

Department of Environment

Draft Business Plan for

2018/19 – 2020/21

Extract for Community Scrutiny



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



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

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

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

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

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

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The purpose of this plan

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

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

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

Foreword

By Councillor(s)

We have great pleasure in introducing the new Department for Environment Summary Business Plan for 2018/19. We are satisfied that this Business Plan provides a comprehensive overview of the Departmental performance over the past year. It also provides the Department's aims and objectives for 2018/19.



Cllr. Hazel Evans

Executive Board Member - Environment

Sign off



Cllr. David Jenkins

Executive Board Member – Resources

Sign off



Cllr. Mair Stephens

Executive Board Member - Human Resources, Efficiencies and Collaboration

Sign off



Cllr. Philip Hughes

Executive Board Member - Public Protection

Sign off



Cllr. Linda Evans

Executive Board Member - Housing

Sign off

1. Departmental Overview

Introduction by Director

To be updated with 2018/19 Data when available

Department Structure

Departmental Senior Management Structure

**Director of Environment
Ruth Mullen**



**Head of
Highways & Transport
Stephen Pilliner**



**Head of
Property
Jonathan Fearn**



**Head of
Planning
Llinos Quelch**



**Head of
Waste & Environmental
Ainsley Williams**



**Business
Support
Development
&
Performance**

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 Environment Department has **four Divisions** providing front line services to the people of Carmarthenshire and a business support unit that assist and provide support to the four divisions in delivering their services:



The **Transportation & Highways Division** helps facilitate the safe movement of goods and people through the development of transport policy, transport strategy, transportation delivery and infrastructure enhancements. The Division business units consist of Strategic Planning & Infrastructure, Passenger Transport, Traffic Management, Parking & Road Safety, Fleet Services, Engineering Design, Highways Services, Network Services, Public Rights of Way, The Division also delivers a number of essential services that enable the wider population, people living in Carmarthenshire communities and the City Region to access and receive services every day.

- ▶▶ Our **Strategic Planning and Infrastructure Unit** is responsible for the development of the Local Transport Plan and wider transport policy in conjunction with neighbouring Authorities in South West Wales. It is responsible for planning our investment and strategic interventions for the development of the highway network within Carmarthenshire.
- ▶▶ **Passenger Transport Business Unit** develops and supports the movement of nearly 5 million passenger journeys on the school/college transport, public transport and community transport network every year.
- ▶▶ Our **Traffic Management, Road Safety and Parking Business Unit** investigates and strives to prevent road accidents by utilising a mix of engineering education and enforcement interventions across Carmarthenshire.
- ▶▶ **Fleet Services Business Unit** supplies and manages our fleet of 504 vehicles and 396 items of plant to the Council's front line services. The unit manages fleet risk, ensuring compliance and provides support to enable the front line services to function.
- ▶▶ Our **Engineering Design Unit** is responsible for the design and delivery of infrastructure Projects.
- ▶▶ **The Highways Business Unit** maintains the Carmarthenshire highway network, bridges and other highway structures.
- ▶▶ **The Countryside Access Team** has responsibility for the Definitive Map and Statement of Public Rights of Way in Carmarthenshire which is the conclusive legal record. Public Rights of Way include footpaths, bridleways, restricted byways and byways open to all traffic.



The **Property Division** is responsible for the management of the Council's existing and future property portfolios. This involves using our own resources or working with partners to provide property management, facilities management, asset management planning, building maintenance and property design and construction expertise for the Council.

- ▶▶ The **Property Design** Team is responsible for major capital investment projects including: the 21st Century Schools Programme; physical regeneration projects; The Carmarthenshire Homes Standard and Housing Area Renewal schemes; care home and leisure improvements and new projects; and developing new affordable homes. The Division also manages and delivers regional construction-related frameworks on behalf of adjoining Authorities and other public bodies.
- ▶▶ The **Property Maintenance** Team is responsible for the repair, maintenance and improvement of the majority of the Council's facilities and provides expert advice on the Council's property related health and safety responsibilities recommending good practice and developing policy and procedure to ensure that it complies with legislative requirements. Through our New Homes Team we manage the refurbishment and letting of the Council's homes. We employ a large team of operatives to deliver

direct property maintenance as well as working with a range of contractors to deliver the maintenance needs of the Council's buildings

- ▶ The **Strategic Asset Management** Team is responsible for asset management planning of the Council property portfolios and for collaborative discussions on property management. The Team manages corporate energy issues by identifying and securing energy efficiency programmes in the Council's non-domestic buildings, plus identifying and securing opportunities for renewable energy technologies for housing and non-housing properties. The Team is responsible for directly managing the Council's 400 industrial units, the commercial estate, rural estates, livestock markets and administrative buildings. We manage easements, wayleaves and other property negotiations and update the Council's property records and asset valuations. We employ a large group of facilities staff covering cleaning and caretaking functions.



The **Waste & Environmental Services Division** is

responsible for delivering front line strategic and operational services that ensure the local environment quality within our communities is maintained and enhanced through delivery of the following principal services:

- ▶ **Waste management** - collection, recycling and disposal of the County's municipal waste in order to meet Welsh Government's targets as set out in their Towards Zero Waste strategy. This involves producing strategies and operational plans to deliver kerbside and community based waste collection and recycling services. An important aspect of this service includes the delivery of effective communication campaigns to provide engagement with our public in relation to our recycling schemes, initiatives and facilities.
- ▶ **Environmental enforcement** – enforcement and education in relation to environmental blight problems, including non-compliance with waste recycling schemes, litter enforcement, dog fouling, fly-tipping, abandoned vehicles, illegal waste carriers and commercial waste disposal matters.
- ▶ **Street cleansing** – provision of services to meet the Council's obligations as a litter authority under the Environmental Protection Act 1990. The service covers provision of street bins, removal of litter, removal and disposal of fly-tipped materials, sweeping and cleansing of our streets, working with local communities to resolve issues that affect them in terms of local environment blight.
- ▶ **Grounds maintenance** – provision of direct operational grounds and soft landscape maintenance services relating to public open spaces, parks, playgrounds, housing estates and schools where contracted to do so. Provision of commercial maintenance services to internal clients and partners.
- ▶ **Municipal Services** – management and operation of the Council's public convenience stock and the management of activities relating to burials at Ammanford Cemetery.
- ▶ **Flood and coastal defence** – undertaking lead flood authority activity as part of the Council's obligations under the Flood and Water Management Act 2010, including the production and review of flood management plans. Management and maintenance of the Council's flood defence assets, undertaking responsibilities and obligations under the Land Drainage Act 1991. Providing expert drainage advice on planning applications, including sustainable urban drainage system assessments, including setting up guidance and maintenance arrangements for drainage system adoptions as appropriate. Management and execution of our coastal defence responsibilities in accordance with the principles and guidance set out in our Shoreline Management Plan.

The services provided are highly visible and feature prominently in the priorities of the residents of Carmarthenshire. The services have a significant impact on the way residents, visitors, businesses and other stakeholders perceive the Council as a whole. The Division is a significant contributor to Carmarthenshire's environmental and global responsibility agenda.



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

- ▶▶ The Division is responsible for planning applications, enforcement regarding land use activities, listed buildings permissions, works to protected trees and hedgerows, minerals and waste activities and for maintaining Carmarthenshire's Common Land Register. It also administers adherence to Building Regulations within the County – striving to ensure that buildings are safe and fit for purpose. The Division also has the statutory responsibility for ensuring that the County has an up to date, effective and relevant development plan – and therefore the Carmarthenshire Local Development Plan was adopted in December 2014. These various functions are provided through the following business units: Development Management and Built Heritage, Forward Planning, Minerals & Waste Planning, Rural Conservation & Building Control.
 - ▶▶ All of these functions the Division undertake whilst recognising the importance of sustaining and enhancing the natural and built environment. The Division therefore has a key role in helping the Authority meet the requirements of the Environment (Wales) Act 2016 and Historic Environment (Wales) Act 2016.
 - ▶▶ The Planning (Wales) Act 2015 has resulted in a number of legislative changes for planning throughout Wales and reasserts the primacy of planning as an effective tool in delivering economic aspirations, in a proactive way that also seeks to protect other diverse and material interests, including that of taking the Welsh language into account in plan making and decision making generally. As such the planning system is one of the most powerful tools available to any Local Authority to achieve community objectives, which cover every aspect of peoples' lives. The Service has a key role to play in helping local communities to adapt to the effects of new development. To this end the use of Section 106 Agreements help towards meeting affordable housing and other infrastructure and locally specific requirements arising from a development as well as where necessary being used to safeguard habitats and species of both national and European importance.
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Business Support Development and Performance Section

provides a range of timely, effective and efficient support services to all divisions of the Environment Department, 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, systems administration, management information, administrative, democratic and business support, Health & Safety, Learning & Development and performance management services.
 - ▶▶ 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 Performance Management and Business Support function.
 - ▶▶ 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.
 - ▶▶ The Division is also responsible for ensuring that the Authority complies with its statutory duty under Civil Contingency Act 2004 by working with all Departments within the Authority and other responders such as the Emergency Services, Health bodies and Utilities to ensure that we provide a unified approach to Civil Contingencies.
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2. Strategic Context

2.1 National Well-being Goals

For the first time in Wales, the Well-being of Future Generations (Wales) Act 2015, provides a shared vision for all public bodies to work towards. See **Appendix 1** for an ABC guide to the Act.

2.2 The Council's Well-being Objectives [\(The Council's Well-being Objectives\)](#)

As a public body subject to the Act, we were required to publish Well-being Objectives that maximised our contribution to the National Goals by the 31st March 2017.

The Council's Well-being Objectives are:-

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

2.3 The Departments contribution to the Council's Well-being Objectives:-

The department's lead and significant supporting roles are shown on the list above

The department will further strengthen the action plans behind these Well-being Objectives during 2018/19 by:- (refer to Section 4 Action Plans)

i See Appendix 2 To see how Divisions 'join-up' to contribute to each Well-being Objective.

2.4 5 Ways of Working

To comply with the Well-being of Future Generations Act we must demonstrate the following 5 ways of working:

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

2.5 The County of Carmarthenshire's Well-being Plan – To be published by May 2018

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

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

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

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

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

2.6 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.
- This Strategy will need to be Consolidated with the Well-being Objectives and emerging Forward Work Plan for 2018/19
- The outcomes and focus of the strategy is attached in **Appendix 3**


2.7 Service Specific Strategies/ Acts and guidance for the Department.

- The Well-being of Future Generations (Wales) Act 2015
- Welsh Language Standards under s 44 Welsh Language (Wales) measure 2011
- Freedom of Information Act 2000 (FOIA)
- Data Protection Act 1998
- Equalities Act 2010
- The Employment Act 2008 and Employee Acts
- Health & Safety at Work Act 1974 and subsequent respective legislation
- Highways Act 1980
- Road Traffic Act 1991
- Traffic Management Act 2004
- Flood and Water Management Act 2010
- New Roads and Street Works Act 1991
- Land Drainage Act 1991
- Local Authorities' Cemeteries Order 1977
- 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
- The National Transport Plan
- All Wales Road Safety Framework 2013
- Swansea Bay City Region Economic Regeneration Strategy 2013 -2030
- EU revised Waste Framework Directive 2008/98/EC
- Waste (England and Wales) (Amended) Regulations 2012.
- Towards Zero Waste (WG's overarching waste strategy document).
- Carmarthenshire County Council Corporate Strategy 2015 – 2020
- Ageing Well in Wales Plan
- Strategic Regeneration Plan for Carmarthenshire
- Carmarthenshire's Vision for Sustainable Services for Older People for the Next Decade
- The Local Transport Plan
- Regional Bus Network Strategy
- Integrated Parking Strategy
- Walking and Cycling Strategy
- National Parking Standards
- Fleet Strategy & Fleet Road Risk Strategy
- Local Development Plan
- The Social Services and Well-being Act (2014)
- The Learner Travel (Wales) Measure
- The Active Travel Act
- Divisional Business Plans
- Planning (Wales) Act 2015, including various secondary legislation published post-January 2016
- Planning Policy Wales
- All Technical Advice Notes (TANs) and various circulars
- Historic Environment Act 2015
- Environment (Wales) Act 2016
- Air Quality Management Areas (AQMAs)
- The Civil Enforcement of Road Traffic Contravention (General Provisions)(Wales) Regulation 2013
- Countryside Rights of Way Act 2000
- Wildlife And Countryside Act 1981
- Digital Transformation Strategy
- Asset Management Plan

3. Review and Evaluation

3.1 Departmental Self-Assessment on the 5 ways of working of the Well-being of Future Generations Act

To comply with the Act we must demonstrate the following 5 ways of working (WOW):-

WOW 	Long Term - Looking at the long term so that we do not compromise the ability of future generations to meet their own needs
How good are we at this? Strong Partial Weak	
<p>Self-Assessment:</p> <ul style="list-style-type: none"> ▶▶ Our present Corporate Strategy is set for 2015-20 and we will be looking to revise this Strategy following the elections in May 2017. ▶▶ The Swansea Bay Regeneration Strategy is set for a 2013-30 timespan & Swansea Bay City Region City Deal 2016-35. ▶▶ Our current Local Development Plan sets out our long-term approach to land use planning until 2021 - and impacts the direction of growth opportunities beyond that period. ▶▶ The Property Design and Maintenance Sections are currently undergoing a re-alignment of the team which will encourage efficient working processes whilst at the same time develop an improved succession planning regime. ▶▶ We are working with local and regional shared apprentice schemes and also developing our own graduate and apprenticeship programmes to encourage training and employment for the next generation of construction professionals. 	
<p>For 18/19 we will:</p> <ul style="list-style-type: none"> • Continue to review our waste treatment strategy options and recycling infrastructure needs to ensure that we can continue to meet our statutory recycling targets and landfill diversion targets from April 2018. • Deliver new long term arrangements that will provide a solution to the long term treatment, recycling and disposal of our waste. Working with the contractor to maximise recycling and environmental performance. • Continue to monitor the effectiveness of the LDP and to take forward the considerations of the Review Report (subject to democratic process and approval) in considering and progressing the preparation of any Revised LDP which needs to be in place by the end of 2021. 	

WOW 2	Prevention - Understanding the root causes of the issues to prevent them reoccurring
How good are we at this? Strong Partial Weak	
<p>Self-Assessment:</p> <p>Road Safety</p> <p>▶▶ We have implemented a Road Safety Strategy to improve road safety and prevent future accidents.</p> <p>▶▶ The key actions outlined within the Road Safety Strategy relate to Education, Engineering and Enforcement. The following specific activities are being delivered.</p> <p>1. <i>Education:</i></p> <ul style="list-style-type: none"> ○ Participant Education programmes for older drivers have been delivered through 6 x 1day course ○ 36 people have completed Young drivers and 63 pupils complete National Standards Cycle. ○ 51 participants completed Motorcyclists Dragon Rider & Biker down courses Road Safety Officers are working in conjunction with the Roads Policing Unit and Rescue Service to deliver the older and younger driver programme. ○ The Road Safety kerbcraft Coordinators are delivering the young persons’ kerbside safety training to 250 children The Road safety Officers are developing a new young persons’ road safety initiative and delivering an equestrian users road safety initiative in association with Coleg Sir Gar. Multi Agency Speed Awareness initiative have been delivered at 9 Schools. <p>2. <i>Engineering:</i></p> <ul style="list-style-type: none"> ○ Two route treatments projects are being delivered in 2016/ 17, Church Street and Station Road, Llanelli. Design work is ongoing and consultation with stakeholders. <p>3. <i>Enforcement:</i></p> <ul style="list-style-type: none"> ○ Joint enforcement activities have been conducted with our partners Dyfed Powys Police, Go Safe, NWWFS at the follow location: Bigyn, Llanelli, Crosshands (twice),Ysgol Y Ddwylan, Newcastle Emlyn, Llangunnor,Ysgol Cae`r Felin, Pencader Dafen, Llanelli, Pembrey, Drefach. <p>Property</p> <p>▶▶ We have undertaken a review of property maintenance with a view to moving to a more planned, rather than reactive, service. Coupled with the already embedded asset management process and improved service asset management plans, this should ensure that future maintenance is more cost effective and takes better account of future, rather than just immediate requirements.</p> <p>▶▶ The re-alignment process within the Property design Team will aim to reduce the continued loss of well trained and developed staff to external companies and organisations , thus retaining their services through incentives such as succession planning opportunities that will enhance and support the Authority’s future property related projects aspirations in future years.</p>	
<p>For 18/19 we will:</p> <ul style="list-style-type: none"> ● Undertake an end to end lean systems review of the Council’s Property Design function and related processes for initiating, designing and completing property related projects with the Scheme sponsoring Departments in order to clarify and develop a better understanding of roles and responsibilities of all parties within the current process including design, internal services and external consultants whilst at the same time promoting the use of feasibility studies within the early stages of the project design and development process ● Assessing the barriers that the public have in accessing services offered by the council and ensuring that we can prevent these barriers in future to maximise our recycling and environmental performance. ● Assess the root causes of fly tipping within Carmarthenshire through undertaking public surveys at “hot spot” locations to better understand the issues so that we can work to prevent fly tipping in future 	

WOW 3	Integration - Taking an integrated approach so that we look at all well-being goals and objectives of other services and partners
How good are we at this? Strong Partial Weak	
<p>Self-Assessment:</p> <ul style="list-style-type: none"> ▶▶ Independently Wales Audit Office concluded that :- <i>“The improved outcomes that the Council wants to achieve in conjunction with partners are clearly expressed and understood by staff and stakeholders. A well aligned hierarchy of plans and strategies effectively cascades these outcomes from the Local Service Board’s (LSB)* Integrated Community Strategy (ICS) through a range of corporate and service strategies down to business plans and objectives for staff. “</i> WAO Annual Improvement Plan March 201 ▶▶ Our monitoring and in due course review of the Local Development Plan goals and objective will take into account the goals and objectives of other services and partners in so far as they have land use requirements. <p>*Local Service Board is now called the Public Services Board.</p>	
<p>For 18/19 we will:</p> <ul style="list-style-type: none"> • Continue to monitor the implementation of the LDP and will as part of the Review Report and Revision process (which will be subject to democratic process and approval) ensure integration with the ICS and the Carmarthenshire Local Well-being Plan. 	

WOW 4	Collaboration - Working with others in a collaborative way to find shared sustainable solutions
How good are we at this? Strong Partial Weak	
<p>Self-Assessment:</p> <ul style="list-style-type: none"> ▶▶ The Well-being of Future Generations (Wales) Act 2015 establishes a statutory board, known as a Public Services Board (PSB), in each local authority area in Wales. ▶▶ 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 (H DUHB) is particularly strong, collaboration has become ‘mainstreamed’ into the working relationship between the two organisations with a number of joint posts in place.”</i> ▶▶ The Council is leading on several collaborative workstreams for the Public Services Board, including Property and Transport, in conjunction with a range of public sector partners ▶▶ The Estates Collaboration workstream is reviewing property and estate practices across PSB partners and will identify efficiencies or align ways of working for the benefit of Carmarthenshire residents and service users. This will include identifying opportunities to use assets collaboratively to deliver multiple services from fewer buildings, to deliver Innovative Community Assets, as identified in the PSB’s draft Well-being Plan. ▶▶ We work with the community, Ceredigion and Pembrokeshire county councils to help sustain the delivery of the Bwcabus integrated transport services & Key strategic Services. ▶▶ We provide joint administration for the Bus Service Support Grant for the South West Wales Integrated Transport Consortium. ▶▶ Our Planning Minerals and Waste section provide a minerals and waste planning services to 7 other Local Authorities. ▶▶ We are working with a range of community groups and Community and Town Councils to facilitate local management of a range of assets to ensure they meet the needs of local communities and are sustainable in the longer term. 	

- ▶▶ Our Forward Planning Team and Planning Officers are working in partnership with stakeholders to facilitate the delivery of land allocations included in the local development plan.
- ▶▶ Collaboration remains key in taking forward future revisions to the Local Development Plan and in developing other land use plans and strategies both at county and regional level.
- ▶▶ Continue to work with community groups and external bodies to address local environmental blight.
- ▶▶ The Property Design Team leads and administers the South West Wales Regional Frameworks for both contractors and Property related professional services.

For 18/19 we will:

- Explore the potential partnership with local community third sector companies to improve the performance of the council bulky waste and re-use service.
- Continue to work with partner agencies and community groups to tackle fly tipping and environmental blight within the County.
- Keep under review existing Service Level Agreements with regards minerals and waste and further pursue additional SLAs
- Engage with landowners/developers to understand delivery/non-delivery issues in relation to land allocations – use this evidence to inform any future versions of the LDP
- Ensure effective ongoing collaboration with regards to planning policy across the region and beyond utilising long established cross border structures and examining opportunities for future joint and collaborative working.
- The Department will continue to work with various other services to deliver multi-disciplinary solutions to various issues. For example, the Department will be represented on the multi-disciplinary enforcement group and also the empty properties group.

WOW	5	Involvement: Involving a diversity of population in decisions that affect them
How good are we at this? Strong Partial Weak		
<p>Self-Assessment:</p> <ul style="list-style-type: none"> ▶▶ 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 2018 ▶▶ Our Well-being Assessment consultation had over 2,500 responses for Carmarthenshire residents. ▶▶ The Local Development Plan (LDP) sets out the spatial vision for the future of Carmarthenshire (excluding that area within the Brecon Beacons national Park) and a framework for the distribution and delivery of growth and development. ▶▶ The LDP Plan has a direct effect on the lives of every resident of the County as well as major implications on investment programmes, other plans and strategies, communities and landowners alike. Community engagement continues to be a key element in producing and implementation of this plan. ▶▶ We have delivered a programme of member briefings and engagement opportunities to enhance the knowledge of council waste provision and receive feedback and recommendations for future improvement. 		
<p>For 18/19 we will:</p> <ul style="list-style-type: none"> • Undertake a public satisfaction survey to assess the public opinion of current services. Also assess the appetite for future service change to deliver enhanced recycling performance for Carmarthenshire. • We will continue to monitor the implementation of the LDP and will as part of the Review Report and Revision process (subject to democratic process approval) ensure the a wide involvement regarding any revisions to the LDP. 		

Departmental Overview:

The Citizens' Panel Survey 2014 and the 50+ forum identified *transportation, highway, recycling and refuse* related services as being of importance to the community. They were included in the top ten of service priorities for the community. Carmarthenshire residents noted their top ten Council service priorities as follows:

1. Refuse collection
2. Services and facilities for ill and disabled people
3. Services and facilities for older people
4. Road maintenance
5. Bus services
6. Primary and secondary education
7. Pavement maintenance
8. Public conveniences
9. Recycling facilities
10. Environmental health and trading standards

Current Strengths

- We deliver **6** out of the **10** Council Service Priorities
- **82%** (Q2) of Well Being Objectives are on target
- **56%** (Q2) of HPP appraisals have been completed
- **23.9%** (Q2) reduction on Staff Travel Mileage
- **15%** (Q2) reduction on Staff Travel Costs

Headlines

- Award winning New Schools buildings.
- Carmarthen West, Ammanford Highway Infrastructure Schemes, Active Travel Schemes and Road Safety Route Treatments.
- Grant funding secured for Safe Routes in the Community.
- Waste Recycling – Bring Sites and round rationalisation.
- New Fleet Vehicles – Gritters and Refuse – more fuel efficient – Fleet Rationalisation.
- Highways – Five Highways Regions and improvements in the condition of our A and B Class highways.
- Enforcement on Dog fouling and Dog control orders.
- Linc/ Bwcabus – providing an integrated rural public transport network, Improve accessibility to services, improve rural network frequency, flexibility & integration, promote sustainable travel, reduce inequalities and Support National & Regional policies.
- Recycling Targets.
- Walking & Cycling Schemes
- RTPI Wales Planning Award for the Caeau Mynydd Mawr Local Development Plan policy and SPG.

3.2 Review and Evaluation for each Division of the Environment Department

Current Strengths

Property Division

- ▶ We have ensured that empty homes were refurbished and suitably allocated by Property's New Homes Team in a timely manner to reduce the waiting times of applicants on the Housing Register. The latest figures as at October 2017 shows that the average turnaround time for a standard void stands at 19.34 days. This has shown an improvement of nearly 2 days on last year's figure. The turnaround time is the amount of time between one tenancy ending and the new one commencing. Our strategy is to provide a more efficient and cost effective service by continuing to improve properties to meet the Carmarthenshire Housing Standard+ (CHS+) as part of undertaking works on void properties.
- ▶ The New Homes Team continues to deliver year-on-year improvements in reducing empty property turnover and therefore reducing the amount of rental income lost when lettable properties are left void
- ▶ The Division continues to work in collaboration with Housing Services to be an integral part of the Affordable Housing strategy by helping to deliver the Stock Increase Scheme. This involves carrying out improvement works and then letting properties that have not previously been held within the council's Housing Stock.
- ▶ The satisfaction ratings received by the New Homes Team continue to be very encouraging. 88% of tenants marked the overall service as 10 out 10 (or Excellent). 98% of tenants rated the service as good to excellent. This information is based on over 250 surveys that have been recorded from April to September 2017. Prior to the creation of the New Homes Team this was often an area with high levels of dissatisfaction voiced by ingoing tenants and elected members. A dedicated capital budget has allowed the team to carry out complete, or partial, CHS+ improvements to 60 void properties.
- ▶ We have started a new way of dealing with day to day housing maintenance with a new joint Housing Repairs Team being piloted, made up of Housing and Property officers focussed on delivering the service in specific Wards. This project has further improved tenant satisfaction with the service
- ▶ The Property Design Delivery Section has continued to develop as a multi-disciplinary in-house delivery team and have implemented appropriate training for identified individuals to facilitate the development of any skills shortages in order to develop a highly skilled professional team for the region. This has resulted in substantially less use being made of external consultants in the four main areas of Architecture, Mechanical and Electrical Design and Quantity Surveying and Project Managements and BREEAM and CDM being undertaken in-house, with the effect of substantially less fees being expended on outsourcing.
- ▶ In line with the need to investigate opportunities as a service and consider the opportunities to facilitate income generation from external sources as part of our role to lead, develop, administer and manage the South West Wales Regional Contractors Framework, a function previously undertaken at no cost to participating partners and fully borne by the Authority, we have generated an annual income for the next 4 years in the region of £160k that will offset internal costs and reduce charge rates within the section accordingly to other departments. This would result in net savings for the Authority.
- ▶ The current Office Accommodation Strategy runs until the end of 2017. A program of further office rationalisation is planned, facilitated by adapting the way we currently use the buildings to suit the needs of those providing services and to engender a new, more agile, way of working. This will further reduce the number of buildings and cost of office accommodation required to deliver the Council's services.

- ▶▶ We are continuing to implement the Councils Community Asset Transfer Programme with over 80% of parks and playgrounds now transferred, or in the process of being transferred to management by local organisations.

Planning Services Division

- ▶▶ We have continued to implement national and local policies in all land use decision making (both through delegated decisions on planning applications and those reported to Planning Committee) and in doing so ensure that we are contributing to the regeneration objectives set for the County (incl. City Deal).
- ▶▶ All teams within the Planning Division have continued to contribute to the regional policy planning forum and national planning policy debates and policy formulation as they arise throughout the year. This year it has included feeding back on matters such as housing deliverability, the national development framework and delivery of the Heritage (Wales) Act.
- ▶▶ The Rural Conservation Team is a highly adaptable, multi skilled and experienced team, and able to deliver practical solutions to a range of environmental issues, including natural resource management.
- ▶▶ The Building Control Unit have established a network of more than [70 local partners](#) including agents, consultants and other construction professionals to ensure the delivery of a high standard of service.
- ▶▶ The Division's Forward Planning prepare the Regional Waste Monitoring report for South West Wales, and have done so now for a number of years.
- ▶▶ Focus within the Forward Planning Unit is now turning towards the preparation of the LDP Review report and considerations and progress in relation to the Revision of the LDP.
- ▶▶ The Minerals & Waste Unit continues to be widely regarded as a Centre of Excellence for mineral and waste planning in South Wales. This strength is founded on the considerable experience and knowledge base of key staff within the unit. The Unit provides the Technical Secretary for the South Wales Regional Aggregates Working Party, the Regional Co-ordinator for the South West Wales Annual Waste Monitoring Report and the Chair/Secretary of the POSW Minerals and Waste Topic Group.
- ▶▶ All Units within the Division continue to work in partnership and collaboratively with colleagues across the Council and other organisations to deliver sustainable projects with multiple benefits. An example of this is the work towards providing and managing suitable habitat for marsh fritillary butterfly through the Caeau Mynydd Mawr Special Area of Conservation project is an on-going commitment and received a highly Commended Award from the RTPI Wales in November 2017. It received this award because it facilitates a structured solution for developments within the economic growth area, delivering the necessary mitigation required and ensuring that each development is compliant with the legislation.

Areas for Improvement

(Including any regulatory findings and addressing the 5 ways of working)

Departmental

- ▶▶ As a department we should further progress the use of mobile/agile working system based on improved connectivity and increased electronic ways of working, and provide staff affected with the necessary hardware/software to achieve this.

Property Division

- ▶▶ We need to invest in additional resources to improve procurement practices and ensure consistent and cost-effective purchasing to support our in-house building maintenance activity
- ▶▶ Our Property Maintenance and Property Design Teams need to be realigned and strengthened through the recruitment of additional resources
- ▶▶ We need to continue working with services across the Council to strengthen links between Service Asset Management Plans and the Corporate Plan.

Planning Services Division

- ▶▶ We need to increase the emphasis on planning for workforce development, internal succession and staff development.
- ▶▶ Planning Services need to improve on achieving a coordinated response to complaints which need to be dealt with under different legislative frameworks – therefore involving other Services and Divisions.
- ▶▶ Future Local Development Plan review requirements set within legislation will require funding provision to be put in place to ensure statutory obligations are met. These obligations will include significant evidence gathering requirements and the re-drafting of elements, or all of the current LDP to ensure it is fit for purpose moving forward. The legislative requirements in relation to the preparation of a Sustainability Appraisal/Strategic Environmental Assessment and Habitat Regulations Assessment as prescribed under European Law will be important evidential requirements.
- ▶▶ Continue to work across CCC departments to raise awareness of both the Resilience Goal in the Well Being and Future Generation (Wales) Act 2015 and the Environment (Wales) Act 2016.

Regulatory Report Recommendations and Proposals for Improvement

Corporate Asset Management

4. Departmental Priorities

Property Services Division – Jonathan Fearn

Ref #	Key Actions and Measures	By When	By Who	WbO Ref
1	Develop, implement and monitor compliant procurement exercises for the Division, working in conjunction with the Corporate Procurement Unit.	31/03/2019	Jonathan Fearn	
2	We will continue the roll out the Housing Repairs Review new working model to deliver a more timely, flexible and efficient multi-skilled repairs service and finalise an implementation plan for extending the service countywide, including appropriate multi-skilling training for all our responsive/ preventative maintenance operatives.	31/03/2019	Jonathan Fearn	
3	We will implement a cost+ costing model for responsive repairs to replace the existing costing method and reduce back office waste. Possible return to an SQR based costing approach to capture elemental changes to components and inform our asset management plan.	31/03/2019	Jonathan Fearn	
4	We will continue to develop mobile working technology and our works management systems for our workforce to enable them to work in an agile and cost effective way including implementation of the 'Total Optimise' Job scheduling and appointment module within our Works Management IT system.	31/03/2019	Jonathan Fearn	
5	We will ensure that risks relating to all premises owned or occupied by CCC are suitably & sufficiently identified & managed.	31/03/2019	Jonathan Fearn	
6	We will develop & implement a hub for all property related services, frameworks & gateway management functions for both within the Authority, regional partners & potential external clients	31/03/2019	Jonathan Fearn	
7	Reduce energy consumption (kWh) / carbon emissions (tonnes) in the Council's existing non-domestic building portfolio.	31/03/2019	Jonathan Fearn	
8	Identify and deliver energy efficiency projects within the Council's existing, non-domestic buildings.	31/03/2019	Jonathan Fearn	
9	Continue to extend the use and availability of the Authority's AssetManager property database	31/03/2019	Jonathan Fearn	
10	Continue to identify development / disposal / service opportunities as they arise and facilitate the generation of Capital Receipts by: <ul style="list-style-type: none"> Annually reviewing the Corporate Asset Management Plan. Continuing the implementation of the Councils Office Accommodation Strategy including agile working which aims to reduce the number of buildings and increase the efficiency of the portfolio. Continuing to work with Town and Community Councils and Third Sector organisations on asset transfer to allow local ownership of assets. 	31/03/2019	Jonathan Fearn	
11	Continue to work with Public Services Board partners to achieve a range of benefits through collaborative working in property management & to reduce the cost of holding & managing property through identifying short & longer term opportunities.	31/03/2019	Jonathan Fearn	

Ref #	Key Actions and Measures	By When	By Who	WbO Ref
12	We will continue to maximise rental from let properties & minimise void property turnover time. Aiming to keep occupancy levels of established properties above 85% wherever possible.	31/03/2019	Jonathan Fearn	

Risks

Departmental/ Divisional

1. Recent reviews have identified the need for more robust property data information, and the high level of properties in the property portfolio set against a reducing maintenance budget. The historical lack of robust property data has been addressed, with regular desktop reviews Centralised budgets now implemented to mitigate risk being undertaken. The quality and integration of property data is also being investigated led by the corporate TIC team. The requirement to implement a proactive approach to maintenance of pumping stations has been identified and regular inspections programme needs to be funded and undertaken.
2. A high proportion of the current Property Team are of, or nearing, retirement age with potential loss of extensive experience. Some informal succession planning is being implemented. Key staff have also been leaving the organisation for better paid positions with other employers and this has had a significant impact on delivery in recent years. Back-filling these roles has also required significant expenditure, due to the need to engage with external support. We will be reviewing structures in the Property Maintenance and Property Design Teams to improve retention and increase in-sourcing, subject to business cases.
3. There is a continuing high level of repairs backlog which could lead to reduced rental value and vacancy of managed property
4. The continuing economic situation market is likely to lead to continued pressure on rents and increased debt levels

(Please enter the risk reference , #, to the mitigating action above)

Planning Services Division – Llinos Quelch

Ref #	Key Actions and Measures	By When	By Who	WbO Ref
1	With the restructure now complete focus during the coming year will be on the implementation of agreed principles and other measures that may be needed to ensure consistency of management and decision making across the Unit.	31/03/2019	Llinos Quelch	WBO12
2	We will formalise our process for dealing with all pre-application enquiries, both statutory and discretionary, including the receipt of fee income where appropriate. This will include Built Heritage enquiries.	31/03/2019	Llinos Quelch	WBO12
3	We will continue to review the implementation and effectiveness of the Dangerous Structures Policy.	31/03/2019	Llinos Quelch	WBO12
4	We will continue to deliver the Caeau Mynydd Mawr SAC Marsh Fritillary project, consistent with SPG, which aims to ensure the management of at least 100ha of Marsh Fritillary habitat in perpetuity.	31/03/2019	Llinos Quelch	WBO12
5	We will work towards ensuring that CCC meets its Biodiversity and Ecosystem Resilience Duty under Section 6 of the Environment (Wales) Act: planning what actions it will deliver and reporting on outcomes achieved to WG. Evidencing links between this work and the requirements of the Well Being of Future Generations (Wales) Act 2015.	31/03/2019	Llinos Quelch	WBO12
6	We will implement and monitor the adopted Local Development Plan (LDP) in accordance with the statutory requirements and the content of the agreed Monitoring and Implementation Framework.	31/03/2019	Llinos Quelch	WBO12
7	We will produce and publish the Annual Monitoring Report (AMR) in relation to the LDP by the 31 st October 2018.	31/10/2018	Llinos Quelch	WBO12
8	We will commence the preparation of a Revised LDP in accordance with statutory provisions and seek to agree with the Welsh Government a Delivery Agreement (including timetable and Community Involvement Scheme). Subject to the political process and subsequently Welsh Government approval the focus during 2018/19 will be the Candidate sites process, evidence gathering and general engagement and Pre Deposit Consultation.	31/03/2019	Llinos Quelch	WBO12
9	We will continue to maintain and where possible develop the internal Planning delivery/advice service.	31/03/2019	Llinos Quelch	WBO12
10	We will work towards completing the adoption and implementation of a Local Development Order for Llanelli Town Centre as part of a co-ordinated strategic approach to regeneration within the town centre (subject to agreement through the political process post public consultation).	31/03/2019	Llinos Quelch	WBO12
11	We will continue to monitor and where appropriate manage the use of monies raised through developer contribution including s106 agreements. As a consequence we will ensure monies are appropriately used and that there is an efficient turn around in the use of funds.	31/03/2019	Llinos Quelch	WBO12

Ref #	Key Actions and Measures	By When	By Who	WbO Ref
12	We will continue to improve working relationships and develop Service Level Agreement with other Local Authority partners through the continued identification of “better ways of working”, prioritising the Minerals & Waste service in order to provide a more efficient and effective service to our customers.	31/03/2019	Llinos Quelch	WBO12
13	We will consider the opportunities of extending the provision of Mineral & Waste services to other Local Planning Authorities in South Wales under Service Level Agreements or as specific projects in order to generate additional income & to underpin a resilient business unit over the long term which can continue to provide an efficient and effective service to our customers.	31/03/2019	Llinos Quelch	WBO12
14	Development of the WG sponsored pilot project for the involvement of Members in the Pre-application process.	31/03/2019	Llinos Quelch	WBO12
15	Over the course of the next 18 months the Built Heritage function will be reviewed to consider whether there is any scope regarding fee generating opportunities (e.g. training, advisory service etc.).	31/03/2019	Llinos Quelch	WBO12

Key Performance Measures		18/19	By Who	WbO Ref
15	PAM/018 - % of all planning applications determined in time (New Measure: 2017/18 Target – 75%)	TBC	Llinos Quelch	WBO12
16	PAM/019 - % of planning appeals dismissed (New Measure: 2017/18 Target – 69%)	TBC	Llinos Quelch	WBO12

Risks

Departmental/ Divisional

1. The changeover between old back office system and the new back office system if unforeseen issues arise during the migration and set up process could adversely effect on the effectiveness and timely delivery of the planning and building control function.
2. There is an on-going concern with regard to income levels not meeting predicted budget targets in relation to both planning application and building control. The fee income generated is very much reliant on the buoyancy of the building industry and also buoyancy of the economy in relation to works undertaken by residents to their own homes.
3. New legislation and procedures continue to be produced for Wales. That with the greatest impact on the Planning Division as a whole is the Planning (Wales) Act 2015, but also with significant implications are the Environment (Wales) Act 2016, the Historic Environment (Wales) Act 2016 and also of course the Future Generations (Wales) Act. A raft of secondary and supporting legislation will continue to come out from Welsh Government over the coming years with regard to implementing the various aspects of these Acts. The impact of this on staffing, resources and workloads cannot be fully understood until all the new requirements are released and understood.
4. Failure of CCC to comply with Section 6 of Environment Act.
5. The future of the Tywi Centre is currently being considered. In the past the Centre has been funded by external grants. There is a need to secure a sustainable business case and income stream for the centre if it is to survive. There is a risk in relation to failure to identify sustainable business case for the Tywi Centre.

(Please enter the risk reference , #, to the mitigating action above)

5. Resources

Budget Summary

To be confirmed

Savings and Efficiencies

Proposed budget savings: to be confirmed following the budget consultation process.

Workforce Planning

i [Workforce Planning Toolkit](#) and [Divisional Profiles](#) to help complete this section

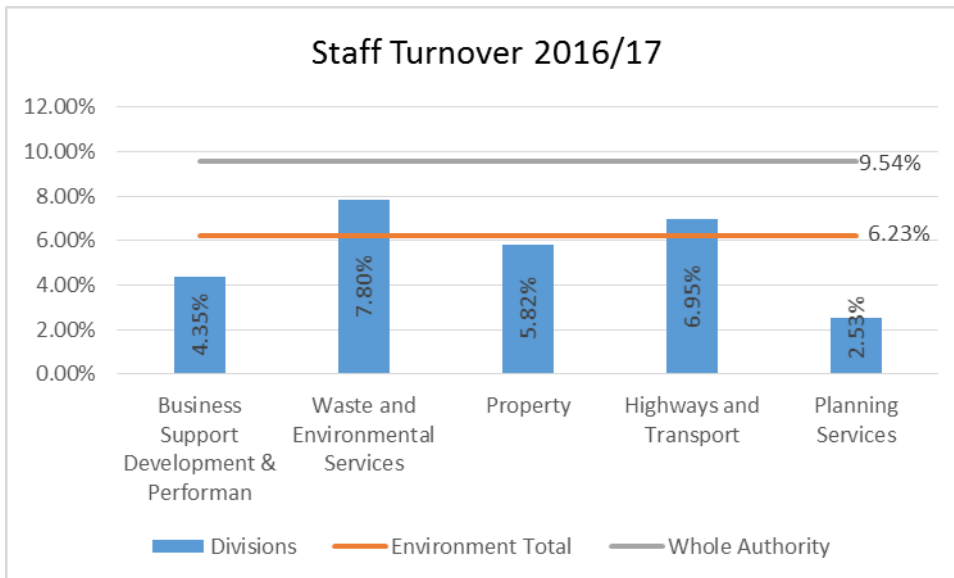
The Corporate Strategy (2015 -2020) and the People Strategy (2014 – 2019) define the Council’s drive for a flexible organisational structure that will invariably affect the shape of the workforce and alter the skill requirements across the Council. Effective leadership needs to demonstrate the 6 key leadership behaviours in order to engage our workforce to deliver high standards of service. Our People Strategy describes our intentions as we progress towards a period of increasing change, including Local Government re-organisation, and sets out the vision for our staff:

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

The current financial pressures are likely to increase, driving the need to plan and use our resources to maximise impact.

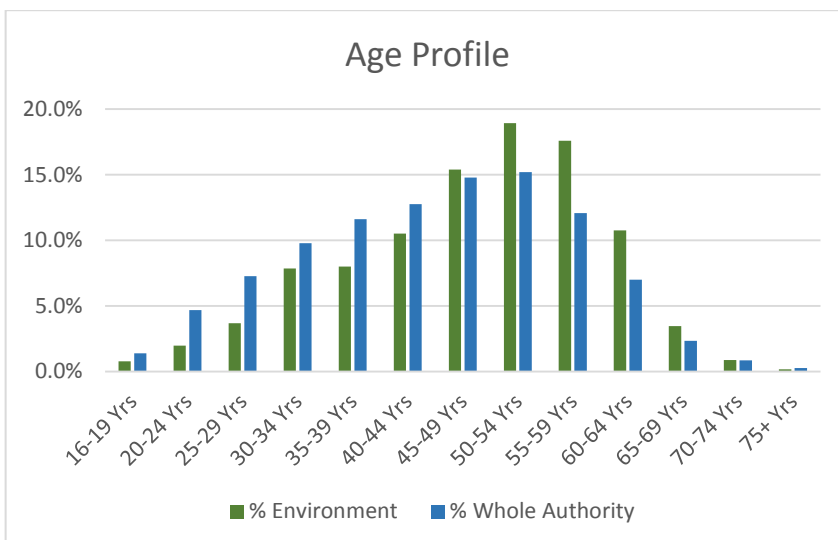
Each of the divisions are looking at their structures and staffing in preparation for succession planning and determining future workforce requirements.

What is the Turnover of our Workforce?



What is the Diversity profile?

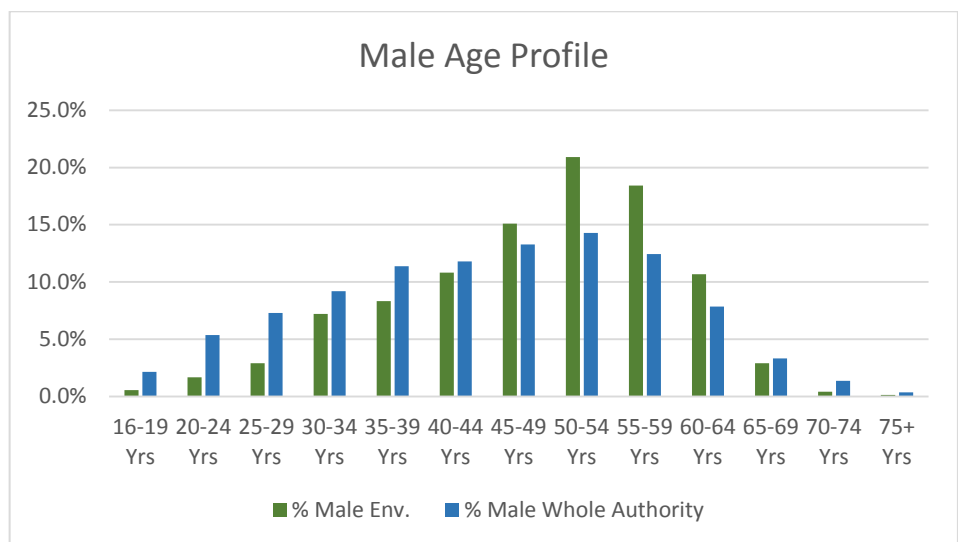
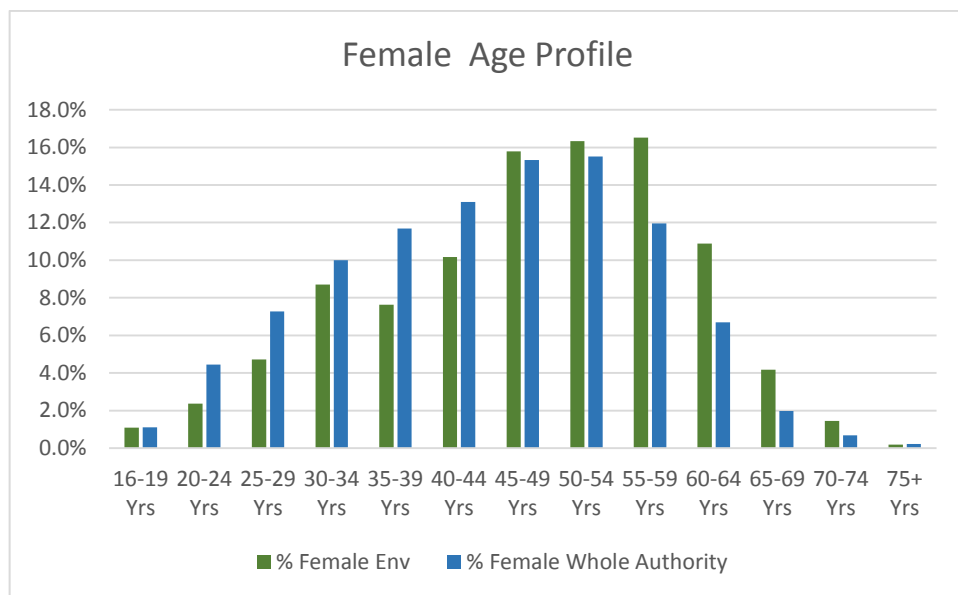
Year 2016/17



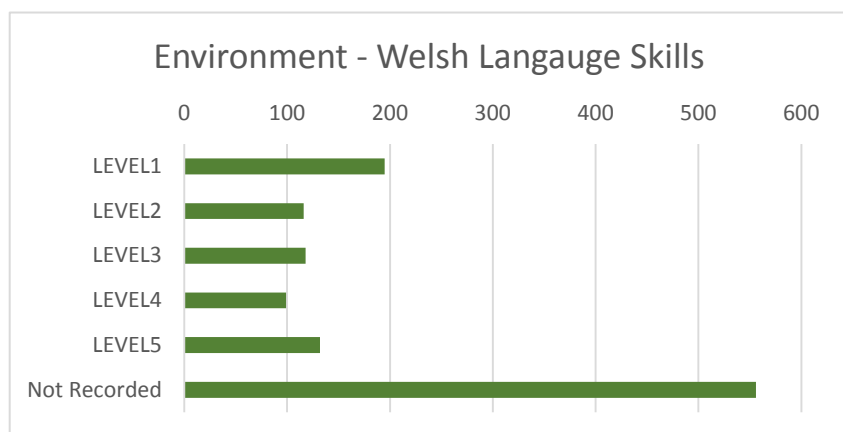
The Environment Workforce has a gender split of 57% Male / 43% Female compared to the Whole Authority split of 26.5% Male/ 73.5% Female. The Whole Authority figures include the schools workforce.

67.2% of the Environment Workforce are over 45+ years compared to the Whole Authority Workforce figure of 52.5% who are over 45+ years.

Year 2016/17



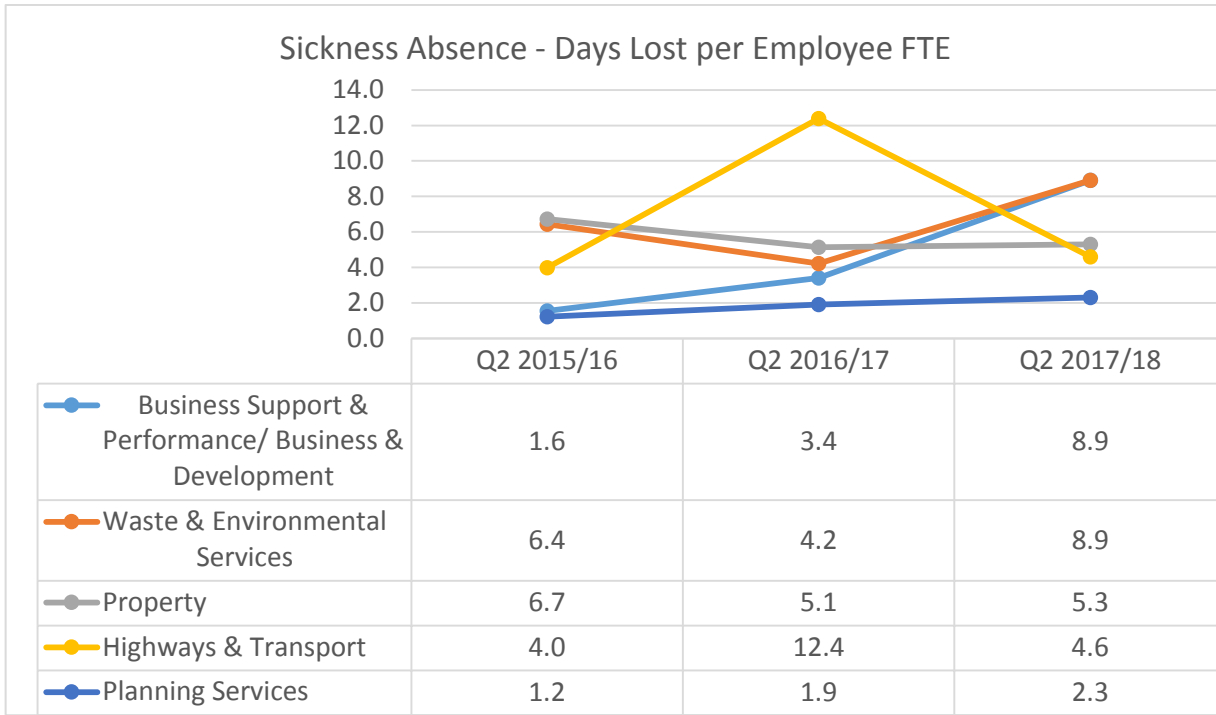
Welsh Language Skills



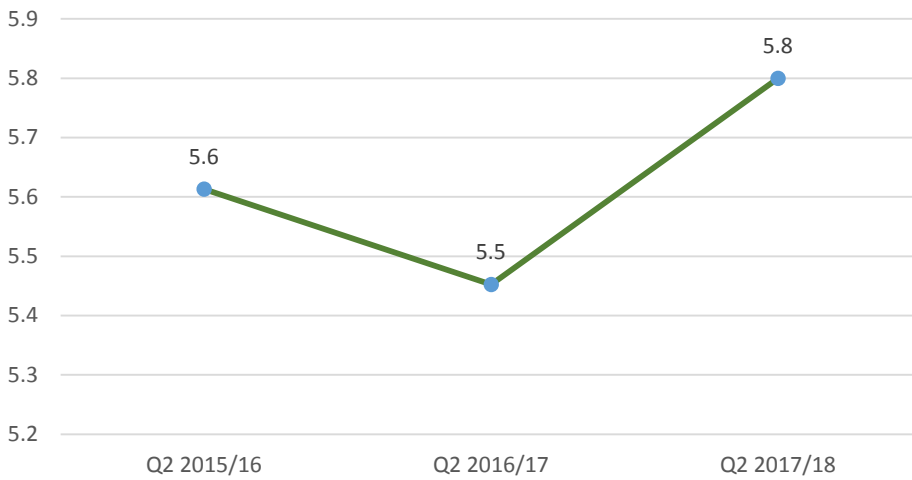
* Our non-office based staff are still completing Welsh Language questionnaires.

Sickness Absence

The mean average FTE days lost per employee FTE for the Environment Department is **5.8** days. The joint highest average sickness is **8.9** days per employee FTE is in the Waste & Environmental Division and Business Support.



Environment



6. Key Departmental Measures by Division

Environment Departmental Measures

Definition / Measure Reference (abbreviated definition is fine)	2015/16	2016/17					2017/18		2018/19	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					
Environment Department										
1	Departmental Number of (FTE) days lost due to sickness absence - CHR/002	9.36 days	10.1 days	N/A	N/A	N/A	11.2 days	5.8 (Q2) Target 4.6 (Q2)	TBC days	
Property Services Division										
11	Energy Consumption (kWh)	68,452,917	66,883,735	N/A	N/A	N/A		Annual	TBC	
12	CO2 emissions (tonnes)	20,855	20,546	N/A	N/A	N/A		Annual	TBC	
13	Cost (£) of Energy Consumption	£4,440,880	£4,032,916	N/A	N/A	N/A		Annual	TBC	
14	Renewable electricity generated (kWh)	280,742	670,401	N/A	N/A	N/A		Annual	TBC	
15	CAM/037 - % change in the average Display Energy Certificate (DEC) score within local authority public buildings over 1,000 square metres	7.2%	-0.3%	**	3.1%	4.1%		Annual	TBC	
16	CAM/043 Total useable office accommodation per Full Time Equivalent office based employee (Net Internal Area)	8.7	11.4	Data currently being collected by Welsh Data Unit for evaluation				Annual	TBC	
17	CAM/045 Office accommodation costs per square metre (Net Internal Area)	£110.03	£95.84	Data currently being collected by Welsh Data Unit for evaluation				Annual	TBC	
18	CAM/050 Office accommodation costs per Full Time Equivalent office based employee	£955	£1094	Data currently being collected by Welsh Data Unit for evaluation				Annual	TBC	

Definition / Measure Reference (abbreviated definition is fine)	2015/16	2016/17			2017/18		2018/19	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				
Planning Services Division									
25	PAM/018 - % of all planning applications determined in time	NEW MEASURE			75%	64.18 % (Q2) 72% Target (Q2)	x.x%		
26	PAM/019 - % of planning appeals dismissed	NEW MEASURE			69%	50% (Q2) 67% Target (Q2)	x.x%		

Well-being of Future Generations Act 2015

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

A. The Sustainable Development Principle of the Act

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

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

B. The Five Ways of Working required by the Act

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

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

C. The Seven Well-being Goals of the Act

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

Well-being Goals



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

Carmarthenshire County Councils Well-being Objectives

Key for the following table [📄 Link to the Corporate Map of WbO and HOS](#)

1=Lead role – Key contributions identified in the Action Plan in this business plan

2= Significant Support - Significant contributing Actions identified in this plan

3- Some contributing Actions

[📄 Link to Spreadsheet- with all Well being Objectives and action plans – filtered by Department and Division](#)

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

Corporate Strategy 2015-2020

Key for the following table

1=Lead role – Key contributions identified in the Action Plan in this business plan

2= Significant Support - Significant contributing Actions identified in this plan

3- Some contributing Actions

Ref	Corporate Strategic Expected Outcomes and Strategic Focus	Highways & Transport	Property Division	Waste & Environmental	Planning Division
		Steve Pilliner	Jonathan Fearn	Ainsley Williams	Llinos Quelch
Making Better Use of Resources					
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		1	2	
2	Providing services as efficiently as possible, ensuring value for money and supporting staff in order to reduce sickness absence rates	2	2	2	2
3	Investigating and developing new ways of working and providing services	2	2	2	2
4	Working in collaboration with other organisations to identify areas for shared services and economies of scale to reduce running costs	2	2	2	2
5	Reviewing management and 'back office' costs in order where possible to safeguard 'front line' services.	2	2	2	2
	Improved public satisfaction levels with the services provided by the Council	2	2	2	2
	Reduction in organisational 'running costs'	2	2	2	2
	Increased on line activity to address public queries and transactions	2	2	2	2
Building a Better Council					
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	2	2	2	2
7	Ensuring the Council's governance arrangements and constitution are fit for purpose for future requirements in line with the findings and recommendations of the 2014 WLGA 'Peer Review'	2	2	2	2
8	Managing and supporting our workforce to provide better outcomes for our residents through appropriate recruitment, retention and development of our staff.	2	2	2	2
9	Developing an integrated workforce plan that supports the Council's strategic objectives.	2	2	2	2
10	Increasing collaboration with our partners and communities in order support the delivery of services	2	3	2	
11	Responding to the need to reform local government and ensuring Carmarthenshire is well positioned in any future arrangements.	2	2	2	2
12	Strengthening the position of the Welsh language in Carmarthenshire by implementing the recommendations of the 'Welsh Language in Carmarthenshire's report (March 2014)	3	3	3	3
	Increasing public communication, consultation and engagement	2	2	2	2
	Improved staff satisfaction levels	2	2	2	2
	Reduced staff sickness absence levels	2	2	2	2
People in Carmarthenshire are healthier					
13	Ensuring further integration of community focused Council support services with health services	2	2	2	
14	Enhancing the range of community options to support older people to remain independent in their later years	2	2	2	3

Ref	Corporate Strategic Expected Outcomes and Strategic Focus	Highways & Transport	Property Division	Waste & Environmental	Planning Division
		Steve Pilliner	Jonathan Fearn	Ainsley Williams	Llinos Quelch
15	Supporting disadvantaged children and families to build their resilience with early intervention through targeted intervention programmes such as Flying Start, Families First and Communities First and embedding this practice within our core services		3		
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		2		3
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		2		
19	Getting more Carmarthenshire people more (physically and creatively) active, more often in order to improve the health and well-being of our residents.	3			3
	Reduction in referrals to adult and children's social services				
	Increased availability of rented and affordable homes		2		3
	Increased use of leisure facilities		3	3	
People in Carmarthenshire fulfil their learning potential					
20	Ensuring continuous improvement in education outcomes for all children and young people across all learning phases				
21	Successfully introducing and translating the new national curriculum and qualifications into an inspiring and engaging local curriculum				
22	Developing a self-improving school system across the County making every school a good and improving school				
23	Continuing to improve school attendance				
24	Ensuring a range of youth support services to foster the engagement of young people in education, work and community life				
25	Continuing to improve the condition, suitability and resource efficiency of our schools network through the Modernising Education Plan by investing a further £170m in the improvement of school premises through the 21 st Century School Programme	3	2		
26	Further developing the 'Un Sir Gâr - Yr Hwb' service approach by simplifying access to learning and employment support services for young people and working age people.				
27	Further developing Welsh medium and bilingual education provision within the County in accordance with the Welsh in Education Strategic Plan				
	Improved educational attainment				
	Improved school attendance rates				
	Reduced number of young people Not in Education, Employment or Training				
	Improved condition of schools		2		
People who live, work and visit Carmarthenshire are safe and feel safer					
28	Protecting and safeguarding children and adults from harm				
29	Supporting children, young people and families at times when they are facing challenging circumstances and enabling them to build their resilience to cope in the future				
30	Being good corporate parents to children and young people who come into the care of the Authority				
31	Reducing speeding and road traffic accidents	2			
32	Reducing anti-social behaviour by working in partnership with other agencies and communities to tackle local problems			3	
33	Reducing drug and alcohol misuse within the county				

Ref	Corporate Strategic Expected Outcomes and Strategic Focus	Highways & Transport	Property Division	Waste & Environmental	Planning Division
		Steve Pilliner	Jonathan Fearn	Ainsley Williams	Llinos Quelch
	Appropriate support provided to children, young people and families as required				
	Reduction in road casualties	2			
	Reduction in total recorded crime			3	
	Reduction in anti-social behaviour	2		3	
Carmarthenshire's communities and environment are sustainable					
34	Enhancing and utilising our rich natural environment whilst at the same time adapting to future needs as a result of climate change		3	3	1
35	Supporting resilience with our rural and urban communities	3	3		2
36	Taking further steps to reduce waste and increasing recycling working towards achieving the national target of 70% recycling by 2024/25 (from 59% in Carmarthenshire in 2014)			1	
37	Improving digital inclusion within the county but ensuring access to IT equipment, developing digital literacy and supporting connectivity for our communities				
	Increased rates of recycling			1	
	Improved digital access				
	Improved transport links	1			
	Increased use of renewable energy		1		2
Carmarthenshire has a stronger and more prosperous economy					
38	Creating jobs and growth throughout the County	3	3	3	3
39	Developing training and learning opportunities for local people				
40	Improving the highway infrastructure and communication network to support further economic development and connectivity	1			
41	Ensuring long-term economic and social benefits for Carmarthenshire through the Swansea Bay City Region and future European and external funding avenues	3	3		3
	Increased employment	3	3	3	3
	Reduction in working age population in receipt of out of work benefits				
	Increased economic activity and productivity	2			