



DRAFT

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

Department for Environment

Business Plan 2019/20 – 2021/22 (Extract for Community Scrutiny Committee)

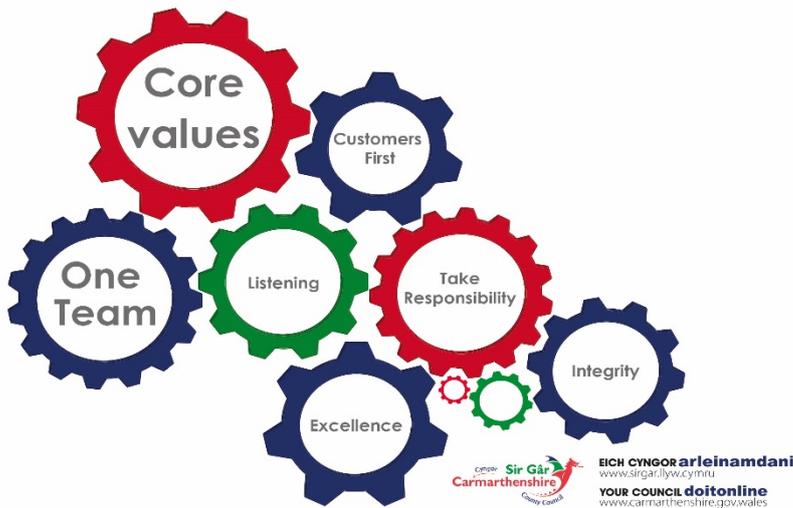
Date



EICH CYNGOR arleinamdani
www.sirgar.gov.uk

YOUR COUNCIL doitonline
www.carmarthenshire.gov.uk

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

Executive Board Member/s Foreword	3
Departmental Overview	5
Strategic Context	8
Welcome to our Department	11
Profile for the Property Division	12
Department Resources	22
Departmental Key Measures	24
Appendix 1 – Well-being of Future Generations Act 2015	25

The Purpose of this Plan

This Departmental 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. Mair Stephens
Executive Board Member - Human Resources, Efficiencies and Collaboration

Sign off



Cllr. Philip Hughes

Executive Board Member - Public Protection

Sign off



Cllr. Linda Evans
Executive Board Member - Housing

Sign off



Cllr. Cefin Cambell
Executive Board Member – Communities and Rural Affairs

Sign off

Departmental Overview

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 Achievements

I am delighted to report some examples of the key achievements in the last year:-

During the recent floods our highways, cleansing and refuse teams have been supporting emergency services. Highways crews swept and cleaned debris left by the receding floods, and inspections took place on all affected road surfaces, verges and bridges

Our Highways and Civil Contingency sections were actively involved in the planning and coordination of the highly successful first stage of the *Tour of Britain*.

Planning Division

The Local Development Plan is our statutory plan considering the long term impact and needs for development in Carmarthenshire, supporting regeneration and protecting our environment. The third Annual Monitoring Report (AMR) for 2017/18 was submitted to Welsh Government in October 2018. The report assessed the extent to which the Local Development Plan (LDP) strategy and objectives are being achieved, whether the Plan's policies are functioning effectively and whether changes in legislation and national guidance have any impacts on the content or delivery of the Plan. The AMR concludes that several changes in these circumstances warrant a Review of the LDP. The initial review report was considered by Council in January 2018 where a decision was taken to commence the preparation of a Revised (replacement) LDP. Following the Welsh Government's approval of the Delivery Agreement on the 28th June 2018 (which includes the timetable for delivering the new plan), progress with revising the LSP is well underway with the aim of the new LDP being in place by the end of 2021. A call for Candidate Sites to be submitted for consideration took place during the Summer of 2018 and the Preferred Strategy is due out for full public consultation by the end of 2018 having been approved by Council in November 2018.

Over the last year, contributions from Section 106 planning agreements have continued to be utilised to deliver a variety of community benefits, including those relating to education, open space, recreation and highway safety. Actual payments received by Carmarthenshire Council during 2017/18 totalled in excess of £960,000, with spend during the same year exceeding £670,000. Both spend and payments received were £100,000 greater than the previous year.

The Minerals & Waste Unit continues to be widely regarded as a Centre of Excellence for mineral and waste planning in South Wales. The Unit provide a minerals and waste planning services to 7 other Local Authorities.

Future Challenges and Initiatives

Planning Division

Not only will we be delivering new schemes and initiatives, but we will be taking opportunities to build on the successes of our existing collaborative working arrangements. Examples where future collaborative working will be further developed include that of the Minerals service provided to a number of south west and south Wales Local Authorities along with joint procurement of evidence base material needed for local development plans. A key focus within the Division over the next year will be that of progressing the local development plan with the deposit plan timetabled for consultation during 2019/20. The delivery of the new Sustainable Urban Drainage Regulations will also require considerable focus during this its first year with the new regulations affecting both Planning and Building Regulation teams in one way or another

Departmental Senior Management Structure

**Director of Environment
Ruth Mullen**



**Head of
Highways & Transport
Stephen Pilliner**



**Head of
Property
Jonathan Fearn**



**Head of
Planning
Llinos Quelch**



**Head of
Waste & Environmental
Ainsley Williams**



**Business Support
Development &
Performance**

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	Steve Pilliner	Jonathan Fearn	Ainsley Williams	Linos Quelch
Start Well				
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				
Live Well				
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				
Age Well				
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				✓
In a Healthy and Safe Environment				
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				
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

- The Well-being of Future Generations (Wales) Act 2015
- Welsh Language Standards under s 44 Welsh Language (Wales) measure 2011
- Freedom of Information Act 2000 (FOIA)
- Data Protection Act 1998
- Equalities Act 2010
- The Employment Act 2008 and Employee Acts
- Health & Safety at Work Act 1974 and subsequent respective legislation
- Swansea Bay City Region Economic Regeneration Strategy 2013 -2030
- Ageing Well in Wales Plan
- Strategic Regeneration Plan for Carmarthenshire
- Carmarthenshire's Vision for Sustainable Services for Older People for the Next Decade
- Carmarthenshire County Council Corporate Strategy 2018 – 2023
- Digital Transformation Strategy
- Divisional Business Plans
- Moving Forward in Carmarthenshire: the next 5-years
- Transformations: Strategic Regeneration Plan for Carmarthenshire – 2015-2030
- Wildlife and Countryside Act 1981
- Environment (Wales) Act 2016
- Affordable Homes Delivery Plan 2016 - 20

Planning Division

- Carmarthenshire Local Development Plan 2014
- Town and Country Planning Act 1990
- Planning (Wales) Act 2015, including various secondary legislation published post-January 2016
- Planning Policy Wales
- All Technical Advice Notes (TANs) and various circulars
- Historic Environment (Wales) Act 2015
- Air Quality Management Areas (AQMAs)

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:

- **Planning Division**

DRAFT

Profile for the Planning Division



Planning Division – Planning is a positive, proactive process which is essential in order to guide and facilitate development, regeneration and improvement which provide the fabric for an inclusive, culturally diverse, safe and healthy society. It aims to ensure that development and use of land in urban and rural areas takes into account the public interest and that it sustains and enhances the natural and built environment.

The Division is responsible for determining planning applications, actioning enforcement regarding land use activates, determining listed building proposals, monitoring works to protected trees and hedgerows, regulating minerals and waste activities and for maintaining Carmarthenshire's Common Land Register. It also administers adherence to Building Regulations within the County – striving to ensure that buildings are safe and fit for purpose. The Division also has the statutory responsibility for ensuring that the County has an up to date, effective and relevant development plan – and therefore the Carmarthenshire Local Development Plan was adopted in December 2014. These various functions are provided through the following business units: Development Management and Built Heritage, Forward Planning, Minerals & Waste Planning, Rural Conservation & Building Control.

All of these functions the Division undertake whilst recognising the importance of sustaining and enhancing the natural and built environment. The Division therefore has a key role in helping the Authority meet the requirements of the Environment (Wales) Act 2016 and Historic Environment (Wales) Act 2016.

The Planning (Wales) Act 2015 has resulted in a number of legislative changes for planning throughout Wales and reasserts the primacy of planning as an effective tool in delivering economic aspirations, in a proactive way that also seeks to protect other diverse and material interests, including that of taking the Welsh language into account in plan making and decision making generally. As such the planning system is one of the most powerful tools available to any Local Authority to achieve community objectives, which cover every aspect of peoples' lives. The Service has a key role to play in helping local communities to adapt to the effects of new development. To this end the use of Section 106 Agreements help towards meeting affordable housing and other infrastructure and locally specific requirements arising from a development as well as where necessary being used to safeguard habitats and species of both national and European importance.



Planning Division Achievements and Current Strengths

- We have continued to implement national and local policies in all land use decision making (both through delegated decisions on planning applications and those reported to Planning Committee) and in doing so ensure that we are contributing to the regeneration objectives set for the County (incl. City Deal). (WOW 1 & 3)

- All teams within the Planning Division have continued to contribute to the regional policy planning forum and national planning policy debates and policy formulation as they arise throughout the year. This year it has included feeding back on matters such as housing deliverability, the national development framework and delivery of the Built Heritage (Wales) Act. (WOW 1 & 4)
- The Rural Conservation Team is a highly adaptable, multi skilled and experienced team, and able to deliver practical solutions to a range of environmental issues, including natural resource management. (WOW 1 & 4)
- The Building Control Unit continue to maintain a network of more than 70 local partners including agents, consultants and other construction professionals to ensure the delivery of a high standard of service. (WOW 4)
- The Division's Forward Planning prepare the Regional Waste Monitoring report for South West Wales, and have done so now for a number of years.
- Focus within the Forward Planning Unit is now on the preparation of the replacement LDP due for adoption by the end of 2021.
- The Minerals & Waste Unit continues to be widely regarded as a Centre of Excellence for mineral and waste planning in South Wales. This strength is founded on the considerable experience and knowledge base of key staff within the Unit. The Unit provides the Technical Secretary for the South Wales Regional Aggregates Working Party, the Regional Co-ordinator for the South West Wales Annual Waste Monitoring Report and the Chair/Secretary of the POSW Minerals and Waste Topic Group. (WOW 4)
- All Units within the Division continue to work in partnership and collaboratively with colleagues across the Council and other organisations to deliver sustainable projects with multiple benefits. An example of this is the work towards providing and managing suitable habitat for marsh fritillary butterfly through the Caeau Mynydd Mawr Special Area of Conservation project is an on-going commitment and received a UK award 'Winner in the Excellence in Planning for the Natural Environment' in the Royal Town Planning Institute Planning Excellence Awards 2018. It received this award because it facilitates a structured solution for developments within the economic growth area, delivering the necessary mitigation required and ensuring that each development is compliant with the legislation. (WOW 1 & 4)

Planning Division Key Areas for Improvement

- We need to increase the emphasis on planning for workforce development, internal succession and staff development. (WOW 1 & 2)
- Planning Services need to continue to improve on achieving a coordinated response to complaints which need to be dealt with under different legislative frameworks – therefore involving other Services and Divisions. (WOW 2 & 4)
- Future Local Development Plan review requirements set within legislation require funding provision to be put in place to ensure statutory obligations are met. These obligations will include significant evidence gathering requirements and the re-drafting of elements, or all of the current LDP to ensure it is fit for purpose moving forward. The legislative requirements in relation to the preparation of a Sustainability Appraisal/Strategic Environmental

Assessment and Habitat Regulations Assessment as prescribed under European Law will be important evidential requirements. (WOW 1 & 2)

- Continue to work across CCC departments to raise awareness of both the Resilience Goal in the Well Being and Future Generation (Wales) Act 2015 and the Environment (Wales) Act 2016. (WOW 1 & 2 & 4)

Planning Division Key Divisional Risks

Risk Ref or New?	Identified Risk	Risk Control Action
R1	<p>Cease of support services and decommission of the existing operational system MIS Headway relied upon for the administration of the Planning and Development Control service;</p> <p>Underestimation of the time required to undertake the system change;</p> <p>Loss of key staff with specific technical expertise relating to the current operational system;</p> <p>Loss of legacy data and integrity issues during the transition phase;</p> <p>Integration of new operation system with 3rd party/open source software e.g. GIS, EDRMS and the Planning Portal; Additional costs arising from 3rd party software integration e.g. Northgate for Information@Work;</p> <p>Additional costs from new supplier relating to additional development requests outside the scope of the project; Reliance on other Council's development cycles for available functionality;</p>	1
R2	<p>Welsh Language Guidance - No further guidance being issued by Welsh Government regarding Welsh Language (which has been the case in recent years);</p>	2
R3	<p>Resources to roll out mobile/agile working</p> <p>Lack of IT Support once Total Mobile is rolled out</p>	3
R4	<p>If a property is not registered through the street naming and numbering process it will not appear on Royal Mail's main address database, and emergency and postal services may not be able to locate properties quickly and efficiently. Occupiers will also encounter difficulties in obtaining mail, goods and services from a variety of sources.</p>	4
R5	<p>Failure to ensure a joined up decision making structure where necessary contributions and comments are sought and fully considered.</p>	5
R6	<p>Rural Conservation service at risk of not being able to respond to current demands due to staffing levels.</p>	8
R7	<p>Fee income levels not meeting predicted budget targets with regards planning applications.</p>	7
R8	<p>Changing Welsh Government legislative background – affecting all Units.</p>	8
R9	<p>Failure to meet income targets in terms of Building Regulations</p>	6

R10	Staff absences may affect the 15 working day target for contacting applicants.	10
R11	Building Control Unit not always informed of out-of-hours incidents leading to possible dangerous structures.	9
R12	Failure to deliver the Caeau Mynydd Mawr Marsh Fritillary project would result in the LDP failing to meet the requirements of the Conservation of Habitats and Species Regulations 2010, bringing into question the legality of the LDP; The review of, and revision to the LDP will require an up to date evidence base and robust understanding of the requirement in relation the Caeau Mynydd Mawr Marsh Fritillary project along with the conservation objectives of the SAC.	11
R13	Failure to perform Statutory functions; Failure of CCC to comply with Section 6 of Environment Act (Departmental BP).	12
R14	Loss of key staff, notably specific knowledge and expertise with consequential implications to service delivery.	14
R15	The financial implications arising from the preparation of a revised LDP including evidential, examination and production costs.	15
R16	Statutory function whilst supporting the Unit will at key stages impact negatively on the delivery of revenue raising initiatives. This will curtail the current offer and the ability to broaden the added value benefits accrued across the authority in terms of the Planning Advisory service that has been provided by the Forward Planning team.	16
R17	Loss of key staff with specific technical expertise who would be difficult to replace in the short term	14
R18	Failure to respond to opportunities to expand the provision of minerals and waste services to other LPA's due to inadequate resource capacity within the Unit. Failure to meet income targets through loss of SLA's or a reduction in planning fees and/or site monitoring fees;	17

Planning 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	Strong	<ul style="list-style-type: none"> Our current Local Development Plan sets out our long-term approach to land use planning until 2021 - and impacts the direction of growth opportunities beyond that period.

			<ul style="list-style-type: none"> Continue to monitor the effectiveness of the LDP and to take forward the considerations of the Review Report in the preparation of the Revised LDP which needs to be in adopted by the end of 2021.
2	Prevention	Strong	<ul style="list-style-type: none"> We continued to implement and revisit the outcomes of the TIC Review process across the Division to improve ways of working. With the restructure of the Development Management and Built Heritage function having been completed the continued focus in the coming year will be on implementation. Performance management and how the Unit delivers on its core values and operating principles, including a focus on its behaviour culture, need to be further considered. With a new senior management structure in place the group will meet regularly to identify not only whether outcomes from the TIC process need to be revisited but to take on board and action feedback from clients, including that received as a result of agent away days and the Council's formal complaints process.
3	Integrated	Strong	<ul style="list-style-type: none"> Our monitoring and review of the Local Development Plan goals and objective will take into account the goals and objectives of other services and partners in so far as they have land use requirements. Continue to monitor the implementation of the LDP and will as part of the Revision process ensure integration with the ICS and the Carmarthenshire Local Well-being Plan. We work with various other services to deliver multi-disciplinary solutions to various issues (including enforcement matters).
4	Collaboration	Strong	<ul style="list-style-type: none"> Our Planning Minerals and Waste section provide a minerals and waste planning service to 7 other Local Authorities. Our Forward Planning Team and Planning Officers are working in partnership with stakeholders to facilitate the delivery of land allocations included in the local development plan. Collaboration remains key in taking forward future revisions to the Local Development Plan and in developing other land use plans and strategies both at county and regional level.

			<ul style="list-style-type: none"> • Keep under review existing Service Level Agreements with regards minerals and waste and further pursue additional SLAs • Engage with landowners/developers to understand delivery/non-delivery issues in relation to land allocations – use this evidence to inform the future version of the LDP. • Ensure effective ongoing collaboration with regards to planning policy across the region and beyond utilising long established cross border structures and examining opportunities for future joint and collaborative working (particularly in terms of joint research).
5	Involvement	Strong	<ul style="list-style-type: none"> • The Local Development Plan (LDP) sets out the spatial vision for the future of Carmarthenshire (excluding that area within the Brecon Beacons national Park) and a framework for the distribution and delivery of growth and development. • The LDP Plan has a direct effect on the lives of every resident of the County as well as major implications on investment programmes, other plans and strategies, communities and landowners alike. Community engagement continues to be a key element in producing and implementation of this plan. • We will continue to monitor the implementation of the LDP and will as part of the Revision process ensure a wide involvement regarding any revisions to the LDP.

Planning Division Divisional Summary Action Plan

Ref #	Key Actions and Measures	By When ^{#1}	By Who	WbO Ref
1	With the restructure now complete focus during the coming year will continue to be on the implementation of agreed principles and other measures that may be needed to ensure consistency of management and decision making across the Unit.	31/03/2020	Llinos Quelch	WBO12
2	We will continue to develop and implement a tree strategy to improve the environment and mitigate the effects of air and noise pollution in our more populated areas. The policy will address the possible impacts of ash-die back.	31/03/2020	Llinos Quelch	WBO12 & MF5-23

	This strategy will link with the Council's approved Tree Management Procedure, and will apply primarily to trees on land owned or managed by CCC, but could equally well apply to other land e.g. land managed by other members of the Public Service Board, and Town and Community Councils. This action will enhance and sustain both our natural and our built spaces.			
3	We will review the Council's Rural Buildings Policy. Policies in the LDP relating to the re-use of rural buildings, together with relevant SPG will be reviewed as part of the LDP review process. The appropriate re-use of these buildings can contribute to the circular economy and a reduction in both the creation of waste and the demand for new building materials.	31/03/2020	Llinos Quelch	WBO12 & MF5-22
4	We will formalise our process for dealing with all pre-application enquiries, both statutory and discretionary, including the receipt of fee income where appropriate. This will include Built Heritage enquiries.	31/03/2020	Llinos Quelch	WBO12
5	We will continue to review the implementation and effectiveness of the Dangerous Structures Policy.	31/03/2020	Llinos Quelch	WBO12
6	We will continue to deliver the Caeau Mynydd Mawr SAC Marsh Fritillary project, consistent with SPG, which aims to ensure the management of at least 100ha of Marsh Fritillary habitat in perpetuity.	31/03/2020	Llinos Quelch	WBO12
7	Through monitoring the delivery of the Council's Forward Plan, we will evidence how Carmarthenshire County Council is meeting its Biodiversity and Ecosystem Resilience Duty under Section 6 of the Environment (Wales) Act, reporting on outcomes achieved to WG. We will evidence links between this work and the requirements of the Well Being of Future Generations (Wales) Act 2015.	31/03/2020	Llinos Quelch	WBO12
8	We will implement and monitor the adopted Local Development Plan (LDP) in accordance with the statutory requirements and the content of the agreed Monitoring and Implementation Framework.	31/03/2020	Llinos Quelch	WBO12
9	We will produce and publish the Annual Monitoring Report (AMR) in relation to the LDP by the 31 st October 2019.	31/10/2019	Llinos Quelch	WBO12
10	We will continue with the preparation of the revised LDP in accordance with statutory provisions and consult on the Preferred Strategy late 2018 and the Deposit Version late 2019.. Progress in relation to the Revised LDP timetable will be monitored twice yearly.	31/03/2020	Llinos Quelch	WBO12 & MF5-20
11	We will continue to maintain and where possible develop the internal Planning delivery/advice service.	31/03/2020	Llinos Quelch	WBO12

13	We will continue to maintain and where possible develop the internal planning delivery/advice service that will raise awareness of the WCFG goals and the authorities and the biodiversity duty placed on the Authority under the Environment (Wales) Act 2016, and how these should be addressed as part of the planning application.	31/03/2020	Llinos Quelch	WBO12
14	We will continue to monitor and where appropriate manage the use of monies raised through developer contribution including s106 agreements. As a consequence we will ensure monies are appropriately used and that there is an efficient turn around in the use of funds.	31/03/2020	Llinos Quelch	WBO12
15	We will continue to improve working relationships and develop Service Level Agreement with other Local Authority partners through the continued identification of "better ways of working", prioritising the Minerals & Waste service in order to provide a more efficient and effective service to our customers.	31/03/2020	Llinos Quelch	WBO12
16	We will consider the opportunities of extending the provision of Mineral & Waste services to other Local Planning Authorities in South Wales under Service Level Agreements or as specific projects in order to generate additional income & to underpin a resilient business unit over the long term which can continue to provide an efficient and effective service to our customers.	31/03/2020	Llinos Quelch	WBO12
20	Over the course of the next 18 months the Built Heritage function will be reviewed to consider whether there is any scope regarding fee generating opportunities (e.g. training, advisory service etc.).	31/03/2020	Llinos Quelch	WBO12
Risk Control Actions				
1	Regular contact with Arcus Global (provider of new back-office system) to update target dates if current are not realistic. It is important to get the system rights; Set aside contingency resource to deal with unforeseen additional costs of data migration work;	31/03/2020	Llinos Quelch	
2	Discuss with Welsh Government requirements regarding Welsh Language in absence of guidance. Discuss approaches with other Local Authorities	31/03/2020	Llinos Quelch	
3	Pressure applied at Departmental level regarding IT support for roll-out and ongoing support of Total Mobile.	31/03/2020	Llinos Quelch	
4	Promoting the Street Name and Numbering service so residents are aware of the process beforehand will enable owner/occupiers to officially register their street/property in a timely manner before occupation	31/03/2020	Llinos Quelch	
5	Explore opportunities for ensuring that the other appropriate inputs are sought and that the functions	31/03/2020	Llinos Quelch	

	(including Forward Planning, Rural Conservation and Enforcement) are robust and better able to meet current demands.			
6	Continue to monitor income fee targets, by considering scope for further marketing if fees decrease. If income increases, consider need to take on additional staffing;	31/03/2020	Llinos Quelch	
7	Look at other potential fee generation e.g. discretionary pre application. Consider target levels for future years and implication of any changes.	31/03/2020	Llinos Quelch	
8	Discuss with Welsh Government requirements regarding new legislation. Discuss approaches with other Local Authorities	31/03/2020	Llinos Quelch	
9	Work with out of hours team to ensure processes reviewed regarding the sharing of information regarding out of hours incidents in relation to dangerous structures	31/03/2020	Llinos Quelch	
10	Ensure retention of staff within the section with suitably wide range of skills to ensure key actions are delivered, particularly statutory functions	31/03/2020	Llinos Quelch	
11	To ensure the evidence supporting the Caeau Mynydd Mawr Marsh Fritillary project is suitably updated and that the LDP and SPG be further developed to reflect any potential changes required.	31/03/2020	Llinos Quelch	
12	Assist other services to understand their obligation in relation to section 6 of the Environment Act;	31/03/2020	Llinos Quelch	
13	Develop and where appropriate broaden the skills of key staff members	31/03/2020	Llinos Quelch	
14	Develop training plans for existing officers; Capture/transfer the skills of key staff members; Progress the outcomes of the TIC Review process and improve the standard of service provided;; Explore better ways of working, agile working opportunities and digitisation of key information; Invest in hardware and software which will assist in reducing costs and reduce wastage of staff resources;	31/03/2020	Llinos Quelch	
15	Ensure appropriate project management of LDP and all required inputs and outputs. Meet with Director for Environment monthly to discuss progress. Identify early on any additional resource requirements. Will need to be growth items.	31/03/2020	Llinos Quelch	
16	Explore options with Finance Section as to how the Advisory element of the planning service could be funded in the future e.g. development fund? Invest to save?	31/03/2020	Llinos Quelch	
17	Explore opportunities to extend the provision of minerals and waste planning services to other Local Planning Authorities (LPA's) in South Wales under Service Level Agreements (SLA) or as specific projects;	31/03/2020	Llinos Quelch	

	Improve working relationships with SLA partners by seeking continuous improvement and better ways of working; Submit bids to WG for additional funding in relation to the work associated with the South Wales Regional Aggregates Working Party and the South West Wales Regional Waste Monitoring Group;			
Key Performance Measure			By Who	WbO ref
21	PAM/018 - Percentage of all planning applications determined in time	75%	Llinos Quelch	WBO12
22	PAM/019 - % of planning appeals dismissed	69%	Llinos Quelch	WBO12

Executive Board Member Responsible- Cllr Mair Stephens, Cllr Philip Hughes

Department Resources

Budget Summary – Please see separate budget report

Savings and Efficiencies – Please see separate budget report

DRAFT

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)
Planning Division								
25	PAM/018 - % of all planning applications determined in time	NEW MEASURE				75%	64.18 % (Q2) 72% Target (Q2)	TBC
26	PAM/019 - % of planning appeals dismissed	NEW MEASURE				69%	50% (Q2) 67% Target (Q2)	TBC

Appendix 1

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

