

Chief Executive's Department

Draft Departmental Business Plan 2020 – 2023

Extract for Policy & Resources Scrutiny



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

January 2020

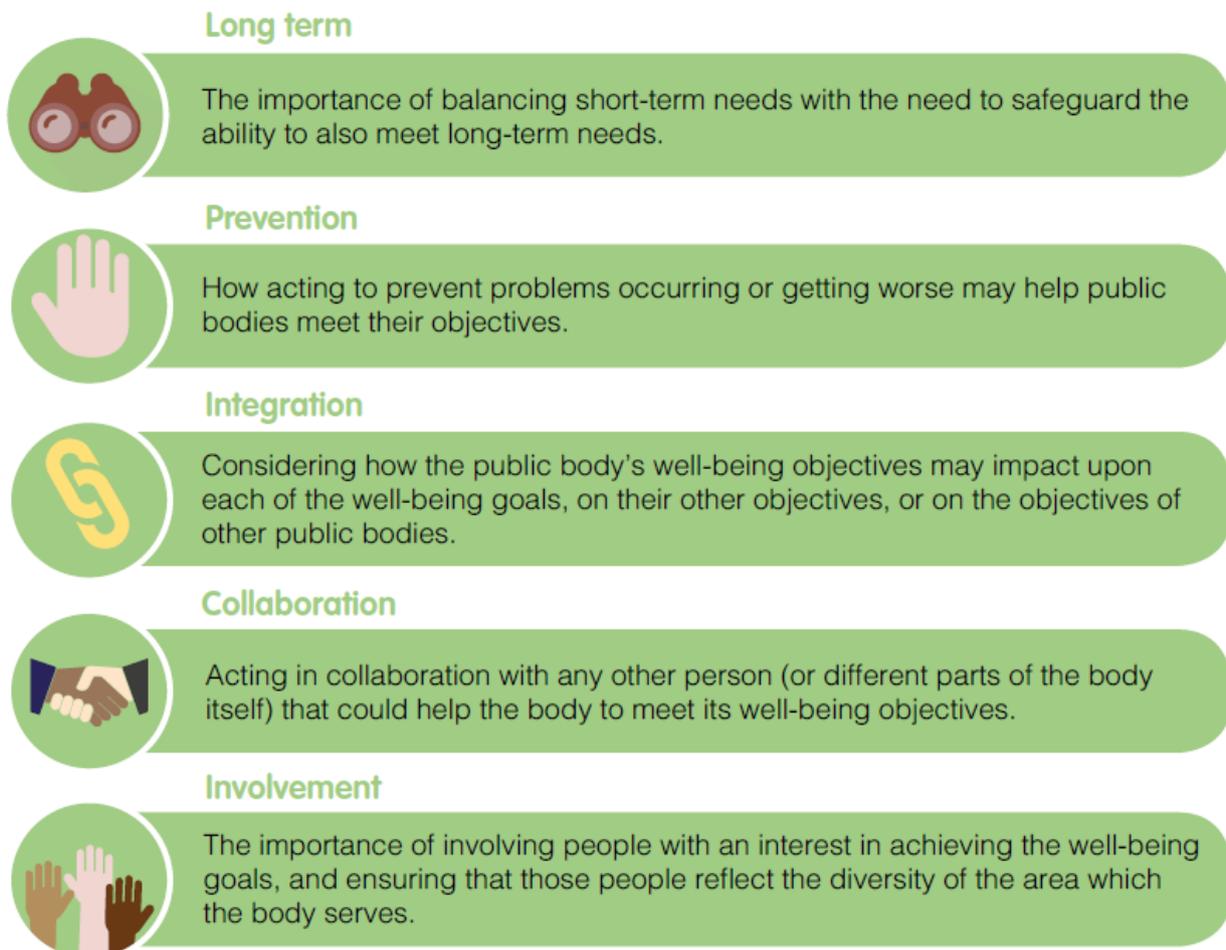
The Sustainable Development Principle

The Well-being of Future Generations (Wales) Act 2015 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.’

To show that we have applied the sustainable development principle we must demonstrate.....

The 5 Ways of Working (see Appendix 1)



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The Purpose of this Plan

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

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

Executive Board Member/s Foreword

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

Executive Board Members Responsible:



Cllr Emlyn Dole – Economic Development – Swansea Bay City Deal, Marketing & Media, Public Services Board

.....



Cllr Mair Stephens – Human Resources, Performance Management, ICT, Transformation Innovation and Change (TIC), Information Governance

.....



Cllr David Jenkins - Property/Asset Management and Major Projects, Statutory Services (Coroners, Registrars, Electoral, Lord Lieutenancy), Customer Services, Armed Forces

.....



Cllr Cefin Campbell – Community Safety, Counter Terrorism & Security Act, Well-being of Future Generations, Tackling Poverty, Rural Affairs

.....



Cllr Linda Evans – Ageing Well

.....



Cllr Peter Hughes Griffiths – Development of the Welsh Language, Tourism, Town & Community Council liaison

.....

1. Departmental Overview

Introduction by Wendy Walters - Chief Executive

In January 2018, Carmarthenshire County Council's Executive Board presented its key aspirations for the next 5 years – '[Moving Forward in Carmarthenshire: the next 5 years](#)'. This plan identified a number of key projects and programmes that the Council will strive to deliver over the next five years. It seeks to continuously improve economic, environmental, social and cultural well-being in the County. Given this direction, the Council published a [Corporate Strategy](#) that consolidated and aligned our existing plans

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

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

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

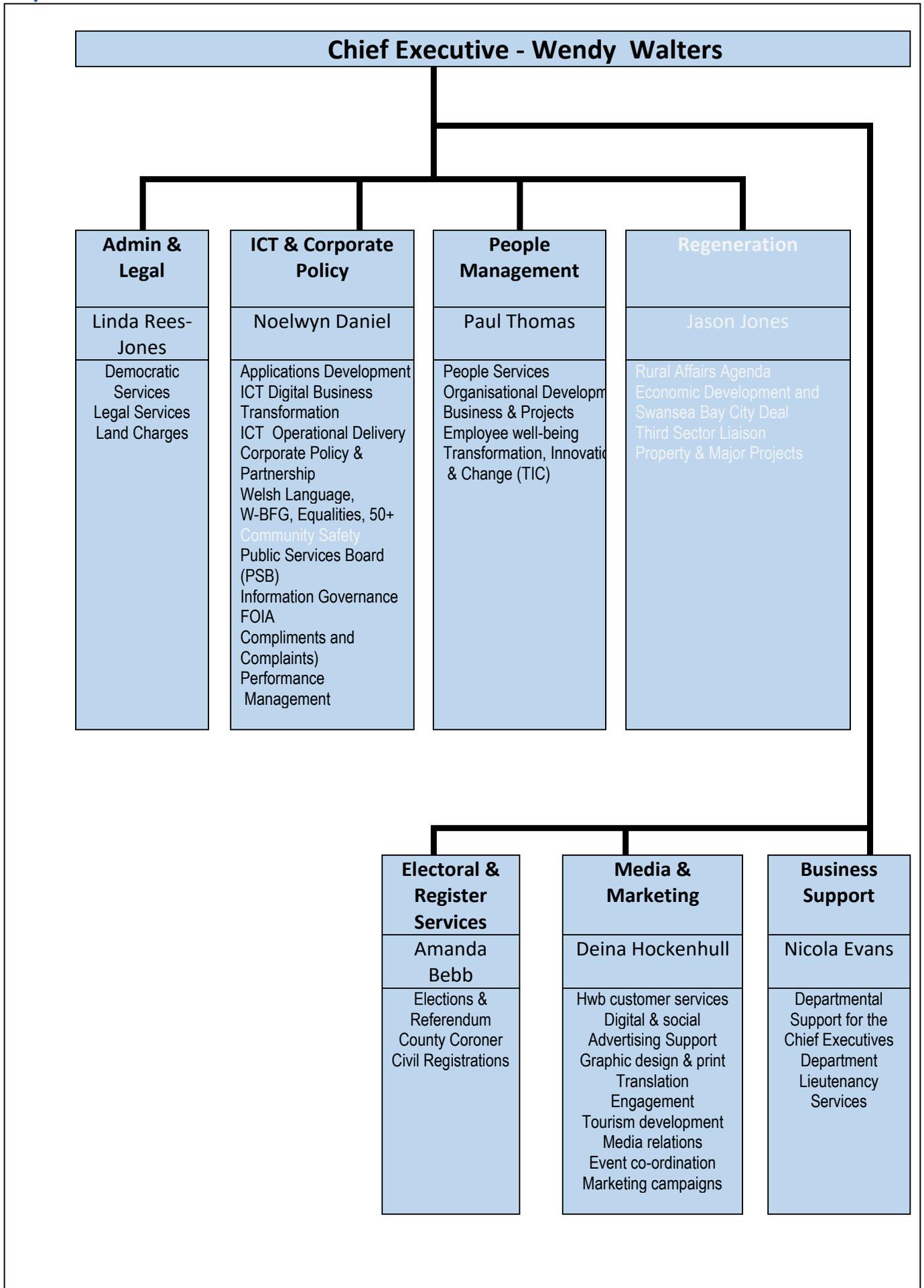
My Department will lead on the delivery of the expectations of the Well-being of Future Generations Act 2015, in particular the expectations it has for core activities such as Corporate Planning, Performance Management and Workforce Planning. We will also develop the application of the 5 Ways of Working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

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



Wendy Walters - Chief Executive

Department Structure



2. Strategic Context

2.1 National Well-being Goals

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

2.2 The Council's Corporate Strategy 2018-23 (incorporating Our Well-being Objectives 2019/20)

In particular the Department supports the following Well-being Objectives:-

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

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

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

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 PSB Progress Reports](#)

Healthy Habits: people have a good quality of life, and make healthy choices about their lives and environment

- We have continued to fully support staff to maintain a healthy life style, including proactive and preventative actions and education to raise awareness on key health topics and, where necessary, ensuring the careful management of staff sickness absences in the interest of the staff and the provision of services

Early Intervention: to make sure that people have the right help at the right time; as and when they need it

- 50 volunteer Wellbeing Champions have recently been trained and will now be working to encourage and motivate their colleagues in the divisions, developing clubs, teams, activities and corporate messages which improve mental and physical health & wellbeing
- We have supported Managers to better manage mental health issues in the workplace by rolling out a new development programme and signing up to the Time to Change pledge
- The Wellness Village project has taken a major step forward this year with the release of outline planning consent in August 2019 and progression of design development work for zone 1 to RIBA Stage 3.

Strong Connections: strongly connected people, places and organisations that are able to adapt to change

- We will increase the confidence of Welsh speakers and therefore the use of the Language in every sphere of life and encourage and Support the county's organisations to make the Welsh Language an increasingly natural medium for their Services. MF5-8
- A proposed "Digital Connectivity Action Plan for Carmarthenshire" has been drafted and we have worked with Welsh Government, Openreach, Mobile providers and other relevant stakeholders to inform the proposed Action Plan. We are also leading on behalf of Carmarthenshire on the Swansea Bay City Deal Digital Infrastructure project, ensuring the needs of the County are at the forefront of plans for the regions Digital Connectivity
- Successfully maximised opportunities for our communities to create jobs and growth (Afror and Leader)

Prosperous People and Places: to maximise opportunities for people and places in both urban and rural parts of our county

- We have supported engagement with the residents and stakeholders of the Tyisha ward to enable the development of a Community Regeneration Masterplan for the ward
- We have published the Council's Moving Rural Carmarthenshire Forward report and recommendations
- Successful launch of the new Rural Regeneration Strategy and establishment of the 10 Towns initiative.

2.4 Department Specific Acts/Strategies

Department Specific Act/Strategy	Subject to Annual Report? Yes/No	Future Generation Act compliant?
<i>Future Generations Compliant?</i>		
The County of Carmarthenshire's Well-being Plan 2018-2023	Yes	Yes
Moving Forward in Carmarthenshire: the next 5 -years	Yes	Yes
The Digital Technology Strategy	Yes	Yes
The Digital Transformation Strategy	Yes	Yes
The Digital Schools Strategy	Yes	Yes
Corporate Strategy	Yes	Yes
Annual Report	Yes	Yes
<i>Pre Future Generations</i>		
<i>Strategic Regeneration Master Plan 2015-30 – Transformations</i>		
<i>'Our People' / 'Ein Pobol'</i>	Yes	Yes
General Data Protection Regulation Act	Yes	-
Welsh Language Standards under s44 Welsh Language (Wales) measure 2011	No	-
Welsh Language Promotion Strategy	5 years	Yes
Equality Act 2010	No	-
Strategic Equality Plan	Yes	Yes
Freedom of Information Act 2000 (FOIA)	Yes	-

*NOTE: When Strategies/Plans are refreshed or Annual Reports are published you should address the FG Act/5WOW requirements so that they are compliant with the Act.

3. Summary Divisional Plans

The following Summary Divisional Plans are included:

- A. Administration & Legal Division**
- B. ICT & Corporate Policy Division** (Inc. Community Safety)
- C. People Management Division**
- D. Regeneration Division**
- E. Direct Reports**
 - Media and Marketing
 - Electoral and Registrars and
 - CEX Business Support

A. Administration & Legal Summary Divisional Plan – Linda Rees-Jones (Ext.4010)

Divisional Profile



Our core work is to ensure legality and probity in the Council's decision-making. This involves the provision of a Monitoring Officer, Democratic & Governance, Legal and Land Charges services to our client base. Two of the posts within our Division are required by law / statutory posts – the Monitoring Officer, and the Head of Democratic Services. The Division is headed by the Head of Administration & Law, who is also the Monitoring Officer. This officer is a member of the Authority's Corporate Management Team. Our client base across these services includes the Council and its Committees, the Executive Board, members, all Departments of the Council, the public (in the case of land charges) and various outside bodies (such as the Regional Partnership Board).

Major Current Strengths/highlights of the year so far

The **Legal Service** is instrumental in delivering Council's key aims and objectives across the full range of the Council's functions.

Some of the main themes that have emerged during the year are:-

- The drive to maximise external debt recovery by the Council
- Advising on external service delivery structures (e.g. Local Authority Trading Companies and 'Teckal' companies) and regional partnership working
- Supporting the Council's regeneration and affordable housing programmes
- Helping safeguard the vulnerable in society through child care and adult social care proceedings
- Supporting the Modernisation of Education Programme

The main themes that have emerged for **Democratic Services** during the year have been:-

- The modernisation and digitisation of working practices with the main highlight the implementation of a paperless meeting environment as at 2nd September 2019
- Successful administrative and governance arrangements for Joint working arrangements and Regional bodies
- Promoting the increased involvement of the public in the work of scrutiny committees
- Member Expenses Self-Service Pilot commenced as part of modernising and digitalisation of working practices.

Key Areas for Improvement

(including Regulatory Report (WAO/FG), Member T&F, TIC and Consultation Findings; addressing bottom quartile results, etc.)

- Review the overview and scrutiny committee structure to ensure it is able to meet current and future challenges *PIMS Ref 13629 Regulatory Recommendations 2018 PIMS (target end date 31/12/2019)*
- Put in place arrangements for assessing the effectiveness and impact of overview and scrutiny *PIMS Ref 13634 Regulatory Recommendations 2018 (target end date 31.12.2019)*

Key Divisional Risks - No Corporate Risks identified

5 Ways of Working ([Self-Assessment Review Scorecard](#) / [FG Framework](#))

1. Long Term	<i>The importance of balancing short-term needs with the need to safeguard the ability to also meet long term needs</i>
<i>How good are we at this?</i>	Strong
Self-Assessment Review:	We have continued to advise on the governance arrangements for new models of working, including but not limited to Local Authority Trading Companies, regional Partnerships, and Pooled Budgets etc.
What difference have we made? (as a result of WFG Act)	We have implemented agreed actions/resolutions for :- <ul style="list-style-type: none"> • Governance of trading companies and regional partnerships • the modernising and delivery of democratic services through digitisation
Planned Improvement for 20/21 - we will: (link to action plan)	<ul style="list-style-type: none"> • We aim to review and harmonise governance arrangements for the Council's LA Trading Companies. • We aim to move towards a new self-service process for members' expenses. • Implementing any actions arising from the Local Government and Elections (Wales) Bill launched on the 18th November 2019 and updating the Council Constitution as necessary. <i>Action A1.</i>
2. Prevention	<i>How acting to prevent problems occurring or getting worse may help public bodies meet their objectives</i>
<i>How good are we at this?</i>	Strong
Self-Assessment Review:	<ul style="list-style-type: none"> • We continue to advise on, review and monitor the decision making by the authority to ensure it is in accordance with the law • We have implemented improvements to our Scrutiny Function as a result of the Wales Audit Office Overview and Scrutiny: Fit for the future report.
What difference have we made? (as a result of WFG Act)	<ul style="list-style-type: none"> • We ensure that key decisions have been made in accordance with Constitutional arrangements and the law. • We are working to the recommendations of the training provided by the Centre for Public Scrutiny in focusing the work and outcomes of our Scrutiny Committees.
Planned Improvement for 20/21 - we will: (link to action plan)	Aim to ensure that governance arrangements for the Local Authority comply with the proposals within the Local Government and Elections (Wales) Bill launched on the 18 th November 2019. <i>Action A1.</i>
3. Integration	<i>Considering how well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies</i>
<i>How good are we at this?</i>	Partial
Self-Assessment Review:	We continue to lead the Democratic Process for external organisations eg. Wales Pension Partnership Joint Governance Committee, Education in Regional Working (ERW), and the Dyfed Powys Police & Crime Panel.
What difference have we made? (as a result of WFG Act)	We have shown that the Authority can meet the challenges of joint working and its associated working practices.
Planned Improvement for 20/21 - we will: (link to action plan)	Dependent upon the requirements of the Joint Agreement and partner authorities and any legislative changes arising from the Local Government and Elections (Wales) Bill launched on the 18 th November 2019. <i>Action A1.</i>
4. Collaboration	<i>Acting in collaboration with any other person (or different parts of the body itself) that could help the body meet its well-being objectives</i>
<i>How good are we at this?</i>	Strong

Self-Assessment Review:	We continue to attend and fully support meetings of the Wales Pension Partnership Joint Governance Committee, Dyfed-Powys Police and Crime Panel and ERW.
What difference have we made? (as a result of WFG Act)	We ensure that joint governance administrative and legal /Monitoring Officer arrangements are efficient and effective
Planned Improvement for 20/21 - we will: (link to action plan)	Dependent upon the requirements of the Joint Agreements, partner authorities and the recently launched Local Government and Elections (Wales) Bill. <i>Action A1.</i>
5. Involvement	<i>Importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area</i>
How good are we at this?	Strong
Self-Assessment Review:	We have worked with Chairs & Vice of Scrutiny to develop additional methods of engagement with the public, through annual letters to T&CCs, Scrutiny Topic Suggestion Forms etc. A Scrutiny Communication Strategy has also been developed and following agreement by C&V is delivered by the Media and Marketing Division. The public and stakeholders have been invited and have taken the opportunity to give evidence at Task and Finish Group reviews. The Public have shown interest in the Authority's Climate Change strategy with a number of public questions being asked at both Council and Executive Board. The level of public engagement with the police and crime panel has also increased, with members of the public being invited to attend and give evidence to the Panel and doing so. Members of the public have also submitted questions to the Panel for the Commissioner to answer and participated in a consultation exercise run by the Panel.
What difference have we made? (as a result of WFG Act)	Members of the public and stakeholders have been invited to give evidence at both Scrutiny T&F and the Police & Crime Panel and have done so.
Planned Improvement for 20/21 - we will: (link to action plan)	To continue to engage with the public in the most appropriate way, this will include the development of a public participation strategy which is a requirement of the recently launched Local Government and Elections (Wales) Bill. <i>Action A1.</i>

Divisional Summary Action Plan

R ef #	Key Actions and Measures	By When ^{#1}	By Who	WBO Ref	5WOW (LT/P/Int/C/Inv)	✓ If Key action to go forward to 20/21 Dept BP
A						
1.	We will prepare and make arrangements for the proposals contained within the Local Government and Elections (Wales) Bill , and implement any actions arising therefrom	31/3/2021	LRJ/GM	WBO15	LT/P/Int/C/Inv	✓

B. ICT & Corporate Policy Summary Divisional Plan – Noelwyn Daniel (Ext.6270)

Divisional Profile

The newly formed ICT and Corporate Policy Division amalgamates the purposes of engaging with, understanding and supporting our customers to help them develop and deliver effective services.

From an ICT perspective we will do this through: -

- Delivery of transformational technology to improve Council service delivery.
- Ensuring end user devices are fit for purpose.
- Delivering high quality digital business solutions.
- Ensuring robust ICT Security & Operational Business Continuity.
- Providing Schools with operational and strategic ICT support.
- The operational day to day Management of Telecommunications.



From a Corporate Policy perspective, we will do this through: -

- Implementation of key policy requirements relating to the Well-being of Future Generations Act, Welsh language, equalities, tackling poverty, Armed Forces and citizen and stakeholder engagement.
- Leading the Council's corporate strategy and performance management functions and the response to regulatory requirements
- Ensuring compliance with statutory information governance requirements relating to data protection, modern records, FOIA and complaints and compliments.
- Facilitating partnership working through the Public Services Board and Safer Communities Partnership.

Major Current Strengths/highlights of the year so far

ICT

- We have held three very successful workshops held with key stakeholders with a view to providing assurance at a corporate level that the Council is considering the five ways of working in actions to deliver the well-being objectives and work has commenced to scope out a digital solution.
- A proposed "Digital Connectivity Action Plan for Carmarthenshire" has been drafted and we have worked with Welsh Government, Openreach, Mobile providers and other relevant stakeholders to inform the proposed Action Plan. We are also leading on behalf of Carmarthenshire on the Swansea Bay City Deal Digital Infrastructure project, ensuring the needs of the County are at the forefront of plans for the regions Digital Connectivity
- Work is currently being undertaken on the delivery of all ICT infrastructure and systems at Bryngwyn, Five Roads, Pembrey and Rhys Prichard/Pantycelyn schools as part of the Modernising Education Program
- We have and will continue to underpin the agile project by ensuring that staff have the appropriate IT device and connectivity to deliver their service effectively. 81% of all office based staff now have a laptop.
- Several Key DTSG (Digital Transformations Steering Group) priority projects have started development with a view to being rolled-out to our customers from March 2020:-
 - Citizen Access for Revenues (Council Tax) has been signed-off and implementation has started. This will allow Citizens greater self-service 24/7 via the Council website, access and management of their accounts and personal information i.e. eBilling for Annual Council Tax Bills, being able to manage their Direct Debits and apply for Exemptions etc.

- Quarterly Housing Rent e-Statements for our Housing Tenants via their My Account. The ability for our tenant to access their Housing Rent Account information along with their current and historic Quarterly Housing Rent Account Statements.
- The new Citizen ChatBot and Live Chat system for Housing and Customer Services is being developed. This will allow our citizens and customers, via the Council Website and Facebook Messenger, to ask specific Housing and Customer Services related questions, to which an automated ChatBot and AI (Artificial Intelligence) system will be able to respond 24/7. Additionally, the functionality during Customer Services hours will give the ability for a Live Chat with our Customer Service Agents.
- The ability to report and book Housing Repairs on-line via the website with full end-to-end back-office integration, allowing our customers to report and book in real-time via the Website and My Account
- New on-line services and enhanced services for our Citizens / Customers have been launched on the Council Website, My Account and Customer Services. Citizens / Customers are now able to apply for an increase to the Black Bag Limit (for Larger Families) / Enhancements to the Temporary Road Closures with on-line payments. It has also made it simpler for customers to track Food Liners and Recycling Items.
- Key priority projects have progressed and we continue to streamline back-office and further automate and integrate working processes and procedures to release efficiencies: Namely:
 - The launch of 2 key HR Processes 'Create New Post' and 'Permission to Recruit' and have begun the development of the next phase, by merging these processes into a single process to simplify and further streamline for managers and users;
 - The development of an electronic form and workflow for the 'Exception Report' Process for the Director Chris Moore and Linda Rees-Jones, with further enhancements and changes currently being implemented.
 - Launch of a new Councillors Splash Screen for their iPads to make it quicker and easier to access internal services they need access to - ResourceLink, Intranet etc.
- As per our Digital Technology Strategy, we have continued to adopt a 'Cloud First' approach by implementing new solutions and assist in the migration of several on-premise systems to vendor hosted Cloud Managed Service Solutions. Namely: CM (Domiciliary Care) system / Civica (Choice Based Lettings) system / WDM Highways / Mayrise / Yotta Street Lighting / PSI Asbestos / Risk Software / Modern.Gov.



Corporate Policy

- Worked with regional partners to consult on the development of a new Strategic Equality Plan for the Council
- Developed a new information page on the Council's website sign posting support for the Armed Forces community
- Worked with regular report authors to develop a new Integrated Impact Assessment methodology for the Council.
- Supported engagement with the residents and stakeholders of the Tyisha ward to enable the development of a Community Regeneration Masterplan for the ward
- The County's Welsh Language Strategic Forum has led on the preparation of a Welcome Pack for individuals / families moving to Carmarthenshire which provides the linguistic context and the opportunities for a bilingual education.
- Supported the publication of the Council's Moving Rural Carmarthenshire Forward report and recommendations.
- Worked to ensure the Council's compliance with Data Protection requirements

- Published a refresh of the Corporate Strategy for 2020/21 and produced an Annual Report on 2018/19. Both received their WAO certificates of compliance.
- Continued a programme of workshops to promote the Well-being of Future Generations Act and in particular worked to embed the 5 Ways of Working across all service areas.
- Undertook a Self-Reflection on our Well-being Objectives for the Future Generations Commissioner’s Office and our response was seen as ‘*positive and honest*’ and we were judged as ‘*making good progress.*’
- Set up a new Dashboard to monitor Regulatory Reports recommendations.
- Published the PSBs first annual report on its County Well-being Plan and made good progress with re-focusing the Safer Communities Partnership.

Key Areas for Improvement

(Including Regulatory Report (WAO/FG), Member T&F, TIC and Consultation Findings; addressing bottom quartile results, etc.)

- Address Proposals for Improvement in Wales Audit Office Report on
 - Well-being of Future Generations Report (B10 in Action Plan below)
 - Use of Data (Divisional BP Action TBC)
 - Services to Rural Communities (with regard to the PSB) (B2 in Action Plan below)
- Address feedback from the Future Generations Commissioner on our Self-reflection on progress with a particular focus on the Council’s approach to engagement see B10

Key Divisional Risks

Risk Ref	Identified Risk	Mitigating Action Ref
	<p>All risks can be profiled in the Divisional Plan. In this departmental plan the Division should identify:</p> <p>1. Any Risks that it has on the Corporate Risk Register</p> <p>2. Significant Risks (scored16+) (3. Service High Risk(scored 12+) – see Divisional Plan)</p>	
CRR1900008	Maintaining high standards of governance in relation to information management. Score = 16	A ICT 6
CRR190001	Compliance with the Well-being of Future Generations (Wales) Act. Score = 16	B. CP 10
CRR190011	Develop and deliver the improvement plan/Corporate Performance Plans Score = 16	B.CP 10

5 Ways of Working

1. Long Term	<i>The importance of balancing short-term needs with the need to safeguard the ability to also meet long term needs</i>
<i>How good are we at this?</i>	Strong
Self-Assessment Review:	<ul style="list-style-type: none"> • Our Digital Transformation Strategy, Digital Technology Strategies and Digital Schools Strategy will modernise the way we interact with citizens • The Digital Skills Strategy will ensure that our staff have the skills to be able to work effectively in the rapidly advancing digital environment • Support continues to be provided to the Public Services Board (PSB) Delivery Groups • We have continued to engage and work with the community in Tyisha to develop a Masterplan which will contain an action plan for change with the issues that have been identified as most important to the Community for example:- <ul style="list-style-type: none"> ▪ <i>Tackling Drug taking/Anti-social behaviour and crime;</i> ▪ <i>Creating more community facilities and opportunities for education, training and employment.</i>
What difference have we made? (as a result of WFG Act)	<ul style="list-style-type: none"> • Digital technology has the potential to transform the County and the lives of residents while generating long-term savings for the Council. • Working with the Tyisha Community and partners has helped to inform future plans to improve not only the physical environment but also to address the historical socio-economic issues. • Helping to achieve the actions contained in the Carmarthenshire Well-being Plan
Planned Improvement for 20/21 - we will: (link to action plan)	The actions 1-8 in the ICT action plan below. Action 1 & 12 – Corporate Policy
2. Prevention	<i>How acting to prevent problems occurring or getting worse may help public bodies meet their objectives</i>
<i>How good are we at this?</i>	Strong / Partial / None
Self-Assessment Review:	<ul style="list-style-type: none"> • We will continue to review our processes and delivery models to reduce failure demand and ensure we provide a more efficient service • Work is ongoing with partners to progress the priorities identified in the Safer Communities Partnership’s action plan. • Awareness of County Lines has continued to be raised among staff in partner organisations • Awareness raising on domestic abuse and the ‘White Ribbon Campaign’ to end male violence against women.
What difference have we made? (as a result of WFG Act)	The ‘White Ribbon Campaigns’ aim is to raise awareness and work towards ending male violence against women.
Planned Improvement for 20/21 - we will: (link to action plan)	Planned actions for Supporting good connections with friends, families and safer communities headings, will be discussed at the next Safer Communities Partnership meeting in January 2020. Actions 4 & 5
3. Integration	<i>Considering how well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies</i>
<i>How good are we at this?</i>	Strong / Partial / None
Self-Assessment Review:	<ul style="list-style-type: none"> • We will align all digital technology to the needs of the teachers, learners, the Curriculum and the Digital Competence Framework.

	<ul style="list-style-type: none"> We will work closely with Health colleagues to develop the Integrated Community Hub's and ensure the very latest Digital Technology is utilised. Our Well-being objectives are cross cutting The Carmarthenshire Well-being Plan takes account of the individual well-being objectives of partner organisations and seeks to add value through partnership working wherever possible
What difference have we made? (as a result of WFG Act)	To add value through partnership working when possible
Planned Improvement for 20/21 - we will: (link to action plan)	Action 5 - ICT Action 11 - Corporate Policy
4. Collaboration	<i>Acting in collaboration with any other person (or different parts of the body itself) that could help the body meet its well-being objectives</i>
<i>How good are we at this?</i>	Strong / Partial / None
Self-Assessment Review:	<ul style="list-style-type: none"> We will continue to facilitate and underpin collaboration locally, regionally and nationally through the intelligent deployment of technology. Close partnership working arrangements continue with the Police and others to ensure a collective approach to community safety in the County
What difference have we made? (as a result of WFG Act)	<ul style="list-style-type: none"> A further meeting has been held of the local Serious and Organised Crime Tactical Group to share intelligence and work collaboratively to address individuals of concern relating to County Lines activity
Planned Improvement for 20/21 - we will: (link to action plan)	Action 2 - ICT Planned actions for Supporting good connections with friends, families and safer communities, will be discussed at the next Safer Communities Partnership meeting in January 2020. Actions 4&5 TBC
5. Involvement	<i>Importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area</i>
<i>How good are we at this?</i>	Strong / Partial / None
Self-Assessment Review:	<ul style="list-style-type: none"> Developing the digital skills of our residents from children to our elderly. Tyisha Masterplan consultation and development Proactive action has continued to be taken by partners to tackle County Lines issues and to raise awareness amongst staff in partner organisations. Councillors attended a multi-agency briefing session on County Lines and Counter-Terrorism Prevent in March 2019.
What difference have we made? (as a result of WFG Act)	The development of the Tyisha Masterplan will develop ways of addressing poverty in the area
Planned Improvement for 20/21 - we will: (link to action plan)	ICT Actions 2 & 4 Community Safety Actions as mentioned above B1 – Corporate Policy

Divisional Summary Action Plan

	Key Actions and Measures	By When#1	By Who	WBO Ref	5WOW (LT/P/Int/C/Inv)	Key action to go forward to 20/21 Dept. BP
A	ICT					
1.	We will in line with our Digital Transformation Strategy, continue to engage and understand the Departments needs to allow them to deliver effective services. <i>CR20170008</i>	March 2021	Julian N Williams	WBO15 MF88	LT	✓
2.	We will act as an enabler and vehicle for transforming the way services across the Council are delivered to customers by increasing opportunities for accessing council services via digital technologies <i>Risk control for CR20170008</i>	March 2021	Julian N Williams	WBO15 MF74	LT/C/Inv	✓
3.	We will ensure the end user has the appropriate IT device/devices and connectivity to deliver their service effectively	March 2021	John M Williams	WBO15	LT	✓
4.	We will deliver, via ICT, automation and integration of internal working processes and procedures to release efficiencies	March 2021	Julian N Williams	WBO15 MF12	LT/Int	✓
5.	We will continue to improve the condition, suitability and ICT resources within schools and ensure that all newly built schools have the latest digital technologies and infrastructures in place to deliver 21st century education	March 2021	John M Williams	WBO15 MF89	L/C/Inv	✓
6.	We will ensure a robust approach to Cyber security and sustainable solutions are implemented for Information Governance. CRR190008	March 2021	John M Williams	WBO15 MF90	LT/P	✓
7.	We will implement innovative digital solutions that will enable increased collaboration and facilitate organisations to work seamlessly together	March 2021	Julian N Williams	WBO15	LT/C/Inv	✓
8.	We will upgrade and replace an ageing ICT infrastructure to ensure that we have a robust and stable environment.	March 2021	John M Williams	WBO15	LT/P	✓
	Key Measures of success					
9.	% use of the ICT Self Service helpdesk (<i>ICT/002</i>) (2018/19 Result 45%; 2019/20 Target 48 %)	-	John Williams	WBO15		✓
10.	% of laptops used in the council (<i>ICT/004</i>) (2018/19 Result 68 %; 2019/20 Target 76%)	-	John Williams	WBO15		✓
11.	% of households accessing the Internet in Carmarthenshire (<i>ICT/006</i>) (2018/19 Result 86%; 2019/20 Target 87%)	-	Julian Williams	WBO15		✓

	Key Actions and Measures	By When#1	By Who	WBO Ref	5WOW (LT/P/Int/C/Inv)	✓ If Key action to go forward to 20/21 Dept. BP
	Corporate Policy					
1.	We will continue to engage with the residents and stakeholders of the Tyisha ward to support implementation of the Community Regeneration Masterplan which seeks to address issues of poverty in the area. PIMS 14005	31/03/2021	Gwyneth Ayers	WBO5/C1	LT/P/C/Int/Inv	✓
2.	We will support the Rural Affairs Advisory Panel to monitor progress on the Moving Rural Carmarthenshire Forward report. MF5-76 PIMS14014	31/03/2021	Gwyneth Ayers	WBO6/C3	LT/P/C/Int/Inv	✓
3.	We will further develop the Council's approach to implementing the Armed Forces1Covenant. PIMS14044	31/03/2022	Llinos Evans	WBO9/B4	P/C/Inv	✓
4.	We will work with partners to ensure Carmarthenshire's communities are safer with a specific focus on addressing issues contained in the Safer Communities Partnership Action Plan in relation to - Class A drugs and County Lines; Violent crime including Violence against Woman, Domestic Abuse and Sexual Violence (VAWDASV); Counter-terrorism; Cyber Crime and Child Sexual Exploitation. PIMS 14047	31/03/2021	Kate Harrop	WBO9/D1	LT/P/Int/C/Inv	✓
5.	We will ensure the Council complies with the requirements of the Welsh Language Standards. PIMS 13280	31/03/2021	Llinos Evans	WBO14/A1	LT/Int	✓
6.	To facilitate good decision making, we will introduce an integrated Impact Assessment which consolidates a number of statutory requirements. PIMS 13281	31/03/2021	Llinos Evans	WBO14/A3	LT/PI/Int	✓
7.	To work in partnership with the County's Welsh Language Strategic Forum to ensure progress against the Welsh Language Promotion Strategy. MF5-86	31/03/2021	Llinos Evans		LT/P/C/Int/Inv	✓
8.	We will further develop the Council's citizen and stakeholder engagement approaches. MF5-91 PIMS 12435	31/0/2021	Gwyneth Ayers	WBO15/B2/1	LT/P/Int/C/Inv	✓
9.	We will continue to ensure compliance with the General Data Protection Regulations and data protection requirements. CRO9 PIMS 14114	31/03/2021	John Tillman	WBO15/B2/2	LT/Int	✓
10.	We will ensure the Council fully responds and complies with the requirements of the Well-being of Future Generations Act including consideration of the five ways of working in all that we do. MF5-87 CRR1900011 & 07 PIMS 14121 (Also addressing WAO Proposals for	31/03/2021	Robert James	WBO15/B3/1	(LT/P/Int/C/Inv)	✓

	Improvement PIMS Ref 14122, 14123, 14124 and 14141					
11.	We will ensure the Public Services Board Delivery Groups make progress against the identified actions of the Carmarthenshire Well-being Plan. CRO1 PIMS 14125	31/03/2021	Kate Harrop	WBO15 /B3/5	(LT/P/Int /C/Inv)	✓
12.	We will publish a new Strategic Equality Plan and monitor progress with implementation through an action plan. PIMS14126	31/03/2021	Llinos Evans	WBO15 /B3/6	LT/C/Int /Inv	✓
Key Measures of success						
13.	% of Freedom of Information Act request responded to in 20 working days (2.1.1.17) (2018/19 Result 98.66 %; 2019/20 Target 90 %)	-	John Tillman	WBO15		✓

Divisional Profile



Broadly the key strategic priorities for People Management concern the commitments we are making to our staff and customers and how we will manage increasing demands, resources and risks as well as develop our staff. We will continue to support the Organisation through ongoing change and will also ensure that the service demonstrates its commitment to the 5 Ways of Working, so that the Council can comply with the Well-being of Future Generations Act. The Transformation, Innovation and Change (TIC) Programme also sits within this division.

Major Current Strengths/highlights of the year so far

Business & Projects

- Implementation of the revised Code of Conduct Guidance for staff – this is awaiting CMT approval
- Introduction of the new Declarations of Interest form. An on line form has been developed and is awaiting CMT approval

Employee Wellbeing

- We have continued to fully support staff to maintain a healthy life style, including proactive and preventative actions and education to raise awareness on key health topics and, where necessary, ensuring the careful management of staff sickness absences in the interest of the staff and the provision of services
- 50 volunteer Wellbeing Champions have recently been trained and will now be working to encourage and motivate their colleagues in the divisions, developing clubs, teams, activities and corporate messages which improve mental and physical health & wellbeing
- We have supported Managers to better manage mental health issues in the workplace by rolling out a new development programme and signing up to the Time to Change pledge

Organisational Development

- A review of the current appraisal process via the People Strategy Group Board (PSGB) workstream is continuing and research to date including IIP findings, best practice and employee feedback, will inform the review.
- The current People Strategy (Ein Pobl) is being reviewed and a series of PESTLE analysis exercises have been undertaken with Departments/Services to inform the key drivers for a revised strategy. The current IIP action plan, ongoing Staff Surveys and the existing strategic links framework will also inform the process
- We have been trailing the Welsh Language Checker by the National Centre for Learning Welsh. The Council has assessment centre status with 3 assessors, which means that we can assess the Welsh Language skills of staff internally. 30 members of staff to date have completed the assessment, many of these are enrolling onto a Work Welsh programme. The National Centre will send regular updates/reports with staff results, which will be cross referenced to our levels and used to update staff WL skill level on resource link. Overall there has been a positive uptake in various courses including Welsh for Adults. A Work Welsh entry course for carers has started and

two cohorts of staff will shortly begin the Work Welsh Entry course in Llanelli. The Work Welsh programmes are fully funded by the Welsh Government.

- The new 2019/21 Work Ready programme has commenced and several graduate trainees have been recruited and we are in the process of advertising for apprentices. These trainees will be supported by the Council under the programme, which is set up to provide a diverse range of employment and work experience in a local authority setting.

People Services

- The new **Financial Wellbeing Scheme** (via Neyber) has been successfully launched
- We have reviewed and updated our **Maternity / Paternity Policies** to ensure we include support for parents of premature babies in response to [The Smallest Things](#) campaign
- The further **automation of HR and Recruitment processes** has seen a range of processes reviewed, updated and automated e.g. Declaration of interest e-form; Exit surveys; Sickness absence return to work interviews
- **MyView** continues to be rolled out to all employees with the aim that all staff will have a MyView account by June 2020. This will allow employees control over booking leave, accessing payslips and changing personal details
- We are supporting the People Strategy Steering Group and Departments in developing workforce actions to support the **Strategic Equality Plan** review, taking account of feedback from public consultation exercise

Transform, Innovate and Change

- Efficiency savings identified and/or delivered from the wider TIC Programme to the end of 2018/19 total nearly £20m.
- We are in the process of developing TIC webpages on the Council's website to promote the purpose and nature of our programme and to provide opportunities for residents and users to feedback views and ideas on the ways we can improve Council services and/or make them more efficient
- The TIC Team has developed a Routine Spend Dashboard to support the monitoring of, and potentially reducing spend in areas of repetitive expenditure such as energy, travel and overtime.
- CMT and the Executive Board have agreed a new more strategic approach building on the success of the TIC Digital Transformation workstream and the TIC Programme will oversee 6 strategic workstreams with Directors/ Head of Service leads from November 2019.
- Building on the success of the TIC awards introduced in 2017, this year's five winning projects will be celebrated at the award ceremony on the 5th December. Videos of the winners' projects will be available following the event as well the award ceremony itself.

Key Areas for Improvement

(including Regulatory Report (WAO/FG), Member T&F, TIC and Consultation Findings; addressing bottom quartile results, etc.)

- In line with recommendations of the Internal Audit Review of Declaration of Interests, Gifts and Hospitality 2017, the guidance on declarations of interest should be reviewed and, if appropriate, updated (*Regulatory Recommendation WAO/R19 PIMS ref 13648*)
- Findings of the Heads of Service workstreams for: Lead, Engage & Support

Key Divisional Risks

Risk Ref or New?	Identified Risk All risks can be profiled in the Divisional Plan. In this departmental plan the Division should identify: 1. Any Risks that it has on the Corporate Risk Register 2. Significant Risks (scored 16+) (3. Service High Risk (scored 12+) – see Divisional Plan)	Mitigating Action Ref
CRR190004	Ensuring that the Authority effectively manages its financial resources and responds to the challenges of reduced funding Score = 20	Action Plan Ref 12.
CRR190006	Ensuring effective People Management (including capacity and compliance with Employment Law and Health & Safety Legislation) Score = 16	Action Plan Refs 10 & 11
CRR190015/003	Delivery of the Approved Capital Programme (Project Management Training) Score = 16	PIMS Action 14134 2019/20
CRR190024	Change in leadership (The Authority operates a rigorous assessment and recruitment process to ensure the appointment of the best candidate. <i>In Progress</i> The assessment and recruitment process will be overseen by independent advisors <i>Approved</i>) Score = 16	

5 Ways of Working ([Self-Assessment Review Scorecard](#) / [FG Framework](#))

1. Long Term	<i>The importance of balancing short-term needs with the need to safeguard the ability to also meet long term needs</i>
<i>How good are we at this?</i>	Strong
Self-Assessment Review:	<ul style="list-style-type: none"> • Our lead Assessor carried out an Annual Review of Investors in People (IiP) which had a positive outcome. • HR Policy forward work programme ensured that policies and procedures are kept up to date and reflect any changes in legislation. • Investors in People recognised the impact of TIC in their accreditation report • The TIC work programme has an underlying key principle of supporting service delivery in ways that are sustainable in the face of financial challenges.
What difference have we made? (as a result of WFG Act)	<ul style="list-style-type: none"> • The Council is recognised as an Investors in People organisation which means that we continue to seek to improve performance and manage and develop our people for the long term. • Service ensures that the Council is legally compliant with its employer responsibilities. • The TIC Programme has identified and supported savings of nearly £20m including cashable savings, avoided costs and income generation from 2012-2018.
Planned Improvement for 20/21 - we will: (link to action plan)	<ul style="list-style-type: none"> • The TIC programme supports the delivery of key corporate priorities as well as cultural change. Implementation of the new strategic workstream approach to the TIC work programme will link more strongly with medium term financial plan and PBB's. (<i>Action E12</i>)
2. Prevention	<i>How acting to prevent problems occurring or getting worse may help public bodies meet their objectives</i>
<i>How good are we at this?</i>	Strong
Self-Assessment Review:	<ul style="list-style-type: none"> • The Division works to support the promotion and maintenance of healthy lifestyles. 50 volunteer Wellbeing Champions have recently been trained and will be working to encourage and motivate their colleagues • The Division ensures legal obligations are met and that reviews are undertaken of complex employment cases. • TIC service improvement approach always looks to identify the root cause of issues and how to resolve them so they are not repeated.
What difference have we made? (as a result of WFG Act)	<ul style="list-style-type: none"> • Supporting staff with information and help to improve their wellbeing helps to prevent the increase of staff sickness. • Ensuring the Council is compliant with legal obligations and providing enhanced employment terms and policies for staff including agile working, additional benefits and increased pay for lower paid staff which meets Living Wage levels • Demand management pilots have been done with traffic management and housing to reduce waste and prevent failure demand
Planned Improvement for 20/21 - we will: (link to action plan)	<ul style="list-style-type: none"> • Improved benefits and communication with staff. Online processes accessible by all staff. (<i>Action D8&9</i>) • A key workstream in the new strategic approach to the TIC work programme is to reduce demands and waste in services by identifying

	and resolving avoidable contacts as well reducing the level of informal and formal complaints. . (Action E12)
3. Integration	<i>Considering how well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies</i>
<i>How good are we at this?</i>	Partial
Self-Assessment Review:	<ul style="list-style-type: none"> • Our People Strategy seeks to integrate all staff and this is also supported by our Investors in People commitments • All TIC projects from proposal through to evaluation consider the links with our Well-being objectives and we have started to consider the interdependencies between our services and their partners on key corporate projects and specific reviews.
What difference have we made? (as a result of WFG Act)	<ul style="list-style-type: none"> • The TIC Digital Transformation oversees the work being done to make our services accessible online to our residents via “My Account” and the introduction of agile working and new mobile technologies is improving the way we deliver services to our residents and the work/life balance of our staff.
Planned Improvement for 20/21 - we will: (link to action plan)	<ul style="list-style-type: none"> • We will continue to improve staff terms and conditions and improve communication with staff (Action D8) • Implementation of the revised strategic approach to the TIC work programme which specifically identifies interdependencies between our services and their partners on key corporate projects and specific reviews. (Action E12)
4. Collaboration	<i>Acting in collaboration with any other person (or different parts of the body itself) that could help the body meet its well-being objectives</i>
<i>How good are we at this?</i>	Partial
Self-Assessment Review:	The TIC work programme encourages a collaborative approach across the organisation and with other partners including all Wales improvement networks, e.g. the Academi transformation network, Pembrokeshire and Swansea County Councils, Dyfed-Powys police and UWHDHB
What difference have we made? (as a result of WFG Act)	TIC service improvement projects look at the end to end process focusing on the customer experience which usually involves the collaboration of business units across the Authority as well as key partners such as Health. Our approach includes consulting with key stakeholders internally and externally so that their views are taken on board when redesigning services and process and delivering the improvements
Planned Improvement for 20/21 - we will: (link to action plan)	Integrating Future Generation objectives into our strategic workstreams will help identify further potential areas for collaboration. (Action E13)
5. Involvement	<i>Importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area</i>
<i>How good are we at this?</i>	Strong / Partial / None
Self-Assessment Review:	TIC service improvement projects always include consultation with service users and all stakeholders in any service redesign proposals.
What difference have we made? (as a result of WFG Act)	TIC work programme has supported the delivery of improved services to a range of customers.
Planned Improvement for 20/21 - we will: (link to action plan)	We will develop and implement more effective consultation and engagement mechanisms with the public and service users about the design of the TIC programme and the shape of future services. (Action E13)

Divisional Summary Action Plan

Ref #	Key Actions and Measures	By When#1	By Who	WBO Ref	5WOW (LT/P/Int/C/Inv)	✓ If Key action to go forward to 20/21 Dept Plan
A	Business & Projects					
1.	We will implement the revised Code of Conduct Guidance for staff	31/03/2020	Cheryl Reynolds		LT/P	✓
B	Employee Wellbeing					
2.	We will continue the roll out of the Mental Health programmes and awareness raising campaigns, including training, campaigns and the 'time to change' pledge	31/3/2021	Heidi Font		LT/P/C	✓
3.	Our Health and Wellbeing project will be extended to cover all departments and we will develop action plans and interventions and monitor progress, which will include any feedback from corporate staff survey.	31/03/2021	Heidi Font		LT/P/C	✓
4.	We will work towards our reaccreditation of the Platinum corporate health standard	31/3/2021	Heidi Font		LT/P/C	✓
C	Organisational Development					
5.	We will support the Review of the current People Strategy Ein Pobl- Our People	31/03/2021	David Richards		LT/Int	✓
6.	We will continue to embed the Welsh Language into the organisational culture, supporting staff with their Welsh language skills development and improving current processes. (Goal 6)	31/03/2021	Kelly Morris		LT/P/C/Inv/Int	✓
7.	We will continue with the implementation of the Investors in People action plan	31/03/2021	Alex Machin		LT/P/C/Inv	✓
D	People Services					
8.	We will ensure the Council Employment Policy reflects changes to legislation such as the forthcoming exit payment cap legislation, reclaiming exit payments, casual worker agreements and any other employment related legislation introduced post Brexit.	31/03/2021	Alison Wood		LT/P	✓
9.	We will continue with the further automation of HR and Recruitment processes: e.g. Declaration of interest e-form; Exit surveys; Sickness absence return to work interviews; Induction/onboarding; Honoraria payments; Starter and leaver notifications	31/03/2021	Alison Wood		LT/P	✓
10.	We will continue to develop and update policies to support staff and which ensure the Council meets its employer obligations	31/03/2021	Alison Wood		LT	✓

11.	We will ensure our Pay Policy and annual Equal Pay / Gender Pay Audit/ will comply with legislation and provide transparency around pay decisions. Separate Pay Policy for Teachers.	31/03/2021	Alison Wood		LT	✓
E	Transform, Innovate and Change					
12.	We will ensure the TIC programme continues to implement a balanced work programme so that TIC can support and promote longer term, sustainable change and improvement, whilst also recognising the need to focus on meeting the financial challenges in the short term and medium term. CRR190004 PIMS14104	31/03/2021	Jon Owen	WBO15 /A1	LT	✓
13.	We will develop and implement more effective consultation and engagement mechanisms with the public and service users about the design of the TIC programme and the shape of future services. CRO4 PIMS 14105	31/03/2021	Jon Owen	WBO15 /A2	LT/C/Inv	✓
14.	We will make better use of data and information to identify future TIC priorities. CRO4 PIMS 14106	31/03/2021	Jon Owen	WBO15 /A3	LT/P	✓
15.	We will fully implement a new Agile Working approach across the Council in order to make the best use of our building stock. MF5-12 PIMS 13297	31/03/2021	Mark Howard	WBO15 /A6	LT/P/Inv	✓
Key Measures of success						
16.	We will further promote robust sickness absence management within departments to reduce the number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence. <i>(PAM/001)</i> <i>(2018/19 Result -9.6days; 2019/20 Target 9.6 days)</i>	-	Heidi Font			✓
17.	Number of apprentices on formal recognised apprenticeship schemes per 1,000 employees <i>(PAM/044) new measure 2019/20 Target 20)</i>		Sally Bennett			✓

D. Regeneration Summary Divisional Plan - Jason Jones

Divisional Profile

This Division seeks to address the needs of the economy and communities within Carmarthenshire and delivery of jobs and growth is the one of the key priorities. The division contributes to the delivery of the policies and strategies for the Swansea Bay City Region Deal, which includes the Life Science and Wellness Village planned for Delta Lakes. The service is also delivering our strategic Regeneration Plan for Carmarthenshire and its key transformational projects. The Division also delivers the management of land assets of the Council, taking a strategic commercial view to ensure the portfolio is managed to meet the Council's economic development needs. Within this remit the Strategic Asset Management team handles the preparation and implementation of a strategic approach to the Council's corporate asset objectives and management of the property resources. The division is also responsible for the Council's Geographic Information Service (GIS) which provides an effective Geographical Information Systems and Gazetteers service which gives accurate and timely information for key service users and systems.

Major Current Strengths/highlights for the year so far

- Successfully maximised opportunities for our communities to create jobs and growth (Afror and Leader)
- Successful launch of the new Rural Regeneration Strategy and establishment of the 10 Towns initiative.
- Grant Support for SMEs: CREF -15 projects fully completed and open for business resulting in a total investment to date into the rural economy of £3.58m with a view to creating 122 jobs over the next three years. TCPDF: 7 projects that will result in a total investment into the Carmarthenshire economy of £5.41m with the potential to accommodate 192.5 jobs.
- External funding secured for key strategic developments in Llanelli town centre and for the redevelopment of Llandeilo Market hall.
- The Wellness Village project has taken a major step forward this year with the release of outline planning consent in August 2019 and progression of design development work for zone 1 to RIBA Stage 3.
- The Regional Skills and Learning Partnership (RLSP), led by Economic Development, launched the Regional Employment & Skills Plan for South West & Mid Wales.
- Carmarthen Market Hall was named the best market in Wales by Slow Food Cymru.
- The GIS team achieved a Gold Exemplar award (2019) for the quality of data produced and held.
- Facilitated redevelopment of Grade I Listed Guildhall in Carmarthen town centre, bringing ground floor back into use as a café bar and retaining the historic first floor courtroom in its original condition.
- Negotiate lease terms with for the previously underutilised Discovery Centre, North Dock, Llanelli to facilitate redevelopment resulting in an improved quality and diversity of offer, attracting visitors from further afield.
- Negotiated the sale of Parc Amanwy administrative building in Ammanford and subsequent purchase of larger adjacent Ty Parcyrhun, enabling 113 members of staff to relocate into an environment that is far more conducive to agile working environment.

Key Areas for Improvement

(including Regulatory Report (WAO/FG), Member T&F, TIC and Consultation Findings; addressing bottom quartile results, etc.)

Councils do more to develop community resilience and self-help (*Regulatory Recommendation WAO/NR59 PIMS ref 14406*) (Goal 2)

Key Divisional Risks

Risk Ref or New?	Identified Risk <small>All risks can be profiled in the Divisional Plan. In this departmental plan the Division should identify: 1. Any Risks that it has on the Corporate Risk Register 2. Significant Risks (scored 10+) (3. Service High Risk (scored 12+) – see Divisional Plan)</small>	Mitigating Action Ref
CRR190014	Delivery of the Wellness Project (Outcomes/Budget) Score = 16	Action 2
CRR190023	No deal Brexit- Score = 16	Action 13
CRR190013	Delivery of City Deal (Outcomes/Budget) Score = 16	Action 3

5 Ways of Working (Self-Assessment Review Scorecard / FG Framework)

1. Long Term	<i>The importance of balancing short-term needs with the need to safeguard the ability to also meet long term needs</i>
<i>How good are we at this?</i>	Strong
Self-Assessment Review:	<ul style="list-style-type: none"> Wellness Village has received £60,000 of funding from the Department for Business, Energy and Industrial Strategy to fully fund a heat network feasibility study to explore options for sustainable low carbon heat and energy recovery Our Strategic regeneration plan for Carmarthenshire 2015-2030 – Transformations sets out our focus for the next 15 years The RLSP supports the transition of the region and its economy with the appropriate digital skills including through the Swansea Bay City Deal to secure high skill, high wage sustainable jobs for the future To break the cycle of deprivation in Tyisha, the Council have prioritised the area and embarked on a programme which will focus on long term transformational change. Development of Rural Town Growth Plans for next 10 years through ten towns initiative Short term needs in terms of capital receipts generated from property disposals are balanced with a clear process for the sale of surplus assets that will continue to be utilised in the long term.
What difference have we made? (as a result of WFG Act)	<ul style="list-style-type: none"> The Wellness Village will offer a broad spectrum of education and training programmes to address critical skills shortages in areas such as medicine, physiotherapy, nursing and occupational therapy Pendine Attractor Project - main contract works commenced January 2019, frames of both hostel and museum buildings currently being erected with works scheduled for completion in Autumn 2020. Margaret St Road Junction - BT and Road widening works completed. Carmarthen Wetlands / Y Morfa works have been re-tendered and works will now commence later in January. Ongoing business support being provided to area businesses which has resulted in 50 jobs being created in first half of 19/20. Jackson`s Lane -

	<p>EB approval obtained to proceed with developer led scheme, currently finalising legal agreement with developer who will then attempt to secure appropriate revised consents for project delivery.</p> <ul style="list-style-type: none"> The Community of Tyisha has been engaged in exercises to identify the issues which are important to the Community and key partners have been engaged to turn the issues into solutions and priorities, which will in turn be developed into in a Community Masterplan The Council has disposed of land at under vale where is can be seen that the purpose for which the disposal is being made is likely to contribute to the promotion or improvement of the economic, social or environmental wellbeing of the whole or part of its area, or any person resident or present in its area.
Planned Improvement for 20/21 - we will: (link to action plan)	<ul style="list-style-type: none"> Development of a delivery plan for taking forward the work and on-going engagement with the community will be developed for Tyisha and Glanymor (see Action 1 in ICT/CP) Deliver the Regional Employment & Skills Plan (see Action 12 below)
2. Prevention	<i>How acting to prevent problems occurring or getting worse may help public bodies meet their objectives</i>
<i>How good are we at this?</i>	Strong
Self-Assessment Review:	<ul style="list-style-type: none"> In its design and configuration of services and pathways, the Village aims to instigate a shift from 'illness' to 'wellness' by addressing the wider determinants of health, such as education, employment and health promotion and prevention The Welsh Government ARFOR Programme aims to boost the use of the Welsh Language in our local business. Grants are being offered to SMEs in the food/drink sector and in our creative sector to create jobs and growth. The Tyisha area is one of the most deprived areas in Carmarthenshire and has continued to deteriorate, with the levels of crime and anti-social behaviour being some of the highest in Carmarthenshire. There are now key programmes that are being delivered in the area, focusing on preventative support.
What difference have we made? (as a result of WFG Act)	<ul style="list-style-type: none"> The Village will provide community-based health services to provide care closer to home Linking the economy and Welsh language through provision of key grants to Carmarthenshire SMEs in the food, drink and creative sectors The RLSP supports individuals to gain skills which allow them to make a positive contribution to the economy which in turn will improve wellbeing.
Planned Improvement for 20/21 - we will:	<ul style="list-style-type: none"> Enhancement of national exercise referral scheme (NERS) Developing the Rural Agenda with key stakeholders (see Action 7 below)
3. Integration	<i>Considering how well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies</i>
<i>How good are we at this?</i>	Strong
Self-Assessment Review:	<ul style="list-style-type: none"> Leisure, health, education and businesses will be co-located in a pioneering 'street' concept to foster collaborative working and integration of services Regional Learning and Skills Partnership (RLSP) has ambitious plans to develop the ways education and training are delivered in the region.
What difference have we made? (as a result of WFG Act)	<ul style="list-style-type: none"> It is proposed to locate a Health Technology Hub within the Clinical Delivery Centre to provide clinical, training and digital healthcare activities across the

	<p>region, with a particular focus on rural and sparsely populated areas to minimise health inequity</p> <ul style="list-style-type: none"> • The RLSP links skills and education to the needs of communities and businesses
Planned Improvement for 20/21 - we will:	<ul style="list-style-type: none"> • Deliver the Regional Employment & Skills Plan (see Action 9 below)
4. Collaboration	<i>Acting in collaboration with any other person (or different parts of the body itself) that could help the body meet its well-being objectives</i>
<i>How good are we at this?</i>	Strong
Self-Assessment Review:	<ul style="list-style-type: none"> • Joint leisure and health stakeholder workshops have enabled the co-design of spaces within the Wellness Hub and Clinical Delivery Centre. • Through the Swansea Bay City Deal (SBCD) Governance Structure we are collaborating with our neighbouring authorities and the Health Boards, Trinity Saint David and Swansea Universities to deliver the overall economic vision of the region. This also entails working on emerging regional policies. • RLSP work with individual sectors to identify the skills needs related to the low-carbon Wales policy to ensure that businesses are well equipped to capitalise on the opportunities this brings. • The Council has supported community led regeneration and local ownership and management of assets through coordinating Community Asset transfers
What difference have we made? (as a result of WFG Act)	<ul style="list-style-type: none"> • In particular, the gym and hydrotherapy pool have been co-designed by CCC leisure and Hywel Dda professionals with the aim of improving health referral pathways • Completion of the Yr Egin development • 100 assets transferred into local ownership
Planned Improvement for 20/21 - we will: (link to action plan)	<ul style="list-style-type: none"> • Continue to develop Carmarthenshire City Deal Projects and the emerging regional strategic agenda. (Action 3 below) • Continue to consider asset transfers to support community led regeneration (Action 21 below)
5. Involvement	<i>Importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area</i>
<i>How good are we at this?</i>	Strong
Self-Assessment Review:	<ul style="list-style-type: none"> • Third sector information event held in October, attended by 15 voluntary organisations, with a follow-up consultation survey issued to explore opportunities for involvement at the Village • Ongoing facilitation of Town Centre Regeneration Forum in Carmarthen, Task Forces in Ammanford & Llanelli (to assist in the development and delivery of regeneration master-plans for those towns • Work on developing a community masterplan in Tyisha is well advanced with a report with recommendations having been developed. Once agreed, a delivery plan for taking forward the work and on-going engagement with the community will be developed.
What difference have we made? (as a result of WFG Act)	<ul style="list-style-type: none"> • Completion of the “Planning for Real” engagement exercise identified a number of issues as important which have been shared with the community. The next stage involved the group commissioning further work involving experts in planning and urban design to develop a master plan using the results of the engagement exercise. Key partners have now been engaged to turn the issues, solutions and priorities identified by residents and businesses into a master plan for the area. (ICT&CP Action Plan PIMS 14005)

Planned Improvement for 20/21 - we will: (link to action plan)	<ul style="list-style-type: none"> Continued work with the third sector and other stakeholders (Actions 1 & 2 below) Ongoing facilitation of Town Centre Regeneration (Action 5 below)
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Divisional Summary Action Plan

Ref #	Key Actions and Measures	By When ¹	By Who	WBO Ref	SWOW (LT/P/Int/C/Inv)	✓ If key action to go forward to 20/21 Dept BP
1	We will work with the third sector and other stakeholders to develop the range of support services provided in the County across a number of service areas as well as further developing volunteering opportunities within the County. MF5-80 (Also in Well-being Objective 11) PIMS 14006 (Goal 5)	31/03/2021	Rhian Phillips	WBO5/C2	LT/P/Int/C/Inv	✓
2	As part of the City Deal we will deliver a whole-site project plan for the Life Science and Wellness Village, to include design and build, service/business planning, public engagement and securing private sector financing to ensure benefits maximisation and ongoing sustainability. MF5-72a CRR190014 PIMS 12985 (Goal 3)	31/03/2024	Sharon Burford	WBO6/A1	LT/P/Int/C/Inv	✓
3	We will fulfil the expectations and aspirations of the Swansea Bay City Deal and take on board any opportunities that emerge MF5-72 CRR190013 PIMS 14010 (Goal 1)	31/03/2023	Helen Morgan	WBO6/A3	LT/Int/C/Inv	✓
4	We will deliver the Carmarthen, Ammanford & Rural transformational plan and deliver initiatives and projects including Pendine attractor; Llandeilo Market Hall; Carmarthen wetlands and Jacksons Lane development PIMS 13162 (Goal 5)	31/03/2021	Mike Bull	WBO6/B1	LT/Int/C/Inv	✓
5	We will deliver the Cross Hands Growth Zone, Llanelli and the Coastal Belt Transformational Plan and deliver initiatives and projects including Targeted Regeneration Investment, Llanelli; Cross Hands East Phase 2; Strategic Employment Site; Employment Programmes. PIMS 13164	31/03/2021	Steffan Jenkins	WBO6/B3	LT/P/Int/C/Inv	✓
6	We will deliver both the Rural Enterprise and Transformation Commercial Property Development Funds worth £16.66 million (£7.5 million from the Council and circa £9.16 million private sector investment).	31/03/2021	Mike Bull	WBO6/C1	LT/Int/C/Inv	✓
7	We will consider opportunities to work with other local authorities and partners to establish a Rural Deal to focus on rural regeneration. PIMS 14013 (Goal 5)	31/03/2021	Helen Morgan	WBO6/C2	LT/Int/C/Inv	✓

Ref #	Key Actions and Measures	By When ¹⁾	By Who	WBO Ref	SWOW (LTP/Int/Inv)	✓ If key action to go forward to 20/21 Dept BP
8	We will support local SMEs via Pareto engagement, business grants and the Bucanier Programme	31/03/2021	Steffan Jenkins	WBO6/C1	LT/Int/C/Inv	✓
9	We will support Employability Programmes via Workways and Communities 4 Work.	31/03/2021	Steffan Jenkins & Jane Lewis	WBO6/C1	LT/P/C/Inv	✓
10	We will consider options for ensuring the most effective use of the Council farm estate to support affordable farming initiatives. PIMS 13174	31/03/2021	Emily Hughes	WBO6/C4	LT/P/C/Inv	✓
11	We will establish regeneration initiatives to focus on the development of the rural market towns in the County via the 10 Towns initiative. PIMS 13175 (Goal 1)	31/03/2021	Stuart Walters	WBO6/C5	LT/P/C/Inv	✓
12	We will deliver the £30million Skills and Talent Initiative to ensure the County fully benefits from the opportunities that will be created through the £1.3 billion investment through the Swansea Bay City Deal. PIMS 13176 (Goal 1)	31/03/2023	Jane Lewis	WBO6/D1	LT/P/Int/C/Inv	✓
13	We will investigate and monitor the impact of Brexit on the economy of Carmarthenshire via the Brexit Risk and Opportunities Register. PIMS 14015 CRR190023	31/03/2021	Helen Morgan	WBO6/E1	LT/P/Inv	✓
14	We will maximise external funding in order to realise county wide economic activities PIMS 14016	31/03/2021	Rhian Phillips	WBO6/F1	LT/P/C/Inv	✓
15	We will ensure communities receive maximum support through the role of the Funding Bureau and the LEADER / rural function. PIMS 14017	31/03/2021	Rhian Phillips	WBO6/F2	LT/P/C/Inv	✓
16	We will ensure the Council uses its stock and assets to facilitate economic development within the County. PIMS 13180	31/03/2021	Jason Jones	WBO6/F4	LT/P/C/Inv	✓
17	We will lead on and complete all land acquisitions required to facilitate strategic highway schemes such as Cross Hands Economic Link Road and Towy Valley Cycleway. PIMS13181	31/03/2021	Jason Jones	WBO6/F5	LT/C/Inv	✓
18	We shall reduce energy consumption (kWh) / carbon emissions (tonnes) in the Council's existing non-domestic building portfolio. MF5-13 PIMS 13251 (Goal 2)	31/03/2021	Stephen Morgan	WBO12/C1	LT/P/C/Inv	✓
19	We will identify and deliver energy efficiency projects within the Council's existing, non-domestic buildings. PIMS13252	31/03/2021	Kendal Davies	WBO12/C2	LT/P/C/Inv	✓

Ref #	Key Actions and Measures	By When ¹⁾	By Who	WBO Ref	SWOW (LTP/Int/C/Inv)	✓ If key action to go forward to 20/21 Dept BP
20	We will develop a clear plan for a route towards being net zero carbon within 12 months (As per Notice of Motion at County Council –Feb.2019) PIMS14082 (Goal 7)	31/03/2021	Stephen Morgan	WBO12/C4	LT/P/C/Inv	✓
21	We will ensure the Council makes the most efficient and effective use of all of its community based assets and where necessary and appropriate transfer ownership of assets to other community groups and interested stakeholders. MF5-15 PIMS13301	31/03/2021	Stephen Morgan	WBO15/A10	LT/P/Int/C/Inv	✓
22	We will undertake a review to consider options for the most effective delivery of depot provision across the County including options for shared facilities with other public sector partners. MF5-11 PIMS 13303	31/03/2021	Stephen Morgan	WBO15/A11	LT/C/Inv	✓
23	We will continue to develop strong links between Service Asset Management Plans and the Corporate Asset Management Plan PIMS 13321	31/03/2021	Stephen Morgan	WBO15/B4/2	LT/C/Inv	✓
24	We will manage and make 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. PIMS14142	31/03/2021	Stephen Morgan	WBO15/B6/6	LT/P/C/Int/Inv	✓
Key Measures of success						
	Jobs created with Regeneration assistance (Eco9D/001) <i>(2018/19 Result –419.0 jobs; 2019/20 Target 377.0 jobs)</i>	TBC	Stuart Walters	WBO6		✓
	Jobs accommodated with Regeneration assistance (EconD/002) <i>(2018/19 Result –111.0 jobs; 2019/20 Target 83.0 jobs)</i>	TBC	Stuart Walters	WBO6		✓
	The number of people placed into jobs with Regeneration assistance (EconD/003) <i>(2018/19 result - 137.0 Jobs;2019/20 Target122.0)</i>	TBC	Stuart Walters	WBO6		✓
	The number of people helped into volunteering with Regeneration assistance (EconD/005) <i>(2018/19 Result 960 Target 2019/20 –581)</i>	TBC	Stuart Walters	WBO6		✓
	The level of Private Sector Investment / external funding secured (£) (EconD/008) <i>(2018/19 Result 16205882; 2019/20 Target 9498731)</i>	TBC	Stuart Walters	WBO6		✓

E. Summary Plan - Direct Reports: - Chief Executive's Business Support, Electoral and Registrars and Media and Marketing Services

Profile

- The Business Support Service is responsible for providing a range of departmental and service specific support within the Chief Executive's Department. The Unit is also responsible for providing support to the Leader and all member of the Executive Board. The service is also responsible for undertaking all necessary administrative support in connection with the functions of the Lieutenancy, including arrangements for Royal Visits, ceremonial duties, honours and presentations made by the Lord-Lieutenant on behalf of Her Majesty the Queen in relation to all correspondence and engagements.
- The Electoral and Registrars Service is responsible for the administration of all elections and referendums for the County. Electoral Services also provide statutory office support to the County Coroner. Civil Registration is a statutory service, managed locally by the Local Authority but accountable both to the local authority and to the Registrar General and the Home Office.
- Media, Marketing and Customer Service is a diverse service which prides itself on delivering the highest standards for a range of services from digital campaigns to customer care. The service has expertise in public relations, graphic design and print, media, advertising, social media, internal communications, web, digital and translation. Communicating with our staff, our business community, our partners and visitors is the key driver of our purpose, promoting the county as an attractive and commercially viable place to visit and invest in, through the regional and national campaigns that we lead on.

Major Current Strengths/highlights of the year so far

Electoral and Registrars Services

- We are working with the Cabinet Office, Welsh Government and Welsh Assembly to prepare for the implementation of Canvass and Electoral Reform that will streamline the canvass process and extend the right to vote for 16 year olds at Welsh Assembly and Local Government Elections
- Successfully administered two snap elections – the European Election in May 2019 plus the challenges of a winter December Parliamentary election
- Registrars Service was shortlisted for a TIC Award for their work in increasing MCCD (Medical Certificates of cause of death – with no coronial involvement) registered within 5 days
- Carmarthenshire Registration Service made history by becoming one of the first in the UK to hold a ceremony for mixed-sex civil partnerships at midnight on December 30 as the legislation came into force

Media and Marketing

- The introduction of a new corporate brand
- Launch of a new press and media protocol
- Winner of the Chartered Institute of Public Relations Cymru 2019 award for best corporate and business communications award and shortlisted for the best arts, culture or sport campaign.
- Developing bespoke campaigns on matters such as recycling and fostering to improve the way we communicate and keep our customers informed of our Council services.
- Gathering customer satisfaction data into all digital projects so that we can gain a better understanding into areas for improvement and also identify best practise.

- Ask a question functionality introduced to our digital platforms to gain a better understanding of how our customer wish to communicate with the Council.
- Increased interest from national media for Carmarthenshire as a tourism destination. These range from a two page feature in the Sunday Mirror to magazine articles in Prima Magazine and Country Living.
- The Keeping Faith television campaign has led to Laugharne featuring in the Visit Wales International and National advertising campaign.
- Supporting major events including the whole stage of the Woman’s Tour of Britain cycle race which took place in June.
- Work is well on its way with the cycling tourism project which is part funded by WG. This will include a National tourism campaign to attract further visitors to the county as well as developing a new cycling friendly towns initiative which is being piloted in Llandovery and St Clears.
- Our events support scheme, using a core £20,000 budget has supported a range of events including the Great Welsh Marathon & Half Marathon 2019, Llandovery Sheep Festival 2019 and Llandeilo Literature Festival 2019.
- The implementation of the Celtic Routes project, an Ireland - Wales co-operation funded project worth £1.7 is going well.

Key Areas for Improvement

(including Regulatory Report (WAO/FG), Member T&F, TIC and Consultation Findings; addressing bottom quartile results, etc.)

- Service user involvement: The Council should develop a systematic approach to involving service users in the future design and development of its online/channel shifted services. *(PIMS 14300 Regulatory Recommendation)*
- Service user satisfaction: The Council should develop ways to capture service user satisfaction data on its online services, so that it can continue to make improvements. *(PIMS 14301 Regulatory Recommendation)*

Key Divisional Risks - No Corporate Risks identified

5 Ways of Working

1. Long Term	<i>The importance of balancing short-term needs with the need to safeguard the ability to also meet long term needs</i>
<i>How good are we at this?</i>	Strong
Self-Assessment Review:	<p><u>Electoral & Registrars Services</u> Continued work with the Boundary Commission for Wales whose aim is to introduce a new boundary map for Carmarthenshire in 2022.</p> <p><u>Media and Marketing</u></p> <ul style="list-style-type: none"> • The rebranding of Customer Services Centres to 'Hwb' in Ammanford, Llanelli and Carmarthen have not only made Council front line support services more accessible to residents, but a number of other partners. For example, Workways +, Communities for Work+. Other organisations attend on a periodical basis including Dyfed Powys Police who attend the Llanelli Hwb on a weekly basis. • Tourism is a key component of Carmarthenshire's economy and a major source of employment and revenue for the County and while the private sector has a fundamental role in delivering key elements of the visitor experience the role of the public sector is to support tourism businesses and to provide an effective framework within which private enterprise can achieve sustainable growth and success.
What difference have we made? (as a result of WFG Act)	<p><u>Electoral & Registrars Services</u> The Boundary Commission has a duty to review every 10 years in the interests of achieving a significant improvement in the levels of electoral parity across Carmarthenshire</p> <p><u>Media and Marketing</u></p> <ul style="list-style-type: none"> • The Hwbs provide a good environment where people can find information about various services that help our customers to live fulfilled lives. • Improved partnership working
Planned Improvement for 20/21 - we will: (link to action plan)	<p><u>Electoral & Registrars Services</u> A1 in Action Plan</p> <p><u>Media and Marketing</u></p> <ul style="list-style-type: none"> • Introduce additional partners to the Hwbs, widening the offer to our customers. • Develop forums to work closer with the private sector to understand better the support we can offer our tourism businesses. Action 4
2. Prevention	<i>How acting to prevent problems occurring or getting worse may help public bodies meet their objectives</i>
<i>How good are we at this?</i>	Partial
Self-Assessment Review:	<p><u>Electoral & Registrars Services</u> Encourages openness and engagement</p> <p><u>Media and Marketing</u></p> <ul style="list-style-type: none"> • Support departments with their messaging by proactively promoting changes to services in the way customers wish to be informed. • Gathering customer satisfaction data into all digital projects so that we can gain a better understanding into areas for improvement and also identify best practise.

What difference have we made? (as a result of WFG Act)	<p><u>Electoral & Registrars Services</u> Encourages openness and engagement</p> <p><u>Media and Marketing</u></p> <ul style="list-style-type: none"> • Develop campaigns for example the recent recycling campaign which informed residents of the changes to the way in how they were to dispose of their household waste. • Develop a A-Z of recycling online that proactively promoted how we wanted our customers to recycle.
Planned Improvement for 20/21 - we will:(link to action plan)	<p><u>Electoral & Registrars Services</u> A2 & 3</p> <p><u>Media and Marketing</u></p> <ul style="list-style-type: none"> • Develop a plan of various campaigns that require our support to ensure customers are proactively aware of the work the Council undertake for example a new recycling campaign to recognise Carmarthenshire County Council as a good place to work. <i>Action 1</i> • Develop sections of the website that are requested by our customers <i>Action 2</i>
3. Integration	<i>Considering how well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies</i>
How good are we at this?	Strong
Self-Assessment Review:	<p><u>Media and Marketing</u></p> <ul style="list-style-type: none"> • <i>Impact on other objectives of the Council WBO 6 – Supporting Economic Growth and WBO14 Welsh Language and Culture.</i> <p>The Discover Carmarthenshire web and social media channels have performed effectively over the summer school holiday, with Walking, Beaches and What’s on figuring in the top five requests on a regular basis.</p> <ul style="list-style-type: none"> • Support communities to develop cultural events within the County. • Our Translation service continues to support the Council and other key partners to deliver their services bilingually.
What difference have we made? (as a result of WFG Act)	<p><u>Media and Marketing</u></p> <ul style="list-style-type: none"> • Increased visitor numbers and spend. • Supported events across the whole of the County • More meetings are held bilingually.
Planned Improvement for 20/21 - we will:(link to action plan)	<p><u>Media and Marketing</u></p> <ul style="list-style-type: none"> • Further campaigns are being developed to meet our County tourism needs and to support Visit Wales’ year of ‘The Great Outdoor’. <i>Action 4</i> • Further work on simultaneous translation to support internal meetings.
4. Collaboration	<i>Acting in collaboration with any other person (or different parts of the body itself) that could help the body meet its well-being objectives</i>
How good are we at this?	Strong
Self-Assessment Review:	<p><u>Electoral & Registrars Services</u></p> <p>The Welsh, Scottish and English Government’s jointly requested views on proposed reforms to the Annual Canvass for elections via a joint consultation response will be used to inform any legislation which will provide reforms to the canvass.</p> <p><u>Media and Marketing</u></p> <ul style="list-style-type: none"> • We have represented the County at the annual all wales tourism summit and attend the quarterly South West Wales Regional Tourism Forum.

	<ul style="list-style-type: none"> • Attended Customer Focus Wales • Work with our key partners to see what work within the translation unit can be looked at collaboratively. • Hwb opens its doors to work collaboratively with other partners such as Dyfed Powys Police and Careers Wales. • We attend the regional Dyfed Powys warning and informing group to proactively looking at how we manage emergency situation. • Support the Public Services Board
What difference have we made? (as a result of WFG Act)	<p><u>Electoral & Registrars Services</u> Reform of the canvass procedure The reform of the procedure will make the process more efficient and less costly and better use could be made of the data used to compile and maintain the electoral registers. A3 below</p> <p><u>Media and Marketing</u></p> <ul style="list-style-type: none"> • Promotion of Carmarthenshire as an attractive and quality place to visit and stay • To ensure customers are well informed and receive clear messages
Planned Improvement for 20/21 - we will	<p><u>Media and Marketing</u></p> <ul style="list-style-type: none"> • Continue to work with partners and in a collaboratively way to ensure customers are kept well informed <small>Action 1 & 4</small>
5. Involvement	<i>Importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area</i>
How good are we at this?	Strong
Self-Assessment Review:	<p><u>Electoral & Registrars Services</u> We work with particular sections of our community in particular young people and persons in charge of residential and nursing homes to raise awareness of the important to vote</p> <p><u>Media and Marketing</u></p> <ul style="list-style-type: none"> • Developed relevant marketing and promotional campaigns to ensure our customers engage and understand the role of the local authority • Ensure all communication is available to our customers in the format they wish to find out about the local Authority • Ensure all correspondence is fully bilingual Welsh and English and involve customers in their preferred language
What difference have we made? (as a result of WFG Act)	<p><u>Electoral & Registrars Services</u> Voting is a fundamental right of any citizen that enables them to choose the leaders of tomorrow.</p> <p><u>Media and Marketing</u> Increased number of visitors to our digital platforms and our Hwb offices.</p>
Planned Improvement for 20/21 - we will:(link to action plan)	<p><u>Electoral /Registrars service</u> A1-3 in action plan below</p> <p><u>Media and Marketing</u> Continue to work closely with all departments on their communication plans <small>Action 3</small></p>

Divisional Summary Action Plan

Ref #	Key Actions and Measures	By When ^{#1}	By Who	WBO Ref	SWOW (LT/P/Int/C/Inv)	✓ If Key action to go forward to 20/21 Dept BF
A.	Electoral and Registrars Services					
1.	We will ensure we work with the Boundary Commission for Wales on implementing the next stages of the Electoral Review for Carmarthenshire. HSR-CE4-02 PIMS14116	31/03/2022	Amanda Bebb	WBO15/B2 /5	LT/P/C	✓
2.	We will work with particular sectors of our community in particular the young people of Carmarthenshire and Persons in Charge of Residential/Nursing Homes, to raise awareness of the importance of registering to vote. HSR-CE4-03 PIMS 14117	31/03/2022	Amanda Bebb	WBO15/B2 /6	LT/P/Int/C/Inv	✓
3.	We will ensure that Canvass Reform is implemented at the start of the Annual 2020 Canvass. HSR-CE4-03 PIMS 14118	31/03/2021	Amanda Bebb	WBO15/B2 /7	LT/P/Int/C/Inv	✓
B.	Media and Marketing					
1.	We will develop and deliver a County wide tourism plan to focus more on the strategic objective of generating more year-round business by developing and promoting campaigns that provide a clear reason to visit Carmarthenshire.	31/03/2021	Huw Parsons	New		✓
2.	We will continue to assess our customers preferred channel of communication and how to encourage uptake of digital.	31/03/2021	Dija Oliver	New		✓
3.	We will support departments with their messaging by proactively promoting changes to services in the way customers wish to be informed.	31/03/2021	Dija Oliver	New		✓
4.	We will support community groups and organisations to promote and publicise the rich variety of community events being held in Carmarthenshire from agricultural shows, festivals and carnivals to exhibitions, concerts and performances. MF5-85 (Action also in Well-being Objectives 6 & 14) PIMS 14042	31/03/2021	Huw Parsons	WBO9/B2		✓
5.	We will develop a systematic approach to involving service users in the future design and development of its online/channel shifted services. PIMS 14300 Recommendation	31/03/2020	Dija Oliver	WAO/P47		✓
6.	We will develop ways to capture service user satisfaction data on its online services, so that it can continue to make improvements. PIMS 14301 Regulatory Recommendation	31/03/2020	Dija Oliver	WAO/P48		✓
	Key Measures of success					
8.	Number of user sessions to the County Council website (ICT/005 - (2018/19 Result 1625512 ; 2019/20 Target 1700000)		Dija Oliver			✓

4. Department Resources

Core Values



and accountability for our actions

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

Budget Summary

See accompanying Agenda re draft Budget

Savings and Efficiencies

See accompanying Agenda re draft savings and efficiencies

Key Workforce Planning Issues

 [Workforce Planning Toolkit](#) to help complete this section

Workforce Planning issues – please see Divisional Business Plan

5. Departmental Key Measures

Definition / Measure Reference		2018/19				2019/20		2020/21	Cost Measure (£)	
		All Wales Comparative data				Target set	EOY Result	Target set		
		Our Result	Quartile * to ****	Welsh Median	Welsh Best Quartile					
Departmental Management Standards										
1	Number of (FTE) days lost due to sickness absence in CEX Department (part of PAM/001)	TBC	Not Applicable		days (CEX Target)	TBC	TBC			
ICT and Corporate Policy										
2	% use of the ICT self Service helpdesk (<i>ICT/002</i>)	45%	Not Applicable		48%	TBC	TBC			
3	% of laptops used in the council (<i>ICT/004</i>)	68%	Not Applicable		76%	TBC	TBC			
4	% of households accessing the Internet in Carmarthenshire. (<i>ICT/006</i>)	86%	Not Applicable		87%	TBC	TBC			
6	Freedom of Information Act (FOIA) requests within the Statutory deadline (<i>2.1.1.17</i>)	98.66%	Not Applicable		90%	TBC	TBC			
People Management										
5	Number of (FTE) days lost due to sickness absence for the Authority (<i>PAM/001</i>)	9.8 Days	***	10.3 Days	9.5 Days	9.6 days	TBC	TBC		
6	Number of apprentices on formal recognised apprenticeship schemes per 1,000 employees (<i>PAM/044</i>)	New Measure				20.0	TBC	TBC		
Regeneration										
7	Jobs created with Regeneration assistance (<i>EconD/001</i>)	419.0	Not Applicable		377.0	TBC	TBC			
8	Jobs accommodated with Regeneration assistance (<i>EconD/002</i>)	111.0	Not Applicable		83.0	TBC	TBC			
9	The number of people placed into jobs with Regeneration assistance (<i>EconD/003</i>)	137.0	Not Applicable		122.0	TBC	TBC			
10	The number of people helped into volunteering with Regeneration assistance. (<i>EconD/005</i>)	960	Not Applicable		581	TBC	TBC			
11	Private Sector Investment / external funding secured (£) (<i>EconD/008</i>)	16205882	Not Applicable		9498731	TBC	TBC			

12	Percentage performance against target to generate capital receipts to support the capital program <i>(2.1.2.12)</i>	68.27	Not Applicable	100.00	TBC	TBC	
Direct Reports							
	Number of user sessions to the County Council website <i>(ICT/005)</i>	1625512	Not Applicable	1700000	TBC	TBC	

Well-being of Future Generations Act 2015

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

A. The Sustainable Development Principle of the Act

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

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

B. The Five Ways of Working required by the Act

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

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

C. The Seven Well-being Goals of the Act

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

Well-being Goals

