

Environment Department

Draft Business Plan 2020 – 2023

(Extract for Community Scrutiny Committee)



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

Date

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)



Long term

The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.



Prevention

How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.



Integration

Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.



Collaboration

Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.



Involvement

The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.

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The Purpose of this Plan

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

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

Executive Board Member/s Foreword

By Councillor(s)

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



Cllr. Hazel Evans
Executive Board Member - Environment

Sign off



Cllr. David Jenkins
Executive Board Member – Resources

Sign off



Cllr. Mair Stephens

Executive Board Member - Human Resources, Efficiencies and Collaboration

Sign off



Cllr. Philip Hughes

Executive Board Member - Public Protection

Sign off



Cllr. Linda Evans

Executive Board Member - Housing

Sign off



Cllr. Cefin Cambell

Executive Board Member – Communities and Rural Affairs

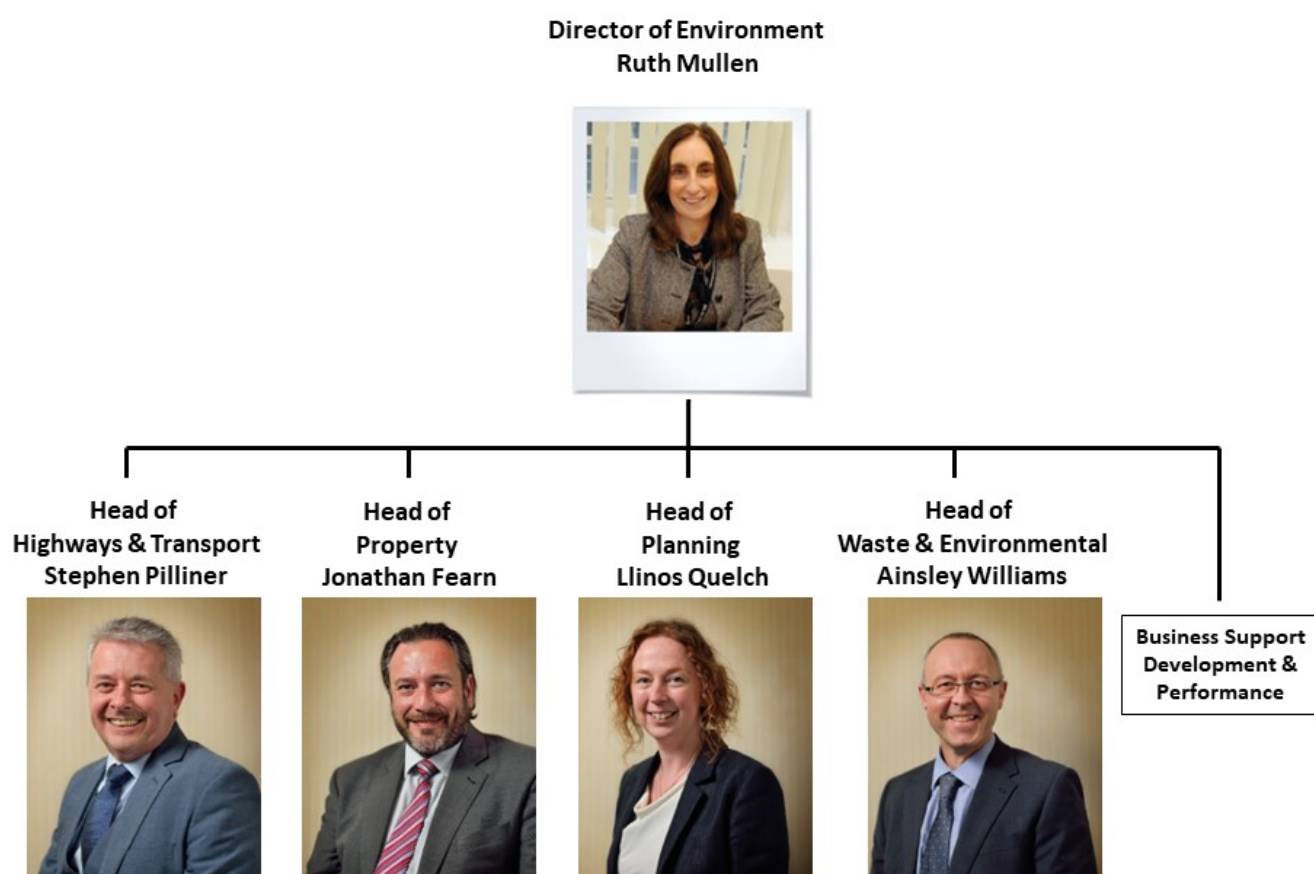
Sign off

1. Departmental Overview

Introduction by Director

I am pleased with the progress that has been made in the delivery of service throughout the Environment Department in 2019/20. This has been against a background of organisational change and significant resource challenges. Our Business Plans for 2020-2023 set out an exciting programme of service activity and development. The main headlines of our ambition are summarised here in this departmental overview, with more detailed actions and objectives set out in more detailed plans at divisional and service level.

Departmental Senior Management Structure



2. Strategic Context

2.1 National Well-being Goals

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

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

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

Well- Being Objective	Steve Pilliner	Jonathan Fearn	Ainsley Williams	Llinos Queich
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. Support and improve progress and achievement for all learners	✓	✓		
4. Ensure all young people are in Education, Employment or Training (EET) and are following productive learning and career pathways				
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

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

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

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

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

2.4 Department Specific Acts

Department Specific Acts	Annual Report /Action Plan? (Add Link to it)
<p><i>FG Compliant</i></p> <ul style="list-style-type: none"> • The Well-being of Future Generations (Wales) Act 2015 • Environment (Wales) Act 2016 • 	
<p><i>Pre FG Compliant</i></p> <ul style="list-style-type: none"> • Welsh Language Standards under s 44 Welsh Language (Wales) measure 2011 • Freedom of Information Act 2000 (FOIA) • Data Protection Act 1998 • Equalities Act 2010 • The Employment Act 2008 and Employee Acts • Health & Safety at Work Act 1974 and subsequent respective legislation <p>Highways and Transport</p> <ul style="list-style-type: none"> • Highways Act 1980 • Road Traffic Act 1991 • Traffic Management Act 2004 • Flood and Water Management Act 2010 • New Roads and Street Works Act 1991 • Land Drainage Act 1991 • Local Authorities' Cemeteries Order 1977 	

<ul style="list-style-type: none"> • Environmental Protection Act 1990 • Anti-Social Behaviour (Crime and Policing) Act 2014 • Police & Crime Act 2009 <p>Property</p> <ul style="list-style-type: none"> • Landlord and Tenant Act 1954 • Occupier's Liability Act 1984 <p>Waste & Environmental</p> <ul style="list-style-type: none"> • Clean Neighbourhood Act & Environment Act 2005 <p>Planning</p> <ul style="list-style-type: none"> • Carmarthenshire Local Development Plan 2014 • Town and Country Planning Act 1990 • Planning (Wales) Act 2015, including various secondary legislation published post-January 2016 • Historic Environment (Wales) Act 2015 	
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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.

2.5 Department Specific Strategies

Department Specific Strategy	Annual Report /Action Plan? (Add Link to it)
<p><i>FG Compliant</i></p> <ul style="list-style-type: none"> • Carmarthenshire County Council Corporate Strategy 2018 – 2023 	
<p><i>Pre FG Compliant</i></p> <ul style="list-style-type: none"> • Swansea Bay City Region Economic Regeneration Strategy 2013 -2030 • Ageing Well in Wales Plan • Strategic Regeneration Plan for Carmarthenshire • Carmarthenshire's Vision for Sustainable Services for Older People for the Next Decade • Digital Transformation Strategy • Divisional Business Plans • Moving Forward in Carmarthenshire: the next 5-years • Transformations: Strategic Regeneration Plan for Carmarthenshire – 2015-2030 • Affordable Homes Delivery Plan 2016 - 20 • Wildlife And Countryside Act 1981 	

Highways and Transport

- One Wales Connecting the Nation, The Wales Transport Strategy
- The National Transport Plan
- All Wales Road Safety Framework 2013
- The Local Transport Plan
- Regional Bus Network Strategy
- Integrated Parking Strategy
- Walking and Cycling Strategy
- National Parking Standards
- Fleet Strategy & Fleet Road Risk Strategy
- The Learner Travel (Wales) Measure
- Guidance for Local Authorities on Public Rights of Way 2016
- Carmarthenshire Rights of Way Improvement Plan

Property

- Corporate Asset Management Plan
- Office Accommodation Programme
- Affordable Homes Delivery Plan 2016 - 20
- Digital Transformation Strategy 2017 - 2020
- RICS Guidance Notes
- RICS Practice Statements
- RICS Rules of Conduct
- RICS Valuation - Professional Standards (Red Book)
- MEP Programme.

Waste & Environmental

- EU revised Waste Framework Directive 2008/98/EC
- Waste (England and Wales) (Amended) Regulations 2012.
- Towards Zero Waste (WG's overarching waste strategy document).
- Sustainable Drainage Systems (SuDS)

Planning

- Carmarthenshire Local Development Plan 2014
- Planning Policy Wales
- All Technical Advice Notes (TANs) and various circulars
- Air Quality Management Areas (AQMA's)

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

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

The Division Profiles included are as follows:

- Highways & Transport Division
- Property Division
- Waste & Environmental Division
- Planning Division

Departmental Key Risks		
RISK DESCRIPTION		RESPONSIBLE OFFICER
Risk 1	Non-compliance with Contract Procedure Rules. Our Contract Procedure Rules have been written to set clear rules for the procurement of goods, services and works, so that we can obtain best value for money, whilst ensuring a system of openness, transparency and non-discrimination where the accountability of the procurement process is beyond reproach.	Ruth Mullen
Risk 2	Marketing high standards of governance in relation to Information Management.	Ruth Mullen
Risk 3	IT Development/ investment and a system that is fit for purpose, that enables access to management information to inform business decisions.	Ruth Mullen
Risk 4	Fee income levels not meeting budget targets.	Ruth Mullen
Risk 5	Reduction in Welsh Government grant funding	Ruth Mullen
Risk 6	Demographic growth increasing pressure and costs for all front line services.	Ruth Mullen

Risk 7	Succession/ workforce planning and staff retention	Ruth Mullen
Risk 8	Reduction in resources resulting in not meeting stakeholder expectations.	Ruth Mullen
Risk 9	Ability to plan and react to increase in incidents and effect of climate change, within available and limited resources.	Ruth Mullen
Risk 10	Increased demands from new statutory requirements without required revenue support.	Ruth Mullen

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Divisional Profile



The **Property Division** is responsible for the management of the Council's existing and future property portfolios. This involves using our own resources or working with partners to provide property maintenance, property design, construction and facilities management expertise for the Council. The Division employs around 700 staff with a large number of part-time cleaners which reduces the Full Time Equivalent (FTE) number to around 290. The Council's substantial property portfolio includes 1,409 buildings with a current asset value of over £1.22 Billion, of which £470m is housing property.

The **Property Maintenance** Team is responsible for the repair, maintenance and improvement of the majority of the Council's facilities and provides expert advice on the Council's property related health & safety responsibilities recommending good practice and developing policy and procedure to ensure that it complies with legislative requirements. Through our New Homes Team we manage the refurbishment and letting of the Council's homes. We employ a large team of operatives to deliver direct property maintenance as well as working with a range of contractors to deliver the maintenance needs of the Council's buildings. Approximately 65% of the Section's work relates to Housing Property and 35% for non-housing.

The **Property Design** Team is responsible for designing and delivering major capital investment projects including: the 21st Century Schools Programme; physical regeneration projects; The Carmarthenshire Homes Standard including the new build Affordable Homes Housing schemes; care home, sheltered schemes, leisure improvements, major refurbishment works to other council assets and corporate new projects;. The Section also responsible for managing and delivering the South west Wales Regional property related construction-related frameworks on behalf of four other adjoining Authorities, other public bodies and participating bodies.

The **Facilities Management** team ensure that the buildings they support are open and operational on the days they are needed. They provide a link between the building occupiers and the support provided by other parts of environment and other agencies in maintaining a safe workplace. Facility Management provides a and out of hours keyholding service for a range of buildings. The Cleaning Services section of Facilities Management provide a high-quality cleaning service to its clients in a cost-effective manner

Major Current Strengths

Property Design Team

- The Property Design Team was restructured in 2018/19 to align with the ongoing high volume of property design work for the Authority and partners. Recruitment is ongoing.
- The Team continues to manage the South West Wales Regional Construction Framework on behalf of a wide range of West Wales' public sector organisations.
- The Property Design Team continues to deliver a wide range of new facilities to improve the assets available for the Council's services. During 2019/20 we completed
 - Pontyberem CP School
 - Ysgol Emlyn Kitchen upgrade

- Ysgol Dyffryn Aman Kitchen Upgrade
- re-modelling of the 2nd & 3rd floors of 3 Spilman Street
- External re-furbishment works of block 14 Parc Dewi Sant
- Refurbishment of Block 4 Parc Dewi Sant
- Amman Valley Leisure Centre Wet side refurbishment
- Lift upgrades at Block 2 , Parc Dewi Sant
- New Carmarthenshire Archive and Carmarthen Library Upgrade
- First phase of the New Affordable Homes Scheme at Dylan, Llwynhendy
- First phase of the New Affordable Homes Scheme at Garreglwyd, Pembrey
- Internal CHS Works to 222 Homes
- External works and rendering to 130 homes
- Re-roofing of 130 homes
- Makeover of Llys yr Ysgol Sheltered Housing Scheme
- Extension to Ty'r Gelli Resource Centre

In addition we currently have the refurbishment of and extension of Ysgol Llangadog and Ysgol Pantycelyn on site as well as , the new build schemes at Ysgol Pum Heol, Pendine Attractor Project and the continuation with those currently under construction including :

- Second and third phases of the New Affordable Homes Scheme at Dylan, Llwynhendy
- Second phase of the New Affordable Homes Scheme at Garreglwyd, Pembrey

During 19/20 we also tendered and let the projects scheduled below , all of which are programmed to commence on site during the first two quarters of 2020.:

- Renovation of Abergwili Museum
- Additional infants classroom at Ysgol Bynea
- Additional infants classroom at Ysgol Saron
- Additional infants classroom at Ysgol y Ddwylan
- New Build Affordable Homes at Glanmor Terrace, Burry Port
- New Build Affordable Homes at Gwynfryn, Ammanford
- New Build School for Ysgol Gorslas
- New build school for Ysgol Pembre
- New build school for Ysgol y Castell
- Retail Units at Jackson's Lane , Carmarthen
- Re-furbishment works at Llandeilo Market
- Market Street, Llanelli re-development to provide Affordable homes apartments and retail/commercial units
- Re-development of the former YMCA, Llanelli to provide Affordable homes apartments and retail/commercial units
- New South West Wales Regional Contractors Framework valued at £1billion

We are currently in the process of developing approximately a further 18 project for tendering within the next 12 months

Property Maintenance Team

- Increased communication between Property Maintenance and Strategic Asset Management has brought improvements to the service.
- The Division continues to work in collaboration with the Homes and Safer Communities Division to be an integral part of the Affordable Housing strategy by helping to deliver the Stock Increase Scheme. This involves carrying out improvement works and then letting properties that have been brought into the Council's housing stock.
- The Property Maintenance Team continues to support the Next Steps programme, which provides 4 weeks of work experience with local construction firms and apprentice appointments for the winning candidates. For the first time, 2 of the successful candidates have been recruited by the Maintenance Team as electrical apprentices.
- We have employed five additional Maintenance Technicians to undertake multi skilled works to the authorities Housing and Non Housing stock.
- We assist CYFLE and CCTAL in supporting shared apprentices in the County, to develop skilled operatives for succession planning.
- We are continually supporting and developing staff through arranged training courses e.g. working at Height, Manual Handling, First Aid, Construction Design and Management Regulations 2015.
- Working closely with colleagues in Communities we have undertaken health and safety related works to ensure the compliance of Lady Stepney Pendine Education Centre and St Clears Leisure Centre.
- Provide 365-day / 24-hour maintenance service through on call officers / operatives and contractors.
- The Team has specialists in and dedicated knowledge of the Authorities buildings. We know how the existing systems operate, problem solve in order to rectify the issues at a minimum cost, coupled with many years of a building up relationships and trust.
- We react to emergency situations from initial notification to completion of Project, e.g. Fire Damage, flooding, burst pipes etc.

Facility Management

A good understanding of the properties and systems they support and the activities and processes carried out there.

Key Areas for Improvement

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

Property Maintenance Team

- We need to invest in additional resources to improve procurement practices and ensure consistent and cost-effective purchasing to support our in-house building maintenance activity (WOW 1)
 - Work is continuing on the Mechanical & Electrical Contract and we are in consultation with Corporate Procurement colleagues on a recent NPS arrangement for certain elements of the work (FM Services Phase 2 – Mechanical Services).
 - The LHS (London Housing Consortium) arrangement for Commercial Roofing has not provided Contractors within the South/West Wales Regions for works up the value of £250k and this may be now subject to a stand-alone Carmarthenshire procurement exercise.
 - A recent NPS arrangement for the supply of domestic gas and oil boilers has not delivered value for money compared with the current arrangement with CHIC (Central Housing Investment Consortium) arrangement.

- Re-alignment of the Property Maintenance and Property Design Teams need to be fully implemented and strengthened through the recruitment of additional resources. (WOW 1 & 2)
- Need for a robust dashboard of measures/management information to make informed business decisions.
- Progress on IT enhancements/improvements required to enable further efficiencies in the Housing Repairs Project.
- Structure of new expanded Division needs to be completed and vacant posts need to be filled across the Division to enable full resource to deliver work demands, including in building maintenance, property audits, property management and design.

Property Design Team

- We need to invest in additional resource in the Framework management team, to be fully funded by income generation, to ensure compliance with SLA agreements and contract requirements regionally particularly in relation to community benefits, KPI's etc
- Need to continually engage with the market to recruit into current vacant post to ensure full implementation of the re-alignemnt of the seccion
- Continually engage with scheme sponsors and end users and develop new systems of working and monitoring projects

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"> • The Swansea Bay Regeneration Strategy is set for a 2013-30 timespan & Swansea Bay City Region City Deal 2016-35.
What difference have we made? (as a result of WFG Act)	<ul style="list-style-type: none"> • We are working with local and regional shared apprentice schemes and also developing our own graduate and apprenticeship programmes to help with succession planning and to encourage training and employment for the next generation of construction professionals. • Comprehensive realignments of the Property Design and Property Maintenance Sections has been approved, which will encourage clear and efficient working processes whilst at the same time developing improved succession planning. <p>Property Maintenance has traditionally been more focussed on reacting to immediate maintenance needs but is moving towards a longer-term approach to property maintenance. A “one property” approach to condition and property risks and the greater use of condition data will help to inform a more strategic approach to maintenance choices.</p> <p>A TIC review of the Design Processes within Property design have led to changes in the delivery process of major capital and grant related schemes, although further work in soime areas is still required .</p>

Planned Improvement for 20/21 - we will: (link to action plan)	Action 3 below.
2. Prevention	<i>How acting to prevent problems occurring or getting worse may help public bodies meet their objectives</i>
How good are we at this?	Strong
Self-Assessment Review:	We have undertaken a review of Property Maintenance with a view to moving to a more planned, rather than reactive, service. Coupled with the already embedded asset management process and improved Service Asset Management Plans, this should ensure that future maintenance is more cost effective and takes better account of future, rather than just immediate requirements.
What difference have we made? (as a result of WFG Act)	<ul style="list-style-type: none"> We have undertaken a review of Property Maintenance with a view to moving to a more planned, rather than reactive, service. Coupled with the already embedded asset management process and improved Service Asset Management Plans, this should ensure that future maintenance is more cost effective and takes better account of future, rather than just immediate requirements. The re-alignment process within the Property Design and Property Maintenance Teams will aim to reduce the continued loss of well trained and developed staff to external companies and organisations, thus retaining their services through incentives such as succession planning opportunities that will enhance and support the Authority's future property related projects aspirations in future years. An end to end lean systems review of the Council's Property Design function and related processes was under taken in 2018. This has reviewed the initiation, design and completion of property related projects with all Departments in order to clarify and develop a better understanding of roles and responsibilities of all parties. The Property HandyVan Service was introduced several years ago for non-housing property maintenance. Through remodelling the service in this was we have focussed on getting it right first time and getting to the root of the problem. The principles are now being rolled out as part of the Housing Repairs project.
Planned Improvement for 20/21 - we will: (link to action plan)	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>
How good are we at this?	Strong
Self-Assessment Review:	We work with other local authorities as part of the South West Wales Regional Frameworks for both contractors and Property related professional services.

What difference have we made? (as a result of WFG Act)	
Planned Improvement for 20/21 - we will: (link to action plan)	Action 7 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>
How good are we at this?	Strong
Self-Assessment Review:	<ul style="list-style-type: none"> Our Property Division continue to work with all departments in the authority and external contractors to deliver property related schemes.
What difference have we made? (as a result of WFG Act)	<ul style="list-style-type: none"> The Property Design Team leads and administers the South West Wales Regional Frameworks for both contractors and Property related professional services. The Division contributes to the Welsh Government's Ystadau Cymru and The Consortium of Local Authorities in Wales (CLAW) collaborative discussions <p>Lead a Mid & West Wales Asset Collaboration Group on behalf of the Welsh Government's Ystadau Cymru, covering 4 Public Services Boards: Carmarthenshire, Pembrokeshire, Ceredigion and Powys, with a view to identifying joint working opportunities.</p>
Planned Improvement for 20/21 - we will: (link to action plan)	Action 7 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>
How good are we at this?	Strong
Self-Assessment Review:	We continue to consult with internal and external customers on all design projects.
What difference have we made? (as a result of WFG Act)	The Property Records Team is collating information on community assets in conjunction with Community and Town Councils and the third sector, to support the Public Service Board's Well-being Plan.
Planned Improvement for 20/21 - we will: (link to action plan)	Action 1 below.

Divisional Summary Action Plan

Ref #	Key Actions and Measures	By When ^{#1}	By Who	WBO Ref	5WOW (LT/P /Int/C /Inv)
A	Xxx Business Unit			WBOX X	
1	<p>Continue to identify development / disposal / service opportunities as they arise and facilitate the generation of Capital Receipts by:</p> <ul style="list-style-type: none"> Continuing the implementation of the Councils Office Accommodation Strategy including agile working which aims to reduce the number of buildings and increase the efficiency of the portfolio. <p>Continuing to work with Town and Community Councils and Third Sector organisations on asset transfer to allow local ownership of assets.</p>	31/03/2022	Jonathan Fearn	WBO 15	
2	Develop, implement and monitor compliant procurement exercises for the Division, working in conjunction with the Corporate Procurement Unit.	31/03/2022	Jonathan Fearn		
3	Continue the roll out the Housing Repairs. Review new working model to deliver a more timely, flexible and efficient multi-skilled repairs service and finalise an implementation plan for extending the service countywide, including appropriate multi-skilling training for all our responsive/ preventative maintenance operatives.	31/03/2022	Chris Derrick		
4	Continue to develop mobile working technology and our works management systems for our workforce to enable them to work in an agile and cost effective way including implementation of the 'Total Optimise' Job scheduling and appointment module within our Works Management IT system.	31/03/2021	Chris Derrick		
5	Ensure that risks relating to all premises owned or occupied by CCC are suitably & sufficiently identified & managed.	31/03/2022	Andrew Rees		
6	Develop & implement a hub for all property related services, frameworks & gateway management functions for both within the Authority, regional partners & potential external clients	31/03/2021	Hywel Harries		
7	<p>Contribute to delivering the Swansea Bay City Deal programme to develop 'Homes as Power Stations' to help generate sustainable and affordable homes and address fuel poverty for our residents by:</p> <ul style="list-style-type: none"> Developing new homes with innovative technologies Developing new buildings with new technologies to limit energy usage Develop schemes with the aim of achieving zero carbon status in line with the Authority's agenda 	31/03/2021	Hywel Harries		
Risks and Control Actions					

Risk 1	Non-compliance with Contract Procedure Rules. Our Contract Procedure Rules have been written to set clear rules for the procurement of goods, services and works, so that we can obtain best value for money, whilst ensuring a system of openness, transparency and non-discrimination where the accountability of the procurement process is beyond reproach.	Jonathan Fearn
Control Action 1	"Executive Board Member meeting held on 24th March 2016 resolved to continue with the existing arrangements for : <ul style="list-style-type: none"> • servicing & maintenance of fixed mechanical & electrical plant & equipment • provision of sewerage services • arboricultural work • commercial roofing until a compliant procurement exercise was established "	Jonathan Fearn
Risk 7	Succession/ workforce planning and staff retention	Jonathan Fearn
Control Action 7	Reintroduction of apprenticeships, re-training of existing workforce to become multi-skilled. Creation of a suitable multi-skilling apprenticeship with one of our Training partners. Making a business case for recruitment based on reduced use of Framework Contractors.	Jonathan Fearn
Risk 3	IT investment/ Development -Lack of investment funding / in-house capacity to develop IT system improvements and enhancements to deliver more efficient ways of agile/mobile working.	Jonathan Fearn
Control Action 3	A robust invest to save case will need to be made to demonstrate the deliverable cost savings of new ways of working.	Jonathan Fearn
Risk 19	Some key officers and qualified staff are continuing to leave the organisation for better paid positions with other authorities which has had a significant impact on the Section in recent years and has affected service delivery considerably and at significant cost due to the need to engage with external support.	Jonathan Fearn
Control Action 19	The re- alignment of the section along with a Review of current and proposed job profiles and grades allocated in line with Single Status and Job Evaluation exercise has been undertaken which will hopefully address these issues during the forthcoming recruitments drive . Consider market supplements, where appropriate	Jonathan Fearn
Key Performance Measures		
	PAM/037 - Average number of calendar days taken to complete all housing repairs. 2020/21 Target TBC	Jonathan Fearn

If a longer-term project, also include a 2020/21 Milestone

Divisional Profile



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

The Division is responsible for determining planning applications, actioning enforcement regarding land use activates, determining listed building proposals, monitoring works to protected trees and hedgerows, regulating minerals and waste activities and for maintaining Carmarthenshire's Common Land Register. It also administers adherence to Building Regulations within the County – striving to ensure that buildings are safe and fit

for purpose. The Division also has the statutory responsibility for ensuring that the County has an up to date, effective and relevant development plan – and therefore the Carmarthenshire Local Development Plan was adopted in December 2014. These various functions are provided through the following business units: Development Management and Built Heritage, Forward Planning, Minerals & Waste Planning, Rural Conservation & Building Control.

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

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



Major Current Strengths

- We have continued to implement national and local policies in all land use decision making (both through delegated decisions on planning applications and those reported to Planning Committee) and in doing so ensure that we are contributing to the regeneration objectives set for the County (incl. City Deal). (WOW 1 & 3)
- All teams within the Planning Division have continued to contribute to the regional policy planning forum and national planning policy debates and policy formulation as they arise throughout the year. This year it has included feeding back on matters such as housing deliverability, the national development framework and delivery of the Built Heritage (Wales) Act. (WOW 1 & 4)

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

Key Areas for Improvement

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

- We need to increase the emphasis on planning for workforce development, internal succession and staff development. (WOW 1 & 2)
- Planning Services need to continue to improve on achieving a coordinated response to complaints which need to be dealt with under different legislative frameworks – therefore involving other Services and Divisions. (WOW 2 & 4)
- Future Local Development Plan review requirements set within legislation require funding provision to be put in place to ensure statutory obligations are met. These obligations will include significant evidence gathering requirements and the re-drafting of elements, or all of the current LDP to ensure it is fit for purpose moving forward. The legislative requirements in relation to the preparation of a Sustainability Appraisal/Strategic Environmental Assessment and Habitat Regulations Assessment as prescribed under European Law will be important evidential requirements. (WOW 1 & 2)
- Continue to work across CCC departments to raise awareness of both the Resilience Goal in the Well Being and Future Generation (Wales) Act 2015 and the Environment (Wales) Act 2016. (WOW 1 & 2 & 4)

5 Ways of Working ([Self-Assessment Review Workbook](#) / [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 current Local Development Plan sets out our long-term approach to land use planning until 2021 - and impacts the direction of growth opportunities beyond that period.
What difference have we made? (as a result of WFG Act)	<ul style="list-style-type: none"> Continue to monitor the effectiveness of the LDP and to take forward the considerations of the Review Report in the preparation of the Revised LDP which needs to be adopted by the end of 2021. We take the lead in developing the Council's Environment Act Forward plan and reporting on delivery of this. The review of its first three-year Forward Plan is to be published on CCC's website at the end of December 2019. Actions included in this will make a long-term difference in CCC's working practices, plans and policies, ensuring that it delivers its S.6 Biodiversity Duty set out in the Environment Act (Wales).
Planned Improvement for 20/21 - we will: (link to action plan)	Action 7 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"> Reflecting the S.6 Biodiversity Duty placed on CCC under the Environment (Wales) Act 2016, and particularly within the planning system, the section is seeking to ensure that adverse impacts on the natural environment are where ever possible prevented.
What difference have we made? (as a result of WFG Act)	<ul style="list-style-type: none"> We continued to implement and revisit the outcomes of the TIC Review process across the Division to improve ways of working. With the restructure of the Development Management and Built Heritage function having been completed the continued focus in the coming year will be on implementation. Performance management and how the Unit delivers on its core values and operating principles, including a focus on its behaviour culture, need to be further considered. With a new senior management structure in place the group will meet regularly to identify not only whether outcomes from the TIC process need to be revisited but to take on board and action feedback from clients, including that received as a result of agent away days and the Council's formal complaints process.
Planned Improvement for 20/21 - we will: (link to action plan)	Action 2 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:	We work with various other services to deliver multi-disciplinary solutions to various issues (including enforcement matters).
What difference have we made? (as a result of WFG Act)	<ul style="list-style-type: none"> • Our monitoring and review of the Local Development Plan goals and objective will take into account the goals and objectives of other services and partners in so far as they have land use requirements. • Continue to monitor the implementation of the LDP and will as part of the Revision process ensure integration with the ICS and the Carmarthenshire Local Well-being Plan. • We work with various other services to deliver multi-disciplinary solutions to various issues (including enforcement matters).
Planned Improvement for 20/21 - we will: (link to action plan)	Action 7 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"> • Collaboration remained key in taking forward the Revised LDP 2018 - 2033 and in developing land use plans and strategies both at county and regional level. Discussion has occurred throughout the year with various stakeholder (internal and external) along with discussions with adjoining local authorities (sharing good practice etc.).
What difference have we made? (as a result of WFG Act)	<ul style="list-style-type: none"> • Our Planning Minerals and Waste section provide a minerals and waste planning service to 7 other Local Authorities. • Our Forward Planning Team and Planning Officers are working in partnership with stakeholders to facilitate the delivery of land allocations included in the local development plan. • Collaboration remains key in taking forward future revisions to the Local Development Plan and in developing other land use plans and strategies both at county and regional level. • Keep under review existing Service Level Agreements with regards minerals and waste and further pursue additional SLAs • Engage with landowners/developers to understand delivery/non-delivery issues in relation to land allocations – use this evidence to inform the future version of the LDP. • Ensure effective ongoing collaboration with regards to planning policy across the region and beyond utilising long established cross border structures and examining opportunities for future joint and collaborative working (particularly in terms of joint research). <p>The Built Heritage Team currently supports the delivery of the Conservation and Built Heritage function of the Brecon Beacons National Park. Other opportunities in this area will be explored.</p> <p>Rural Conservation facilitates the Carmarthenshire Nature Partnership and works collaboratively with another 22 environmental organisations across Carmarthenshire, developing a Nature Recovery Plan for the county.</p> <p>The section also facilitates CCC's response to ash die-back working with colleagues across the authority.</p>

Planned Improvement for 20/21 - we will: (link to action plan)	Action 7 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>
How good are we at this?	Strong
Self-Assessment Review:	Action 7 below
What difference have we made? (as a result of WFG Act)	<ul style="list-style-type: none"> • The Local Development Plan (LDP) sets out the spatial vision for the future of Carmarthenshire (excluding that area within the Brecon Beacons national Park) and a framework for the distribution and delivery of growth and development. • The LDP Plan has a direct effect on the lives of every resident of the County as well as major implications on investment programmes, other plans and strategies, communities and landowners alike. Community engagement continues to be a key element in producing and implementation of this plan. • We will continue to monitor the implementation of the LDP and will as part of the Revision process ensure a wide involvement regarding any revisions to the LDP.
Planned Improvement for 20/21 - we will: (link to action plan)	Action 7 below

Divisional Summary Action Plan

Ref #	Key Actions and Measures	By When ^{#1}	By Who	WBO Ref	SWOW (LT/P/Int/Inv)
1	With the restructure now complete focus during the coming year will be on the implementation of agreed principles and other measures that may be needed to ensure consistency of management and decision making across the Unit. Recommendation from the Strategic Review due January 2020 will affect the actions already set out in this part of the Divisional Plan and therefore actions and target date are subject to change	31/03/2021	Llinos Quelch	WBO12	
2	We will implement the tree strategy to improve the environment and mitigate the effects of air and noise pollution in our more populated areas. MF5-23 This strategy will link with the Council's approved Tree Management Procedure, and will apply primarily to trees on land owned or managed by CCC, but could equally well apply to other land e.g. land managed by other members of the Public Service Board, and Town and Community Councils. This action will enhance and sustain both our natural and our built spaces. There is also a need to look at Ash Die back during the coming years.	31/03/2021	Llinos Quelch	WBO12 & MF5-23	
3	We will review the Council's Rural Buildings Policy. Policies in the LDP relating to the re-use of rural buildings, together with relevant SPG will be reviewed as part of the LDP review process. The appropriate re-use of these buildings can contribute to the circular economy and a reduction in both the creation of waste and the demand for new building materials.	31/03/2021	Llinos Quelch	WBO12 & MF5-22	
4	We will formalise our process for dealing with all pre-application enquiries, both statutory and discretionary, including the receipt of fee income where appropriate. This will include Built Heritage enquiries.	31/03/2021	Llinos Quelch	WBO12	
5	We will continue to review the implementation and effectiveness of the Dangerous Structures Policy.	31/03/2021	Llinos Quelch	WBO12	
6	We will continue to deliver the Caeau Mynydd Mawr SAC Marsh Fritillary project, consistent with SPG, which aims to ensure the management of at least 100ha of Marsh Fritillary habitat in perpetuity.	31/03/2021	Llinos Quelch	WBO12	
7	Through monitoring the delivery of the Council's Forward Plan, we will evidence how Carmarthenshire County Council is meeting its Biodiversity and Ecosystem Resilience Duty under Section 6 of the Environment (Wales) Act, reporting on outcomes achieved to WG. We will evidence links between this work and the requirements of the Well Being of Future Generations (Wales) Act 2015.	31/03/2021	Llinos Quelch	WBO12	
8	We will implement and monitor the adopted Local Development Plan (LDP) in accordance with the statutory requirements and the content of the agreed Monitoring and Implementation Framework.	31/03/2021	Llinos Quelch	WBO12	
9	We will produce and publish the Annual Monitoring Report (AMR) in relation to the LDP by the 31 st October 2020.	31/10/2021	Llinos Quelch	WBO12	
10	We will continue with the preparation of the revised LDP in accordance with statutory provisions and consult on the Preferred Strategy late 2018 and the Deposit Version late 2019. Progress in relation to the Revised LDP timetable will be monitored twice yearly.	31/03/2021	Llinos Quelch	WBO12 & MF5-20	
11	We will continue to maintain and where possible develop the internal Planning delivery/advice service.	31/03/2020	Llinos Quelch	WBO12	

12	We will continue to maintain and where possible develop the internal planning delivery/advice service that will raise awareness of the WCFG goals and the authorities and the biodiversity duty placed on the Authority under the Environment (Wales) Act 2016, and how these should be addressed as part of the planning application.	31/03/2021	Llinos Quelch	WBO12	
13	We will continue to monitor and where appropriate manage the use of monies raised through developer contribution including s106 agreements. As a consequence we will ensure monies are appropriately used and that there is an efficient turn around in the use of funds.	31/03/2021	Llinos Quelch	WBO12	
14	We will continue to improve working relationships and develop Service Level Agreement with other Local Authority partners through the continued identification of “better ways of working”, prioritising the Minerals & Waste service in order to provide a more efficient and effective service to our customers.	31/03/2021	Llinos Quelch	WBO12	
15	We will consider the opportunities of extending the provision of Mineral & Waste services to other Local Planning Authorities in South Wales under Service Level Agreements or as specific projects in order to generate additional income & to underpin a resilient business unit over the long term which can continue to provide an efficient and effective service to our customers.	31/03/2021	Llinos Quelch	WBO12	
16	Development of the WG sponsored pilot project for the involvement of Members in the Pre-application process.	31/03/2021	Llinos Quelch	WBO12	
17	We will continue to implement the Local Development Order for Llanelli Town Centre as part of a co-ordinated strategic approach to regeneration within the town centre.	31/03/2021	Llinos Quelch	WBO12	
18	We will implement the recommendations of the Environmental & Public Protection Task & Finish review of the maintenance provision of highway hedgerows and verges.	31/03/2021	Llinos Quelch	WBO12	
19	Over the course of the next 18 months the Built Heritage function will be reviewed to consider whether there is any scope regarding fee generating opportunities (e.g. training, advisory service etc.).	31/03/2021	Llinos Quelch	WBO12	

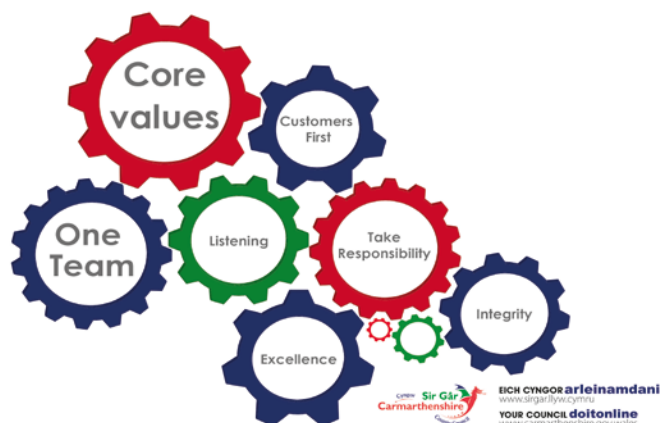
Risks and Control Actions

Risk 23	Failure to ensure a joined up decision making structure where necessary feedback and comments are sought and fully considered.	Llinos Quelch
Control Action 23	Explore opportunities for ensuring that the other appropriate inputs are sought and that the functions (including Forward Planning, Rural Conservation and Enforcement) are robust and better able to meet current demands.	Llinos Quelch
Risk 4	Fee income levels not meeting predicted budget targets.	Llinos Quelch
Control Action 4	Keep under review fee targets throughout the year – minimise any claw back of fees due to target dates not being met. Consider any additional income sources (e.g. discretionary pre application fees)	Llinos Quelch
Risk 24	Failure to perform Statutory functions; Failure of CCC to comply with Section 6 of Environment Act	Llinos Quelch

Control Action 24	Assist other services to understand their obligation in relation to section 6 of the Environment Act.	Llinos Quelch			
Risk 25	Statutory function whilst supporting the unit will at key stages impact negatively on the delivery of revenue raising initiatives. This will curtail the current offer and the ability to broaden the added value benefits accrued across the authority.	Llinos Quelch			
Control Action 25	Consider potential mechanisms to provide resilience a restructure of the Business Unit; Consider staffing and structures including a dedicated team to deliver a broader consultancy role centred on a value added planning service.	Llinos Quelch			
Key Performance Measures					
21	PAM/018 - Percentage of all planning applications determined in time	Target 75%	Llinos Quelch	WBO12	
22	PAM/019 - % of planning appeals dismissed	Target 69%	Llinos Quelch	WBO12	

4. Department Resources

Core Values



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

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

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

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

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

Budget Summary

To be provided by Finance

Savings and Efficiencies

To be provided by Finance

Key Workforce Planning Issues

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

Key Workforce Planning Issues

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

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

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

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

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

5. Departmental Key Measures

Definition / Measure Reference (abbreviated definition is fine)		2017/18	2018/19				2019/20		2020/21	Cost Measure (£)
				All Wales Comparative data						
		Our Result	Our Result	Quartile * to ****	Welsh Median	Welsh Best Quartile	Target set	Result (when available)	Target set (at EOY)	
Property Services Division										
	PAM/037 - Average number of calendar days taken to complete all housing repairs	n/a	14.6	**	13.6	9.6	14		TBC	
Planning Division										
	PAM/018 - % of all planning applications determined in time	71.2	72.6	*	89.3	91.5	75.0		TBC	
	PAM/019 - % of planning appeals dismissed	57.9	71.4	***	68.0	72.1	70		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

