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# Chief Executive's Departmental Business Plan 2017-20

## Extract for Community Scrutiny

Date: 24<sup>th</sup> November 2016

### 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.

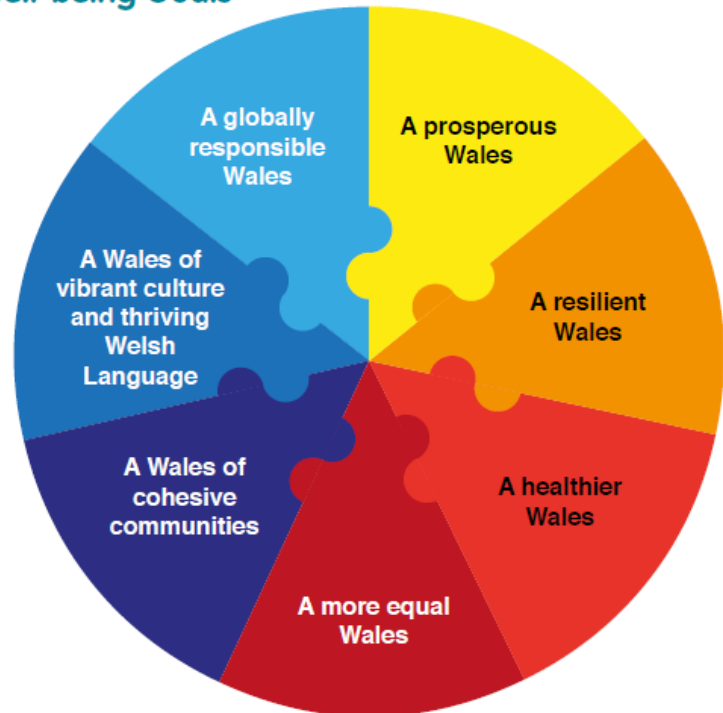
The Well-being of Future Generations (Wales) Act is about encouraging public bodies to think more about the long-term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach. This will help us to create a Wales that we all want to live in, 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 identified in this diagram:

### 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.

### Well-being Goals



To see how the Department contributes to the **seven goals** and the **five ways of working** on pages 5 - 7

### Carmarthenshire's Corporate Strategy 2015-20:

In September 2015 the Council published its Corporate Strategy and outlined its key areas of focus. For this Scrutiny the below are most relevant focus points:-

- 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

### Significant Strategies

- Strategic Regeneration Plan 2015-30 – Transformations
- Swansea Bay City Region Economic Regeneration Strategy 2013-30
- Swansea Bay City Region: A City Deal – 2016-35

### Current Strengths

- In January 2016 the Wales Audit Office published its Corporate Assessment of Carmarthenshire
- In April 2016 the Council's corporate property function moved to the Chief Executives Department, within the Regeneration and Policy service. A Property & Major Projects Manager has since been recruited. The alignment of the property and regeneration functions has promoted a more strategic approach to the management of the Council's property resources, particularly in terms of disposals and acquisitions to facilitate the delivery of major projects and corporate land based regeneration activity.
- Construction of the Llanelli Health and Wellbeing Village is proposed to commence in December 2017 with completion planned for September 2019. As the first, and largest, of the ARCH Health & Wellbeing Villages, it will act as a trailblazer and catalyst for similar initiatives.
- We have maximised external funding opportunities including: the LEADER programme where 13 projects totalling £642,000 have been supported to date; The Rural Community Development Fund, where 8 projects totalling investment of £1.28m, have been assisted through to the second stage of the application process.
- The activity at the Hub in Llanelli Town Centre has been strengthened with additional services being introduced such as the customer service centre and the council cash machines, this has increased footfall into the town centre.
- The authority has supported economic development with additional capital resources to create jobs and growth within the county by allocating £3m towards a county-wide property development fund and £2m towards a Carmarthenshire rural fund.

### Areas for Improvement

- The Council's policy on disposal of surplus property requires review and alignment to regeneration priorities.
- We need to review our approach to key town centre regeneration.

## Departmental Priorities – relevant to this Scrutiny

Elements of the Regeneration and Policy Service- that are relevant to Community Scrutiny Committee (Other elements will be reported to EPP and P&R):-

Ref	Priorities	By When	By Who
1	We will support the work of the Tackling Poverty Advisory Panel	31/03/2018	GA
	<b>Economic Development – Stuart Walters and Helen Morgan</b>		
2	We will fulfil the expectations and aspirations of the Swansea Bay City Deal and take on board any opportunities that emerge.	2018/2020	HM
3	We will engage regionally via the roles of the Regional Learning Skills Partnership and Regional Engagement Team and engage with the Swansea Bay City Deal	2018/2020	HM
4	We will maximise external funding in order to realise economic potential	2018/2020	HM
5	We will develop and deliver the Llanelli and Llanelli Coastal Belt Transformation Team Area Plan	2018/2020	SW
6	We will develop and deliver the Ammanford and Cross Hands Growth Zone Transformation Team Area Plan	2018/2020	SW
7	We will develop and deliver the Llanelli and Llanelli Coastal Belt Transformation Team Area Plan	2018/2020	SW
8	We will develop and deliver the Countywide Employment Skills Plan in line with key strategic priorities	2018/2020	SW
9	We will review our approach to key town centre regeneration	2017/18	SW
10	We will deliver Phases 2 and 3 of the Wellness and Life Science project plan	31/01/2017	SB
11	We will complete the Masterplan with details for the Wellness and Life Science Village	31/01/2017	SB
12	We will deliver the initial implementation plan - Planning process; Business case agreements; Pathways development; Training courses for the Wellness and Life Science project	30/06/2017	SB
13	We will look for make improvements to the Beacon Bursary entrepreneurship scheme and the world of work programme for young people and businesses.	2018/2020	SW
14	5.6.3.5 - Jobs created with Regeneration assistance	16/17 result available at EOY	17/18 target TBC
15	5.6.3.6 – People into employment with Regeneration assistance		
16	5.6.3.7 - Jobs accommodated with Regeneration assistance		
	<b>Regeneration Property &amp; Projects – Jason Jones</b>		
17	We will generate capital receipts through disposal of surplus properties to support the Councils Capital Programme	2018 -20	JJ
18	We will promote and deliver the strategic development sites including Delta Lakes, Llanelli and redevelopment schemes at Cross Hands	2018-20	JJ/PE/RVE
19	We will lead on and complete all land acquisitions required to facilitate strategic highway schemes such as Cross Hands Economic Link Road, Towy Valley Cycleway and Ammanford roundabout improvements	31/03/18	HH/RVE
20	We will continue the development and implementation of GeoDiscover and will continue to roll it out across the Council, together with the full use of the Gazetteer	31/03/18	JH
21	To review the Council's policy on the disposal of surplus property and ensure its alignment to regeneration priorities.	2017	JJ
22	<b>Key Measure - 2.1.2.12 - Percentage performance against target to generate capital receipts to support the capital program</b>	16/17 result available at EOY	17/18 target TBC

## How the Department contributes to the 7 goals and the 5 ways of working

### 5 Ways of Working

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?
1.	Looking at the <b>long term</b> so that we do not compromise the ability of future generations to meet their own needs	S	<ul style="list-style-type: none"> <li>Our present Corporate Strategy is set for 2015-20 and we will be looking to revise this Strategy following the elections in May 2017.</li> <li>The Swansea Bay Regeneration Strategy is set for a 2013-30 timespan &amp; Swansea Bay City Region City Deal 2016-35.</li> <li>Regional Learning &amp; Skills Partnership</li> </ul>
2.	Understanding the root causes of the issues to <b>prevent</b> them reoccurring	P	<ul style="list-style-type: none"> <li>The Swansea Bay Economic Regeneration Strategy and the City Deal 2016-2035 have examined some of the fundamental issues that need to be addressed to ensure economic success in the future.</li> <li>Our Wellbeing of Future Generations assessment work will help us identify some of the main areas of concern.</li> <li>Occupational Health identify the main causes of sickness that we need to address.</li> </ul>
3.	Taking an <b>integrated</b> approach so that we look at all well-being goals and objectives of other services and partners	S	<p>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 2016</p> <p><i>Note LSB has now been replaced with the Public Service Board</i></p>
4.	<b>Collaboration</b> - Working with others in a collaborative way to find shared sustainable solutions	S	<ul style="list-style-type: none"> <li>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.</li> <li>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 (HDUHB) is particularly strong, collaboration has become 'mainstreamed' into the working relationship between the two organisations with a number of joint posts in place.</i></li> </ul>
5.	<b>Involvement</b> a diversity of population in decisions that affect them	P	<ul style="list-style-type: none"> <li>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</li> <li>Our Well-being Assessment consultation had over 2,500 responses for Carmarthenshire residents.</li> </ul>

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

Goals	Contribution to Goals
A prosperous Wales	<ol style="list-style-type: none"> <li>1. Following the submission of 'The Internet Coast' proposal and recommitment by the Chancellor of Exchequer in his Autumn budget, an intensive process of formal engagement with both governments and further detailed work with our private and public sector partners and experts in industry and academia has been underway for a number of months, to deliver a robust and detailed City Deal Proposal for consideration by both UK and Welsh Governments. The Internet coast proposal aims to turn the whole of the region into a digital super -hub to transform the regional economy, the future of Energy and transforming the way health and social care will be delivered in future. The focus will be on developing digital infrastructure, skills and investment in three key, integrated strands:               <ul style="list-style-type: none"> <li>○ Internet of Economic Acceleration</li> <li>○ Internet of Energy</li> <li>○ Internet of Health &amp; Wellbeing</li> </ul> </li> <li>2. Regional Learning and Skills Partnership. The Employment and Skills plan for South West and Mid Wales has been developed between January and July 2016 to inform and support the Welsh Government's strategic approach to the delivery of employment and skills.</li> </ol>
A resilient Wales	<ol style="list-style-type: none"> <li>1. The Environment (Wales) Act 2016, linked to the WCFG Act, states that public bodies must seek to protect and enhance biodiversity when carrying out their duties, and they must also seek to promote ecosystem resilience. A healthy natural environment directly supports social, economic and ecological resilience. Essentially this means that where we embark on economic development or regeneration projects we do that in a way that safeguards the natural environment, and that in carrying out economic development we are simultaneously ensuring that we protect and enhance biodiversity and promote ecosystem resilience.</li> <li>2. Well designed and well managed natural areas attract inward investment, they attract economic development and are considered to enhance the performance and wellbeing of employees</li> </ol>
A healthier Wales	<p>Getting people into work is one of the most fundamental and effective means of improving health and well-being. Work not only provides income, but also opportunities for social, emotional and cerebral development as well as general health and well-being.</p> <ol style="list-style-type: none"> <li>1. Regeneration &amp; Policy is responsible for delivering a Wellness and Life Science Village</li> <li>2. The Carmarthenshire Council-led project to create a Wellness and Life Science Village at Delta Lakes, through the ARCH (A Regional Collaboration for Health) is a unique partnership.</li> <li>3. The ARCH partners have been working with Carmarthenshire Council to develop their plans to build a new leisure centre in Llanelli. Through innovative thinking, working together to "think outside of the box" and wanting to achieve a common goal of improving the health, wealth and wellbeing of the region, the Llanelli Wellness and Life Science Village has grown from a simple idea to a ground-breaking reality.</li> <li>4. A key driver for the project is to take the pressure off the local health boards. Prevention and personal responsibility for wellness and wellbeing are vital for our communities and the aim is to fundamentally transform the way we deliver care, from being less like 'fixers' and more like 'coaches.' There is a need to rebalance the approach from only treating ill health and disease reactively and start focusing on</li> </ol>

	<p>lifelong lifestyle changes and prevention. We want to work with the whole community to support individuals make healthy life choices for themselves and their families.</p> <p>5. The Delta Lakes project shows the importance of a collaborative transparent approach between all sectors. To achieve a real step-change in the health of our communities, we must understand the impact wellness has on all areas and sectors - medicine, research, education, sport, community public health hospitality, business and commerce.</p> <p>6. As well as improving health in the area this project will boost the local economy and create new jobs. <u>Ageing Well in Wales Plan</u></p> <p>7. This plan aims to ‘join- up’ the Council’s diverse services to support independent living and to help older people live in their communities. <u>People Management - Occupational Health</u></p> <p>8. People Management help employees stay well at work – physically, mentally and facilitate employees to return to work from ill health, through advice and guidance. It supports a culture where staff are healthy and safe whilst in work and support the management of risks in the workplace.</p>
A more equal Wales	<p>1. 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"> <li>• The role of the county council as an employer;</li> <li>• The role of the county council as a provider of services;</li> <li>• 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></li> </ul>
A Wales of cohesive communities	<p>The department is leading on implementing the Community Cohesion national plan.</p> <ol style="list-style-type: none"> <li>1. Understanding hate crime, victims make reports and get appropriate support</li> <li>2. Understand modern slavery, victims make reports and get appropriate support</li> <li>3. Increased awareness and engagement across Gypsy and Traveller communities</li> <li>4. Awareness on immigration, asylum seekers, refugees and migrants</li> <li>5. Understanding the impacts of poverty on people with Protected Characteristics</li> <li>6. Delivery against the national goal on more cohesive communities in WbFG Act</li> <li>7. Policies and services are responsive to community tensions 2015</li> </ol>
A vibrant culture and thriving Welsh Language	<ol style="list-style-type: none"> <li>1. As part of our responsibilities under the Welsh Language Standards, we have worked with our partners (who work to promote the Language in the county) to prepare a Welsh language Promotion Strategy. This Strategy will support the Welsh Government’s vision and aim to make the Welsh language the county’s main language through a series of objectives.</li> <li>2. We wish also to reach out to an audience that is as wide as possible by making the language appealing to all, including the county’s new inhabitants and those who have not had much contact with the language so far. We aim to create a climate within the county where all the inhabitants feel ownership of the language and are convinced of the benefits of living in a truly bilingual county.</li> </ol>
A globally responsible Wales	<ol style="list-style-type: none"> <li>1. Carmarthenshire is a Fair Trade County and the Council is committed to supporting this pledge in our procurement and promotion activities. The Regeneration and Policy Division support the Carmarthenshire Fairtrade Group, currently led by Christian Aid and the University of Wales Trinity St David.</li> </ol>



Definition / Measure Reference	2014/15	2015/16			2016/17		2017/18	Cost Measure (£)
	Our Result	Our Result	All Wales Comparative data		Result (when available)	Target set (at EOY)		
			Quartile * to ****	Welsh Median			Welsh Best Quartile	
<b>Economic Development</b>								
Jobs created with Regeneration assistance (PI Ref 5.6.3.5)	New Measure		Not applicable			16/17 result available at EOY	17/18 target TBC	
People into employment with Regeneration assistance (PI Ref 5.6.3.6)	New Measure		Not applicable			16/17 result available at EOY	17/18 target TBC	
Jobs accommodated with Regeneration assistance (PI Ref 5.6.3.7)	New Measure		Not applicable			16/17 result available at EOY	17/18 target TBC	
<b>Regeneration Property &amp; Projects</b>								
% of capital receipts generated against the £2.26m target. (PI Ref 2.1.2.12)	294.29 %	74.71 %	Not applicable			16/17 result available at EOY	17/18 target TBC	