

REGENERATION extract from the Chief Executive's Departmental Business Plan

for delivering our Corporate Strategy
and Well-being Objectives

MARCH 2021

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

carmarthenshire.gov.wales

Cyngor **Sir Gâr**
Carmarthenshire
County Council



INTRODUCTION

This Business Plan has been produced to give staff, customers, 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. We aim to show at a high level what the department will do to support the Corporate Strategy 2018-23 and the Well-being Objectives we have set (see Page 2 below), also taking account of the impact caused by the COVID-19 pandemic.

How the Service supports the Council's Well-being Objectives

Well-Being Objectives	Regeneration	Specific focus for 2021/22
Start Well		
1. Help to give every child the best start in life and improve their early life experiences		Expansion of Flying Start
2. Help children live healthy lifestyles		Mental health issues post lockdown
3. Support and improve progress, achievement, and outcomes for all learners	✓	Re-engage in learning and regain any learning lost due to COVID
Live Well		
4. Tackle poverty by doing all we can to prevent it, helping people into work and improving the lives of those living in poverty	✓	Poverty
5. Creating more jobs and growth throughout the county	✓	<ul style="list-style-type: none"> • Focus on SME • Foundational economy • Rural regeneration • Pentre Awel
6. Increase the availability of rented and affordable homes		Local housing crisis - escalating costs and second homes
7. Help people live healthy lives (tackling risky behaviour and obesity)		
8. Support community cohesion, resilience and safety		Community cohesion and resilience
Age Well		
9. Support older people to age well and maintain dignity and independence in their later years		
In a Healthy and Safe Environment		
10. Looking after the environment now and for the future	✓	<ul style="list-style-type: none"> • Climate change with particular focus on flooding • Net Zero Carbon
11. Improving the highway and transport infrastructure and connectivity		
12. Promoting Welsh Language and Culture		Supporting national target of a million Welsh speakers
In addition a Corporate Objective		
13. Better Governance and Use of Resources	✓	Embed tackling inequality across all the Council's objectives



[HOS and Well-being Objective Map](#)

[Steps within Well-being Objectives](#)

Regeneration Summary Divisional Plan

Head of Service: Jason Jones

Carmarthenshire's economy has been significantly impacted by the Covid-19 pandemic and Brexit. We have in place a clear recovery plan with an immediate priority focus on protecting jobs and safeguarding businesses. We will also continue to address the longer-term challenges that constrain growth in Carmarthenshire including low productivity and wages, skills deficits, too few businesses scaling up and the need for investment in modern business infrastructure and premises. We will support Carmarthenshire's economy to recover as quickly as possible to become one that is more productive than before, more equal, greener and with more sustainable communities.

**** PLEASE NOTE: This Division's responsibilities are split between the remits of 3 Scrutiny Committees. For the Community & Regeneration Scrutiny content below is in normal text, whilst content under the remit of other Scrutiny's has been receded.**

Ref	Key Actions and Measures	By When?	By Who?	WBO Ref
Well-Being Objective 5 - Create more jobs and growth throughout the county				
A	<i>Regionally, by co-ordinating and delivering the Swansea Bay City Deal and specifically the Carmarthenshire based project of Pentre Awel</i>			
1	As part of the City Deal we will deliver a whole-site project plan for Pentre Awel, to include design & build, service/ business planning, public engagement & securing private sector financing to ensure benefits maximisation & ongoing sustainability. (12985)	May 2023	Sharon Burford	WBO5-A MF5-72a
B	<i>Locally, by delivering the 6 Transformational Strategy Area Plans targeting urban, coastal and rural Carmarthenshire</i>			
2	We will deliver Transformational town centre developments in Llanelli (13167), Ammanford and Carmarthen. (13167)	March 2023	Mike Bull	WBO5-B MF5-73a
3	We will deliver regeneration initiatives that focus on the development of the rural market towns in the County via the 10 Towns initiative. (13175)	March 2024	Mike Bull	WBO5-B MF5-73b
4	We will further develop the Carmarthenshire Coastal Belt at Llanelli, Burry Port and Pembrey (13168) through to Pendine (13169)	March 2023	Steffan Jenkins	WBO5-B MF5-73c
5	We will deliver the Cross Hands Growth Zone and bring forward developments at Cross Hands East Phase 2; Strategic Employment Site. (13164)	March 2025	Steffan Jenkins	WBO5-B MF5-73d
6	We will develop Local Employment Sites across the County as part of Transformations: strategic regeneration plan. (13165)	March 2025	Steffan Jenkins	WBO5-B MF5-73e
7	We will continue to deliver a Property Development Fund worth £11 million (£3.4 million from the Council and circa £7.5 million private sector investment). (14011)	March 2023	Mike Bull	WBO5-B MF5-73f
8	We will continue to deliver the Rural Enterprise Fund worth £6.3 million (£2.2 million from the Council and circa £4.1 million private sector investment). (14012)	March 2023	Mike Bull	WBO5-B MF5-73g
9	We will provide support to start up and established businesses wherever possible, with a particular focus on helping our SME's to upscale. (13166*)	March 2023	Steffan Jenkins	WBO5-B MF5-78
10	We will deliver employment support through the Workways + programme	Dec 2023	Steffan Jenkins	WBO5-B

C <i>By identifying and addressing the issues facing rural communities</i>				
12	We shall consider opportunities to work with other local authorities and partners to establish a Rural Deal to focus on rural regeneration and continue to deliver support through the Leader programme (14013)	March 2022	Helen Morgan	WBO5-C MF5-77
13	We will consider options for ensuring the most effective use of the Council farm estate to support affordable farming initiatives and maximising development/diversification opportunities, particularly in relation to regeneration of renewal energy. (13174)	March 2022	Emily Hughes	WBO5-C MF5-14
D <i>By developing learning, skills, employability & encouraging a spirit of entrepreneurship throughout the county to support new businesses in the county (Regional Skills & Learning Partnership)</i>				
14	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. (13176)	March 2023	Jane Lewis	WBO5-D MF5-72b
E <i>By ensuring clear business support plans in order to support any implications from Brexit</i>				
15	We will investigate & monitor the impact of Brexit on the economy of Carmarthenshire via the Brexit Risk and Opportunities Register. (14015)	March 2022	Helen Morgan	WBO5-E MF5-84
F <i>By supporting local economic growth</i>				
16	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. (14006)	March 2022	Helen Morgan	WBO4-F MF5-80
17	We will continue to maximise the draw-down of funding from external sources via the new funding programmes	March 2022	Helen Morgan	WBO4-F
18	We will continue to promote the County's tourism potential via the Celtic Routes project	March 2022	Helen Morgan	WBO4-F
G <i>Digital Infrastructure and Connectivity</i>				
19	We will work with partners to address issues in terms of superfast broadband access and mobile phone signal across the County and in particular in rural areas. (14859)	March 2023	Gareth Jones	WBO5-F MF5-74
20	We will continue to lead the £55 million investment in Digital Infrastructure across Carmarthenshire and the wider Swansea Bay City Region (The Programme will help to ensure that the region is equipped with future-proofed Digital Infrastructure and connectivity that will provide the transformative foundations for regional growth and prosperity. The Programme will also help to ensure social inclusion and cohesion in a post COVID-19 world.)	March 2023	Gareth Jones	WBO5-F
** Well-Being Objective 10 - Look After the Environment Now and In the Future				
21	We will implement the Action Plan contained in the Route towards becoming a Net Zero Carbon Local Authority by 2030	April 2030	Kendal Davies	WBO10-C MF5-13
** Well-Being Objective 13 - Building a Better Council and Making Better Use of Resources				
A <i>Transforming, Innovating and Changing (TIC) the way we work and deliver services</i>				
22	We will ensure the Council makes the most efficient & effective use of its remaining community-based assets by reviewing and enabling any relevant Community Asset Transfer requests from interested parties.	March 2022	Stephen Morgan	WBO13-A MF5-15
23	We will review the strategic operational property portfolio with the various services as a result of new ways of working	April 2022	Stephen Morgan	WBO13-A3

24	We will review land and property availability, including strategic acquisitions, to ensure that best use of commercial land and property is being made to support the local economy and / or to generate capital receipts.	March 2022	Peter Edwards	WBO13-A
Key Measures of Success				
25	Income - % performance against target to generate non-strategic Capital Receipts (2.1.2.12) (2019/20 Result 87.22%; 2020/21 Target 100%)	-	Peter Edwards	WBO13-B6
26	Jobs created with Regeneration assistance (EconD/001) (2019/20 Result 393.0; 2020/21 Target 184.0)	-	Mike Bull	WBO5-B
27	Jobs accommodated with Regeneration assistance (EconD/002) (2019/20 Result 85.0; 2020/21 Target 36.0)	-	Mike Bull	WBO5-B
28	The number of people placed into jobs with Regeneration assistance (EconD/003) (2019/20 Result 131.0; 2020/21 Target 130.0%)	-	Mike Bull	WBO5-B
29	The number of people helped into volunteering with Regeneration assistance. (EconD/005) (2019/20 Result 614; 2020/21 Target 1,030)	-	Mike Bull	WBO5-B
30	The level of Private Sector Investment / external funding secured (£) (EconD/008) (2019/20 Result £16,247,339; 2020/21 Target £6,325,568)	-	Mike Bull	WBO5-B

Key Divisional Risks

Risk Ref or New?	Risk Score After control measures	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)	See row # above
CRR 190013	12	Delivery of City Deal	A1
CRR 190014	12	Delivery of the Pentre Awel	A1
New	8	Net Zero Carbon by 2030 (Dir Env. + HOS Regen)	21

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

