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Environment's Departmental Business Plan 2017-20

Extract for Community Scrutiny

Date: November 2016

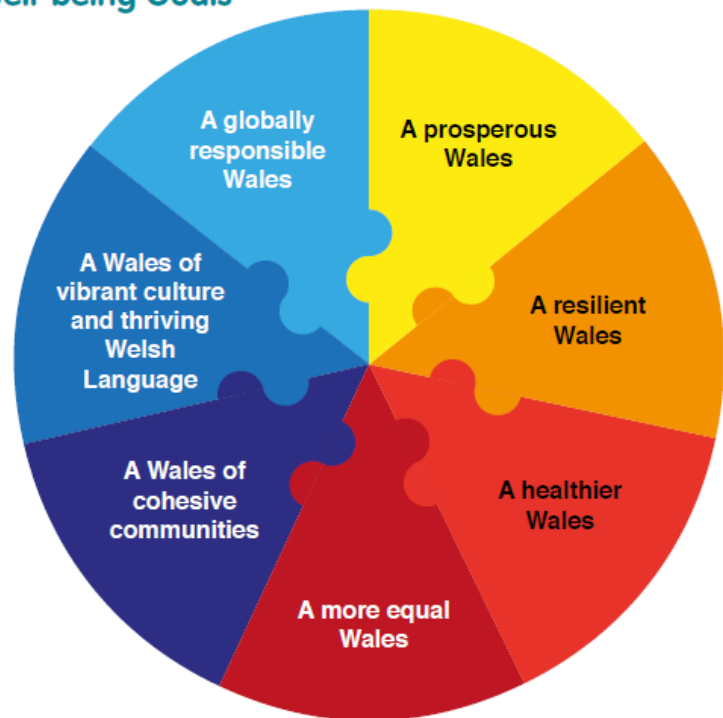
. Strategic Context

Well-being of Future Generations Act 2015

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

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

Well-being Goals



The Sustainable Development Principle and the 5 Ways of Working

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

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.

The Department and the Well-being Goals

The table below shows where the department has a lead role for the delivery of the Well-being Goals.

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

The 7 Well-being of Future Generations Goals See Appendix 3 for Definitions

Department	Division	Prosperity	Resilience	Healthier	More Equal	Cohesive Communities	Culture and Welsh Language	Global Responsibility
Environment	Highways & Transport	S	S	S	S	S	S	S
	Planning	S	L	S	S	S	S	S
	Property		S	S	S	S		S
	Waste & Environmental		S	S				S

Carmarthenshire's Corporate Strategy 2015-20:

In September 2015 the Council published its Corporate Strategy and outlined its key areas of focus across seven outcome areas. In particular the department leads on the following focus points:

Carmarthenshire has a stronger and more prosperous economy

- Creating jobs and growth throughout the County
- Improving the highway infrastructure and communication network to support further economic development and connectivity
- Ensuring long-term economic and social benefits for Carmarthenshire through the Swansea Bay City Region and future European and external funding avenues

People who live, work and visit Carmarthenshire are safe and feel safer

- Protecting and safeguarding children and adults from harm
- Reducing speeding and road traffic accidents
- Reducing anti-social behaviour by working in partnership with other agencies and communities to tackle local problems

3. Review and Evaluation

Current Strengths

Highways and Transport

Transportation and Highways play a key role in sustaining our communities. Our Transportation and Highway related services support the safe movement of goods and people. Enabling access to raw commodities and markets as well as providing opportunities for people to gain access to employment, education, health, leisure and social activities. In facilitating the safe movement of goods and people, we work with a range of key stakeholders to deliver the

priorities set out in the Local Service Board and the County Council vision for Carmarthenshire..... ***'A Carmarthenshire that enables people to live healthy and fulfilled lives by working together to build strong, bilingual and sustainable communities'***

(Source: Integrated Community Strategy – 2011/16)

Reducing speeding and number of road traffic accidents

- We have revised and implemented a model to prioritise traffic management measures.
- We have purchased and implemented the latest state of the art mapping and accident software to improve our use of data.
- We have developed the Carmarthenshire Road Safety Plan 2016-2020.
- We have worked with the Mid and West Wales Fire Service and implemented training courses for motorcyclists. We are also actively working with partners to engage motorcyclist to encourage take up of the training.
- Our work with older drivers has been shared through the Wales Government All Wales Road Safety Group and with Road Safety Wales.

Developing resilient and sustainable communities

- We have completed the construction of the Amman Valley cycleway in Carmarthenshire, the Pembrey Canal Cycleway scheme the A484 Cwmffrwd, Llanelli and along the A4138. We have developed plans for our ambitious Towy Valley Cycle Route.
- We have also been working with the Hywel Dda University Health Board to look at ways in which Community Transport services could assist with pressures on non-emergency health transport. We worked with the Doctors' surgeries in the Llandysul area to link surgery appointments with journeys on the Bwcabus service. The Bwcabus service has seen an increase in the number of passengers using the service to access surgeries in the last 18 months.
- We have invested over £7 million in our refuse, highways and social care fleet to improve efficiency and reduce emissions.

Planning

We have continued to implement national and local policies in all land use decision making and in doing so ensure that we are contributing to the regeneration objectives set for the County.

The second Annual Performance Report for the planning division as a whole has been produced and submitted as required to Welsh Government by the October 2016 deadline.

We have delivered the recommendations of the Task and Finish Scrutiny Review in relation to Enforcement and Conservation, as well as implementing procedures for Planning Enforcement in response to Central Government Advice and Case Law.

We have monitored the first full year of the adopted Local Development Plan (LDP), submitted the first statutory required Annual Monitoring Report in October 2016.

We have also consulted on five Supplementary Planning Guidance (SPG) arising from the LDP. These are: Place Making and Design; Archaeology; Leisure and Open Space Requirements for New Developments; Nature Conservation and Biodiversity and Rural Development and responses can be via: <http://ilocal.carmarthenshire.gov.wales/consultations/supplementary-planning-guidance-spg/>

Property

We have ensured that empty homes were refurbished and suitably allocated by Property's New Homes Team in a timely manner to reduce the waiting times of applicants on the Housing Register. The latest figures show that the average turnaround time of a Standard void is 24.7 days. This is an improvement on last year's average of 25.1 days. The turnaround time is specifically the amount of time between one tenancy ending and the new one commencing. Our strategy is to provide a more efficient and cost effective service by continuing to carry out CHS+ improvements on void properties.

94% of new tenants rated the quality and condition of their new home as very good. Prior to the creation of the New Homes Team this was often an area with high levels of dissatisfaction voiced by ingoing tenants and elected members. A dedicated capital budget has allowed the team to carry out complete, or partial, CHS+ improvements to 60 void properties.

We have started a new way of dealing with day to day housing maintenance with a new joint Housing Repairs Team being piloted, made up of Housing and Property officers focussed on delivering the service in specific Wards. This project has further improved tenant satisfaction with the service

4. Departmental Priorities relevant to the Scrutiny

Ref	Service Priorities With Key Actions and Key Outcome Measures	By When ^{#1}	By Who
	Highways & Transport Division		
1	We will continue to invest in strategic transport infrastructure links to support economic development. a. Continuing with the construction of the Carmarthen West Link Road. b. We will continue the development of Phase 2 of the Cross Hands Economic Link Road and secure planning permission for the scheme in 2016/17 c. Commencing work on improving the highway infrastructure at Ammanford to improve traffic flow and reduce congestion. We will begin construction of the Towy Valley Cycle way and continue to develop the full scheme.	31/03/18	Stephen Pilliner
2	We will develop, maintain and deliver a 3 year capital maintenance programme of Highway Maintenance on a prioritised basis to ensure the most effective use of limited funding. <u>Measure</u> THS/011a - Percentage of Principal (A) roads that are in overall poor condition. THS/011b - Percentage of Non-principal/classified (B) roads that are in overall poor condition THS/011c - Percentage of Non-principal/classified (C) roads that are in overall poor condition THS/012 - We will try to minimise further decline in the condition of our	31/03/18	Stephen Pilliner

	principal (A) roads, non-principal/classified (B) roads and non-principal/classified (C) roads and keep the percentage that are in overall poor condition.		
3	We will Improve the notification of our planned and reactive highway maintenance works to facilitate better coordination and communication with the public, businesses and tourists.	31/03/18	Stephen Pilliner
4	We implement the Carmarthenshire road safety strategy to meet the national 2020 causality reduction targets & continue to deliver the actions outlined in the Road Safety Strategy Measure <ul style="list-style-type: none"> • Reduction in the number of people killed and seriously injured on the roads to meet the 40% reduction by 2020 (5.5.2.21) • Reduction in the number of motorcyclists killed and seriously injured on roads to meet the 25% reduction by 2020 (5.5.2.22) • Reduction in the number of young people (aged 16-24) killed and seriously injured on roads. 	31/03/18	Stephen Pilliner
5	Investigate the possibility of undertaking the enforcement of moving traffic offences by seeking approval from Welsh Government.	31/03/18	Stephen Pilliner
6	Continue to implement the Invest to Save LED dimmable lantern project across the county street lighting infrastructure. Measure THS/009 - The average number of calendar days taken to repair all street lamp failures during the year	31/03/18	Stephen Pilliner
7	We will review our Highways defect reporting and repair system to ensure the system is efficient and effective.	31/03/18	Stephen Pilliner
8	Complete a review of the Rights of Way Improvement Plan (ROWIP) for Carmarthenshire in accordance with section 60(3) of the Countryside and Rights of Way Act (CRoW Act) 2000, as per Welsh Government Guidance issued July 2016. Revised ROWIP should take over seamlessly from the existing plan which expires Dec 2017. Measure ROWIP will be approved by Exec. Board by Oct 2017	31/03/18	Stephen Pilliner
9	We will continue to support the delivery of the Modernising Education Programme – redesigning networks to facilitate the movement of pupils as set out in our home to school transport policy. Measure We will ensure the home to school transport network is redesigned to facilitate travel to the LEA designated or nearest school in accordance with the Home to School Transport Policy.	31/03/18	Stephen Pilliner
10	We will continue to review the availability of safe walking routes to school and develop a mapping project to provide greater clarity to applicants. Measure Number of school transport routes assessed and mapped	31/03/18	Stephen Pilliner
11	We will work with the community, Ceredigion and Pembrokeshire county councils to help sustain the delivery of the Bwcabus integrated transport services & Key strategic Services.	31/03/18	Stephen Pilliner
12	Review the provision of the “Country Cars” scheme with partner	31/03/18	Stephen

	organisations and to look at opportunities to share resources with non-emergency health transport.		Pilliner
	Planning Division		
1	We will continue to review the implementation and effectiveness of the Dangerous Structures Policy	31/03/18	Llinos Quelch
2	We will work towards ensuring that CCC meets its obligations Biodiversity and Ecosystem Resilience Duty under Section 6 of the Environment (Wales) Act: planning what actions it will deliver and reporting on outcomes achieved to WG. Evidencing links between this work and the requirements of the Well Being of Future Generations (Wales) Act 2015	31/03/18	Llinos Quelch
3	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.	31/03/18	Llinos Quelch
4	We will produce and publish the Annual Monitoring Report (AMR) in relation to the LDP.	31/03/18	Llinos Quelch
5	We will continue to develop the internal Planning Consultancy.	31/03/18	Llinos Quelch
6	We will prepare and publish for consultation prior to adoption a Local Development Order for Llanelli Town Centre as part of a co-ordinated strategic approach to regeneration within the town centre.	31/03/18	Llinos Quelch
7	We will 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 and Waste service in order to provide a more efficient and effective service to our customers	31/03/18	Llinos Quelch
	Property Division		
1	We will continue to 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.	31/03/18	Jonathan Fearn
2	We will implement a cost plus costing model for responsive repairs to replace the existing costing method and reduce back office waste.	31/03/18	Jonathan Fearn
3	We will continue to develop mobile working technology and our works management systems for our workforce to enable them to work in an agile and cost effective way.	31/03/18	Jonathan Fearn
4	We will ensure that risks relating to all premises owned or occupied by CCC are suitably and sufficiently identified and managed.	31/03/18	Jonathan Fearn
5	We will develop and implement a hub for all property related services. frameworks and gateway management functions for both within the Authority, regional partners and potential external clients.	31/03/18	Jonathan Fearn
6	Continue to work with Public Service Board partners to achieve a range of benefits through collaborative working in property management and to reduce the cost of holding and managing property through identifying short and longer term opportunities.	31/03/18	Jonathan Fearn
7	We will continue to maximise rental from let properties and minimise void property turnover time. Aiming to keep occupancy levels of established properties above 85% wherever possible.	31/03/18	Jonathan Fearn

Ways of Working – as required by the Well-being of Future Generations Act

	Which of the 5 Ways of working have we met?	Strong Partial None	How much work do we still need to do to meet these ways of working?
A	Looking at the long term so that we do not compromise the ability of future generations to meet their own needs		<ul style="list-style-type: none"> • Our present Corporate Strategy is set for 2015-20 and we will be looking to revise this Strategy following the elections in May 2017. • The Swansea Bay Regeneration Strategy is set for a 2013-30 timespan & Swansea Bay City Region City Deal 2016-35. • Our current Local Development Plan sets out our long-term approach to land use planning until 2022 - and impacts the direction of growth opportunities beyond that period.
B	Understanding the root causes of the issues to prevent them reoccurring		<p>We have implemented a Road Safety Strategy to improve road safety and prevent future accidents.</p> <p>The key actions outlined within the Road Safety Strategy relate to Education, Engineering and Enforcement. The following specific activities are being delivered.</p> <p>1. Education:-</p> <ul style="list-style-type: none"> • Participant Education programmes for older drivers have been delivered through 6 x 1day course • 36 people have completed Young drivers and 63 pupils complete National Standards Cycle. • 51 participants completed Motorcyclists Dragon Rider & Biker down courses Road Safety Officers are working in conjunction with the Roads Policing Unit and Rescue Service to deliver the older and younger driver programme. • The Road Safety kerbcraft Coordinators are delivering the young persons' kerbside safety training to 250 children The Road safety Officers are developing a new young persons' road safety initiative and delivering an equestrian users road safety initiative in association with Coleg Sir Gar. Multi Agency Speed Awareness initiative have been delivered at 9 Schools <p>2. Engineering –</p> <ul style="list-style-type: none"> • Two route treatments projects are being delivered in 2016/ 17, Church Street and Station Road, Llanelli. Design work is ongoing and consultation with stakeholders. <p>3. Enforcement –</p> <ul style="list-style-type: none"> • Joint enforcement activities have been conducted with our partners Dyfed Powys Police, Go Safe, NWWFS at the follow location: Bigyn, Llanelli,

		<p>Crosshands (twice), Ysgol Y Ddwylan, Newcastle Emlyn, Llangunnor, Ysgol Cae'r Felin, Pencader Dafen, Llanelli, Pembrey, Drefach.</p> <ul style="list-style-type: none"> • <p>We have undertaken a review of property maintenance with a view to moving to a more planned, rather than reactive, service. Coupled with the already embedded asset management process and improved service asset management plans, this should ensure that future maintenance is more cost effective and takes better account of future, rather than just immediate requirements.</p>
C	<p>Taking an integrated approach so that we look at all well-being goals and objectives of other services and partners</p>	<ul style="list-style-type: none"> • Independently Wales Audit Office concluded that :- <i>“The improved outcomes that the Council wants to achieve in conjunction with partners are clearly expressed and understood by staff and stakeholders. A well aligned hierarchy of plans and strategies effectively cascades these outcomes from the Local Service Board’s (LSB)* Integrated Community Strategy (ICS) through a range of corporate and service strategies down to business plans and objectives for staff.”</i> WAO Annual Improvement Plan March 201 • Our monitoring and in due course review of the Local Development Plan goals and objective will take into account the goals and objectives of other services and partners in so far as they have land use requirements. <p>*Local Service Board is now called the Public Service Board.</p>
D	<p>Collaboration - Working with others in a collaborative way to find shared sustainable solutions</p>	<ul style="list-style-type: none"> • The Well-being of Future Generations (Wales) Act 2015 establishes a statutory board, known as a Public Services Board (PSB), in each local authority area in Wales. • In its January 2016 Corporate Assessment of the Council, the Wales Audit Office concluded:- <i>“The Council has a long, well-established and robust approach to partnership working that is improving outcomes for its citizens. The partnership with Hywel Dda University Health Board (H DUHB) is particularly strong, collaboration has become ‘mainstreamed’ into the working relationship between the two organisations with a number of joint posts in place.”</i> • The Council is leading on several collaborative workstreams for the Public Services Board, including

			<p>Property and Transport, in conjunction with a range of public sector partners</p> <ul style="list-style-type: none"> • We work with the community, Ceredigion and Pembrokeshire county councils to help sustain the delivery of the Bwcabus integrated transport services & Key strategic Services. • Our Planning Minerals and Waste section provide a minerals and waste planning services 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. • Continue to work with community groups and external bodies to address local environmental blight.
E	<p>Involvement a diversity of population in decisions that affect them</p>		<ul style="list-style-type: none"> • Our budget consultation work has been identified as best practice in Wales and we are building on this. We will be further developing the Council's consultation and engagement approaches during 2017 • Our Well-being Assessment consultation had over 2,500 responses for Carmarthenshire residents. • The Local Development Plan 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 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.

Maximising our contribution to the 7 Well-being Goals of the Act

7 National Goals #1	How the function / priority maximises its contribution to National Goals
<p><i>A prosperous Wales</i></p>	<p>We have invested in strategic transport infrastructure links to support the local and greater economy.</p> <ul style="list-style-type: none"> • By continuing with the construction of the Carmarthen West Link Road to support the relocation of S4C and facilitate mixed development. • By taking forward Phase 2 of the Cross Hands Economic Link Road and secure planning permission for the scheme in 2016/17. • We have commenced work on improving the highway infrastructure at Ammanford to improve traffic flow and reduce congestion. <ul style="list-style-type: none"> • We continue to positively support through the planning system new development which have opportunities to boost the economy • The Department is working towards seeking to ensure that CCC meets its obligations in relation to Biodiversity and Ecosystem Resilience Duty under Section 6 of the Environment (Wales) Act: planning what actions it will deliver and reporting on outcomes achieved to WG. Evidencing links between this work and the requirements of the Well Being of Future Generations (Wales) Act 2015
<p><i>A resilient Wales</i></p>	<p>We will continue to invest in strategic transport infrastructure links to support economic development by taking forward Phase 2 of the Cross Hands Economic Link Road and secure planning permission for the scheme in 2016/17.</p>
<p><i>A healthier Wales</i></p>	<ul style="list-style-type: none"> • We have also been working with the Hywel Dda University Health Board to look at ways in which Community Transport services could assist with pressures on non-emergency health transport. A pilot scheme is already underway linking the Bwcabus service with surgery appointments, and we are currently in discussion with the Royal Voluntary Service with a view to potential use of Country Cars volunteers for the same purpose. <p>We are developing cycleways across Carmarthenshire</p> <ul style="list-style-type: none"> • The Llangennech to Dafen cycleway scheme has now been completed • We are linking other key employment sites in Llanelli. • We are progressing the Towy Valley Cycleway land negotiations

	<ul style="list-style-type: none"> • Complete a review of the Rights of Way Improvement Plan (ROWIP) for Carmarthenshire in accordance with section 60(3) of the Countryside and Rights of Way Act (CRoW Act) 2000, as per Welsh Government Guidance issued July 2016. Revised ROWIP should take over seamlessly from the existing plan which expires Dec 2017. • We require provisions or contributions towards new or improved open space opportunities as part approving new residential development through the planning system.
<p><i>A more equal Wales</i></p>	<p>Carmarthenshire County Council has developed a Strategic Equality Plan which covers all our legal duties and which reaffirms our commitment to equality and diversity. Our Strategic Equality Plan has been prepared in partnership with our Equality Carmarthenshire stakeholder group. This strategic plan sets out the principles of our commitment to equality and diversity and outlines how we intend to fulfil our responsibilities and ensure that we follow our principles through into practice. These commitments are outlined in terms of:</p> <ul style="list-style-type: none"> • The role of the county council as an employer; • The role of the county council as a provider of services; <p>The role of the county council in promoting tolerance, understanding and respect within the wider community. <i>(This area also supports the goal of 'A Wales of Cohesive Communities')</i></p>
<p><i>A Wales of cohesive communities</i></p>	<ul style="list-style-type: none"> • We continue to manage the “Trawscymru” Carmarthen - Aberystwyth service on behalf of the Welsh Government and is the lead partner in the “Bwcabus” service. The current funding for the Bwcabus project is due to end shortly, and the Authority has successfully secured bridging funds from the Welsh Government to allow a further bid for European funding to be prepared and submitted for an enhanced scheme to further develop the aims and objectives of the project.
<p><i>A Wales of vibrant culture and thriving Welsh Language</i></p>	<ul style="list-style-type: none"> • We will monitor identified considerations in relation of policy in respect of the Welsh language and culture, and the implications of the Planning Wales Act 2015, and any subsequent secondary legislation. • The department Learning & Development section promote Welsh Language courses for employees
<p><i>A globally responsible Wales</i></p>	<ul style="list-style-type: none"> • We have continued to implement the Invest to Save LED dimmable lantern project across the county street lighting infrastructure. • We will continue to procure more fuel efficient vehicles and We will reduce the size of our operational vehicle fleet by 1% over the year

6. Key Departmental Measures by Division

Definition / Measure Reference (abbreviated definition is fine)	2014/15	2015/16				2016/17		2017/18	Cost Measure (£)
	Our Result	Our Result	All Wales Comparative data			Target set	Result (when available)	Target set (at EOY)	
			Quartile * to ****	Welsh Median	Welsh Best Quartile				
Highways & Transport Division									
5.5.2.21 - Number of people killed and seriously injured on the roads to meet the 40% reduction by 2020	94	102	N/A	N/A	N/A	93		TBC	
5.5.2.22 - Number of motorcyclists killed and seriously injured on roads to meet the 25% by 2020	24	17	N/A	N/A	N/A	16		TBC	
5.5.2.23 - Number of young people (aged 16-24) killed and seriously injured on roads to meet the 40% reduction by 2020	21	23	N/A	N/A	N/A	26		TBC	
THS/009 - The average number of calendar days taken to repair all street lamp failures during the year	3.98	5.44	N/A	N/A	N/A	4.00		TBC	
Priority/or Business Unit - wording of priority									
10									
11									
12									
13									
14									
15									