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

Department for Environment

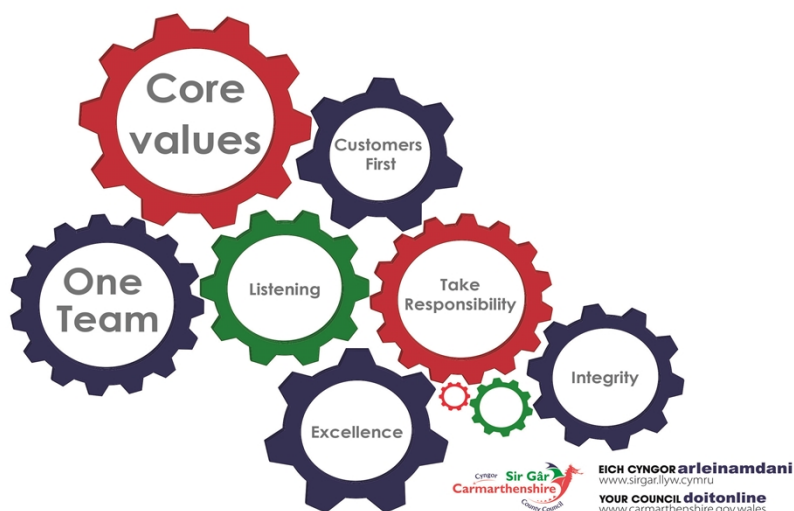
Draft extract of Environment Departmental Business Plan

2019/20 – 2021/22

For Policy & Resources Scrutiny Committee

Date

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)

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The Purpose of this Plan

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

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

Executive Board Member/s Foreword

By Councillor(s)

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



Cllr. Hazel Evans
Executive Board Member - Environment

Sign off



Cllr. David Jenkins
Executive Board Member – Resources

Sign off

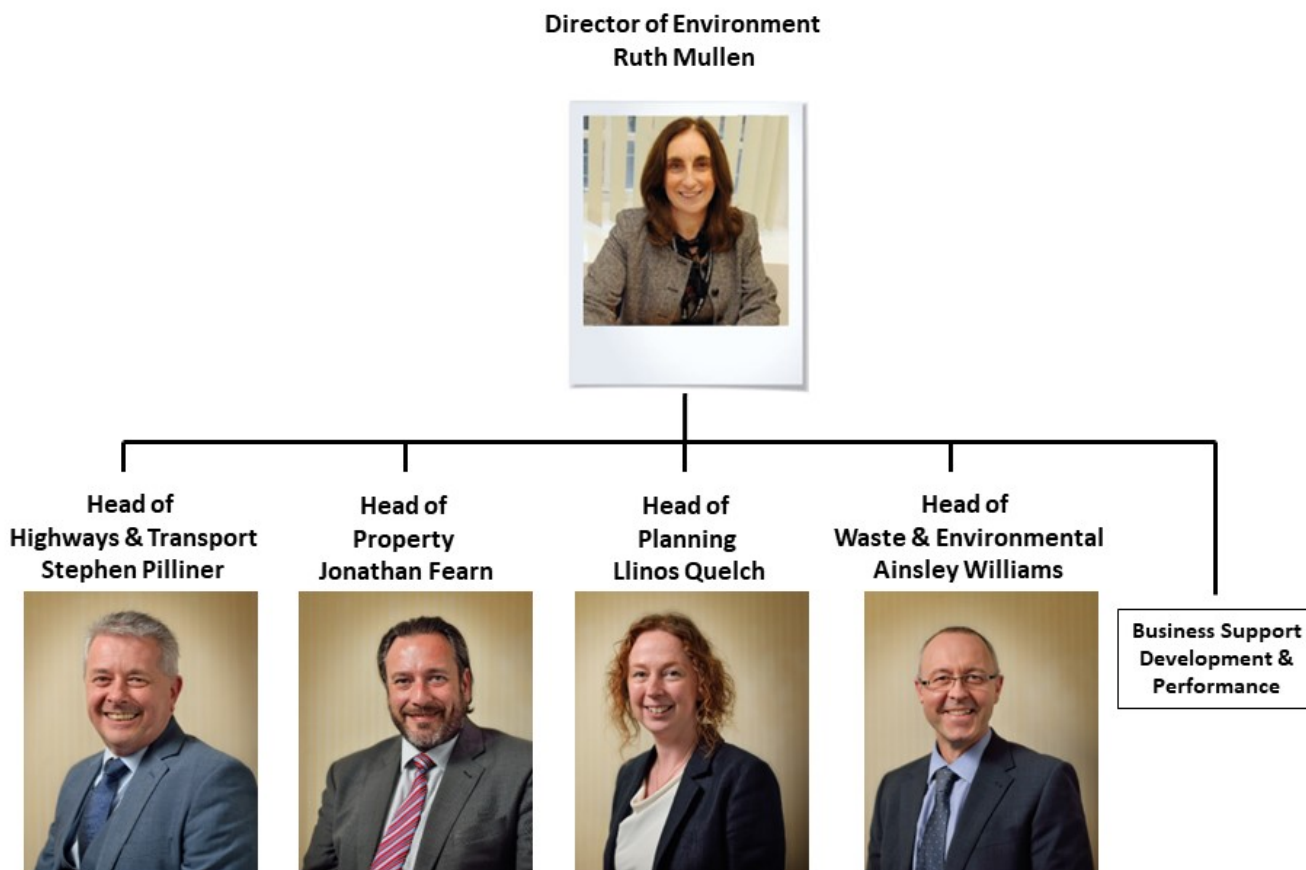


Cllr. Linda Evans
Executive Board Member - Housing

Sign off

Departmental Overview

Departmental Senior Management Structure



Introduction by Director

I am pleased with the progress that has been made in the delivery of service throughout the Environment Department in 2018/19. This has been against a background of organisational change and significant resource challenges. Our Business Plans for 2019/2020 set out an exciting programme of service activity and development. The main headlines of our ambition are summarised here in this departmental overview, with more detailed actions and objectives set out in more detailed plans at divisional and service level.

Key Performance

Key Achievements

Property Division

The Property Design Team continues to deliver a wide range of new facilities to improve the assets available for the Council's services. In addition to other projects delivered, during 2018/19 we specifically completed 5 new schools: Ysgol Penrhos at Seaside, Llanelli; Ysgol Parc y Tywyn, Burry Port, major extensions to St John Lloyd School in Llanelli; The new Trimsaran School; and major extensions at Coedcae School. New apartments and retail units at 10-12 Stepney St, Llanelli and first phase of new industrial units at Glanamman were also completed. In addition the Property Design Team is responsible for delivering and managing the South West Wales Regional Contractors and Professional Services Frameworks on behalf of four other regional local authorities and other public sector regional participants.

During 2018/19 The Property Maintenance Team has re-procured the Council's boiler inspection and Minor Works contracts. We continue to support the Next Steps programme, which provides 4 weeks of work experience with local construction firms and apprentice appointments for the winning candidates. For the first time, this year we have appointed 2 of the successful apprentices to join the Council's Maintenance Team.

The Strategic Asset Management Team continues to lead the Council's review of property and is leading collaborative discussions across Mid and West Wales. During the year an updated Council Office Accommodation Programme and Agile Working approach have been adopted to drive out efficiencies in our office portfolio. We have also signed up to exploring ambitious energy saving opportunities in our non-domestic buildings, including schools, under the Welsh Government supported Re:fit Cymru programme, which uses energy performance contracts to guarantee projected energy savings. This complements and accelerates our successful corporate energy efficiency programme which continue to deliver year-on-year reductions in our energy consumption across the Council's buildings.

Future Challenges and Initiatives

Property Division

The capacity of the Property Maintenance and Property Design Teams to deliver the scale of current and future work for the Council and its partners remains a key challenge. While comprehensive realignments have been approved in both areas, recent recruitment campaigns to fill vacancies in the Property Design Section have only been partially successful, with over 25% of posts remaining vacant. This leads to ongoing additional costs in outsourcing work to consultants which involves members of the team in managing them thus reducing further the ability deliver more in house. While the principles of the Property Maintenance Section realignment have been agreed and the key managers have been confirmed in post, the proposed detailed structure has not yet been confirmed. Additional resources for key areas of additional workload, including in Housing Voids; Housing Business Planning / Condition Surveys; and Procurement & Contract Management are required to progress with these areas of work.

The opportunities for local and regional property collaboration remain significant. The Head of Property is Chairing a Mid & West Wales Asset Collaboration Group on behalf of the Welsh Government's Ystadau Cymru, which covers Pembrokeshire, Ceredigion, Powys and Carmarthenshire. This initiative has the potential to identify and extend best practice in estate management through property-related projects to support the 4 Public Service Boards' Wellbeing Objectives. An example includes a current initiative to map community assets in Carmarthenshire and support Community and Town Councils to develop improved property mapping data.

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 2018-21)

- 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	Jonathan Fearn
Start Well	
Live Well	
6. Creating more jobs and growth throughout the county	✓
7. Increase the availability of rented and affordable homes	✓
Age Well	
11. A Council wide approach to supporting Ageing Well in Carmarthenshire	✓
In a Healthy and Safe Environment	
14 Promoting Welsh Language and Culture	✓
In addition a Corporate Objective	
15 Better Governance and Use of Resources	✓

2.3 The County of Carmarthenshire's Well-being Plan – [Carmarthenshire Well-Being Plan](#)

The Well-being of Future Generations Act puts a well-being duty on specified public bodies across Carmarthenshire to act jointly and establish a statutory **Public Services Board (PSB)**. The Carmarthenshire PSB was established in May 2016 and is tasked with improving the economic, social, environmental and cultural well-being of Carmarthenshire. It must do so by undertaking an assessment of well-being in the County and then preparing a county Well-being Plan to outline its local objectives

- The assessment looks at well-being in Carmarthenshire through different life stages. The key findings can be found at www.thecarmarthenshirewewant.wales
- The PSB must publish a Well-being Plan which sets out its local objectives to improving the economic, social, environmental and cultural well-being of the County and the steps it proposes to take to meet them. The first Carmarthenshire Well-being Plan will be published May 2018

The Well-being Objectives of the Carmarthenshire PSB are not intended to address the core services and provision of the individual partners, rather they are to enhance and add value through collective action. The statutory partners of the PSB (Council, Health Board, Fire & Rescue Service and Natural Resources

Wales) each have to publish their own Well-being Objectives (see *Carmarthenshire County Council's above*)

Carmarthenshire PSB's draft Well-being Objectives are:-

- **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 Strategies / Acts and guidance for the Department

Property

- Corporate Asset Management Plan
- Office Accommodation Programme
- Affordable Homes Delivery Plan 2016 - 20
- Digital Transformation Strategy 2017 - 2020
- Moving Forward in Carmarthenshire: the next 5-years
- Transformations: Strategic Regeneration Plan for Carmarthenshire – 2015-2030
- Agricultural Tenancies Act 1995
- Agricultural Holdings Act 1986
- Landlord and Tenant Act 1954
- RICS Guidance Notes
- RICS Practice Statements
- RICS Rules of Conduct
- RICS Valuation - Professional Standards (Red Book)
- Occupier's Liability Act 1984
- Business Protection from Misleading Marketing Regulations 2008
- MEP Programme

Welcome to our Department

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

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

The Division Profiles included are as follows:

- Property Division

Profile of the Property Division



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

The **Strategic Asset Management** Team is responsible for asset management planning of the Council property portfolios and for collaborative discussions on property management. The Team manages corporate energy issues by identifying and securing energy efficiency programmes in the Council's non-domestic buildings, plus identifying and securing opportunities for renewable energy technologies for housing and non-housing properties. The Team is responsible for directly managing the Council's 400 industrial units, the commercial estate, rural estates, livestock markets and administrative buildings. We manage easements, wayleaves and other property negotiations and update the Council's property records and asset valuations. The team includes the large group of facilities staff covering cleaning and caretaking functions.

The **Property Design** Team is responsible for major capital investment projects including: the 21st Century Schools Programme; physical regeneration projects; The Carmarthenshire Homes Standard and Housing Area Renewal schemes; care home and leisure improvements and new projects; and developing new affordable homes. The Section also manages and delivers regional construction-related frameworks on behalf of adjoining Authorities and other public bodies.



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

Property Division Achievements and Current Strengths

Strategic Asset Management Team

- We have procured the *SystemsLink* energy management software system to better manage energy performance monitoring and reduction in costs.
- The Council procures its energy using Crown Commercial Services Framework Agreements, via the National Procurement Service, for the vast majority of supplies. 100% of electricity purchased is from renewable energy sources. In addition, the Council has a total solar PV installed capacity of 1.15 MW on its non-domestic buildings with a proportion of this generated electricity being exported to the National Grid.
- The Property Data Group continues to improve property data to guide an increasing number of services for Asset Management Planning, Audit, financial accounts purposes & key strategies, including the

planned maintenance programme. Work is currently underway to upload all scheduled servicing records, including boiler maintenance and electrical testing.

- Building surveys and updated floor plans have been completed for all schools across the County Floor plans have also been drawn and uploaded for all depots and administrative buildings. Work is currently underway to complete the floor plans for the industrial portfolio.
- We continue to achieve 100% occupation of the Council's Rural Estate, with a steady turnover of tenants and increased rental income, with strong demand for grazing land in particular. There will be an opportunity to review agreements that expire during the year where a number will be re-let and surplus property sold as part of the Council's Disposal Programme to generate Capital Receipts.
- We have reviewed and adopted a revised Corporate Asset Management Plan.
- The Community Asset Transfers Programme of parks and playgrounds has been concluded, with 93% completed or nearing completion.
- No issues were highlighted from the last Audit of the Asset Valuations undertaken and on target with the current Asset Valuations programme.
- A new Office Accommodation Programme has been produced to co-ordinate further efficiencies from the portfolio.
 - Office accommodation reductions continued with Crown Precinct, Pibwrlwyd and Ty'r Nant vacated.
 - Agile working areas have opened in Carmarthen, Ammanford and Llanelli.
 - Building 4 St David's Park has been refurbished as the new home for the People Management Division and to release Building 14 for letting to generate income.
 - Refurbishment of Ty Parcyrhun, Ammanford to release Parc Amanwy for disposal.
 - 3 Spilman Street is to be refurbished to provide an agile working environment and accommodate additional staff. 5-8 Spilman Street and Nantyci Rural Business Centre are to be released as a result, to generate income.
- The occupancy level of the Council's industrial property continues to be extremely high (up to around 98%), and the portfolio typically accommodates around 2,000 jobs. The streamlined application process with the use of easy-in, easy-out lease agreements minimises void periods, and allows flexibility for businesses.
- The first phase of Glanamman Industrial estate is now available to let, with strong interest from existing and new occupiers.
- Public Services Board (PSB) collaborative discussions on property efficiencies continues to be led by Property, with the establishment of a Mid & West Wales Asset Collaboration Group on behalf of Ystadau Cymru.
- During 2018/19 The Property Records Team has successfully secured funding from Welsh Government to map community assets across Carmarthenshire. This has supported the PSB's Strong Connections Wellbeing Objective.
- Increasing utility costs, plus associated penalties for carbon emissions, require delivery of ever more challenging energy efficiency programmes. We have signed up to exploring ambitious energy saving opportunities in our non-domestic buildings, including schools, under the Welsh Government supported Re:fit Cymru programme, which uses energy performance contracts to guarantee projected energy savings. This complements and accelerates our successful corporate energy efficiency programme which continue to deliver year-on-year reductions in our energy consumption across the Council's buildings.

Property Design Team

- The Property Design Team was restructured in 2018/19 to align with the ongoing high volume of property design work for the Authority and partners. Recruitment is ongoing.
- The Team continues to manage the construction and professional Services Frameworks on behalf of a wide range of West Wales' public sector organisations.

- The Property Design Team continues to deliver a wide range of new facilities to improve the assets available for the Council's services. During 2018/19 we completed
 - 5 new schools:
 - Ysgol Penrhos at Seaside, Llanelli,
 - Ysgol Parc y Tywyn, Burry Port
 - Major extensions to St John Lloyd School in Llanelli,
 - The new Trimsaran School
 - Major extensions at Coedcae School.
 - New apartments and retail units at 10-12 Stepney St, Llanelli
 - First phase of new industrial units at Glanamman
 - Refurbishment of Building 4, St David's Park and 3 Spilman Street as part of the Council's Agile Working Programme
 - Amenity Block at Pembrey country Park
 - Refurbishment of Ty Parcyrhun, Ammanford

In addition we currently have the refurbishment of and extension of Ysgol Llangadog and Ysgol Pontyberem on site and contracts have been let for the delivery of 34 new homes in Dylan, Llagennech; and 14 new homes at Garreglwyd, Pembrey; the Visitors Attractor Project in Pendine; Ysgol Pum Heal; Ysgol Gorslas; and Ysgol Pembrey. Ysgol Rhys Pritchard will be let shortly.

Property Maintenance Team

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

Property Division Key Areas for Improvement

Strategic Asset Management Team

- We need to continue working with services across the Council to strengthen links between Service Asset Management Plans and the Corporate Plan. (WOW 1 & 2 & 4)
- Delivery of further energy efficiency projects.
- Property data has improved by increasing the information held on the Asset Manager system and more development is necessary to improve access to information for all in conjunction with the wider plans to better manage property data. More information is required to inform the production of robust Service Asset management Plans e.g. condition and maintenance backlog.

Property Maintenance Team

- We need to invest in additional resources to improve procurement practices and ensure consistent and cost-effective purchasing to support our in-house building maintenance activity (WOW 1)
 - Work is continuing on the Mechanical & Electrical Contract and we are in consultation with Corporate Procurement colleagues on a recent NPS arrangement for certain elements of the work (FM Services Phase 2 – Mechanical Services).
 - The LHS (London Housing Consortium) arrangement for Commercial Roofing has not provided Contractors within the South/West Wales Regions for works up the value of £250k and this may be now subject to a stand-alone Carmarthenshire procurement exercise.
 - A recent NPS arrangement for the supply of domestic gas and oil boilers has not delivered value for money compared with the current arrangement with CHIC (Central Housing Investment Consortium) arrangement.
- Re-alignment of the Property Maintenance and Property Design Teams need to be fully implemented and strengthened through the recruitment of additional resources. (WOW 1 & 2)
- Need for a robust dashboard of measures/management information to make informed business decisions.
- Progress on IT enhancements/improvements required to enable further efficiencies in the Housing Repairs Project.
- Structure of new expanded Division needs to be completed and vacant posts need to be filled across the Division to enable full resource to deliver work demands, including in building maintenance, property audits, property management and design.

Property Division Key Divisional Risks

Risk Ref	Identified Risk	Risk Control Action Ref
6	Penalties for the Council's carbon emissions ('environmental sustainability')	6
11	Agile working provides for a significant change in culture for staff and may not be fully adopted, potentially limiting the ability to achieve the service and financial benefits.	11
32	Age profile, quantity and skills base of existing operational workforce to deliver the responsive repairs service and other key work functions.	32
39	Lack of investment funding / in-house capacity to develop IT system improvements and enhancements to deliver more efficient ways of agile/mobile working.	39

Property Division 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		<ul style="list-style-type: none"> The Swansea Bay Regeneration Strategy is set for a 2013-30 timespan & Swansea Bay City Region City Deal 2016-35. The Corporate Asset Management Plan and Office Accommodation Programme have been fully reviewed. We are working with local and regional shared apprentice schemes and also developing our own graduate and apprenticeship programmes to help with succession planning and to encourage training and employment for the next generation of construction professionals. Comprehensive realignments of the Property Design and Property Maintenance Sections has been approved, which will encourage clear and efficient working processes whilst at the same time developing improved succession planning. Property Maintenance has traditionally been more focussed on reacting to immediate maintenance needs but is moving towards a longer-term approach to property maintenance. A "one property" approach to condition and property risks and the greater use of condition data will help to inform a more strategic approach to maintenance choices.
2	Prevention		<ul style="list-style-type: none"> We have undertaken a review of Property Maintenance with a view to moving to a more planned, rather than reactive, service. Coupled with the already embedded asset management process and improved Service Asset Management Plans, this should ensure that future maintenance is more cost effective and takes better account of future, rather than just immediate requirements. The re-alignment process within the Property Design and Property Maintenance Teams will aim to reduce the continued loss of well trained and developed staff to external companies and organisations, thus retaining their services through incentives such as succession planning opportunities that will enhance and support the Authority's future property related projects aspirations in future years. An end to end lean systems review of the Council's Property Design function and related processes was under taken in 2018. This has reviewed the initiation, design and completion of property related projects with all Departments in order to clarify and develop a better understanding of roles and responsibilities of all parties. The Property HandyVan Service was introduced several years ago for non-housing property maintenance. Through remodelling the service in this was we have focussed on getting it right first time and getting to the root of the problem. The

			<p>principles are now being rolled out as part of the Housing Repairs project.</p> <ul style="list-style-type: none"> We have undertaken a review of property maintenance with a view to moving to a more planned, rather than reactive, service. Coupled with the already embedded asset management process and improved service asset management plans, this should ensure that future maintenance is more cost effective and takes better account of future, rather than just immediate requirements.
3	Integrated		<ul style="list-style-type: none"> The PSB's Estates Collaboration workstream reviewed property and estate practices across PSB partners and identified efficiencies and alignment of ways of working for the benefit of Carmarthenshire residents and service users. This included identifying opportunities to use assets collaboratively to deliver multiple services from fewer buildings, to deliver Innovative Community Assets, as identified in the PSB's draft Well-being Plan.
4	Collaboration		<ul style="list-style-type: none"> The Property Design Team leads and administers the South West Wales Regional Frameworks for both contractors and Property related professional services. The Division contributes to the Welsh Government's Ystadau Cymru and The Consortium of Local Authorities in Wales (CLAW) collaborative discussions Lead a Mid & West Wales Asset Collaboration Group on behalf of the Welsh Government's Ystadau Cymru, covering 4 Public Services Boards: Carmarthenshire, Pembrokeshire, Ceredigion and Powys, with a view to identifying joint working opportunities.
5	Involvement		<ul style="list-style-type: none"> The Property Records Team is collating information on community assets in conjunction with Community and Town Councils and the third sector, to support the Public Service Board's Well-being Plan.

Property Division Divisional Summary Action Plan

Ref #	Key Actions and Measures	By When ^{#1}	By Whom	Wb O Ref
1.	<p>Continue to identify development / disposal / service opportunities as they arise and facilitate the generation of Capital Receipts by:</p> <ul style="list-style-type: none"> Annually reviewing the Corporate Asset Management Plan. Continuing the implementation of the Councils Office Accommodation Strategy 	31/03/2022	Jonathan Fearn	

	<p>including agile working which aims to reduce the number of buildings and increase the efficiency of the portfolio.</p> <ul style="list-style-type: none"> Continuing to work with Town and Community Councils and Third Sector organisations on asset transfer to allow local ownership of assets. 			
2.	Continue to work with Public Services Board partners and the Mid & West Wales Region to achieve a range of benefits through collaborative working in property management & to reduce the cost of holding & managing property through identifying short & longer term opportunities.	31/03/2022	Jonathan Fearn	
3.	Consider options for ensuring the most effective use of the Council farm estate to support affordable farming initiatives.	31/03/2020	Stephen Morgan	
4.	Continue to maximise rental from let properties & minimise void property turnover time. Aiming to keep occupancy levels of established properties above 85% wherever possible.	31/03/2020	Stephen Morgan	
5.	Reduce energy consumption (kWh) / carbon emissions (tonnes) in the Council's existing non-domestic building portfolio.	31/03/2022	Kendal Davies	
6.	Identify and deliver energy efficiency projects within the Council's existing, non-domestic buildings.	31/03/2022	Kendal Davies	
7.	Continue to extend the use and availability of the Authority's AssetManager property database.	31/03/2019	Stephen Morgan	
8.	Develop, implement and monitor compliant procurement exercises for the Division, working in conjunction with the Corporate Procurement Unit.	31/03/2022	Jonathan Fearn	
9.	Continue the roll out the Housing Repairs. Review new working model to deliver a more timely, flexible and efficient multi-skilled repairs service and finalise an implementation plan for extending the service countywide, including appropriate multi-skilling training for all our responsive/ preventative maintenance operatives.	31/03/2022	Chris Derrick	
10.	Continue to develop mobile working technology and our works management systems for our workforce to enable them to work in an agile and cost effective way including implementation of the 'Total Optimise' Job	31/03/2021	Chris Derrick	

	scheduling and appointment module within our Works Management IT system.			
11.	Ensure that risks relating to all premises owned or occupied by CCC are suitably & sufficiently identified & managed.	31/03/2022	Andrew Rees	
12.	Develop & implement a hub for all property related services, frameworks & gateway management functions for both within the Authority, regional partners & potential external clients	31/03/2020	Hywel Harries	
13.	Contribute to delivering the Swansea Bay City Deal programme to develop 'Homes as Power Stations' to help generate sustainable and affordable homes and address fuel poverty for our residents by: <ul style="list-style-type: none"> Developing new homes with innovative technologies 	31/03/2020	Hywel Harries	

Risk Control Actions				
1.	Continued collaborative discussions will identify business cases for projects with efficiency savings. Realignments will provide resources to deliver ongoing joint frameworks for construction, professional services and maintenance activity	31/03/2020	Jonathan Fearn	
2.	The SystemsLink energy management software system has recently been procured in order to achieve better monitoring of the Council's energy consumption; better management of billing via paperless systems; and to allow web-based access for managers of individual sites. We have also recently included a number of our non-domestic buildings, including schools, in the Welsh Government supported Re:fit Cymru programme in order to identify energy efficiency opportunities.	31/03/2020	Kendal Davies	
3.	Whilst this requires Wales / UK-wide major infrastructure investment for additional grid capacity, we are exploring the potential of incorporating battery storage with further solar PV installations, plus possible 'sleeving' arrangements to supply renewable electricity to our buildings.	31/03/2020	Kendal Davies	
4.	Close monitoring and roll out of the Agile Working Programme has commenced. Property Design and Strategic Asset Management support in conjunction with IT and TIC. Office moves of 5 or more staff are reviewed by the cross-departmental Agile Working Group to confirm that agile working principles endorsed by the Corporate Management Team are being followed. Business cases will be developed for additional opportunities for further roll out of the programme. Full adoption of agile working will also require significant change in culture for staff with HR and other support required.	31/03/2019	Stephen Morgan	
5.	Revised guidance has been published to support PRPs. Ongoing training is being rolled out in conjunction with Health & Safety, Strategic Asset Management and Property Maintenance	31/03/2020	Paul Gregory	
6.	Car parking provision will need to be carefully managed and policies / allocations reviewed as required.	31/03/2020	Stephen Morgan	
7.	Robust debt monitoring procedures with an emphasis on early identification of problems, good communication, and working sensitively with businesses, to agree suitable payment schedules where possible, along with enforcement and court	31/03/2020	Sonia Qualters Jones	

	action where necessary, will minimise debt and assist struggling businesses as much as possible.			
8.	A proactive process of identification of the issues and their subsequent inclusion in the capital budget spreadsheet with the aim of a rolling refurbishment / replacement programme has been developed. New roofs have been achieved on some sites, with re-coated roofs on others, and the replacement of atrium roofs where needed. Three blocks have been identified for the next availability of funding.	31/03/2020	Sonia Qualters Jones	
9.	Discussions are underway with Schools, which cover 60%+ of the Cleaning Service income. The impact on income and staff will continue to be reviewed as discussions progress.	31/03/2020	Doug Shaw	
10.	Continue to engage, communicate and motivate staff.	31/03/2020	Doug Shaw	
11.	Continue to work with People Management to improve turnaround times for recruitment and to attract new applicants for vacancies.	31/03/2019	Doug Shaw	
12.	Following approval to re-align the Property Design Section and the subsequent organisational review process, continued recruitment and retention strategies will need to be developed. Use of agency or external consultants will be needed to fill the gap in the meantime, although this will cost more than in-house provision. Re-alignment of the Section includes provision for training and succession planning.	31/03/2019	Hywel Harries	
13.	Initial confirmations and guidance has been received and being implemented, however, some elements have not been addressed. Continue to seek information and clarifications from Welsh Government and continue engagement through CLAW and other Groups	31/03/2020	Hywel Harries	
14.	Enhanced liaison with scheme sponsors and early engagement before budgets are set to include appropriate contingency sums will help to mitigate. Promoting the use of feasibility studies within the early stages of the project design and development process. Close monitoring of legislation and grant requirements will also assist	31/03/2020	Hywel Harries	
15.	Continuing to regularly meet framework contractors and introduce longer pipeline of work to encourage investment and expansion of local firms.	31/03/2020	Hywel Harries	
16.	Mitigation includes the continued support of apprenticeships; re-training of existing workforce to become multi-skilled; creation of a suitable multi-skilling apprenticeship with one of our Training	31/03/2020	Jason Jones	

	partners; developing business cases for further in-sourcing based on reduced use of framework contractors.			
17.	New Schedule of Rates for the Minor Works Framework will form a basis of comparison with in-house costs and will enable a consistent charging arrangement.	31/03/2020	Jason Jones	
18.	Ongoing programme is in place to develop new frameworks and procurement approaches, subject to implementation of the realignment.	31/03/2020	Jason Jones	
19.	Recruitment and assessment of workforce capacity. Continued development of business cases for in-sourcing	31/03/2020	Jason Jones	
20.	Continued monitoring of existing development and development of further invest to save opportunities will be required.	31/03/2021	Jason Jones	

Key Performance Measures		Target		
1.	Energy Consumption (kWh)			
2.	CO ₂ emissions (tonnes)			
3.	Energy Cost (£)			
4.	Renewable electricity generated (kWh)			
5.	CAM 043 - Total useable office accommodation per FTE office based employee (NIA sq m)			
6.	CAM 045 - Office accommodation costs per square metre. (NIA sq m)			
7.	CAM 050 - Office accommodation costs per FTE office based employee (based on largest 3 offices)			
8.	PAM/037 - Average number of calendar days taken to complete all housing repairs			
9.	PAM/039 - Percentage of rent lost due to [housing] properties being empty			

If a longer-term project, also include a 2019/20 Milestone

Executive Board Members Responsible- Cllr David Jenkins; Cllr Hazel Evans; Cllr Linda Davies

Department Resources

Budget Summary See separate budget report

Savings and Efficiencies See separate saving and efficiencies

Key Workforce Planning Issues

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

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

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

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

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

Departmental Key Measures

Definition / Measure Reference (abbreviated definition is fine)		2016/17	2017/18				2018/19		2019/20
				All Wales Comparative data					
		Our Result	Our Result	Quartile * to ****	Welsh Median	Welsh Best Quartile	Target set	Result (when available)	Target set (at EOY)
Environment Department									
1	Departmental Number of (FTE) days lost due to sickness absence - CHR/002	days	days	N/A	N/A	N/A	days	5.8 (Q2) Target 4.6 (Q2)	11.2 days
Property Division									
1 1	Energy Consumption (kWh)	68,452,917	66,883,735	N/A	N/A	N/A		Annual	TBC
1 2	CO2 emissions (tonnes)	20,855	20,546	N/A	N/A	N/A		Annual	TBC
1 3	Cost (£) of Energy Consumption	£4,440,880	£4,032,916	N/A	N/A	N/A		Annual	TBC
1 4	Renewable electricity generated (kWh)	280,742	670,401	N/A	N/A	N/A		Annual	TBC
1 5	CAM/037 - % change in the average Display Energy Certificate (DEC) score within local authority public buildings over 1,000 square metres	7.2%	0.3%	**	3.1%	4.1%		Annual	TBC
1 6	CAM/043 Total useable office accommodation per Full Time Equivalent office based employee (Net Internal Area)	8.7	11.4	Data currently being collected by Welsh Data Unit for evaluation				Annual	TBC