

# Document Pack



Mark James LLM, DPA, DCA  
Prif Weithredwr,  
Chief Executive,  
Neuadd y Sir, Caerfyrddin. SA31 1JP  
County Hall, Carmarthen. SA31 1JP

**THURSDAY, 23 MARCH 2017**

**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, 3 SPILMAN STREET, CARMARTHEN AT 10.00 AM ON THURSDAY, 30TH MARCH, 2017** FOR THE TRANSACTION OF THE BUSINESS OUTLINED ON THE ATTACHED AGENDA.

*Mark James* CBE

**CHIEF EXECUTIVE**



PLEASE RECYCLE

Democratic Officer:	Kevin Thomas
Telephone (Direct Line):	01267 224027
E-Mail:	<a href="mailto:kjthomas@carmarthenshire.gov.uk">kjthomas@carmarthenshire.gov.uk</a>
Ref:	AD016-001

# **COMMUNITY SCRUTINY COMMITTEE**

## **13 MEMBERS**

### **PLAID CYMRU GROUP – 5 MEMBERS**

- |    |                   |                     |
|----|-------------------|---------------------|
| 1. | <b>Councillor</b> | <b>J.M. Charles</b> |
| 2. | <b>Councillor</b> | <b>J.K. Howell</b>  |
| 3. | <b>Councillor</b> | <b>G.B. Thomas</b>  |
| 4. | <b>Councillor</b> | <b>D.O. Tomos</b>   |
| 5. | <b>Councillor</b> | <b>J. Thomas</b>    |

### **INDEPENDENT GROUP – 4 MEMBERS**

- |    |                   |                                 |
|----|-------------------|---------------------------------|
| 1. | <b>Councillor</b> | <b>W.R.A. Davies</b>            |
| 2. | <b>Councillor</b> | <b>H.I. Jones</b>               |
| 3. | <b>Councillor</b> | <b>H.B. Shepardson</b>          |
| 4. | <b>Councillor</b> | <b>E.G. Thomas (Vice-Chair)</b> |

### **LABOUR GROUP – 4 MEMBERS**

- |    |                   |                           |
|----|-------------------|---------------------------|
| 1. | <b>Councillor</b> | <b>D.M. Cundy (Chair)</b> |
| 2. | <b>Councillor</b> | <b>S.L. Davies</b>        |
| 3. | <b>Councillor</b> | <b>T. Devichand</b>       |
| 4. | <b>Councillor</b> | <b>S. Matthews</b>        |

# AGENDA

1. APOLOGIES FOR ABSENCE
2. DECLARATIONS OF PERSONAL INTERESTS
3. DECLARATION OF PROHIBITED PARTY WHIPS
4. PUBLIC QUESTIONS (NONE RECEIVED)
5. DRAFT LOCAL DEVELOPMENT ORDER - LLANELLI TOWN CENTRE 5 - 54
6. COMMUNITIES DEPARTMENTAL BUSINESS PLAN 2017-20 55 - 102
7. ANNUAL UPDATE: LEISURE SERVICES 103 - 116
8. OPERATION OF THE VANGAURD METHOD 117 - 124
9. TO SIGN AS A CORRECT RECORD THE MINUTES OF THE MEETINGS HELD ON THE:-
  - 9 .1 30TH JANUARY 2017 125 - 130
  - 9 .2 17TH FEBRUARY 2017 131 - 134

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## Community Scrutiny Committee 30<sup>th</sup> March 2017

### Draft Local Development Order – Llanelli Town Centre

#### To consider and comment on the following issues:

To consider the proposed Local Development Order for Llanelli Town Centre as prepared for public consultation (minimum of 6 weeks).

#### Reasons:

- To receive the report for the committee's consideration. Any comments raised will be considered prior to adoption of the final document along with those comments received during Public Consultation.
- To reflect the corporate regeneration objectives within the Llanelli Town Centre.
- To ensure the issues of ongoing vitality and viability within the Llanelli Town Centre are appropriately considered and to utilise the provisions of national Planning Policy in this regard.

#### To be referred to the Executive Board / Council for decision:

**No** (Reported to Council 22<sup>nd</sup> February 2017)

EXECUTIVE BOARD MEMBER PORTFOLIO HOLDER:- Councillor L Mair Stephens

#### Directorate

Environment

#### Name of Head of Service:

Llinos Quelch

#### Report Author:

Ian R Llewelyn

Designations:

Head of Planning

Forward Planning Manager

Tel Nos. 01267 228659

E Mail Addresses:

[LQuelch@carmarthenshire.gov.uk](mailto:LQuelch@carmarthenshire.gov.uk)

01267 228816

[IRLlewelyn@carmarthenshire.gov.uk](mailto:IRLlewelyn@carmarthenshire.gov.uk)

# Community Scrutiny Committee

## 30<sup>th</sup> March 2017

### Draft Local Development Order – Llanelli Town Centre

#### 1. BRIEF SUMMARY OF PURPOSE OF REPORT

1.1 This Report sets out progress and proposals in relation to the preparation of a Local Development Order (LDO) within Llanelli Town Centre which will shortly be issued for public consultation. This Consultation Draft LDO was approved for consultation purposes by Council on the 22<sup>nd</sup> February 2017. A copy of the Consultation Draft LDO and its Statement of Reasons is attached to this report.

#### Background

- 2.1 It should be noted that this report has been prepared in the context of the Carmarthenshire Local Development Plan (LDP) and its recommendations emerge from the need to continually monitor and assess its successful implementation. In this respect the LDP Annual Monitoring Report (AMR) for 2015-2016 was received by full Council on the 14 December 2016. It should be noted that there is specific reference within the AMR to consideration being given to identifying a LDO within Llanelli Town Centre (Notably Policy Targets 17 and 18).
- 2.2 The LDO will seek to consider and address issues of vacancy and activity on both ground and upper floors, and to examine the potential for alternative uses within a defined spatial area within the Llanelli Town Centre.

#### 2. What is an LDO?

- 3.1 An LDO is made by Local Planning Authority (LPA) and grants planning permission for the type of development specified within the terms of the LDO, and within a defined spatial area. It offers an LPA the opportunity in particular circumstances to streamline the planning process by removing the need for developers/applicants to make a planning application to the LPA. This can allow an LPA to act proactively in response to locally specific circumstances within their area. As stated above it should relate to a geographical area, and should reflect the focused purpose of the LDO and the nature of its intended outcomes. An LDO may also be permanent or time limited depending on their objective, in this respect a time limited LDO provides for increased flexibility in fast changing and developing areas allowing for easy revision and updating, or to deliver a set objective over a fixed timescale.
- 3.2 Certain types of development as set out within the Town and Country Planning (General Permitted Development) Order 1995 (PDO) are already permitted without the need for planning permission. The PDO grants a general permission for various types of relatively

small scale and normally non contentious development without the need to make a planning application. LDOs can therefore be seen as an extension of permitted development, but decided upon locally in response to specific local circumstances.

- 3.3 For information an LPA can revoke an LDO at any time. Where it is proposed to modify a Local Development Order, re-consultation may be required.
- 3.4 The appended report provides further information in respect of the Legislative and Policy Framework and outlines some of the core considerations and limitations in respect of an LDO.

#### **4. Developing an LDO - Llanelli Town Centre**

- 4.1 Whilst the LDP sets a strong policy direction for retail within Carmarthenshire, the challenges facing Llanelli require specific consideration. The opportunities exist to co-ordinate with and develop upon the successful grant award under the Vibrant and Viable Places initiative and the 'Opportunity Street' scheme for properties at the eastern end of Stepney Street. In addition the establishment of a 'Task Force' to address matters surrounding the decline of the town centre and its environs, presents an opportune time evaluate options. There is potential to review and develop an effective strategy to promote uses to complement the town centre and out of town retail offer. In this respect it should not be predicated on an abandonment of the town centres overall retail focus, but the consideration of a flexible approach to complement activities which support the centres vitality and viability.
- 4.2 As part of its consideration and preparation the LDO the Llanelli Town Centre Task Force has received regular reports on progress and potential outcomes with spin off discussions held with Llanelli Town Council and Llanelli Rural Council. Further discussion have also be held with Natural Resources Wales, Dwr Cymru and representatives of the Business Improvement District. Further engagement has also been held with representative of pertinent internal service areas in ensuring the effective operation of the LDO.

#### **5. Spatial Extent of the LDO**

- 5.1 The extent of the town centre to which the Draft LDO's provisions will relates is shown in the attached Draft LDO and the Statement of Reasons. Further details are also included within the attached documents in relation to the extent of the Llanelli Conservation Area, the location of Listed Buildings and the extent of the C2 Flood Zone as defined through Technical Advice Note 15.

#### **6. What will the LDO Permit**

- 6.1 The following table (as contained within the attached Draft LDO and Statement of Reasons) outlines the relevant use classes which will be permitted or otherwise through the LDO and within its defined spatial area.

Use Class	WITHIN C2 ZONE		OUTSIDE C2 ZONE	
	Ground Floor (GF)	Other Floors (OF) (Excluding basements)	GF	OF (Excluding basements)
<b>A1</b> Shops	Yes	Yes	Yes	Yes
<b>A2</b> Financial and Professional Services	Yes	Yes	Yes	Yes
<b>A3</b> Restaurants and Cafes	Yes	Yes	Yes	Yes
<b>A4</b> Drinking establishments (but not night clubs)	Yes	Yes	Yes	Yes
<b>A5</b> Hot food takeaways	Yes	No	Yes	No
<b>B1</b> Business (offices other than those within A2)	No	Yes	No	Yes
<b>C1</b> Hotels, boarding houses and guest houses	No	Yes	No	Yes
<b>C3</b> Dwellings (residential incl. flats)	No	Yes	No	Yes
<b>D1</b> Non-residential institutions (Note - LDO excludes Law Courts, Church Halls and Libraries)	No	Yes	Yes	Yes
<b>D2</b> Assembly and leisure buildings (Note LDO only permits gymnasiums and area for indoor sports or recreations - except for motor sports, or where firearms are used)	No	Yes	Yes	Yes
<b>Other (specified sui)</b> Laundrettes and taxi businesses only	Yes	Yes	Yes	Yes

Further information in relation to the Use Class Order can be viewed through the following link:

[https://www.planningportal.co.uk/info/200130/common\\_projects/9/change\\_of\\_use](https://www.planningportal.co.uk/info/200130/common_projects/9/change_of_use)



## **7. Lifetime of the LDO**

- 7.1 It is proposed that the LDO operate for an initial period of three years from its adoption. This period will however be subject to ongoing review and may be extended or reduced in light of the success or failure of the LDO.
- 7.2 Development that commences while the LDO is in effect may be completed and/or continued after this three-year period (subject to the conditions of the LDO). Once the LDO has expired, however, no new changes of use will be allowed under its terms without conventional planning permission. Reference should be had to the content of Appendix A1 in relation to the legislative framework in respect of revocation and revision and the potential for compensation should an LDO be withdrawn.

## **8. Operation of the LDO**

- 8.1 Where a 'development' is proposed which is within the LDO area and conforms with the schedule of approved use classes (as set out in the table above) a certificate of conformity will be issued by the Council. Applicants will be required to submit their proposals and pay the nominal fee to the LPA. No change of use permitted by the LDO shall commence until an application for a Certificate of Conformity has been submitted to, and approved in writing by, the LPA. This certificate would allow a change of use permitted by the LDO to proceed without the need to apply for planning permission but will be limited to the uses set out in the LDO and its provisions.
- 8.2 Prior to commencement it should be noted that proposals may be required to satisfy other pertinent legislative provisions, for example Building Regulations, Licensing and Environmental Health.
- 8.3 The initial consultations undertaken to date has indicated a requirement to develop a notification system whereby key consultees (e.g. Town/Rural Councils, Dwr Cymru or Natural Resources Wales) are informed of LDO proposals. This reflects that such bodies would ordinarily be notified/consulted through the planning application process.

## **9. Monitoring and Measuring Success**

- 9.1 Throughout the three-year period, Carmarthenshire County Council will assess the impact of the LDO and decide whether to (i) renew the LDO with no revisions, (ii) renew the LDO with new terms and conditions or (iii) revoke the LDO. In this respect, the LDO will be considered a success if two or more of the following changes have occurred in the LDO area:
- Five or more vacant ground-floor units have been issued with Certificates of Conformity allowing a change of use (source: Forward Planning);
  - Annual footfall has increased within the LDO area (source: Council Regeneration Department footfall counters);

- The number of vacant ground-floor units has decreased (source: Forward Planning);
- Three or more upper floor vacant units have been issued with Certificates of Conformity which would allow them to be brought back into use – this includes flats and residential uses – use class C3 – (source: Forward Planning).

## 10. Evidential Requirements and Documents

- 10.1 As part of a co-ordinated strategic approach evidence is being developed in relation to matters of Flood Risk (to satisfy the provisions of TAN 15) and Infrastructure as part of the Llanelli Town Centre Masterplan being prepared through the Regeneration and Policy Division. This evidence is necessary to support the LDO's adoption and its effective operation and will be required ahead of any public consultation.
- 10.2 The consultants commissioned in respect of the Town Centre Masterplan will also advise upon and inform any other required supporting documentation – including Environmental Impact Assessment and Habitats Regulations- Test of Likely Significant Effect (TLSE). A screening as part of the Equalities Impact Assessment process will form part of the supporting documentation.
- 10.3 The LDO is based on changes of use within existing buildings and as such it is not foreseen that it will be subject to the MoU and betterment requirements.
- 10.4 Such evidence will be published in conjunction with the consultation on any future LDO. Reference is also made to the Carmarthenshire Retail Study Update 2015 and the Carmarthenshire Town Centre Retail Audit 2016.

## 11. Next Steps

- 11.1 It is requested that Scrutiny Committee consider the Draft LDO and make comment as appropriate. Any comments raised will be noted and considered alongside those received during the public consultation period.

There will follow a minimum 6 week public consultation during Spring/Summer 2017. Representations received during this period will be subsequently considered and reported back to a future meeting of Full Council for consideration prior to its formal adoption and implementation.

- 11.2 This will be accompanied by the publication of the appropriate evidence and any other supporting information.
- 11.3 As part of its preparatory process update reports will be provided through the Llanelli Task Force and RDT as appropriate.

**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: L Quelch

Head of Planning

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

### 1. Policy, Crime & Disorder and Equalities

Reflects the provisions of National Planning Policy and the evidential information set out within the report support and will where appropriate be utilised in the implementation of the LDO and will inform a review of the Local Development Plan. The proposed LDO and LDP where appropriate expresses in land use terms the objectives of the **Integrated Community Strategy for Carmarthenshire 2012-17**. Retail considerations, play an important role in delivering of the outcomes, particularly **Supporting Opportunities for the Building of Economically Viable and Sustainable Communities**. National and local planning policies seek to promote the principles of sustainability and sustainable development by facilitating the creation of communities and local economies which are more sustainable.

The integration of sustainability and the evidential requirements in preparing the LDO ensures an iterative approach to policy making which ensures sustainability is at its heart and that it is reflective of the requirements emanating from the Wellbeing and Future Generations Act.

## 2. Legal

A Local Planning Authority may issue an LDO under section 61 (A, B, C and D) of the Town and Country Planning Act 1990, as inserted by section 40(1) of the Planning and Compulsory Purchase Act 2004 and amended by sections 188 and 238 and Schedule 13 of the Planning Act 2008. This power became effective in Wales on 30 April 2012. The Town and Country Planning (Development Management Procedure) (Wales) Order 2012 (DMPWO), sets out the procedural requirements for making LDOs, including preparation, notices, publicity, consultation, and adoption.

Guidance on the procedures relating to the use of LDOs is contained in Welsh Government Circular 003/2012: Guidance on using a Local Development Order.

## 3. Finance

Financial costs (including preparation of the LDO) will be covered through the financial provisions in place - including reserves. Established provisions are in place in relation to the gathering and apportionment of financial contributions from developer contributions. The impact on such contributions is unknown and can only be established once the extent of any LDO is understood.

The implication on planning fees through the removal of the need for planning permission is at this stage unknown. Whilst this is not expected to be significant it will be off-set by the economic and regeneration benefits accrued through the successful implementation of the LDO. Reference is made to the potential that Compensation may be payable should an LDO be subsequently withdrawn. The potential for this is subject to the provisions of statutory instruments.

## CONSULTATIONS

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

Signed: L Quelch

Head of Planning

(Please specify the outcomes of consultations undertaken where they arise against the following headings)

**1. Scrutiny Committee** –are being consulted on the 30<sup>th</sup> March 2017 and comments raised will be noted and further considered alongside those received through the formal public consultation process.

**2. Local Member(s)** - Members will be consulted as part of the formal consultation process.

**3. Community / Town Council** - Llanelli Town Council and Llanelli Rural Council have been consulted as part of the initial preparatory process. They will also be a formal consultee as part of the consultation process.

**4. Relevant Partners** - Identified partners including the membership of the Llanelli Task Force sub group have been party to discussion and consultation, as have identified external technical consultees.

**5. Staff Side Representatives and other Organisations** - Contributions have been sought from relevant internal consultees.

#### 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
Carmarthenshire Local Development Plan		<a href="http://www.carmarthenshire.gov.wales/home/residents/planning/policies-development-plans/local-development-plan/">http://www.carmarthenshire.gov.wales/home/residents/planning/policies-development-plans/local-development-plan/</a>
Annual Monitoring Report 2015/16		<a href="http://www.carmarthenshire.gov.wales/media/1643860/Annual-monitoring-report-201516-AMR-Document-for-web.pdf">http://www.carmarthenshire.gov.wales/media/1643860/Annual-monitoring-report-201516-AMR-Document-for-web.pdf</a>
Carmarthenshire Retail Study Update 2015		<a href="http://www.carmarthenshire.gov.wales/media/1643869/2015-Retail-Study-Update-Carms-Retail-Study-Update-ENGLISH-NEW-COVER.PDF">http://www.carmarthenshire.gov.wales/media/1643869/2015-Retail-Study-Update-Carms-Retail-Study-Update-ENGLISH-NEW-COVER.PDF</a>
Carmarthenshire - Town Centre Retail Audit 2016		<a href="http://www.carmarthenshire.gov.wales/media/1643878/Carmarthenshire-Retail-Audit-2016-Final-Retail-Audit-2016.pdf">http://www.carmarthenshire.gov.wales/media/1643878/Carmarthenshire-Retail-Audit-2016-Final-Retail-Audit-2016.pdf</a>

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# **LOCAL DEVELOPMENT ORDER: LLANELLI TOWN CENTRE**

## **STATEMENT OF REASONS (CONSULTATION DRAFT)**

### **CONTENTS**

- 1.0 Legislation and Policy
- 2.0 Overview
- 3.0 Justification for the creation of the Llanelli Town Centre LDO
- 4.0 Lifetime of the LDO
- 5.0 Permitted Uses
- 6.0 Policy context and expected impact
- 7.0 Conditions
- 8.0 Notes
- 9.0 Compliance
- 10.0 Results and Monitoring
- 11.0 Planning contributions/Community Infrastructure Levy
- 12.0 Risk Assessment
- 13.0 Plan of the LDO Area
- 14.0 Plan of Listed Buildings and Conservation Area
- 15.0 Development Advice Maps (TANs) – (January 2015) for LDO Area
- 16.0 Key Contacts

### **APPENDICIES**

- A1 Application form for LDO
- A2 Sample Certificate of Conformity
- A3 Notification Procedure
- A4 Consultation Report (to be prepared post consultation)

## **1.0 Legislation and policy**

1.1 Local Planning Authorities may issue a Local Development Order (LDO) under section 61 (A, B, C and D) of the Town and Country Planning Act 1990, as inserted by section 40(1) of the Planning and Compulsory Purchase Act 2004 and amended by sections 188 and 238 and Schedule 13 of the Planning Act 2008. This power became effective in Wales on 30 April 2012.

1.2 The Community Infrastructure Levy Regulations 2010 state that permission granted by a LDO will constitute “planning permission” (regulation 5(3)(a)ii). As a consequence, an LDO may obviate the need to submit a planning application for a certain type of development, but it will not prevent a levy from being charged, when appropriate, under any prospective Community Infrastructure Levy (CIL) charging schedule. It should be noted that at the time of writing no CIL charge is in place within Carmarthenshire.

1.3 Welsh Government Circular 003/2012 states that an LDO may not grant planning permission for development that would:

- a) Have a significant effect on a European Site or a European Offshore Marine Site (either alone or in combination with other projects) unless the development is connected to, or necessary for, the management of the site;
- b) Constitute “Schedule 1 development” or “Schedule 2 development” within the Town and Country Planning (Environmental Impact Assessment) Regulations 1999; or
- c) Affect a listed building.

1.4 In relation to point b) above, reference is made to the Town and Country Planning (Environmental Impact Assessment) (Wales) Regulations 2016. These supersede the 1999 Regulations and specifically make provision for Local Development Orders to grant



planning permission for Schedule 2 EIA development in certain circumstances. In this respect the Schedule 2 EIA screening thresholds for 'Urban Development Projects' increased from 0.5ha to:

- 1ha if the development does not include housing; or
- The construction of over 150 new houses; or
- An overall development area exceeding 5ha.

1.5 The LDO has been subject to a screening opinion for the purposes of the Environmental Impact Assessment Regulations and does not constitute "Schedule 1 development" or "Schedule 2 development". A Test of Likely Significant Effect (TLSE) for the purposes of the Habitats Regulations has concluded that the LDO will have no significant effect (alone or in combination) with a European Site or a European Offshore Marine Site. The LDO has also been screened as part of the Equalities Impact Assessment process.

1.6 The LDO does not require its own Sustainability Appraisal – Strategic Environmental Assessment (SA-SEA) because the LDO is deemed to be an elaboration upon the provisions of the Carmarthenshire Local Development Plan 2006 — 2021( Adopted December 2014). The LDP has already been subject to SA-SEA along with a Plan level Habitats Regulations Assessment.

1.7 The draft LDO, along with these draft summary of reasons, are being made available for public consultation for a minimum of six weeks between in accordance with procedural and regulatory requirements. There is also a suite of supporting documentation available for reference, include those referenced above - along with a Strategic Flood Consequence Assessment and Drainage Strategy.

## **2.0 Overview**

2.1 A Local Planning Authority (LPA) may use a LDO to grant blanket planning permission for non-contentious, though not necessarily minor, forms of “development” / changes in use within a defined spatial area.

2.2 The Llanelli LDO is shown on the map in Section 13.

2.3 The LDO grants *conditional* planning permission for specified uses in ground and upper-floor units. It is envisaged that the LDO, in permitting a wide range of compatible uses, will help to increase occupancy levels and footfall in the town centre.

2.4 The LDO permits only certain changes of use (as listed in Section 5) within the area identified on the Plan in Section 13).

2.5 In order to protect the living conditions of existing and future residents in the town centre, every applicant must ensure that they satisfy the pertinent provisions within the relevant legislation. For example, building regulations and environmental health & public protection. For reference, a list of key contacts is provided in Section 16.

2.6 After three years, the LDO will be considered a success if two or more of the following changes have occurred in the LDO area:

- Five or more vacant ground-floor units have been issued with Certificates of Conformity allowing a change of use (source: Forward Planning) ;
- Annual footfall has increased within the LDO area (source: Council Regeneration Department footfall counters);
- The number of vacant ground-floor units has decreased (source: Forward Planning) ;
- Three or more upper floor vacant units have been issued with Certificates of Conformity which would allow them to be brought back into use – this includes flats and residential uses – use class C3 - (source: Forward Planning ).

### **3.0 Justification for the creation of the Llanelli Town Centre LDO**

3.1 Where a retail centre is demonstrating signs of decline, national planning policy makes provision for that decline to be managed and/or for action to be taken to regenerate a centre. In such circumstances an LDO may (as part of a collective approach) contribute to local economic development and regeneration, helping make places more attractive and more competitive, helping in incentivising development and reducing vacancy rates. There is clear evidence that Llanelli town centre faces specific challenges. Whilst this may not impact wholly across the town centre, there are areas where implications of changing retail patterns may be most prevalent often manifesting in the form of long term vacancies.

3.2 The *Genecon Study on Town Centres and Retail Dynamics in Wales* undertaken for Welsh Government (WG) identified Llanelli as a case study to show the impacts of out of centre retail development. Published in April 2014, the study indicated a 27.9% town centre vacancy rate (2012), highlighting one of the main effects of town centre decline being an increased pressure to change A1 uses in the town centre to A2 and A3 uses. It emphasises that from a planning perspective, Llanelli demonstrates the challenge when a centre has declined to a point where the viability of retaining an A1 retail core could be brought into question. It notes that the geographical shift in Llanelli's retail sector to a major new out of town Retail Park has placed pressure for changes of use from retail within the town centre.

3.3 In order to further understand the shopper and visitor activity on *Street Shopper Surveys* were carried out during weekdays and a Saturday in June 2015 both within Llanelli Town Centre and Parc Trostre. In summary, the survey indicated that the majority of respondents (28%) visiting Llanelli town centre did so primarily to use services such as the post office, bank, hairdressers etc. Whilst other key reasons listed were a combination of food and non food shopping (16%) and just food shopping (15%), it should

be noted that 10% of respondents were visiting for work/business purposes and 9% for social/leisure reasons.

3.4 In relation to visitors to the town centre, the emerging trend is to a diverse and mixed offer where a range of uses are utilised by visitors. This is in contrast to Parc Trostre where the survey indicates that the majority of visits are focused on food and non-food shopping and just food shopping.

3.5 This can be seen as an indication of a shifting role for the Town Centre, where the potential to accommodate a versatile mix of day and night uses can complement both its existing retail function and, rather than compete against, that which is available at Parc Trostre.

3.6 In transport and sustainability terms, it should be noted that 44% arrived by a car and 14% by a bus at Llanelli Town Centre which contrasts with the 87% arriving by car in Parc Trostre.

3.7 Reference is drawn to the content of the 2015-16 LDP Annual Monitoring Report (AMR). This represents the first AMR post adoption of the LDP and sets the baseline for future AMRs and the consideration of any future review or amendments to the Plan. Regard should also be had to the recently published Carmarthenshire updated Retail Study 2015 and the Carmarthenshire Town Centre Retail Audit 2016.

3.8 The Town Centre Retail Audit 2016 conducted as part of ongoing LDP policy monitoring indicates 73.8% of units in occupied as A1 retail (based on retail frontage). However, whilst this is a healthy indication of retail occupancy, it is accompanied by a 16.7% vacancy rate with a further 9.5% in non-retail use (A2 and A3). It should be noted that this includes the St Elli Centre which exhibits a high level of retail use with low vacancy levels.

3.9 Taking that area of the Retail Core outside the St Elli Centre ‘focused around Stepney Street and Vaughan Street’ the levels of A1 occupancy drops to 66% with vacancy levels at 24%. This represents a marked change with areas of long term vacancy clustered within the eastern end of Stepney Street.

3.10 That area designated within the LDP as Retail Frontage, reflects the greater flexibility attached to the scale of non-retail units within this area. This demonstrates a greater mix of use types with some 49.5% occupied by A1 retail with 15% vacancy with 26% in non retail (A2 and A3) and 9.5% in other uses.

3.11 National Planning Policy reflects that in some circumstances where there has been an over emphasis on A1 uses these may undermine a centre’s prospects, with potential consequences such as higher vacancy rates. In such circumstances the role of uses other than A1 (retail) in increasing diversity and reducing vacancy may be considered. This may be achieved through a rationalising of boundaries, allowing appropriate changes of use whilst focusing A1 (retail) uses in a more concentrated area.

3.12 In this context an LDO can facilitate changes of use, alterations, extensions etc, replacing many minor planning applications which are routinely approved. LDOs can be particularly effective when combined with other regeneration proposals to bring about more comprehensive improvements to centres, including as part of environmental and infrastructure enhancements. To this end, the LDO can be seen as a wider package of policy interventions in the Town Centre which the County Council is undertaking in partnership under the auspices of the Task Force.

3.13 Whilst the LDP sets a strong policy direction for retail within a Carmarthenshire, the challenges facing Llanelli require specific consideration. The opportunities exist to co-ordinate with and develop upon the successful grant award under the Vibrant and Viable Places initiative and the ‘Opportunity Street’ scheme for properties at the eastern end of Stepney Street. In addition the establishment of a ‘Task Force’ tasked with addressing

matters surrounding the decline of the town centre and its environs, presents an opportune time evaluate options. There is potential to review and develop an effective strategy to promote uses to complement the town centre and out of town retail offer. In this respect it should not be predicated on an abandonment of the town centres overall retail focus, but the consideration of a flexible approach to complement activities which support the centres vitality and viability. The platform for engagement, together with a direct policy intervention, is also confirmed by the establishment of the Llanelli Business Improvement District (BID) in 2016. Reference is given to the Task Force Policy Themes and Actions whereby the exploration of an opportunity for an LDO is listed as Action 4 under the Environment and Access Theme.

3.14 For the time being, developers who wish to change the use of a town centre unit must operate within the legislative and policy parameters. This means that most changes of use, no matter how desirable, require planning permission. The practice of allowing a valuable unit to remain empty for up to eight weeks while a planning application is processed is inimical to economic growth. By creating a more permissive planning regime in the town centre, the LDO will seek to promote a living town centre environment.

3.15 In scoping and drafting this LDO it was considered necessary to clearly establish its purpose, scope and extent linking into the regeneration and other objectives. Discussions, including input from local members and interested groups, were undertaken at an early stage during 2016. In this respect, it was considered essential to consult informally with communities, statutory consultees and other stakeholders, with the emphasis on the future of the area rather than the specific details of the LDO. This allowed an opportunity to build on the partnership work to date. There has also been an ongoing liaison with the Task Force along with Llanelli Town Council and Llanelli Rural Council. There has also been a requirement to undertake an iterative and collaborative liaison with officers from Natural Resources Wales (NRW) and Dwr Cymru Welsh Water (DCWW).

3.16 Such liaison, along with a clear understanding of evidential and legislative requirements, have allowed the LDO spatial extent, along with the draft schedule of permitted uses, to be developed.

#### **4.0 Lifetime of the LDO**

4.1 The LDO is active for a period of three years from its adoption. This period will however be subject to ongoing review and may be extended or reduced in light of the success or failure of the LDO.

4.2 Development that commences while the LDO is in effect may be completed and/or continued after this three-year period. Once the LDO has expired, however, no new changes of use will be allowed under its terms without conventional planning permission. Towards the end of the three-year period, Carmarthenshire County Council will assess the impact of the LDO and decide whether to (i) renew the LDO with no revisions, (ii) renew the LDO with new terms and conditions or (iii) revoke the LDO.



## 5.0 Permitted Uses

5.1 The following table outlines the relevant use classes which will be permitted or otherwise through the LDO and within its defined spatial area.

Use Class	WITHIN C2 ZONE		OUTSIDE C2 ZONE	
	Ground Floor (GF)	Other Floors (OF) (Excluding basements)	GF	OF (Excluding basements)
<b>A1</b> Shops	Yes	Yes	Yes	Yes
<b>A2</b> Financial and Professional Services	Yes	Yes	Yes	Yes
<b>A3</b> Restaurants and Cafes	Yes	Yes	Yes	Yes
<b>A4</b> Drinking establishments (but not night clubs)	Yes	Yes	Yes	Yes
<b>A5</b> Hot food takeaways	Yes	No	Yes	No
<b>B1</b> Business (offices other than those within A2)	No	Yes	No	Yes
<b>C1</b> Hotels, boarding houses and guest houses	No	Yes	No	Yes
<b>C3</b> Dwellings (residential incl. flats)	No	Yes	No	Yes
<b>D1</b> Non-residential institutions (Note - LDO excludes Law Courts, Church Halls and Libraries)	No	Yes	Yes	Yes
<b>D2</b> Assembly and leisure buildings (Note LDO only permits gymnasiums and area for indoor sports or recreations - except for motor sports, or where firearms are used)	No	Yes	Yes	Yes
<b>Other (specified sui)</b> Launderettes and taxi businesses only	Yes	Yes	Yes	Yes

Further information in relation to the Use Class Order can be viewed through the following link:

[https://www.planningportal.co.uk/info/200130/common\\_projects/9/change\\_of\\_use](https://www.planningportal.co.uk/info/200130/common_projects/9/change_of_use)

## **6.0 Policy context and expected impact**

6.1 The relevant Development Plan for Llanelli is the Carmarthenshire LDP. To the extent that development plan policies are material to an application for planning permission, the decision must be taken in accordance with the development plan unless there are material considerations that indicate otherwise (Section 37(6) : Planning and Compulsory Purchase Act 2004).

6.1.1 Given that proposals will be permitted under this LDO without the need for planning permission, it is important to note the LDO's overall linkages and compliance with the LDP. This also confirms that an SA-SEA on the LDO is not required (see paragraph 1.5). This Section reviews the LDO against the 14 LDP Strategic Objectives (SO) and those LDP Strategic Policies (SP) of relevance. There is also commentary provided in relation to relevant Area Wide (AW) policies.

### **LDP - Strategic Objectives**

6.1.2 *SO1: To protect and enhance the diverse character, distinctiveness, safety and vibrancy of the County's communities by ensuring sympathetic, sustainable, and high quality standards of design.*

Expected impact of LDO: The LDO will be consistent with efforts to promote a vibrant, safer and diverse town centre which acts as a catalyst to the wider regeneration of the area.

6.1.3 *SO2: To ensure that the principles of spatial sustainability are upheld by:*

*(a) enabling development in locations which minimise the need to travel and contribute towards sustainable communities and economies and respecting environmental limits, and*

*(b) to wherever possible encourage new development on previously developed land which has been suitably remediated.*

Expected impact of LDO: By concentrating developmental opportunities within the town centre, which is accessible to pedestrians and users of public transport, the LDO will be consistent with efforts to promote sustainable development.

*6.1.4 SO3: To make provision for an appropriate mix of quality homes; access to which will be based around the principles of sustainable socio-economic development and equality of opportunities.*

Expected impact of LDO: By providing opportunities for upper floor conversion to residential, the LDO will be consistent with efforts to provide a range and mix of homes across the area as well as promoting vibrant and living town centres.

*6.1.5 SO4: To ensure that the natural, built and historic environment is safeguarded and enhanced and that habitats and species are protected.*

Expected impact of LDO: The LDO does not permit any building operations; therefore, it will have no impact on the appearance of the built environment or the natural environment. Anyone wishing to make alterations to a listed building would still require the relevant consent.

*6.1.6 SO5: To make a significant contribution towards tackling the cause and adapting to the effect of climate change by promoting the efficient use and safeguarding of resources.*

Expected impact of LDO: By concentrating commercial uses in the town centre, which is accessible to pedestrians and users of public transport, the LDO will be consistent with efforts to promote sustainable development. It will promote the appropriate use and/or re use of existing buildings (including but not exclusively vacant buildings).

6.1.7 SO6: *To assist in widening and promoting education and skills training opportunities for all.*

Expected impact of LDO: A more permissive planning regime in the town centre may provide opportunities for additional facilities.

6.1.8 SO7: *To assist in protecting and enhancing the Welsh Language and the County's unique cultural identity, assets and social fabric.*

Expected impact of LDO: A more permissive planning regime in the town centre may well generate additional opportunities and facilities for promoting the County's special characteristics.

6.1.9 SO8: *To assist with widening and promoting opportunities to access community, leisure and recreational facilities as well as the countryside.*

Expected impact of LDO: A more permissive planning regime in the town centre may well generate additional opportunities and facilities.

6.1.10 SO9: *To ensure that the principles of equal opportunities and social inclusion are upheld by promoting access to a high quality and diverse mix of public services, healthcare, shops, leisure facilities and work opportunities.*

Expected impact of LDO: The LDO is designed to encourage a mix of appropriate and complementary town centre uses. This would seek to encourage social and/or physical inclusion.

6.1.11 SO10: *To contribute to the delivery of an integrated and sustainable transport system that is accessible to all.*

Expected impact of LDO: By concentrating developmental opportunities within the town centre, which is accessible to pedestrians and users of public transport, the LDO will be consistent with efforts to promote sustainable development.

6.1.12 SO11: *To encourage investment & innovation (both rural and urban) by:*

*(a) making an adequate provision of land to meet identified need; and,*

*(b) making provision for the business and employment developmental needs of indigenous /new employers, particularly in terms of hard & soft infrastructural requirements (including telecommunications/ICT); and,*

*(c) making provision for the infrastructural requirements associated with the delivery of new homes particularly in terms of hard & soft infrastructural requirements (including foul and surface water); and,*

*(d) adhering to the principles of sustainable development and social inclusion in terms of the location of new development.*

Expected impact of LDO: The LDO is designed to encourage a mix of appropriate and complementary town centre uses. It is considered that a more permissive planning regime will provide opportunities to increase employment opportunities.

6.1.13 SO12: *To promote and develop sustainable & high quality all year round tourism related initiatives.*

Expected impact of LDO: The LDO is designed to encourage a mix of appropriate and complementary town centre uses. It is considered that a more permissive planning regime will provide opportunities to increase visitor economy related opportunities.

6.1.14 SO13: *To assist with the development and management of safe and vibrant places & spaces across the County.*

Expected impact of LDO: The LDO will be consistent with efforts to promote a vibrant, safer and diverse living town centre which acts as a catalyst to the wider regeneration of the area.

6.1.15 SO14: *To assist with the delivery and management of mixed & sustainable communities by:*

*(a) promoting safe, vibrant and socially interactive places; and,*

*(b) promoting the utilisation of local services and produce whenever possible.*

Expected impact of LDO: The LDO will be consistent with efforts to promote a vibrant, safer and diverse living town centre which acts as a catalyst to the wider regeneration of the area.

## **LDP – Selected/Relevant Strategic Policies**

6.1.16 SP1: *Sustainable Places and Spaces*

Expected impact of LDO: The LDO will be consistent with efforts to promote a vibrant, safer and diverse town centre which acts as a catalyst to the wider regeneration of the area. By concentrating upon town centre appropriate uses, which are accessible to pedestrians and users of public transport, the LDO will be consistent with efforts to promote sustainable development.

6.1.17 SP2: *Climate Change*

Expected impact of LDO: The LDO will promote the re use of existing buildings (including but not exclusively vacant buildings). In relation to flood risk, the LDO is supported by a Strategic Flood Consequence Assessment (SFCA) and as such there is potential for the

LDOs implementation to mitigate and manage given that a large part of the town is already located within Development Advice Map Zone C2. No Highly Vulnerable Development is permitted on the ground floors by the LDO.

#### 6.1.18 *SP3: Sustainable Distribution- Settlement Framework*

Expected impact of LDO: The local and regional importance of Llanelli within the LDP is recognised given its classification as a Growth Area. The LDO will be consistent with this classification in seeking to facilitate a vibrant town centre.

#### 6.1.19 *SP5: Housing*

Expected impact of LDO: By providing opportunities for upper floor conversion to residential, the LDO will be consistent with efforts to provide a range and mix of homes across the area. The LDO will not create any new buildings, but it will encourage appropriate conversions in the town centre, thus contributing to the housing supply.

#### 6.1.20 *SP6: Affordable Housing*

Expected impact of LDO: By providing opportunities for upper floor conversion to residential, the LDO will be consistent with efforts to provide a range and mix of homes across the area, including affordable housing.

#### 6.1.21 *SP8: Retail*

Expected impact of LDO: The LDO will be consistent with the aim of protecting and enhancing the role of Llanelli as a principal centre. It is hoped that a more permissive planning regime will help ensure its continued attractiveness as a destination with a strong retail offer.

#### 6.1.22 *SP9: Transportation*

Expected impact of LDO: By concentrating commercial uses in the town centre, which is accessible to pedestrians and users of public transport, the LDO will be consistent with efforts to promote sustainable development.

#### 6.1.23 *SP13: Protection and Enhancement of the Built and Historic Environment*

Expected impact of LDO: The LDO does not permit any building operations; therefore, it will have no impact on the appearance of the built environment. Anyone wishing to make alterations to a listed building would still require the relevant consent.

#### 6.1.24 *SP14: Protection and Enhancement of the Natural Environment*

Expected impact of LDO: The LDO does not permit any building operations; therefore, it will have no impact. In relation to the Habitats Regulations, the LDO has been subject to Test of Likely Significant Effect.

#### 6.1.25 *SP15: Tourism and the Visitor Economy*

Expected impact of LDO: The LDO will be consistent with the aim of protecting and enhancing the role of Llanelli in the tourism hierarchy. It is hoped that a more permissive planning regime will help provide opportunities in relation to the visitor economy.

#### 6.1.26 *SP16: Community Facilities*

Expected impact of LDO: A more permissive planning regime in the town centre may provide opportunities as part of a living town centre environment.



#### 6.1.27 SP17: Infrastructure

Expected impact of LDO: The LDO does not permit any building operations; therefore, it will have no impact. In relation to supply and treatment of water, the LDO is accompanied by appropriate evidence.

### **LDP –Relevant Area Wide Policies**

#### 6.1.28 GP1: Sustainability and High Quality Design

Expected impact of LDO: The LDO does not permit any building operations; therefore, it will have no impact on the appearance of the built environment. A more permissive planning regime can however assist in countering instances of vacant units and dead spaces with a view to enabling a more vibrant street scene with active frontages.

#### 6.1.29 GP3: Planning Obligations

Expected impact of LDO: Permitted uses will not be required to make financial contributions through current planning obligation provisions. Developments may however make a voluntary contribution as appropriate. However, any future implementation of CIL may result in a requirement for contributions to be sought.

#### 6.1.30 GP4: Infrastructure and New Development

Expected impact of LDO: The LDO does not permit any building operations; therefore, it will have no impact. In relation to supply and treatment of water, the LDO is accompanied by appropriate evidence.

#### 6.1.31 RT1: Retailing Hierarchy

Expected impact of LDO: The LDO will be consistent with the aim of protecting and enhancing the role of Llanelli as a principal centre. It is recognised within this statement of reasons and as supported by evidence that Llanelli Town Centre currently exhibits

signs of decline. It is considered at this point that the Town Centre requires specific consideration and policy intervention. It is hoped that a more permissive planning regime will help ensure its continued attractiveness as a destination with a strong retail offer.

#### 6.1.32 RT2: Principal Centres (Growth Areas): Primary Retail Frontage

Expected impact of LDO: The policy is intended to resist any further over-concentration of non-retail (non A1) uses in the Primary Retail Frontages. The Primary Retail Frontage confirms that the principle function should be retail. The policy also states that proposals involving the change of use and / or re-development of a ground floor frontage to residential are not considered compatible with a 'town centre' location. Reference is however made to Section 3 of this Statement of Reasons (Policy Justification). Furthermore, paragraph 6.4.3 of the LDP written statement states that: *"Whilst shopping will be expected to continue as the principal activity in town centres, it is only one of the factors which contribute to their wellbeing. It is evident that retail policies cannot be divorced from the broader functions of the larger towns as centres for other services and facilities, including food and drink establishments (cafes, restaurants, public houses, etc.) and commercial leisure developments. A diversity of uses in town centres assists in promoting their continued viability and, particularly with regard to leisure uses, contributes to the vitality of a successful evening economy"*. This is particularly pertinent in respect of Llanelli Town Centre with the challenges currently being exhibited. Paragraph 6.4.19 of the LDP written statement outlines that: *"As part of the monitoring and review process, the Council will undertake an annual survey of uses within the identified town centres including the Primary Retail Frontages. The survey will not only look at the nature of occupants but also the levels of vacancy which may occur. The survey together with future updates of the retail study will inform policy updates and supplementary guidance emerging from any changes in town centre conditions."* In this respect, the 2016 Carmarthenshire Town Centre Audit highlights the challenges in relation to vacancy etc. being exhibited within certain parts of Llanelli Town Centre. The introduction of the LDO

will mean that the potential conflict between the LPA and a proponent of non-A1 use within Llanelli Town Centre will be removed, subject to the proposal meeting the requirements of the LDO. It should be noted that the LDO does not permit changes of use of ground floor units to residential. It is also recognised that the designation of the LDO reflects the emphasis within Planning Policy Wales.

#### 6.1.33 RT3: Principal Centres (Growth Areas): Secondary Retail Frontage

Expected impact of LDO: Whilst the policy recognises the importance of a strong retail element and seeks to control the extent of non-retail uses to protect the general retail character of central streets and maintain continuity of shopping frontages, it does also acknowledge the contribution that a complementary retail, leisure and business offer can make in increasing the overall attractiveness of the town centre. The introduction of the LDO will mean that the requirement to provide a policy justification and/or challenging the LPA's position within the planning application process will not be required as the process would be streamlined and simplified.

#### 6.1.34 RT4: Principal Centres (Growth Areas): Town Centre Zone

Expected impact of LDO: The policy creates opportunities for the introduction of beneficial economic commercial uses to properties which may otherwise become rundown or vacant. It permits the change of use or redevelopment of shops to other appropriate town centre uses within these areas. In this regard, it demonstrates synergy to the objectives of the LDO within the context of Llanelli Town Centre. It should be noted that the LDO does not impact upon those areas covered by this policy.

#### 6.1.35 EP1: Water Quality and Resources, EP2: Pollution and EP3: Sustainable Drainage

6.1.35.1 Expected impact of LDO: The LDO does not permit any building operations; therefore, it will have no impact. In relation to supply and treatment of water, the LDO is supported by appropriate evidence. For the purposes of the Habitats Regulations, a Test

of Likely Significant Effect (TLSE) has been undertaken by the Local Planning Authority. This concluded that the implementation of the LDO was unlikely to have a “significant effect” alone or in combination on the Carmarthen Bay and Estuaries European Marine Site (CBEEMS) and that an Appropriate Assessment is not required.

6.1.35.2 In relation to surface water, those units within the LDO Area are already linked to the sewer/surface water system (in most instances likely to be the combined system). The Memorandum of Understanding (MoU) would not apply in relation to the LDO.

6.1.35.3 Reference should be made to the Procedural Notification process which will ensure that relevant parties (e.g. Natural Resources Wales and Dwr Cymru Welsh Water) are informed of certificates of conformity issued.

## **7.0 Conditions**

### **General**

1. No change of use permitted by the LDO shall commence until an application for a Certificate of Conformity has been submitted to, and approved in writing by, the Local Planning Authority (LPA).

**Reason: To ensure that proposed changes of use comply with the terms of the Local Development Order.**

2. With reference to Planning Policy Wales Technical Advice Note 15 (TAN15): Development and Flood Risk (or any document that updates or replaces it during the course of the LDO), no change in use to highly vulnerable development (as defined in TAN 15) is permitted in any ground-floor unit located in Development Advice Map Zone C2.

**Reason: To accord with the provisions of national planning policy in the form of TAN 15.**

3. Change of uses to highly vulnerable development permitted by the LDO on non ground floor units that are located within Development Advice Map Zone C2 shall accord with the provisions of the LDO SFCA and TAN 15. Any required details or measures shall be fully implemented and maintained in that state thereafter.

**Reason: To ensure that no development permitted by the LDO has unacceptable flooding consequences.**

### **Removal of permitted-development rights**

4. Notwithstanding the provisions of the Town and Country Planning (General Permitted Development) Order 1995 as amended (or any Order revoking or re-enacting that Order), no development within Schedule 2, Part 40, Classes A, B, C, D, E, F, G, H or I may be

carried out at any dwelling house (as defined in Welsh Statutory Instrument 2009 2193(W.185)) created under the LDO without the prior written permission of the LPA.

**Reason: To ensure that a satisfactory form of development takes place.**

#### Residential Proposals

5. No conversion scheme implemented under the terms of the LDO, whether in isolation or in combination with another scheme (regardless of ownership), may create an inappropriate concentration of single bedroom units.

**Reason: To allow the opportunity for the creation of suitable mix of unit sizes and tenure mix within a living town centre environment.**

#### Units of multiple occupation

6. No conversion scheme implemented under the terms of the LDO, whether in isolation or in combination with another scheme (regardless of ownership), will be considered appropriate where it results in the creation of a unit of multiple occupation.

**Reason: To allow the opportunity for the creation of suitable mix of unit sizes and tenure mix within a living town centre environment.**

#### Internal floor space

7. No dwelling created under the LDO may be occupied until floor plans that satisfy the relevant minimum standard for internal floor space have been submitted to, and approved in writing by, the LPA. The approved scheme must be retained in that state thereafter.

**Reason: To secure an adequate level of residential amenity for occupiers.**

#### Street Scene

8. Existing ground-floor windows and shop fronts must not be obscured, either internally or externally, by paint, whitewash, film, curtains or any other opaque material.

**Reason: To maintain the commercial character and appearance of the Town Centre.**

### Licensing and Public Protection

9. Those uses permitted by the LDO will be required to adhere to requirements in relation to Licensing and matters of public protection. Advice should be sought from the relevant department. The required permissions/licenses must be in place prior to commencement of change of use (irrespective of whether a LDO statement of conformity has been issued).

**Reason: To protect the amenities of persons in neighbouring properties.**

### Building Regulations

10. Those uses permitted by the LDO will be required to adhere to requirements in relation to Building Regulations. Advice should be sought from the relevant department. The required approvals must be in place prior to commencement of change of use (irrespective of whether a LDO statement of conformity has been issued).

**Reason: To ensure compliance with legislative provisions.**

### Lettings Policy

11. Where appropriate, residential uses permitted by the LDO will be required to adhere to requirements in relation to any County Council Lettings Policy. Advice should be sought from the relevant department.

**Reason: To allow the opportunity for the creation of suitable mix of unit sizes and tenure mix within a living town centre environment.**

### Other Regulatory Regimes

12. Those uses permitted by the LDO will be required to adhere to any other relevant requirements. For example, operational times and regimes (including arrival, departure, loading or unloading of any commercial delivery vehicles). Appropriate advice can be sought from the LPA in this regard. Any required approvals (notwithstanding 10 and 11

above) must be in place prior to commencement of change of use (irrespective of whether a LDO statement of conformity has been issued).

**Reason: To protect the amenities of persons in neighbouring properties.**



## **8.0 Notes**

1. The LDO is active for a period of three years from its adoption. This period will however be subject to ongoing review and may be extended or reduced in light of the success or failure of the LDO.

2 Development that commences while the LDO is in effect may be completed and/or continued after this three-year period. Once the LDO has expired, however, no new changes of use will be allowed under its terms without conventional planning permission. Towards the end of the three-year period, Carmarthenshire County Council will assess the impact of the LDO and decide whether to (i) renew the LDO with no revisions, (ii) renew the LDO with new terms and conditions or (iii) revoke the LDO.

3. The LDO does not grant planning permission for any “development” (as defined in Part III, Section 55 of the Town and Country Planning Act 1990) except the changes of use described in section 5 of these reasons.

4. In order to alleviate the impact of development on local services and facilities, section 106 and Community Infrastructure Levy contributions may be sought in accordance with current council procedures.

5. The LDO does not remove any requirement for advertisement or listed-building consent.

6. The LDO does not remove any requirement for consent under non-planning regulations, such as those relating to licensing, environmental health and building control.

7. The LDO applies only to the area indicated on the LDO plan (see section 13).

8. Occupiers of dwellings created under the terms of the LDO will not be entitled to council parking permits.

9. The LDO has been screened under the Environmental Impact Assessment Regulations, and it is considered that an Environmental Statement is not required.

10. A Test of Likely Significant Effect (TLSE) has been undertaken by the Local Planning Authority for the purposes of the Habitats Regulations. This concluded that the LDO was unlikely to have a “significant effect” alone or in combination on the Carmarthen Bay and Estuaries European Marine Site (CBEEMS) and that an Appropriate Assessment is not required.

11. Applicants may need to submit access statements for proposals that would necessitate access by employees and/or provide services to the public. (If the proposed and existing uses should belong to the same class, or if an A2 or A3 use should become an A1 use, an access statement will not be required.)

12. The Welsh Government’s Development Advice Map may be viewed on their website. Reference is also made to the Plan set out in Section 15.

## **9.0 Compliance**

Carmarthenshire County Council will monitor changes of use within the Town centre and, when appropriate, may take enforcement action against unauthorised development, including any uses that operate in breach of the conditions.

## **10.0 Results and monitoring**

In addition to reviewing applications for Certificates of Conformity, Carmarthenshire County Council will monitor vacancy levels in ground-floor units and footfall. The findings of such research will be presented in annual monitoring reports as part of the statutory LDP Monitoring Process. Consideration is also being given to introducing a periodic monitoring regime within the Town Centre.

## **11.0 Planning contributions/Community Infrastructure Levy**

Section 106 and Community Infrastructure Levy contributions may be sought in accordance with current council procedures and regulatory and legislative requirements.

## **12.0 Risk Assessment**

The below sets out some of the key issues that are considered to be worthy of review:

- Democratic control and the role of Elected Members and the Community;
- Officer workload, particularly in terms of monitoring and compliance;
- How would bodies that are ordinarily be notified/consulted through the planning application process be engaged?;
- Loss of Planning application fees;
- Planning Obligations;
- Legal and Financial matters arising from any future LDO revocation;
- Residential amenity;

- The integrity of the historic environment;
- Parking;
- Regulatory matters;
- Flood Risk.

12.1 It is considered that the LDO may ultimately reduce workload in development management, cutting out routine work within the defined LDO area. Furthermore in relation to monitoring, there are established mechanisms available and a data capture system has been set up by the Data Management Officer within Planning Services.

12.2 A notification system whereby key consultees (e.g. Town/Rural Councils, Dwr Cymru or Natural Resources Wales) are informed of LDO proposals has been established by the Council. This reflects the fact that such bodies would ordinarily be notified/consulted through the planning application process.

12.3 Any LDOs will result in a reduced income from planning applications fees, as developers only need to submit a pre-notification, for which they pay the Council a nominal fee for administrative purposes. It is considered however that the scope and extent of the impact would be potentially minor in income terms (based on the potential number of applications likely to be received). Whilst not quantifiable the impact in income terms will be negated through regeneration benefits within the town centre.

12.4 It should be noted that as part of the democratic reporting process, the Council has been afforded the opportunity to review a range of pertinent considerations, particularly in terms of resource and legal implications.

12.5 An LDO may be revoked or revised at any time by the LPA on its own initiative. The Welsh Government also has reserve powers to direct an LPA to revoke an LDO or prepare a revision of it. Where an LPA revokes an LDO the authority must :-

- Publish on their website a statement that the LDO has been revoked
- Give notice of the revocation by local advertisement. This is a requirement to publish the notice in as many newspapers as necessary to secure that the press coverage (taken as a whole) extends to the whole of the area to which the LDO relates, and
- Give written notice of the revocation to every person whom the authority consulted before the making of the order.

12.6 Section 189 of the Planning Act 2008 amends Sections 107 and 108 of Town and Country Planning Act 1990, which provide for compensation where a development order or local development order is withdrawn. In summary, where planning permission granted by a LDO is withdrawn, there will be no entitlement to compensation where notice of the withdrawal is published not less than 12 months or more than the prescribed period (24 months) before the withdrawal takes effect.

12.7 If development is started before the notice is published, compensation will be available unless the order in question contains provision permitting the completion of development. The reform may therefore offer LPAs reassurance, through providing additional flexibility when considering the revision or withdrawal of LDO permissions, although the Welsh Government considers that an LPA would only rarely need to do this where the merits and effect of an LDO have been properly considered during its preparation.

12.8 Residential amenity is an important consideration because there are already people residing within the LDO area. There are separate legislative frameworks that seek to can control various threats to residential amenity, including noise and odour.

12.9 In relation to parking, the Town Centre is well served by public transport and pedestrian networks; therefore, it is considered unlikely that the LDO will substantially increase demand for off- and on-street parking. Occupants of new dwellings will not be entitled to parking permits.

12.10 The LDO does not allow developers to display advertisements on, or make external alterations to, any building in the town centre. In order to ensure the continuing protection of the built heritage, development which would affect a listed building is also excluded from the scope of LDOs. In view of this, it is felt that the LDO will preserve the special character and appearance of listed buildings and the Conservation Area.

12.11 In relation to flooding, the LDO area is heavily impacted by the C2 flood zone, with several buildings already located within the C2 flood zone (Lliedi). Technical Advice Note (TAN15): Development and Flood Risk (July 2004) confirms that Highly Vulnerable Development (HVD) should not be considered in zone C2. HVD includes all residential premises (use classes C1 and C3), public buildings (often use class D1) and, in some cases, leisure-related businesses (use class D2).

12.12 It should be noted that the LDO will not permit any change in use to a highly vulnerable use (HVD) in any ground-floor unit within that area of the LDO which is within the C2 Zone. In relation to upper floors, it should be noted that a Strategic Flood Consequence Assessment (SFCA) has been completed by the LPA to the satisfaction of Natural Resources Wales (NRW). As a result, the LDO permits HVD uses (including C3) on upper floors and remain complaint with TAN 15 - subject to the required details or measures being fully implemented and maintained in that state thereafter.

12.13 In regulatory terms, the LDO has been subject to a screening opinion for the purposes of the Environmental Impact Assessment Regulations and does not constitute “Schedule 1 development” or “Schedule 2 development”. A Test of Likely Significant Effect (TLSE) for the purposes of the Habitats Regulations has concluded that the LDO will have no significant effect (alone or in combination) with a European Site or a European Offshore Marine Site. The LDO has also been screened as part of the Equalities Impact Assessment process. The LDO does not require its own Sustainability Appraisal – Strategic Environmental Assessment (SA-SEA) because the LDO is deemed to be an elaboration upon the provisions of the Carmarthenshire Local Development Plan 2006 — 2021 (Adopted December 2014). The LDP has already been subject to SA-SEA along with a Plan level Habitats Regulations Assessment.

# 13.0 Llanelli Town Centre

## Draft Local Development Order

Compiled by on 27 January 2017

Scale 1:2500

Cyngor Sir Caerfyrddin,  
Gwasanaethau Cynllunio, Adran Amgylchedd,  
8 Heol Spilman, Caerfyrddin. SA31 1JY

Carmarthenshire County Council  
Planning Services, Environment Department,  
8 Spilman Street, Carmarthen. SA31 1JY





# 14.0 Listed Buildings & Conservation Area

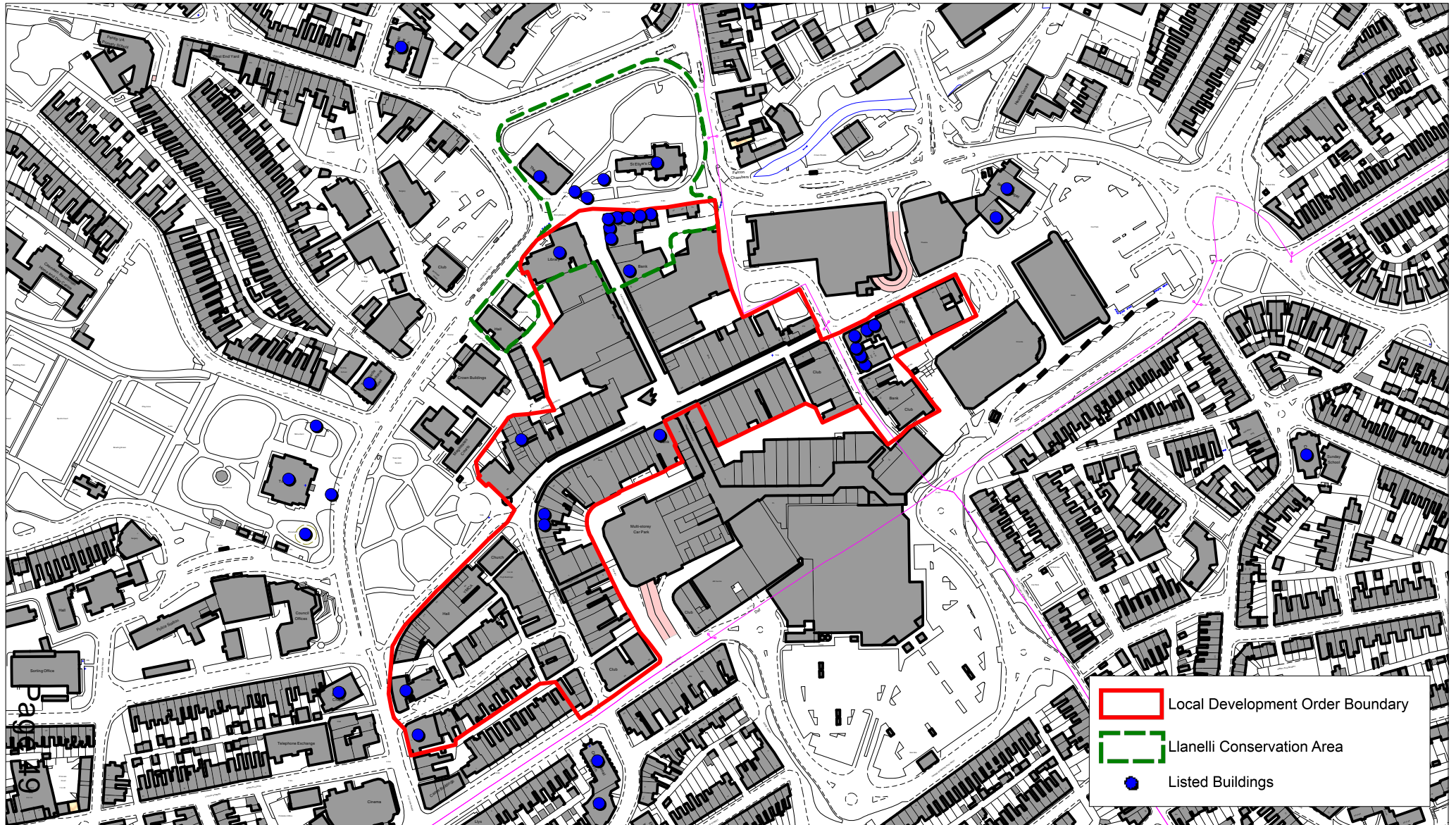
Cyngor Sir Caerfyrddin,  
Gwasanaethau Cynllunio, Adran Amgylchedd,  
8 Heol Spilman, Caerfyrddin. SA31 1JY



Carmarthenshire County Council  
Planning Services, Environment Department,  
8 Spilman Street, Carmarthen. SA31 1JY

Compiled by on 27 January 2017

Scale 1:3500



# 15.0 Development Advice Maps

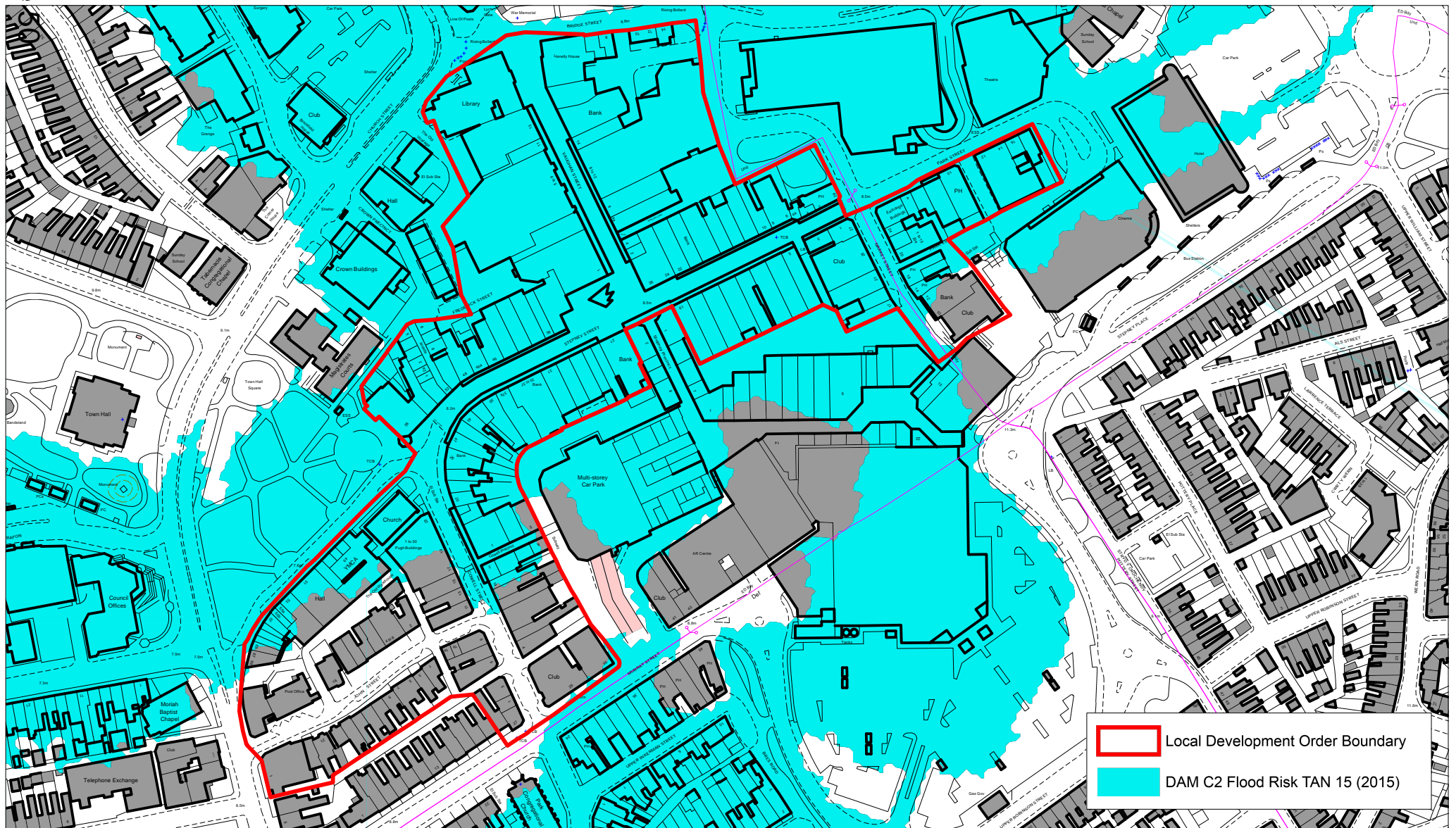
## Flood Risk

Compiled by on 27 January 2017

Scale 1:2500

Cyngor Sir Caerfyrddin,  
Gwasanaethau Cynllunio, Adran Amgylchedd,  
8 Heol Spilman, Caerfyrddin. SA31 1JY

Carmarthenshire County Council  
Planning Services, Environment Department,  
8 Spilman Street, Carmarthen. SA31 1JY



## Notes

i) The above map is based on the Development Advice Maps (DAMs) published by the Welsh Government in January 2015.

ii) The DAMs are reviewed periodically and therefore may change during the three-year lifetime of the LDO. Reference should be made to the Welsh Government's website in this regard.

## **16.0 Key Contacts**

TBC

## **A1. Local Development Orders**

A1.1 The following should be read in conjunction with the content of the main report. It sets out further detail in relation to the legislative framework underpinning an LDO and some specific limitations in their use. In addition in preparing an LDO consideration will be given to any potential implications arising from its designation. The following identifies some specific examples drawn from Welsh Government Good Practice.

### **Legislative and Policy Framework**

A1.2 A Local Development Order (LDO) may be issued by an LPA may under section 61 (A, B, and C) of the Town and Country Planning Act 1990, as inserted by section 40(1) of the Planning and Compulsory Purchase Act 2004 and amended by sections 188 and 238 and Schedule 13 of the Planning Act 2008. This power became effective in Wales on 30 April 2012. Reference is also made to the Development Management Manual 2016 whilst the The Town and Country Planning (Development Management Procedure) (Wales) Order 2012 (DMPWO), sets out the procedural requirements for making LDOs.

A1.3 The Community Infrastructure Levy (CIL) Regulations 2010 state that permission granted by a LDO will constitute “planning permission” (regulation 5(3)(a)ii). As a consequence, an LDO may obviate the need to submit a planning application for a certain type of development, but it will not prevent a levy through CIL from being charged, when appropriate and where a CIL charge applies.

A1.4 It should be noted however that Section 106 planning obligations cannot be required under an LDO; however, this does not prevent section 106 agreements being offered by a developer. For example, if a condition attached to a Local Development Order requires mitigation of an impact from development then a section 106 agreement could be used to secure this.

### **Considerations associated with LDO's**

A1.7 Welsh Government Good Practice prepared in relation LDO's identified a number of areas for Welsh local authorities to consider. Specific examples are as follows:

- Would an LDO lead to a loss of democratic control over development, undermining the role of elected members and local communities? In response WG Good Practice points to case studies undertaken which indicate that where an LDO is in place, Local Planning Authorities and communities still exercise democratic control over development. In this respect clear rules are required in advance as part of the LDO, as opposed to any case-by-case discretion.
- Is there a potential for an increase in workloads and would additional layers of complexity be added to the planning process? – WG Good Practice suggests that it may ultimately reduce workload in development management, cutting out routine work within the defined LDO area.

A1.8 Any LDOs will result in a reduced income from planning applications fees, as developers only need to submit a pre-notification, for which they pay the Council a token sum. However, will only be quantifiable once the LDO and its geographical extent is defined. Subject to its scope and extent the impact may be potentially minor in income terms (based on the potential number of applications likely to be received), however it should be recognised that there will none the less be an impact.

### **Revision and revocation**

A1.9 An LDO may be revoked or revised at any time by the LPA on its own initiative. The Welsh Government also has reserve powers to direct an LPA to revoke an LDO or prepare a revision of it. Where an LPA revokes an LDO the authority must :-

- Publish on their website a statement that the LDO has been revoked
- Give notice of the revocation by local advertisement. This is a requirement to publish the notice in as many newspapers as necessary to secure that the press coverage (taken as a whole) extends to the whole of the area to which the LDO relates, and
- Give written notice of the revocation to every person whom the authority consulted before the making of the order.

### **Compensation where local development order is withdrawn**

A1.10 Section 189 of the Planning Act 2008 amends Sections 107 and 108 of Town and Country Planning Act 1990, which provide for compensation where a development order or local development order is withdrawn. In summary, where planning permission granted by a LDO is withdrawn, there will be no entitlement to compensation where notice of the withdrawal is published not less than 12 months or more than the prescribed period (24 months) before the withdrawal takes effect.

A1.11 If development is started before the notice is published, compensation will be available unless the order in question contains provision permitting the completion of development. The reform may therefore offer LPAs reassurance, through providing additional flexibility when considering the revision or withdrawal of LDO permissions, although the Welsh Government considers that an LPA would only rarely need to do this where the merits and effect of an LDO have been properly considered during its preparation.

Link to Welsh Government Circular 003/2012:

<http://gov.wales/docs/desh/publications/120427ldoguidanceen.pdf>

Agenda Item 6

**COMMUNITY SCRUTINY COMMITTEE**  
**30<sup>TH</sup> MARCH, 2017**

**COMMUNITIES DEPARTMENTAL BUSINESS PLAN 2017-20**

**To consider and comment on the following issues:**

Progress made against departmental priorities set out in last year's business plan alongside the budget.

Elements contained in the attached business plan relate to:-

- Housing, Public Protection & Care & Support
- Leisure Services
- Integrated Services (Older Persons & Physical Disabilities)
- Mental Health, Learning Disability Services & Safeguarding
- Strategic Joint Commissioning
- Business Support
- Performance, Analysis & Systems Team

**Reasons:**

Scrutiny Committee has a key role to play in scrutinising business plans as part of the Authority's performance management framework

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

**EXECUTIVE BOARD MEMBER PORTFOLIO HOLDER:-**

**Cllr. Jane Tremlett – Executive Board member for Health and Social Care**

**Cllr. Linda Evans – Executive Board Member for Housing**

**Cllr Jim Jones – Executive Board Member for Public Protection**

**Cllr Meryl Gravell, Executive Board Member, Leisure Services**

<p><b>Directorate</b> Communities <b>Director:</b> Jake Morgan <b>Report Author:</b> Silvana Sauro</p>	<p><b>Designations:</b></p> <p><b>Director of Community Services</b></p> <p><b>Performance, Analysis &amp; Systems Manager</b></p>	<p><b>Tel Nos.</b></p> <p><b>01267 224698</b></p> <p><b>01267 228897</b></p> <p><b>E Mail Addresses:</b></p> <p><a href="mailto:jakemorgan@carmarthenshire.gov.uk">jakemorgan@carmarthenshire.gov.uk</a></p> <p><a href="mailto:ssauro@carmarthenshire.gov.uk">ssauro@carmarthenshire.gov.uk</a></p>
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**COMMUNITY SCRUTINY COMMITTEE**  
**30<sup>TH</sup> MARCH, 2017**

**Communities Departmental Business Plan 2017-20**

**1. BRIEF SUMMARY OF PURPOSE OF REPORT.**

- This business plan provides Members with an update of progress made against actions for Housing & Leisure Services which are included in the departmental business plan from 2017-20
- The full Departmental business plan which will be presented to members contains an update on the priorities for the department during 2017-20. This plan was developed following a series of workshops with senior managers and 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: Jake Morgan (Director of Communities)

Policy, Crime & Disorder & Equalities	Legal	Finance	ICT	Risk Management Issues	Staffing Implications	Physical Assets
<b>NONE</b>	<b>NONE</b>	<b>NONE</b>	<b>NONE</b>	<b>NONE</b>	<b>NONE</b>	<b>NONE</b>

## CONSULTATIONS

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

Signed: Jake Morgan (Director of Communities)

**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:**

**There are none.**

Title of Document	File Ref No.	Locations that the papers are available for public inspection

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# Departmental Business Plan

## Communities

### 2017-20

March 2017

#### OUR DEPARTMENTAL VISION.....

For a Carmarthenshire that enables people to live healthy and fulfilled lives by working together to build strong, bilingual and sustainable communities

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<b>2</b>	<b>Strategic Context</b>	<b>11</b>
<b>3</b>	<b>Review and Evaluation</b>	<b>16</b>
<b>4</b>	<b>Departmental Priorities / Risks</b>	<b>21</b>
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<b>7</b>	<b>Appendices</b>	<b>43</b>

## Executive Board Member Foreword

We have great pleasure in introducing the new Department for Communities Summary Business Plan for 2017/20. 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 2017/20.



Cllr Jane Tremlett – Executive Board member for Health and Social Care



Cllr Linda Evans – Executive Board Member for Housing



Cllr Jim Jones – Executive Board Member for Public Protection



Cllr Meryl Gravell, Executive Board Member, Leisure Services

**Sign Off**

Cllr. Jane Tremlett  
Cllr. Linda Evans  
Cllr. Jim Jones  
Cllr. Meryl Gravell

Date:

**Page 61**

## 1. Departmental Overview

### Introduction by Director



**Jake Morgan, Statutory Director  
of Social Services**

As Director of Statutory Social Services, I am pleased with the progress that has been made during 2016/17. This is a significant achievement as we deal with reducing budgets and increasing demand for health and social care.

We were the first Welsh local authority to have its children's services inspected by the CSSIW under the new inspection framework aligned to the expectations of the Social Services and Wellbeing (Wales) Act 2014 and received a very good judgement, with only a few relatively straightforward recommendations to address. We also received a CSSIW Inspection of the West Wales Adult Placement Scheme (Shared Lives). During 2016/17, CSSIW Thematic Reviews were also undertaken in relation to carers and safeguarding, reports in relation to these are not yet available.

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

We have also introduced a new Performance Management Framework to ensure we balance the relationship between service demands, the allocation of resources and service user satisfaction. The framework has a suite of measures which are monitored at a monthly meeting chaired by myself.

2017/2018 brings new opportunities alongside financial challenges. The newly enacted Well-being of Future Generations (Wales) Act 2015 will challenge us to consider the long-term implications of our services for people and communities and to consider how we can support the sustainable development of our communities by prioritising preventative action to reduce costs in the long-term whilst raising standards of wellbeing and achievement.

Performance against key indicators has been good overall, reflecting the prioritisation of resources against areas of significant importance identified in the Corporate Strategy, and by service users and members of the public.

In May we shall have elections to the County Council with a refreshed strategy to follow soon thereafter. At a national level we shall watch with interest the programme to develop closer regional collaboration on strategic public services.

Our Scrutiny Committees take a keen and active interest in checking and monitoring our performance and have offered significant challenge to service areas and the executive over the last year. I have particularly valued the input of members at our consultation events over the past year which are setting the strategic direction for our services, such as the Older People's Strategy and Community Resilience which will develop supportive communities.

Leisure is a much valued, front line service providing a range of health and well-being related facilities, activities and programmes, all aimed at getting:

**More people, More active, More often.**

We want Carmarthenshire to be a place:

- That is the most active and healthy in the UK
- Where every person is an active participant at a 'Community Club' or 'Leisure / Cultural Facility'
- Where every child is hooked on Leisure / Cultural activity for life

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

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

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

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

# Management Structure for Community Services

As at March 2017

Jake Morgan  
Director of Community Services



Ian Jones  
Head of Leisure  
Services



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



Rhian Dawson  
Head of Integrated  
Services (Older Persons  
& Physical Disabilities)



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



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



Lyn Walters  
Business Support  
Manager



Stefan Smith  
Head of Children's  
Services





## Departmental Overview

**The vision for Carmarthenshire.....** ‘A Carmarthenshire that enables people to live healthy and fulfilled lives by working together to build strong, bilingual and sustainable communities’

*(Source: Integrated Community Strategy – 2011/16)*

The Communities Department has five Divisions providing front line services to the people of Carmarthenshire and a business support unit and performance, analysis & systems team that assist and provide support to the five divisions in delivering their services.

**The Leisure Services Division** provides a wide range of much valued, front line service of health and well-being related facilities, activities and programmes, all aimed at getting:

**More people, More active, More often.**

We want Carmarthenshire to be a place:

- That is the most active and healthy in the UK
- Where every person is an active participant at a 'Community Club' or 'Leisure / Cultural Facility'
- Where every child is hooked on Leisure / Cultural activity for life

The service aims to deliver 6 key Outcomes for residents and visitors to the County:

- Outcome 1: Supporting independence
- Outcome 2: Keeping Safe
- Outcome 3: Improving Health & Well Being
- Outcome 4: Information, Advice and Signposting
- Outcome 5: People achieve their potential (Workforce and users)
- Outcome 6: Well Managed, sustainable, efficient services that contribute to a prosperous economy

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

**Housing, Public Protection & Care and Support Division provides services to the following:**

**The Care and Support Services Team** for Older People is made up of three main service areas, Domiciliary, Residential and Day Services. The Services are managed on a countywide basis with management and support structures centrally located in Carmarthen. Services provide short term support to assist people to regain skills in order to retain a level of independence to enable them to continue living at home. They also support others who require care on a longer term basis both in the community and residential care homes.

**The Housing Advice and Options Team** is responsible for providing a whole range of advisory services which include: preventing homelessness, supporting the delivery of adaptations, advice to owner occupiers on how to improve their homes, advice to owners of empty homes to support them being re-occupied, energy advice and advice to private landlords and tenants.

**The Investment and Older People Team** is responsible for services to older tenants living in Council properties and to those who require housing related support. The team also manages our sheltered accommodation across the County. The team also leads on maintaining and improving the CHS+ (we have a statutory duty for maintaining the standard), responsible for delivering the Affordable Homes plan through delivery of over 1000 homes from existing solutions (e.g. buybacks etc) and the development of more new build homes and wider re-generation through a potential alternative delivery vehicle.

**The Housing and Community Support Team** provides a countywide housing management service for tenants and leaseholders. This includes estate and tenancy management, gypsies and travellers and tackling anti-social behaviour. The team is also responsible for helping to deliver the Carmarthenshire Homes Standard Plus (CHS+). It also leads on co-ordinating tenant and resident engagement (and involvement), managing environmental improvements in communities and general asset management (council homes, garages and land) along with the Investment and Older People Team.

**The Environmental Health and Licensing Team** is responsible for regulating and monitoring pollution levels, managing public health, carrying out food hygiene inspections, supporting health and safety projects and the licensing of taxis, charities, traders and premises. Full information on actions are contained within the Environmental health and Licensing service delivery Plan ([link](#)).

**The Trading Standards and Animal Health Team** is responsible for regulating animal health, verifying weighing and measuring equipment, enforcing intellectual property rights and detecting cybercrime, regulating safety of petroleum installations and products, preventing scams and doorstep crime and regulating foods standards.

### **Integrated Services (Older Persons & Physical Disabilities)**

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. There is a Section 33 Agreement in place to provide the governance around this arrangement. 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). A key focus of our business plan, therefore, is to develop an integrated system of care which focuses on the promotion of wellbeing and the maintenance of independence for our adult population while supporting the long term care needs and safeguarding of the more frail and vulnerable.

We have three Community Resource Teams (CRTs) based in Carmarthen, Llanelli and Ammanford consisting of multidisciplinary professionals who lead the assessment and care management of this service user group and ensure that they receive interventions that support identified and expressed needs. Specifically, the integrated service includes Social Work, Physiotherapy, Occupational Therapy, Community Nursing and Reablement. 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.

**Mental Health, Learning Disability Services & Safeguarding** 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 service is striving to deliver an approach that supports and enables people to remain in control of their lives, and where possible in control of the solutions that best meet their aspirations and what matters to them. We want to focus on people's strengths and abilities, and support them by using family, friendship and community networks alongside services. This culture change is at the heart of the Social Services and Wellbeing Act (2014) which emphasises community models of care and support. The Act requires us to focus on accessible services, information, advice and support, prevention and maximising the potential of the community as a resource. Person centred planning is at the heart of this legislation and real engagement with those who use our services is paramount.

Over the last year we have been preparing for the implementation of the Social Services and Wellbeing Act, raising awareness amongst staff and partners and realigning our services to respond to the new requirements. This has been challenging for us with a demand for services increasing in some areas against a climate of financial austerity. However the Act has provided us with the opportunity to develop services which promote wellbeing and independence and build on people's strengths and abilities which can significantly improve outcomes for those who use our services. We have also introduced a new Performance Management Framework to ensure we balance the relationship between service demands, the allocation of resources and service user satisfaction. The framework has a suite of measures which are monitored at a monthly meeting chaired by the Director of Community Services. This approach is driving improvement and will ultimately result in improved outcomes for service users. Overall performance in relation to performance Indicators over the last year is positive, although improvement is required in relation to timeliness of safeguarding investigations, Deprivation of Liberty Safeguards applications (DoLS) and reviews.

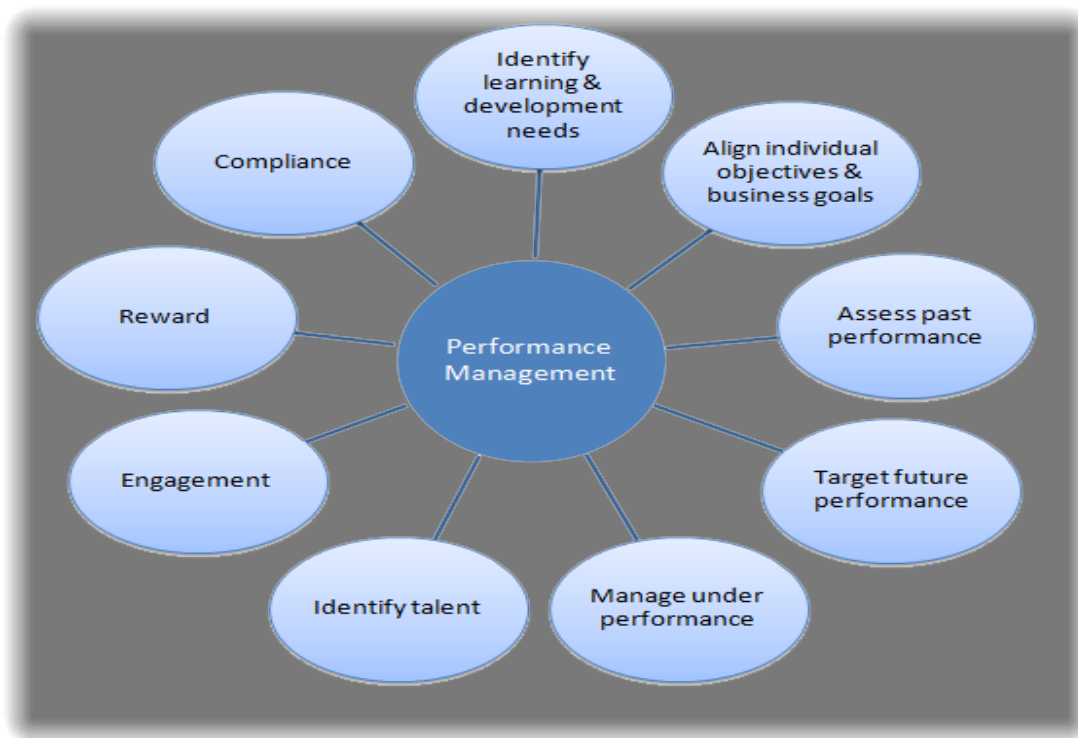
**Business Support Unit** provides a range of timely, effective and efficient support services to all divisions for the Department for Communities, in accordance with corporate standards and the principles of continuous improvement. The main purpose of the Division is to support and advise all sections of the Department by providing a variety of financial that includes income collection, administrative, democratic and business support, Health & Safety, Learning & Development and provision of transport. The provision of support services to all sections enables them to efficiently fulfil their duties and discharge their responsibilities and functions on behalf of the Council Learning & Development, Operational Training and Performance Management. The Division also provides the lead and a coordinating role on a range of corporate initiatives. In order to fulfil this central supporting role the Division is structured into several clearly defined areas, each with distinct and individual aims and objectives.

**Performance, Analysis & Systems Team** provides support for all front line teams throughout the Department to continually improve their services. The services provided by the team are diverse and range from:

- System maintenance and support and training,
- Process mapping
- Collating all performance management data
- Provision of management information and scrutiny reports
- Co-ordinating complaints
- Access and engagement functions
- Business plans, Improvement plan and Annual report
- Risk Management
- Development of measures to meet the requirements of the Social Services and Wellbeing Act
- Supporting the performance management framework

#### 2016-17 Departmental Performance Management Framework

The Performance Analysis and Information Team has been established to drive performance information and data across the department and support the performance management framework. The following model outlines the benefits that a strong performance management culture can deliver:



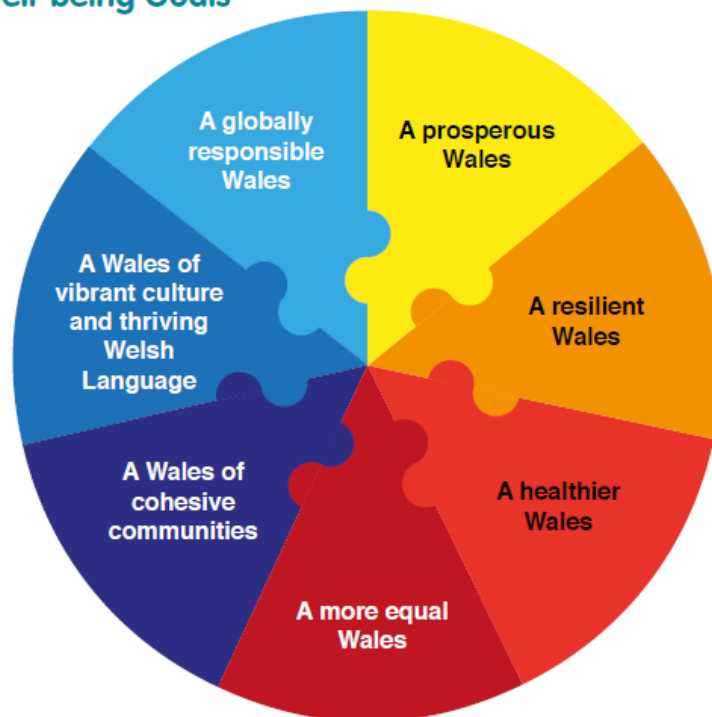
## 2. Strategic Context

### 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.

The Well-being of Future Generations (Wales) Act is about encouraging public bodies to think more about the long-term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach. This will help us to create a Wales that we all want to live in, now and in the future. To make sure we are all working towards the same vision, the Act puts in place **seven** well-being goals, which are noted below:

#### Well-being Goals



#### The Sustainable Development Principle and the 5 Ways of Working

The principle is made up of **five key ways of working** that public bodies are required to take into account when applying sustainable development. These are:-

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

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

The identification of well-being objectives should flow from having a clear view of the contribution a public body can make to the seven well-being goals SPSF 2 Para 4

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

### The 7 Well-being of Future Generations Goals

See Appendix 3 for Definitions

Department	Division	Prosperity	Resilience	Healthier	More Equal	Cohesive Communities	Culture and Welsh Language	Global Responsibility
Communities	Business Support & Service Imp.	S	S	S	S	S	S	S
	Commissioning	S	S	S	S	S	S	S
	Housing & Public Protection	S	S	S	S	S	S	S
	Integrated Services	S	S	S	S	S	S	S
	Leisure	S	S	L	S	S	S	S
	Mental Health & Learning Disability	S	S	S	S	S	S	S

## Significant Strategies, Acts & Guidance for the Department

- The Well-being of Future Generations (Wales) Act
- Housing (Wales) Act 2014
- The Social Services and Well-being Act (2014)
- Welsh Language Standards under s 44 Welsh Language (Wales) measure 2011
- Freedom of Information Act 2000 (FOIA)
- Data Protection Act
- Equalities Act 2010
- Disability Acts
- Employment and Employee Acts
- Health & Safety at Work Act 1974 and subsequent respective legislation
- Environmental Protection Act 1990
- Clean Neighbourhood Act & Environment Act 2005
- Anti-Social Behaviour (Crime and Policing) Act 2014
- Police & Crime Act 2009
- One Wales Connecting the Nation, The Wales Transport Strategy
- Swansea Bay City Region Economic Development Strategy
- EU revised Waste Framework Directive 2008/98/EC
- Towards Zero Waste (WG's overarching waste strategy document).
- Carmarthenshire County Council Corporate Strategy 2015 – 2020
- Integrated Community Strategy
- Ageing Well in Wales Plan
- Strategic Regeneration Plan for Carmarthenshire
- Carmarthenshire's Vision for Sustainable Services for Older People for the Next Decade
- Local Development Plan
- The Environment Act
- Corporate Strategy
- Departmental Business Plans
- Planning (Wales) Act 2015, including various secondary legislation published post-January 2016
- Environment (Wales) Act 2016
- Air Quality Management Areas (AQMAs)

## Strategic Links

- **The County of Carmarthenshire's Well-being Plan**

Over the course of 2017 Carmarthenshire's [Public Services Board](#) (PSB) will be developing their partnership plan for improving the environmental, economic, social and cultural well-being of Carmarthenshire. The Well-Being Plan will identify priorities for the County and outline how the public bodies will work together to achieve them. Following the publication of the Well-Being Plan in March 2018 Carmarthenshire County Council will be able to identify the areas that we can maximise our contribution towards.

- **Service Specific Acts**

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

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

- **Carmarthenshire County Council's Well-being Objectives**

The County Council's Well-being Objectives are currently being developed and will be published in March 2017.

The current Well-being Objectives that the Department leads on are:

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

There are other Well-being Objectives that the Department has a major supporting role in:

- ***Help children live healthy lifestyles;***
- ***Reduce the number of young adults that are NEET***
- ***Tackling Poverty***
- ***Look after the environment now and for the future***
- ***A Council wide approach to supporting Ageing Well in Carmarthenshire***

- **Carmarthenshire's Corporate Strategy 2015-20**

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

The Department for Communities leads on **6** of the Corporate Strategy outcomes and strategic focus, and provides significant support on **25** of the outcomes and strategic focus.

**In particular, the Department supports the following outcomes within the Corporate Strategy:**

Ref	Corporate Strategic Expected Outcomes and Strategic Focus	Lead Role	Significant Support
		✓	✓
	<b>Making Better Use of Resources</b>		
1	Managing and making best use of the Council's property and assets with a focus on rationalising office accommodation and sharing with other partners as well as facilitating community ownership of assets for community benefit		✓
2	Providing services as efficiently as possible, ensuring value for money and supporting staff in order to reduce sickness absence rates		✓
3	Investigating and developing new ways of working and providing services		✓
4	Working in collaboration with other organisations to identify areas for shared services and economies of scale to reduce running costs		✓
5	Reviewing management and 'back office' costs in order where possible to safeguard 'front line' services.		✓
	<b>Building a Better Council</b>		
6	Promoting local democracy and transparency by further developing approaches to engaging and communicating with our residents and stakeholders including the increased use of digital technologies		✓
9	Developing an integrated workforce plan that supports the Council's strategic objectives.		✓
10	Increasing collaboration with our partners and communities in order support the delivery of services		✓
11	Responding to the need to reform local government and ensuring Carmarthenshire is well positioned in any future arrangements.		✓
12	Strengthening the position of the Welsh language in Carmarthenshire by implementing the recommendations of the 'Welsh Language in Carmarthenshire's report (March 2014)		✓
	<b>People in Carmarthenshire are healthier</b>		
13	Ensuring further integration of community focused Council support services with health services	✓	
14	Enhancing the range of community options to support older people to remain independent in their later years	✓	
16	Increasing the availability of rented and affordable homes to support the needs of local people by building new homes, bringing empty homes back into use and ensuring an allocation of affordable homes on new developments	✓	
17	Mitigating the local impacts of welfare reform by supporting effected residents through the changes		✓
18	Supporting residents suffering from fuel poverty and introducing renewable energy technology to our tenants homes in order to save them money on energy costs	✓	
19	Getting more Carmarthenshire people more (physically and creatively) active, more often in order to improve the health and well-being of our residents.	✓	
	<b>People in Carmarthenshire fulfil their learning potential</b>		
27	Further developing Welsh medium and bilingual education provision within the County in accordance with the Welsh in Education Strategic Plan		✓
	<b>Page 72 People who live, work and visit Carmarthenshire are safe and feel safer</b>		



28	Protecting and safeguarding children and adults from harm	✓	
32	Reducing anti-social behaviour by working in partnership with other agencies and communities to tackle local problems		✓
33	Reducing drug and alcohol misuse within the county		✓
<b>Carmarthenshire's communities and environment are sustainable</b>			
35	Supporting resilience with our rural and urban communities		✓
37	Improving digital inclusion within the county but ensuring access to IT equipment, developing digital literacy and supporting connectivity for our communities		✓
<b>Carmarthenshire has a stronger and more prosperous economy</b>			
38	Creating jobs and growth throughout the County		✓
39	Developing training and learning opportunities for local people		✓
41	Ensuring long-term economic and social benefits for Carmarthenshire through the Swansea Bay City Region and future European and external funding avenues		✓

## 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

We will measure how well we achieve the above through our departmental performance management framework and the following key deliverables:

- **Responding to our customers** – answering the telephone, correspondence, email when our customers contact us
- **Information, Advice and Assistance** – ensuring that customers receive accurate information and advice in a timely manner and in an accessible format which meets their needs
- **People are satisfied with the service that they receive** – listening to what people tell us and shaping our services accordingly
- **Annual appraisals** – ensuring that everyone receives an annual appraisal which agrees objectives as well as learning and development needs for the year ahead
- **Managing our services within budget** – ensuring that we deliver services appropriate to the determined need whilst remaining within our financial resources
- **Delivering excellent services** – through the introduction of new ways of working, adoption of new technology, the implementation of service improvements and through taking appropriate calculated risks

### 3. Review and Evaluation

#### Events and Awards

The Commissioning event ran by Carmarthenshire County Council and attendance from Assistant Chief Inspector David Francis during March 2017. 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. Here is what he said:

“Carmarthenshire presented their approach in detail, the journey and outcomes so far and their plans moving ahead. I really think there is a lot to draw down when thinking about national frameworks and I know Maria has been in contact with Carmarthenshire.

I was again very impressed. It’s not revolutionary but it is innovative and progressive and Carmarthenshire would be the first to say there is more they can do to improve and refine the system e.g. in relation to initial assessments.

What I liked:

Long term relationship building, inclusion of providers in strategic planning and the emphasis on partnership, joint solution finding and trust.

- Well structured, careful tendering process with emphasis on sustainability
- NB The use of a patchwork model (NOT ZONING), and the retention of local SMEs to underwrite capacity
- NB The time allocation model (not slots) with allowance for meet/ greet and flexibility on the day and costs model based on payments for both visits and care time
- NB mandatory use of Electronic Call Monitoring with flexibility in use of systems and flexible collection of output data
- NB Workforce requirements, inc. requirement to offer min 12 hours contracts
- Management of contingencies and risk
- NB the bespoke reconciliation and payments system they have designed which is very efficient and provides not only an efficient payment/ variance system but an effective basis for quality monitoring e.g. carer continuity, missed calls, reducing dependency etc. Care is paid by the minute. This model could be developed for national application.
- Application of John Bolton thinking in relation to small packages of care and the reductions already being achieved
- NB Releasing time project on double handed care

I noted that the main project has achieved a reduction of 7% use of hours (47,000 a year) with further reductions from the JB and double handed work and this arises because of more effective use of “on site” time and trusting providers and not confining to timeslots. There is greater transparency in the system and reductions in DToC.

I had spoken at length to one of their main framework providers the day before who provides care across UK. He was very complimentary about Carmarthenshire, the systems and the trust which had built up and the commissioners’ understanding of his business needs.

I am keen to ensure the benefits and opportunities of this practice is carefully understood and considered as we move toward national frameworks.”

## British Association of Social Work (BASW) Cymru Awards which was held in Cardiff on 11th October, 2016

Carmarthenshire County Council's social care staff have been recognised for their work in a national awards ceremony. Five staff members and two teams were commended by the British Association of Social Workers (BASW).

\* **Janet Davies**, Social Worker received a Lifetime Achievement Certificate of Merit Award for her lifetime commitment to direct working with service users. Janet has worked for 38 years in child care, hospital and now the adult team.

\* **Kenneth Lloyd**, Team Manager also received a Lifetime Achievement Certificate of Merit Award for his commitment to mental health social work. Ken has been an Approved Social Worker for the last 17 years. In 2008 he was appointed as one of the Council's two professional leads in mental Health.

\* **Jan Evans**, Assistant Team Manager received a Certificate of Merit for Innovation Award for her commitment in developing the Social Care Induction Framework for Shared Lives Carers in Wales.

\* **Clare Yarnton**, Team Manager received a Certificate of Merit in the Practice Teaching Category. Clare was nominated for the excellent learning opportunities she offers her students and for mentoring newly qualified social workers.

\* **Sarah Lloyd**, Senior Practitioner received a Certificate of Merit in the Spirit of Social Work category for her skills in direct work with young people and families as well as her contribution to training.

\* **Carmarthenshire Substance Misuse Team** – The Team received the Social Work Team Award. The Team are constantly innovating and aiming to improve the services that they offer. They are an extremely committed group of professionals with a strong team ethos. Their effectiveness is demonstrated by the positive testimony they receive year on year from people who feel their lives have changed as a result of the Team's input.

\* **3Ts Social Work Team** – The Team also received the Social Work Team Award. The team have developed close working relationships with the GP practices in their area and support the development of "Stay Well" plans for frail patients. These plans draw on support available in the patient's home area as well as the development of contingency plans. Successfully negotiating with GPs to adopt this innovative way of working is a tribute to the professionalism of the team and their determination to improve the health and well-being of people living in their area.

Executive board member for health and social care, Cllr Jane Tremlett said: "These awards promote the positive aspects of our profession, great social work practice and supportive organisations. What an achievement for Carmarthenshire County Council's social care team, we had commendations in every category and it just goes to show their dedication and commitment. We are extremely proud of the team we have in Carmarthenshire."

## Communication

In 2015, we found that 35% of you weren't receiving 'appraisals'. As a DMT, we looked at this and we included it as an action in our Performance Management Framework. Heads of Service also took this on board with their divisional management teams to look at local arrangements and how any difficulties could be overcome. We have also looked at the systems that can help us to record and monitor appraisal activity.

Our goal is to ensure that everyone receives an appraisal which will benefit you as individuals, giving you clarity on your performance, your goals and any support that you may need.

We have improved in the latest survey – nearly 80% of you are now receiving these reviews – and it is our ambition that we will achieve 100% in 2017/18.

Over 600 people have responded to the latest survey, about one third of the workforce. As a whole, the results were positive:

- Nearly all staff felt that they were competent and confident in carrying out their duties.
- Around 9 out of 10 said that they had job satisfaction (based on a score of 3 or higher, out of 5)
- Around 80% confirmed that they are having annual reviews (up from 65.4% in 2015). Of the 280 people having these reviews, most were happy with their effectiveness.

So, what are we going to do next?

DMT have agreed the following actions:

- **Communication** – based on your feedback, communication is something that we need to look at. We will review the current arrangements for staff communication (in both directions) and develop a communications plan. We know that there are a wide range of staff working in a variety of settings and any plan has to also address the needs of those who don't have access to Council computers. We will seek your views on how we can do this.
- **Appraisals** – we will build on our progress in this area with the aim that everyone is given the opportunity to have an annual discussion with their manager to reflect on past performance, plan future goals and discuss any support that may be needed. Our actions include the development and roll-out of a module on Resource Link so that appraisals can be recorded and activity monitored more effectively, as well as looking at improving the quality of the process and ensuring consistency through providing briefing sessions for managers.
- The use of the appraisal module on Resource Link will make the recording and monitoring of these discussions easier. We are also looking at providing learning and development to our managers so that the discussions are effective.
- Engagement with staff – I intend to meet with small groups of staff over the coming months from all areas of the service to hear their experiences directly and discuss their views on where we can improve.

## Population Needs Assessment

### Introduction

The Social Services and Wellbeing (Wales) Act places a strong emphasis on cooperation and partnership working between agencies, and with citizens, to ensure that the very best help is available to those that need care and support within our communities. Two core principles lie at the heart of the West Wales Care Partnership and all that it seeks to achieve: Firstly, that the citizen's voice must be paramount in shaping the way in which care and support is delivered in our region and secondly that by working collaboratively local authorities, the NHS and our partners in the third and independent sectors we can become both more efficient and responsive to the needs of the individuals and communities we are all here to serve.

As a result we have, for the first time, a comprehensive overview of care and support needs across the region, examples of innovation and good practice and numerous pointers in terms of where we still need to improve. We are clear that this is just the start of a much longer process. Not only will the Assessment form the basis for our Area Plan, we will also ensure that it feeds into local improvement plans within individual agencies and is used as a baseline against which the partnership can assess its progress over the coming months and years.

Ensure that the citizen's voice is taken into account at all stages in the planning and delivery of care and support. In so doing we are confident that we will build strong, resilient communities in which people work together to deliver positive outcomes and all play a part in supporting and protecting those most in need.

### Overview and purpose

The Population Assessment will be a key driver for the integration and transformation of care and support in West Wales over the coming period. The Regional Partnership Board (RPB), which has been established under Part 9 of the Act and has responsibility for promoting integration and a partnership approach to service improvement.

### How we undertook the Population Assessment

The Assessment was undertaken collaboratively by all partners in the region and has been agreed by the RPB. It has also been endorsed by the three LAs and the UHB, signifying a shared commitment across partner agencies to address its findings.

Opportunities were taken to engage with people needing care and support and their carers across West Wales. Questions relating to people's experience of care and support and their thoughts on how things might be improved were included in the Wellbeing Survey conducted across the region during August and September 2016 to inform the Wellbeing Assessment required under the Wellbeing of Future Generations (Wales) Act.

### Recommendations

Whilst specific areas for improvement are identified in each of the **thematic reports**, a number of **generic recommendations have been identified for consideration by the Regional Partnership Board and its constituent agencies**. These are set out below under the core principles of the Act:

- Voice and control
- Prevention and early intervention
- Wellbeing
- Co-production
- Cooperation, partnership and integration

## Thematic Reports

For each of the Core Themes at the heart of the population assessment, namely:

- Carers
- Children and Young People (C&YP)
- Health and Physical Disabilities
- Learning Disabilities and Autism
- Mental Health
- Substance Misuse
- Older People
- Sensory Impairment
- Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV)

## 4. Departmental Priorities

### Integrated Services (Older Persons & Physical Disabilities) Division

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

\*SEP – Strategic Equality Plan 2016-20

\*WBO – Well-being Objectives

Ref	Service Priorities With Key Actions and Key Outcome Measures	By When <sup>#1</sup>	By Who
1	To identify the strengths and resources within communities which can contribute to promoting and supporting the health and wellbeing of their population	April 2018	Julia Wilkinson
2	To implement the Codes of Practice within the Social Services & Well-being Act to all relevant service areas	April 2018	Jayne Thomas
3	To progress and develop a robust and efficient Information Advice & Assistance service	April 2018	Sam Watkins
4	To embed the population needs assessment into service planning at locality level	April 2018	Julia Wilkinson
5 *SEP	To promote the Welsh language and ensure compliance with the 'Active Offer' across all service areas	April 2018	Rhian Dawson
6	Workforce modernisation to support implementation of the duties under the SSWBA and the objectives outlined in 'Carmarthenshire's Vision for Sustainable Services for Older People for the Next Decade' and the Health Board's Integrated Medium Term Plan.	April 2018	Rhian Dawson
7	To progress prudent commissioning using effective professional and performance management	April 2018	Locality Managers
8	To manage the risks associated with outstanding reviews and DoLS applications	April 2018	Jayne Thomas
9	To effectively commission short term assessment and interventions to maximise independence and wellbeing outcomes for our population	April 2018	Debra Llewellyn Chris Harrison
10 *SEP	To implement actions within the Regional Dementia plan in line with the findings of the Older People's Commissioner report "More than just Memory Loss"	April 2018	Julia Wilkinson
11	To develop a vision for sustainable services to support younger adults of working age	April 2018	Jane Wood Rhian Dawson
12	To utilise Part 9 of the SSWBA / Section 33 agreement to develop "shadow" pooled funds to jointly plan services with the HDUHB and make efficient use of resources	November 2018	Rhian Dawson

<sup>#1</sup> By When: If a three year project, also enclose a 2017/18 Milestone

### Risks

- Not delivering on financial efficiencies will compromise our ability to deliver future services and progress the modernisation agenda
- Failure to respond in a timely manner to "Careline" contact calls could result in compromised client safety

- There will be over provision and sub optimal outcomes for individuals if care and support plans are not person centred and outcome focused

## Mental Health, Learning Disability Services & Safeguarding Division

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

\*SEP – Strategic Equality Plan 2016-20

\*WBO – Well-being Objectives

Ref	Service Priorities With Key Actions and Key Outcome Measures	By When <sup>#1</sup>	By Who
1	Ensure our specialist substance misuse team meets the needs of children and adult services by providing expert advice, support and direct input to front line teams	March 2018	Kelvin Barlow
2	Review social work resource to increase mental health, safeguarding and learning disability response at the point of entry	September 2017	Mark Evans
3	Continue to embed the performance management culture and budget management within operational teams	December 2017	Senior Managers
4	We will implement a personalised approach to allocating resources for young people, ensuring that services are delivered on the basis of need	September 2017	Kelvin Barlow
5 *SEP	Contribute to health led transformation programmes in mental health and redesign of services within learning disability	December 2017	Mark Evans
6	Review substance misuse service and strengthen links with the Area Planning Board	October 2017	Kelvin Barlow
7	Review third sector contracts to establish compliance with the SSWB Act and service transformation in mental health and learning disability	July 2017	Mark Evans
8	Revaluate and redesign safeguarding processes (in collaboration with partner agencies) to ensure they are compliant with the SSWB Act's requirements	June 2017	Cathy Richards
9	Embed a person centred approach to safeguarding which ensures the service user is heard and central in decision making	October 2017	Cathy Richards
10 *SEP	Establish and promote an "everybody's business" approach to safeguarding in Carmarthenshire by working with local authority colleagues and partner agencies	December 2017	All Senior Managers
11 *SEP	To implement a robust strategy for successfully managing new and historical DOLS applications	May 2017	Cathy Richards
12	We will ensure that young people and adults have equal access to education, training, work and leisure opportunities	November 2017	Sharon Frewin
13	Expand the Cynydd programme and Cae Nesaf projects in relation to those young people who are NEET and at risk of becoming NEET	December 2017	Sharon Frewin
14	Review our disability service to ensure seamless transition and pathways from children to adults	September 2017	Kelvin Barlow
15	We will extend the specialist provision at Garreglwyd as a centre of excellence for children and young people with Autistic Spectrum disorder	September 2017	Kelvin Barlow
16	Develop a commissioning strategy for mental health and learning disabilities	December 2017	Mark Evans/Kelvin



			Barlow
17	Contribute to the market position statement and the local area plan in conjunction with regional partnership	June 2017	Mark Evans/Kelvin Barlow
18	Collaborate with colleagues in commissioning and housing in order to increase the range of accommodation options	March 2018	Mark Evans/Kelvin Barlow
19	Implement new service model following TIC review	September 2017	Sharon Frewin
20	Increase Direct Payments and use of citizen directed cooperatives at operational, commissioning and contracting levels	March 2018	All Senior Managers
21	Increase capacity of Shared Lives and develop Home Share pilot	November 2017	Sharon Frewin
22	Collaborate with colleagues in commissioning and housing to increase the range of accommodation options	March 2018	Mark Evans/Kelvin Barlow

## Risks

- Outcomes for young people and service capacity will be compromised if we do not have a seamless pathway from transition into adult care
- Not delivering on savings will impact on future service provision
- Individuals will not be safeguarded and a risk of legal challenge and financial penalty if we do not manage the DOLs referrals
- Outcomes for individuals will be compromised and a risk of duplication and loss of funding if we do not collaborate with partner
- Financial savings will not be achieved and individuals will not be safeguarded if assessments and reviews are not completed
- The number of adults going into residential care will increase and there will be an impact on financial savings if we do not develop alternative community provision
- There will be over provision/poor outcomes for individuals if care/support plans and service delivery plans are not person centred and outcome focussed

## Housing, Public Protection & Care & Support Services

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

\*SEP – Strategic Equality Plan 2016-20

\*WBO – Well-being Objectives

Ref	Service Priorities With Key Actions and Key Outcome Measures	By When	By Who
	<b><i>Care and Support Services</i></b>		
1	Undertake a 'property asset' review to determine the condition of the Care Homes and secure investment in order to upgrade achieving the highest standards to meet future care & support needs exceeding the regulation and registration requirements of the Care Standards Act 2000	March 2018	Gail Jones
2	Review service models in line with any revised commissioning arrangements for Domiciliary, Care Home and Day Centre Services	March 2018	Gail Jones

3	Prepare for the implementation of the Regulation and Inspection of Social Care (Wales) Act	March 2018	Gail Jones
4	Work with colleagues on the Project Board to deliver an options appraisal and potential business case(s) regarding the possibility of delivering some or all of the existing in-house social care through an alternative service delivery model	May 2017	Gail Jones
5	Develop new service models to further support dementia care both in the community and in long term placement	March 2018	Gail Jones
6	Review IT systems and equipment to assist transformation of services	December 2017	Gail Jones
<b>Housing and Community Support Team</b>			
1	Produce a longer term digital services plan	March 2018	Les James
2	Enable staff to become digital champions by using new technology	March 2018	Les James
3	Understand implications of Renting Homes Act and review our procedures accordingly	September 2018	Les James
4	Develop our vision of tenant involvement	September 2018	Les James
5	Survey all our garage sites to ensure they are fit for purpose, and producing local action plans for each site	May 2018	Les James
6	Review our grounds maintenance (grass cutting) contract so that it reflects what matters to our tenants	December 2017	Les James
7	Prepare for the Introduction of Universal Credit	March 2018	Les James
8	Introduce a new gas and solid fuel servicing contract that will improve our performance on servicing heating appliances	October 2017	Les James
10	Develop a range of options which rewards tenants who look after their home	October 2017	Les James
11	Develop a tenant online portal which gives access to their rent account, outstanding repairs and transfer applications	December 2017	Les James
<b>Housing Advice and Options Team</b>			
	Deliver commitments outlined in the Affordable Housing Five Year Plan -Bring back 50 more empty homes a year as affordable housing -Develop our in-house Social Letting Agency so we manage 50 new properties a year	March 2018	Jonathan Willis
	Promote and develop National Licensing of Landlords including setting up landlords training and undertaking proactive enforcement (March 2018)	March 2018	Jonathan Willis
	Review in conjunction New Homes Team and RSL partners the process of letting social housing (March 2018)	March 2018	Jonathan Willis
	Develop a plan in relation to providing housing options to single	March	Jonathan

	people (March 2018)	2018	Willis
	Develop a plan in relation to how we manage and procure temporary accommodation (March 2018)	March 2018	Jonathan Willis
	Review our approach to Health and Homelessness (September 2017)	September 2017	Jonathan Willis
	Develop a new Homelessness Strategy (March 2018)	March 2018	Jonathan Willis
	Develop an approach for targeted area housing improvement including identifying opportunities from the Swansea Bay Region (March 2018)	March 2018	Jonathan Willis
	Evaluate local lettings policy and proposal of any amendments (September 2017)	September 2017	Jonathan Willis
	<b>Investment and Older People Team</b>		
1	Establish a new service delivery model to provide more affordable housing (December 2017)	December 2017	Jonathan Morgan
2	Complete the review of HRA spending and costs	March 2018	Jonathan Morgan
3	Undertake a review to determine the present condition of care homes and sheltered housing, highlighting future investment priorities to meet future care & support needs of older people	March 2018	Jonathan Morgan
4	Embed housing in the regeneration process (March 2018)	March 2018	Jonathan Morgan
5	Develop a new approach to better understand future housing and accommodation needs, particularly in rural areas and for specific client groups (March 2018)	March 2018	Jonathan Morgan
6	Engage with tenants and key partners to get their views on potential improvements to the CHS+ (March 2018)	March 2018	Jonathan Morgan
7 *SEP	Deliver the affordable home delivery plan (March 2019)	March 2019	Jonathan Morgan
8	Engage with Swansea Bay City Region partners' to deliver energy efficiency improvements to homes- ???		Jonathan Morgan
	<b>Environmental Health and Licensing Team</b>		
1	Maintaining good air and water (drinking & recreational) quality for the residents of and visitors to the County implementing a sampling programme with risk assessments to monitor radon in private water and remediation as necessary	March 2018	Sue Watts
2	Engage with stakeholders and use feedback to identify and implement service improvements	September 2017	Sue Watts
3	Evaluate the best means of raising awareness of Healthy Options through stakeholder engagement	September 2017	Sue Watts
4	To provide and deliver a food service delivery plan in accordance with the FSA agency framework agreement	March 2018	Sue Watts
5	Work to ensure that companies do not fall below level 3 of the Food Hygiene Rating (Wales) Act (March 2018) Implement the monitoring of shellfish in accordance with Welsh	March 2018	Sue Watts

	Government and FSA to ensure that they satisfy standards for commercial gathering		
6 *SEP	Developing the action plans for air quality monitoring in Llanelli and Carmarthen		Sue Watts
<b>Trading Standards and Animal Health Team</b>			
1	Promoting financial literacy through the FESS scheme (March 2018)		Roger Edmunds
2	Deliver the current national Trading Standards and Animal Health enforcement priorities for Wales and UK	March 2018	Roger Edmunds
3	Develop further partnership arrangements in respect to financial exploitation	March 2018	Roger Edmunds
4	Develop marketing and commercial boundaries with regard to income generation	March 2018	Roger Edmunds
5	Increasing the number of vulnerable and disadvantaged people protected through FESS (March 2018)	March 2018	Roger Edmunds
6	Ensuring the promotion of product safety through advice and guidance to local businesses delivered via web site (March 2018)	March 2018	Roger Edmunds
7	Further developing Money Sense web resource in order to enhance income generation develop product and market it	March 2018	Roger Edmunds
8	Implement proceeds of crime across regulatory services	March 2018	Roger Edmunds

## Risks

- Maintain the Carmarthenshire Homes Standard (CHS) in the future
- Deliver the affordable homes plan
- Mitigate the effects of welfare reform and introduction of universal credit

## Leisure Services Division

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

Ref	Service Priorities With Key Actions and Key Outcome Measures	By When	By Who
	<b>Service Head</b>		
1	Develop plans for new Llanelli Wellness Hub (Leisure Centre) as part of Wellness village and life sciences hub at Delta Lakes	March 2018	Ian Jones
2	Assist with delivery of Parc Howard masterplan, working closely with Environment dept. and key stakeholders	March 2018	Ian Jones
3	Feed into Pendine local regeneration master plan, including provision for Museum of Speed, and Outdoor Recreation	March 2018	Ian Jones
4 *WBO8	Implement Cycling Strategy for Carmarthenshire to include focus on: Events; Development and Infrastructure.	March 2018	Ian Jones
5	Continue to invest time in regional collaboration and working.	March 2018	Ian Jones /All Senior Managers
6 *SEP *WBO8	Deliver Cycling infrastructure schemes at: - Carmarthen Park Velodrome - Closed Circuit track facility (location tbc) - Assist with Tywi Valley cycleway scheme -	May 2018	Ian Jones / Richard Stradling
	<b>Business and Project Manager</b>		
1	Manage Workplace health champion to effect change in physical activity levels of staff and adults on a sustainable basis	March 2018	Richard Stradling
2	Pro-active H&S management with ongoing site / service reviews throughout the year	March 2018	Richard Stradling
3	Work with TIC team and Service managers to effect improvements in service delivery and performance across the Leisure division.	March 2018	Richard Stradling
4 *WBO8	Complete Carmarthen Park Velodrome Project in conjunction with Carmarthen Town Council.	Summer 2017	Richard Stradling
	<b>Outdoor Recreation Services</b>		
1	Work with Environment Dept. to undertake full dredge of Burry Port Harbour and develop a programme of works to repair the listed harbour walls	December 2017	
2	Review role of Rights of way maintenance unit as part of wider grounds maintenance review within the Environment dept.	May 2016	Senior Outdoor Recreation Mgr
3	Review outdoor events strategy for the County, linking with Tourism, co-ordinating the bid to stage Grand Depart of Tour of Britain Cycle Race 2018	March 2018	Senior Outdoor Recreation Mgr
4 *WBO12	Development of £160k Carmarthen Wetlands gateway scheme	March 2018	Senior Outdoor Recreation Mgr
5	Complete £2m capital investment into Pembrey Country Park, to include: - Upgraded comms links to PCP - New Restaurant and activity centre - New shower and toilet block	November 2017	Senior Outdoor Recreation Mgr

	<ul style="list-style-type: none"> <li>- New automated entrance barrier system</li> <li>- New and upgraded caravan and campsite pitch layout (including automated booking system)</li> </ul>		
	<b>Sports and Leisure services</b>		
1	Create and launch new Actif website with enhanced digital capability to join and book a wide range of facilities and products seamlessly.	October 2017	Carl Daniels
2	Establish and embed a leadership academy for Sport & Leisure volunteers and staff so that all are fully supported and developed.	December 2017	Carl Daniels
3	Complete and progress with site masterplans for Carmarthen, Ammanford and Pembrey Ski & Activity Centres to maximise activity and income generating opportunities.	March 2018	Carl Daniels
4 *WBO2	Review and launch an overhauled suite of party packages and a progressive term-time activity programme for children that puts a pathway in place to develop the physical literacy of future generations.	November 2017	Carl Daniels
5 *WBO2	Review and implement an improved pathway of aquatics provision that enables participants to reach their full potential.	December 2017	Carl Daniels
6 *SEP	Create and implement an 'Actif Accreditation' quality assurance mark for community sports clubs in order to analyse and strengthen the sporting infrastructure.	September 2018	Carl Daniels
7 *WBO8	Ensure a range of targeted physical activity interventions are put in place across the life course to increase the activity levels of those who are inactive or at risk of becoming inactive.	March 2018	Carl Daniels
8	Complete legal agreements with: <ul style="list-style-type: none"> <li>- Llandysul Canoe Centre;</li> <li>- NCE Pool</li> </ul>	October 2017	Carl Daniels
9 *WBO11	Further develop National Exercise Referral Scheme (NERS)	March 2018	Carl Daniels
	<b>Culture Services</b>		
1	Ensure Y Ffwrnes Social Enterprise areas are fully occupied	July 2016	Jane Davies
2	Replacement of mobile Library fleet and service	Sept 2016	Jane Davies
3	Co-locating of Llandeilo Library into Civic building	June 2016	Jane Davies
4	Review of Cultural Services Structure and Museums function in particular	July 2016	Jane Davies
5	Progress ACW funded scheme looking at re-development of Oriel Myrddin	March 2017	Jane Davies
6	Progress HLF funded Tywi Gateway scheme at Carmarthen Museum (PIMS)	March 2017	Jane Davies
7	Review of Archive service / accommodation (PIMS)	March 2017	Jane Davies
8	Agree master plan for Parc Howard Museum in conjunction with user group and Environment dept.	March 2017	Jane Davies
9	Undertake a review of the Theatres structure	March 2017	Jane Davies

- The risk of death or serious injury from drowning or heart attack from excessive exercise is very real in some services.
- Convincing politicians of value and impact of Leisure is essential in order to stave off the risk of disproportionate cuts to a non-statutory service such as leisure.
- The service has to recognise customer demand trends and adapt to meet challenging income targets
- Unforeseen increase in energy cost. External factors such as the weather can also affect income in Countryside facilities
- Maintaining a strong and positive public perception of services is essential in income generating areas where there is competition from the private sector

## Commissioning Service Division

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

Ref	Service Priorities With Key Actions and Key Outcome Measures	By When	By Who
1	<p>To develop an overarching strategic commissioning document to guide commissioning policy and practice</p> <p>To develop a Dementia Strategy with Health/"More than just memory loss"</p> <p>To develop a Learning Disability Commissioning Strategy</p> <p>To develop a Physically Disability/Sensory Impairment Commissioning Strategy</p>	December 2017	Neil Edwards
2	<p>To continue to deliver savings through right size packaging and analysis of cost providers in the pan disability service areas as part of the Authority's budget management. (Risk)</p> <p>To implement a supported living capped rate for the supported living sector</p> <p>To review high cost residential placements in a co-ordinated and effective manner</p> <p>To develop a system of accountability whereby care providers account for the delivery of care hours</p> <p>To undertake a series of high level contract negotiations to obtain financial savings</p> <p>To complete the accommodation care and support needs project to assist future strategic planning</p> <p>To drive change and culture working in partnership with the Assessment and care Management Teams</p>	March 2018	Trevor Stainsby/ Neil Edwards
3	<p>To help people to recover so they are able to live as independently as possible</p> <p>To refine and improve performance of the Reablement service</p> <p>To support the development of assistive technology to support people's independence</p>	March 2018	Chris Harrison
4	<p>To promote health and wellbeing by building community capacity and developing preventative services (Risk)</p> <p>To further develop a preventative model of service building on regional</p>	March 2018	Chris Harrison

	<p>work with the sector</p> <p>To continue to build effective working relationships with third sector organisations to maximise their potential in meeting the requirements of the SSWB Act 2014</p>		
5	<p>To drive Service Improvement and Quality Assurance</p> <p>To ensure compliance with the safeguarding provisions of the Act 2014 by working effectively with the Safeguarding service</p> <p>To develop, implement and review the Regional Quality Assurance Framework</p> <p>To engage with care providers in the development and consolidation of an accountable, risk competent and safe culture that safeguards service users and encourages learning</p> <p>To run strategic fora between commissioner and provider to ensure clear understanding of both parties' respective positions and achieve service improvement</p> <p>To undertake health and safety audits in the learning disability and mental health care home sector and support introduction of the National Framework Agreement</p> <p>To develop a programme of "meaningful outcomes" audits for care homes for older people</p>	September 2017	Neil Edwards/ Elaine Ablett
6	<p>To undertake a whole system design analysis of the commissioning of domiciliary care with specific focus on:</p> <p>Interface with hospital discharge planning and reablement</p> <p>The pathway process</p> <p>Market management of the independent sector</p> <p>Workforce development</p> <p>Continuing emphasis on outcomes focussed work including dementia project</p> <p>To prepare a procurement approach to community based services</p>	December 2018  September 2017	Neil Edwards/ Alison Watkins
7	<p>To further develop and implement within Supporting People (Risk):</p> <p>Re-tendering of substance misuse services. This to be done as a regional exercise with Pembrokeshire and Ceredigion</p> <p>Re-tendering of services for offenders. This to be done as a regional exercise with Pembrokeshire</p> <p>Young people services procurement exercise</p> <p>Re-tendering of services for women suffering domestic abuse. This to be considered as a regional exercise with Pembrokeshire and Ceredigion</p> <p>Developing new services from gap analysis work as identified by local authority strategic leads and service providers.</p>	December 2017	Neil Edwards/ Alun Jones
8	<p>To consolidate and develop services for carers in Carmarthenshire:</p> <p>To review and develop further a carers strategy for Carmarthenshire which will continue to implement the Carmarthenshire Carers Action Plan and maintain an open reporting framework on progress with the relevant bodies</p>	April 2018	Jon Rees



	The development of a new regional strategy across HDUHB To develop further the CISS Outreach and advocacy for carers To improve the quality of Carers Assessments.		
9	To develop a joint strategic approach between commissioning and workforce development with the development of a strategic workforce development plan	September 2017	Neil Edwards
10	To ensure commissioning processes and commissioned services comply with the recently introduced Welsh Language Standards, in particular the "Active Offer".	September 2017	Neil Edwards

## Risks

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

## Business Support Service Division

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

Ref	Service Priorities With Key Actions and Key Outcome Measures	By When	By Who
1	To explore and develop the use of electronic claims submitted as part of the new framework process to also be used as the source file to calculate the charge for the service users	March 2017	Lyn Walters/Tracey Lewis
2	Review existing process and practice within the operational teams with a view of introducing a more paperless system to support mobile working	March 2017	Lyn Walters/Rhys Page
3	To increase the level of debt which is secured and to minimise the risk to the Authority	March 2017	Lyn Walters/Delyth Davies
4	To review the process for debt collection to ensure full compliance with the Social Services and Well-being (Wales) Act 2014	March 2017	Lyn Walters/Delyth Davies
5	Develop and implement arrangements to provide 6 monthly statements to all residents having entered into a Deferred Payment agreement as required by the Social Services and Well-being (Wales) Act 2014	March 2017	Lyn Walters/Delyth Davies
6	Review the way service users are invoiced for residential care charges	March 2017	Lyn Walters/Delyth Davies
7	Ensure that correspondence and other dialogue within the Division complies with the Welsh Language Standards which come into force	March 2017	Lyn Walters <b>Page 89</b>

	from 31 <sup>st</sup> March 2016		
8	Review the current Blue Badge process and Implement the Blue Badge Toolkit and assess eligibility for the majority of applicants without referral to GP's.	March 2017	Lyn Walters/Tracey Lewis
9	Implement the interim policy relating to the SSWA for charging and assess operational issues for inclusion in the new policy that is to be developed	March 2017	Lyn Walters/Tracey Lewis
10	To assess and review the usage and occupancy of the Department's minibuses to further improve occupancy rates.	March 2017	Lyn Walters/Richard Davies
11	To develop a new charging policy for adults accessing services under the SSWB (W) Act	March 2017	Lyn Walters/Rhys Page

## Risks

- Staff turnover and delays in appointing to vacancies will impact on the ability to deliver on the priorities
- Changes to community services and future structure of Provider Services may delay decisions on vehicle replacement/renewal impacting on service delivery by the Transport Unit
- Allocate funding for property repairs and maintenance is insufficient to respond to current need
- Potential changes to charges resulting to the new SSWW Act

## Performance Analysis & Systems Service Division

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

Ref	Service Priorities With Key Actions and Key Outcome Measures	By When	By Who
	<b>Short Term Action</b>		
1	<p><b>Systems Support</b> Continue with supporting and maintaining the current IT Systems within Housing and Public Protection.</p> <p>Upgrade of the OHMS system</p> <p>Develop Ohms to accommodate the new Housing Allocation policy.</p> <p>Develop Ohms to provide an audit proof recording systems for the Affordable Homes Buy Back process.</p> <p>Develop a Low Cost Ownership Waiting list.</p> <p>Develop APP to introduce new risk rating schemes for Trading</p>	April 2018	Jonathan Davies

2	<b>Production, Monitoring and Challenge of Performance Management Reports</b> <ul style="list-style-type: none"> <li>• Maintenance of PIMS – Actions &amp; Measures</li> <li>• SSWB Measures</li> <li>• WAG performance indicators</li> <li>• Performance Management Framework</li> <li>• ICF</li> <li>• Provide and co-ordinate performance data for Monthly Members Briefings for Housing, Public Protection and Service Provision</li> <li>• Integrated services Dash board</li> <li>• Production of ad hoc management information reports</li> </ul>	March 2018	Silvana Sauro Amy Jones Mark Bryant Jonathan Davies Lianne Jones Simon Freimanis Daniel John John Arnold
3	<b>Production, Monitoring and Challenge of ½ yearly Scrutiny Performance Reports</b> Social Care and Health Communities Environment	March 2018	Mark Bryant/Jonathan Davies
4	<b>Information Analysis (including Access and Engagement)</b> <ul style="list-style-type: none"> <li>• WLGA Residential care survey</li> <li>• SSWB (W) Qualitative measures</li> <li>• Co-ordinate all departments surveys (task and finish group to be established)</li> <li>• Staff surveys</li> <li>• Update internal websites</li> </ul>	March 2018	Amy Jones / Lianne Jones
5	<b>FOIA requests</b> Provision of management information for departmental FOIA requests	March 2018	Mark Bryant /Jonathan Davies
6	<b>Information Analysis (Quality)</b> <ul style="list-style-type: none"> <li>• Co-ordinate any internal and external inspections for the Department.</li> <li>• Lead on the development of the new Annual Report on performance and complaints</li> <li>• Develop electronic reporting procedures within Leisure services</li> </ul>		Silvana Sauro Amy Jones/Mark Bryant  Amy Jones
7	<b>Management Information</b> <ul style="list-style-type: none"> <li>• Develop a data-warehouse for all measures and publish on the website</li> <li>• Develop a Dashboard to display all measures</li> <li>• Develop a data catalogue for all measures in a tiered approach which will include: Welsh Government Departments Performance framework Service requirements</li> </ul>		Jonathan Davies Mark Bryant Amy Jones
9	<b>Management Information Reporting</b> <ul style="list-style-type: none"> <li>• Develop automated Sickness/Absence Reports,</li> <li>• Develop Appraisal Reporting via Resource link</li> <li>• Develop an automated process to access Health and Safety data on accidents and incidents to inform service</li> </ul>		Silvana Sauro

	improvements <ul style="list-style-type: none"> <li>• Develop a process to capture Complaints and provide automated reports on performance data</li> </ul>		
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## Risks

- Keeping all the databases/systems live and up and running to support staff/managers

## Ways of Working

Which of the 5 Ways of working	Strong	How much work do we still need to do
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have we met?		Partial None	to meet these ways of working?
A	Looking at the <b>long term</b> so that we do not compromise the ability of future generations to meet their own needs	Partial	<ul style="list-style-type: none"> <li>• Our present Corporate Strategy is set for 2015-20 and we will be looking to revise this Strategy following the elections in May 2017.</li> <li>• The Swansea Bay Regeneration Strategy is set for a 2013-30 timespan &amp; Swansea Bay City Region City Deal 2016-35.</li> </ul>
B	Understanding the root causes of the issues to <b>prevent</b> them reoccurring	Partial	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Our Wellbeing of Future Generations assessment work will help us identify some of the main areas of concern.</li> </ul>
C	Taking an <b>integrated</b> approach so that we look at all well- being goals and objectives of other services and partners	Partial	<ul style="list-style-type: none"> <li>• A recent CSSIW inspection (July 2016) recognised Multi-agency arrangements should be established to strengthen operational plans to support effective co-ordination of statutory partner's completion of Joint Assessment Frameworks.</li> <li>• Public Services Board</li> <li>• Wales Audit Report</li> </ul>
D	<b>Collaboration</b> - Working with others in a collaborative way to find shared sustainable solutions	Partial	<ul style="list-style-type: none"> <li>• 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 first meeting was held in May 2016.</li> <li>• In its January 2016 Corporate Assessment of the Council, the Wales Audit Office concluded:- <i>'The Council has a long, well-established and robust approach to partnership working that is improving outcomes for its citizens. The partnership with Hywel Dda University Health Board (HDUHB) is particularly strong, collaboration has become 'mainstreamed' into the working relationship between the two organisations with a number of joint posts in place.'</i></li> </ul>
E	<b>Involvement</b> a diversity of population in decisions that affect them	Partial	<ul style="list-style-type: none"> <li>• Our budget consultation work has been identified as best practice in Wales and we are building on this. We will be further developing the Council's consultation and engagement approaches during 2017</li> <li>• Our Well-being Assessment consultation had over 2,500 responses for Carmarthenshire residents.</li> </ul>

## 5. Resources

<b>Base Budget 2017-2018</b>	<b>Expenditure</b>	<b>Income</b>	<b>Net</b>
Business Support and Service Improvement	4,396	-1,828	2,568
Commissioning	1,713	0	1,713
Housing and Public Protection	27,174	-16,259	10,915
Integrated Services	48,359	-13,745	34,614
Leisure	19,839	-8,194	11,645
Mental Health and Learning Disability	42,309	-12,109	30,200
Performance, Analysis & Systems	187	0	187
	<b>143,978</b>	<b>-52,135</b>	<b>91,843</b>

### Savings and Efficiencies

<b>Efficiency Proposals</b>	<b>2017-2018 Managerial</b>	<b>2017-2018 Policy</b>
Business Support and Service Improvement	71	0
Housing & Public Protection	560	85
Integrated Services	721	0
Leisure	72	40
Mental Health and Learning Disabilities	870	0
	<b>2,294</b>	<b>125</b>

### Workforce Planning

Need to identify:

1. Current workforce issues?
2. Future business priorities and implications on the workforce?
3. What is your Development Plan to address the gap implications? (between 1 & 2 above)

A Departmental Workforce Plan is being drafted by the Departmental Management Team with support from HR staff, this section will be updated early in 2017.

## Business Cycle

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

## Decision Making

The following structure outlines Leadership and Governance for Social Services 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	With a portfolio of; Social Care and Health; Adult Social Services; Residential Care; Home Care; Learning Disabilities; Mental Health; NHS Adult Social Services; Residential Care; Home Care; Learning Disabilities; Mental Health; NHS Liaison/Collaboration/Integration; Carers' Champion; Dementia Care Champion; Disability Ambassador.
Scrutiny Committees	The decisions that we make are also scrutinised by elected members. We have the following scrutiny committee:  Social Care and Health: This committee is chaired Cllr G. Thomas and the Vice Chair is Cllr. S.M. Allen. The committee is made up of a cross section of members whose role is to challenge the decision-making process.
Corporate Management Team (CMT)	Chaired by the Chief Executive and includes the Assistant Chief Executives and Directors
Departmental Management Team (DMT)	Social Care, Health, Housing, Leisure management team. Chaired by the Director who is responsible for: <ul style="list-style-type: none"> <li>• Meeting our objectives</li> <li>• Business planning by self-assessment</li> <li>• Resource management (including money, people, systems and other resources)</li> <li>• Improving performance</li> <li>• Workforce development and training</li> <li>• Working with other councils and providers</li> <li>• Improving our leadership of the division</li> <li>• Improving communication</li> </ul>
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.
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## 6. Key Measures

### Leisure Services

Definition / Measure Reference  (abbreviated definition is fine)		2014/15		2015/16			2016/17		2017/18	Cost Measure (£)
		Our Result	Our Result	All Wales Comparative data			Target set	Result (when available)	Target set (at EOY)	
				Quartile * to ****	Welsh Median	Welsh Best Quartile				
LCL/00 1b	The number of visits to Public Libraries during the year, per 1,000 population	6806	7203	****	4576	5692	7274	5353		
LCS/00 2b	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	7028	6905	*	8231	9382	7251	5511		

### Housing & Public Protection Services

Definition / Measure Reference  (abbreviated definition is fine)		2014/15		2015/16			2016/17		2017/18	Cost Measure (£)
		Our Result	Our Result	All Wales Comparative data			Target set	Result (when available)	Target set (at EOY)	
				Quartile * to ****	Welsh Median	Welsh Best Quartile				
PLA/00 6b	The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year	8	8	*	33	51	30	45		
PPN/09	The percentage of food establishments which are 'broadly compliant' with food hygiene standards	94.16	94.98	* * *	94.28	95.66	93.00	96.71		

Definition / Measure Reference  (abbreviated definition is fine)		2014/15	2015/16				2016/17		2017/18	Cost Measure (£)
			Our Result	Our Result	All Wales Comparative data			Target set	Result (when available)	
		Quartile * to ****			Welsh Median	Welsh Best Quartile				
PSR/002	The average number of calendar days taken to deliver a Disabled Facilities Grant	252	232	* * *	235	189	220	168		
PSR/004	The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority.	5.45	5.73	* *	6.43	13.82	6.00	5.29		
PSR/006	The average number of calendar days taken to deliver low cost adaptation works (including equipment) in private dwellings where the Disabled Facilities Grant process is not used	8					8	10		

## Mental Health, Learning Disability Services & Safeguarding Services

Definition / Measure Reference  (abbreviated definition is fine)		2014/15	2015/16				2016/17		2017/18	Cost Measure (£)
			Our Result	Our Result	All Wales Comparative data			Target set	Result (when available)	
		Quartile * to ****			Welsh Median	Welsh Best Quartile				
SCA/18	The percentage of adult protection enquiries completed within 7 days						75.00			

# Integrated Services (Older Persons & Physical Disabilities) Services

Definition / Measure Reference  (abbreviated definition is fine)		2014/15  Our Result	2015/16 All Wales Comparative data			2016/17		2017/18	Cost Measure (£)
			Our Result	Quartile * to ****	Welsh Median	Welsh Best Quartile	Target set	Result (when available)	
SCA/19	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	6.18	4.69	* *	4.33	2.44	4.51	3.32	
SCA/22	Average age of adults entering residential care homes							85	

## 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

## The Council's Well-being Objectives

Draft Council Well Being Objectives	The <b>division</b> contributes significantly to the following Council Well- being Objectives	MHL D Services	Integrated Services	Housing & PP	Commissioning	Leisure
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 (KIOP)						
4. Reduce the number of young adults that are Not in Education, Employment or Training (KIOP)		✓				
5. Tackle poverty by doing all we can to prevent it, help people into work and improve the lives of those living in poverty (KIOP)				✓		
6. Create more jobs and growth throughout the county (KIOP)						
7. Increase the availability of rented and affordable homes (KIOP)				✓		
8. Help people live healthy lives (tackling risky behaviour and obesity)		✓	✓	✓		✓
9. Support good connections with friends, family and safer communities		✓	✓	✓		
<b>Age Well</b>						
10. Support the growing numbers of older people to maintain dignity and independence in their later years (KIOP)			✓	✓		
11. A Council wide approach to support Ageing Well in Carmarthenshire		✓	✓	✓	✓	✓
12. Look after the environment now and for the future (culture)						✓
13. Improve the highway and transport infrastructure and connectivity (KIOP)						

## The seven Well-being goals of the Future Generations Act

<b><i>A prosperous Wales</i></b>	<p>An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change), and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.</p> <p>① Contact Stuart Walters 3241 or Helen Morgan 4902 / Contact Dave Astins 6426</p>
<b><i>A resilient Wales</i></b>	<p>A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p> <p>① Contact Rosie Carmichael 2727 or Isabel Macho 3390</p>
<b><i>A healthier Wales</i></b>	<p>A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p> <p>① Contact Joel Martin 2619</p>
<b><i>A more equal Wales</i></b>	<p>A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).</p> <p>① Contact Llinos Evans 4914</p>
<b><i>A Wales of cohesive communities</i></b>	<p>Attractive, viable, safe and well-connected communities.</p> <p>① Contact Kate Thomas 4202</p>
<b><i>A Wales of vibrant culture and thriving Welsh Language</i></b>	<p>A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p> <p>① Contact Jane Davies 2180</p>
<b><i>A globally responsible Wales</i></b>	<p>A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing makes a positive contribution to global well-being</p>

## COMMUNITY SCRUTINY COMMITTEE 30<sup>TH</sup> MARCH, 2017

### SUBJECT : ANNUAL UPDATE: LEISURE SERVICES

**Purpose:**

To provide an update to members on the annual work programme of the Leisure Services division.

**TO CONSIDER AND COMMENT ON THE FOLLOWING ISSUES:**

To note the update.

**REASONS:**

To keep members informed and involved in the process of improving Leisure Services.

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

**EXECUTIVE BOARD MEMBER PORTFOLIO HOLDER:-**

Cllr. Meryl Gravell (Regeneration & Leisure Portfolio Holder)

<p><b>Directorate:</b> Department for Communities <b>Name of Head of Service:</b> Ian Jones <b>Report Author:</b> Ian Jones</p>	<p><b>Designations:</b>  Head of Leisure</p>	<p><b>Tel Nos.</b> 01267 228309  <b>E Mail Addresses:</b> <a href="mailto:IJones@sirgar.gov.uk">IJones@sirgar.gov.uk</a></p>
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**EXECUTIVE SUMMARY  
COMMUNITY SCRUTINY COMMITTEE  
30<sup>TH</sup> MARCH, 2017**

**SUBJECT:  
ANNUAL UPDATE: LEISURE SERVICES**

**SUMMARY OF PURPOSE OF REPORT**

Leisure is a much valued, front line service providing a range of health and well-being related facilities, activities and programmes, all aimed at getting:

**More people, More active, More often.**

We want Carmarthenshire to be a place:

- That is the most active and healthy in the UK
- Where every person is an active participant at a 'Community Club' or 'Leisure / Cultural Facility'
- Where every child is hooked on Leisure / Cultural activity for life

The service aims to deliver 7 key Outcomes for residents and visitors to the County:

- Outcome 1: People can access opportunities to be active
- Outcome 2: More children & young people are hooked on leisure / cultural activity for life (0-24)
- Outcome 3: More people (25+ yrs) are active in Leisure and Culture
- Outcome 4: People are affiliated to clubs / community groups or facilities
- Outcome 5: People are given the skills to become physically and creatively literate for life
- Outcome 6: People achieve their potential
- Outcome 7: Our facilities and services are well managed and efficient

The purpose of this annual report is to update members in relation to actions and measures delivered by the division in relation to the above aims and objectives.

The division is also in the process of drafting its 2017/18 business plan which looks forward at next year's actions and would welcome members' observations and comments as part of that process.

<b>DETAILED REPORT ATTACHED?</b>	<b>YES</b>
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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: Ian Jones

Head of Leisure

Policy, Crime & Disorder and Equalities	Legal	Finance	ICT	Risk Management Issues	Staffing Implications	Physical Assets
<b>NO</b>	<b>NO</b>	<b>NO</b>	<b>NO</b>	<b>NO</b>	<b>NO</b>	<b>NO</b>

## CONSULTATIONS

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

Signed: Ian Jones

Head of Leisure

**1. Local Member(s)**

N/A

**2. Community / Town Council**

N/A

**3. Relevant Partners**

N/A

**4. Staff Side Representatives and other Organisations**

N/A

**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
2016/17 Business plan for Leisure		HOS office, 3 Spilman Street, Carmarthen (also available electronically upon request)

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## Report of the Director of Community Services

### Community Scrutiny Committee

30<sup>th</sup> March, 2017

### Annual Report: Leisure Services

<b>Head of Service &amp; Designation.</b> <b>Ian Jones</b> <b>Head of Leisure</b>	<b>Directorate</b> <b>Leisure</b>	<b>Telephone No.</b> <b>01267 228309</b>
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#### 1. Service Overview

Leisure is a much valued, front line service providing a range of health and well-being related facilities, activities and programmes, all aimed at getting:

**More people, More active, More often.**

We want Carmarthenshire to be a place:

- That is the most active and healthy in the UK
- Where every person is an active participant at a 'Community Club' or 'Leisure / Cultural Facility'
- Where every child is hooked on Leisure / Cultural activity for life

The service aims to deliver 7 key Outcomes for residents and visitors to the County:

- Outcome 1: People can access opportunities to be active
- Outcome 2: More children & young people are hooked on leisure / cultural activity for life (0-24)
- Outcome 3: More people (25+ yrs) are active in Leisure and Culture
- Outcome 4: People are affiliated to clubs / community groups or facilities
- Outcome 5: People are given the skills to become physically and creatively literate for life
- Outcome 6: People achieve their potential
- Outcome 7: Our facilities and services are well managed and efficient

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

## 2. 2016/17 Year's Achievements and Successes

Action	When by	By Who
<b>Service Head</b>		
<p>Develop plans for new Llanelli Leisure Centre linked to wellness village and life sciences hub</p> <p>Update: Specification for new Wellness hub (leisure centre) drafted and fed into project management team.</p>	March 2017 and ongoing	HOS
<p>Implement the new Countryside Structure</p> <p>Update: Structure signed off 17<sup>th</sup> Nov '16, with 3 new senior posts being advertised. New Senior Outdoor Recreation Manager appointed. Aim to get whole structure in place by end March '17 in readiness for busy Spring / Summer '17 season</p>	March 2017	HOS
<p>Review POEC provision and local regeneration master plan.</p> <p>Update: Meetings held with Regeneration team and Museum of Speed / Outdoor Education Centre Manager to co-ordinate next phases of development plan, potentially looking at a new Museum / Arts offer.</p>	March 2017	HOS
<p>Complete Cycling Strategy for Carmarthenshire to include focus on: Events; Development and Infrastructure.</p> <p>Update: Strategy drafted and out to consultation with key users. Bid being submitted to host 'Grand Depart' of Tour of Britain 2018</p>	March 17	HOS
<p>Continue to invest time in regional collaboration and working.</p> <p>Update: HOS continues to chair national Chief Culture &amp; Leisure Chief Officers group for Wales (CCLOW); Service managers all engaged in regional collaboration groups</p>	March 2017	HOS / Leisure Managers
<p>Deliver Cycling infrastructure schemes at:</p> <ul style="list-style-type: none"> <li>- Carmarthen Park Velodrome</li> <li>- Closed Circuit track facility (location tbc)</li> <li>- Assist with Tywi Valley cycleway scheme</li> </ul> <p>Update:</p> <ul style="list-style-type: none"> <li>- Velodrome sample surfacing laid for testing. Looking to complete re-surface by Summer '17</li> <li>- Closed Circuit: Paper presented to Executive Board with PCP agreed as final site location</li> <li>- Tywi Valley: Being led by Highways, but scheme progressing with some sections already being</li> </ul>	March 2017	HOS / Business & Projects Manager

progressed		
<b>Business and Project Manager</b>		
<p>Workplace champion post in place and working towards sustainable delivery model</p> <p>Update:- Member of staff has been appointed. Links have been established with the Occupational Health Team with the Health and Wellbeing Co-ordinator, the Occupational Health Team and the Business &amp; Projects Manager working closely together over the 12 month period to roll out the Health and Wellbeing Champions programme across the authority.</p>	March 2017	Business & Projects Manager
<p>Pro-active H&amp;S management with ongoing site / service reviews throughout the year</p> <p>Update: - Monthly meetings are scheduled with the Health and Safety Advisor where divisional Health and Safety issues are discussed and future works areas are identified and prioritised.</p>	March 2017	Business & Projects Manager
<p>Finalise Customer contact / consultation strategy, using user / non user surveys</p> <p>Update: - This is an ongoing piece of work and we are working closely with the Policy, Consultation and Engagement team to utilise existing established survey opportunities such as the Citizen Panel, 50+ Forum etc. to ask relevant service specific questions, the responses to which will help shape future service provision. The service is also utilising survey packages such as Snap Surveys and Net Promoter Score to gauge customer feedback.</p>	January 2017	Business & Projects Manager
<b>Outdoor Recreation Services</b>		
<p>Work with Environment Dept. to undertake dredge and wall repairs at Burry Port Harbour</p> <p>Update: Funding agreed by EB and fully supported by Community Scrutiny on 20<sup>th</sup> January 2017 outlining preferred options, costs and timelines for works.</p>	January 2017	Senior Outdoor Recreation Mgr
<p>New wakeboarding franchise at North Dock, Llanelli</p> <p>Update: Potential operator did not proceed with development for Summer 2016, but still interested in implementing for 2017 Spring / Summer season</p>	March 2017	Senior Outdoor Recreation Mgr
<p>Review outdoor events strategy for the County, linking with Tourism</p> <p>Update: Will not be completed until 2017/18 due to delays</p>	March 2017	Senior Outdoor Recreation Mgr

in appointing to new Outdoor Recreation Structure.		
Development of Carmarthen Wetlands scheme Update: Phase 2 bid submitted to WEFO for £160k gateway project	March 2017	Senior Outdoor Recreation Mgr
Complete £250k capital investment into Pembrey Country Park Update: New shower and toilet block for PCP caravan and campsite designed and costed, with work due to start in early 2017; Re-furb of existing restaurant building being designed and costed, with a view to starting works in early 2017; New entrance barrier system being procured in partnership with Highways and transport division	March 2017	Senior Outdoor Recreation Mgr
<b>Sports and Leisure services</b>		
Refurbish fitness facilities at 3 main leisure centre sites. Update: Circa £1m investment completed including new equipment and improved fitness suite décor at Llanelli, internal reconfigurations at Carmarthen and Ammanford increasing capacity and housing new equipment, along with providing new fitness spaces via a new dance studio at Ammanford and Spin and Functional Fitness studios at Carmarthen.	Dec 2017	Snr S&L Mgr
New Aquatics plan in place and being implemented including Learn to Swim for u5's Update: 'Splash' learn to swim programme now in place for children 4 months upwards. Increased membership and income. Future Aquatics plan being finalised with Swim Wales.	Feb 2017	Snr S&L Mgr
Oversee a programme of planned maintenance and improvement works at key sites including: - AVLC wet-side changing rooms & fitness area - Carmarthen Running track re-surface Update: AVLC dry-side works complete. Wet-side refurbishment scheduled for 2017-18; Masterplan being created for site. Carm Track re-surface to be part of Masterplan being created for site, including option to extend track by 2 lanes.  Planned maintenance process being established with Environment Department.	March 2017	Snr S&L Mgr
Complete legal agreements with: - DIBC - Llandysul Canoe Centre;	Mar 2017	Snr S&L Mgr

<p>- NCE Pool</p> <p>Update: DIBC transferred via asset transfer. Discussions ongoing with Legal and Corporate Property to finalise legal agreements with Llandysul and NCE Pool.</p>		
<p>Work with Carbon Trust to review and improve energy efficiency of buildings.</p> <p>Update: Work ongoing to implement energy improvement schemes. New pool covers in place at CLC, AVLC, LLC and Llandovery Pools and solar panels at Carmarthen Leisure Centre, saving an estimated £126k of energy usage per year.</p>	Nov 2016	Snr S&L Mgr
<p>Implement a health intervention programme targeted at women with an unhealthy weight during pregnancy.</p> <p>Update: Sourced funding via Public Health Wales and now accepting referrals into our new 'Baby Let's Move' initiative for expectant mothers with high BMI (Body Mass Index).</p>	Sept 2016	Snr S&L Mgr
<p>Develop community sport, including via allocating Sport Wales Community Chest grants to clubs and organisations.</p> <p>Update: Allocated over £83k of funding to 71 clubs/organisations, engaged 53 sports clubs in an audit to inform future club development planning and set up 2 new Parkruns (junior run at Carmarthen Park; and Senior run at Pwll) working with volunteers in the community.</p>	Mar 2017	Snr S&L Mgr

<b>Culture Services</b>		
<p>Ensure Y Ffwrnes Social Enterprise areas are fully occupied</p> <p>Update: Units have been advertised, but no interest at current specification / cost. Revised spec being prepared to go back out to advert</p>	Jan 2017	Snr Cultural Services Mgr
<p>Replacement of mobile Library fleet and service</p> <p>Update: New vehicles due in March '17. New routes being consulted on with a view to implementing new service with enhanced housebound provision in Spring '17</p>	March 2017	Snr Cultural Services Mgr
<p>Co-locating of Llandeilo Library into Civic building</p> <p>Update: Opening 15<sup>th</sup> March '17</p>	March 2017	Snr Cultural Services Mgr
<p>Review of Cultural Services Structure and Museums function in particular</p> <p>Update: New Museums Development Manager recruited. Advert being prepared for replacement Theatres Manager to be in post by late Summer '17. Archives management being reviewed for consideration by Director in Spring '17</p>	March 2017	Snr Cultural Services Mgr

<p>Progress ACW funded scheme looking at re-development of Oriel Myrddin</p> <p>Update: ACW supported initial development phase bid. Stage 2 bid being worked up</p>	<p>March 2017</p>	<p>Snr Cultural Services Mgr</p>
<p>Progress HLF funded Tywi Gateway scheme at Carmarthen Museum</p> <p>Update: HLF have supported initial development phase bid. Stage 2 bid being worked up</p>	<p>March 2017</p>	<p>Snr Cultural Services Mgr</p>
<p>Review of Archive service / accommodation</p> <p>Update: New Archive facility at rear of Carmarthen Library has been designed and costed, awaiting sign off to progress to build phase.</p>	<p>Dec 2016</p>	<p>Snr Cultural Services Mgr</p>
<p>Agree master plan for Parc Howard Museum in conjunction with user group and Environment dept</p> <p>Update: Masterplan agreed by EB. Heritage 6 project and spec for commercial leasing of ground floor being worked up</p>	<p>March 2017</p>	<p>Snr Cultural Services Mgr</p>
<p>Undertake a review of the Theatres structure</p> <p>Update: Will be reviewed when new Theatres Manager is in post</p>	<p>March 2017</p>	<p>Snr Cultural Services Mgr</p>



### 3. Draft Strategic Service Priorities 2017/18

Action	When by	By Who
<b>Service Head</b>		
Develop plans for new Llanelli Wellness Hub (Leisure Centre) as part of Wellness village and life sciences hub at Delta Lakes	March 2021	HOS
Assist with delivery of Parc Howard masterplan, working closely with Environment dept and key stakeholders	March 2018	HOS
Feed into Pendine local regeneration master plan, including provision for Museum of Speed, and Outdoor Recreation	March 2018	HOS
Work with Environment Dept to implement Cycling Strategy for Carmarthenshire to include focus on: Events; Development and Infrastructure.	March 2018	HOS
Continue to invest time in regional collaboration and working.	March 2018	HOS / Leisure Managers
Deliver Cycling infrastructure schemes at: <ul style="list-style-type: none"> <li>- Closed Circuit track facility (location tbc)</li> <li>- Assist with Tywi Valley cycleway scheme</li> </ul>	May 2018	HOS / Business & Projects Manager
<b>Business and Project Manager</b>		
Manage Workplace health champion to effect change in physical activity levels of staff and adults on a sustainable basis	March 2018	Business & Projects Manager
Pro-active H&S management with ongoing site / service reviews throughout the year	March 2018	Business & Projects Manager
Work with TIC (efficiency) team and Service managers to effect improvements in service delivery and performance across the Leisure division.	March 2018	Business & Projects Manager
Complete Carmarthen Park Velodrome Project in conjunction with Carmarthen Town Council.	Summer 2017	Business & Projects Manager
<b>Outdoor Recreation Services</b>		
Work with Environment Dept. to undertake full dredge of Burry Port Harbour and develop a programme of works to repair the listed harbour walls	December 2017	Senior Outdoor Recreation Mgr
Review role of Rights of way maintenance unit as part of wider grounds maintenance review within the Environment dept.	March 2018	Senior Outdoor Recreation Mgr

Review outdoor events strategy for the County, linking with Tourism, co-ordinating the bid to stage Grand Depart of Tour of Britain Cycle Race 2018	March 2018	Senior Outdoor Recreation Mgr
Development of £160k Carmarthen Wetlands gateway scheme with colleagues from Regeneration team	March 2018	Senior Outdoor Recreation Mgr
Complete £2m capital investment into Pembrey Country Park, to include: <ul style="list-style-type: none"> <li>- Upgraded comms links to PCP</li> <li>- New Restaurant and activity centre</li> <li>- New shower and toilet block</li> <li>- New automated entrance barrier system</li> <li>- New and upgraded caravan and campsite pitch layout (including automated booking system)</li> </ul>	March 2018	Senior Outdoor Recreation Mgr
<b>Sports and Leisure services</b>		
Create and launch new Actif website with enhanced digital capability to join and book a wide range of facilities and products seamlessly.	October 2017	Snr S&L Mgr
Establish and embed a leadership academy for Sport & Leisure volunteers and staff so that all are fully supported and developed.	December 2017	Snr S&L Mgr
Progress with site masterplans for Carmarthen, Ammanford and Pembrey Ski & Activity Centres to maximise activity and income generating opportunities.	March 2018	Snr S&L Mgr
Review and launch an overhauled suite of party packages and a progressive term-time activity programme for children that puts a pathway in place to develop the physical literacy of future generations.	November 2017	Snr S&L Mgr
Review and implement an improved pathway of aquatics provision that enables participants to reach their full potential.	December 2017	Snr S&L Mgr
Create and implement an 'Actif Accreditation' quality assurance mark for community sports clubs in order to analyse and strengthen the sporting infrastructure.	September 2018	Snr S&L Mgr
Ensure a range of targeted physical activity interventions are put in place across the life course to increase the activity levels of those who are inactive or at risk of becoming inactive.	March 2018	Snr S&L Mgr
Complete legal agreements with: <ul style="list-style-type: none"> <li>- Llandysul Canoe Centre;</li> <li>- NCE Pool</li> </ul>	October 2017	Snr S&L Mgr

<b>Culture Services</b>		
Ensure Y Ffwrnes Social Enterprise areas are fully occupied	Sept 2017	Snr Cultural Services Mgr
Review new mobile Library provision	Sept 2017	Snr Cultural Services Mgr
Appoint new Archives Development Manager	Oct 2017	Snr Cultural Services Mgr
Agree new Museums strategy and improvement plan	July 2017	Snr Cultural Services Mgr
Progress ACW funded scheme looking at re-development of Oriol Myrddin	March 2018	Snr Cultural Services Mgr
Progress HLF funded Tywi Gateway scheme at Carmarthen Museum	March 2018	Snr Cultural Services Mgr
Progress with building of new Archive facility at the rear of Carmarthen Library	March 2018	Snr Cultural Services Mgr
Develop Heritage 6 digital project as part of master plan for Parc Howard Museum in conjunction with user group and Environment dept	Dec 2017	Snr Cultural Services Mgr
Appoint new Theatres Development Manager and undertake a review of the Theatres structure	Sept 2017	Snr Cultural Services Mgr

## 4. Summary & Conclusion

2016-17 has proved to be another busy and productive year for the division, set against the backdrop of a difficult financial position. The staff within the service have been dedicated and professional and huge credit must go to them in terms of moving the service forward, often as sector leaders.

The unit looks forward to working with members to plan and deliver quality leisure services for its residents again in 2017-18.

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# COMMUNITY SCRUTINY COMMITTEE

## 30<sup>th</sup> MARCH 2017

### Operation of the Vanguard Method

**To consider and comment on the following issues:**

- To consider how the Vanguard/ system thinking methodology operates and how it has been used within the Housing division and other areas to improve service delivery to Council tenants.

**Reasons:**

- This item was requested by the Committee at its meeting held on the 20th July, 2016 and will provide Members with information on the operation of the Vanguard System review used by the Housing Division to evaluate its performance in letting and returning Council housing properties to use.

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

**Executive Board Member Portfolio Holder:**

Cllr. Linda Evans (Housing)

<p><b>Directorate:</b> Communities</p> <p><b>Name of Head of Service:</b> Robin Staines</p> <p><b>Report Author:</b> Jon Owen</p>	<p><b>Designations:</b></p> <p>Head of Housing &amp; Public Protection</p> <p>TIC Programme Manager</p>	<p><b>Tel Nos. / E-Mail Addresses:</b></p> <p>01267 222960 <a href="mailto:rstaines@carmarthenshire.gov.uk">rstaines@carmarthenshire.gov.uk</a></p> <p>01267 224522 <a href="mailto:jowen@carmarthenshire.gov.uk">jowen@carmarthenshire.gov.uk</a></p>
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## EXECUTIVE SUMMARY

# COMMUNITY SCRUTINY COMMITTEE 30<sup>th</sup> MARCH 2017

## Operation of the Vanguard Method

### What is the Vanguard method and how has it been used in Carmarthenshire?

- The Vanguard method is an approach now being used widely across the public sector as organisations seek ways of responding to the on-going challenges of shrinking financial resources and ever increasing service demands and expectations.
- The methodology and approach provides opportunities to create sustainable and transformational change in organisations through re-designing their services around the needs of the customer.
- As the method requires organisations to ‘think’ differently about how they deliver services and usually involves all levels of the organisation in this process; it also provides a powerful opportunity to create long term cultural and behavioural change within those organisations.
- Vanguard are an external consultancy who were initially engaged by Carmarthenshire in 2012 to support a service improvement initiative in the housing voids service. However, it was quickly recognised that this was a way of working that could be used to underpin the principles and approach being adopted via the Council’s newly launched TIC (Transform, Innovate and Change) Programme.
- The Vanguard method also involves the transfer of skills and building of capacity within in-house resources so that the method can be deployed to other parts of the organisations in a sustainable manner. Following two further interventions with support from Vanguard, the approach has subsequently been rolled out to other parts of the organisation via the Council’s TIC Team.
- To date, the team has supported on over 12 Vanguard style reviews across the authority which have realised significant benefits in terms of improvements to both the quality and efficiency of those services.

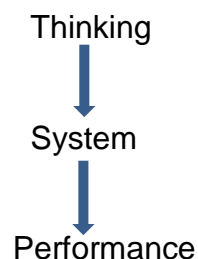
### What does it look to achieve?

- Key to the Vanguard approach is ‘*understanding the needs of your customer*’ and then designing services ‘*to best meet those needs*’
- Doing ‘*what matters to the customer*’ and ‘*doing those things ‘right first time*’, improves the customer experience and quality of service, but costs can also reduce as time is not being spent dealing with customer queries/complaints and undertaking unnecessary re-work.

- The Vanguard method also requires managers and their teams to undergo a 'normative' experience, and in particular to experience the service from a customer perspective. This is an important stage in the process, as it helps staff to understand the need for change, so that they are then in a better position to develop and implement new ways of working.

### What is the theory underpinning the approach?

- The method was invented by the occupational psychologist, John Seddon, who began his career researching the reasons for failures of major change programmes. Based on what he learned, he developed this method for change, which he describes as a combination of 'systems thinking' "understanding how work works" - and intervention theory – "how to change it".
- The Vanguard method encourages organisations to challenge their 'thinking' about the way services are designed and delivered, as a radical change of thinking is usually required to deliver fundamental, sustainable change in these services.



### How does it work in practice?

Vanguard interventions usually involve 3 stages :

- 1) '*Check*'- to understand how the service is currently operating and why it's working in that way.
- 2) *Redesign* – involves a test/experiment of new ways of working
- 3) *Roll-in* – new way of working is made normal across the service.

The most important part of the process is usually the '*check*' stage – this usually involves groups of managers and staff who are encouraged to speak to staff and customers to find how the service is 'actually' operating, rather than how they 'think' it is operating.

The '*check*' stage will aim to establish the following :

- *What is the purpose of this service in customer terms?*
- *What are customers asking of us (demands) and how often?*
- *How well are we responding to these demands?*
- *What is the flow of the work? How much is value and how much in the process is waste?*
- *What are causes of the waste (system conditions)?*
- *What was the thinking that created these system conditions?*

The outcomes of the check are usually the production of a new 'purpose' for the service and key operating principles that will underpin the development of some new ways of working which the service may want to test (re-design) before rolling in (making normal) across the rest of the service.

### **Impact in Carmarthenshire**

- This approach and methodology is a significant move away from the traditional approach to undertaking service improvement/efficiency projects within the authority. Although resource intensive in terms of staff and time commitment, it has been proved to work and deliver results across all of the services where it has been deployed.
- Many of the staff involved in projects which have adopted this approach have found the experience to be highly motivating and rewarding. Some have also gone as far to say that they have found it to be liberating experience as it has provided an opportunity to challenge and review outdated processes and procedures which often compromised their ability to undertake their professional role.
- Over 300 staff across the organisation have now some awareness or knowledge of the principles that underpin this approach through the work of the Transform Innovate and Challenge Programme and Team.
- The approach has been adopted across 12 service areas in the Council to date and there is clear evidence to demonstrate that it is improving the quality of services delivered and enabling those services to be delivered in a more cost effective way.

### **Case Studies – examples of where we have used this approach.**

#### **1. Empty Council Properties (Voids)**

- Vanguard Consultancy was initially engaged to support a review of the housing voids service during 2012. We reviewed the process from having a set of keys returned from a tenant to them being handed over to the next tenant to identify what could be improved in the way we worked so that a new process could be designed.
- A project team of officers from Housing Services, Building Services and our Customer Service Centres spent 5 days walking through the then process to see where there was waste and talking to existing and prospective tenants to see what matters to them.
- They identified the purpose of the process, *“To provide a home that suits my needs”* and agreed which steps were crucial to the re-letting process and how to measure performance in an effective way.  
The Team designed a new simpler process which they tested on some new demands i.e. new empty Council properties for a period of 8 weeks. They then looked at what had been learnt, any problems, what had gone well and new performance measures so they could look at implementing the new process across all voids within the county.
- A New Homes Team was established in June 2013 which is working to the new process on a county wide basis. Prospective tenants now view a property as soon as it becomes vacant and are supported to make choices regarding decoration and adaptations before they move in. They are also offered welfare advice.



- This means a much better experience for our new tenants. We're also not wasting time and money decorating the home, only for the new tenant to move in and redecorate it to their own taste.

### What impact has it had?

- Overall average re-let times have dropped from 120 days pre review to 60 days. Standard void turnaround is now under 25 days and last year 23 properties were let within a day. Rent loss has been reduced by more than £500,000 in the 3 years following the review (2015/16). Trends are continuing to improve during the current year and year end data will be available in April 2017.
- Last year around 50% of new tenants completed satisfaction surveys and 99% of them rated the service as good to excellent.
  - *"Had property 3 days after viewing."*
  - *"Service very good, very happy with help. Very helpful and very impressed."*
  - *"Provided a clean and safe house for my son and myself. Given me all the information I need to complete my tenancy agreement."*

### What does it mean to the Team?

- *"The experience of reviewing the service was challenging but has been immensely enjoyable. Now that we are working in a new way it is great to be trusted to make our own decisions and to be able to use our initiative to meet tenant's needs. It is really rewarding to hand over the keys to a property knowing you have met that person's expectations and they are happy with their new home."*
- The TIC Team supported a further review of the new process in November 2014 with the new Team to "check" whether or not it was still delivering what matters to new tenants. The New Homes Team also re-check their process on a regular basis and the Team is looking to implement some further changes to drive further improvements over the coming year.

## 2. TIC Development Control Review

- Committee Members were given a presentation about the TIC Programme and the work of the TIC Team at the committee meeting on 3<sup>rd</sup> November 2016 (link below) which highlighted a review of Development Control during June 2014.

[Community Scrutiny agenda and minutes 3.11.16](#)

- The key drivers for the review were to reduce the number of complaints/upheld being received and to improve quality and customer experience.
- TIC supported a team to undertake a systems thinking review of the planning application process over 6 days during February 2014. The team included staff from administration, registration, planning officers, team leaders as well staff from enforcement, highways and transport. They looked at the process from a customer experience from receipt of an application to notification of the decision and spoke to agents, applicants and Elected Members about what matters to them.
- They learnt from previous applications – what worked and what didn't and identified the service's purpose, *"To provide a clear and valued service to manage development in a timely and consistent manner"*. They identified the value steps in the process – initial enquiry → case management → decision and realised the value in better communication both internally and with our customer and other stakeholders.

- The team started work straightaway on some “quick wins” they had identified to improve case management and remove waste. A re-design team was set up in Llandeilo which pulled in internal and external reps from Transport, Streetscene, Conservation, Legal and Natural Resources Wales. They took a case by case approach testing new ways of working on different categories of application, learning each time. The new process focusing on pre-application advice and customer engagement was initially piloted in the Llandeilo from November 2014 and subsequently rolled out across the county.

#### What impact has it had?

- End to end times for planning applications have reduced by half.
- The quality of applications has improved.
- Complaints upheld/Refusals/appeals have all reduced.
- Costs of the service reduced by over £65k.
- Customers/agents and staff are happier with the new ways of working.
  - *“Pleasure to deal with the officer, very helpful and he explained things clearly and responded quickly to my emails”*
  - *“The process was far quicker than I thought it would be”*
- A re-check of service undertaken in May 16. They found good progress made in respect of consistency, accessibility and quality of applications. They identified key risks impacting on service principles/performance. E.g. Affordable housing requirement, new pre-application legislation and staffing levels. A Service Improvement Board has been put in place to manage risks and drive further improvement.

#### TIC Programme

- For further information about other TIC projects using the Vanguard approach, the link below leads to the TIC Programme Annual Report 2015/16 and Business Plan 2016/17 presented to the Policy & Resources Committee on the 14<sup>th</sup> July 2016.

[Policy & Resources agenda and minutes 14.07.16](#)

<b>DETAILED REPORT ATTACHED?</b>	<b>NO</b>
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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: **Robin Staines**      **Head of Housing & Public Protection (TIC Head of Service Lead)**

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

**3. Finance** – The benefits of the TIC systems think approach are being realised as many of the projects have started to deliver significant improvements in terms of service quality, customer experience and financial efficiencies. To date, the TIC approach has assisted in identifying, or is helping to deliver, approximately £6.4m of efficiency savings.

## CONSULTATIONS

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

Signed: **Robin Staines**      **Head of Housing & Public Protection**

1. **Local Member(s)** – N/A
2. **Community / Town Council** – N/A
3. **Relevant Partners** – N/A
4. **Staff Side Representatives and other Organisations** – N/A

**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
TRANSFORM, INNOVATE & CHANGE (TIC) - PROGRAMME UPDATE	<a href="#">Community Scrutiny agenda and minutes 3.11.16</a>
TRANSFORM, INNOVATE & CHANGE (TIC) PROGRAMME ANNUAL REPORT 2015/16 AND BUSINESS PLAN 2016/17	<a href="#">Policy &amp; Resources agenda and minutes 14.07.16</a>

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Monday, 30 January 2017

**PRESENT:** Councillor D.M. Cundy (Chair)

**Councillors:**

T. Devichand, J.K. Howell, S. Matthews, W.R.A. Davies, H.I. Jones, D. Tomos, G.B. Thomas, E.G. Thomas, J. Thomas, J.S. Edmunds (In place of S.L. Davies) and W.T. Evans (In place of J.M. Charles)

**Also in attendance:**

Councillor L.M. Stephens, Executive Board Member for Human Resources, Efficiencies and Collaboration

**The following Officers were in attendance:**

L. Quelch, Head of Planning  
I.R. Llewelyn, Forward Planning Manager  
K. Thomas, Democratic Services Officer

**Chamber, 3 Spilman Street, Carmarthen - 2.00 - 3.40 pm**

**1. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors J.M. Charles, S.L. Davies and H.B. Shepardson and from Councillor M. Gravell (Executive Board Member for Regeneration and Leisure).

**2. DECLARATIONS OF PERSONAL INTERESTS**

There were no declarations of personal interests.

**3. DECLARATION OF PROHIBITED PARTY WHIPS**

There were no declarations of prohibited party whips.

**4. PUBLIC QUESTIONS (NONE RECEIVED)**

No public questions had been received.

**5. FORTHCOMING ITEMS**

The Committee received the list of forthcoming items to be considered at its meeting to be held on the 17<sup>th</sup> February, 2017

**6. ANNUAL PERFORMANCE REPORT 2016 (PLANNING)**

In accordance with Minute 7 of its meeting held on the 3<sup>rd</sup> November, 2016 the Committee received the Planning Division's Annual Performance Report (APR) 2016 in respect of the period April 2015 – March 2016. It was noted that production of an APR was a requirement of the Planning Performance Framework Table and had to be submitted to the Welsh Government by the 31<sup>st</sup> October annually. In accordance with that requirement, the current APR, being the second

to be produced by Carmarthenshire, had been submitted to the Welsh Government by the 31<sup>st</sup> October 2016 deadline.

The Following questions/issues were raised on the report:-

- Reference was made to the provision within the LDP for new housing developments throughout the County, and clarification sought on how the adoption by the Council of a Community Infrastructure Levy (CIL), together with the production of a business case, could be used to fund the provision of appropriate infrastructure e.g. schools, roads and surgeries to support those developments.

The Committee was reminded that as part of the LDP's development, consultations had been undertaken with a wide range of bodies, both public and private on the Plan proposals. Those consultations had been two-way and used as a means of ascertaining those bodies' future development proposals, how they would tie into the plan and to assess any potential infrastructure implications. With regard to the funding of major infrastructure projects, via the possible adoption of a CIL, it was confirmed that whilst the Council was still gathering information in that regard, if adopted, it would require the Council to be more specific on the type of infrastructure required within the County. That would need to be evidence based and include potential costs, and discussions with both external bodies and internal Council departments was critical to that process.

- Reference was made to the planning provision within the LDP for some 280 properties to be built within the Hendy Ward and the current difficulties being experienced in that Ward as a consequence. Those included the local doctor's surgery being at capacity and the recognised highway difficulties encountered both within the village and on the M4 slip road. It was enquired whether the impact of large developments on communities, such as Hendy, could be mitigated by phasing planning approval/implementation over a number of years

The Forward Planning Manager advised that whilst the Council had included a Phasing Policy within the Draft LDP, the Planning Inspector, on examination thereof, had not accepted the policy and instructed its removal on the basis it was considered to have the potential to curtail development. However, as part of the preparation and formulation of the 2<sup>nd</sup> LDP, the situation within Hendy could be cited as a supporting example for a Phasing Policy.

- Further reference was made to the 280 housing allocation for Hendy, coupled with the allocation of over 700 houses in the nearby community of Pontarddulais within the City and County of Swansea. A view was expressed that closer cross boundary dialogue should be undertaken on the impact developments in one local authority area could have on an adjoining neighbouring local authority.

The Head of Planning, in response advised that whilst the Authority liaised with adjoining local authorities on the preparation of their LDP's and tried to influence their plan's policies, wherever possible, that liaison was purely consultory with the ultimate decision resting with the respective local authority. However, current Welsh Government Proposals, if implemented, would require the adoption of a more regional, strategic and cross border

approach to planning on matters such as highways and housing. That could result in Carmarthenshire forming a region with Neath and Port Talbot and the City and County of Swansea.

- Reference was made to earlier concerns on the potential impact the development of approximately 1,000 houses in the Hendy/Pontarddulais areas could have on the local community. Similar concerns were expressed in relation to the Llangennech/LLwynhendy/Bynea and Trostre areas in relation to the 1,000+ houses allocated in those areas. Those concerns centred on the potential impact the developments could have on the areas infrastructure, and how the funding of improvements thereto could be met via Section 106 Agreements or, potentially, a CIL. It was also noted that, in total, the LDP allocation for new housing throughout Carmarthenshire over the plan period totalled 15,921 which, potentially, could result in countywide infrastructure implications.

The Forward Planning Manager recognised the plan provision was significant and assured that the planning department was aware of emerging trends that would feed into future LDP Annual Monitoring Reports for assessment on whether the Plan's aspirations were being met. With regard to the funding for infrastructure projects he referred to previous discussion on the limitations of Section 106 funding, being development specific, and the work being undertaken on the adoption of a CIL to provide funding for countywide infrastructure projects.

- Reference was made to the replacement of the Integrated Community Strategy 2011-16 in 2017 by the Wellbeing and Future Generations (Wales) Act 2015, which would come into force in 2018. Concern was expressed at the above time scales and the possibility some of the Strategy's provisions could 'slip through the net' during the change-over period.

The Forward Planning Manager advised that although there would be a gap between the expiration of the ICS and implementation of the new Well Being Plans, it was important the relationship with the LDP was maintained and discussions with the Public Service Board were ongoing to ensure the continued alignment of those two core plans.

- References were made to the limitations current planning policies placed on the granting of new homes for farmers/ extensions to existing farmhouses to enable young farmers to reside on the farm holding, and to whether there were any avenues available to the Council to assist those farmers to remain on the holding.

The Head of Planning advised that whilst current council policies allowed for succession planning, and farmers should enter into dialogue with planning officers in that regard, the Council was guided by National Planning Policies issued by the Welsh Government. Changing/influencing those policies would require providing the government with reasoned evidenced based arguments. Whilst that evidence could be gathered by officers, in consultation with other authorities to assess if they were encountering similar difficulties, it would also be prudent for similar representations to be made at elected member/ministerial level, if any changes were to be effected. She stated however that whilst having regard to National Planning Policies, there may be the potential to introduce amended local policies as part of the revised LDP but, any such policy

revision would, again, need to be justified by a reasoned evidenced based argument.

In response to a suggestion, the Executive Board Member with responsibility for the planning portfolio confirmed she would write to the Welsh Local Government Association highlighting the above issue and requesting it make representations to the Welsh Government.

- In response to a question on the possibility of allocating additional plots within rural communities to assist local young people to remain within the community, the Head of Planning advised that, as with the previous discussion, the Department's ability was constrained by national policies but, there may be an opportunity, as part of the preparations for the production of the revised LDP to examine that issue. However, any suggested/proposed changes to existing policies would need to be substantiated by an evidence based argument. In that regard, the Housing Division was currently undertaking an assessment on rural need which may be able to assist in providing that evidence.
- In response to a question on the time taken for the conversion of office to residential accommodation in town centres, which it was alleged could take 18-24 months, the Head of Planning advised there could be a number of factors involved in the determination of such applications e.g. lack of amenities/lack of car parking etc. The Council was, however, endeavouring to speed up the process via the introduction of Local Development Orders and a Pilot Order for Llanelli Town Centre was currently progressing through the Council's political process. If successful, the pilot could be rolled out to other areas within the County.

## **RESOLVED**

**6.1 that the report be received.**

**6.2 that the next Annual Performance Report be submitted to the Committee for consideration prior to its submission to the Welsh Government**

## **7. ANNUAL MONITORING REPORT 2015/16 - CARMARTHENSHIRE LOCAL DEVELOPMENT PLAN**

In accordance with Minute 8 of its meeting held on the 3<sup>rd</sup> November, 2016 the Committee received for further consideration the Annual Monitoring Report 2015/16 on the Carmarthenshire Local Development Plan.

The Following questions/issues were raised on the report:-

- Reference was made to the allocation with the LDP for the provision of 15,197 housing units, and a view expressed that different ways of providing that housing needed to be explored rather than continually building new properties on land, which was a finite resource.

The Forward Planning Manager advised that the 15,197 units did not solely represent new build and could be provided via a number of avenues e.g. conversion of large residential properties into smaller units, conversion of office/industrial building or bringing empty residential properties back into habitable use, a practice in which the Council's Housing Division had been very successful.



- The Forward Planning Manager, in response to a question relating to variations throughout the county on the level of affordable housing provision within housing developments advised that the level was dependent on the profitability of an individual development. He confirmed the level of provision required continual review and should reflect market values.

**RESOLVED that the report be received.**

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**CHAIR**

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**DATE**

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Friday, 17 February 2017

**PRESENT:** Councillor E.G. Thomas (Chair)

**Councillors:**

J.M. Charles, S.L. Davies, S. Matthews, W.R.A. Davies, H.I. Jones, D. Tomos,  
G.B. Thomas and M.J.A. Lewis (In place of J.K. Howell)

**Also in attendance:**

Councillor L.D. Evans, Executive Board Member for Housing

**The following Officers were in attendance:**

W. Walters, Assistant Chief Executive (Regeneration & Policy)

R. Staines, Head of Housing and Public Protection

I. Jones, Head of Leisure

H. Morgan, Economic Development Manager

J. Edwards, Development Management Manager

S. Walters, Economic Development Manager

A. Thomas, Senior Accountant

K. Thomas, Democratic Services Officer

**Chamber, County Hall, Carmarthen - 10.00 - 10.35 am**

**1. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors D. Cundy, T. Devichand,  
J.K. Howell and H.B. Shephardson.

**2. DECLARATIONS OF PERSONAL INTERESTS**

There were no declarations of personal interest.

**3. DECLARATION OF PROHIBITED PARTY WHIPS**

There were no declarations of prohibited party whips.

**4. PUBLIC QUESTIONS (NONE RECEIVED)**

No public questions had been received.

**5. FORTHCOMING ITEMS**

The Committee received a list of forthcoming items to be considered at its meeting  
to be held on the 30<sup>th</sup> March, 2017.

**UNANIMOUSLY RESOLVED that the report be received.**

**6. REVENUE AND CAPITAL BUDGET MONITORING REPORT 2016/17**

The Committee considered the 2016/17 Revenue & Capital Budget Monitoring  
reports for the Housing, Regeneration, Planning and Leisure and Recreation

Services for the period up to the 31<sup>st</sup> December 2016. It noted that the revenue budget was forecasting a £122k overspend, the capital budget a £9.297m underspend, whilst, the Housing Revenue Account was forecasting a £392K overspend.

The following issues were raised during consideration of the report:-

- In response to a question on the projected £56k overspend on the Un Sir Gar facility at Llanelli, due to lower than anticipated income, the Assistant Chief Executive confirmed that officers were examining ways of increasing the income stream.
- In response to a question on the current position regarding the Laugharne car park scheme, the Assistant Chief Executive confirmed that the delay in its provision was attributable to the need for additional ground contamination tests to be undertaken. It was confirmed that, at the current time, the scheme would be delivered within budget, with any additional costs being met from the scheme's contingency fund.
- Reference was made to the recent revenue budget consultation exercise and to the potential impact that could have on the provision of services at the Council's leisure facilities. Clarification was also sought on whether the current capital underspend was attributable to a lack of investment in those services to attract additional service users.

The Head of Leisure advised that the current £2,316m underspend on the leisure capital programme was attributable to slippage, with some schemes yet to commence and any unspent allocation would be carried forward to the next financial year. With regard to the revenue overspend, that was partly attributable to reduced income at the authority's main leisure centres at Carmarthen and Llanelli whilst capital works were undertaken to improve those facilities. In relation to the authority's smaller leisure facilities, it was hoped the St Clears Leisure Centre could remain open, with investment being made to other facilities as finance became available.

**UNANIMOUSLY RESOLVED that the Revenue and Capital Budget Monitoring report 2016/17 be received.**

## **7. 2016/17 IMPROVEMENT PLAN PERFORMANCE MONITORING REPORT QUARTER 3 - 1ST APRIL TO 31ST DECEMBER, 2016**

The Committee received for consideration the 2016/17 Improvement Plan Monitoring Report for Quarter 3 in respect of the period 1<sup>st</sup> April 2016 to 31<sup>st</sup> December 2016.

The following issues were raised on the report:-

- In response to a question on Action 12153 and the reference therein to difficulties encountered in recruiting suitable staff, the Assistant Chief Executive confirmed that an officer had recently been appointed and the issue had now been resolved.
- In response to a question on Action 12173, the Assistant Chief Executive confirmed that where grants were provided by the Council to external organisations, as part of a policy to promote the use of Welsh Language, successful applicants would need to have a Welsh Language Policy in place prior to any grant award.

**UNANIMOUSLY RESOLVED that the report be received.**

## **8. HOUSING SERVICES PERFORMANCE MEASURES**

Further to minute 7 of its meeting held on the 20<sup>th</sup> July 2016 the Committee received a report on the Housing Services' Performance Framework providing examples of performance information and how that supported the Council's strategic direction and key objectives. It was noted that whilst the report provided two examples of performance measurement in relation to a Health Impact Study (Appendix 1) and Housing options and advice (Appendix 2), the Housing Services' Division regularly collected over 150 pieces of information data that included:-

- National performance indicators and statistical returns to Welsh Government;
- Key performance objectives supporting the Public Service Board;
- Performance Indicators linked to the Improvement Plan and Integrated Strategy;
- Data for political scrutiny;
- Data to manage the business;
- Data to assess legal compliance e.g. Homelessness and Homes Standards.

The Head of Housing and Public Protection, in referring to the examples quoted within the report's appendices, confirmed that more detailed performance data could be provided on any specific area of the Division's activity, if the Committee was so minded.

The following issues were raised on the report:-

- In response to the Head of Housing and Public Protection's statement above, a view was expressed that the Committee should be presented with more detailed performance data relating to Anti-Social Behaviour, the provision of accurate and timely housing advice and homelessness.
- In response to a request for clarification on the data provided within Appendix 2, the Head of Housing and Public Protection confirmed he would examine and provide members with details relating to the recorded 'dip' in customer satisfaction during the period January – March 2016.
- The Head of Housing and Public Protection referred to the wide ranging impact of improvements undertaken to the Council's housing stock. Those included a reduction in service requests by tenants, addressing fuel poverty and tenants' ability to pay scheduled utility bills such as electricity, water and gas and also studies being undertaken by both Cardiff and Swansea Universities in relation to the value of the improvements to the Health Service in terms of reduced demand over the period 2009-2016.

**UNANIMOUSLY RESOLVED:**

**8.1 That the report be received**

**8.2 That reports be submitted to future meetings of the Committee on Performance Data collated by the Housing Services Division in relation to Anti-Social Behaviour, the provision of accurate and timely housing advice and homelessness.**

## **9. EXPLANATION FOR NON-SUBMISSION OF SCRUTINY REPORT**

The Committee considered the explanation provided for the non-submission of a report.

**UNANIMOUSLY RESOLVED that the non-submission report be noted.**

**10. COMMUNITY SCRUTINY COMMITTEE ACTIONS AND REFERRALS UPDATE**

The Committee received a report detailing the progress achieved in relation to actions, requests or referrals emerging from its previous meetings:

The following issue arose as part of the report's consideration:-

- In response to a question on the proposed Task and Finish Group on large empty buildings blighting town centres, the Committee was advised that, initially, the matter was being progressed by the Ammanford Task Group.

**UNANIMOUSLY RESOLVED that the report be received.**

**11. TO SIGN AS A CORRECT RECORD THE MINUTES OF THE MEETING HELD ON THE 20TH JANUARY 2017**

**UNANIMOUSLY RESOLVED that the minutes of the meeting of the Committee held on the 20<sup>th</sup> January, 2017 be signed as a correct record.**

\_\_\_\_\_  
CHAIR

\_\_\_\_\_  
DATE