The Regional Learning and Skills Partnership continues to develop skills and training through the region. The Regional Engagement Team looks at synergy and interdependency between strategic projects.

Business Support throughout the county continued with the launch of two key funding initiatives in the form of *Business Start-up Fund* and *Business Growth Fund*.

The **Community Bureau** provides a one stop shop for the Third Sector and can assist with funding information and guidance.

- The Bureau has had a productive 12 months with 5 Enterprises Created, 25 Jobs Created, 50 Jobs Safeguarded and 350 individuals into Training/Education. The total cost of community investment to date is £4,000,000 this includes internal and external funding secured for projects in the county.

Llanelli Wellness and Life Science Village (the Village) is progressing at considerable pace, with key milestones secured across all project domains.

- A final 5 Case Business Plan was submitted to WG and UKG in August to draw down £40m of City Deal funding. A decision is awaited; expected November.
- An outline planning application was submitted 15th March (ref no. S/36948), supported by extensive and ongoing engagement with statutory consultees.
- £1.3m of capital and revenue for a hydrotherapy pool is being secured through local charitable organisations – Llanelli Hydrotherapy Pool Committee and JC Williams Trust
- Site-wide Health Impact Assessment undertaken as a joint endeavour between Public Health Wales and Project Management Office. An abstract has been accepted for publication in The Lancet
- Scoping exercise underway to map education, skills development and training pathways across all elements of the Village and covering FE and HE.
- Swansea University will anchor the Wellness Education Centre and have modelled 700 undergraduate places by 2021 and 300 postgraduate places by 2027 across a range of subject areas

Communication/Engagement:

- New Village fly-through produced to align with Village masterplan
- Between August – October 2018, across Twitter and Facebook, Village posts generated close to 3,300 video views and a total of 125 likes, retweets and shares. These combined posts reached almost 10,000 Twitter and Facebook users.

Property & Major Projects

- The alignment of the property and regeneration functions within the Chief Executive's Department has promoted a more strategic approach to the management of the Council's property resources, particularly in terms of disposals and acquisitions to facilitate the delivery of major projects and corporate land based regeneration activity.
- Opportunities at Burry Port Harbour are being maximised through leasing the asset to a specialist marina company.
- Terms have also been agreed with the private sector to take a long term lease of Carmarthen Guildhall, which will result in some £1m of private sector investment in the property.
- The Property and Major Projects team has negotiated and completed on the acquisition of 159 houses with a total value of £14.3m to support the Council's commitment to Affordable Homes (2015 – 2010) and delivery of 1,000 new homes.
- We have supported the Council's Agile Working Investment Plan by identifying an opportunity to dispose of the Council owned Parc Amanwy administration building in Ammanford to a private sector occupier that will initially employ 50 people in the building. The Council, jointly with Welsh Government (WG), owned an adjacent former call centre building and utilising the sale proceeds from Parc Amanwy, negotiated terms with WG to buy out their interest and also negotiated terms with the tenant to surrender its lease. These negotiations have enabled 113 members of Council staff to relocate from

Parc Amanwy to the former call centre (Ty Parc Yrhun), into environment that is far more conducive to agile working.

- We have also supported the Council's Regeneration Masterplan for Llanelli town centre by acquiring 15 properties and 1 development site that were vacant and underutilised, with a view to bringing these properties back into beneficial use to support the town centre economy.

Key Areas for Development (including Regulatory Report findings, addressing bottom quartile results, etc.)

Economic Development

- Track BREXIT progress and its impact on Carmarthenshire and develop Action Plan
- The continued development of the City Deal Action
- Developing the rural agenda Action
- Realise the external funding opportunities arising from the UK Government's Shared Prosperity Fund
- It is aimed to secure outline planning consent in January 2019 for the Llanelli Wellness and Life Science Village

Property & Major Projects

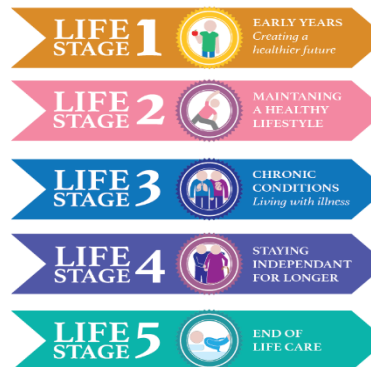
- Implement clear standard processes for dealing with property acquisition and disposal transactions, aligned to the revised acquisition and disposals strategy.
- Provide strategic valuation and property related advice and support to the Llanelli Wellness Village project.

Corporate Risks

Risk Ref	Rating	Identified Risk	Mitigating Action Ref
CR20180001	8	Compliance with the Well-being of Future Generations (Wales) Act 2015	F.3,5
CR20180005	8	Ensuring effective management of Grant Funding (including accessing Grant Funding). Threat of having to repay significant Grant monies.	C.6
CR20180013	12	Delivery of the City Deal (Outcomes / Budget)	C.1
CR20180014	12	Delivery of the Wellness Project (Outcomes / Budget)	C.16 & 17

5 Ways of Working

Which of the 5 Ways of Working have we met?	Strong Partial None	Planned Improvement
1 Long-term	Strong	<ul style="list-style-type: none"> ➤ We have set a long term Strategic Regeneration Master Plan 2015-30 – Transformations – <i>Action C7</i> ➤ Property & Major Projects – The sale of surplus assets will continue to be utilised in the long term and strategic acquisitions made to facilitate jobs, new housing and economic growth in the county – <i>Action G6</i> ➤ For Regeneration we have to think long term, and the Swansea Bay City Deal proposition sets a timeframe to 2035 and beyond – <i>Action C1</i>

Which of the 5 Ways of Working have we met?		Strong Partial None	Planned Improvement
			<ul style="list-style-type: none"> ➤ One of eleven projects under the Swansea Bay City Region programme, the Llanelli Wellness and Life Science Village (the Village) will be the first of its kind in Wales and is projected to create 1,853 jobs and £467m of GVA – <i>Actions C16&17</i> ➤ The Village aims to promote a shift in appropriate healthcare delivery from hospital to the community, which will improve patient outcomes and help to stabilise the health system – <i>Actions C16&17</i> ➤ Integrated education, skills and training provision provided by the Village will secure a lasting legacy and break the generational cycle of deprivation within adjacent Community First areas - <i>Actions C16&17</i>
2	Prevention	Strong	<ul style="list-style-type: none"> ➤ Vacant and derelict properties have a negative effect on the locality and the longer they remain vacant the higher the risk of vandalism and safety issues arising. Therefore, we seek disposal as soon as possible to enable the property to be brought back into use – <i>Action G1</i> ➤ The Village aims to increase the proportion of people who are healthy at all stages of life through proactive interventions targeted at weight, diet, physical activity and mental wellbeing, thereby contributing to improved wellness, independence and ultimately, greater life expectancy. In keeping with the ethos of the Village, there will therefore be an emphasis on prevention, health promotion and health optimisation - <i>Actions C16&17</i>
3	Integrated	Strong	<ul style="list-style-type: none"> ➤ It is also proposed that The Village will link with Yr Egin to bring the creative industries to the built environment and help to embed art and culture into broader wellbeing activities - <i>Actions C16&17</i> ➤ Integration across the all the elements involved in Village has been achieved by anchoring all services and activities in a 5 stages of life model. This has harmonised service delivery, business planning and the coordination of partner objectives, ensuring that the Village is more strategically and operationally aligned in order to improve population health and wellbeing, reduce inequalities and promote inclusivity - <i>Actions C16&17</i> <div style="text-align: right;"> <p>Five Stages of Life Model</p>  </div>
4	Collaboration	Strong	<ul style="list-style-type: none"> ➤ The competitive dialogue exercise to procure a private sector partner for the joint delivery of the Village has concluded, culminating in the signing of a Collaboration Agreement between Carmarthenshire County Council, Swansea University and Sterling Health Security Holdings Limited (SHSH) - <i>Actions C16&17</i>
5	Involvement	Strong	

Divisional Summary Action Plan

C	Economic Development			
1.	We will fulfil the expectations and aspirations of the Swansea Bay City Deal and take on board any opportunities that emerge <i>Risk Control CR2018013</i>	31/03/2020	Helen Morgan	WBO6 MF72
2.	We will work with the third sector and other stakeholders to develop the range of support services provided in the County across a number of service areas as well as further developing volunteering opportunities within the County.	31/03/2020	Helen Morgan	WBO5/11 MF80
3.	We will investigate and monitor the impact of BREXIT on the economy of Carmarthenshire	31/03/2020	Stuart Walters/ Helen Morgan	WBO6 MF84
4.	We will continue to develop and deliver key strategic projects via the Rural Ammanford and Carmarthen Transformation Area Team	31/03/2020	Stuart Walters	WBO6 MF573d
5.	We will continue to develop & deliver key strategic projects via Llanelli / Cross Hands and the Coastal Belt Transformation Area Team	31/03/2020	Stuart Walters	WBO6 MF573d
6.	We will maximise external funding in order to realise county wide economic activities and support the growth of the third sector. <i>Risk Control CR2018005</i>	31/03/2020	Stuart Walters/ Helen Morgan	WBO6
7.	We will deliver the £30million Skills and Talent Initiative to ensure the County fully benefits from the opportunities that will be created through the £1.3 billion investment through the Swansea Bay City Deal	31/03/2020	Helen Morgan	WBO6 MF72b.
8.	Develop and continue to deliver a programme to support small businesses across the County.	31/03/2020	Stuart Walters	WBO6 MF78
9.	Through the Communities 4 Work and Communities 4 Work Plus Programmes, we will provide targeted employment support to adults in our areas of highest deprivation.	31/03/2020	Helen Morgan /Amy Wakefield	WBO5 MF82
10.	Through the Communities 4 Work and Communities 4 Work Plus Programmes, we will provide digital inclusion support to adults in our areas of highest deprivation.	31/03/2020	Helen Morgan/Amy Wakefield	WBO5 MF82
11.	Through the Communities 4 Work and Communities 4 Work Plus Programmes, accredited training will be delivered to adults in our areas of highest deprivation	31/03/2020	Helen Morgan /Amy Wakefield	WBO5 MF82
12.	We will continue to develop and deliver, across the two Transformation Area Teams (Carmarthen, Rural Area & Ammanford & Cross Hands Growth Zone, Llanelli & Coastal Belt) and the Skills & Enterprise Team, initiatives and projects which will support jobs.	31/03/2020	Mike Bull	WBO6
13.	We will continue to develop and deliver, across the two Transformation Area Teams (Carmarthen, Rural Area, Ammanford & Cross Hands Growth Zone, Llanelli & Coastal Belt) and the Skills & Enterprise Team, initiatives and projects to support additional business/office floorspace (sq ft.) created and the amount of land hectare developed.	31/03/2020	Mike Bull	WBO6
14.	We will deliver a Property Development Fund worth £10 million (£4.5 million from the Council and circa £5.5million private sector investment	31/03/2020	Mike Bull	WBO6 MF5- 73f

15.	We will deliver the Rural Enterprise Fund worth £6.66 million (£3 million from the Council and circa £3.66 million private sector investment).	31/03/2020	Mike Bull	WBO6 MF5-73g
Llanelli Wellness and Life Science Village (the Village)				
16.	<p>We will deliver phase 4 of the project plan for the Wellness and Life Science Village (PIMS12984)</p> <p>To include:-</p> <ul style="list-style-type: none"> The drawdown of City Deal funding through submission of 5 case business plan and (PIMS 12987) identification of private partner/consortium to deliver the Village in partnership with CCC and stakeholders and (PIMS 12988) The securing of outline planning consent (PIMS 12989) To advance initial/draft scoping papers & business cases presented by each of the work streams (PIMS 12986) Establish/consolidate governance processes in response to the City Deal and/or procurement requirements (PIMS 12990) <i>Risk Control CR2018014</i> 	31/03/2019	SB/SJ/RR	WBO6 MF72a.
17.	<p>We will deliver Phase 5 of the project plan for the Wellness and Life Science Village (PIMS 12985)</p> <p>To include:-</p> <ul style="list-style-type: none"> the development of detailed planning and space specifications (PIMS 12381) the delivery of full planning and commencement of the design and build phase (PIMS 12991) manage partnership / contractual arrangements with private sector to maintain project timeline, integrity and whole Village delivery (PIMS 12992) <i>Risk Control CR2018014</i> to ensure that pathways between elements of the Village are optimised to deliver benefits maximisation (PIMS 12993) ensuring community and public engagement in the development of the Village and use this to promote community connectivity and participation to ensure sustainability (PIMS 12994) 	30/06/ 2019	SB/SJ/RR	WBO6 MF72a.
Key Measures of Success				
18.	Jobs created with Regeneration assistance (Eco9D/001) (2017/18 Result – 352.5 jobs; 2018/19 Target – 263 jobs)	TBC	Stuart Walters	WBO6
19.	Jobs accommodated with Regeneration assistance (EconD/002) (2017/18 Result – 195 jobs; 2018/19 Target – 49 jobs)	TBC	Stuart Walters	WBO6
20.	The number of people placed into jobs with Regeneration assistance (EconD/003) (2017/18 result - 250 Jobs; 2018/19 Target 116)	TBC	Stuart Walters	WBO6
21.	The number of people helped into volunteering with Regeneration assistance (EconD/005) (2017/18 Result 1,141 Target 2018/19 – 935)	TBC	Stuart Walters	WBO6
22.	The level of Private Sector Investment / external funding secured (£) (EconD/008) (2017/18 Result – £16.7m; 2018/19 Target – £13.3m)	TBC	Stuart Walters	WBO6
G	Property & Major Projects			

1.	We will generate capital receipts through the disposal of surplus properties to support the Council's Capital Programme & develop a web based marketing platform <i>Milestone for 2019/20:</i> <i>To generate capital receipts of £2,060,000</i>	31/03/2020	Jason Jones	
2.	We will ensure the Council uses its stock and assets to facilitate economic development within the County. MF5-79 & MF5-92	31/03/2020	Jason Jones	WBO6
3.	We will lead on and complete all land acquisitions required to facilitate strategic highway schemes such as Cross Hands Economic Link Road and Towy Valley Cycleway	31/03/2020	Jason Jones	WBO6
4.	We will promote and deliver the strategic development sites including Delta Lakes, Llanelli and redevelopment schemes at Cross Hands. <i>Milestone for 2019/20:</i> <i>To ensure planning is secured and development commenced at Delta Lakes and agree terms for development of 2 plots for employment use at Cross Hands East</i>	31/03/2020	Jason Jones	
5.	We will purchase back former Council houses to support the Council's Affordable Homes (2015 -2020) Strategy. <i>Milestone for 19/20:</i> <i>We will Purchase back 50 former Council houses</i>	31/03/2020	Jason Jones	WB07
6.	We will implement the Council's policy on the disposal of surplus property and ensure its alignment to regeneration priorities	31/03/2020	Jason Jones	WBO15
7.	We will continue the development and implementation of GeoDiscover and will continue to roll it out across the Council, together with the full use of the Gazetteer	31/03/2020	Jason Jones	WBO15
Key Measures of success		2018/19		
8.	Percentage performance against target to generate capital receipts to support the capital program (2.1.2.12) (2017/18 Result – 71.42%; 2018/19 Target – 100%)	TBC	Jason Jones/ Peter Edwards	

4. Department Resources

Budget Summary

As outlined in the CEX Budget Seminar on the 15th November 2018

Savings and Efficiencies

Key Workforce Planning Issues [Please see Divisional Business Plans](#)

5. Departmental Key Measures

Definition / Measure Reference	2017/18				2018/19		2019/20	Cost Measure (£)
		All Wales Comparative data						
	Our Result	Quartile * to ****	Welsh Median	Welsh Best Quartile	Target set	EOY Result	Target set	

Regeneration							
	Jobs created with Regeneration assistance (<i>EconD/001</i>)	352.5	Not Applicable		263.0	TBC	TBC
	Jobs accommodated with Regeneration assistance (<i>EconD/002</i>)	195	Not Applicable		97.0	TBC	TBC
	The number of people placed into jobs with Regeneration assistance (<i>EconD/003</i>)	250	Not Applicable		116	TBC	TBC
	The number of people helped into volunteering with Regeneration assistance. (<i>EconD/005</i>)	1,141	Not Applicable		935	TBC	TBC
	Private Sector Investment / external funding secured (£) (<i>EconD/008</i>)	16.7m	Not Applicable		13.3m	TBC	TBC
	Percentage performance against target to generate capital receipts to support the capital program (<i>2.1.2.12</i>)	71.42%	Not Applicable		100%	TBC	TBC

Well-being of Future Generations Act 2015

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

A. The Sustainable Development Principle of the Act

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

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

B. The Five Ways of Working required by the Act

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

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

C. The Seven Well-being Goals of the Act

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

Well-being Goals



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Community Scrutiny Committee

13th December 2018

Environment Departmental Business Plan 2019/20 - 2022

(Extracts relevant to the Community Scrutiny remit)

Purpose:

To give members an opportunity to review the Department's business plan alongside the budget.

To consider and comment on the following issues:

Elements of the business plan relating to:-

- Planning

Reasons:

- The integration of financial and business planning.

(This was also a proposal for improvement by Audit Office)

To be referred to the Executive Board / Council for decision: NO

EXECUTIVE BOARD MEMBER PORTFOLIO HOLDER:- Cllr. Mair Stephens (Deputy Leader)

Directorate:
Environment
Director Ruth Mullen

Report Author:
Extracts for:

Llinos Quelch

Designations:

Director of Environment

Head of Planning

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Community Scrutiny Committee

13th December 2018

Subject and Purpose

Environment Departmental Business Plan 2019/20 - 2022

(Extracts relevant to Community Scrutiny remit)

To give members an opportunity to review the Department's business plan alongside the budget.

1. BRIEF SUMMARY OF PURPOSE OF REPORT.

- The full business plan outlines the priorities for the department during 2019/20 - 2022.
- This version is an extract of the aspects relevant to Community Scrutiny. It identifies the Elements of the business plan relating to:-
 - Planning

DETAILED REPORT ATTACHED?

YES

IMPLICATIONS

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

Signed: **Llinos Quelch**

Head of Planning

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

1. Policy, Crime & Disorder and Equalities

The Well-being Future Generations Act (2015) requires that functions of the council should maximise their contributions the Well-being Objectives set by the Council.

(Our Well-being Objectives maximise our contribution to the seven Well-being Goals of the Act and demonstrate the five ways of working.)

2. Legal

See 1. above

3. Finance

The Well-being Future Generations Act (2015) requires that we ensure that resources are allocated annually to meet our objectives.

5. Risk Management Issues

Key risks are identified for each department and mitigating actions are outlined

6. Staffing Implication

See Workforce Planning section of the Business Plan (Section 5 – Page 23)

7. Physical Assets

See resources section of each Business Plan (Section 5)

CONSULTATIONS

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

Signed: Llinos Quelch

Head of Planning

1. Local Member(s) - None

2. Community / Town Council - None


3. Relevant Partners - None

4. Staff Side Representatives and other Organisations - None

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

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

Title of Document	File Ref No.	Locations that the papers are available for public inspection
Well-being of Future Generations Act		Well-being of Future Generations (Wales) Act 2015
New Corporate Strategy 2018-2023 (Incorporating Carmarthenshire's Well-being Objectives and Improvement Objectives)		https://www.carmarthenshire.gov.wales/media/1214849/corporate-strategy-2018-23.pdf



DRAFT

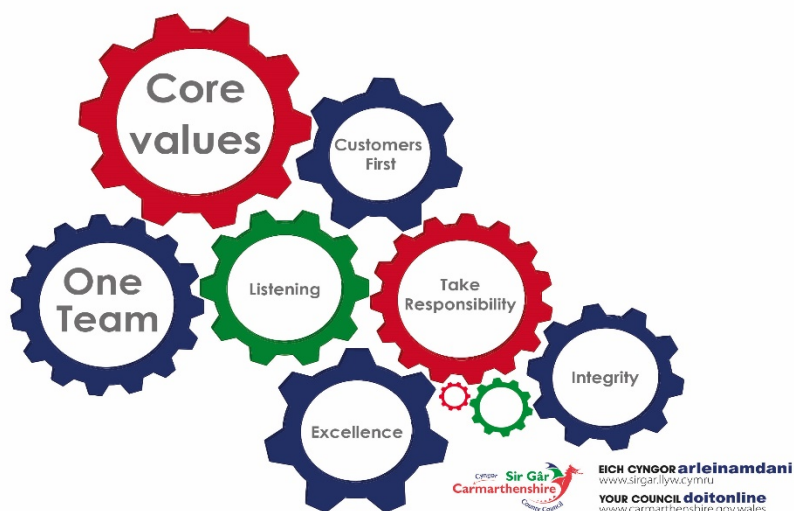
‘Life is for living, let’s start, live and age well in a healthy,
safe and prosperous environment’

Department for Environment

Business Plan 2019/20 – 2021/22 (Extract for Community Scrutiny Committee)

Date

Core Values



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

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

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

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

Taking Responsibility – we all take

personal ownership and accountability for our actions

The Sustainable Development Principle

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.’

To show that we have applied the sustainable development principle we must demonstrate 5 ways of working: **Long Term, Integrated, Involvement, Collaboration, and Prevention** (see Appendix 1)

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The Purpose of this Plan

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

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

Executive Board Member/s Foreword

By Councillor(s)

We have great pleasure in introducing the new Department for Environment Summary Business Plan for 2019/20. We are satisfied that this Business Plan provides a comprehensive overview of the Departmental performance over the past year. It also provides the Department's aims and objectives for 2019/20.



Cllr. Hazel Evans
Executive Board Member - Environment

Sign off



Cllr. David Jenkins
Executive Board Member – Resources

Sign off



Cllr. Mair Stephens
Executive Board Member - Human Resources, Efficiencies and Collaboration

Sign off



Page 190 Cllr. Philip Hughes

Sign off



Cllr. Linda Evans
Executive Board Member - Housing

Sign off



Cllr. Cefin Cambell
Executive Board Member – Communities and Rural Affairs

Sign off

Departmental Overview

Introduction by Director

I am pleased with the progress that has been made in the delivery of service throughout the Environment Department in 2018/19. This has been against a background of organisational change and significant resource challenges. Our Business Plans for 2019/2020 set out an exciting programme of service activity and development. The main headlines of our ambition are summarised here in this departmental overview, with more detailed actions and objectives set out in more detailed plans at divisional and service level.

Key Achievements

I am delighted to report some examples of the key achievements in the last year:-

During the recent flood s our highways, cleansing and refuse teams have been supporting emergency services. Highways crews swept and cleaned debris left by the receding floods, and inspections took place on all affected road surfaces, verges and bridges

Our Highways and Civil Contingency sections were actively involved in the planning and coordination of the highly successful first stage of the *Tour of Britain*.

Planning Division

The Local Development Plan is our statutory plan considering the long term impact and needs for development in Carmarthenshire, supporting regeneration and protecting our environment. The third Annual Monitoring Report (AMR) for 2017/18 was submitted to Welsh Government in October 2018. The report assessed the extent to which the Local Development Plan (LDP) strategy and objectives are being achieved, whether the Plan's policies are functioning effectively and whether changes in legislation and national guidance have any impacts on the content or delivery of the Plan. The AMR concludes that several changes in these circumstances warrant a Review of the LDP. The initial review report was considered by Council in January 2018 where a decision was taken to commence the preparation of a Revised (replacement) LDP. Following the Welsh Government's approval of the Delivery Agreement on the 28th June 2018 (which includes the timetable for delivering the new plan), progress with revising the LSP is well underway with the aim of the new LDP being in place by the end of 2021. A call for Candidate Sites to be submitted for consideration took place during the Summer of 2018 and the Preferred Strategy is due out for full public consultation by the end of 2018 having been approved by Council in November 2018.

Over the last year, contributions from Section 106 planning agreements have continued to be utilised to deliver a variety of community benefits, including those relating to education, open space, recreation and highway safety. Actual payments received by Carmarthenshire Council during 2017/18 totalled in excess of £960,000, with spend during the same year exceeding £670,000. Both spend and payments received were £100,000 greater than the previous year.

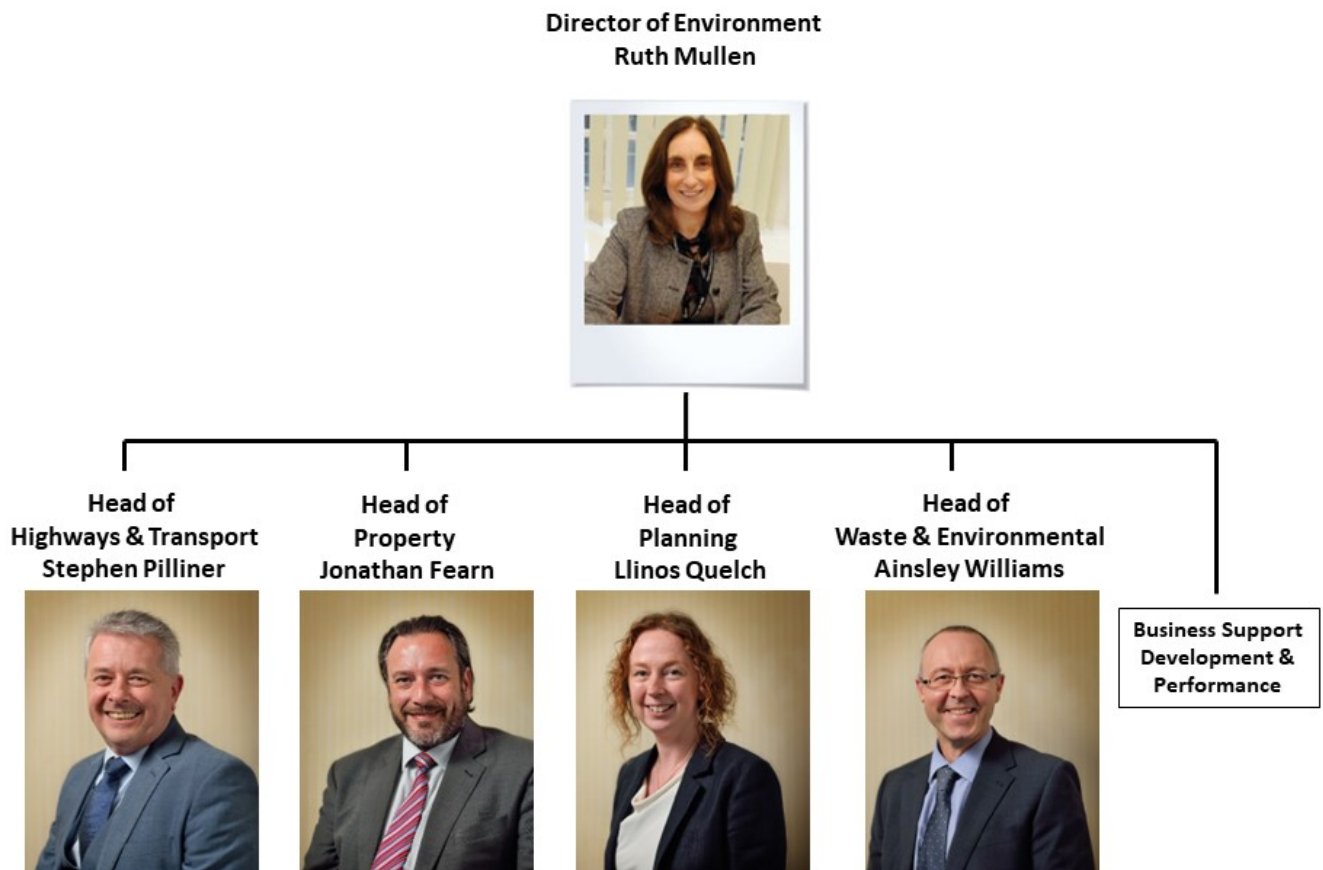
The Minerals & Waste Unit continues to be widely regarded as a Centre of Excellence for mineral and waste planning in South Wales. The Unit provide a minerals and waste planning services to 7 other Local Authorities.

Future Challenges and Initiatives

Planning Division

Not only will we be delivering new schemes and initiatives, but we will be taking opportunities to build on the successes of our existing collaborative working arrangements. Examples where future collaborative working will be further developed include that of the Minerals service provided to a number of south west and south Wales Local Authorities along with joint procurement of evidence base material needed for local development plans. A key focus within the Division over the next year will be that of progressing the local development plan with the deposit plan timetabled for consultation during 2019/20. The delivery of the new Sustainable Urban Drainage Regulations will also require considerable focus during this its first year with the new regulations affecting both Planning and Building Regulation teams in one way or another

Departmental Senior Management Structure



Strategic Context

2.1 National Well-being Goals

For the first time in Wales, the Well-being of Future Generations (Wales) Act 2015, provides a shared vision for all public bodies to work towards. See **Appendix 1** for an ABC guide to the Act. Our well-being objectives, which are incorporated in our New Corporate Strategy, are designed to maximise our contribution to the national shared vision goals.

2.2 The Council's New Corporate Strategy 2018-23 (incorporating Our Well-being Objectives 2018-21)

- Bringing Plans Together: the New Corporate Strategy consolidates four plans into one document
- In particular the Department supports the following Well-being Objectives :-

Well- Being Objective	Steve Pilliner	Jonathan Fearn	Ainsley Williams	Linos Quelch
Start Well				
1. Help to give every child the best start in life and improve their early life experiences				
2. Help children live healthy lifestyles				✓
3. Continue to improve learner attainment for all				
4. Reduce number of young adults that are Not in Education, Employment or Training				
Live Well				
5. Tackle poverty by doing all we can to prevent it, helping people into work and improving the lives of those living in poverty				
6. Creating more jobs and growth throughout the county				✓
7. Increase the availability of rented and affordable homes				✓
8. Help people live healthy lives (tackling risky behaviour and obesity)				✓
9. Supporting good connections with friends, family and safer communities				
Age Well				
10. Support the growing numbers of older people to maintain dignity and independence in their later years				
11. A Council wide approach to supporting Ageing Well in Carmarthenshire				✓
In a Healthy and Safe Environment				
12. Looking after the environment now and for the future				✓
13. Improving the highway and transport infrastructure and connectivity				
14. Promoting Welsh Language and Culture				
In addition a Corporate Objective				
15. Better Governance and Use of Resources				✓

2.3 The County of Carmarthenshire's Well-being Plan – [Carmarthenshire Well-Being Plan](#)

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

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

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

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

- **Healthy Habits:** people have a good quality of life, and make healthy choices about their lives and environment
- **Early Intervention:** to make sure that people have the right help at the right time; as and when they need it
- **Strong Connections:** strongly connected people, places and organisations that are able to adapt to change
- **Prosperous People and Places:** to maximise opportunities for people and places in both urban and rural parts of our county

2.4 Department Specific Strategies / Acts and guidance for the Department

- The Well-being of Future Generations (Wales) Act 2015
- Welsh Language Standards under s 44 Welsh Language (Wales) measure 2011
- Freedom of Information Act 2000 (FOIA)
- Data Protection Act 1998
- Equalities Act 2010
- The Employment Act 2008 and Employee Acts
- Health & Safety at Work Act 1974 and subsequent respective legislation
- Swansea Bay City Region Economic Regeneration Strategy 2013 -2030
- Ageing Well in Wales Plan
- Strategic Regeneration Plan for Carmarthenshire
- Carmarthenshire's Vision for Sustainable Services for Older People for the Next Decade
- Carmarthenshire County Council Corporate Strategy 2018 – 2023
- Digital Transformation Strategy
- Divisional Business Plans
- Moving Forward in Carmarthenshire: the next 5-years
- Transformations: Strategic Regeneration Plan for Carmarthenshire – 2015-2030
- Wildlife and Countryside Act 1981
- Environment (Wales) Act 2016
- Affordable Homes Delivery Plan 2016 - 20

Planning Division

- Carmarthenshire Local Development Plan 2014
- Town and Country Planning Act 1990
- Planning (Wales) Act 2015, including various secondary legislation published post-January 2016
- Planning Policy Wales
- All Technical Advice Notes (TANs) and various circulars
- Historic Environment (Wales) Act 2015
- Air Quality Management Areas (AQMA's)

Welcome to our Department

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

Each division has full business plans containing full details within each service area.

The Division Profiles included are as follows:

- **Planning Division**

Profile for the Planning Division



Planning Division – Planning is a positive, proactive process which is essential in order to guide and facilitate development, regeneration and improvement which provide the fabric for an inclusive, culturally diverse, safe and healthy society. It aims to ensure that development and use of land in urban and rural areas takes into account the public interest and that it sustains and enhances the natural and built environment.

The Division is responsible for determining planning applications, actioning enforcement regarding land use activates, determining listed building proposals, monitoring works to protected trees and hedgerows, regulating minerals and waste activities and for maintaining Carmarthenshire's Common Land Register. It also administers adherence to Building Regulations within the County – striving to ensure that buildings are safe and fit for purpose. The Division also has the statutory responsibility for ensuring that the County has an up to date, effective and relevant development plan – and therefore the Carmarthenshire Local Development Plan was adopted in December 2014. These various functions are provided through the following business units: Development Management and Built Heritage, Forward Planning, Minerals & Waste Planning, Rural Conservation & Building Control.

All of these functions the Division undertake whilst recognising the importance of sustaining and enhancing the natural and built environment. The Division therefore has a key role in helping the Authority meet the requirements of the Environment (Wales) Act 2016 and Historic Environment (Wales) Act 2016.

The Planning (Wales) Act 2015 has resulted in a number of legislative changes for planning throughout Wales and reasserts the primacy of planning as an effective tool in delivering economic aspirations, in a proactive way that also seeks to protect other diverse and material interests, including that of taking the Welsh language into account in plan making and decision making generally. As such the planning system is one of the most powerful tools available to any Local Authority to achieve community objectives, which cover every aspect of peoples' lives. The Service has a key role to play in helping local communities to adapt to the effects of new development. To this end the use of Section 106 Agreements help towards meeting affordable housing and other infrastructure and locally specific requirements arising from a development as well as where necessary being used to safeguard habitats and species of both national and European importance.



Planning Division Achievements and Current Strengths

- We have continued to implement national and local policies in all land use decision making (both through delegated decisions on planning applications and those reported to Planning Committee) and in doing so ensure that we are contributing to the regeneration objectives set for the County (incl. City Deal). (WOW 1 & 3)

- All teams within the Planning Division have continued to contribute to the regional policy planning forum and national planning policy debates and policy formulation as they arise throughout the year. This year it has included feeding back on matters such as housing deliverability, the national development framework and delivery of the Built Heritage (Wales) Act. (WOW 1 & 4)
- The Rural Conservation Team is a highly adaptable, multi skilled and experienced team, and able to deliver practical solutions to a range of environmental issues, including natural resource management. (WOW 1 & 4)
- The Building Control Unit continue to maintain a network of more than 70 local partners including agents, consultants and other construction professionals to ensure the delivery of a high standard of service. (WOW 4)
- The Division's Forward Planning prepare the Regional Waste Monitoring report for South West Wales, and have done so now for a number of years.
- Focus within the Forward Planning Unit is now on the preparation of the replacement LDP due for adoption by the end of 2021.
- The Minerals & Waste Unit continues to be widely regarded as a Centre of Excellence for mineral and waste planning in South Wales. This strength is founded on the considerable experience and knowledge base of key staff within the Unit. The Unit provides the Technical Secretary for the South Wales Regional Aggregates Working Party, the Regional Co-ordinator for the South West Wales Annual Waste Monitoring Report and the Chair/Secretary of the POSW Minerals and Waste Topic Group. (WOW 4)
- All Units within the Division continue to work in partnership and collaboratively with colleagues across the Council and other organisations to deliver sustainable projects with multiple benefits. An example of this is the work towards providing and managing suitable habitat for marsh fritillary butterfly through the Caeau Mynydd Mawr Special Area of Conservation project is an on-going commitment and received a UK award 'Winner in the Excellence in Planning for the Natural Environment' in the Royal Town Planning Institute Planning Excellence Awards 2018. It received this award because it facilitates a structured solution for developments within the economic growth area, delivering the necessary mitigation required and ensuring that each development is compliant with the legislation. (WOW 1 & 4)

Planning Division Key Areas for Improvement

- We need to increase the emphasis on planning for workforce development, internal succession and staff development. (WOW 1 & 2)
- Planning Services need to continue to improve on achieving a coordinated response to complaints which need to be dealt with under different legislative frameworks – therefore involving other Services and Divisions. (WOW 2 & 4)
- Future Local Development Plan review requirements set within legislation require funding provision to be put in place to ensure statutory obligations are met. These obligations will include significant evidence gathering requirements and the re-drafting of elements, or all of the current LDP to ensure it is fit for purpose moving forward. The legislative requirements in relation to the preparation of a Sustainability Appraisal/Strategic Environmental

Assessment and Habitat Regulations Assessment as prescribed under European Law will be important evidential requirements. (WOW 1 & 2)

- Continue to work across CCC departments to raise awareness of both the Resilience Goal in the Well Being and Future Generation (Wales) Act 2015 and the Environment (Wales) Act 2016. (WOW 1 & 2 & 4)

Planning Division Key Divisional Risks

Risk Ref or New?	Identified Risk	Risk Control Action
R1	Cease of support services and decommission of the existing operational system MIS Headway relied upon for the administration of the Planning and Development Control service; Underestimation of the time required to undertake the system change; Loss of key staff with specific technical expertise relating to the current operational system; Loss of legacy data and integrity issues during the transition phase; Integration of new operation system with 3rd party/open source software e.g. GIS, EDRMS and the Planning Portal; Additional costs arising from 3rd party software integration e.g. Northgate for Information@Work; Additional costs from new supplier relating to additional development requests outside the scope of the project; Reliance on other Council's development cycles for available functionality;	1
R2	Welsh Language Guidance - No further guidance being issued by Welsh Government regarding Welsh Language (which has been the case in recent years);	2
R3	Resources to roll out mobile/agile working Lack of IT Support once Total Mobile is rolled out	3
R4	If a property is not registered through the street naming and numbering process it will not appear on Royal Mail's main address database, and emergency and postal services may not be able to locate properties quickly and efficiently. Occupiers will also encounter difficulties in obtaining mail, goods and services from a variety of sources.	4
R5	Failure to ensure a joined up decision making structure where necessary contributions and comments are sought and fully considered.	5
R6	Rural Conservation service at risk of not being able to respond to current demands due to staffing levels.	8
R7	Fee income levels not meeting predicted budget targets with regards planning applications.	7
R8	Changing Welsh Government legislative background – affecting all Units.	8
R9	Failure to meet income targets in terms of Building Regulations	6

R10	Staff absences may affect the 15 working day target for contacting applicants.	10
R11	Building Control Unit not always informed of out-of-hours incidents leading to possible dangerous structures.	9
R12	Failure to deliver the Caeau Mynydd Mawr Marsh Fritillary project would result in the LDP failing to meet the requirements of the Conservation of Habitats and Species Regulations 2010, bringing into question the legality of the LDP; The review of, and revision to the LDP will require an up to date evidence base and robust understanding of the requirement in relation the Caeau Mynydd Mawr Marsh Fritillary project along with the conservation objectives of the SAC.	11
R13	Failure to perform Statutory functions; Failure of CCC to comply with Section 6 of Environment Act (Departmental BP).	12
R14	Loss of key staff, notably specific knowledge and expertise with consequential implications to service delivery.	14
R15	The financial implications arising from the preparation of a revised LDP including evidential, examination and production costs.	15
R16	Statutory function whilst supporting the Unit will at key stages impact negatively on the delivery of revenue raising initiatives. This will curtail the current offer and the ability to broaden the added value benefits accrued across the authority in terms of the Planning Advisory service that has been provided by the Forward Planning team.	16
R17	Loss of key staff with specific technical expertise who would be difficult to replace in the short term	14
R18	Failure to respond to opportunities to expand the provision of minerals and waste services to other LPA's due to inadequate resource capacity within the Unit. Failure to meet income targets through loss of SLA's or a reduction in planning fees and/or site monitoring fees;	17

Planning Division 5 Ways of Working

Which of the 5 Ways of Working have we met?		Strong Partial None	Planned Improvement Link to action plan overleaf)
1	Long-term	Strong	<ul style="list-style-type: none"> Our current Local Development Plan sets out our long-term approach to land use planning until 2021 - and impacts the direction of growth opportunities beyond that period.

			<ul style="list-style-type: none"> Continue to monitor the effectiveness of the LDP and to take forward the considerations of the Review Report in the preparation of the Revised LDP which needs to be in adopted by the end of 2021.
2	Prevention	Strong	<ul style="list-style-type: none"> We continued to implement and revisit the outcomes of the TIC Review process across the Division to improve ways of working. With the restructure of the Development Management and Built Heritage function having been completed the continued focus in the coming year will be on implementation. Performance management and how the Unit delivers on its core values and operating principles, including a focus on its behaviour culture, need to be further considered. With a new senior management structure in place the group will meet regularly to identify not only whether outcomes from the TIC process need to be revisited but to take on board and action feedback from clients, including that received as a result of agent away days and the Council's formal complaints process.
3	Integrated	Strong	<ul style="list-style-type: none"> Our monitoring and review of the Local Development Plan goals and objective will take into account the goals and objectives of other services and partners in so far as they have land use requirements. Continue to monitor the implementation of the LDP and will as part of the Revision process ensure integration with the ICS and the Carmarthenshire Local Well-being Plan. We work with various other services to deliver multi-disciplinary solutions to various issues (including enforcement matters).
4	Collaboration	Strong	<ul style="list-style-type: none"> Our Planning Minerals and Waste section provide a minerals and waste planning service to 7 other Local Authorities. Our Forward Planning Team and Planning Officers are working in partnership with stakeholders to facilitate the delivery of land allocations included in the local development plan. Collaboration remains key in taking forward future revisions to the Local Development Plan and in developing other land use plans and strategies both at county and regional level.

			<ul style="list-style-type: none"> Keep under review existing Service Level Agreements with regards minerals and waste and further pursue additional SLAs Engage with landowners/developers to understand delivery/non-delivery issues in relation to land allocations – use this evidence to inform the future version of the LDP. Ensure effective ongoing collaboration with regards to planning policy across the region and beyond utilising long established cross border structures and examining opportunities for future joint and collaborative working (particularly in terms of joint research).
5	Involvement	Strong	<ul style="list-style-type: none"> The Local Development Plan (LDP) sets out the spatial vision for the future of Carmarthenshire (excluding that area within the Brecon Beacons national Park) and a framework for the distribution and delivery of growth and development. The LDP Plan has a direct effect on the lives of every resident of the County as well as major implications on investment programmes, other plans and strategies, communities and landowners alike. Community engagement continues to be a key element in producing and implementation of this plan. We will continue to monitor the implementation of the LDP and will as part of the Revision process ensure a wide involvement regarding any revisions to the LDP.

Planning Division Divisional Summary Action Plan

Ref #	Key Actions and Measures	By When ^{#1}	By Who	WbO Ref
1	With the restructure now complete focus during the coming year will continue to be on the implementation of agreed principles and other measures that may be needed to ensure consistency of management and decision making across the Unit.	31/03/2020	Llinos Quelch	WBO12
2	We will continue to develop and implement a tree strategy to improve the environment and mitigate the effects of air and noise pollution in our more populated areas. The policy will address the possible impacts of ash-die back.	31/03/2020	Llinos Quelch	WBO12 & MF5-23

	This strategy will link with the Council's approved Tree Management Procedure, and will apply primarily to trees on land owned or managed by CCC, but could equally well apply to other land e.g. land managed by other members of the Public Service Board, and Town and Community Councils. This action will enhance and sustain both our natural and our built spaces.			
3	We will review the Council's Rural Buildings Policy. Policies in the LDP relating to the re-use of rural buildings, together with relevant SPG will be reviewed as part of the LDP review process. The appropriate re-use of these buildings can contribute to the circular economy and a reduction in both the creation of waste and the demand for new building materials.	31/03/2020	Llinos Quelch	WBO12 & MF5-22
4	We will formalise our process for dealing with all pre-application enquiries, both statutory and discretionary, including the receipt of fee income where appropriate. This will include Built Heritage enquiries.	31/03/2020	Llinos Quelch	WBO12
5	We will continue to review the implementation and effectiveness of the Dangerous Structures Policy.	31/03/2020	Llinos Quelch	WBO12
6	We will continue to deliver the Caeau Mynydd Mawr SAC Marsh Fritillary project, consistent with SPG, which aims to ensure the management of at least 100ha of Marsh Fritillary habitat in perpetuity.	31/03/2020	Llinos Quelch	WBO12
7	Through monitoring the delivery of the Council's Forward Plan, we will evidence how Carmarthenshire County Council is meeting its Biodiversity and Ecosystem Resilience Duty under Section 6 of the Environment (Wales) Act, reporting on outcomes achieved to WG. We will evidence links between this work and the requirements of the Well Being of Future Generations (Wales) Act 2015.	31/03/2020	Llinos Quelch	WBO12
8	We will implement and monitor the adopted Local Development Plan (LDP) in accordance with the statutory requirements and the content of the agreed Monitoring and Implementation Framework.	31/03/2020	Llinos Quelch	WBO12
9	We will produce and publish the Annual Monitoring Report (AMR) in relation to the LDP by the 31 st October 2019.	31/10/2019	Llinos Quelch	WBO12
10	We will continue with the preparation of the revised LDP in accordance with statutory provisions and consult on the Preferred Strategy late 2018 and the Deposit Version late 2019.. Progress in relation to the Revised LDP timetable will be monitored twice yearly.	31/03/2020	Llinos Quelch	WBO12 & MF5-20
11	We will continue to maintain and where possible develop the internal Planning delivery/advice service.	31/03/2020	Llinos Quelch	WBO12
			Page 205	

13	We will continue to maintain and where possible develop the internal planning delivery/advice service that will raise awareness of the WBFG goals and the authorities and the biodiversity duty placed on the Authority under the Environment (Wales) Act 2016, and how these should be addressed as part of the planning application.	31/03/2020	Llinos Quelch	WBO12
14	We will continue to monitor and where appropriate manage the use of monies raised through developer contribution including s106 agreements. As a consequence we will ensure monies are appropriately used and that there is an efficient turn around in the use of funds.	31/03/2020	Llinos Quelch	WBO12
15	We will continue to improve working relationships and develop Service Level Agreement with other Local Authority partners through the continued identification of “better ways of working”, prioritising the Minerals & Waste service in order to provide a more efficient and effective service to our customers.	31/03/2020	Llinos Quelch	WBO12
16	We will consider the opportunities of extending the provision of Mineral & Waste services to other Local Planning Authorities in South Wales under Service Level Agreements or as specific projects in order to generate additional income & to underpin a resilient business unit over the long term which can continue to provide an efficient and effective service to our customers.	31/03/2020	Llinos Quelch	WBO12
20	Over the course of the next 18 months the Built Heritage function will be reviewed to consider whether there is any scope regarding fee generating opportunities (e.g. training, advisory service etc.).	31/03/2020	Llinos Quelch	WBO12
Risk Control Actions				
1	Regular contact with Arcus Global (provider of new back-office system) to update target dates if current are not realistic. It is important to get the system rights; Set aside contingency resource to deal with unforeseen additional costs of data migration work;	31/03/2020	Llinos Quelch	
2	Discuss with Welsh Government requirements regarding Welsh Language in absence of guidance. Discuss approaches with other Local Authorities	31/03/2020	Llinos Quelch	
3	Pressure applied at Departmental level regarding IT support for roll-out and ongoing support of Total Mobile.	31/03/2020	Llinos Quelch	
4	Promoting the Street Name and Numbering service so residents are aware of the process beforehand will enable owner/occupiers to officially register their street/property in a timely manner before occupation	31/03/2020	Llinos Quelch	
5	Explore opportunities for ensuring that the other appropriate inputs are sought and that the functions	31/03/2020	Llinos Quelch	

	(including Forward Planning, Rural Conservation and Enforcement) are robust and better able to meet current demands.			
6	Continue to monitor income fee targets, by considering scope for further marketing if fees decrease. If income increases, consider need to take on additional staffing;	31/03/2020	Llinos Quelch	
7	Look at other potential fee generation e.g. discretionary pre application. Consider target levels for future years and implication of any changes.	31/03/2020	Llinos Quelch	
8	Discuss with Welsh Government requirements regarding new legislation. Discuss approaches with other Local Authorities	31/03/2020	Llinos Quelch	
9	Work with out of hours team to ensure processes reviewed regarding the sharing of information regarding out of hours incidents in relation to dangerous structures	31/03/2020	Llinos Quelch	
10	Ensure retention of staff within the section with suitably wide range of skills to ensure key actions are delivered, particularly statutory functions	31/03/2020	Llinos Quelch	
11	To ensure the evidence supporting the Caeau Mynydd Mawr Marsh Fritillary project is suitably updated and that the LDP and SPG be further developed to reflect any potential changes required.	31/03/2020	Llinos Quelch	
12	Assist other services to understand their obligation in relation to section 6 of the Environment Act;	31/03/2020	Llinos Quelch	
13	Develop and where appropriate broaden the skills of key staff members	31/03/2020	Llinos Quelch	
14	Develop training plans for existing officers; Capture/transfer the skills of key staff members; Progress the outcomes of the TIC Review process and improve the standard of service provided;; Explore better ways of working, agile working opportunities and digitisation of key information; Invest in hardware and software which will assist in reducing costs and reduce wastage of staff resources;	31/03/2020	Llinos Quelch	
15	Ensure appropriate project management of LDP and all required inputs and outputs. Meet with Director for Environment monthly to discuss progress. Identify early on any additional resource requirements. Will need to be growth items.	31/03/2020	Llinos Quelch	
16	Explore options with Finance Section as to how the Advisory element of the planning service could be funded in the future e.g. development fund? Invest to save?	31/03/2020	Llinos Quelch	
17	Explore opportunities to extend the provision of minerals and waste planning services to other Local Planning Authorities (LPA's) in South Wales under Service Level Agreements (SLA) or as specific projects;	31/03/2020	Llinos Quelch	

	Improve working relationships with SLA partners by seeking continuous improvement and better ways of working; Submit bids to WG for additional funding in relation to the work associated with the South Wales Regional Aggregates Working Party and the South West Wales Regional Waste Monitoring Group;			
Key Performance Measure			By Who	WbO ref
21	PAM/018 - Percentage of all planning applications determined in time	75%	Llinos Quelch	WBO12
22	PAM/019 - % of planning appeals dismissed	69%	Llinos Quelch	WBO12

Executive Board Member Responsible- Cllr Mair Stephens, Cllr Philip Hughes

Department Resources

Budget Summary – Please see separate budget report

Savings and Efficiencies – Please see separate budget report

DRAFT

Key Workforce Planning Issues

The New Corporate Strategy (2018 -2023) and the People Strategy (2014 – 2019) define the Council's drive for a flexible organisational structure that will invariably affect the shape of the workforce and alter the skill requirements across the Council. Effective leadership needs to demonstrate the 6 key leadership behaviours in order to engage our workforce to deliver high standards of service. Our People Strategy describes our intentions as we progress towards a period of increasing change, including Local Government re-organisation, and sets out the vision for our staff:


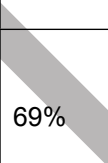
“A workforce that is innovative, skilled, motivated, well informed, high performing, proud to work for Carmarthenshire County Council and committed to delivering high quality services to the public”

Our aim is to identify learning & development activities that are more focused to make sure that staff's knowledge, skills & competencies are developed to meet our future objectives and business goals.

We will prioritise learning and development that staff and managers identify as well as objectives from our business plan. The priority levels in respect of workforce planning and development within our services are:

- Ensure we are able to maintain existing services and to meet the future needs of the service as identified in our business plan.
- Enable individual members of staff the opportunity for development.
- Enable managers to gain skills in mentoring and coaching.
- Ensure workers are equipped in the use of IT and its use to promote agile working.
- Encourage the development of IT skills within our workforce to ensure we can utilise current technology and software to improve our efficiency and our customer experience.

Departmental Key Measures

Definition / Measure Reference (abbreviated definition is fine)		2016/17	2017/18				2018/19		2019/20
			All Wales Comparative data						
		Our Result	Our Result	Quartile * to ****	Welsh Median	Welsh Best Quartile	Target set	Result (when available)	Target set (at EOY)
Planning Division									
25	PAM/018 - % of all planning applications determined in time	NEW MEASURE					 75%	64.18 % (Q2) 72% Target (Q2)	TBC
26	PAM/019 - % of planning appeals dismissed	NEW MEASURE					 69%	50% (Q2) 67% Target (Q2)	TBC

Appendix 1

Well-being of Future Generations Act 2015

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

A. The Sustainable Development Principle of the Act

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

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

B. The Five Ways of Working required by the Act

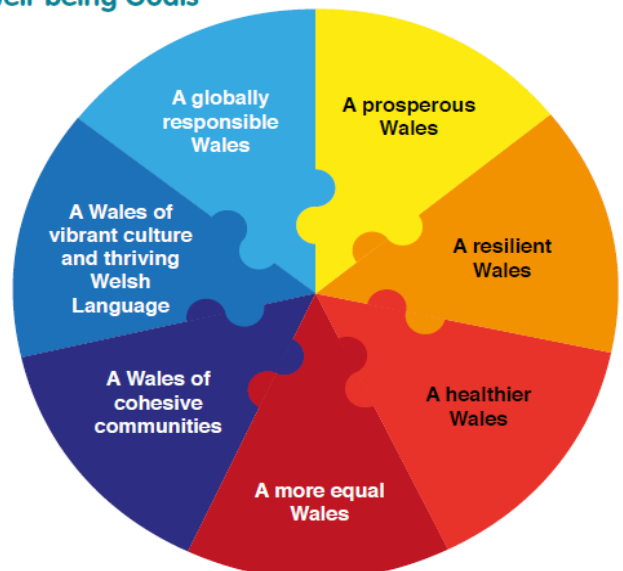
To show that we have applied the sustainable development principle we must demonstrate the following 5 ways of working:-

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

C. The Seven Well-being Goals of the Act

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

Well-being Goals



COMMUNITY SCRUTINY COMMITTEE

13TH DECEMBER 2018

CARMARTHENSHIRE HIGHWAY DESIGN GUIDE

Purpose

To consider the Carmarthenshire Highways Design Guide.

To consider and comment on the following issues:

Consider the content and approach set out within the Highways Design Guide.

Reasons:

To support development by ensuring the planning process is as smooth, transparent, consistent and accurate as possible by providing detail of our requirements in terms of all aspects of potential highways impacts, highways design and the application of appropriate local and national policy guidance within the updated Highway Design Guide.

TO BE REFERRED TO THE EXECUTIVE BOARD / COUNCIL FOR DECISION: No

EXECUTIVE BOARD MEMBER PORTFOLIO HOLDER:- Councillor Hazel Evans (Environment)

Directorate: Environment

Name of Head of Service:
Stephen G Pilliner

Report Author:
Simon Charles

Designations:
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EXECUTIVE SUMMARY

COMMUNITY SCRUTINY COMMITTEE

13TH DECEMBER 2018

CARMARTHENSHIRE HIGHWAYS DESIGN GUIDE

Background

Carmarthenshire County Council recognise that appropriate development is essential to the Council's economic, social and environmental fabric of our County, and in doing so supports the responsibilities under the Well-being of Future Generations (Wales) Act 2015. As a Local Authority there is a duty to all our residents to ensure the planning process is as smooth, transparent, consistent and accurate as possible.

Whilst the Local Planning Authority makes the final determination on any application, Highways Planning Liaison have a key role to play, as consultees, in assessing the likely impacts of any development. To assist Developers, Applicants and the Authority in this process, the Highways Design Guide has been developed, which will enable applicants and wider stakeholders to understand and apply the Authority's requirements in terms of all aspects of potential highways impacts, highways design and the application of appropriate local and national policy guidance. It is envisaged that this will not only speed up the planning process, whilst underpinning our aims of a consistent, transparent service, but will also allow Carmarthenshire County Council to better assist applicants, agents and the Planning Authority, as resources can be focussed on delivering a more efficient service for all.

Carmarthenshire Highways Design Guide – A toolkit for developers

The Highways Design Guide (HDG) will replace the existing Highway Design Guidance which dates back to 1997. Since then there have been numerous local and national policy changes and new design templates as set out in the Manual for Streets and Manual for Streets 2 publications. An update of the guidance was required in order to ensure advice is both accurate and up to date with current legal and policy guidance.

The HDG sets out the Authority's expectations for the design of highway infrastructure for developments in the County. It is intended to provide guidance to Developers, Designers and other professionals in preparing transport infrastructure and associated interventions relating to a wide range of developments in Carmarthenshire. It has been developed to reflect national and a regional policy within the local Carmarthenshire context.

The principal aim of this document is to encourage developers to create Highway layouts which have a distinctive character in their built environment and landscaping, whilst applying design standards which will achieve safe sustainable provision for all users.

It is intended that the guide will be a key reference document to be cited when determining Highways responses to planning consultations, as such it is sub titled 'a Toolkit for Developers'.

It will help ensure developments are safe, sustainable and mitigate any impacts they may have on the highway network either through design or via s.106 financial contributions, s.278 highways works or other legal mechanism set out within the HDG.

The guide sets out:

1. Aims and Objectives of the Design Guide
2. The Planning Process
3. Policy context
4. Design Process
5. Design Standards
6. Construction, Maintenance and Statutory Agreements

A copy of the Highways Design Guide is attached.

DETAILED REPORT ATTACHED?

YES -
Carmarthenshire County Council
Highways Design Guide

IMPLICATIONS

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

Signed: S G Pilliner

Head of Highways and Transport

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

2. Legal

It is intended that the Highway Design Guide will be a key policy document to be referenced by the Highways Planning Liaison officers, as well as the Local Planning Authority in the assessment and determination of planning applications.

Decisions will be based on adherence to the requirements set out within the document, with the guide being used to inform planning committee as to the appropriateness of a development.

The Highway Design Guide will be cited as evidence in the event that decisions are taken to appeal to the Wales Government/planning Inspectorate.

CONSULTATIONS

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

Signed: S G Pilliner

Head of Highways and Transport

1. Scrutiny Committee - N/A

2. Local Member(s) - N/A

3. Community / Town Council - N/A

4. Relevant Partners -

Consultation was undertaken at the Local Planning Authority led "Meet the developers" events which informed developers and agents across the County of our intentions and canvassed views as to preferred content areas.

5. Staff Side Representatives and other Organisations -

Internal consultation on a draft HDG was undertaken with officers in Highway Engineering, Public Transport, Traffic Management, Highway Maintenance, Adoptions, Waste Services, Drainage, and Regeneration.

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

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

THERE ARE NONE.



Highways Design Guide

Carmarthenshire County Council

2018

[Click here to enter date.](#)

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Foreword

Carmarthenshire County Council recognise that appropriate development is essential to the economic, social and environmental fabric of our County, and in doing so supports our responsibilities under the Well-being of Future Generations (Wales) Act 2015. As such we, as a Local Authority, have a duty to all our residents to ensure the planning process is as smooth, transparent, consistent and accurate as possible.

Whilst the Local Planning Authority makes the final determination on any application, Highways Planning Liaison have a key role to play as consultees in assessing the likely impacts of any development. To assist Developers, Applicants and The Authority in this process, we have developed this Highways Design Guide, which will empower applicants and wider stakeholders to understand and apply our requirements in terms of all aspects of potential highways impacts, highways design and the application of appropriate local and national policy guidance.

We are confident that this will not only speed up the planning process, whilst underpinning our aims of a consistent, transparent service: but will also allow Carmarthenshire County to better assist Applicants, stakeholders and the wider community as resources can be focussed on delivering a more efficient service for all.



1. Introduction

1.1. Overview

Carmarthenshire County Council is strongly committed to facilitating good design which is fit for purpose and delivers environmental sustainability, economic development and social inclusion. Good design requires a collaborative, creative and inclusive approach with highways and transportation forming a key consideration throughout the life of a scheme.

Carmarthenshire County Council has produced this Highway Design Guide (HDG) with a view to setting out its expectations for new development in the county. It provides guidance to Developers and Applicants on preparing transport proposals and providing transport infrastructure and services to support new development. It also sets out the associated requirements during planning and construction.



The Local Planning Authority (LPA) is responsible for determining planning applications within Carmarthenshire unless the development is called in by the Planning Committee or Welsh Government. In such cases, the LPA makes a recommendation on the application, with the decision taken by the Planning Committee or Welsh Government.

As a statutory consultee, Carmarthenshire County Council's **Highways Planning Liaison is required to provide the LPA with an informed response and recommendations on individual planning applications**, falling within agreed consultation thresholds (as set out in Part 2.3.1).

This HDG has been adopted by Carmarthenshire County Council and the requirements outlined herein will be treated as a material planning consideration during the determination of planning applications and in defence of any decision at appeal. This HDG will also form the basis of the Highways Planning Liaison's assessment of a proposal and subsequent response to the LPA.

The LPA has the jurisdiction to accept, amend or disregard the recommendation of the Highways Planning Liaison team. The Highways Planning Liaison do not determine planning applications and cannot provide design support to Developers when they are appraising development proposals on behalf of the LPA.

It is recommended that Developers secure specialist consultancy support to assist them through the design, planning and construction process. Developer should note that certain design services can be procured through Carmarthenshire County Council's Highway Engineering Section (as outlined in [Technical Appendix B](#) of this HDG).

1.2. HDG Aims and Objectives

The principal aims of this HDG are to:

Encourage Developers to create layouts which have a distinctive character in their built environment and landscaping;

Set out transparent design standards to achieve safe and sustainable provision for all transport modes, with an emphasis on Active Travel; and

Facilitate a streamlined and cost-effective highways planning process for Carmarthenshire County Council and the Developer.

These aims are supported by the following key objectives:



1.3. HDG Application and Content

This HDG should be used by Developers' to guide the design of a scheme, formally engaging with relevant departments of Carmarthenshire County Council at appropriate stages in the planning process. All engagement on the design of developments should be channelled through the planning framework, using planning@carmarthenshire.gov.uk.

This document considers the key components of development planning, including scheme design, construction and maintenance. This HDG is split in to 6 parts as follows:

Part 1 Introduction	<ul style="list-style-type: none"> Provides an overview of the HDG; setting out its aims and objectives with further advice with regards its application and contents.
Part 2 Planning Process	<ul style="list-style-type: none"> Provides an overview of the planning application process; outlining the role of Highways Planning Liaison and the LPA in assessing and determining planning applications.
Part 3 Policy	<ul style="list-style-type: none"> Provides an overview of the key policy considerations underpinning the advice and standards outlined in this HDG.
Part 4 Design Principles and Standards	<ul style="list-style-type: none"> Outlines the design principles and standards that should be adhered to when considering highway design for new developments.
Part 5 Design Process	<ul style="list-style-type: none"> Outlines the process that Developers are expected to follow when designing transport infrastructure for new developments and the required supporting information.
Part 6 Construction, Statutory Agreements and Maintenance	<ul style="list-style-type: none"> Outlines the expectations for construction of development in the county, and summarises the relevant statutory agreements the Developer is required to consider.

2. Planning Process

2.1. Overview

The purpose of the Welsh Government's planning system is to manage the development and use of land in the public interest. It needs to ensure economy, efficiency and amenity in the use of land and reconcile the needs of development and conservation, whilst also protecting natural resources and the historic environment.

This Part of the HDG provides an overview of the planning application process outlined in the Welsh Government's Development Management (DM) Manual. Further information and advice about the planning process, planning applications, national and local planning policies and planning guidance is provided on the [planning section](#)¹ of Carmarthenshire County Council's website.

2.2. The LPA, DM and Highways Planning Liaison

'Development' is defined by section 55 of the Town and Country Planning Act 1990 ('the 1990 Act') as:

'The carrying out of building, engineering, mining or other operations in, on, over or under land, or the making of any material change in the use of any buildings or other land.'

Development Management is a positive and proactive approach to shaping, considering, determining and delivering development proposals. It is led by the **LPA** working collaboratively with those proposing developments and other stakeholders.

Carmarthenshire County Council's development plan sets out a vision of how land uses will be distributed, to achieve sustainable development and support the goals set out in the Well Being of Future Generations (Wales) Act 2015. It is the role of Development Management to deliver that vision; guiding public and private investment to suitable locations using national and local policies to provide the jobs, homes and infrastructure required to meet the existing and future needs of Wales.

Development Management covers several stages of the implementation of a development project. The LPA and a Developer may adopt a collaborative approach when preparing a masterplan or alternatively the LPA will be presented with a final design, submitted by a Developer as a planning application.

The way in which planning applications are processed and scrutinised depends on whether they have potential benefits and impacts which are of national, major or local significance.

The LPA is responsible for determining all planning applications within Carmarthenshire unless the development is called in by the Planning Committee (primarily for Major Development) or Welsh Government (primarily for Developments of National Significance). In such cases, the LPA makes a recommendation on the application, with the decision taken by the Planning Committee or Welsh Government.

Highways Planning Liaison

As a statutory consultee, Carmarthenshire County Council's Highways Planning Liaison will provide the LPA with an informed response and recommendations on individual planning applications, falling within agreed consultation thresholds. Compliance with this HDG will be a material consideration during the Highways Planning Liaison's assessment of a proposal and subsequent response of the LPA.

¹ <https://www.carmarthenshire.gov.wales/home/council-services/planning/>

The LPA has the jurisdiction to accept, amend or disregard the recommendation of the Highways Planning Liaison team. The Highways Planning Liaison do not determine planning applications and cannot provide design support to Developers when they are appraising development proposals on behalf of the LPA.

2.3. Applying for Planning Permission

2.3.1. Pre-Application Procedures

Pre-application procedures aim to ensure that planning applications proceed smoothly and quickly once they are formally submitted. It allows significant planning issues to be addressed before a formal application is made and provides the community with an opportunity to engage with Developers at an early stage in the development process.

LPAs are required to provide a statutory pre-application service for those who request it; providing a written response to the applicant containing certain pre-determined information as a minimum. A fee is payable to the LPA for this service in line with a national fee schedule. LPA's can offer additional responses and meetings should an applicant request further pre-application advice beyond the statutory minimum requirements. Additional fees will be charged for these services.

Pre-application Consultation by Developers

Pre-application Consultation is required for all 'major' development applications, whether for full or outline permission. Prior to submitting an application for major development, the Developer must:

- publicise a draft of the application;
- consult community and specialist consultees; and
- write a report about the pre-application consultation undertaken.

The Developer is required to consult specialist consultees when a development exceeds thresholds specified by the Welsh Government. As a **specialist consultee**, Carmarthenshire's **Highways Planning Liaison** team will need to be consulted where a development is expected to alter or amend the existing highway infrastructure (including footways, footpaths or verges) and when a development:

- involves the laying out or construction of a new street;
- will significantly affect levels of traffic onto, or off, a trunk road;
- may prejudice improvement or construction of a highway;
- will generate significant levels of traffic;
- will significantly affect the nature of traffic generated; or
- the Development Control Officer is minded to refuse on highway parking grounds.

All information that would be required to be submitted as part of a formal planning application will be required by the Highways Planning Liaison team during Pre-Application Consultation. This information should be provided electronically and should include:

- Scaled plans, with north arrow, to identify the land to which the application relates;
- All other scaled plans, drawings and information that would be required to describe the proposed development. This includes any technical documents, such as a Transport Assessment and Travel Plan, needed to validate any subsequent application; and
- Design and Access Statement.

Highways Planning Liaison is required to provide a 'substantive response' to the Developer within the prescribed 28 day period, or within such a period that has been agreed in writing with the Developer.

A 'substantive response' is one which may:

- state that the specialist consultee has no comment to make;
- state that the specialist consultee has no objection to the proposed development and refers the applicant to current standing advice by the specialist consultee on the subject of the consultation;

- advise the applicant of any concerns identified in relation to the proposed development and how those concerns can be addressed; or
- advise the applicant that the specialist consultee has concerns and that it would object to an application for planning permission made in the same or substantially the same terms and sets out the reasons for those objections.

All planning applications for development proposals that are subject to statutory pre-application consultation (PAC) must be accompanied by a pre-application consultation report in order to be valid. The PAC report must address the substantive response provided by Highways Planning Liaison. The points raised by Highways Planning Liaison in the substantive response should be tabulated in the PAC report, with details on how they have been addressed by the Developer provided in an adjacent column.

2.3.2. Planning Application Procedures

Applicants can submit an application electronically or in paper format to the LPA. The planning portal enables electronic submission of planning applications and applicants are encouraged to apply electronically.

Validating planning applications is essentially an administrative process. The Standard Application Form will be checked to ensure all relevant questions have been answered. If the LPA is satisfied it has received an application that meets the requirements set out in the Standard Application Form, including additional assessment documents (e.g Transport Assessment and Travel Plan), other legal requirements and any published local validation requirements (for major applications) it will be registered as a valid application. The LPA should then determine the application within the relevant time periods.

Applicants are encouraged to agree information requirements with the LPA prior to submission, through pre-application discussions, so that where possible, the information sought is proportionate to the nature of the scheme. Supporting transport and highways information, likely to be required for different application types, is considered in [Part 5.3.2](#) of this report.

LPAs are required to consult relevant **specialist consultees**, including **Highways Planning Liaison**, when the proposed development meets the specified criteria outlined for pre-application consultation. The duty to provide a 'substantive response' is slightly different depending on whether the development proposal was subject to mandatory pre-application consultation with the statutory consultee.

Where no mandatory pre-application consultation has taken place, a 'substantive response' is one which:

- states that the consultee has no comment to make;
- states that the consultee has no objection to the proposed development and refers the person consulting to current standing advice by the consultee on the subject of consultation;
- advises the person consulting of any concerns identified in relation to the proposed development and how those concerns can be addressed by the applicant; or
- advises that the consultee objects to the proposed development and sets out the reasons for the objection.

A 'substantive response' where pre-application consultation has been undertaken is one which:

- states that the consultee has no further comment to make in respect of the proposed development and confirms that any comments made previously (during pre-application consultation) remain relevant;
- advises the person consulting of any new concerns identified in relation to the proposed development, why the concerns were not identified previously (during pre-application consultation) and:
 - how the concerns can be addressed by the applicant; or
 - that the consultee objects to the proposed development and sets out the reasons for the objection.

2.4. Assessing and Determining Planning Applications

Where an application is made for planning permission, it may be granted unconditionally or subject to conditions. Alternatively, planning permission may be refused.

The LPA is responsible for determining all planning applications within Carmarthenshire unless the development is called in by the Planning Committee (Major Development) or Welsh Government (Developments of National Significance). In such cases, the LPA makes a recommendation on the application, with the decision taken by the Planning Committee or Welsh Government.

Applications for planning permission must be determined in accordance with the approved / adopted local development plan for Carmarthenshire unless material considerations indicate otherwise. Material considerations typically include current circumstances, policies in an emerging development plan, and planning policies of the Welsh Government. **Compliance with this HDG will be a material consideration when determining planning applications which may be informed by the recommendation provided by Highways Planning Liaison.**

Where information has been provided to satisfy the minimum legal requirements for a valid planning application, but the LPA requires supplementary information to make a fully informed planning decision, or the quality of the information provided by the applicant may require challenge, the LPA may request additional submissions from the applicant.

In addition to the planning process outlined within this section, Developers should note that **drainage approval from the Sustainable Drainage Approval Body must be sought independently from planning approval**, more information on SAB is provided in [Part 4.4.3](#).

3. Policy Summary

The national policy context for planning within Wales is contained within Planning Policy Wales. It is supplemented by a series of Technical Advice Notes (TANs), notably TAN 12 (Design) and TAN 18 (Transport) which have been considered in the development of this HDG.

This HDG also takes into consideration the key principles set out in the Department for Transport's (DfT) Manual for Streets (MfS) and the Chartered Institution of Highways and Transportation (CIHT) Manual for Streets 2 (MfS 2). MfS primarily relates to lightly trafficked residential streets whilst its companion guide, MfS 2, extends beyond residential streets to provide both an urban and rural context. Without formally adopting these documents in verbatim, this HDG reflects the overarching principles of both MfS and MfS 2 within the local Carmarthenshire context. In certain circumstances this HDG also refers to wider guidance provided in the Design Manual for Road and Bridges (DMRB).



This Part of the HDG provides an overview of the key policy considerations underpinning the advice and standards outlined in this HDG. Furthermore, with [Part 5.2.1](#) of this HDG describing how a policy review should be one of the first tasks undertaken when preparing a development proposal, this part of the document may prove to be a useful source of reference for Developers.

Further policy related information is available on [Carmarthenshire County Council's Planning Policy](#)² page.

3.1. National Policy

TAN 18

TAN18 describes how to integrate land use and transport planning, and explains how transport impacts should be assessed and mitigated as appropriate, with Annex D providing guidance on Transport assessments. Relevant to this HDG, Chapter 5, Design of Development outlines the importance of street design in ensuring developments meet the needs of all users and helping to build the communities they serve. Annex B of TAN 18 sets out the guidelines for the provision of appropriate visibility standards; endorsing the recommended standards for visibility set out within MfS. The expectation for visibility provision within Carmarthenshire is set out in [Part 4.4.1](#) of this HDG.

² <https://www.carmarthenshire.gov.wales/home/council-services/planning/planning-policy/#.WYbLGMKWw2w>

TAN 12

TAN12 provides overall guidance on how good design should be achieved through the planning process, with particular reference to design and access statements. It discusses how the residential highway network is a key component in 'Place', and that by adopting inclusive design principles, ease of access for all users will be ensured. This HDG endorses the principles of inclusive design, providing guidance for developing highway environments that are accessible for all users.

Manual for Streets

The MfS guidance document, published by the Department for Transport, focuses on lightly-trafficked residential streets, but many of its key principles may be applicable to other types of street, for example high streets and lightly-trafficked lanes in rural areas. It provides guidance on street design intended to put the needs of pedestrians first, and is focussed on streets with lower vehicle speeds.

It sets out principles for creating streets that form part of a balanced, well-connected network, which embody inclusive design. It recognises that streets need to be safe and cost-effective to construct and maintain, but also need to be attractive to have their own distinctive identity. This HDG is focused on highway environments with low vehicle speeds and therefore is underpinned by many of the MfS principles.

Manual for Streets 2

The document MfS2, published by the Chartered Institution of Highways and Transportation (CIHT) builds on the guidance set out in MfS. It does not supersede MfS; rather it is intended to bridge a perceived gap between MfS and DMRB, with the inclusion of guidance on how the principles of MfS can be applied more widely than as set out in the original document. This HDG considers the principles set out in both MfS and MfS2.

Design Manual for Roads and Bridges

The DMRB contains guidance and advice notes on current design standards, which generally apply to the trunk road network, or more heavily trafficked/ higher speed roads. Direction on when DMRB standards should be applied is provided in [Part 4.1](#) of this HDG.

Active Travel Wales – Designing for Cycling and Walking

The Active Travel (Wales) Act 2013 is landmark Welsh law to make it easier for people to walk and cycle in Wales, and the subsequent publication of the Active Travel Wales Act Design Guide followed in 2014.

It sets out guidelines intended to improve walking and cycling facilities within Wales. The Act sets a legal requirement in Wales for Local Authorities to map and plan for suitable routes for active travel, and to build and improve their infrastructure for walking and cycling. This HDG supports Active Travel Wales by following the user hierarchy outlined in [Part 4.2](#) of this HDG.

In line with Carmarthenshire County Council's responsibilities under the Active Travel (Wales) Act, Existing Route Maps (ERM) and Integrated Network Maps (INM) have been produced and are available on Carmarthenshire County Council's [Website](#).³

Equality Act 2010

The Equality Act brings together several pieces of anti-discrimination legislation to provide legal protection against discrimination on grounds of a series of 'protected characteristics' including age and disability. It requires reasonable adjustments to be made to public services and transport (amongst other things) to avoid putting disabled people at a substantial disadvantage. Good design within Carmarthenshire should adopt an inclusive approach ensuring that the needs of anyone with a specific need, arising from personal circumstances as defined in the Equality Act 2010, are met in full wherever it is reasonable and practicable to do so.

Examples of appropriate national guidance include:

³ <https://www.carmarthenshire.gov.wales/home/council-services/travel-roads-parking/active-travel/#.WybNycKWw2w>

- British Standard, BS8300:2009 on Access for Disabled People;
- Approved Document Part M 2004 of the Building Regulations 1984 and other relevant Approved Documents;
- Outcome of consultations with specialist advisers at Carmarthenshire County Council, or nationally recognised organisations with knowledge of the specific issues; and
- The results of current validated research (dated within in the last 5 years).

The Equality Act includes a new public-sector equality duty (the 'general duty'), replacing the separate duties on race, disability and gender equality. This came into force on 5 April 2011.

Department for Transport's Inclusive Transport Strategy

The Department for Transport's (DfT) Inclusive Transport Strategy (2018) outlines central Government's plan to make the transport system more inclusive and easier to negotiate for disabled people. Although the strategy is focussed on inclusion for disabled people, many of the improvements will also benefit other transport system users.

By 2030, the UK Government envisages that the transport system will provide equal access for disabled users, with assistance provided if there remains a barrier. This will be achieved through targeting the five key areas of the Inclusive Transport Strategy:

1. Awareness and enforcement of passenger rights;
2. Staff training;
3. Improving information;
4. Improving physical infrastructure; and
5. The future of inclusive travel – which considers technological advances and new business models that supports inclusive travel.

The document is intended to set a clear direction to industry on the importance of inclusive design as part of future innovation, and states that vehicles, stations and streetscapes should be designed and built so that they are inclusive and easy to use.

It also recommends that Local Authorities pause the development of shared space schemes in non-residential development, which incorporate a level surface. This directive is being reviewed by DfT and WG, and Developers should seek advice on the current status of the guidance at the time of developing scheme proposals.

Learner Travel (Wales) Measure 2008

The Learner Travel (Wales) Measure 2008 requires local authorities to assess the suitability of travel for learners between their home and places of education. The Welsh Government published the 'Learner Travel Statutory Provision and Operational Guidance (June 2014)', which includes statutory provisions which local authorities must consider in undertaking their responsibilities in line with the Learner Travel (Wales) Measure 2008. The application of Learner Travel Wales is discussed in [Part 5.2.3](#) of this HDG.

3.2. Regional Policy

Joint Transport Plan for South West Wales

The Joint Transport Plan replaces the former Regional Transport Plan, prepared by the former transport consortium made up of the four local authorities in South West Wales. The Joint Transport Plan provides the framework for improving connectivity in the region for the period of 2015 up to 2020.

3.3. Local Policy

Carmarthenshire Local Development Plan (2014)

The LDP sets out the spatial vision for Carmarthenshire (excluding the area within the Brecon Beacons National Park) and outlines a framework for growth and development in the county. It sets out land-use planning policies and proposals which are used in the determination of planning

applications and the identification of future growth opportunities. Carmarthenshire LDP can be found [here](#)⁴.

These policies include land-use allocations for different development types, including residential, and is intended to guide development up to 2021. Part 4.1 includes detail on 'Placemaking', and should be referred to in conjunction with this highway design guide. The Carmarthenshire LDP map can be found at the above link and shows areas in Carmarthenshire where development proposals have been submitted and approved.

Carmarthenshire are currently preparing a revised LDP (2018 – 2023).

CSS Wales Parking Standards (2014)

The document sets the Parking Standard guidelines for new developments in Wales. The standards seek to ensure a transparent and consistent approach to the provision of parking, submission of travel plans and sustainability considerations; informing Developers, designers and builders what is expected of them at an early stage of the development process. They identify the required number of spaces for different development types which also considers their location and context.

Carmarthenshire County Council will use the most up to date guidance as part of reviewing the suitability of parking proposals within a development.

Carmarthenshire Placemaking and Design SPG (September 2016)

This Supplementary Planning Guidance (SPG) has been prepared to guide and promote high quality, sustainable design within the County. It provides further guidance, and where applicable elaborates on the policies and proposals of the Carmarthenshire Local Development Plan (LDP), providing additional clarity to assist Developers in understanding the core requirements and considerations necessary to be included within a planning proposal.

The guidance contained within the SPG is aimed at securing a deliverable, coordinated, high standard of development and ensuring that proposals reflect and respect the character and requirements of Carmarthenshire; with Part 4.4, Accessibility and Ease of Movement and Part 4.5 Public Realm are of particular relevance to this HDG.

The guidance provided in the SPG should be considered in parallel with this HDG. However, with regards to transportation matters more weight should be given to advice provided in this HDG.

Carmarthenshire Parking Strategy 2018

The Carmarthenshire parking strategy 2018 acknowledges the challenges associated with car parking in rural areas but emphasises the importance of good design and communication with stakeholders; to ensure that parking does not undermine both the ability to provide public transport and the incentive to walk or cycle. The document recommends the use of the most recent nationally recognised parking standards, currently CSS Wales 2014.

The strategy includes the following:

- A review of the existing local, regional and national policy and guidance relating to parking, transportation and land use planning and how the objectives of the new strategy reflect the objectives set across the different policy levels;
- An assessment of the current levels of parking demand and capacity throughout towns in Carmarthenshire;
- A comparison of car parking charges across towns within Carmarthenshire and neighbouring authorities;
- Analysis of Penalty Charge Notice (PCN) data within Carmarthenshire;
- The influence of technology and potential interventions which CCC may consider in the future with a particular focus on electric vehicles; and
- It also outlines 11 parking strategy priority measures for Carmarthenshire based upon internal consultation with multiple stakeholders in CCC.

⁴ <http://www.cartogold.co.uk/CarmarthenshireLDP/index.html>

4. Design Principles and Standards

4.1. Overview

Supporting the principles of the Active Travel (Wales) Act and the Wellbeing of Future Generations Act, Carmarthenshire County Council encourages innovative design that is safe, inclusive, sustainable and well connected.

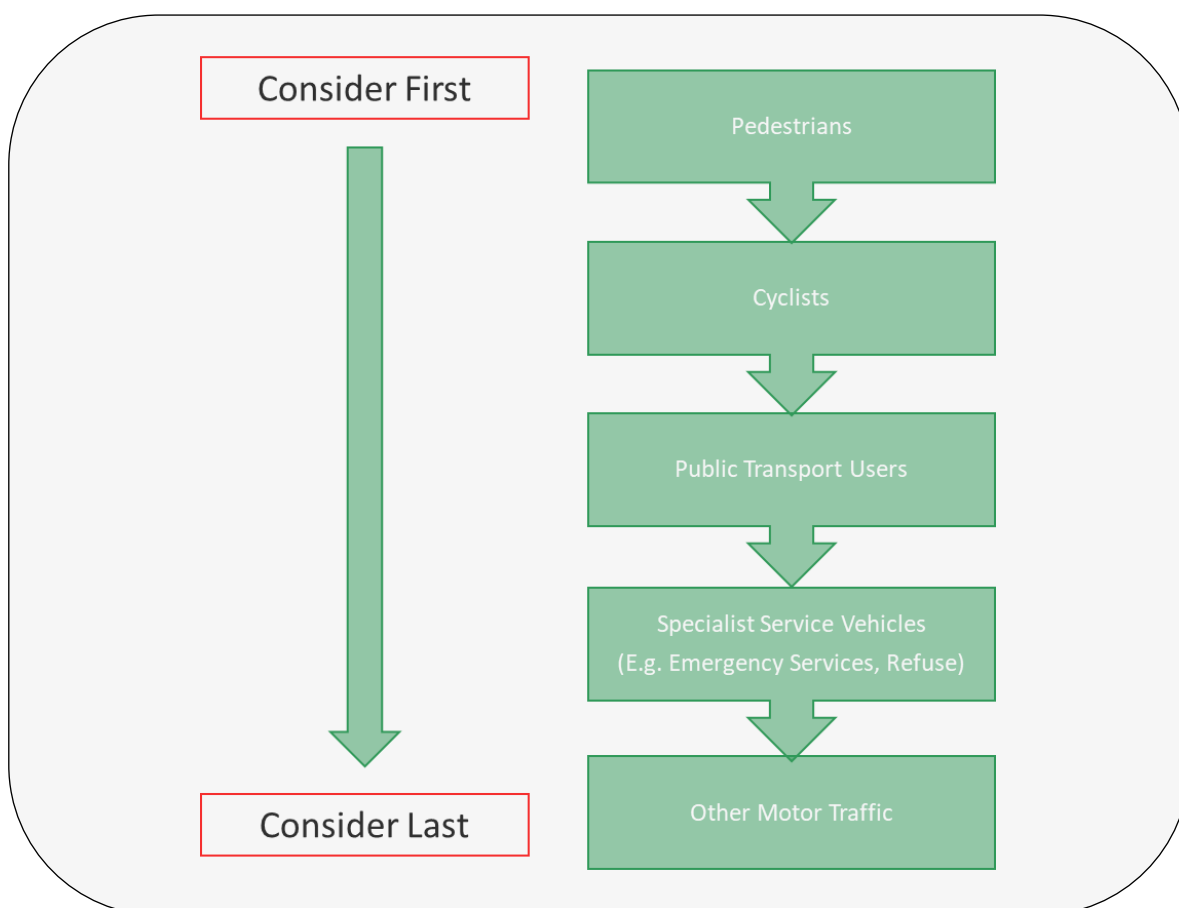
Developers are encouraged to create permeable site layouts that are to an adoptable standard and that will be offered to Carmarthenshire County Council for adoption. This section specifies when a particular road type is unlikely to be adopted by Carmarthenshire County Council. Where a development is not intended to be offered for adoption, the design should still be to an adoptable standard, to safeguard the efficient future maintenance of the highway environment within the development.

This Part of the HDG sets out the principles and standards that Carmarthenshire County Council expect to be applied when considering transport infrastructure and services for new developments. These standards relate to non-trunk roads and streets with a typical speed of 30mph or below, which Carmarthenshire Council expect the Developer to determine using appropriate survey information. For all other roads, reference should be made to DMRB guidelines.

4.2. Hierarchy of Transport Modes

Designers are expected to follow the hierarchy of transport modes shown in **Figure 4-1** within the design process; with vulnerable road users considered before all other modes of transport. However, a site must be easily accessible by all modes for it to be considered sustainable.

Figure 4-1 – Design Preparation



In adhering to this transport mode hierarchy, the provision for sustainable modes of travel will be inherent in the design and will help ensure that highways serve all transport users in a balanced way.

4.3. Access and Connectivity

When designing a development one of the key principles to establish in relation to transport is means of access and connectivity (both internally and externally). This section considers access and connectivity broadly in line with the hierarchy of transport modes presented in Figure 4-1. Specialist service vehicles are discussed in [Part 4.4.2](#) of this HDG.

4.3.1. Active Travel

Footways

The design of a development should prioritise the needs of pedestrians to ensure that the area is inclusive for all users. Developments should incorporate the principles of Active Travel Wales and should be permeable by ensuring off carriageway footways provide access between residential areas and nearby amenities (such as schools, workplace destinations, local shops and town centres).

Footways should follow existing and future desire lines and be designed so they encourage pedestrian movement with safety being a paramount consideration. They should be built with a minimum width of 2 metres and be well lit along their length.

A footway should border both sides of the carriageway where there are residential dwellings on both sides.

Where a development borders the existing highway where there are no existing footways, the development should be set back by 2 metres and a footway created to adoptable standards, in accordance with directives set out in the Active Travel Wales Act. Creation of the footway should be subject to a S.38/278 agreement. More information on Section 38 and 278 agreements is provided in [Part 6.2 and 6.3](#) of this HDG.

Crossings

Where a pedestrian desire line crosses a trafficked road, appropriate crossing points should be provided that are both safe and convenient. In line with the Active Travel Wales guidance, crossings should be accompanied by dropped kerbs and tactile paving to facilitate an inclusive design.

Developers should engage with Carmarthenshire County Council where off-site crossings are proposed to support the development.

Footpaths

Developers may wish to consider the use of footpaths to supplement footways. However, the future ownership and maintenance of new footpaths will need to be discussed and agreed with Carmarthenshire County Council.

Footpaths should generally be direct, with a focus on accessibility and permeability through the development; the footpath should be wide enough to suit the expected level of use. Pedestrians and cyclists should generally be accommodated on street rather than on routes segregated from motor traffic, as being seen by drivers, residents and other users affords a greater sense of security. To improve user experience and to facilitate a feeling of greater security, footpaths should be open, with no hidden corners, well-lit after dark and should be overlooked by dwellings.

A minimum width of 2 metres is normally required, but wider paths may be required in certain circumstances, for example, where the footpath is shared with cyclists, the minimum should be increased to 3 metres.

Footpaths should be easy to use throughout the network for those with prams and wheelchairs. Steps should be avoided wherever possible but, if unavoidable, the provision of suitable ramps or alternative routes to cater for prams and wheelchairs may well be necessary.

Provision should be made for the drainage of footpaths. However, where adjoining land is to be adopted by Carmarthenshire County Council as public open space, it may not be necessary to provide positive drainage.

Cycleways

Dedicated cycleways can form routes for cyclists that motorised vehicles are not permitted to use (except for emergency and maintenance vehicles). Pedestrians, however, do have the right to use cycleways and in some cases, it is appropriate for cycleways to be provided adjacent to footways.

Where flows are expected to be low the cycle route may be unsegregated (i.e. shared between cyclists and pedestrians with no separation by kerb or white line), but where such an arrangement is proposed the Developer must demonstrate that the design is safe for all users.

Movements from side to side are necessary to stabilise a bicycle when moving, with the extent of movement reducing as the speed of the cyclist increases. The space required needs to take into account of wobble room, physical barriers (e.g. kerbs, walls), surrounding infrastructure (e.g. bus lanes, width of adjacent traffic lane, volume of pedestrians on adjacent footway), and geometry of the cycle space (e.g. more space is required on a curve where it deviates around parked cars or loading bays).

When designing a cycle link, Developers should take account of the context within which the cycle provision will be sited. **Table 4-1** presents the preferred provision, as set out in the Active Travel (Wales) Design Guidance.

Table 4-1 Preferred minimum provision – cycle links (source: Active Travel Wales)

Speed Limit	Number of Motor Traffic Lanes	Motor Traffic Flow (AADT)	Preferred Minimum Provision by Cycle Route Type	
			Secondary Cycle Route	Primary Cycle Route
20 mph	Irrelevant	1-2500	Quiet Streets: combined traffic	Cycle Streets or Quiet Streets: Combined traffic
		2000-5000		Cycle Lanes
		> 4000	Cycle Lanes	
30 mph	2 lanes in total	0-500	Cycle Tracks	
		> 4000		
	More than two lanes	Irrelevant		
40 mph and over	Irrelevant		Cycle Tracks (exlcuding light segregation and hybrid tracks)	

Notes:

- This table does not include the Basic Network or cycle tracks away from highways
- Designers should always consider the potential to reduce traffic speed and volume to create acceptable conditions;
- There is some overlap between traffic flow ranges to allow for flexibility;
- Speed means speed limit, but if actual speeds are significantly higher, consider the next highest category of speed;
- Cycle tracks includes light segregation and hybrid tracks unless noted; and

- *In rural areas achieving speeds of 20 mph may be difficult and so shared routes with speeds of up to 30 mph will be acceptable, with motor vehicle flows of up to 1000 vehicles a day.*

As set out in the Active Travel Wales Guidance, a cycleway can take a variety of forms, ranging from, but not limited to;

- Cycle bypass at carriageway narrowing;
- Cycle only access;
- Contraflow cycle lane (segregated and unsegregated);
- Cycle lane (with various priorities); and
- Cycle track (with various priorities).

Where a cycle track is proposed, Carmarthenshire County Council will expect Designers to achieve the desirable minimum width of 3m.

Carmarthenshire County Council expect Designers to refer to the Active Travel (Wales) Design Guidance when designing a highway that may contain on-road cyclists. The guidance states that carriageway lane widths between 3.1m and 3.9m should not be used as drivers may attempt to pass cyclists without sufficient clearance.

4.3.2. Public Transport

The provision and access for public transport at all developments should be promoted, to ensure design is sustainable and future proofed. Pedestrian footways to public transport interchanges (i.e. bus stops and, where applicable, train stations) should be considered within the design to ensure that opportunities to utilise sustainable transport modes are maximised. The location of bus stops within new developments should be carefully considered to ensure that the whole development has efficient access to public transport facilities. Carmarthenshire County Council expect new development to accord with guidance set out in Guidelines for Planning for Public Transport in Developments by CIHT, which suggested that 400m should be taken as the maximum desirable walking distance to a bus stop.

Developers should consider the impact of their development on the public transport network, and where appropriate Carmarthenshire County Council will expect Developers to contribute to public transport improvements.

Public Transport improvements may include, but are not limited to:

- Contributions towards the funding of improved bus service provision;
- Kerb improvements at bus stops;
- Provision of bus shelter;
- Bus flag in rural areas; and
- Improvement to pedestrian routes to public transport interchange.

4.3.3. Vehicular Movement

TAN18 makes a clear distinction between roads and streets; with roads considered to be highways with the primary function of accommodating vehicular traffic movements. Streets are identified as routes typically lined with buildings and public spaces where the place (i.e people) function is considered to be more important than the movement (i.e traffic) function. It is essential that Designers consider the expected movement and place function of the highway, during the development of a design.

Vehicular Access

Developers should take account of the function of the road within Carmarthenshire's Highway Network Hierarchy when considering vehicular access to a new development. Carmarthenshire's Highway Network Hierarchy can be obtained on request and road category definitions are provided in **Table 4-2**.

The Highway Network Hierarchy was established to support an overall Highway Asset Management Plan that prioritises highway infrastructure investment. The hierarchy will underpin and improve the

management, prioritisation and service levels for highway maintenance and infrastructure investment and will support the Council's Key Outcomes from the Corporate Strategy 2018 / 2023.

Highway access should be provided from the lowest **appropriate** road classification. Access to development off roads identified as strategic; both in the context of the Local Highway Network and the Trunk Road Network (Table 4-2 Road Categories 1 and 2) will be considered on a site by site basis.

The Trunk Road Network is a system of strategic routes of national importance which cater for the through movement of long distance traffic. The trunk road network includes the key east-west links (M4, A48, A40) and the A483 north-south link within Carmarthenshire. The Welsh Government and their South Wales Trunk Road Agent (SWTRA) will also need to be consulted on any proposals affecting the Trunk Road Network.

Where a development is proposed to be served by substandard width rural roads and is remote from higher categories of road, consideration must be given to the improvement of the existing roads. This could include the provision of passing bays, which may require the setting back of the front boundary of a development.

Table 4-2 Highway Network Hierarchy Definitions

Category	Type of Road General Description	Description
1. Motorway	Limited access – motorway regulations apply	Routes for fast moving long distance traffic/ Fully grade separated and restrictions on use.
2. Strategic	Trunk and some Principal 'A' class roads between Primary Destinations	Routes for fast moving long distance traffic with little frontage access for pedestrian traffic. Speed limits are usually in excess of 40 mph and there are few junctions/ Pedestrian crossings are either segregated or controlled and parked vehicles are generally prohibited.
3a. Main Distributor	Major Urban Network and Inter-Primary Links. Short-Medium distance traffic	Routes between Strategic Routes and linking urban centres to the strategic network with limited frontage access. In urban areas speed limits are usually 40 mph or less, parking is restricted at peak times and there are positive measures for pedestrian safety.
3b. Secondary Distributor	B and C Class roads and some unclassified urban routes carrying bus, HGV and local traffic with frontage access and frequent junctions	In residential and other built up areas these roads have 20 or 30 mph speed limits and very high levels of pedestrian activity with some crossing facilities including zebra crossings. On-street parking is generally unrestricted except for safety reasons. In rural areas these roads link the larger villages, bus routes and HGV generators to the Strategic and Main Distributor Network.
4a. Link Road	Roads linking between the Main and Secondary Distributor Network with frontage access and frequent junctions	In urban areas these are often residential or industrial interconnecting roads with 20 or 30 mph speed limits, random pedestrian movements and uncontrolled parking. In rural areas these roads link the smaller villages to the distributor roads. They are of varying width and not always capable of carrying two-way traffic.
4b. Local Access Road	Roads serving limited numbers of properties carrying only access traffic	In rural areas these roads serve small settlements and provide access to individual properties and land. They are often only single lane width and unsuitable for HGVs. In urban areas they are often residential loop roads or cul-de-sacs.
5a. Minor Road	Little used roads serving very limited number of properties	Locally defined roads.
5b. Lane	Minor routes and low use tracks that provide access to isolated properties	In rural areas these are often narrow roads serving isolated agricultural buildings or properties. In urban areas these are often metalled lanes serving garages or the rear of properties.
5c. Green Lane or Track	Lanes and tracks that are generally unsuitable for vehicular traffic	Lanes and tracks that are unsuitable for vehicular traffic but may be used as a footpath, part of a Cycle Trail or by horse riders, generally for leisure purposes.
5d. Disused Track	Unmetalled tracks that are unrecognisable as a road	Roads that have become un-useable having fallen into disuse through regression or agricultural use.

Access Junctions

The requirements of HA TD 42/95 should be considered when deciding the most appropriate form of access junction with the existing highway network. For large developments, it may be more appropriate in certain circumstances to consider the provision of a roundabout or traffic signals (as opposed to a simple priority junction), to provide greater capacity and control.

Where a new junction or significant alteration to an existing junction is proposed for site access, a Transport Assessment / Statement will typically be required to support the associated planning application. The Transport Assessment / Statement will need to demonstrate that the proposed junction arrangement is acceptable from an engineering, operational and safety perspective. Further information on Transport Assessments / Statements and submission requirements to support planning applications is provided in [Part 5.2.3](#) of this HDG.

Basic geometric requirements for junctions, depending on the development and access road type, are considered later in this section of the HDG.

Vehicular Connectivity

The type of roads required for new development should be designed in line with guidance provided in this section of the HDG. Designers should also consider the typical road network standards provided in [Appendix A](#) and the standard details provided in [Appendix B](#).

Where a Developer is proposing alternative road type to that considered within this HDG, early engagement with Carmarthenshire County Council is recommended. In such instances there may be a requirement for the associated elements of the development proposal to accord with design standards set out in the Design Manual for Roads and Bridges e.g. for a major residential access road serving more than 300 dwellings.

The following sections consider Residential Streets and Employment and Commercial Highways.

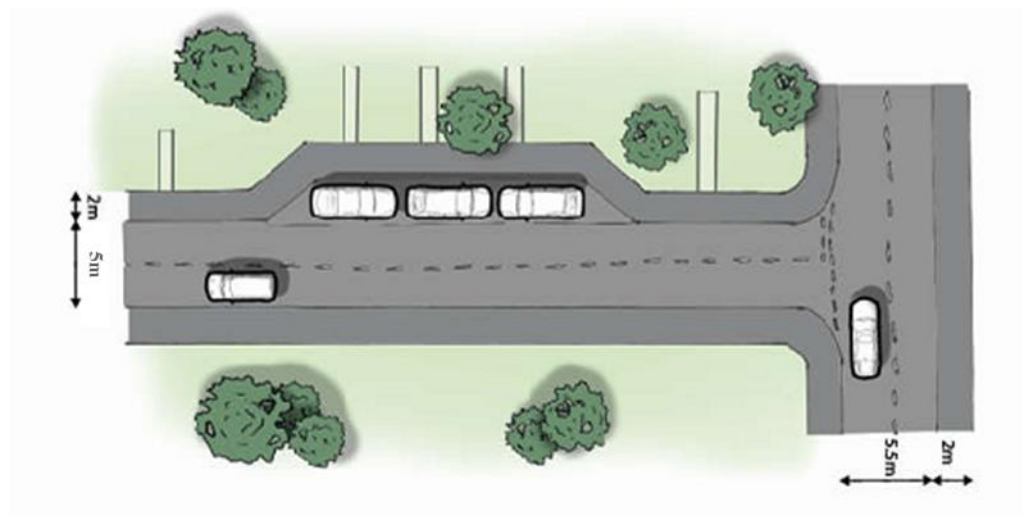
Residential Streets

Residential streets are typically considered to be low to medium in terms of movement and place function. Consequently, they should be designed to reflect the importance of pedestrians and other non-car users.

To maintain a flexible approach to design, Carmarthenshire County Council consider the number of dwellings being served by a residential street as being an appropriate starting point to consider the key design parameters. Nonetheless, designers should also consider the wider function of the street.

Carmarthenshire County Council expect all internal residential streets to be designed to maintain speeds up to a maximum of 20mph, and the Developer should provide swept path analysis, in accordance with the specification outlined in [Part 4.4.2](#) of this HDG, to demonstrate that the appropriate refuse vehicle can safely negotiate the development.

Carmarthenshire County Council typically expect carriageway widths of internal residential streets to be a desirable minimum of 5.5 metres, with footways of 2 metres in width bordering both sides of the street where there are residential dwellings on both sides. Where the Designer proposes a reduced width of 5 metres it will be expected that off-carriageway visitor parking is provided at a rate of 1 space per 5 dwellings.



A reduced carriageway width will not be accepted where a street is serving 50 or more dwellings; to safeguard the free flow of two-way traffic within a residential development. A reduced carriageway width will only be accepted where it can be demonstrated that traffic can flow freely within a residential development whilst being able to accommodate emergency and service vehicles.

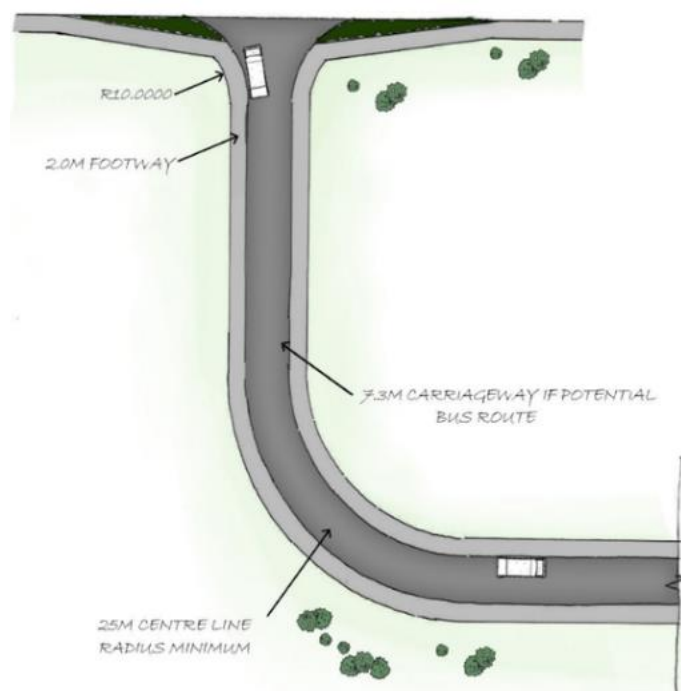
Shared surface streets, in their traditional sense, generally have minimal segregation between modes of road user and therefore their design should incorporate significant traffic calming measures.

Carmarthenshire County Council will not adopt, and will only accept 'shared surface' type streets in certain circumstances, such as conservation areas and where traffic volumes are forecast to be very low. Designers should engage with Carmarthenshire County Council at an early stage of the design if shared surface is being proposed. This is particularly important given that the Welsh Government are currently reviewing their suitability.

The general principles outlined above are reflected in the geometric requirements tabled in [Appendix A](#) which includes the following different types of residential streets.

- **Major Access Roads**

- serving up to a maximum of 300 dwellings.

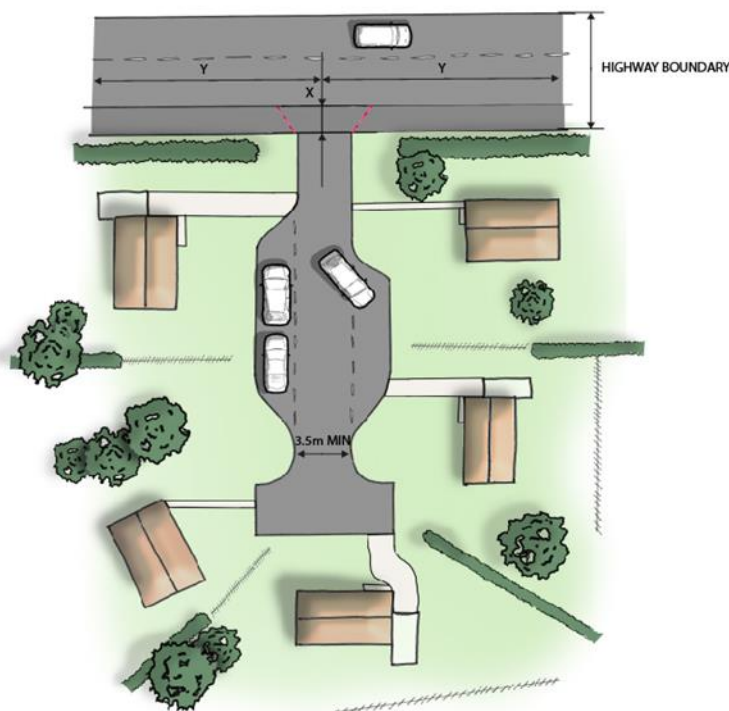


- **Minor Access Roads (including a single access point, cul-de-sac and through route)**

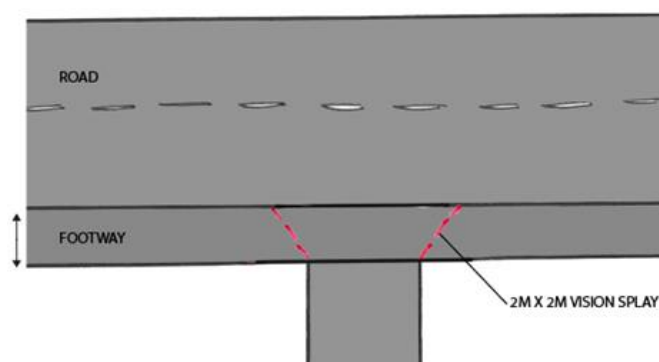
- serving up to 150 dwellings.



- **Shared Surfaces, including Home Zones**
 - serving up to 16 dwellings.
- **Private Drives**
 - Single and shared drives serving up to 4/5 residential dwellings.



A private drive should allow for a visibility splay of 2m by 2m, to ensure a suitable visibility envelope between driveway vehicles and pedestrians is achieved, and a vehicle crossover should be provided in accordance with the specifications included within [Appendix B](#).



Employment and Commercial Highways

Industrial and commercial estate roads must be designed specifically to cater for use by large commercial vehicles. In this respect the Freight Transport Association (FTA) has produced a document entitled *Designing for Deliveries* (2016)⁵ which includes a series of templates to assist designers and planners. This FTA document should be considered in tandem with the guidance provided in this HDG.

The manoeuvring characteristics of heavy commercial vehicles will form a key consideration in assessing design proposals for commercial and industrial developments; with a requirement on the Developer to demonstrate the appropriateness of any design proposals through the submission of scaled plans and Swept Path Analysis (SPA).

Furthermore, operational requirements with specific reference to the provision of turning, loading and storage facilities within the site curtilage should be identified during the planning application process. Estate roads must be designed with peak hour pedestrian and vehicle flows in mind whilst vehicle speeds must be minimised whenever possible to produce a safe and appropriate environment. Employment and commercial roads should include the provision of footways on both sides of the carriageway.

4.4. Highway Design Parameters

Section 4.3.3 of this HDG considered vehicular access and connectivity within a development site in terms of access junction and carriageway type. This section of the HDG provides supplementary guidance on the carriageway, operational and engineering parameters that require consideration during design.

4.4.1. Carriageway Parameters

These parameters are associated with the geometric design of a highway, with regards to alignment, visibility and headroom.

Horizontal Alignment

Horizontal curvature is based on the design speed of a road. Designers are recommended to utilise the guidance included within *MfS*, which makes reference to TD 9/93 of the *DMRB*.

Widening on Bends

Widening of the carriageway at bends should be determined by using swept path analysis of the largest vehicles likely to utilise the road. The volume and composition of traffic needs to be assessed to determine whether it is necessary to cater for two large vehicles passing each other at the bend or whether there is sufficient forward visibility to enable one driver to stop and wait for the other to pass.

Effective Straights

To maintain low vehicle speeds and safeguard the wellbeing of road users Carmarthenshire County Council will not expect any straight lengths of carriageway greater than 60m to be part of the design. Any straight lengths of carriageway greater than 60m will normally require the introduction of a speed reducing feature to keep speeds low which would add undesirable design, construction and maintenance costs. If there is to be a shared surface the effective straight should not exceed 40m.

Vertical Alignment

A maximum longitudinal carriageway gradient of 1 in 20 (5%) is generally considered desirable although where there are existing topography constraints, a gradient of 1 in 10 (10%) should be considered as a practical maximum. Where gradients exceed 5% the Developer will be required to provide grit bins, which would need to be located appropriately.

The composition of street users should be assessed in designing the vertical alignment, Carmarthenshire County Council would expect the gradient to be reduced to no more than 1 in 33 (3%) where a significant number of pedestrians or cyclists use the route.

⁵ <https://fta.co.uk/press-releases/20160610-fta-publishes-updated-guide-to-truck-turning-and-manoeuving>

Carmarthenshire County Council expect a minimum gradient of 1 in 80 (1.25%) on new developments, to ensure positive drainage is achieved. Where longitudinal gradient is slacker than 1 in 120 (0.83%) channel blocks will be required.

Carmarthenshire County Council expect crossfalls of 1:40 (2.5%) for both carriageway and footway to ensure positive drainage is achieved.

Vertical Curvature

The minimum length of vertical curvature should be based on the required forward visibility to achieve the minimum Stopping Sight Distance (SSD), as set out in **the junction visibility section below**.

A visibility envelope should be measured from a minimum driver's eye height of between 1.05m and 2.0m to an object height of between 0.6m and 2.0m all above the road surface. It should be checked in both the vertical and horizontal planes between two points. In certain circumstances Carmarthenshire County Council may request that the minimum object height be reduced to 0.26m, conforming with DMRB standards.

In addition, the minimum vertical curve length of any section of road should not be less than 20m.

Headroom

The Developer should consider headroom in the design of new developments. Carmarthenshire County Council expect the headroom for all road types to follow guidance provided in DMRB TD 27/05 which requires construction headroom between 5.30m and 6.45m (plus associated sag curve compensation).

The minimum headroom over footpaths should be 2.4 metres unless it is a shared-use path in which case the minimum should be 2.7 metres.

Visibility

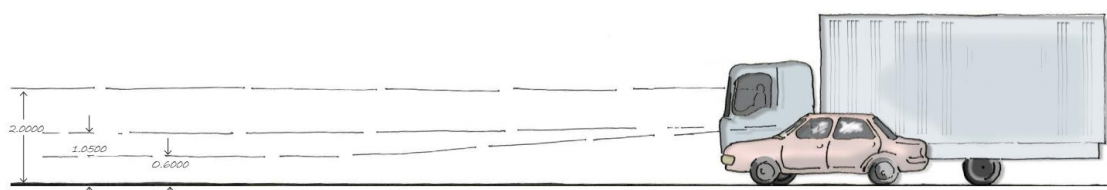
Sightlines

Sightlines are imperative when considering the safety of users on the highway network, as they give road users sufficient opportunity to identify and slow down for potential hazards. It is necessary to consider the driver's line of vision, in both vertical and horizontal planes, and the stopping distance of the vehicle.

Vertical Visibility Envelope

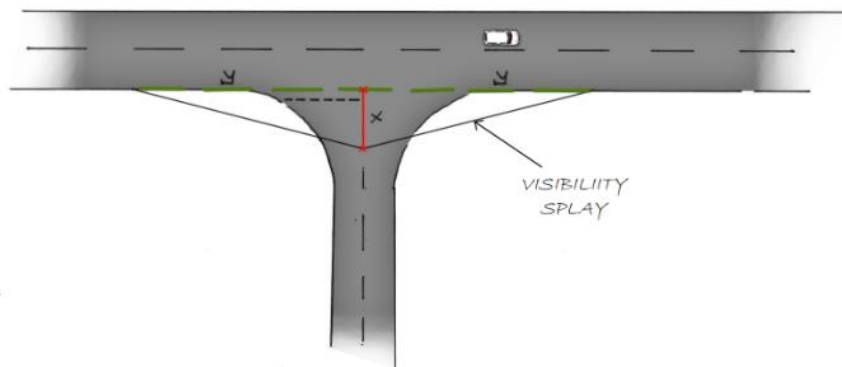
The vertical visibility envelope is the area within a driver's vision which should remain clear to enable a driver to see a potential hazard and react appropriately. A height of 600mm should be taken as the point above which unobstructed visibility should be provided, wherever the potential exists for conflicts between motorists and young children. The maximum height for the vertical visibility envelope is considered to be up to 2 metres for HGVs; Carmarthenshire County Council therefore consider the envelope to be 0.6 metres (min) up to 2 metres (max).

In certain circumstances Carmarthenshire County Council may request that the minimum object height be reduced to 0.26 metres, conforming with DMRB standards.



Junction Visibility

Junction visibility should be measured with determination of 'X' and 'Y' values.



The 'X' distance expected by Carmarthenshire County Council is 2.4 metres, which represents the typical distance between the driver and the front of the vehicle, with the 'Y' visibility distance being measured along the nearside edge of the carriageway. Whilst MfS acknowledges that vehicles will normally be travelling a distance from the kerb line, Carmarthenshire County Council expect the Y distance to be measured along the kerb line to safeguard cyclists and pedestrians who may be on, or close to, the kerb line. As a guide, for roads where the speed limit is unknown reference can be made to the Table B in TAN 18, reflected below for reference.

Table 4-3 Visibility Standards

Speed	Kilometres per hour	16	20	24	25	30	32	40	45	48	50	60
	Miles per hour	10	12	15	16	19	20	25	28	30	31	37
SSD (metres)		9	12	15	16	20	22	31	36	40	43	56
SSD adjusted for bonnet length. (2.4m)		11	14	17	18	23	25	33	39	43	45	59
Additional features will be needed to achieve low speeds												

However, Carmarthenshire County Council support the visibility standards set out in MfS2 and expect Designers to make reference to the Site Stopping Distance (SSD) formula presented in MfS2:

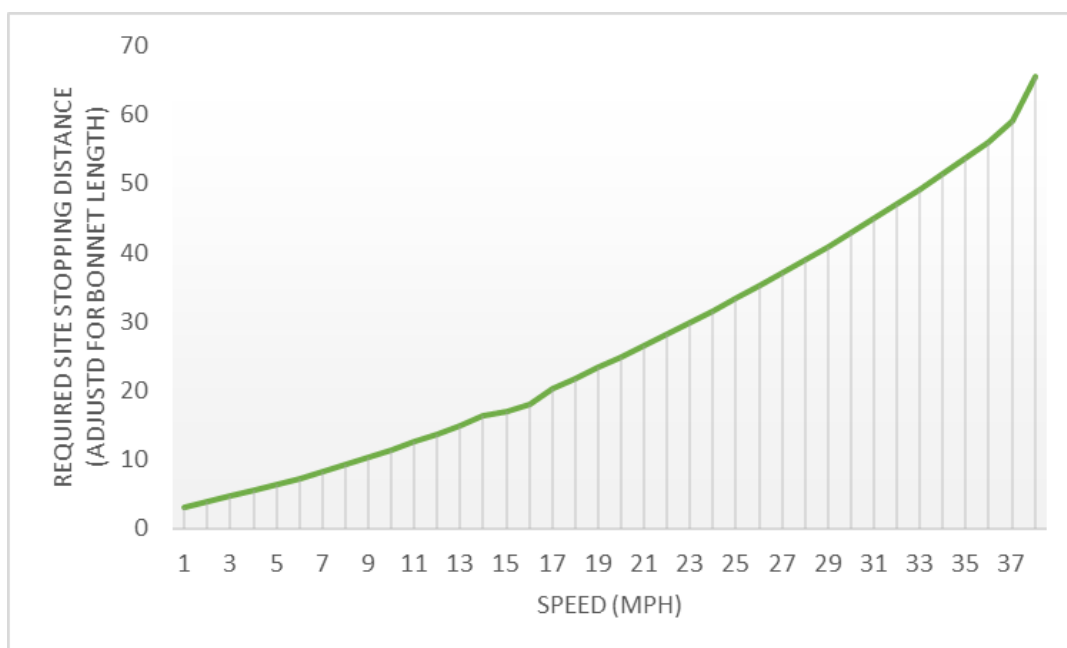
SSD = vt + v²/2(d+0.1a), where:

- V= speed in metres per second;
- T= driver perception reaction time in seconds;
- D= deceleration in m/s²; and
- A= longitudinal gradient (positive for upgrades and negative for downgrades).

For new streets the design speed should be determined with consideration given to the intended function of the junction being designed. For existing streets, the 85th percentile wet weather speed should be used, derived using site observation surveys during free-flowing conditions. If the surveys are undertaken in dry-weather conditions then a correction of -4kph is applied to determine wet weather speeds.

A graph below gives resents indicative Site Stopping Distance requirements for the 'Y' value.

Figure 4-2 – Site Stopping Distance



The graph is based on reaction times that are appropriate for cars and Light Goods Vehicles (1.5s) with a zero gradient and 5% gradient for indicative purposes. However, Developers would be expected to use the formula outlined above to determine appropriate visibility requirements. It should also be noted that Heavy Vehicles may have different deceleration characteristics. As a guide, MfS2 suggests that bus/HGV Sight Stopping Distances should not need to be assessed when the combined proportion of HGV traffic is less than 5% of traffic flow.

As described previously, these standards relate to non-trunk roads and streets with a typical speed of 30mph or below. For all other roads, visibility should be taken from DMRB guidelines.

Forward Visibility

Forward visibility is the distance that drivers need to see ahead, to stop safely for any obstructions in the carriageway.

Carmarthenshire County Council expect that the minimum forward visibility for each road type should be calculated based on the SSD formula set out in the *Junction Visibility* section of this HDG. The forward visibility should be measured along the centreline of the inner traffic lane.

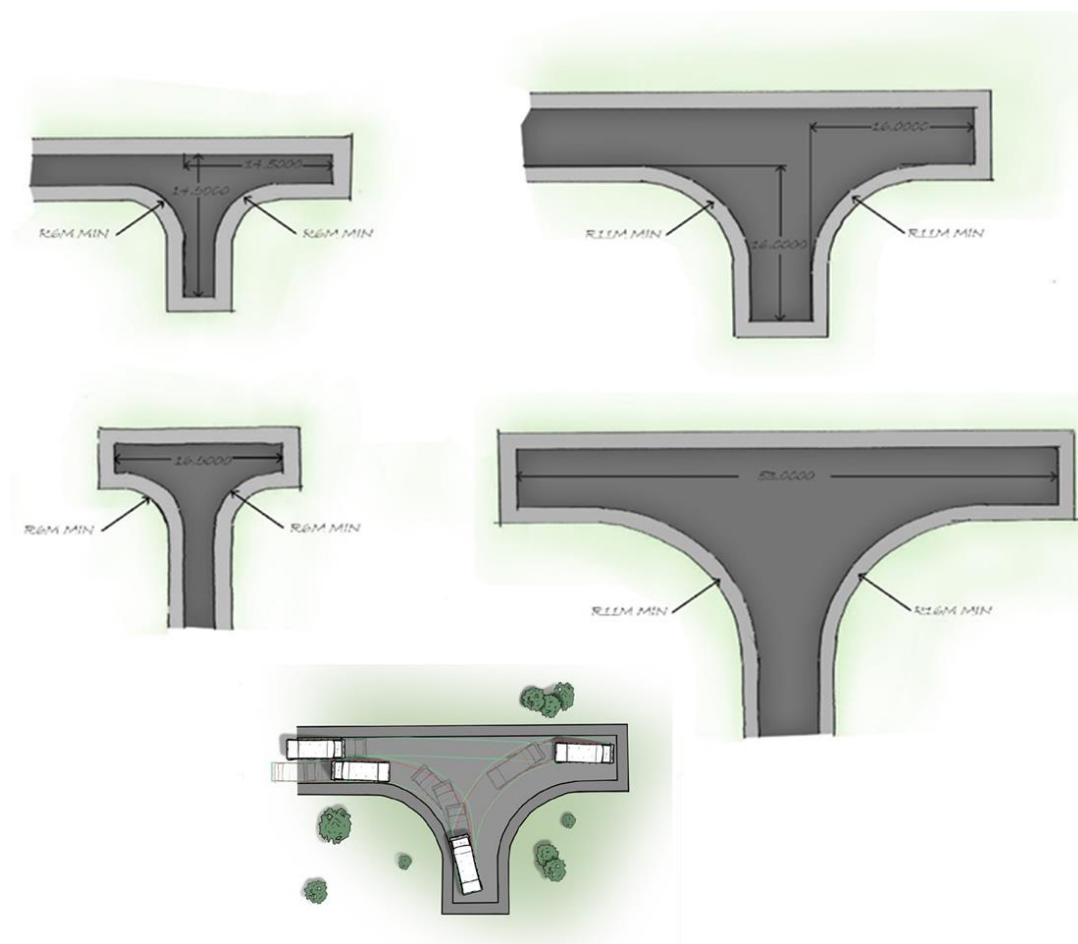
For road types not considered within this HDG, the visibility standards stipulated in the DMRB should be applied.

4.4.2. Operational Parameters

This section outlines Carmarthenshire County Council's expectations with regards to the operational parameters of highway design, where the Designer should be considering the function of the street and how road users operate within the highway space.

Turning Heads

Turning heads should allow vehicles to enter and exit an area in forward gear. Their design should be future proofed to allow access into surrounding land parcels that may undergo development. All turning heads should be provided with swept path analysis to demonstrate that they are adequate for the development and can accommodate the appropriate size of vehicle (e.g. service, delivery and refuse vehicles).



Speed Control

All developments should be designed to maintain appropriate speeds limits, which will vary depending on the nature of the road and development context.

Carmarthenshire County Council are always receptive to innovative speed control designs that can be integrated within the highway network, however preference is given to horizontal deflection and geometric speed control rather than vertical deflection measures.

The Developer may wish to propose surface texture changes as part of integrating speed control into the design, however in such cases the Developer must ensure that the proposed material is easily sourced and provides value for money.

The control of speed should be considered within the design prior to the planning submission stage, to ensure that speed control features are intrinsic to the residential development layout. This ensures that potential 'bolt-on' features, incorporated at a later stage, are avoided.

Parking

Parking for new developments should be provided in accordance with CSS Parking Standards (2014), with reference to the appropriate development type and zone allocation. Carmarthenshire County Council have not developed a zoning plan, but instead expect the Developer to indicate the proposed zone allocation, which will be agreed on a site by site basis.

The CSS 2014 contains design guidance for parking layouts and sets out the recommended number of spaces for new developments.

For additional guidance on Cycle Parking Designers should also make reference to guidance set out in the Welsh Government document 'Design Guidance: Active Travel (Wales) Act 2013'.

Central government's Road to Zero strategy sets out an ambition to ensure that at least 50% of cars on the road are ultra-low emission vehicles by 2030, supported by a significant roll-out of electric vehicle infrastructure. Supporting and facilitating the uptake of alternative fuel vehicles is a key policy aim of Carmarthenshire County Council, as set out in the Carmarthenshire Parking Strategy 2018.

In order to ensure that all new developments are equipped with the infrastructure required by the increasing numbers of electric vehicles, and Carmarthenshire County Council's aspirations for future uptake of electric vehicles, all developments will be expected to provide charging points at a percentage of the full parking provision.

Carmarthenshire County Council will expect electric charging points to be provided at a rate of **3%** of the overall parking provision at all commercial developments, and details of how they will be provided and managed should be included within the accompanying Transport Assessment / Transport Statement as described in **Part 5.2.3** of this HDG.

Pick up / Drop off

With regards to educational establishments, CSS 2014 also sets out the requirements for pupil pick up and drop off areas at new school developments. There should be an area provided for the picking up and setting down of school children within the curtilage of the school premises, which should include a facility for vehicles to turn without reversing. Turning areas should be separate from pupil circulation areas to safeguard the safety of pupils walking or cycling to school.

For creche / child care establishments, availability of adequate kerbside capacity (i.e. unrestricted parking) should be taken account of. Developers must demonstrate that there is sufficient capacity to accommodate the pick up and drop off of children without having a detrimental impact on the free-flow of traffic on the highway.

Servicing

All developments should be designed to facilitate ease of access for servicing vehicles, including emergency services, deliveries, and refuse vehicles. Swept path analysis of refuse and emergency vehicles is mandatory for all new developments.

Provision should be made for emergency service vehicles being able to access all residential dwellings, with Fire Tenders being able to reach within a 45-metre hose distance from all parts of each dwelling house. Emergency vehicles should not have to reverse more than 10 metres from the end of an access road; provision should be made for safe and efficient turning opportunities. As a guide, for emergency vehicles there should be a minimal operational width of 3.5 metres between kerbs to allow suitable operating space, however this should be increased to 3.7 metres where walls form an obstruction.

Refuse vehicles should be able to safely negotiate new developments, with the vehicles being able to access 25 metres of each dwelling house or refuse storage locations. Refuse vehicles should not have to reverse more than 12 metres from the end of an access road; provision should be made for safe and efficient turning opportunities.

The Developer is expected to demonstrate that the highway layout is suitable using swept path analysis, as described in **Part 5.2.3**. Carmarthenshire County Council typically operate **26t rigid three axle Refuse Collection Vehicles, with rear wheel steering**, and these vehicles specifications should be used for any associated swept path analysis.

For retail developments, and in particular small convenience type stores, appropriate servicing arrangements should be presented as part of the planning application. It should be demonstrated that the existing and proposed highway network is suitable to accommodate the prescribed servicing vehicle. The Developer should agree servicing arrangements prior to submission of the planning application by including relevant details in the pre-application discussions discussed in **Part 5**.

4.4.3. Engineering Parameters

This section provides information of the expectations from Carmarthenshire County Council with regards to drainage and structures associated with the highway.

Structures

Any structure that supports the highway (such as a bridge, culvert, or retaining wall) should be considered as part of the highway, and therefore should be included within the adoption agreement. The appearance and choice of material should be discussed with Carmarthenshire County Council at the earliest opportunity, and will be expected to be constructed to minimise future maintenance costs.

All structures proposed as part of a new development require Approval in Principle (in accordance with DMRB BD2/12) before any works can commence on site.

Drainage

Surface water drainage should be compliant with the requirements set out in the Carmarthenshire Council drainage strategy, to mitigate the potential adverse impact of any new development on flood risk. A groundwater flood risk assessment should be undertaken for all new developments within any area that may include a high risk of groundwater flooding. The discharge of private water into highway drainage systems will not be permitted.

All drainage designs should be verified by an appropriate drainage consultant, prior to the granting of technical approval. Where drainage infrastructure is required to be laid under the adoptable highway then written assurance must be provided by Welsh Water that an adoption agreement between the Developer and Welsh Water has been established.

All prospective maintainable highway drains should be located within land that is to be adopted by Carmarthenshire County Council. All surface water run-off should be contained within the curtilage of the development, and will not be permitted to run onto the adopted highway.

Sustainable Drainage Systems

Sustainable Drainage Systems (SuDS) that are designed to maximise the amount of water that is retained within a development will be considered by Carmarthenshire County Council on a case by case basis. As a general principle the use of SuDS within larger developments is currently supported, however the Developer must demonstrate that there is sufficient storage capacity through the use of balancing ponds and wetland areas (outside of the highway boundary) to reduce the impacts of any potential flooding.

Legislation, effective from the 7th January 2019 dictates that consent for any drainage infrastructure will be required from the Sustainable Drainage Approval Body (SAB). Further information on the process can be found at <https://www.carmarthenshire.gov.wales/> and any associated enquires should be sent to SAB@carmarthenshire.gov.uk.

Developers should note that if the quantum of development is of two properties or more, over 100m² of construction area, or has any drainage implications, then **SAB approval must be sought independently from the planning approval**. Construction cannot commence until the two permissions (planning and SAB) have been granted.

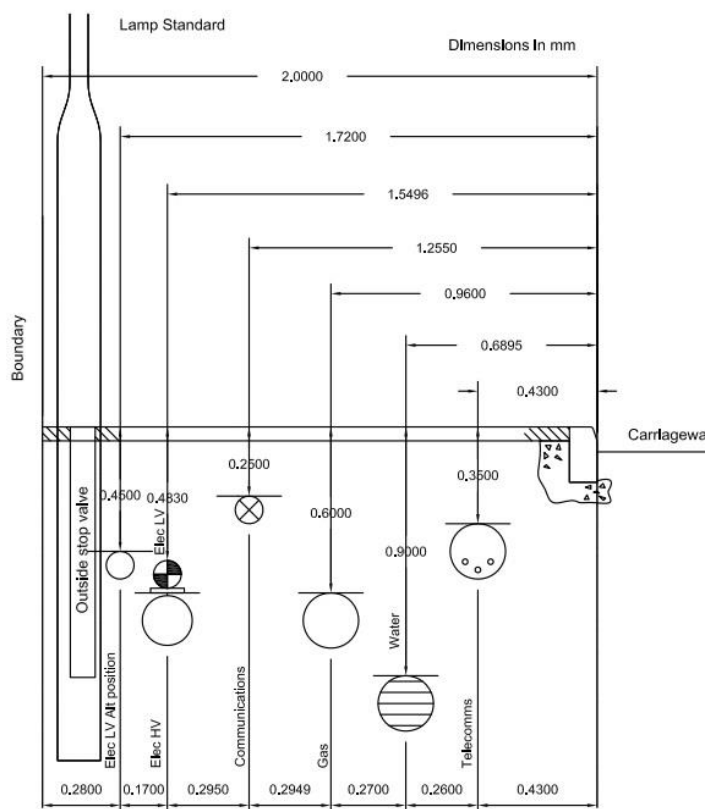
SAB approval will also be required for any planning permissions granted subject to a condition, where an application for discharge of the condition has not been made prior to the 7th January 2020.

Statutory and Other Services

During the design of any development the needs of the statutory authorities should be taken into account at an early stage. To ensure ease of future maintenance Carmarthenshire County Council expect mains to be located in footways or verges, however if no other route is available then appropriate alternate installation arrangements should be discussed with Carmarthenshire County Council and all relevant statutory undertakers.

It is recommended that Developers contact all relevant statutory undertakers at the early stages of design to ensure their apparatus can be installed in an efficient manner, and comply as much as is practicable with the recommendations of the National Joint Utilities Group (NJUG) for arrangement of mains within a service corridor, as shown in **Figure 4.3**:

Figure 4-3 – NJUG recommendations for arrangement of main in service corridor



The Designer should consider the position and level of utility covers within the design of a new road layout, particularly on bends or within braking/ steering areas. A suitable skid resistant cover may be required, which should be discussed with Carmarthenshire County Council.

4.4.4. Aesthetics Parameters

This section sets out Carmarthenshire County Council's expectations with regards to the aesthetics of a highway environment, which is reliant upon the materials, landscaping and lighting provided within a highway environment.

Materials and Specification

All roads and residential streets should comply with the materials and construction specification standards set out by Carmarthenshire County Council. The use of standard materials ensure that designs are sympathetic to the future maintenance of the development.

Where a Developer is intending to use non-standard materials, it must be demonstrated that the materials are easy and cost-effective to source compared to the standard materials promoted by Carmarthenshire County Council. The Developer may be required to agree commuted sums to cover any non-standard materials and construction specifications, as set out in **Part 6.3**.

Landscaping

The design of roads that includes landscaping should be sympathetically considered with future maintenance in mind. Carmarthenshire County Council will normally only adopt the paved services and verges which are critical to the functioning of the highway, and therefore any planting must not be positioned near structures or services.

Tree species should be selected which have a modest canopy and the appropriately planted with the use of tree grids and root barriers, and the Developer may be required to pay commuted sums to cover future maintenance. Where landscaping is proposed close to footways or cycleways, thorny species will not be supported by Carmarthenshire County Council. If existing hedges contain thorny species, cycle tracks shall be positioned at least 3 metres from the extremities of the hedge to prevent problems with hedge-cutting debris. Existing hedges adjacent to the existing highway shall be transferred to frontages for maintenance.

If there are existing landscape features considered of value by Carmarthenshire County Council, the Developer, as part of the design process, must attempt where possible to position the access in a safe location that allows the landscape feature to be retained.

Existing trees, which may become maintainable by Carmarthenshire County Council, should be the subject of condition survey to determine their importance, and may be subject to commuted sum payments to cover future maintenance costs.

Street Lighting

Street lighting is an important consideration in the design of a new development and roads. Street lighting should assist in creating developments that minimise the fear of crime whilst also minimising any potential environmental impact. Designers are encouraged to use best practice in systems and operations for street lighting, and should engage with the Carmarthenshire County Council street lighting team for current specifications.

In areas of historic importance, Developers may be required to source lighting specifications that are sympathetic to the historic environment to ensure the character of the area is retained.

5. Design Process

5.1. Overview

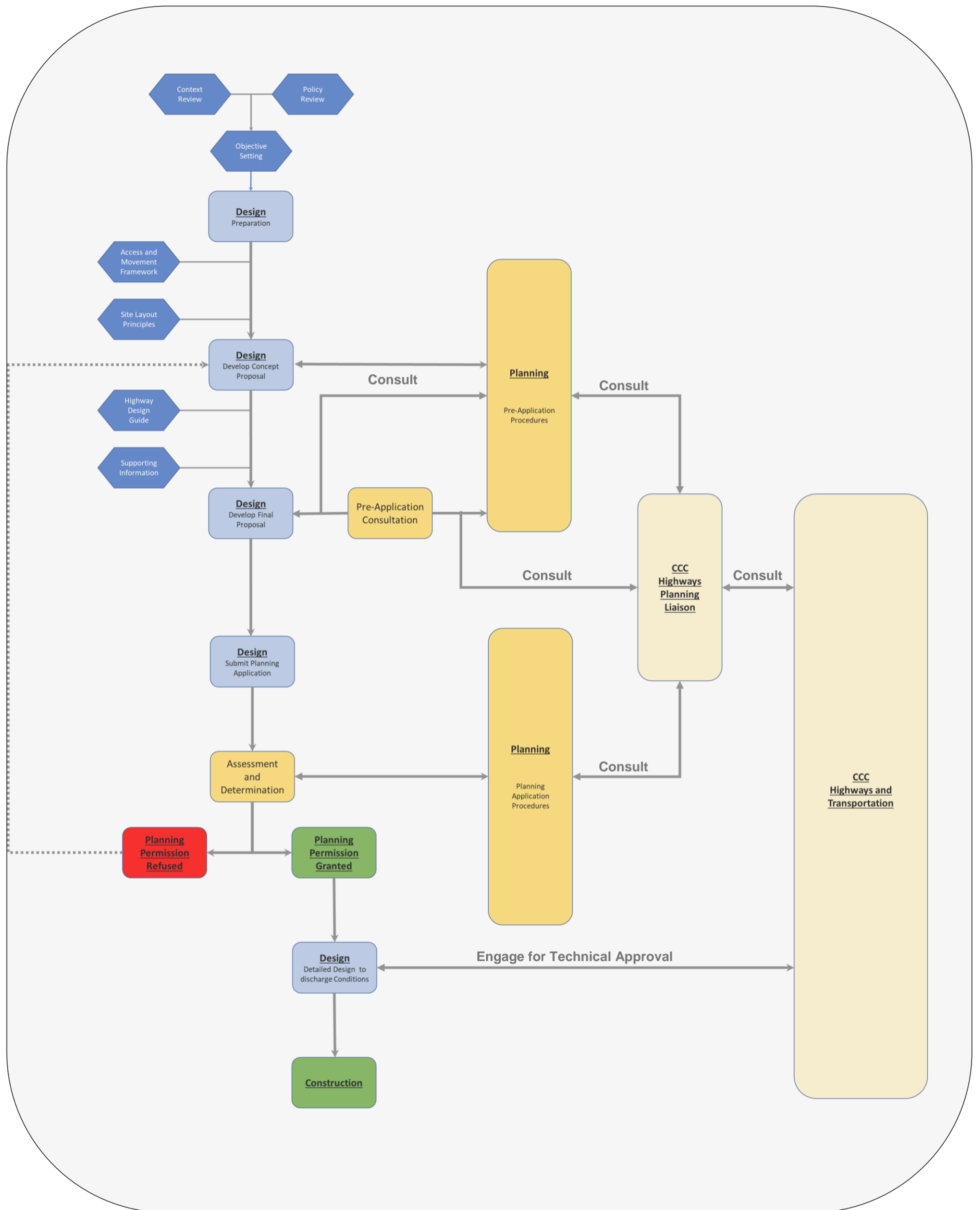
New designs should be developed in consultation and engagement with the local planning authority, stakeholders and the community. However, it is important that consultation and engagement is formally initiated at appropriate stages during the planning process and that the full life cycle of a scheme is considered from the outset. Carmarthenshire County Council expect Designers to use this HDG as a toolkit to inform the design of a development, as a way of minimising the need for iterative engagement with Highways Planning Liaison.

This Part of the HDG outlines the approach that Carmarthenshire County Council expect Developers to follow when considering the highway design of a new development.

5.2. Scheme Life Cycle

Figure 5-1 presents an overview of the key design stages, from inception through to implementation, as recommended by Carmarthenshire County Council. The design stages are presented alongside the key pre-application and planning application milestones described in [Part 2](#) of this HDG. The remainder of this section expands on the individual design components with further advice provided on opportunities for formal engagement within the planning framework.

Figure 5-1 - Scheme Life Cycle

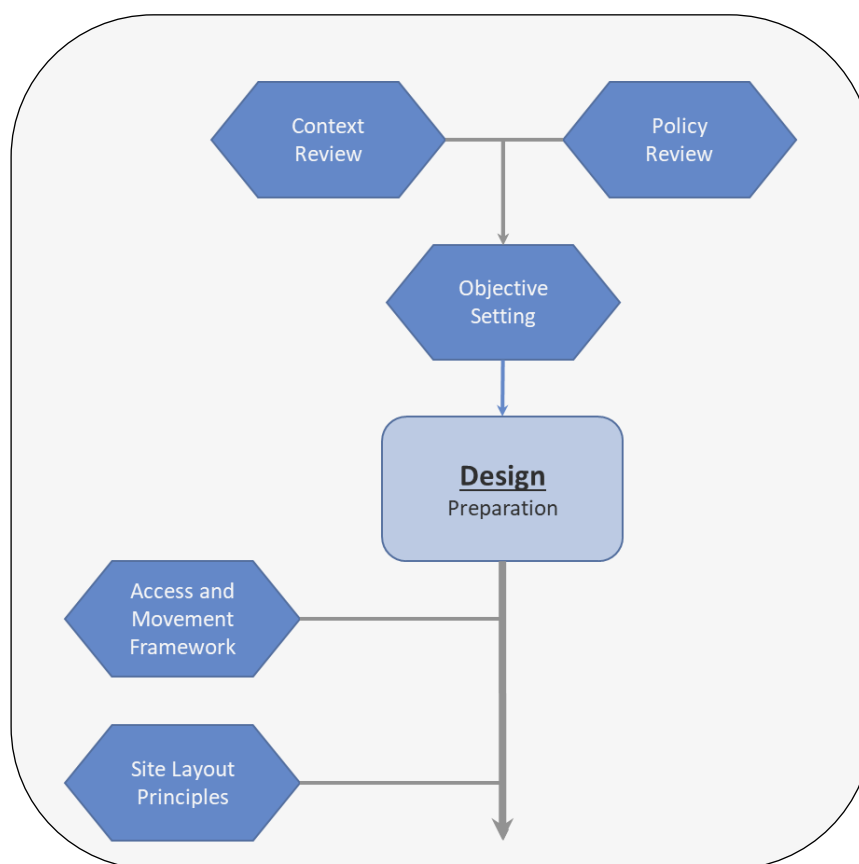


5.2.1. Design Preparation

Figure 5-2 below outlines the approach that Developers should adopt when preparing a design for a new development in Carmarthenshire.

The process should start with a policy and context review to ensure appropriate design objectives are established from the outset. This approach will ensure that the layout of the site and the supporting access and movement framework comply with policy and complement the character of the surrounding area and transport network.

Figure 5-2 – Design Preparation



Policy and Context Review

The **policy review** should consider both planning and transportation policies; with a need for the overarching design objectives and subsequent development proposal to comply with national, regional and local policy (see [Part 3](#) of this HDG for further information on policy).

The **context review** should consider the character of the surrounding area and the transport system serving the development site. Establishing basic transport information to inform the design is particularly important and should identify both opportunities and constraints for site travel by all transport modes. A range of techniques are available when assessing the transport system, including site observation and surveys, review of historic records, access auditing and the analysis of information held by statutory undertakers and agencies.

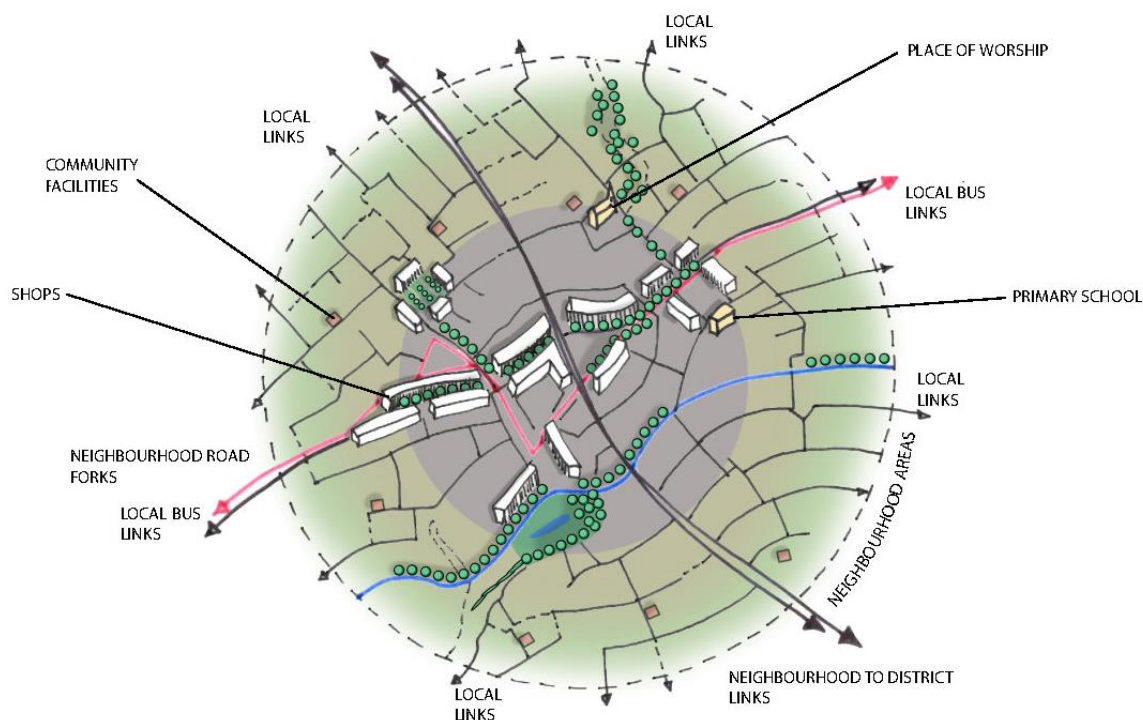
Objective Setting

On completion of the policy and context review, measurable **design objectives**, reflecting expected site activities, should be established. Typical transport related objectives might include, but should not be limited to:

- Ensuring safe and convenient active travel links with nearby services and facilities;
- Ensuring the site is adequately served by public transport;
- Securing multiple vehicular accesses to the site; and
- Keeping traffic speeds to a maximum of 20mph for residential development.

Access and Movement Framework and Site Layout Principles

The access and movement framework should consider general movement to and through the site. For new developments, understanding the movement and place function of the surrounding area will enable appropriate points of connection and linkages to be identified so that important desire lines can be achieved. Designers should utilise this information when making the required considerations on access and connectivity as outlined in [Part 4.3](#) of this HDG. Developing a well-informed access and movement framework will ensure that the development proposals enhance the existing movement framework of the surrounding area.



As discussed in [Part 4.2](#), Designers are expected to consider the hierarchy of transport modes shown in [Figure 4-1](#) when developing the access and movement framework and establishing site layout principles. In adhering to this transport mode hierarchy, the provision for sustainable modes of travel will be inherent in the design and will help ensure that highways serve all transport users in a balanced way.

To further encourage travel by active modes and public transport, the following overarching **site layout principles** should be adopted:

- The site should be safe, permeable and easy to navigate;
- Pedestrians and cyclists should generally be accommodated on street rather than on routes segregated from motor traffic; and
- The site should be well connected to surrounding transport provision and services.

Further information with regards the highways and transportation principles that Carmarthenshire County Council expect Developers to adopt is provided in [Part 4](#) of this report.

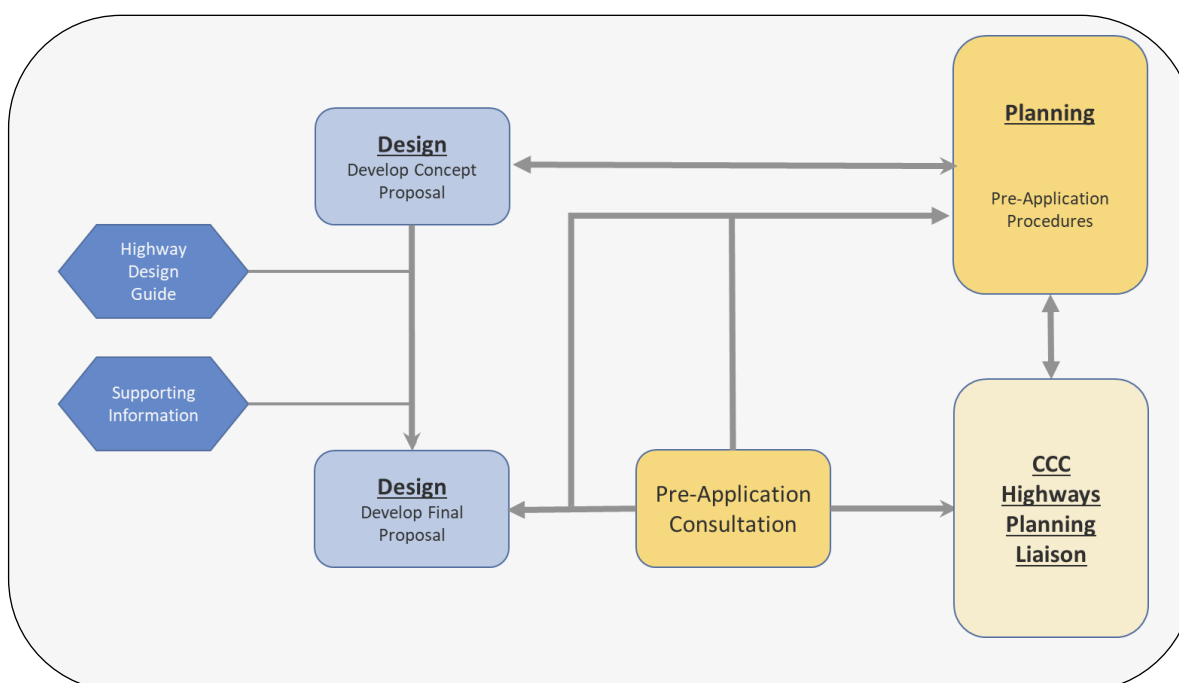
5.2.2. Developing a Proposal

With the access and movement framework in place and the site layout principles established, a development proposal and site layout plan (or masterplan for larger more complex developments) should be produced.

From a transport perspective, the proposal should demonstrate how a safe, accessible, maintainable and future proofed scheme will be delivered. The site layout plan (or masterplan) should be developed in line with guidance provided in [Part 4](#) of this HDG with regards the overarching design principles and standards.

Figure 5-3 below shows the approaches that could be adopted when producing a development proposal within Carmarthenshire.

Figure 5-3 – Developing a Proposal



Concept Proposal

For major developments and more complex schemes, it is recommended that Developers / Applicants consult with Carmarthenshire County Council on their access and movement framework and site layout principles during development of a concept proposal. The planning department offer pre-application services for those who request it; allowing significant issues to be addressed before a formal application is made.

Pre-application procedures aim to ensure that planning applications proceed smoothly and quickly once they are formally submitted. The process allows planning officers, in consultation with Highways Planning Liaison and other stakeholders, to provide their professional opinion on the prospect of gaining planning permission. Nonetheless, any advice given at this stage is informal and will not bind the LPA in the event of a formal planning application.

Applicants are encouraged to agree information requirements with the LPA (including for PAC) prior to submission, through pre-application discussions, so that where possible, the information sought is proportionate to the nature of the scheme.

For smaller less complex schemes developing a concept proposal in consultation with Carmarthenshire County Council is not typically required.

Final Proposal

When developing a final proposal, careful consideration is required of all critical highway and transportation features which impact on the efficiency and quality of the development. This should include but should not be limited to:

- Internal and external connectivity by all transport modes;
- Street layouts and dimensions;
- Parking provision and design;
- Landscaping;
- Materials, management and maintenance;
- Access for service vehicles including emergency services;
- Speeds control;
- Drainage; and
- Routes for utilities.

Part 4 of this HDG sets out the principles and standards that should be adopted when designing these critical features for a new development. The information that should be provided to support a development proposal is outlined later within this section of the HDG. This information will be required for the proposal to be properly assessed.

Pre-Application Consultation (PAC)

PAC is required for all 'major' development applications, whether for full or outline permission. The Developer is required to consult specialist consultees when a development exceeds thresholds specified by the Welsh Government. As a **specialist consultee**, Carmarthenshire's **Highways Planning Liaison** will need to be consulted where a development is expected to alter or amend the existing highway infrastructure (including footways, footpaths or verges) and / or exceeds the Welsh Government thresholds outlined in **Part 2.3.1** of this HDG. All planning applications for development proposals that are subject to PAC must be accompanied by a PAC report to be valid. The PAC report must address the substantive response provided by Highways Planning Liaison. The points raised by Highways Planning Liaison in the substantive response should be tabulated in the PAC report, with details on how they have been addressed by the Developer provided in an adjacent column.

All information that would be required to be submitted as part of a formal planning application will be required by the Highways Planning Liaison team during Pre-Application Consultation. The following section sets out the information that should be provided to support a development proposal during both Pre-Application Consultation and for a formal planning application.

5.2.3. Supporting Information

Carmarthenshire County Council expect planning submissions to be accompanied by appropriate plans and information to ensure that their recommendation on the acceptability of a development from a transport perspective is based on a robust evidence base.

The level of information required for pre-application consultation or to support a planning application will vary depending on the type of development being proposed and the key considerations Carmarthenshire County Council expect during the development of a particular design. **Table 5-1** outlines the key consideration expected for the following different development types:

- | | |
|-----------------------------|--------------------------------|
| • Residential | • Creche / Childcare |
| • Retail | • Health |
| • Hospitality (Food Retail) | • Agricultural Intensification |
| • Education | |

Details of the associated assessment and supporting information requirements are provided following Table 5-1.

Table 5-1 Key Design Considerations by Development Type

Development Type Considerations	Residential	Retail	Hospitality (Food Retail)	Education	Crèche / Childcare	Health	Agricultural Intensification
Access by all modes	✓	✓	✓	✓	✓	✓	✓
Access junction layout	✓	✓	✓	✓	✓	✓	✓
Sustainable transport options	✓	✓	✓	✓	✓	✓	-
Learner Travel Assessment	✓	-	-	✓	-		
Parking	✓	✓	✓	✓	-	✓	-
Pick-up / drop-off	-	-	-	✓	✓	✓	-
Deliveries and Servicing	-	✓	✓	✓	-	✓	-
Delivery / Servicing Management Plan	-	✓	✓	✓	-	✓	-
Emergency vehicle access	✓	✓	✓	✓	✓	✓	✓
Opening / operational hours	-	✓	✓	✓	✓	✓	-
Trip generation during peak periods	✓	✓	✓	✓	✓	✓	✓
Travel Planning	✓	✓	✓	✓	-	✓	-
Road safety for all users	✓	✓	✓	✓	✓	✓	✓
Outside of hours use	-	-	-	✓	✓	✓	
Incremental increases in use	-	-	-	-	-	-	✓
Passing places	-	-	-	-	-	-	✓
Damage and impact to highway	-	-	-	-	-	-	✓

- **Access by all modes** – the accessibility of the proposed site by all modes of travel. This includes consideration of access to the site by heavy-duty vehicles, which is inclusive of ‘swept path analysis’;

- **Access junction layout** – the appropriateness of the proposed access junction, especially with regard for sustainable transport and heavy-duty vehicle movements, which is inclusive of ‘swept path analysis’;
- **Sustainable transport options** – the existing accessibility of the site by sustainable transport modes, as well as the potential future improvements that can be implemented to improve sustainable access. This will need to make explicit reference to the Integrated Network Map, produced by Carmarthenshire County Council, which summarises the existing and future aspirations for active travel within Carmarthenshire;
- **Learner Travel Assessment** - Chapter 5 of the Learner Travel Wales guidance provides statutory guidance on risk assessing walked routes to school. The purpose of this assessment is to ensure safe routes to school for all school pupils. If, as part of the safe routes to school assessment, problems are identified Developers will be expected to contribute to addressing the problem, or supporting free school transport.
- **Parking** – the proposed parking levels appraised against the standards, for both vehicles and pedal cycles;
- **Pick-up / drop-off** – the proposed pick-up / drop-off arrangements, and the potential wider implications;
- **Deliveries and Servicing** – the impact of the proposed delivery and servicing movements, including ‘swept path analysis’;
- **Delivery / Servicing Management Plan** – a management plan to mitigate any potential safety or operational constraints associated with delivery and servicing movements;
- **Emergency vehicle access** – the access arrangements for vehicles accessing the site in the case of an emergency. This will need to consider the appropriateness of the proposed access, and discuss whether a separate emergency access is required;
- **Opening / operational hours** – the proposed opening / operational hours of the development;
- **Trip generation during peak periods** – the anticipated trip generation of the proposed development during the peak periods, and the impact of the vehicle trips on the wider highway network;
- **Travel Planning** – a Travel Plan that outlines a list of measures to encourage sustainable travel at the proposed development;
- **Road safety for all users** – the road safety implications of the proposed development for all road users;
- **Outside of hours use** – any potential other uses of the proposed development that will occur away from the stated operational hours;
- **Incremental increases in use** – the increase in use at the proposed development, which will impact the surrounding highway network for all users;
- **Passing places** – the location of passing places, which will need to be at appropriate points in agreement with Carmarthenshire County Council; and
- **Damage and impact to highway** – the potential damage to the highway infrastructure that could be attributed to the proposed development.

The key considerations outlined in Table 5-1 and described above reflect the baseline requirements for the different types of development. A Design and Access Statement and Evidence based Submission will be required to demonstrate appropriate consideration has been given as per Table 2.1 for all development applications.

Design and Access Statement

Design and Access Statements (DAS) are required to ensure that both design quality and inclusive access and connectivity are given appropriate consideration in the planning process. The requirements of a DAS reflect the objectives of good design as set out in PPW and TAN 12.

A DAS should demonstrate and clearly communicate the logical design process; setting out the main access elements of a scheme and demonstrating compliance with the objectives of this HDG and Carmarthenshire County Council Policy. Elements of the development being offered for adoption

should be clearly stated within the Design and Access statement, along with details on servicing and emergency access arrangements.

Evidence Based Submissions

Planning submissions should be accompanied by appropriate plans to ensure that the proposal can be properly assessed. It is expected that plans are submitted to Carmarthenshire County Council to demonstrate that the design can accommodate appropriate vehicle types and that schemes are deliverable.

Swept path analysis should be used to determine the suitability of a design to accommodate the appropriate size of vehicle. Whilst it may be acceptable for the occasional large vehicle to have to cross lanes to negotiate a particular junction (e.g. refuse vehicle), a development that will need to accommodate more frequent large vehicles (e.g. buses, delivery or service vehicles) may require more generous swept paths.

Streets that are required to accommodate a bus route should allow for two buses passing each other in opposite directions, which should be clearly shown on an appropriate plan.

All swept path analysis for servicing vehicles should be undertaken using the **26t rigid three axle Refuse Collection Vehicles, with rear wheel steering**, as used within the county.

For private driveways and residential parking areas Carmarthenshire County Council typically expect swept path analysis to be undertaken using a standard car, to demonstrate that the parking provision is appropriate to allow vehicles to negotiate the spaces safely without interfering with the free-flow of traffic and highway safety.

An important consideration for highway design is the existing land ownership on which the scheme will be constructed. If a highway scheme requires 3rd party land then the Developer will be required to demonstrate that an appropriate agreement through planning (e.g. Section 106) has been entered into and approved. This is to ensure that the land can be secured to safeguard the safe implementation of the proposed highway scheme.

Carmarthenshire County Council expect all highway scheme drawings to be accompanied by a land ownership plan to ensure that proposed mitigation is deliverable within the available land constraints.

Additional Highway and Transportation Submissions

Carmarthenshire County Council may require further information to support a planning application depending on the exact nature of the proposed development. An overview of other highway submissions that may be required to support a development proposal is provided below.

Transport Assessment

Planning applications for a new development in Carmarthenshire may require a Transport Assessment or Transport Statement to review the potential impact of the scheme on the surrounding transportation network. Reference should be made to the Carmarthenshire County Council document: 'Transport Assessment Guidance for Developments in Carmarthenshire', in addition to TAN 18.

Carmarthenshire County Council's 'Transport Assessment Guidance for Developments in Carmarthenshire' and Annex D of TAN 18 provide guidance on the required structure and content of both Transport Assessments and Transport Statements. They also set out the typical thresholds for developments which require assessment; these are included in [Appendix C](#). Carmarthenshire County Council will consider whether a Transport Assessment or Transport Statement is appropriate for a new development on a case by case basis.

Travel Planning

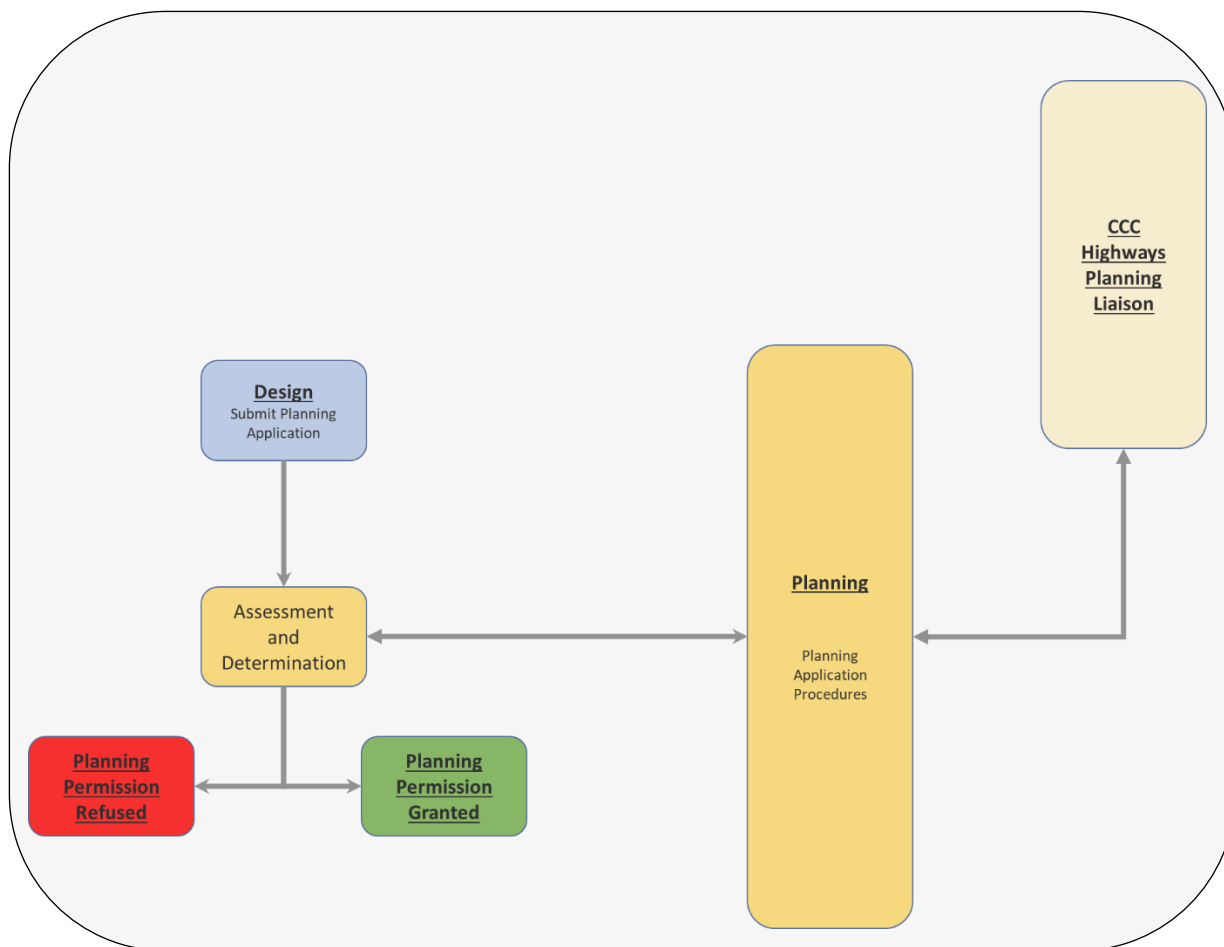
A successful Travel Plan can lower the volume of traffic generated by a development and can play a key role in improving local air quality and the health of the population. A judgment as to whether a proposed development should be supported by a Travel Plan will be made on a case by case basis. A Travel Plan should be site specific and should be developed to offer a range of measures that are intended to reduce the need to travel using the private car.

A Travel Plan should not be used as a means of avoiding other necessary mitigation responsibilities which may be secured through the S106 process described in [Part 6.2](#).

5.2.4. Planning – Application, Assessment and Determination

Figure 5-4 below outlines the planning application process as described in [Part 2](#) of this HDG.

Figure 5-4 – Application, Assessment and Determination Process



Applicants are encouraged to agree exact information requirements with the LPA prior to submission, through pre-application discussions, so that where possible, the information sought is proportionate to the nature of the scheme. Carmarthenshire County Council's planning portal enables electronic submission of planning applications and applicants are encouraged to apply electronically.

The Local Planning Authority (LPA) is responsible for determining almost all planning applications within Carmarthenshire. As a statutory consultee, Highways Planning Liaison, is required to provide the LPA with an informed response and recommendations on individual planning applications falling within Welsh Government's consultation thresholds. However, it should be noted that Highways Planning Liaison can only make recommendations and the final decision on whether planning approval should be granted rests with the LPA.

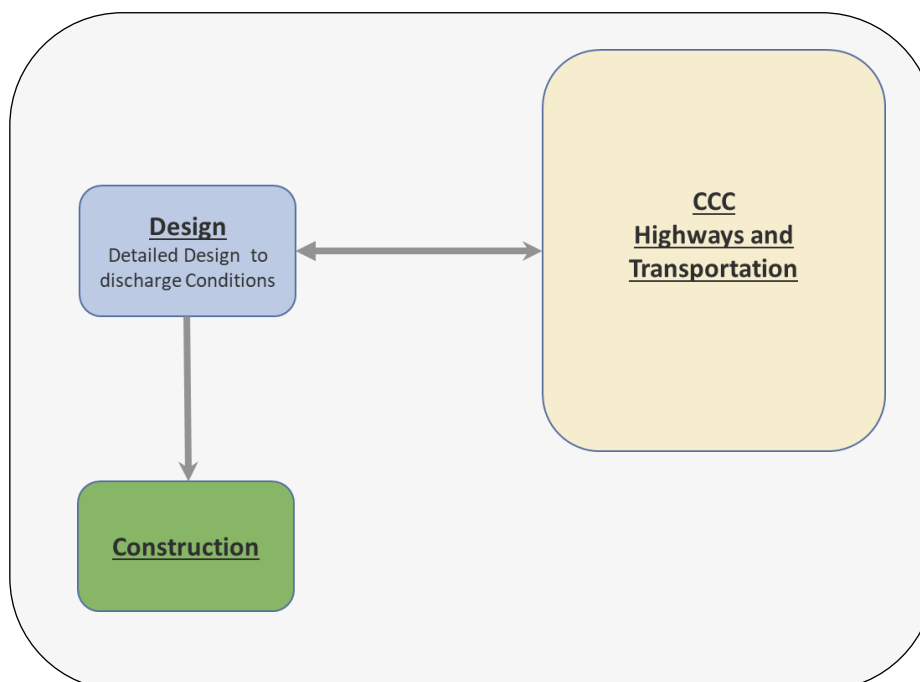
Compliance with the guidance provided in this document will form the basis of recommendations made by Carmarthenshire County Council's Highways Development Control section to the LPA with regards individual planning applications.

Highways Development Control will provide one of the following three recommendations to the LPA.

- No highway objections to the development proposal;
- A recommendation for approval subject to planning conditions; or
- A recommendation for approval.

The LPA may grant planning permission subject to conditions or statutory agreements; requiring specific approval for aspects of the development before implementation. This process is illustrated in **Figure 5-5** and is discussed further in **Part 6** of this HDG.

Figure 5-5 – Detailed Design and Technical Approval



6. Construction, Statutory Agreements and Maintenance

This section of the HDG provides information to Developers on Carmarthenshire County Council's expectations for construction of development within the county. It also provides an overview of the key statutory agreements that should be resolved as part of the planning and design processes set out in **Parts 2 and 5** of this HDG. It also underlines the importance of understanding the future maintenance responsibilities of Carmarthenshire County Council, and sets out the mechanisms in place to ensure a sustainable and cost-effective maintenance procedure is in place for highway environments in the county.

This section of the HDG should be read in parallel with the HDG toolkit which can be obtained from Carmarthenshire County Council on request.

6.1. Construction

At times construction activities can have a significant impact on the surrounding community, particularly in relation to impacts on roads, noise and air quality. Developers are expected to prepare a Construction Management Plan (CMP), which should be developed to minimise the impact of construction.

Developers (and Contractors) should **ensure that the CMP is fully approved prior to the commencement of construction** programmes.

As a minimum, CMPs should include:

- Construction programme;
- Construction site plan;
- Construction vehicle trip generation and specification;
- HGV routes to/ from the construction site; and
- Appropriate mitigation.

Wind farms are a prime example of a development type whereby CMPs are essential and will be required to ensure that construction activities (including transporting key components to / from site) will not have an undue impact on the surrounding highway network. Further information on Wind Farms and associated requirements is provided in **Appendix D**.

6.2. Planning Conditions and Statutory Agreements

The LPA may grant planning permission subject to conditions or statutory agreements as outlined in earlier in this HDG. Information about highway related planning conditions, statutory agreements and associated requirements is provided below.

Section 106 Planning Obligations

A Section 106 agreement is the process by which obligations upon the Developer are put in place to render the development acceptable to Carmarthenshire County Council. A Section 106 agreement is entered into by Carmarthenshire County Council and the land owner and / or the Developer and could involve physical works or financial contributions depending on the nature of the development and associated mitigation measures. Further information on Section 106 agreements is provided in Carmarthenshire County Council's Planning Obligations SPG which can be found on the Carmarthenshire County Council [website](https://www.carmarthenshire.gov.wales/media/3701/planning-obligations-spg.pdf)⁶.

The Developer should seek early engagement on potential Section 106 contributions.

⁶ <https://www.carmarthenshire.gov.wales/media/3701/planning-obligations-spg.pdf>

Section 278 Applications

In accordance with the Highways Act 1980, the Developer would be required to enter into a Section 278 agreement with Carmarthenshire County Council where a new development requires any works to the existing highway. This enables the Developer to make alterations or improvements to the existing adopted highway. Where a Section 278 agreement is required the Developer should seek early engagement with Carmarthenshire County Council, and the agreement should be concluded (including Technical Approval) prior to construction commencing.

Developers will be required to obtain a Section 58 notice for all Section 278 works, to prevent new highway being dug up within 3 to 5 years of construction.

Where the works to the existing highway requires additional land outside the highway boundary, which will be adopted by Carmarthenshire County Council, a combined Section 38/278 agreement may be required.

Section 38 Applications and Adoption

When designing new roads and streets there should be a presumption that they will be adopted by Carmarthenshire County Council. New highway infrastructure will need to be provided in line with the requirements and specifications of the highway department as set out in this HDG. Technical Approval from Carmarthenshire County Council will be required. More information on Section 38 Applications and Adoption is provided in [Part 6.3](#).

Traffic Regulation Orders

Traffic Regulation Orders (TRO) are legal documents which are used to enforce carriageway restrictions, and include:

- Speed limit;
- Parking restrictions;
- One-way streets;
- Loading/ servicing
- Banned turns; and
- Bus lanes.

Any highway schemes reliant upon permanent TROs **should not commence until the relevant Orders have been approved** by Carmarthenshire County Council.

In order to create a TRO, the Developer must follow the standard TRO process which can be time consuming **may impact on the development programme** due to the nature of the process.

The process includes a public consultation period where key stakeholders are consulted on the TRO design. TROs must be advertised in the local press, inviting the public to comment on the proposals during a specified Notice period (21 days). There is no set timescale for the making of TRO, as each Order is different and the timescales are often linked to the number of objections received.

Carmarthenshire County Council recommends that **Developers incorporate the TRO process into the development programme at an early stage**, to avoid the implementation of development being delayed by a dependence on an outstanding TRO approval.

In order to allow the TRO application to be process, the Developer should provide Carmarthenshire County Council with:

- Traffic Regulation Order Location Plan;
- Detailed drawing presenting the full scheme of highway works, clearly demarcating the Order with relevant details;
- Draft Order Schedule (in text format); and
- Relevant supporting data, which may include but not be limited to speed data and accident reports.

The costs incurred by Carmarthenshire County Council in processing a TRO application will borne by the Developer, with the recovery of costs to Carmarthenshire County Council being provided for in the Section 278 or 38 agreement.

Street Works and Road Works Notices

Developers may need to place new utilities and services within the adopted highway boundary, or alter existing services already within the adopted highway boundary. Under the New Roads and Street Works Act (NRSWA) a Section 50 licence allows a person without a statutory right, to place, retain and remove apparatus in the street, and to do work necessary for that purpose.

For street works, Section 50 and Schedule 3 of NRSWA allows the Developer to undertake the works necessary.

Where private work is required on a highway or where works will affect any part of the highway including placing of signs or cones; but for work that does not require excavation, installation, changing or repair of utility apparatus, then the Developer will be required to obtain permission to book road space in order to work on the highway. To discuss exact requirements the Developer should contact Carmarthenshire County Council at planning@carmarthenshire.gov.uk

Advanced Payment Codes

The Advance Payment Code (APC) is a legal requirement under Sections 219 – 225 of the Highways Act 1980, and is intended to ensure that liability is covered for any new street works to be carried out for new development. It guarantees that sufficient funds will be available to cover the cost of making up any street affected by works to adoptable standards.

The Developer must not commence construction of any new highway prior to either a Section 38 Agreement being signed, or the receipt of the APC bond. Furthermore, building construction in a new development must not commence until new access roads are completed to base course.

6.3. Maintenance

The maintenance of highway environment is a key aspect of safeguarding the safety and well-being of the people of Carmarthenshire. Poorly maintained highway environments have the potential reduce the quality and ease of everyday trips, whether they are made on foot, by bicycle, public transport or private car.

Therefore, when designing developments there should be a presumption that they will be adopted by Carmarthenshire County Council, and as such all streets should comply with the requirements and specifications set out in this document. Where streets are not intended to be offered for adoption, the design should still be to an adoptable standard, to safeguard the efficient future maintenance of the highway environment within the development.

Where the design **does not comply with the standard layouts** specified by Carmarthenshire County Council, early engagement should be sought with the adoptions team and the **Developer will be required to provide commuted sums** to cover future maintenance costs and obligations.

Adoption requirements and Section 38 Applications

Carmarthenshire County Council, under Sections 219 – 225 Highways Act 1980, is required upon approval of building regulations to serve notice to Developers to secure a bond in respect of the street works associated with the new development. Designers should build and offer the newly constructed highway for adoption and for the street works to be undertaken as part of a Section 38 Agreement of the Highways Act.

Prior to entering into a Section 38 agreement the Developer must have obtained **full planning permission** for the development, which should include full approval of any reserved matters relating to the highway, including approval of drainage and structures. The Developer must also prove title to the land that is to be included within the agreement, as described in [Part 5.2.3](#) of this document.

The Developer should request adoption in writing and submit detailed design drawings to Carmarthenshire County Council accompanied with the following information:

- A location plan;
- Detailed engineering layout;
- Longitudinal sections;
- Highway construction details;
- Drainage layout plan and manhole schedule;
- Drainage construction drawing;
- Stage 1 and 2 Road Safety Audit, including Designers Response and an Exception Report where necessary;
- HD 42/17 – the walking, cycling, horse riding assessment and review where necessary;
- Copy of the planning permission notice;
- Evidence of written assurance provided by Welsh Water that an adoption agreement between the Developer and Welsh Water has been established;
- Street lighting schemes and specifications;
- Details of Traffic Regulation Orders where required;
- Highway drainage details, including calculations and catchment plans where required;
- Evidence of Approval in Principle for highway structures where required; and
- Detailed plans of junction designs, traffic signs and road markings where required.

If any details have been amended from the original approved drawings as part of the granting of planning permission, then these should be clearly shown within the submitted information.

Carmarthenshire County Council require payment of all costs for checking of the design and for preparing the Section 38 agreement, to cover any costs incurred by Carmarthenshire County Council should the development not take place.

These costs will be deducted from the final administration and inspection fees once the Section 38 agreement is entered. Subject to technical checks and receipt of appropriate fees, Carmarthenshire County Council will notify the Developer of the date of adoption and notify all other interested parties.

Commuted Sums

In terms of Highway Adoption there will be an expectation that under normal circumstances all Developers will submit designs that meet highway adoption requirements as set out in this HDG. Where adoption is intended to be offered, the Developer will be required to provide commuted sums.

Commuted sums are the financial contributions made by Developers (third parties) to Highway Authorities as compensation for taking on the **future maintenance responsibility of new highways or highway improvements**. The financial contributions are usually, although not exclusively, secured through legal agreements under Section 38 and / or Section 278 of the Highways Act 1980.

The practice of agreeing commuted sums has historically varied by Highway Authority, however Carmarthenshire County Council seeks to clarify the process. This will improve the efficiency of the commuted sums process, ensuring a quality environment with enhanced materials and street design is achieved.

Commuted sums will be required for the future maintenance of highways that fall into the following categories:

- Alterations to the existing highway to form an access to a development;
- New highways constructed;
- Additional features to be adopted that require maintenance over and above that normally expected to access a development;
- The use of approved alternative materials over and above standard highway construction materials; and

- Utilisation of existing highway infrastructure by a proposed development.

When agreeing commuted sums with Carmarthenshire County Council, Developers should follow a process of best practice, as follows:

- Dialogue between Carmarthenshire County Council and the applicant should be established prior to planning approval and at the earliest stage possible;
- Section 38 legal agreements are the preferred method for highways adoption;
- Commuted sums are appropriate for any new works carried out to facilitate new developments as part of a Section 278 agreement. There is no requirement for Carmarthenshire County council to calculate a 'degree of benefit'; and
- The agreed commuted sum figure should be calculated immediately prior to the development infrastructure becoming adopted, with the figure adjusted periodically throughout design and construction to accommodate any price fluctuations.

For the commuted sums calculation in Carmarthenshire, as a guide Developers should use a period of maintenance of 30 years however this should be discussed and agreed with Carmarthenshire County Council. The following formula should be used to calculate the maintenance obligation:

$$\text{Committed sum} = \sum M_p / (1+D/100)^T$$

Where: M_p = Estimated periodic maintenance cost

based on current rates.

D = Periodic Discounted Rate (effective
annual interest rate)(%)

T = Time period before expenditure will be incurred or
cyclical period (years)

Appendices



Appendix A. Typical Road Network Standards

	Major Access Roads			Minor Access Roads			Shared Surfaces	Shared Private Drives	Employment and Commercial Highways		
Criteria	Street Specification			Street Specification			Street Specification	Street Specification	Street Specification		
	Standard Design	With Cycle lane on a Bus Route	On a Bus Route	Standard Design	Cul-de-Sac	Two Access Points			Distributor Road	Access Road	Cul-de-Sac
Max Number of Dwellings	300			Up to 150	Up to 50	150 - 300	Considered on a case by case basis	5	N/A		
Design Speeds											
Speed Limit	30 mph (at entrance) reducing to 20 mph			20 mph (at entrance)			15 mph	10 mph (at entrance)	30 mph (at entrance) reducing to 20 mph		
Control Speed	20 mph			20 mph (internally)			15mph	10 mph (internally)	20 mph		
Street dimensions and character											
Carriageway Width	5.5 m	10.3 m	7.3 m (standard width)	5.5m	5m	5.5m	Generally, 6.8m but should be subject to swept path analysis	3.2m for single dwelling. 3.5m for shared with passing places as appropriate	7.3 m standard width (3.65 m lanes)		
Footway	2.0m (3.0m if shared with cyclists)	2.m	2.m	Both sides of the carriageway with a minimum 2m width			Shared space	No	2.0m (3.0m shared cycle)		
Cycle way	No	1.5m	Cycles permitted to use bus lane	No			Shared space	No			
Verge	No			No			No	No	No		
Direct vehicular access to properties	Yes			Yes			Yes	Yes	No		
Public Transport											
Bus access	No	Yes	Yes	Should be considered where further development phases are proposed			No	No	Yes	Yes	No
Street design details											
Traffic calming	Preference is given to horizontal deflection and geometric layout measures rather than vertical deflection measures.			Preference is given to horizontal deflection and geometric layout measures rather than vertical deflection measures.			N/A	N/A	Preference is given to horizontal deflection and geometric layout measures rather than vertical deflection measures.		
Vehicle swept path to be accommodated	Refuse Vehicles	Refuse Vehicles and a further requirement to demonstrate that a Bus and Standard Vehicle can pass each other along the route	Refuse Vehicles and a further requirement to demonstrate that a Bus and Standard Vehicle can pass each other along the route	Refuse Vehicles When designed to allow bus access there is a further requirement to demonstrate that a Bus and Standard Vehicle can pass each other along the route			Refuse Vehicle	Standard design vehicle	16.5 HGV	Swept path analysis of a bus and standard design vehicle should be able to pass each other around the route.	
Gradients	10% (1:10) Maximum 1.25% (1:80) Minimum 0.83% (1:120) Minimum with channel blocks			10% (1:10) Maximum 1.25% (1:80) Minimum 0.83% (1:120) Minimum with channel blocks			10% (1:10) Maximum 1.25% (1:80) Minimum 0.83% (1:120) Minimum with channel blocks	10% (1:10) Maximum 1.25% (1:80) Minimum 0.83% (1:120) Minimum with channel blocks	10% (1:10) Maximum 1.25% (1:80) Minimum 0.83% (1:120) Minimum with channel blocks		
Minimum forward visibility	Calculate using SSD distance formula from MFS for appropriate observed speeds			Calculate using SSD distance formula from MFS for appropriate observed speeds			Calculate using SSD distance formula from MFS for appropriate observed speeds	Calculate using SSD distance formula from MFS for appropriate observed speeds	Calculate using SSD distance formula from MFS for appropriate observed speeds		
Junction sightlines (x/y) (onto road)	X distance - 2.4m, Y distance - Calculate using SSD distance formula from MFS for appropriate observed speeds			X distance - 2.4m, Y distance - Calculate using SSD distance formula from MFS for appropriate observed speeds			X distance - 2.4m, Y distance - Calculate using SSD distance formula from MFS for appropriate observed speeds	X distance - 2.4m, Y distance - Calculate using SSD distance formula from MFS for appropriate observed speeds	X distance - 2.4m, Y distance - Calculate using SSD distance formula from MFS for appropriate observed speeds		
Minimum Junction radii	10m			6m (10m with a major access or higher)			Determined by swept path analysis	6 m or 10 m when accessing off a classified highway	15m		
Centreline Radius	25m minimum			20m minimum			Determined by swept path analysis	N/A	25m minimum		

Appendix B. Standard Details

Appendix C. Carmarthenshire County Council Transport Assessment Thresholds

NB The thresholds specified below are for guidance only. The level of assessment required should be agreed with the County Council.

Land Use	Use Class	Size	Threshold		
			No Assessment (Less Than)	Transport Statement (Between)	Transport Assessment (More Than)
Food Retail	A1	GFA	250 m ²	250 – 1,000 m ²	1,000 m ²
Non-Food Retail	A1	GFA	800 m ²	800 – 1,000 m ²	1,000 m ²
Financial & Professional Services	A2	GFA	1,000 m ²	1,000 – 2,500 m ²	2,500 m ²
Restaurants & Cafés	A3	GFA	300 m ²	300 – 2,500 m ²	2,500 m ²
Drinking Establishments	A4	GFA	300 m ²	300 – 600 m ²	600 m ²
Hot Food Takeaway	A5	GFA	250 m ²	250 – 500 m ²	500 m ²
Business	B1	GFA	1,500 m ²	1,500 – 2,500 m ²	2,500 m ²
General Industry	B2	GFA	2,500 m ²	2,500 – 5,000 m ²	5,000 m ²
Storage & Distribution	B8	GFA	3,000 m ²	3,000 – 10,000 m ²	10,000 m ²
Hotels	C1	Bedrooms	50 bedrooms	50 - 100 bedrooms	100 bedrooms
Residential Institutions	C2	Beds	30 beds	30 - 50 beds	50 beds
Residential	C3	Dwellings	50	50 – 100	100
Non-Residential Institutions – Schools	D1	GFA	-	-	All New Schools
Non-Residential Institutions – Higher/Further Education	D1	GFA	500 m ²	500 – 2,500 m ²	2,500 m ²
Non-Residential Institutions – Conference Facilities	D1	GFA	500 m ²	500 – 1,000 m ²	1,000 m ²
Assembly & Leisure	D2	GFA	500 m ²	500 – 1,000 m ²	1,000 m ²
Stadia	-	Seats	Discuss with Council	Discuss with Council	1,500 seats
Other	-	-	Less than 30 Vehicle Movs/Hour	30 – 60 Vehicle Movs/Hour	60 + Vehicle Movs/Hour

Appendix D. Wind Farm Best Practice

Overview

In order to ensure construction of a wind farm can be undertaken successfully and efficiently, effective traffic management is required. Of particular note, wind farm traffic management should consider the impact of construction on the performance of the surrounding highway network, and the impact of abnormal loads on the roads. It is considered therefore that effective traffic management will: improve road safety (all users), reduce environmental risk, promote consultation with local communities and minimise road congestion.

This appendix identifies the fundamental considerations related to constructing wind farms within the boundary of Carmarthenshire County Council (CCC). These fundamental considerations have then been used to identify good practice relating to wind farm traffic management.

Fundamental Considerations

The following are considered as fundamental considerations for developing effective wind farm traffic management:

- Distributing relevant permits;
- Engaging with key stakeholders;
- Planning appropriate transport routes;
- Providing safe and appropriate site accesses;
- Considering the health and safety of all road users;
- Providing clear and concise signage; and
- Producing a Traffic Management Plan (TMP).

Effective Traffic Management – Good Practice

Road Cleaning

Developers should arrange for the regular use of a street sweeper vehicle to clean the public highway surrounding the wind farm. Although wheel-wash facilities are likely to be introduced on-site to clean vehicles, it is expected that some dirt will be transported to the public highway, and therefore arranging a street sweeper to clean the surrounding roads is considered an appropriate measure to ensure a clean project.

Speed Limits

The designated speed limits on public highways may not always be appropriate for wind farm construction traffic, as the (usually) local rural nature of the surrounding highway are not designed for heavy goods vehicles. Therefore, it may be appropriate to introduce lower speed limits for construction traffic, in order to increase road safety and minimise nuisance to the public. Developers should also consider how this measure is policed with construction staff, with evidence provided to demonstrate the adopted policing method.

Within the wind farm construction site, speed limits should be set at a level appropriate to the on-site risks.

Information

Developers will need to inform local communities of the proposed works, key delivery dates and timings. There are several potential methods for undertaking this consultation, with the following potential options: door-to-door visits, letter drops, community hub notices, dissemination via community councils, and local newspaper notices. The information provision should be proportional to the works.

A designated point of contact within the site (usually the Site Manager / Community Liaison Officer) will be provided to local communities, so that concerned individuals can raise queries.

Traffic Flow Management

When planning for wind farm construction, Developers will need to manage traffic flows on the public highway surrounding the site. The typical traffic flows (during both peak and off-peak times), road-

type, and proximity to 'sensitive receptors' (such as local schools) will need to be considered, as well as the time of year (particularly relating to holiday periods), time of day, and typical weather, when developing traffic flow management options.

Developers should minimise disruption and inconvenience to other road users through providing appropriate mitigation. The most appropriate mitigation will need to be determined; however, they could be: traffic signals, stop-go signage, and / or road closures and diversions.

Site Access(es)

When designing site accesses to wind farm construction sights, consideration should be given to providing sufficient visibility for all road users. This could require modification of the existing roadside fabric / vegetation.

Any proposed access to a wind farm construction site will need to be of sufficient width to accommodate the largest abnormal loads that will require access to the site. Any potential entrance control points will also need to be located a sufficient distance from the site access to prevent accessing vehicles from queueing / waiting on the public highway.

Vehicle Driving

A banksman will be required at the site access to advise egressing site vehicles that the public highway is clear. Vehicle drivers will need to be instructed to never expect other road users to stop for them, and to always follow the Highway Code.

Dry-Running

Prior to the delivery of abnormal loads, 'dry-runs' should be undertaken as far in advance as practical / possible. Developers will need to inform the local communities prior to commencement of the 'dry-runs'.

Reinstatement

A pre-condition survey, co-ordinated with CCC (including the South Wales Trunk Road Agent, if relevant), will be required prior to the commencement of works to determine the areas of existing degradation and damage. As part of this, the Developer will need to consider the need for landscaping to mitigate the impact of construction traffic.

During the wind farm construction, the public highway will be maintained by the Developer, including the prompt reinstatement of damaged infrastructure / verges.

Traffic Management Plan

A good and effective TMP will need to address / consider / provide the following:

- School opening and closing times, peak traffic times, and holiday periods, to ensure wind farm construction traffic movements are undertaken during the most appropriate periods;
- Consultation with local communities, which will include advanced notification of abnormal load deliveries;
- Street sweepers to clear the public highway;
- Pre-condition surveys;
- Specific environmental risks; and
- Key contacts, which will include the: Police, Trunk and Local Highway Authorities, key stakeholders, and local school / important institutions on the proposed transport routes.

COMMUNITY SCRUTINY COMMITTEE 13TH DECEMBER 2018

FORTHCOMING ITEMS FOR NEXT MEETING TO BE HELD ON 23RD JANUARY 2019

In order to ensure effective Scrutiny, Members need to be clear as to the purpose of requesting specific information and the outcome they are hoping to achieve as a consequence of examining a report. Limiting the number of agenda items may help to keep meetings focused and easier to manage.

Proposed Agenda Item	Background	Reason for report
HRA Budget Service Charges and Rent Setting 2019/20	As part of the Annual Budget preparation setting process, the Committee is consulted on the proposed HRA Budget Service Charges and Rent Setting for the 2019/20 budgetary period.	The report will provide members of the Committee with the opportunity to consider and comment on the budget settlement, relevant departmental service budgets and efficiency savings and to make any suggested recommendations for change for consideration by the Executive Board and Council.
Carmarthenshire Home Standards Plus (HRA Business Plan 2019-2022)	As part of the Annual Budget preparation process the Committee is consulted on the proposed Carmarthenshire Home Standards Plus (HRA Business Plan for the budgetary period 2019-2022) which explains its vision and detail and what it means for tenants.	The report will provide members of the Committee with the opportunity of commenting on the CHS+ Business Plan, and the financial and delivery programme over the next three years and to make any suggested recommendations for change for consideration by the Executive Board /Council and onward submission to the Welsh Government.
Welsh Public Library Standards Annual Report 2017/18: Carmarthenshire	The report covers the Annual Assessment for 2017/18 by the Museums, Archives & Libraries Division of Welsh Government of the Annual Return submitted by Carmarthenshire Libraries under the Welsh Public Library Standards	To monitor the performance of the Library Service against the 6 th Quality Assessment Framework of the Welsh Public Library Standards, as contained in the Annual Return for 2017/18.

Budget Monitoring Report 2018/19	This is a standard quarterly budget report covering the revenue and capital budgets for the Communities and Environment Departments which fall within the remit of the Community Scrutiny Committee	To enable the committee to undertake its monitoring role of the Community and Environment Department budgets which fall within its remit
Tenant Vision Engagement Plan	Tenant vision sets out our approach to encourage tenant involvement. The report is based on the findings of Tenant Participation Advisory Service Cymru who we asked to interview a number of our tenants.	The Committee is being requested to consider and approve the report.
Fire Management Risk Assessment	The Committee at its meeting held in January 2018 requested a report be submitted to a future meeting on general fire safety	The report is being provided in accordance with the Committee's request
Universal Credit Action Plan	The Committee, at its meeting in January 2018 requested a report on the Authority's action plan for the roll out of the Government's Universal Credit in Carmarthenshire	The report will afford the Committee the opportunity of commenting on the Action Plan