

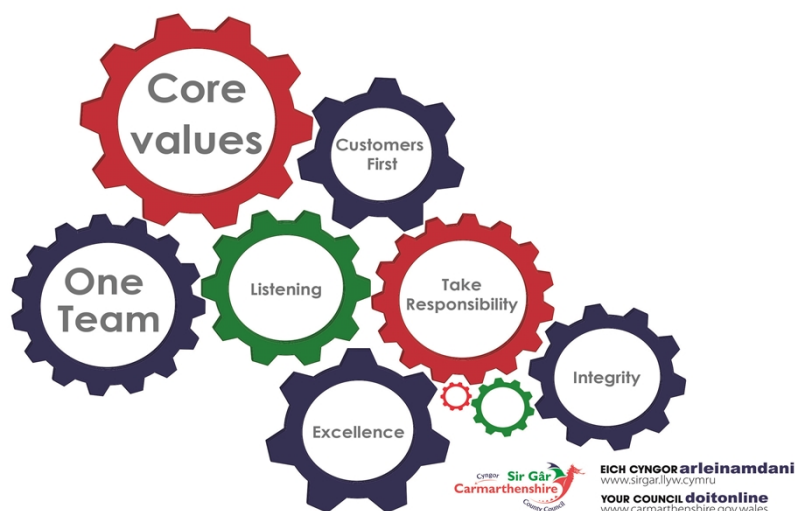
**Chief Executive's Department  
DRAFT Departmental Business Plan  
2019 / 2022  
Extract for Policy & Resources Scrutiny**

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

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## 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

## The Sustainable Development Principle

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 5 ways of working: **Long Term, Integrated, Involvement, Collaboration, and Prevention** (see Appendix 1)

## Contents

		Page
	<b>Executive Board Member Foreword</b>	<b>3</b>
<b>1</b>	<b>Departmental Overview</b>	<b>4 - 5</b>
<b>2</b>	<b>Strategic Context</b>	<b>6 - 8</b>
<b>3</b>	<b>Divisional Summary Plans</b>	<b>9 -29</b>
<b>4</b>	<b>Department Resources</b>	<b>30</b>
<b>5</b>	<b>Department Measures</b>	<b>31</b>
	<b>Appendix</b>	<b>32</b>

# The Purpose of this Plan

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

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

## Executive Board Member/s Foreword

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

### Executive Board Members Responsible:



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

.....



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

.....



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

.....



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

.....



**Cllr Linda Evans** – Ageing Well

.....



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

.....

# 1. Departmental Overview

## Introduction

In January 2018, Carmarthenshire County Council's Executive Board presented its key aspirations for the next 5 years – *'Moving Forward in Carmarthenshire: the next 5 years'*. This plan identified a number of key projects and programmes that the Council will strive to deliver over the next five years. It seeks to continuously improve economic, environmental, social and cultural well-being in the County. Given this direction, the Council needed to publish a New Corporate Strategy that consolidates and aligns our existing plans. This New Corporate Strategy brings together the following plans into one document:-

1. It supersedes the 2015-20 Corporate Strategy
2. It incorporates our Improvement Objectives as required by the Local Government Measure 2009.  
*See Section 2 below*
3. It includes our Well-being Objectives as required by the Well-being of Future Generations (Wales) Act 2015. For the first time in Wales, there is a shared vision and set of goals for all public bodies to work towards, our Well-being Objectives are set to maximise our contribution to these. *See Section 2 below*
4. It includes Carmarthenshire County Council's Executive Board key projects and programmes for the next 5 years as set out in [\*'Moving Forward in Carmarthenshire: the next 5 years'\*](#)

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

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

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

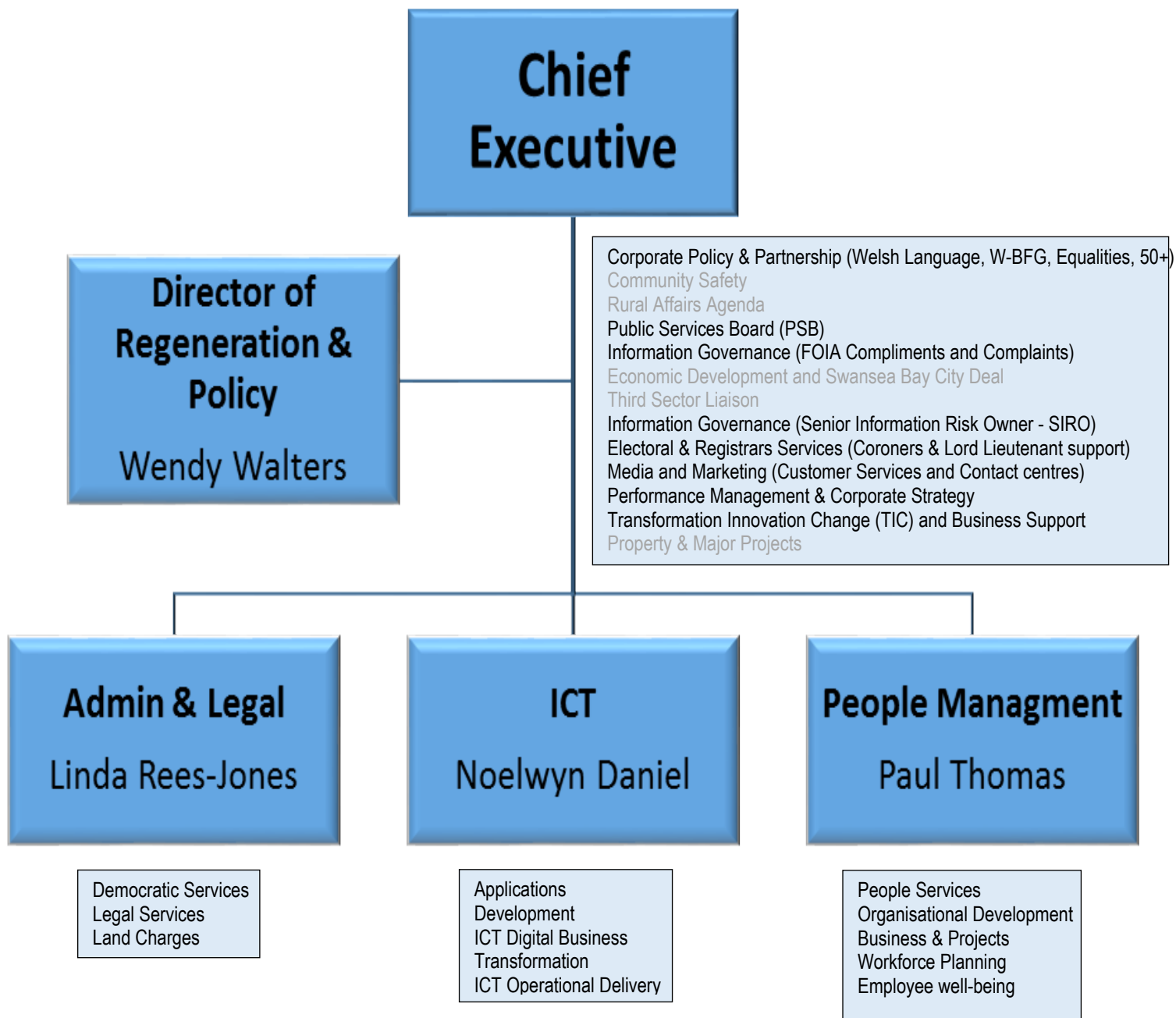
My Department will lead on the delivery of the expectations of the Well-being of Future Generations Act 2015, in particular the expectations it has for core activities such as Corporate Planning, Performance Management and Workforce Planning. We will also develop the application of the 5 Ways of Working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

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



**Mark James**  
**Chief Executive**

# 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 New Corporate Strategy, are designed to maximise our contribution to the national shared vision goals.

### 2.2 The Council's [New Corporate Strategy 2018-23](#) (incorporating Our Well-being Objectives 2018/19)

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

Well- Being Objective	Wendy Walters	Linda Rees-Jones	Noelwyn Daniel	Paul R Thomas
<b>Start Well</b>				
1. Help to give every child the best start in life and improve their early life experiences				
2. Help children live healthy lifestyles				
3. Continue to improve learner attainment for all				
4. Reduce number of young adults that are Not in Education, Employment or Training	✓			
<b>Live Well</b>				
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	✓			
<b>Age Well</b>				
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	✓			
<b>In a Healthy and Safe Environment</b>				
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	✓			✓
<b>In addition a Corporate Objective</b>				
15. Better Governance and Use of Resources	✓	✓	✓	✓

## 2.3 The County of Carmarthenshire's Well-being Plan – The Carmarthenshire We Want (2018-23)

### ***How is the Department contributing to the Public Services Board's Well-being Plan?***

- **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 Plans

### **Strategies with a clear interlink to the Well-being Act:**

- Carmarthenshire's Public Services Board Well-being Plan
- New Corporate Strategy
- Swansea Bay City Region Economic Regeneration Strategy 2013-30
- Council's Constitution
- [Moving Forward in Carmarthenshire: the next 5 -years](#)
- [The Digital Technology Strategy](#)
- [The Digital Transformation Strategy](#)
- [The Digital Schools Strategy](#)

### **Other strategies to be linked to the Well-being Act when they are revised:**

- [Strategic Regeneration Master Plan 2015-30 – Transformations](#) Due to be revised 2019/20
- *'Our People' / 'Ein Pobol'*



### 3. Summary Divisional Plans

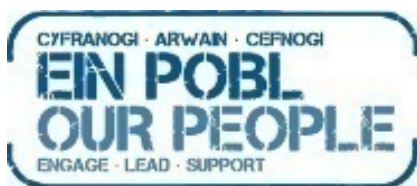
Following Summary Divisional Plans are included:-



#### 3.1 Administration and Legal Division



#### 3.2 ICT Division



#### 3.3 People Management Division

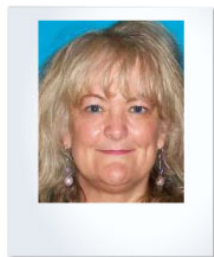
#### 3.4 Regeneration & Policy Department

## 3.1 Administration & Legal Summary Divisional Plan

Head of Service, Linda Rees-Jones (Ext. 4010)



### Divisional Profile



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

### Major Current Strengths

The **Legal Service** continues to support the delivery of the Council's key aims and objectives across the full range of the Council's functions

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

1. The drive to maximise external debt recovery by the Council
2. Advising on external service delivery structures (e.g. Local Authority Trading Companies and 'Teckal' companies) and regional partnership working - *Action 1*
3. Supporting the Council's regeneration and affordable housing programmes
4. Helping safeguard the vulnerable in society through child care and adult social care proceedings
5. Supporting the Modernisation of Education Programme

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

1. The modernisation and digitisation of working practices – *Action 2*
2. The increased workload arising from the support of All-Wales and Regional bodies
3. Promoting the increased involvement of the public in the work of scrutiny committees

The **Land Charges Service** has significantly changed the way it responds to requests for personal searches of the Land Charges Register, to make the process quicker and easier for the public and reduce the burden upon internal resources

### Key Areas for Development (including Regulatory Report findings, addressing bottom quartile results, etc.)

- To address the proposals for improvement in the Wales Audit Office (WAO) June 2018 Report '[Scrutiny: Fit for the Future?](#)' Review (June 2018) *Action 3*
- In conjunction with the **Corporate Services Department** to address the WAO June 2018 *Review of [Audit Committee Effectiveness](#)*

## 5 Ways of Working

Which of the 5 Ways of Working have we met?		Strong Partial None	Planned Improvement (Link to action plan overleaf)
1	Long-term	Strong	<ul style="list-style-type: none"> <li>➤ We will continue to advise on the governance arrangements for new models of working, including but not limited to Local Authority Trading Companies, regional Partnerships, and Pooled Budgets etc. <i>Action 1</i></li> <li>➤ We will implement agreed actions/resolutions for the modernising the delivery of democratic services through digitisation.</li> </ul>
2	Prevention	Strong	<ul style="list-style-type: none"> <li>➤ We will advise on, review and monitor the decision making by the authority to ensure it is in accordance with the law</li> <li>➤ We will implement any agreed improvements arising from the Wales Audit Office review of Scrutiny arrangement. <i>Action.3</i></li> </ul>
3	Integrated	Partial	<ul style="list-style-type: none"> <li>➤ We will continue to lead the Democratic Process for external organisations eg. Wales Pension Partnership Joint Governance Committee, ERW, Police &amp; Crime Panel and the recently established Swansea Bay City Region Joint Committee. <i>Action 1</i></li> </ul>
4	Collaboration	Strong	<ul style="list-style-type: none"> <li>➤ We will continue to attend and fully support meetings of the Wales Pension Partnership Joint Governance Committee, Dyfed-Powys Police and Crime Panel Police &amp; Crime Panel the Swansea Bay City Region Joint Committee.</li> </ul>
5	Involvement	Strong	<ul style="list-style-type: none"> <li>➤ We will work with the Scrutiny Committee Chairs in promoting the new Media and Marketing Scrutiny Communication Strategy which aims to increase public participation in scrutiny committee meetings <i>Action 3</i></li> <li>➤ We will encourage Town and Community Council to observe Scrutiny meetings and suggest items for inclusion within Scrutiny Forward Work programmes. <i>Action 3</i></li> </ul>

## Divisional Summary Action Plan

Ref	Key Actions	By When	By Who	WbO Ref
1.	We will advise on governance arrangements for new models of working, including but not limited to Local Authority Trading Companies, regional Partnerships, Pooled Budgets etc.	31/03/2020	Linda Rees-Jones	
2.	We will implement the Council's decision that all members and officers to be ready for paperless working for Council and Committee meetings with effect from the 02/09/19 and encourage both Members and Officers to attend tailored training sessions for this purpose.	02/09/2019	Linda Rees-Jones /Gaynor Morgan	WBO15
3.	We will consider the proposals for improvement arising from the Wales Audit Office review of Scrutiny arrangements	31/03/2020	Linda Rees-Jones /Gaynor Morgan	WBO15

## 3.2 ICT Summary Divisional Plan - Head of Service, Noelwyn Daniel (Ext. 6270)

### Divisional Profile



Our purpose is to engage with and understand our Customers to help them deliver effective services. We:

- Deliver Transformational technology to improve Council service delivery.
- Ensure end user devices are fit for purpose.
- Deliver high quality digital business solutions
- Ensure robust ICT Security & Operational Business Continuity
- Provide Schools operational and strategic ICT support.
- Operational day to day Management of the Telecommunications, both voice & data.

We have ensured that we are aligned to deliver the key priorities of our Digital Transformation Strategy. The new Senior Management Team is in place and we have a staffing compliment of 66.

### Major Current Strengths

- ICT Services continues to drive forward the key strategic priorities of the Authority and we lead on delivering against 5 of the Moving Forward in Carmarthenshire – The Next 5 Years priorities.
- The Digital Technology Strategy 2018-2021 and the Digital Schools Strategy 2018-2021 in April 2018.
- We have also ensured key digital policies are in place to safeguard the Authority.
- We have published our ICT Customer Engagement Plan 2018/19
- Significant Progress is being made against key projects within the Digital Transformation Strategy
- Winning a TIC 2018 award for work with Media & Marketing on the new mobile responsive website and 'My Account' projects.

### Key Areas for Development (including Regulatory Report findings, addressing bottom quartile results, etc.)

- We will look to improve how customers contact ICT Helpdesk by utilising the very latest technology in Artificial Intelligence and Chatbots. *Action 4*
- To improve project governance to ensure all work is completed on time and within budget. *Action 3*
- Ensure ICT Services maintains a high profile, both internally and externally with key stakeholders and focuses on ensuring sustainable and resilient digital technologies are utilised. *Action 2*
- To strengthen our approach to Disaster Recovery and work with key service areas to ensure their Business Continuity adequately addresses their ICT requirements. *Action 8*

### Corporate Risk

Risk Ref	Rating	Identified Risk	Mitigating Action Ref
CR20180008	8	Transforming business operations through effective Digital Transformation	Action 2

## 5 Ways of Working

		Strong Partial None	Planned Improvement
1	<b>Long-term</b>	Strong	<ul style="list-style-type: none"> <li>Our Digital Transformation Strategy, Digital Technology Strategies and Digital Schools Strategy will modernise the way we interact with citizens</li> <li>The Digital Skills Strategy will ensure that our staff have the skills to be able to work effectively in the rapidly advancing digital environment <i>Action 1</i></li> </ul>
2	<b>Prevention</b>	Strong	<ul style="list-style-type: none"> <li>We will continue to review our processes and delivery models to reduce failure demand and ensure we provide a more efficient service. <i>Action 2</i></li> </ul>
3	<b>Integrated</b>	Partial	<ul style="list-style-type: none"> <li>We will align all digital technology to the needs of the teachers, learners, the Curriculum and the Digital Competence Framework. <i>Action 5</i></li> <li>We will work closely with Health colleagues to develop the Integrated Community Hub's and ensure the very latest Digital Technology is utilised.</li> </ul>
4	<b>Collaboration</b>	Partial	<ul style="list-style-type: none"> <li>We will continue to facilitate and underpin collaboration locally, regionally and nationally through the intelligent deployment of technology. <i>Action 2</i></li> </ul>
5	<b>Involvement</b>	Strong	<ul style="list-style-type: none"> <li>Develop the digital skills of our residents from children to our elderly</li> </ul>

## ICT Divisional Summary Action Plan

Ref	Key Actions and Measures	By When	By Who	WBO Ref
1.	We will in line with our Digital Transformation Strategy, continue to engage and understand the Departments needs to allow them to deliver effective services.	31/03/ 2021	Gareth Jones	WBO15
2.	Increasing opportunities for accessing council services via digital technologies <i>Risk control for CR20170008</i>	31/03/ 2021	Julian N Williams	WBO15
3.	We will ensure the end user has the appropriate IT device/devices and connectivity to deliver their service	31/03/ 2021	John M Williams	WBO15
4.	ICT automation and integration of internal working processes and procedures to release efficiencies	31/03/ 2021	Julian N Williams	WBO15
5.	We will continue to improve the condition, suitability and ICT within schools and ensure that all newly built schools have the latest digital technologies	31/03/ 2020	Gareth Jones	WBO15
6.	We will ensure a robust approach to Cyber security and sustainable solutions for Information Governance	31/03/ 2021	John M Williams	WBO15
7.	Digital solutions that will enable increased collaboration and facilitate organisations to work seamlessly together	31/03/ 2021	Gareth Jones	WBO15
8.	We will upgrade and replace an ageing ICT infrastructure to ensure that we have a robust and stable environment.	31/03/ 2021	John M Williams	WBO15
	<b>Key Measures of Success</b>			
9.	% use of the ICT Self Service helpdesk ( <i>ICT/002</i> ) (2017/18 Result – 44%; 2018/19 Target – 48%)	-	John Williams	WBO15
10.	% of laptops used in the council ( <i>ICT/004</i> ) (2017/18 Result – 53%; 2018/19 Target – 57%)	-	John Williams	WBO15
11.	% of households accessing the Internet in Carmarthenshire ( <i>ICT/006</i> ) (2017/18 Result – 83%; 2018/19 Result – 86%)	-	Julian Williams	WBO15

### 3.3 People Management Summary Divisional Plan – Paul R Thomas, Assistant Chief Executive (Ext. 6123)

#### Divisional Profile



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

#### Major Current Strengths

- The People Strategy Group Board
- The service has been awarded the Silver accreditation against the Investors in People (IiP) Standard, demonstrating our commitment to high performance through good people management.
- As a key employer in the County we have completed 2 years as a Disability Confident Employer
- Extending Rewards Framework to include Financial Wellbeing Scheme (via Neyber).
- Schools Attendance Scheme will be rolled out to year 2 and has received a TIC Award.
- Our new Pay Spine will pay the equivalent of the Foundation Living Wage and no pay supplement will be required during 2019/20.
- People Management Service Level Agreement agreed with Llesiant Delta Wellbeing
- We are developing proactive initiatives which promote good health and wellbeing, using the sickness data to set priorities. The focus is on the highest causes - stress and musculo-skeletal.



#### Key Areas for Development (including Regulatory Report findings, addressing bottom quartile results, etc.)

- We will address the Proposals for Improvement in the Wales Audit Office (WAO) review of '[Evaluation of the Council's Review of People Performance Management 2017](#)' Action 4
- IIP reviewers will now contribute to the on-going development and delivery of the Council's People Strategy
- The Heads of Service work streams for: Lead, Engage & Support
- We will continue to review all our processes to streamline, digitalise and improve the service we offer to our customers



#### Corporate Risk

Risk Ref	Rating	Identified Risk	Mitigating Action Ref
CR20180006	8	Ensuring effective People Management (including capacity and compliance with Employment Law and Health & Safety Legislation)	Action 2

#### 5 Ways of Working

Which of the 5 Ways of Working have we met?		Strong Partial None	Planned Improvement
1	Long-term	Strong	It is anticipated that the People Strategy Group Board will consider the identified Workforce Planning issues and work will begin to develop an action plan to address any gaps – Action 3

2	<b>Prevention</b>	Strong	We will continue to ensure the Council fully supports staff to maintain a healthy work-life balance and develop action plans to include proactive and preventative actions and education to raise awareness on key health topics – <i>Action 7</i>
3	<b>Integrated</b>	Partial	Integration of staff through Our People Strategy (see below) and our Investors in People commitments – <i>Action 2</i>
4	<b>Collaboration</b>	Partial	The Learning & Development Team provide, among other things, support and advice on how to undertake training needs analysis for staff, advice on the statutory duties that should be covered with the training of staff, signposting to other training, learning and development resources and opportunities, in order to assist in meeting our well-being objective.
5	<b>Involvement</b>	Strong	The engagement of staff through the Vision of ‘Our People’ Strategy to have “A workforce that is innovative, skilled, motivated, well informed, high performing, proud to work for CCC and committed to delivering high quality services to the public.”- <i>Action 2</i>

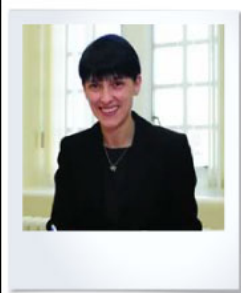
### Divisional Summary Action Plan

Ref	Key Actions and Measures	By When	By Who	WbO Ref
1.	We will develop an integrated Welsh Language Programme for our staff. (SEPA) (PIMS 12425)	31/03/2020	David Richards	WBO 15
2.	We will implement the liP Action Plan	31/03/2020	David Richards	WBO 15
3.	We will support the work of the People Strategy Group Board and the associated work streams	31/03/2020	Cheryl Reynolds	WBO 15
4.	We will Implement the Recommendations of the Wales Audit Office People Management Review	31/03/2020	Cheryl Reynolds	WBO 15
5.	We will implement the NJC National Agreement on Pay including introducing the new pay spine	31/03/2020	Alison Wood	WBO 15
6.	We will introduce a financial management support and advice service which will include access to affordable loans for staff who require it	31/03/2020	Alison Wood	WBO 15
	We will continue to work closely with schools to manage attendance and to encourage them to save costs by signing up to the Schools Attendance Fund	31/03/2020	Alison Wood	WBO 15
	We will draft and consult upon the Council’s Pay Policy in accordance with our statutory requirements	31/03/2020	Alison Wood	WBO 15
7.	We will continue to ensure the Council fully supports staff to maintain a healthy work-life balance and develop action plans to include proactive and preventative actions and education to raise awareness on key health topics	31/03/2020	Heidi Font	WBO 15
<b>Key Measures of Success</b>				
8.	We will further promote robust sickness absence management within departments to reduce the number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence. ( <i>PAM/001</i> ) (2017/18 Result – 10.1 days; 2018/19 Target – 9.6 days)	-	Heidi Font	WBO15



## 3.4 Regeneration and Policy Summary Divisional Plan – Director, Wendy Walters (Ext. 4112)

### Divisional Profile



Regeneration & Policy encompasses a number of diverse strategic priorities from the development of partnership working with the Public Services Board (PSB), our contribution to the Swansea Bay City Region, delivering our strategic Regeneration Plan for Carmarthenshire and its key transformational projects, conducting elections and the Registrars Service, Freedom of Information requests, managing the Council's modern records, our profile in marketing and media, good customer services, the regeneration of property in the County and our special project regarding the Llanelli Wellness and Life Science Village. The Division also leads on

the development of Corporate Strategy and deals with Corporate Performance Management as well as Corporate Policy work. The Transformation and Innovation and Change (TIC) Programme also sits within this division. The Business Support Unit is responsible for providing a range of departmental and service specific support within the Chief Executive's Department.

### Major Current Strengths

#### **Business Support Unit**

- The team continues to be as flexible as possible to ensure all service users are fully supported despite a reduction in resource.

#### **Corporate Policy, Partnership & Information Governance**

- During the year we have supported the PSB in publishing its first Carmarthenshire Well-being Plan.
- We continue to work with partner organisations to ensure community safety work remains a high priority. We have established close working links with the Police in relation to counter terrorism preventative measures.
- We continue to develop the Council's approach to ensuring compliance with the Welsh language standards
- We have ensured a smooth transition for the Council into the new General Data Protection Regulations (GDPR).
- We continue to develop the Council's approach to supporting the Armed Forces community.
- We are further developing the Council's means of undertaking consultation and developing ways of engaging with communities.
- We have supported the Tyisha (Llanelli) Steering Group's community consultation and engagement exercise with the residents of Tyisha through the Planning for Real methodology.

#### **Economic Development**

We have made good progress on the delivery of the **6 key transformational projects** within the Strategic Regeneration Plan for Carmarthenshire 2015-2030

- The Carmarthen Town Centre Forum is taking forward the aspirational projects of Jackson's Lane, Carmarthen Wetlands, Guildhall Redevelopment and the regeneration of Carmarthen Quayside.
- Ammanford Town Taskforce (chaired by the Leader) is bringing forward key projects relating to the former Police Station, Foundry Row, New Ammanford Hwb, Railway Crossing and addressing key vacant premises in the retail centre via the Ammanford Regeneration Development Fund
- Llanelli Town Centre has been promoted via a Regeneration Delivery Plan which identifies key sites and premises to be redeveloped. Through various funding initiatives developers have been secured with projects being advanced for implementation.
- Cross Hands Growth Zone – a joint venture with the Welsh Government has been extended to capture Cross Hands East strategic employment site with investment in Phase 2 infrastructure secured via WEFO. Design development and statutory consents have been secured for development



- Coastal Activity - The Llanelli Waterside Joint Venture has promoted development sites at North Dock and has undertaken significant demolition works to enable new housing and commercial development. In the rural area of Carmarthenshire, funding grants have been awarded under the Carmarthenshire Rural Enterprise Fund, with private sector investment being used to match fund Council resources. The LEADER EU Programme continues to roll out innovative projects. Work has also commenced on developing Rural Market Town Growth Plans
- In the rural area of Carmarthenshire, funding grants have been awarded under the Carmarthenshire Rural Enterprise Fund, with private sector investment being used to match fund Council resources. The LEADER EU Programme continues to roll out innovative projects. Work has also commenced on developing Rural Market Town Growth Plans

**Swansea Bay City Deal** regional team has been instrumental in developing 11 business cases for the £1.3 billion City Deal strategic projects. The Regional Office has been integral to the establishment of the City Deal's governance structure. The Regional Learning and Skills Partnership continues to develop skills and training through the region. The Regional Engagement Team looks at synergy and interdependency between strategic projects.

**Business Support** throughout the county continued with the launch of two key funding initiatives in the form of *Business Start-up Fund* and *Business Growth Fund*.

The **Community Bureau** provides a one stop shop for the Third Sector and can assist with funding information and guidance.

- The Bureau has had a productive 12 months with 5 Enterprises Created, 25 Jobs Created, 50 Jobs Safeguarded and 350 individuals into Training/Education. The total cost of community investment to date is £4,000,000 this includes internal and external funding secured for projects in the county.

**Llanelli Wellness and Life Science Village (the Village)** is progressing at considerable pace, with key milestones secured across all project domains.

- A final 5 Case Business Plan was submitted to WG and UKG in August to draw down £40m of City Deal funding. A decision is awaited; expected November.
- An outline planning application was submitted 15<sup>th</sup> March (ref no. S/36948), supported by extensive and ongoing engagement with statutory consultees.
- £1.3m of capital and revenue for a hydrotherapy pool is being secured through local charitable organisations – Llanelli Hydrotherapy Pool Committee and JC Williams Trust
- Site-wide Health Impact Assessment undertaken as a joint endeavour between Public Health Wales and Project Management Office. An abstract has been accepted for publication in The Lancet
- Scoping exercise underway to map education, skills development and training pathways across all elements of the Village and covering FE and HE.
- Swansea University will anchor the Wellness Education Centre and have modelled 700 undergraduate places by 2021 and 300 postgraduate places by 2027 across a range of subject areas

*Communication/Engagement:*

- New Village fly-through produced to align with Village masterplan
- Between August – October 2018, across Twitter and Facebook, Village posts generated close to 3,300 video views and a total of 125 likes, retweets and shares. These combined posts reached almost 10,000 Twitter and Facebook users.

### **Electoral & Registrars**

- We continue to work successfully on a regional basis in having a joined up approach to public engagement activity and how we conduct the annual canvass of households each autumn. This partnership working has been extended to the Coroner Services and Carmarthenshire are working with Pembrokeshire in supporting the Coroner and his team with the aim of improving service provision for service users as well as better value for money.

- The Service has also contributed to a review by the Boundary Commission for Wales (LDBCW) of the electoral arrangements for the County and we will continue working with the Commission throughout the review process till 2022 when the County Elections will be run under the new arrangements.
- Throughout the year Registration staff have been flexible in their approach to working with couples and families in developing individual marriage ceremonies, baby naming ceremonies and renewal of vows ceremonies, the success of which is reflected in the many comments cards that are available at every office.
- The income charged for administration around certificate production and issue has steadily increased due to demand. We continue to offer the Standard Service which guarantees certificates issued within 7 days or our Express Service which allows for Certificate issue within 48 hrs

### **Media and Marketing**

- We have continued to work successfully with departments on promoting their services to residents, businesses and visitors and worked closely with Executive Board members on promoting their forward work programme
- Digitally we continue to grow our engagement working closely with the contact centre to ensure that residents can communicate with us in their chosen method.
- The Service has recently played a fundamental role in the success of the Tour of Britain first stage that was held here in Carmarthenshire.
- Targeted promotion of Carmarthenshire as a world-class visitor destination has seen record-breaking tourist numbers over the last year, helping boost the local economy by more than £434million.
- The demand on translation continues to be managed well by the team with the current development of an in-house simultaneous service.
- We continue to develop the Hwb in Llanelli which will soon be replicated in December 2018 in Ammanford.

### **Performance Management**

- We have published the 2018-2023 New Corporate Strategy, which sets out the direction for the Authority over the next five years, incorporating our improvement and well-being objectives as defined by legislation. It also includes the Executive Board's key projects and programmes for the next five years.
- We published our Annual Report for 2017/18.
- Our in-house Performance Information Monitoring System (PIMS) has been further utilised for additional monitoring
- We received Compliance Certificates from the Wales Audit Office for:
  - Our 16/17 Annual Report
  - Our New Corporate Strategy which meets the obligations of the Local Government Measure 2009 in respect of Improvement Planning.

### **Property & Major Projects**

- The alignment of the property and regeneration functions within the Chief Executive's Department 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.
- Opportunities at Burry Port Harbour are being maximised through leasing the asset to a specialist marina company.
- Terms have also been agreed with the private sector to take a long term lease of Carmarthen Guildhall, which will result in some £1m of private sector investment in the property.
- The Property and Major Projects team has negotiated and completed on the acquisition of 159 houses with a total value of £14.3m to support the Council's commitment to Affordable Homes (2015 – 2010) and delivery of 1,000 new homes.
- We have supported the Council's Agile Working Investment Plan by identifying an opportunity to dispose of the Council owned Parc Amanwy administration building in Ammanford to a private sector

occupier that will initially employ 50 people in the building. The Council, jointly with Welsh Government (WG), owned an adjacent former call centre building and utilising the sale proceeds from Parc Amanwy, negotiated terms with WG to buy out their interest and also negotiated terms with the tenant to surrender its lease. These negotiations have enabled 113 members of Council staff to relocate from Parc Amanwy to the former call centre (Ty Parc Yrhun), into environment that is far more conducive to agile working.

- We have also supported the Council's Regeneration Masterplan for Llanelli town centre by acquiring 15 properties and 1 development site that were vacant and underutilised, with a view to bringing these properties back into beneficial use to support the town centre economy.

### **Transformation, Innovation & Change (TIC)**

- Efficiency savings identified and/or delivered from the wider TIC Programme to date total more than £16m
- We are working with colleagues in Financial Services to strengthen the links between the TIC Programme and our Medium Term Financial Plan as well as the Priority Based Budgeting (PBB) process.
- The Executive Board endorsed the Agile Working Investment Plan, a Project Manager has been recruited and the delivery plan has been agreed and is being implemented.
- A dedicated TIC Schools post has been created to help support schools with their efficiency savings challenges.
- A 'What Wastes Your Time' campaign was conducted with staff and members who identified 80 improvement areas that are being acted upon
- The second TIC awards award ceremony was held on the 3rd of October. The 5 winning projects were the Schools Sickness Absence Scheme, Digital Customer Service, Pest Control, Learning Disabilities Complex Needs Services and the Ammanford Library 'Makerspace'. The overall winner was the 'Makerspace' project.

## **Key Areas for Development** (including Regulatory Report findings, addressing bottom quartile results, etc.)

WAO/Nat: [Savings Planning](#) (March 2017)

- We will Strengthen financial planning arrangements by developing explicit links between the MTPF and the Council's Corporate Planning processes

WAO/Nat: [Speak my language](#) (April 2018)

- Overcoming language and communication barriers in public services

### **Corporate Policy, Partnership & Information Governance**

- Ensure PSB Delivery Groups make progress against the key actions of its Well-being Plan and further develop scrutiny arrangements for the PSB.
- Streamline partnership approach to community safety in liaison with Dyfed Powys Police and other partners.
- Ensure the Council fully responds to its Prevent Duty requirements under the Counter-Terrorism and Security Act 2015.
- Work with the Home Office to deliver the roll-out of the Dovetail (Channel) programme across Wales.
- Further develop the Council's approach to implementing the Armed Forces Community Covenant.
- Prepare and publish the Carmarthenshire Rural Affairs Task Group report and recommendations for implementation.
- Review the Council's Strategic Equality Plan.
- Develop a Masterplan for the Tyisha (Llanelli) community.
- Develop a consultation and engagement toolkit for the Council.

## **Economic Development**

- Track BREXIT progress and its impact on Carmarthenshire and develop Action Plan
- The continued development of the City Deal Action
- Developing the rural agenda Action
- Realise the external funding opportunities arising from the UK Government's Shared Prosperity Fund
- It is aimed to secure outline planning consent in January 2019 for the Llanelli Wellness and Life Science Village

## **Electoral & Registrars Services**

- To develop a marketing strategy for the Registrars Service to incorporate improved promotional materials and to enhance the website and investigate the use of social media channels
- To improve customer contact arrangements for frontline services so that customers are able to access information via the corporate customer contact arrangements
- To investigate the relocation of our sub Registration Office for the Ammanford Area with the intention of offering improved facilities for marriage ceremonies.
- To continue to monitor the key performance targets (KPTs) required by the Registrar General and to address any areas of weakness.
- To build upon our ongoing Electoral Registration campaign and compliment UK wide campaigns on encouraging voter registration and participation.

## **Media and Marketing**

- Develop a clear branding and customer care guidelines which will then need to be communicated to all services within the Council.
- Develop the One Campaign approach to assist services with communicating generic messages to our customers with the one aim of assisting the customer to understand the support and services the Council provide.
- Ensure Tourism role and activities maintain their profile both internally and externally with key stakeholders and funders and focus on business engagement and develop our relations with key account businesses
- To coordinate the successful delivery, and to develop and grow the amount and impact of major events held in Carmarthenshire.
- To develop the growing business of filming opportunities in Carmarthenshire by offering one stop shop service to support filming companies and alike with their requirements.
- Improve the way we communicate with staff by improving staff access to digital content and look at promoting staff benefits.
- To continue with the excellent translation service available to all Council services and the support in ensuring all content and engagement is provided bilingually in Welsh and English.
- To Co-ordinate the successful delivery and to develop and grow the amount and impact of major events held in Carmarthenshire

## **Performance Management**

- We will redevelop the Performance Information Management System (PIMS) Action G2
- Implement any proposals for improvement arising from the WAO Assurance and Risk Assessment Review
- Further promote the Sustainability Principle and the 5 Way of Working under the Well-being of Future Generations Act – Action G6
- We need to review our Business Plan challenge programme Action G9

## **Property & Major Projects**

- Implement clear standard processes for dealing with property acquisition and disposal transactions, aligned to the revised acquisition and disposals strategy.

- Provide strategic valuation and property related advice and support to the Llanelli Wellness Village project.

### **Transformation, Innovation and Change –( TIC)**

- Developing a longer term TIC programme with clear links to the Medium Term Financial Plan, including public consultation about improvement priorities.
- Identify collaborative opportunities to generate income.
- Strengthen links between TIC and the People Strategy.

## **Corporate Risks**

Risk Ref	Rating	Identified Risk	Mitigating Action Ref
CR20180001	8	Compliance with the Well-being of Future Generations (Wales) Act 2015	F.3,5
CR20180002	8	Managing and Developing the Welsh Language and meeting the Welsh Language Standards	B.8
CR20180003	8	Responding to New Legislation / Policy from Welsh Government	B.9
CR20180005	8	Ensuring effective management of Grant Funding (including accessing Grant Funding). Threat of having to repay significant Grant monies.	C.6
CR20180009	12	Maintaining high standards of governance in relation to Information Management	B.11
CR20180011	8	Develop and Deliver the Improvement Plan / Corporate Performance Plans	F.1, 5,8
CR20180012	8	Failure to adhere to an effective Corporate Governance Framework	F.4
CR20180013	12	Delivery of the City Deal (Outcomes / Budget)	C.1
CR20180014	12	Delivery of the Wellness Project (Outcomes / Budget)	C.16 & 17

## **5 Ways of Working**

Which of the 5 Ways of Working have we met?		Strong Partial None	Planned Improvement
1	Long-term	Strong	<ul style="list-style-type: none"> <li>➤ We have set a long term Strategic Regeneration Master Plan 2015-30 – Transformations – <i>Action C7</i></li> <li>➤ The Electoral &amp; Registrars Service has contributed to a review by the Boundary Commission for Wales (LDBCW) of the electoral arrangements for the County – <i>Action D1</i></li> <li>➤ Property &amp; Major Projects – The sale of surplus assets will continue to be utilised in the long term and strategic acquisitions made to facilitate jobs, new housing and economic growth in the county – <i>Action G6</i></li> <li>➤ We have published a 5 Year Corporate Strategy – <i>Action F1</i></li> <li>➤ For Regeneration we have to think long term, and the Swansea Bay City Deal proposition sets a timeframe to 2035 and beyond – <i>Action C1</i></li> <li>➤ One of eleven projects under the Swansea Bay City Region programme, the Llanelli Wellness and Life Science Village (the Village) will be the first of its kind in Wales and is projected to create 1,853 jobs and £467m of GVA – <i>Actions C16&amp;17</i></li> </ul>

Which of the 5 Ways of Working have we met?		Strong Partial None	Planned Improvement
			<ul style="list-style-type: none"> <li>➤ The Village aims to promote a shift in appropriate healthcare delivery from hospital to the community, which will improve patient outcomes and help to stabilise the health system – <i>Actions C16&amp;17</i></li> <li>➤ Integrated education, skills and training provision provided by the Village will secure a lasting legacy and break the generational cycle of deprivation within adjacent Community First areas - <i>Actions C16&amp;17</i></li> <li>➤ TIC work programme has an underlying key principle of supporting service delivery in ways that are sustainable in the face of financial challenges – <i>Action H1</i></li> <li>➤ Developed and published a Carmarthenshire Well-being Plan on behalf of the PSB which identifies short, medium and long-term actions to make progress against the four identified objectives – <i>Action B1</i></li> <li>➤ We will continue to develop the Hwb and its new purpose, in the 3 major towns – <i>Action E3</i></li> </ul>
2	Prevention	Strong	<ul style="list-style-type: none"> <li>➤ Continued work on the process of updating the Register of Electors and the promotion of the importance of Registering to Vote – <i>Action D2</i></li> <li>➤ Vacant and derelict properties have a negative effect on the locality and the longer they remain vacant the higher the risk of vandalism and safety issues arising. Therefore, we seek disposal as soon as possible to enable the property to be brought back into use – <i>Action G1</i></li> <li>➤ We have strengthened risk content in our business plans – <i>Actions F7&amp;8</i></li> <li>➤ The Village aims to increase the proportion of people who are healthy at all stages of life through proactive interventions targeted at weight, diet, physical activity and mental wellbeing, thereby contributing to improved wellness, independence and ultimately, greater life expectancy. In keeping with the ethos of the Village, there will therefore be an emphasis on prevention, health promotion and health optimisation - <i>Actions C16&amp;17</i></li> <li>➤ The Council wide approach to support Ageing Well in Carmarthenshire can make an important contribution in supporting and sustaining the independence of local people and prevent some Social Care and Health Service pressures – <i>Action B3</i></li> <li>➤ TIC service improvement approach always looks to identify the root cause of issues to resolve them so they are not repeated – <i>Action H1</i></li> <li>➤ Ensuring appropriate support and advice to Council services in responding to new legislative requirements such as GDPR, Welsh language standards, Well-being of Future Generations Act – <i>Action B7 &amp; 9</i></li> <li>➤ The Carmarthenshire Well-being Plan focuses on a number of preventative and early intervention measures – <i>Action B1</i></li> </ul>
3	Integrated	Strong	<ul style="list-style-type: none"> <li>➤ Our Well-being objectives are cross cutting – <i>Action B1</i></li> <li>➤ It is also proposed that The Village will link with Yr Egin to bring the creative industries to the built environment and help to embed art and culture into broader wellbeing activities - <i>Actions C16&amp;17</i></li> <li>➤ Integration across the all the elements involved in Village has been achieved by anchoring all services and activities in a <b>5 stages of life model</b>. This has harmonised service delivery, business planning and the coordination of partner objectives, ensuring that the Village is more strategically and</li> </ul> <div style="text-align: right;"> <p><b>Five Stages of Life Model</b></p> <p>The diagram illustrates the Five Stages of Life Model as a vertical sequence of five colored arrows pointing right. Each arrow contains an icon and text: Life Stage 1 (orange, 'EARLY YEARS Creating a healthier future'), Life Stage 2 (pink, 'MAINTAINING A HEALTHY LIFESTYLE'), Life Stage 3 (blue, 'CHRONIC CONDITIONS Living with illness'), Life Stage 4 (purple, 'STAYING INDEPENDENT FOR LONGER'), and Life Stage 5 (teal, 'END OF LIFE CARE').</p> </div>

Which of the 5 Ways of Working have we met?		Strong Partial None	Planned Improvement
			<p>operationally aligned in order to improve population health and wellbeing, reduce inequalities and promote inclusivity - <i>Actions C16&amp;17</i></p> <p>➤ The Carmarthenshire Well-being Plan takes account of the individual well-being objectives of partner organisations and seeks to add value through partnership working wherever possible – <i>Action B1</i></p>
4	Collaboration	Strong	<p>➤ We have soft launched the online customer appointment system for the Registrars Services and this will be rolled out to general public before end of year- <i>Action D4</i></p> <p>➤ We analyse the National set of Well-being Measures in the form of ranking tables and make it available for PSB information - <i>Action F5</i></p> <p>➤ The competitive dialogue exercise to procure a private sector partner for the joint delivery of the Village has concluded, culminating in the signing of a Collaboration Agreement between Carmarthenshire County Council, Swansea University and Sterling Health Security Holdings Limited (SHSH) - <i>Actions C16&amp;17</i></p> <p>➤ The PSB continues to work in partnership with a number of bodies in order to improve the well-being of Carmarthenshire – <i>Action B1</i></p> <p>➤ Close partnership working arrangements continue with the Police and others to ensure a collective approach to community safety in the County – <i>Action B10</i></p>
5	Involvement	Strong	<p>➤ TIC service improvement projects always include consultation with service users and all stakeholders in any service redesign proposals - <i>Action H2</i></p> <p>➤ The Council continues to develop its approach to consultation with the number of specific consultations from Council services continuing to increase – <i>Action B3</i></p> <p>➤ Further work is being undertaken to develop the Council's approach to engagement of residents and stakeholders in all elements of our work – <i>Action B3</i></p> <p>➤ The Tyisha community engagement project has been undertaken with a view to developing a community Masterplan based on the feedback and prioritise identified by the community by working in partnership with partners – <i>Action B4</i></p>



## Divisional Summary Action Plan

	Key Actions and Measures	By When <sup>#1</sup>	By Who	WbO Ref
<b>A</b>	<b>Business Support Unit</b>			
1.	Ensure that all budget efficiencies agreed are delivered and identify potential efficiencies for future years	31/03/2020	Nicola J Evans	
<b>B</b>	<b>Corporate Policy, Partnership &amp; Information Governance Business Unit</b>			
1.	Ensure the PSB Delivery Groups make progress against the identified actions of the Carmarthenshire Well-being Plan	31/03/2020	Gwyneth Ayers	WBO15
2.	To prepare and publish a report and recommendations for action, on behalf of the Carmarthenshire Rural Affairs Task Group	31/03/2020	Gwyneth Ayers	
3.	Further develop the Council's approach to consultation and engagement	31/03/2020	Gwyneth Ayers	
4.	Develop a Masterplan for the Tyisha (Llanelli) community.	31/03/2020	Gwyneth Ayers	WBO5
5.	We will review the Council's Strategic Equality Plan.	31/03/2020	Gwyneth Ayers /Llinos Evans	
6.	Further develop the Council's approach to implementing the Armed Forces Community Covenant	31/03/2020	Gwyneth Ayers /Llinos Evans	
7.	We will ensure the Council complies with the requirements of the Welsh Language Standards <i>Risk Control for CR20180002</i>	31/03/2020	Gwyneth Ayers /Llinos Evans	WBO14
8.	To deliver on the action of the Welsh Language Promotion Strategy by: <ul style="list-style-type: none"> <li>increasing the confidence of Welsh speakers</li> <li>increasing the numbers acquiring basic and further skills in Welsh</li> <li>positively affect population movements</li> <li>targeting specific geographic areas within the County</li> <li>raising the status of Welsh and awareness of the benefits of bilingualism</li> </ul> <i>Risk Control for CR20180002</i>	31/03/2021	Gwyneth Ayers /Llinos Evans	WBO14 12938 MF5 86 MF5 86 MF5 86
9.	To monitor new legislation / new policy as published by WG and consider impact on the Council <i>Risk Control for CR20180003</i>	31/03/2020	Gwyneth Ayers	
<b>Community Safety</b>				
10.	<b>DRAFT:</b> We will work with partners to ensure Carmarthenshire's communities are safer with a specific focus on addressing issues in relation to: <ul style="list-style-type: none"> <li>Class A drugs and County Lines</li> <li>Violent crime including domestic abuse</li> <li>Counter-terrorism</li> <li>Cyber Crime</li> <li>Child Sexual Exploitation</li> </ul>	31/03/2020	Gwyneth Ayers /Kate Harrop	WBO9
11.	Work with the Home Office to deliver the roll-out of the Dovetail (Channel) programme across Wales.	31/03/2020	Gwyneth Ayers	WBO9
<b>Information Governance</b>				
12.	Continue to ensure compliance with GDPR requirements.	31/03/2020	Gwyneth Ayers /John Tillman	



	Key Actions and Measures	By When <sup>#1</sup>	By Who	WbO Ref
<b>Key Measures of Success</b>				
12.	Total recorded crime in Carmarthenshire during the year (5.1.1.2) (2017/18 Result – 10,137; 2018/19 Target – 10,136)	-	Kate Harrop	WBO9
13.	No. of Anti-social behaviour incidents in Carmarthenshire during the year (5.1.1.3) (17/18 Result – 5,810; 18/19 Target – 5,809)	-	Kate Harrop	WB09
14.	% of Freedom of Information Act request responded to in 20 working days (2.1.1.17) (2017/18 Result – 96.99%; 2018/19 Target – 90%)	-	John Tillman	WBO15
<b>C</b>	<b>Economic Development</b>			
1.	We will fulfil the expectations and aspirations of the Swansea Bay City Deal and take on board any opportunities that emerge <i>Risk Control CR2018013</i>	31/03/2020	Helen Morgan	WBO6 MF72
2.	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.	31/03/2020	Helen Morgan	WBO5/11 MF80
3.	We will investigate and monitor the impact of BREXIT on the economy of Carmarthenshire	31/03/2020	Stuart Walters/ Helen Morgan	WBO6 MF84
4.	We will continue to develop and deliver key strategic projects via the Rural Ammanford and Carmarthen Transformation Area Team	31/03/2020	Stuart Walters	WBO6 MF573d
5.	We will continue to develop & deliver key strategic projects via Llanelli / Cross Hands and the Coastal Belt Transformation Area Team	31/03/2020	Stuart Walters	WBO6 MF573d
6.	We will maximise external funding in order to realise county wide economic activities and support the growth of the third sector. <i>Risk Control CR2018005</i>	31/03/2020	Stuart Walters/ Helen Morgan	WBO6
7.	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	31/03/2020	Helen Morgan	WBO6 MF72b.
8.	Develop and continue to deliver a programme to support small businesses across the County.	31/03/2020	Stuart Walters	WBO6 MF78
9.	Through the Communities 4 Work and Communities 4 Work Plus Programmes, we will provide <b>targeted employment support</b> to adults in our areas of highest deprivation.	31/03/2020	Helen Morgan /Amy Wakefield	WBO5 MF82
10.	Through the Communities 4 Work and Communities 4 Work Plus Programmes, we will provide <b>digital inclusion support</b> to adults in our areas of highest deprivation.	31/03/2020	Helen Morgan/Amy Wakefield	WBO5 MF82
11.	Through the Communities 4 Work and Communities 4 Work Plus Programmes, <b>accredited training</b> will be delivered to adults in our areas of highest deprivation	31/03/2020	Helen Morgan /Amy Wakefield	WBO5 MF82
12.	We will continue to develop and deliver, across the two Transformation Area Teams (Carmarthen, Rural Area & Ammanford & Cross Hands Growth Zone, Llanelli & Coastal Belt) and the Skills & Enterprise Team, initiatives and projects which will support jobs.	31/03/2020	Mike Bull	WBO6
13.	We will continue to develop and deliver, across the two Transformation Area Teams (Carmarthen, Rural Area,	31/03/2020	Mike Bull	WBO6

	Key Actions and Measures	By When <sup>#1</sup>	By Who	WbO Ref
	Ammanford & Cross Hands Growth Zone, Llanelli & Coastal Belt) and the Skills & Enterprise Team, initiatives and projects to support additional business/office floorspace (sq ft.) created and the amount of land hectare developed.			
14.	We will deliver a Property Development Fund worth £10 million (£4.5 million from the Council and circa £5.5million private sector investment	31/03/2020	Mike Bull	WBO6 MF5-73f
15.	We will deliver the Rural Enterprise Fund worth £6.66 million (£3 million from the Council and circa £3.66 million private sector investment).	31/03/2020	Mike Bull	WBO6 MF5-73g
	<b>Llanelli Wellness and Life Science Village (the Village)</b>			
16.	<p>We will deliver phase 4 of the project plan for the Wellness and Life Science Village (PIMS12984)</p> <p>To include:-</p> <ul style="list-style-type: none"> <li>• The drawdown of City Deal funding through submission of 5 case business plan and (PIMS 12987)</li> <li>• identification of private partner/consortium to deliver the Village in partnership with CCC and stakeholders and (PIMS 12988)</li> <li>• The securing of outline planning consent (PIMS 12989)</li> <li>• To advance initial/draft scoping papers &amp; business cases presented by each of the work streams(PIMS 12986)</li> <li>• Establish/consolidate governance processes in response to the City Deal and/or procurement requirements (PIMS 12990) <i>Risk Control CR2018014</i></li> </ul>	31/03/2019	SB/SJ/RR	WBO6 MF72a.
17.	<p>We will deliver Phase 5 of the project plan for the Wellness and Life Science Village (PIMS 12985)</p> <p>To include:-</p> <ul style="list-style-type: none"> <li>• the development of detailed planning and space specifications (PIMS 12381)</li> <li>• the delivery of full planning and commencement of the design and build phase (PIMS 12991)</li> <li>• manage partnership / contractual arrangements with private sector to maintain project timeline, integrity and whole Village delivery (PIMS 12992) <i>Risk Control CR2018014</i></li> <li>• to ensure that pathways between elements of the Village are optimised to deliver benefits maximisation (PIMS 12993)</li> <li>• ensuring community and public engagement in the development of the Village and use this to promote community connectivity and participation to ensure sustainability (PIMS 12994)</li> </ul>	30/06/ 2019	SB/SJ/RR	WBO6 MF72a.
<b>Key Measures of Success</b>				
18.	Jobs created with Regeneration assistance (Eco9D/001) <i>(2017/18 Result – 352.5 jobs; 2018/19 Target – 263 jobs)</i>	TBC	Stuart Walters	WBO6
19.	Jobs accommodated with Regeneration assistance (EconD/002) <i>(2017/18 Result – 195 jobs; 2018/19 Target – 49 jobs)</i>	TBC	Stuart Walters	WBO6
20.	The number of people placed into jobs with Regeneration assistance (EconD/003)	TBC	Stuart Walters	WBO6

	Key Actions and Measures	By When <sup>#1</sup>	By Who	WbO Ref
	(2017/18 result - 250 Jobs; 2018/19 Target 116)			
21.	The number of people helped into volunteering with Regeneration assistance (EconD/005) (2017/18 Result 1,141 Target 2018/19 – 935)	TBC	Stuart Walters	WBO6
22.	The level of Private Sector Investment / external funding secured (£) (EconD/008) (2017/18 Result – £16.7m; 2018/19 Target – £13.3m)	TBC	Stuart Walters	WBO6
<b>D</b>	<b>Electoral Services &amp; Registrars</b>			
1.	<i>Parliamentary Boundary Review:</i> We will ensure that the views of the Council are communicated to the Boundary Commission for the Parliamentary Boundary Review and ensure that any information required is provided within statutory timeframes.	31/03/2022	Amanda Bebb	WBO15
2.	<i>Electoral Review:</i> We will provide all necessary information required to enable the electoral review to be properly conducted and to ensure that the review by the Local Democracy and Boundary Commission for Wales is fully supported by the Council	31/03/2022	Amanda Bebb	WBO15
3.	<i>Registrars:</i> We will develop a marketing strategy to incorporate improved promotional materials and to enhance the website and investigate the use of social media channels.	31/03/2020	Amanda Bebb	
4.	We will roll out to the general public the electronic booking system which will give access for customers to book appointments and to work towards developing systems to pay online when requesting a certificate via online enquiry.	31/03/2020	Amanda Bebb	
<b>E</b>	<b>Marketing and Media</b>			
1.	We will work closely with departments to prioritise and help services engage with the right people, at the right time and develop and deliver a Marketing and Media forward work programme	31/03/2020	Deina Hockenhull (PIMS 12441)	WBO15
2.	We will maintain and develop the authorities' main digital platforms by user testing and by researching all new technology updates	31/03/2020	Deina Hockenhull	
3.	We will develop the Hwb and its new purpose, in the 3 major towns	31/03/2020	Deina Hockenhull	WBO5/ 6 MF5-83
4.	We will develop and deliver the Countywide Tourism Destination Management Plan 2015-2020 and support the promotion of Carmarthenshire as an attractive and quality place to visit and stay.	31/03/2020	Deina Hockenhull (PIMS 12577)	WBO6
5.	We will support community groups and organisations to promote and publicise the rich variety of community event being held in Carmarthenshire from agricultural shows, festivals and carnivals to exhibitions, concerts and performances.	31/03/2020	Deina Hockenhull	WBO9 MF5-85
6.	We will implement Celtic Routes an Ireland Wales Cooperation funded project worth £1.7m We will aim for	31/03/2020	Deina Hockenhull	

	Key Actions and Measures	By When <sup>#1</sup>	By Who	WbO Ref
	a full strategic alignment to the Welsh Government Wales Way initiative.			
	<b>Key Measures of success</b>	<b>2018/19</b>		
7.	Number of Transactional Council Services available to the public online ( <i>ICT/003</i> ) (2017/18 Result – 13; 2018/19 Target – 18)	TBC	Julian Williams	WBO15
8.	Public use of the Council website ( <i>ICT/005</i> ) (2017/18 Result:1,415,459; 2018/19 Target:1,600,000 Annual reporting)	TBC	Dija Oliver	WBO15
<b>F</b>	<b>Performance Management</b>			
1.	To publish refreshed Action Plans for the Corporate Strategy by the 30 <sup>th</sup> June 2019. <i>Risk Control for CR20170001 and CR20170011</i>	30/06/2019	Helen Morgan	WBO15
2.	We will redevelop the Performance Information Management System (PIMS) <i>Risk Control for e) CR20170012 and IT development bid</i>	31/03/2020	Helen Morgan	WBO15
3.	We will ensure the Council fully responds and complies with the requirements of the Well-being of Future Generations Act including consideration of the five ways of working in all that we do. <i>Risk Control for a)CR20170001</i>	31/03/2020	Helen Morgan	WBO15 MF5-87
4.	We will further develop the Council's Corporate Performance Management arrangements to ensure we meet the seven CIPFA SOLACE Principles of Good Governance. <i>Risk Control for e) CR20170012</i>	31/03/2020	Helen Morgan	WBO15
5.	To publish a Consolidated Annual Report on Well-being Objectives and Key Improvement Objective Priorities (KIOPs) by the 31 <sup>st</sup> October 2019 in line with the expectations of the Well-being of Future Generations Commissioner <i>Risk Control for a)CR20170001 and d) CR20170011</i>	31/10/2019	Helen Morgan	WBO15
6.	We will undertake a Business Plan Challenge programme for 2019/20 <i>See WAO PFI P6.1</i>	31/03/2020	Helen Morgan	WBO15
7.	We will further strengthen financial and strategic planning arrangements <i>To address the WAO Savings Planning Report PFIs - May 2017</i>	31/03/2020	Helen Morgan	WBO15
8.	We will work with CMT, Departments and Heads of Service to improve the consistency and quality of Business Plans <i>Risk Control for d) CR20170011</i>	31/03/2020	Helen Morgan	WBO15
<b>G</b>	<b>Property &amp; Major Projects</b>			
1.	We will generate capital receipts through the disposal of surplus properties to support the Council's Capital Programme & develop a web based marketing platform <i>Milestone for 2019/20: To generate capital receipts of £2,060,000</i>	31/03/2020	Jason Jones	
2.	We will ensure the Council uses its stock and assets to facilitate economic development within the County. MF5-79 & MF5-92	31/03/2020	Jason Jones	WBO6
3.	We will lead on and complete all land acquisitions required to facilitate strategic highway schemes such as Cross Hands Economic Link Road and Towy Valley Cycleway	31/03/2020	Jason Jones	WBO6
4.	We will promote and deliver the strategic development sites including Delta Lakes, Llanelli and redevelopment schemes at Cross Hands.	31/03/2020	Jason Jones	

	Key Actions and Measures	By When <sup>#1</sup>	By Who	WbO Ref
	<i>Milestone for 2019/20:</i> <i>To ensure planning is secured and development commenced at Delta Lakes and agree terms for development of 2 plots for employment use at Cross Hands East</i>			
5.	We will purchase back former Council houses to support the Council's Affordable Homes (2015 -2020) Strategy. <i>Milestone for 19/20:</i> <i>We will Purchase back 50 former Council houses</i>	31/03/2020	Jason Jones	WB07
6.	We will implement the Council's policy on the disposal of surplus property and ensure its alignment to regeneration priorities	31/03/2020	Jason Jones	WBO15
7.	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	31/03/2020	Jason Jones	WBO15
	<b>Key Measures of success</b>	<b>2018/19</b>		
8.	Percentage performance against target to generate capital receipts to support the capital program (2.1.2.12) (2017/18 Result – 71.42%; 2018/19 Target – 100%)	TBC	Jason Jones/ Peter Edwards	
<b>H</b>	<b>Transformation Innovation and Change</b>			
1.	The TIC programme will continue to implement a balanced work programme to ensure that TIC can support and promote longer term, sustainable change and improvement, whilst also recognising the need to focus on meeting the financial challenges in the short term and medium term.	31/03/2020	Jon Owen	WBO15
2.	We will develop and implement more effective consultation and engagement mechanisms with the public and service users about the design of the TIC programme and the shape of future services.	31/03/2020	Jon Owen	WBO15
3.	We will make better use of data and information to identify future TIC priorities	31/03/2020	Jon Owen	WBO15

## 4. Department Resources

### Budget Summary

As outlined in the CEX Budget Seminar on the 15<sup>th</sup> November 2018

### Savings and Efficiencies

Key Workforce Planning Issues [Please see Divisional Business Plans](#)

## 5. Departmental Key Measures

Definition / Measure Reference			2017/18			2018/19		2019/20	Cost Measure (£)
			All Wales Comparative data						
			Our Result	Quartile * to ****	Welsh Median	Welsh Best Quartile	Target set	EOY Result	
Departmental Management Standards									
1	Number of (FTE) days lost due to sickness absence in <b>CEX Department (part of PAM/001)</b>	8.1 FTE days	Not Applicable			7.0 days (CEX Target)	TBC	TBC	
ICT									
2	% use of the ICT self Service helpdesk ( <b>ICT/002</b> )	44%	Not Applicable			48%	TBC	TBC	
3	% of laptops used in the council ( <b>ICT/004</b> )	53%	Not Applicable			57%	TBC	TBC	
4	% of households accessing the Internet in Carmarthenshire. ( <b>ICT/006</b> )	80%	Not Applicable			85%	Annual	TBC	
People Management									
5	Number of (FTE) days lost due to sickness absence for the Authority ( <b>PAM/001</b> )	10.1 days	***	10.1 days	9.7 days	9.6 days	TBC	TBC	

<b>Regeneration and Policy</b>									
6.	Total recorded crime in Carmarthenshire ( <b>5.1.1.2</b> )	10,137	Not Applicable			10,136	Annual	TBC	
7.	The number of Anti-social behaviour (ASB) incidents in Carmarthenshire ( <b>5.1.1.3</b> )	5,810	Not Applicable			5,809	Annual	TBC	
8.	Freedom of Information Act (FOIA) requests within the Statutory deadline ( <b>2.1.1.17</b> )	96.99%	Not Applicable			90%	TBC	90%	
9.	Jobs created with Regeneration assistance ( <b>EconD/001</b> )	352.5	Not Applicable			263.0	TBC	TBC	
10.	Jobs accommodated with Regeneration assistance ( <b>EconD/002</b> )	195	Not Applicable			97.0	TBC	TBC	
11.	The number of people placed into jobs with Regeneration assistance ( <b>EconD/003</b> )	250	Not Applicable			116	TBC	TBC	
12.	The number of people helped into volunteering with Regeneration assistance. ( <b>EconD/005</b> )	1,141	Not Applicable			935	TBC	TBC	
13.	Private Sector Investment / external funding secured (£) ( <b>EconD/008</b> )	16.7m	Not Applicable			13.3m	TBC	TBC	
14.	Percentage performance against target to generate capital receipts to support the capital program ( <b>2.1.2.12</b> )	71.42%	Not Applicable			100%	TBC	TBC	

## Well-being of Future Generations Act 2015

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

### A. The Sustainable Development Principle of the Act

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

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

### B. The Five Ways of Working required by the Act

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

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

### C. The Seven Well-being Goals of the Act

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

Well-being Goals

