

Environment Department

Draft Business Plan 2020 – 2023

(Extract for Environmental & Public Protection Scrutiny Committee)



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

Date

The Sustainable Development Principle

The Well-being of Future Generations (Wales) Act 2015 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.’

To show that we have applied the sustainable development principle we must demonstrate.....

The 5 Ways of Working (see Appendix 1)



Long term

The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.



Prevention

How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.



Integration

Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.



Collaboration

Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.



Involvement

The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.

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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

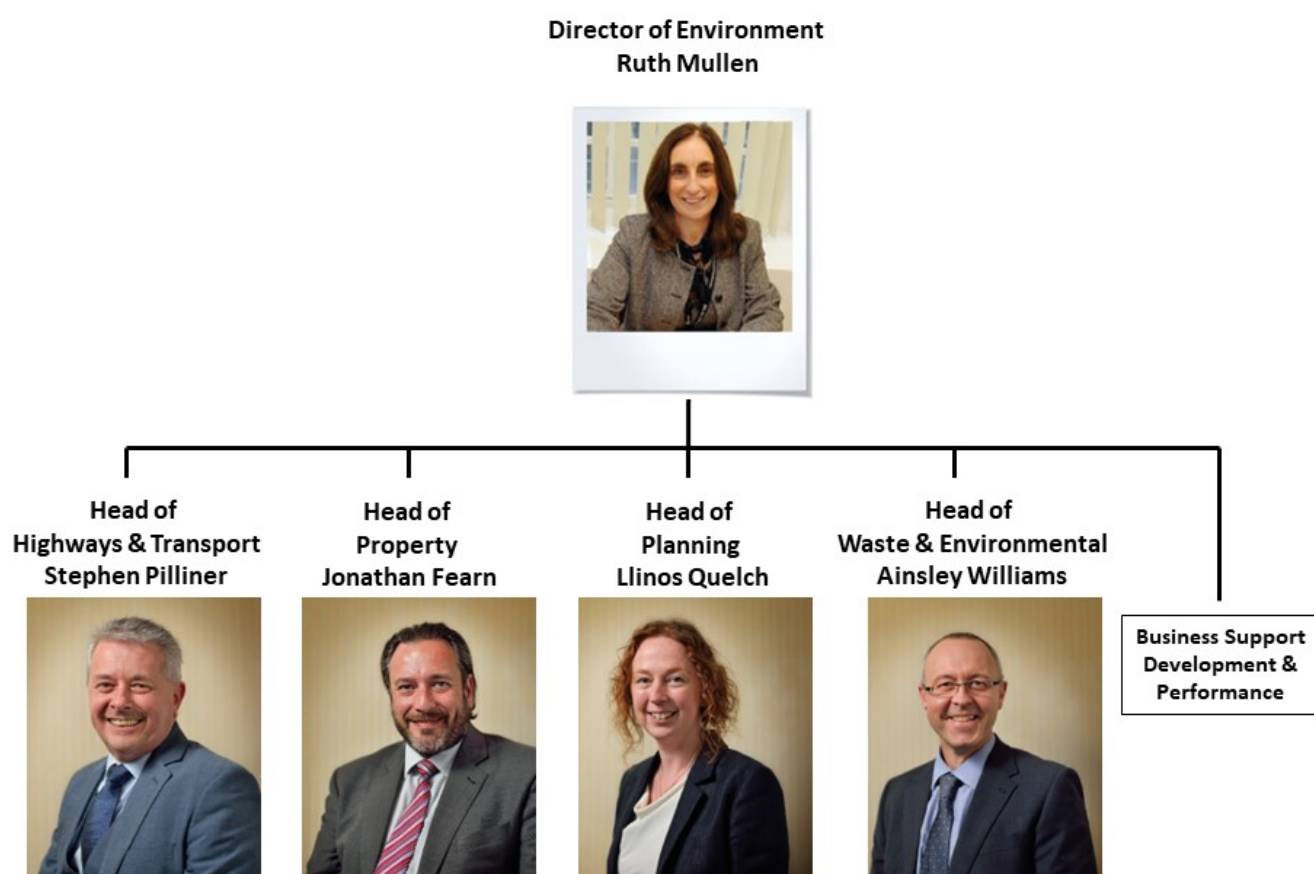
Sign off

1. 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 2019/20. This has been against a background of organisational change and significant resource challenges. Our Business Plans for 2020-2023 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.

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

2.2 The Council's [Corporate Strategy 2018-23](#) (incorporating Our Well-being Objectives 2019/20)

- Bringing Plans Together: the 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 | Llinos Queich |
|---|----------------|----------------|------------------|---------------|
| 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. Support and improve progress and achievement for all learners | ✓ | ✓ | | |
| 4. Ensure all young people are in Education, Employment or Training (EET) and are following productive learning and career pathways | | | | |
| 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 Well-being Plan - The Carmarthenshire We Want \(2018-23\)](#)

How is the Department contributing to the Public Sector Board's Well-being Plan?

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

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 Acts

| Department Specific Acts | Annual Report /Action Plan? (Add Link to it) |
|---|---|
| <p><i>FG Compliant</i></p> <ul style="list-style-type: none"> • The Well-being of Future Generations (Wales) Act 2015 • Environment (Wales) Act 2016 • | |
| <p><i>Pre FG Compliant</i></p> <ul style="list-style-type: none"> • 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 <p>Highways and Transport</p> <ul style="list-style-type: none"> • Highways Act 1980 • Road Traffic Act 1991 • Traffic Management Act 2004 • Flood and Water Management Act 2010 • New Roads and Street Works Act 1991 • Land Drainage Act 1991 • Local Authorities' Cemeteries Order 1977 | |

| | |
|---|--|
| <ul style="list-style-type: none"> • Environmental Protection Act 1990 • Anti-Social Behaviour (Crime and Policing) Act 2014 • Police & Crime Act 2009 <p>Property</p> <ul style="list-style-type: none"> • Landlord and Tenant Act 1954 • Occupier's Liability Act 1984 <p>Waste & Environmental</p> <ul style="list-style-type: none"> • Clean Neighbourhood Act & Environment Act 2005 <p>Planning</p> <ul style="list-style-type: none"> • Carmarthenshire Local Development Plan 2014 • Town and Country Planning Act 1990 • Planning (Wales) Act 2015, including various secondary legislation published post-January 2016 • Historic Environment (Wales) Act 2015 | |
|---|--|

NOTE: When Strategies/Plans are refreshed or Annual Reports are published you should address the FG Act/5WOW requirements so that they are compliant with the Act.

2.5 Department Specific Strategies

| Department Specific Strategy | Annual Report /Action Plan? (Add Link to it) |
|--|---|
| <p><i>FG Compliant</i></p> <ul style="list-style-type: none"> • Carmarthenshire County Council Corporate Strategy 2018 – 2023 | |
| <p><i>Pre FG Compliant</i></p> <ul style="list-style-type: none"> • 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 • Digital Transformation Strategy • Divisional Business Plans • Moving Forward in Carmarthenshire: the next 5-years • Transformations: Strategic Regeneration Plan for Carmarthenshire – 2015-2030 • Affordable Homes Delivery Plan 2016 - 20 • Wildlife And Countryside Act 1981 | |

Highways and Transport

- One Wales Connecting the Nation, The Wales Transport Strategy
- The National Transport Plan
- All Wales Road Safety Framework 2013
- The Local Transport Plan
- Regional Bus Network Strategy
- Integrated Parking Strategy
- Walking and Cycling Strategy
- National Parking Standards
- Fleet Strategy & Fleet Road Risk Strategy
- The Learner Travel (Wales) Measure
- Guidance for Local Authorities on Public Rights of Way 2016
- Carmarthenshire Rights of Way Improvement Plan

Property

- Corporate Asset Management Plan
- Office Accommodation Programme
- Affordable Homes Delivery Plan 2016 - 20
- Digital Transformation Strategy 2017 - 2020
- RICS Guidance Notes
- RICS Practice Statements
- RICS Rules of Conduct
- RICS Valuation - Professional Standards (Red Book)
- MEP Programme.

Waste & Environmental

- EU revised Waste Framework Directive 2008/98/EC
- Waste (England and Wales) (Amended) Regulations 2012.
- Towards Zero Waste (WG's overarching waste strategy document).
- Sustainable Drainage Systems (SuDS)

Planning

- Carmarthenshire Local Development Plan 2014
- Planning Policy Wales
- All Technical Advice Notes (TANs) and various circulars
- Air Quality Management Areas (AQMA's)

NOTE: When Strategies/Plans are refreshed or Annual Reports are published you should address the FG Act/5WOW requirements so that they are compliant with the Act.

3. Summary Divisional Plans

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:

- Highways & Transport Division
- Property Division
- Waste & Environmental Division
- Planning Division

| Departmental Key Risks | | |
|------------------------|---|---------------------|
| RISK DESCRIPTION | | RESPONSIBLE OFFICER |
| Risk 1 | Non-compliance with Contract Procedure Rules. Our Contract Procedure Rules have been written to set clear rules for the procurement of goods, services and works, so that we can obtain best value for money, whilst ensuring a system of openness, transparency and non-discrimination where the accountability of the procurement process is beyond reproach. | Ruth Mullen |
| Risk 2 | Marketing high standards of governance in relation to Information Management. | Ruth Mullen |
| Risk 3 | IT Development/ investment and a system that is fit for purpose, that enables access to management information to inform business decisions. | Ruth Mullen |
| Risk 4 | Fee income levels not meeting budget targets. | Ruth Mullen |
| Risk 5 | Reduction in Welsh Government grant funding | Ruth Mullen |
| Risk 6 | Demographic growth increasing pressure and costs for all front line services. | Ruth Mullen |

| | | |
|---------|--|-------------|
| Risk 7 | Succession/ workforce planning and staff retention | Ruth Mullen |
| Risk 8 | Reduction in resources resulting in not meeting stakeholder expectations. | Ruth Mullen |
| Risk 9 | Ability to plan and react to increase in incidents and effect of climate change, within available and limited resources. | Ruth Mullen |
| Risk 10 | Increased demands from new statutory requirements without required revenue support. | Ruth Mullen |

DRAFT



The Transportation & Highways Division helps facilitate the safe movement of goods and people through the development of transport policy, transport strategy, transportation delivery and infrastructure enhancements. The Division business units consist of Strategic Planning & Infrastructure, Passenger Transport, Traffic Management, Parking & Road Safety, Fleet Services, Engineering Design, Highways Services, Network Services and Countryside Access. The Division also delivers a number of essential services that enable the wider population, people living in Carmarthenshire communities and the City Region to access and receive services every day.

- Our **Strategic Planning and Infrastructure Unit** is responsible for the development of the Local Transport Plan and wider transport policy in conjunction with neighbouring Authorities in South West Wales. It is responsible for planning our investment and strategic interventions for the development of the highway network within Carmarthenshire.
- **Passenger Transport Business Unit** develops and supports the movement of circa 3.25 million passenger journeys on the school/college transport, public transport and community transport network every year.
- Our **Traffic Management and Road Safety Business Unit** investigates and strives to prevent road accidents by utilising a mix of engineering education and enforcement interventions across Carmarthenshire.
- **Parking Business Unit** is responsible for patrolling and enforcing parking restrictions of our very extensive highway network.
- **Fleet Services Business Unit** supplies and manages our fleet of 504 vehicles and 396 items of plant to the Council's front line services. The unit manages fleet risk, ensuring compliance and provides support to enable the front line services to function.

Our **Engineering Design Unit** is responsible for the design and delivery of infrastructure Projects.

- **The Highways Business Unit** maintains the Carmarthenshire highway network, bridges and other highway structures.
- **The Countryside Access Team** has responsibility for the Definitive Map and Statement of Public Rights of Way for Carmarthenshire which is the conclusive legal record. The team also has a duty to assert and protect public rights of way for the public to enjoy freely and unobstructed. Public Rights of Way include footpaths, bridleways, restricted byways and byways open to all traffic.
- **Street Works and Highway Adoptions Section.** The aim of the **Street Works** service is to minimise the impact of approximately 19,000 works notices on the highway. This requires the coordination of a range of works which take place such as utility works, highway maintenance works, transport improvements, building works and drainage works. The **Highway Adoption** service ensures that developers who wish to have the roads in their development adopted as public highway construct those roads to an agreed standard.



Major Current Strengths

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

Reducing speeding and number of road traffic accidents

- We have revised and implemented a model to prioritise traffic management measures. (WOW 1)
- We have implemented the latest state of the art mapping and accident software to improve our use of accident data. (WOW 1)
- In 2019 we introduced a Camera Enforcement Vehicle which has been deployed to successfully enforce the pedestrian zones of Nott Square, Guildhall Square in Carmarthen and school keep clear areas. (WOW 2)
- We continue to work with the Mid and West Wales Fire Service to implement a range of training courses for young people and motorcyclists. We are also actively working with partners to engage motorcyclist to encourage take up of the training. (WOW 2 & 4)
- Our work with older drivers has been shared through the Wales Government All Wales Road Safety Group and with Road Safety Wales. (WOW 2 & 4)
- Comprehensive analysis of Road Traffic Accidents has been undertaken and will inform our interventions as we move forward. (WOW 1 & 2)

Developing resilient and sustainable communities

- We continue to develop our ambitious Tywi Valley Path. (WOW 1)
- The Bwcabus service has secured continued grant funding and has now evolved to become a wider project known as "LINC". The Bwcabus service now covers 5 areas of Carmarthenshire, Ceredigion, and Pembrokeshire.
- The Bwcabus service has secured continuation grant funding and is now part of the LINC project, which is the 5th area for this scheme.
- Implemented an efficiency programme which provided a 30% reduction in fuel usage across the Council fleet. (WOW 1)
- The refuse collection fleet has been replaced which consists of one of the cleanest CO2 emitting trucks on the market. (WOW 1)
- The highways fleet of tipper and gritter swap bodies has reduced the fleet number from 35 vehicles to 21. (WOW 1 & 3)
- We continue to develop walking and cycling "Active Travel Routes" (WOW 1 & 2)
- We have implemented a new Rights of Way Improvement Plan (ROWIP) for Carmarthenshire which contains Policies and Actions aimed at making the public rights of way network easier to access and more enjoyable for all, improving access opportunities for all abilities, improving promotional tools and developing partnerships to help deliver the aspirations of a small team.
- E.V. Charging.
- We have continued to invest in Community Lighting.

- Highway Asset Management Plan has been produced. First HAMP Annual statement prepared in September 2019, reporting of current highways asset condition with the implications of future funding scenarios.

Key Areas for Improvement

(including Regulatory Report (WAO/FG), Member T&F, TIC and Consultation Findings; addressing bottom quartile results, etc.)

- We along with the Welsh Government are committed to improving road safety and reducing the number of people killed and seriously injured on our road and the Wales Road Safety Framework along with our own Road Safety Strategy will guide us to deliver. We will use the computer software we have invested in to improve the quality of management information that we will use to target education, engineering or enforcement interventions. We have improved road safety on the B4297, Halfway to Talyclun and B4297 Tycroes to Gorslas as part of our Route Treatment Programme. We have continued to invest in road safety education programmes for young persons and motorcyclists who are the road user groups at the highest risk of sustaining injury. As part of the programme we provide older and young driver training, Kerbcraft, Pass Plus Cymru and National Standards Cycle Training. We also focus on reducing inappropriate and illegal road user behaviour including speeding, drink and drug driving, and careless and dangerous driving. (WOW 1 & 2)
- Continuing pressures on funding for local bus services will inevitable see slippage in the percentage of adults aged 60+ who hold a Concessionary Travel Pass, adversely affecting our targets of 75%. Ongoing uncertainty over the level of Welsh Government reimbursement for journeys is also a potential challenge for the future. Potential future lack of service suppliers may further adversely affect this figure.
- Highway (carriageway and footway) maintenance/backlog of £54 million. This sum has been calculated on the basis of restoring the highway network of carriageway and footway to an optimum condition thereby addressing all highway pavement defects. Clearly low levels of funding will not address the long term aspirations of improving the serviceability, availability and safety of the network. To date the service has met the challenge of delivering services in line with budget reductions without a noticeable decrease in standards. However, it is widely acknowledged that the proposed PBBs over the coming years for the highways service will inevitably affect service standards and that any further cuts are not sustainable in the long term. In order to achieve the savings we will need to plan for a reduction in service standards on a network hierarchy basis. Resources will be increasingly be allocated based on needs assessment and network priority. (WOW 1 & 2)
- In response to continued and significant reductions in revenue funding combined with increasing energy charges and carbon emission taxes, the highway lighting service will implement further cost saving measures that will enhance operating efficiency and satisfy the financial challenges, while mitigating the impact upon statutory obligations and key agendas such as safety in the community and road safety. (WOW 1 & 2)
- Introduce new pay & display machines in our charged car parks to improve customer experience and allow electronic payments.

5 Ways of Working ([Self-Assessment Review Scorecard](#) / [FG Framework](#))

| | |
|---|--|
| 1. Long Term | <i>The importance of balancing short-term needs with the need to safeguard the ability to also meet long term needs</i> |
| <i>How good are we at this?</i> | Strong |
| Self-Assessment Review: | <p>Our Transportation and Highway related services facilitate the safe movement of goods and People. Enabling access to raw commodities and markets as well as providing opportunities for People to gain access to employment, education, health, leisure and social activities. We have continued to develop sustainable travel by investing in shared paths and cycle paths, improved the road infrastructure to encourage economic activity in the county and maintained a rural bus service through our Bwcabus and country cars service.</p> <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. • Continue to work with the community, Ceredigion and Pembrokeshire county councils to help sustain the delivery of the Bwcabus integrated transport services & Key strategic Services. • Continue to Invest in more efficient LED lamps in our Public lighting Stock. |
| What difference have we made? (as a result of WFG Act) | <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. • Continue to work with the community, Ceredigion and Pembrokeshire county councils to help sustain the delivery of the Bwcabus integrated transport services & Key strategic Services. • Continue to Invest in more efficient LED lamps in our Public lighting Stock. |
| Planned Improvement for 20/21 - we will: (link to action plan) | <ul style="list-style-type: none"> • We will continue to invest in strategic transport infrastructure links to support economic development. |
| 2. Prevention | <i>How acting to prevent problems occurring or getting worse may help public bodies meet their objectives</i> |
| <i>How good are we at this?</i> | Strong |
| Self-Assessment Review: | <ul style="list-style-type: none"> • We have implemented a Road Safety Strategy to improve road safety and prevent future accidents. • The key actions outlined within the Road Safety Strategy relate to Education, Engineering and Enforcement. The following specific activities are being delivered. <p>1. Education:</p> <ul style="list-style-type: none"> • Participant Education programmes for older drivers have been delivered through 6 x 1day course • 36 people have completed Young drivers and 63 pupils complete National Standards Cycle. • 51 participants completed Motorcyclists Dragon Rider & Biker down courses Road Safety Officers are working in conjunction with the Roads Policing Unit and Rescue Service to deliver the older and younger driver programme. • The Road Safety kerbcraft Coordinators are delivering the young persons' kerbside safety training to 250 children • The Road safety Officers are developing a new young persons' road safety initiative and delivering an equestrian users road safety initiative in association with Coleg Sir Gar. |

| | |
|--|---|
| | <ul style="list-style-type: none"> Multi Agency Speed Awareness initiative have been delivered at 9 Schools. <p>2. Engineering:</p> <ul style="list-style-type: none"> Route treatments projects are being delivered in Church Street and Station Road, Llanelli. Design work is ongoing and consultation with stakeholders. <p>3. Enforcement:</p> <ul style="list-style-type: none"> Joint enforcement activities have been conducted with our partners Dyfed Powys Police, Go Safe, NWWFS at the follow location: Bigyn, Llanelli, Crosshands (twice), Ysgol Y Ddwylan, Newcastle Emlyn, Llangunnor, Ysgol Cae'r Felin, Pencader Dafen, Llanelli, Pembrey, Drefach. |
| What difference have we made? (as a result of WFG Act) | <ul style="list-style-type: none"> We have implemented a Road Safety Strategy to improve road safety and prevent future accidents. The key actions outlined within the Road Safety Strategy relate to Education, Engineering and Enforcement. The following specific activities are being delivered. <p>1. Education:</p> <ul style="list-style-type: none"> Participant Education programmes for older drivers have been delivered through 6 x 1day course 36 people have completed Young drivers and 63 pupils complete National Standards Cycle. 51 participants completed Motorcyclists Dragon Rider & Biker down courses Road Safety Officers are working in conjunction with the Roads Policing Unit and Rescue Service to deliver the older and younger driver programme. The Road Safety kerbcraft Coordinators are delivering the young persons' kerbside safety training to 250 children <p>The Road safety Officers are developing a new young persons' road safety initiative and delivering an equestrian users road safety initiative in association with Coleg Sir Gar.</p> <p>Multi Agency Speed Awareness initiative have been delivered at 9 Schools.</p> <p>2. Engineering:</p> <ul style="list-style-type: none"> Route treatments projects are being delivered in Church Street and Station Road, Llanelli. Design work is ongoing and consultation with stakeholders. <p>3. Enforcement:</p> <ul style="list-style-type: none"> Joint enforcement activities have been conducted with our partners Dyfed Powys Police, Go Safe, NWWFS at the follow location: Bigyn, Llanelli, Crosshands (twice), Ysgol Y Ddwylan, Newcastle Emlyn, Llangunnor, Ysgol Cae'r Felin, Pencader Dafen, Llanelli, Pembrey, Drefach. |
| Planned Improvement for 20/21 - we will: (link to action plan) | <ul style="list-style-type: none"> We will establish Carmarthenshire as the Cycling Hub of Wales by delivering key projects the Tywi Valley Path. |
| 3. Integration | <i>Considering how well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies</i> |
| How good are we at this? | Strong |
| Self-Assessment Review: | <ul style="list-style-type: none"> We will work with neighbouring Councils to provide an integrated transport service. We will continue to invest in strategic transport infrastructure links to support economic development. |

| | |
|---|---|
| What difference have we made? (as a result of WFG Act) | <ul style="list-style-type: none"> We will work with neighbouring Councils to provide an integrated transport service. |
| Planned Improvement for 20/21 - we will: (link to action plan) | <ul style="list-style-type: none"> We will continue to invest in strategic transport infrastructure links to support economic development |
| 4. Collaboration | <i>Acting in collaboration with any other person (or different parts of the body itself) that could help the body meet its well-being objectives</i> |
| How good are we at this? | Strong |
| Self-Assessment Review: | <ul style="list-style-type: none"> The Council is leading on several collaborative workstreams for the Public Services Board, including Property and Transport, in conjunction with a range of public sector partners. Working with other South West Wales Local Authorities on collaborative and sustainable transport initiatives with strong links to the emerging Swansea Bay City Deal. We work with the community, Ceredigion and Pembrokeshire county councils to help sustain the delivery of the Bwcabus integrated transport services & Key strategic Services. We engage with service users and stakeholders by means of Bus User surgeries, on-bus and online surveys, and individual consultations We provide joint administration for the Bus Service Support Grant for the South West Wales Integrated Transport Consortium. Highways Operational Services work closely with Emergency services in attending to Emergencies on a 365day/24hr basis. |
| What difference have we made? (as a result of WFG Act) | <ul style="list-style-type: none"> The Council is leading on several collaborative workstreams for the Public Services Board, including Property and Transport, in conjunction with a range of public sector partners. Working with other South West Wales Local Authorities on collaborative and sustainable transport initiatives with strong links to the emerging Swansea Bay City Deal. We work with the community, Ceredigion and Pembrokeshire county councils to help sustain the delivery of the Bwcabus integrated transport services & Key strategic Services. We engage with service users and stakeholders by means of Bus User surgeries, on-bus and online surveys, and individual consultations We provide joint administration for the Bus Service Support Grant for the South West Wales Integrated Transport Consortium. Highways Operational Services work closely with Emergency services in attending to Emergencies on a 365day/24hr basis. |
| Planned Improvement for 20/21 - we will: (link to action plan) | <ul style="list-style-type: none"> We will work towards improving integration of the public transport network including rail services in Carmarthenshire in order to better serve the needs of our residents. |
| 5. Involvement | <i>Importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area</i> |
| How good are we at this? | Strong |

| | |
|---|---|
| Self-Assessment Review: | <ul style="list-style-type: none"> Continue to ensure community involvement in developing highway and transportation infrastructure projects. <p>Our Road Safety business Unit work with Schools, Colleges and the local community to improve road safety in county.</p> |
| What difference have we made? (as a result of WFG Act) | <p>Our road safety Education programmes have worked with older drivers, young drivers, Motorcyclists Dragon Rider and Biker down, as well as delivering the young persons' kerbside safety training to 250 children</p> <p>Our Road safety Officers are developing a new young persons' road safety initiative and delivering an equestrian users road safety initiative in association with Coleg Sir Gar.</p> |
| Planned Improvement for 20/21 - we will: (link to action plan) | <ul style="list-style-type: none"> We shall lobby Welsh Government to increase funding to enable the development of Safer Routes in Communities ensuring more communities can have new pavements and walking routes. |

Divisional Summary Action Plan

| Ref # | Key Actions and Measures | By When ^{#1} | By Who | WBO Ref | SWOW (LT/P/Int/C/Inv) |
|-------|---|-----------------------|--------------------------------|----------------|-----------------------|
| 1 | We will continue to invest in strategic transport infrastructure links to support economic development. b. We will connect to Phase 2 of the Cross Hands Economic Link Road. | 31/03/2021 | Stephen Pilliner | WBO13 & MF5.2 | |
| 2 | We will establish Carmarthenshire as the Cycling Hub of Wales by delivering key projects the Tywi Valley Path. | 31/03/2021 | Stephen Pilliner | WBO13 & MF5.1 | |
| 3 | We will develop active travel routes for key settlements | 31/03/2021 | Simon Charles | | |
| 4 | We will update Highways Asset Management Plan to provide a strategy for managing and maintaining the county's highways infrastructure. | 31/03/2021 | Darren King | WBO13 | |
| 5 | We will develop, maintain and deliver a 3 year capital maintenance programme of Highway Maintenance on a prioritised basis to ensure the most effective use of limited funding. | 31/03/2021 | Darren King | WBO13 | |
| 6 | Develop, maintain and deliver a 3 year capital maintenance programme of highway bridge strengthening and replacement schemes . Prioritising delivery of schemes with the resources available | 31/03/2021 | Chris Nelson | WBO13 | |
| 7 | We will work towards improving integration of the public transport network including rail services in Carmarthenshire in order to better serve the needs of our residents. | 31/03/2021 | Stephen Pilliner | WBO13 & MF5-6 | |
| 8 | We will improve the infrastructure for the use of electric vehicles especially in rural areas. | 31/03/2021 | Simon Charles | WBO13 & MF5-6 | |
| 9 | We will work with Welsh Government to develop the County's highways infrastructure in order to improve air quality particularly in Llandeilo. | 31/03/2021 | Stephen Pilliner | WBO13 & MF5-4 | |
| 11 | Continue to implement the Invest to Save LED dimmable lantern project across the county street lighting infrastructure. | 31/03/2021 | Arwel Price | WBO13 | |
| 12 | We will complete our investment into vehicle replacements during 2020/21 in accordance with our strategic fleet replacement programme. | 31/03/2021 | Antonia Jones | WBO13 | |
| 13 | We will work with the community, Ceredigion and Pembrokeshire County Councils and Welsh Government to help sustain the delivery of the LINC/ Bwcabus integrated transport services & Key strategic Services. | 31/03/2021 | Alwyn Evans/ Kelly Phillips | WBO13 | |
| 14 | Work towards improving integration of the public transport network including rail services in Carmarthenshire in order to better serve the needs of our residents and improve the infrastructure for the use of electric vehicles especially in rural areas. Isn't this already said elsewhere? | 31/03/2022 | Stephen Pilliner | MF5.6 | |
| 15 | We will consider the feasibility of developing an overnight lorry park/s within the County. | 31/03/2021 | Stephen Pilliner | WBO 13 & MF5-9 | |

| | | | | | |
|----|--|------------|------------------|---------------|--|
| 16 | We will continue to support the delivery of the Modernising Education Programme – redesigning networks to facilitate the movement of pupils as set out in our home to school transport policy. | 31/03/2021 | Alwyn Evans | WBO13 | |
| 17 | We will work with Regional Local Authority Partners to develop plans for a South West Wales Metro. | 31/03/2022 | Stephen Pilliner | WBO13 | |
| 18 | We shall lobby Welsh Government to increase funding to enable the development of Safer Routes in Communities ensuring more communities can have new pavements and walking routes. | 31/03/2021 | Stephen Pilliner | WBO13 & MF5-7 | |
| 20 | Develop a joint working strategy between the Countryside Access Unit and the Countryside Operations/Ranger Unit to ensure an effective working partnership. | 31/03/2021 | Stephen Pilliner | | |

Key Risks & Control Actions

Strategic Planning and Infrastructure

| | | |
|-------------------|---|----------------|
| Risk 11 | Funding gaps to ensure infrastructure supports county and regional ambitious. | Steve Pilliner |
| Control Action 11 | Continue to work closely with Regional and Welsh Government partners to secure and retain necessary funding, and work with Swansea Bay City Deal partners to secure infrastructure funding. | Steve Pilliner |
| Risk 12 | Availability of market to supply services for home to school and college transport, impact of MEP and demographoc changes on service demands, leading to significant financial pressure. | Steve Pilliner |
| Control Action 12 | Continue a dialog with operators and work with Education regarding MEP changes. | Steve Pilliner |
| | Fleet Services | |
| RISK 13 | New service and technological developments requiring changes to the fleet composition will impact on the current fleet profile potentially causing financial risks. | Steve Pilliner |
| Control Action 13 | Maintain close liaison with departments to determine changing needs. | Steve Pilliner |
| RISK 14 | Climate change impact - protestors may cause risk to fuel supply chain | Steve Pilliner |

Highways Services Business Unit

| | | | | | |
|---------|--------------|----------------|--|--|--|
| RISK 15 | Ash Die Back | Steve Pilliner | | | |
|---------|--------------|----------------|--|--|--|

| | | |
|--|---|----------------|
| Control Action 15 | Action Group set up to develop strategy for managing risk for ash die back for trees adjacent to the highway. The working group will also consider risk where Ash trees are located on Council land. Pilot survey proposed for Highways Inspectors to establish the extent of Ash tree adjacent to the highway. | Steve Pilliner |
| RISK 16 | Continuing deterioration of highway network with on-going budget pressures | Steve Pilliner |
| Control Action 16 | Adoption of risk based asset management to prioritise areas of greatest need. | Steve Pilliner |
| Highways Structures Business Unit | | |
| RISK 17 | All identified sub-standard structures are subject to a monitoring regime in accordance with technical standards. Where necessary control measures such as weight restrictions, propping of the structure or closure can be considered. | Steve Pilliner |
| Control Action 17 | Potential vehicle weight restrictions, lane restrictions, propping of the structure, use of a temporary structure or closure of the structure to ensure safety. | Steve Pilliner |
| Public Lighting Business Unit | | |
| Risk 18 | Non replacement of deteriorated columns may result in column failure with an associated safety risk. | Steve Pilliner |
| Control Action 18 | Inspection regime of columns to prioritise replacement of high risk columns. | Steve Pilliner |
| Measures | | |
| 1 | The % of A roads in poor condition (<i>PAM/020</i>) – Target TBC 2020-21 | |
| 2 | The % of B roads in poor condition (<i>PAM/022</i>) – Target TBC 2020-21 | |
| 3 | The % of C roads in poor condition (<i>PAM/022</i>) – Target TBC 2020-21 | |
| 4 | We will minimise the % of principal (A) roads, non-principal (B) roads and nonprincipal (C) roads that are in overall poor condition (<i>THS/012</i>) Target TBC 2020-21 | |
| 5 | We will work to reduce the number of people killed and seriously injured on the roads to meet the 40% reduction by 2020 (<i>5.5.2.21</i>) | |
| 6 | We will work to reduce the number of motorcyclists killed and seriously injured on roads to meet the 25% reduction by 2020 (<i>5.5.2.22</i>) | |
| 7 | We will work reduce the number of young people (aged 16-24) killed and seriously injured on roads to meet the 40% reduction by 2020 (<i>5.5.2.23</i>) | |

Waste & Environmental Summary Divisional Plan - HOS: Ainsley Williams

Divisional Profile



The **Waste & Environmental Services Division** is responsible for delivering front line strategic and operational services that ensure the local environment quality within our communities is maintained and enhanced through delivery of the following principal services:

Waste management - collection, recycling and disposal of the County's municipal waste in order to meet Welsh Government's targets as set out in their Towards Zero Waste strategy. This involves producing strategies and operational plans to deliver kerbside and community based waste collection and recycling services. An important aspect of this service includes the delivery of effective communication

campaigns to provide engagement with our public in relation to our recycling schemes, initiatives and facilities.

Environmental enforcement – enforcement and education in relation to environmental blight problems, including non-compliance with waste recycling schemes, litter enforcement, dog fouling, fly-tipping, abandoned vehicles, illegal waste carriers and commercial waste disposal matters.

Street cleansing – provision of services to meet the Council's obligations as a litter authority under the Environmental Protection Act 1990. The service covers provision of street bins, removal of litter, removal and disposal of fly-tipped materials, sweeping and cleansing of our streets, working with local communities to resolve issues that affect them in terms of local environment blight.

Grounds maintenance – provision of direct operational grounds and soft landscape maintenance services relating to public open spaces, parks, playgrounds, housing estates and schools where contracted to do so. Provision of commercial maintenance services to internal clients and partners.

Municipal Services – management and operation of the Council's public convenience stock and the management of activities relating to burials at Ammanford Cemetery.

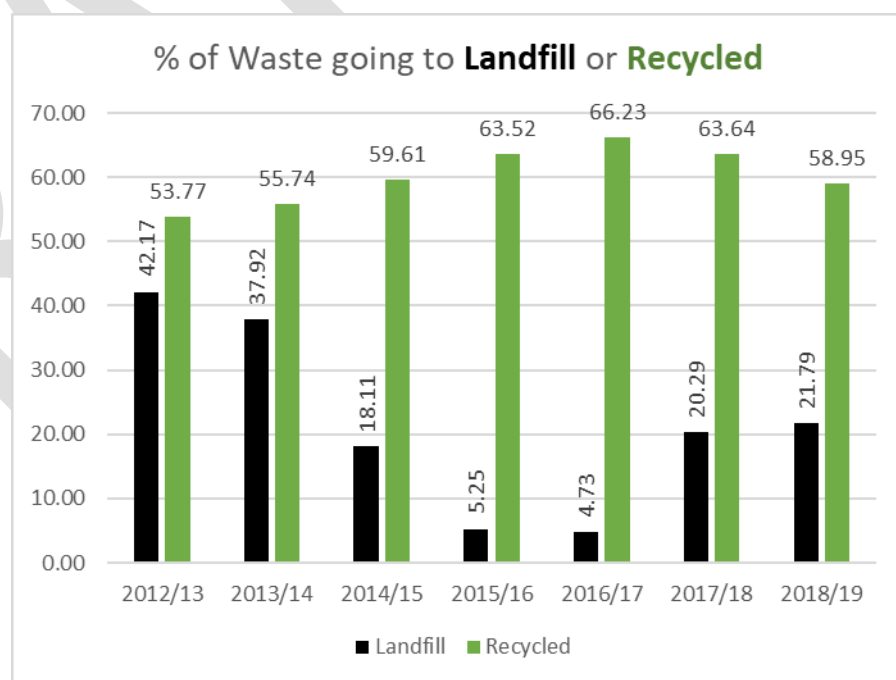
Flood and coastal defence – undertaking lead flood authority activity as part of the Council's obligations under the Flood and Water Management Act 2010, including the production and review of flood management plans. Management and maintenance of the Council's flood defence assets, undertaking responsibilities and obligations under the Land Drainage Act 1991. Providing expert drainage advice on planning applications, including sustainable urban drainage system assessments, including setting up guidance and maintenance arrangements for drainage system adoptions as appropriate. Management and execution of our coastal defence responsibilities in accordance with the principles and guidance set out in our Shoreline Management Plan.

The services provided are highly visible and feature prominently in the priorities of the residents of Carmarthenshire. The services have a significant impact on the way residents, visitors, businesses and other stakeholders perceive the Council as a whole. The Division is a significant contributor to Carmarthenshire's environmental and global responsibility agenda.



Major Current Strengths

- Recycling - education and awareness work; our Recycling Advice team have visited almost 5000 properties to provide information on the changes associated with the new refuse collection rounds and provide general advice on recycling. (WOW 2)
- The third year of the Garden Waste collection scheme has been delivered with about 4,500 customers signed up with over 1300t of green waste being collected at the kerbside contributing nearly 1.4% to the Councils overall recycling rate.
- We have introduced controls and restrictions at our Household waste Recycling Centres to improve recycling performance.
- We have introduced restrictions at the kerbside to limit residual waste and increase recycling.
- We are in the process of reviewing our waste kerbside collection methodology to establish if an alternative system could yield more recycling and improve performance. The cost of implementation will be a significant factor.
- A collaborative approach to tackling the problem of Fly-tipping and environmental crime and blight within the County has been adopted. Utilising the Fly Mapper application combined with front line teams on the ground and the setting up of an internally formed Local Environment Quality Action Team we endeavour to identify and prioritise areas within the County for action and resource deployment. (WOW 2 & 4)
- We currently meet our statutory 2019/20 landfill allowance targets.
- We continued to use the Public Space Protection Order to allow us to tackle dog related problems in public spaces in the County. The PSPO allows us to deal with dog fouling issues, dealing with unruly dog behaviour by requesting that dogs are placed on leads and banning dogs from enclosed children's play areas.
- In May 2018, Schedule 3 of the Flood & Water Management Act 2010 was implemented. In order to meet the requirements of this Act a new team was formed in early 2019 as a sustainable drainage approval body (SAB) – a statutory responsibility for approving sustainable drainage solutions for new developments within Carmarthenshire.
- Our Flood Risk Management Plan has been completed and published.
- The Public Convenience Strategy has been formulated and published.



In general terms, the above achievements have links to the following Well Being of Future Generations Goals as follows:

- A globally responsible Wales.
- A resilient Wales.
- A Wales of cohesive communities.
- A healthier Wales.

Key Areas for Improvement

(including Regulatory Report (WAO/FG), Member T&F, TIC and Consultation Findings; addressing bottom quartile results, etc.)

- ▶ We need to continue with Recycling Participation Surveys (door to door) to continue by Community Recycling Team, with a view to increasing participation in the various recycling schemes. Outcomes to be incorporated into future waste services delivery. (WOW 1 & 2 & 5)
- ▶ *The Percentage of waste reused, recycled or composted* is off target. Result (62.43) Q2 against a Target of (64.00) Q2. Carmarthenshire's ranking is 10th out of 22 authorities in 2017/18.
- ▶ *The average number of working days taken to clear fly-tipping incidents* is on target. A result of 2.5 days (Q2) against a target of 2.5 day. Carmarthenshire's Ranking is 11th out of 21 authorities for average number of working days taken to clear fly-tipping incidents in 2018/19.
- ▶ *The percentage of Streets that are clean* is on target. Result (97.7%) Q2 against a target of (92%). Carmarthenshire's ranking is 18th out of 21 reporting authorities in 2018/19.

5 Ways of Working ([Self-Assessment Review Workbook](#) / [FG Framework](#))

| 1. Long Term | <i>The importance of balancing short-term needs with the need to safeguard the ability to also meet long term needs</i> |
|--|--|
| <i>How good are we at this?</i> | Strong |
| Self-Assessment Review: | <ul style="list-style-type: none"> • Collection of dry recycle and source segregated food waste at kerbside and community bring sites will enable the Authority's continuation and improvement of our established recycling collection service performance measured against the statutory recycling and landfill diversion targets. |
| What difference have we made? (as a result of WFG Act) | <ul style="list-style-type: none"> • Our waste awareness and door-stepping campaigns aims to increase participation in recycling. • Through the delivery of a procurement process it will deliver a solution for the long-term treatment, recycling and disposal of our waste. • Continue to review our waste strategy and implement actions which allow us to meet Welsh Government recycling targets, and European Landfill Directive targets over the next 5-8 years, within the identified budget need. • Deliver new long-term arrangements that will provide a solution to the long-term treatment, recycling and disposal of our waste. Working with the contractor to maximise recycling and environmental performance. Teckal arrangements. |

| | |
|---|---|
| Planned Improvement for 20/21 - we will: (link to action plan) | Action 1 and 3 below |
| 2. Prevention | <i>How acting to prevent problems occurring or getting worse may help public bodies meet their objectives</i> |
| How good are we at this? | Strong |
| Self-Assessment Review: | <ul style="list-style-type: none"> Our waste awareness and door-stepping campaigns are targeted directly at householders. This approach enables us to understand the barriers to recycling and how to improve performance. It also gives an appreciation of the wider issues relating to housing and community/local environment quality problems e.g. fly-tipping, fly-posting, litter and dog fouling etc. closed loop recycling and circular economy |
| What difference have we made? (as a result of WFG Act) | <ul style="list-style-type: none"> Our waste strategy will need to emphasise the need to prevent waste at source, reduce waste in general with an emphasis thereafter on re-use and recycle. As Lead Flood Authority we will coordinate investigations into flooding events to understand the root causes and identify potential solutions where appropriate. Finalise Flood Risk Management Plans as part of the strategy for identifying, managing and mitigating flood risk within our communities. Assessing the barriers that the public have in accessing services offered by the council and ensuring that we can prevent these barriers in future to maximise our recycling and environmental performance. Assess the root causes of fly tipping within Carmarthenshire through undertaking public surveys at "hot spot" locations to better understand the issues so that we can work to prevent fly tipping in future Our waste awareness and door-stepping campaigns are targeted directly at householders. This approach enables us to understand the barriers to recycling and how to improve performance. |
| Planned Improvement for 20/21 - we will: (link to action plan) | Actions 1 and 7 below |
| 3. Integration | <i>Considering how well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies</i> |
| How good are we at this? | Strong |
| Self-Assessment Review: | We continue to work with CWM Environmental to review our waste treatment/disposal arrangements in the immediate term and long term by securing appropriate arrangements for treating and disposing of our waste. |
| What difference have we made? (as a result of WFG Act) | <ul style="list-style-type: none"> Integrated approach as part of our Lead Flood Authority role in investigating and identifying flood causes and solutions. <p>Integrated approach to working with internal departments and external partners in jointly tackling local environment quality issues. E.g. Environmental protection, Biodiversity, KWT.</p> <ul style="list-style-type: none"> Integrated approach across the Authority to encourage a reduction in use of single use plastics. <p>Integrated approach by working with internal Departments, external partners and communities to improve the quality of their local environment.</p> |

| | |
|---|---|
| | <ul style="list-style-type: none"> Integrated approach across the Authority to encourage a reduction in use of single use plastics. Integrated approach by working with internal Departments, external partners and communities to improve the quality of their local environment. |
| Planned Improvement for 20/21 - we will: (link to action plan) | Action 2 below. |
| 4. Collaboration | <i>Acting in collaboration with any other person (or different parts of the body itself) that could help the body meet its well-being objectives</i> |
| How good are we at this? | Strong |
| Self-Assessment Review: | We continue to work with community groups and volunteers to provide information and advice relating to participation in our recycling schemes and waste campaigns |
| What difference have we made? (as a result of WFG Act) | <ul style="list-style-type: none"> The Well-being of Future Generations (Wales) Act 2015 establishes a statutory board, known as a Public Services Board (PSB), in each local authority area in Wales. <p>Municipal Services</p> <ul style="list-style-type: none"> Collaboration is undertaken with Town/Community Councils & other bodies with respect to the assisted transfer of the public convenience stock. Partnership arrangement with Danfo (UK) for the management and operation of 9 superloos. <p>Waste Services - We work in partnership with "Age Cymru" where elderly, disabled and infirm are offered assistance with general recycling.</p> <p>We continue to work with local partners and neighbouring Authorities (Ceredigion, Pembrokeshire, Swansea and Neath Port Talbot) through our Authority and W.D. Company to maximise opportunities that our local facilities can provide. E.g. the purchase of receptacles and a contract for processing/ treatment of dry recyclate and Green Waste Collection and Treatment.</p> <p>Our waste campaigns aim to work with community groups and volunteers to provide information and advice relating to participation in our recycling schemes.</p> <ul style="list-style-type: none"> Natural Resources Wales: work in partnership with on environmental issues. Fly Tipping Action Wales – Welsh Government sponsored initiative with Natural Resources Wales. LEAMS - provides inspections of highways and public land Public Service Board Town and Community Councils: continue to explore partnering arrangements for various activities and functions including public toilets and parks/playgrounds. CWM Environmental Services/contractor partnerships. Keep Wales Tidy/community groups Schools WLGA /WRAP Cymru Welsh Government (waste agenda). Gwyn i Wyrdd South West Wales Regional Waste Hub <p>Environmental Enforcement</p> <ul style="list-style-type: none"> Continue to work with community groups and external bodies to address local environmental blight. |

| | |
|---|---|
| | <ul style="list-style-type: none"> • Natural Resources Wales: work in partnership with on environmental issues. • Fly Tipping Action Wales – Welsh Government sponsored initiative with Natural Resources Wales. • LEAMS - provides inspections of highways and public land (Keep Wales Tidy). • Other Local Authorities: All Wales Fly Tipping Forum • Town and Community Councils: continue to explore and foster partnering arrangements - (PSPOs) • Community Safety Partnership: Environmental Enforcement and Public Lighting working in partnership with Dyfed Powys Police. • CWM Environmental Services (ANPR) • Keep Wales Tidy • Schools • WLGA/Welsh Government • Continue to work with health professionals to deal with drug related litter issues (needlesticks). • Continue to play an active role in the LEQ approach of the Division. <p><u>Grounds Maintenance & Cleansing</u></p> <ul style="list-style-type: none"> • Work in partnership with Town and Community Council's in order to deliver a grounds maintenance service for those who have opted to pursue the option of Asset Transfer. • Green Space Wales – Work in partnership with local authorities across Wales on bench marking of parks and grounds associated issues. • Undertake work on behalf of neighbouring authorities e.g. City of Swansea. • Community Safety Partnership - working with outside agencies such as the police, fire brigade and youth offending team on matters relating to anti-social behaviour. • Collaboration is undertaken with Town/Community Councils & other bodies with respect to the asset transfer of parks and playgrounds. • Local action groups – continue to work with local groups through the Pride in Your Patch initiative. • Continue to work towards completing full detailed SLA Specification for Housing and individual education establishments i.e. schools. (grounds) • Explore the potential partnership with local community third sector companies to improve the performance of the council bulky waste and re-use service. • Continue to work with partner agencies and community groups to tackle fly tipping and environmental blight within the County. • Fast food outlet engagement. Active engagement <p>Continue to develop existing framework of supplies and services.</p> |
| Planned Improvement for 20/21 - we will: (link to action plan) | Action 3 below |
| 5. Involvement | <i>Importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area</i> |
| How good are we at this? | Strong |
| Self-Assessment Review: | We continue to consult with householders through various public engagement activities. |

| | |
|---|---|
| <p>What difference have we made? (as a result of WFG Act)</p> | <ul style="list-style-type: none"> • Our budget consultation work has been identified as best practice in Wales and we are building on this. We will be further developing the Council's consultation and engagement approaches during 2018 • Our Well-being Assessment consultation had over 2,500 responses for Carmarthenshire residents. • On-going consultation involving each member of staff within the Division to establish opinions and cultivate ideas and suggestions for efficiency savings to be achieved. • Recycling Participation Surveys (door to door) to continue by Community Recycling Team in 2016/17 with a view to increasing participation in the various recycling schemes. Outcomes to be incorporated into future waste services delivery. • LEQ group • Fyfalch • Business engagement (Fast Food outlets) • Coastal Defence • The public and interested bodies will continue to have the opportunity to comment on the Shoreline Management Plan. Any complaints or comments made by the public or other public bodies will be investigated and a respective response prepared. • Flood Defence • Public Consultation on Flood Risk Management Plan • The flood defence section has a lot of direct contact with members of the public regarding flooding and various drainage matters. • Trade Waste Service – all traders to be consulted in relation to proposal for new service provision to include trade waste recycling. • Intense programme of engagement in relation to recycling and waste reduction. |
| <p>Planned Improvement for 20/21 - we will: (link to action plan)</p> | <p>Action 3 below</p> |

Divisional Summary Action Plan

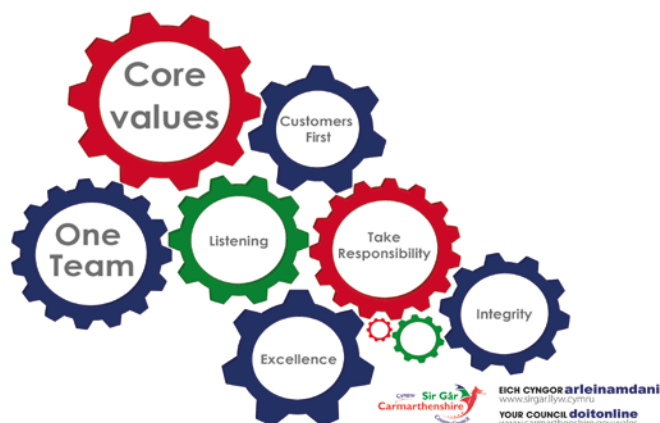
| Ref # | Key Actions and Measures | By When ^{#1} | By Who | WBO Ref | SWOW (LT/P/Int/C/Inv) |
|-------|--|-----------------------|------------------|---------|-----------------------|
| A | WES Division | | | WBOX X | |
| 1 | We will continue to review our waste treatment strategy options and recycling infrastructure needs to ensure that we can continue to meet our statutory recycling targets and landfill diversion targets from April 2019 | 31/03/2021 | Ainsley Williams | WBO 12 | |
| 2 | We will continue to work with CWM Environmental to review our waste treatment/disposal arrangements in the immediate term and long term by securing appropriate arrangements for treating and disposing of our waste. | 31/03/2021 | Ainsley Williams | WBO 12 | |
| 3 | We will continue to review existing household recycling participation rates to maximise landfill diversion and increase recycling. Undertake a programme of door-stepping to advise and encourage householders to participate in our recycling schemes. | 31/03/2021 | Ainsley Williams | WBO 12 | |
| 4 | Undertake a full review of our waste collection methodology at the kerbside, with a view to assessing alternative models of delivery on a cost vs performance gain basis. This will include a consultation exercise with a range of stakeholders. | 31/03/2021 | Ainsley Williams | WBO 12 | |
| 5 | Continue to target local environment quality issues, including dog fouling, fly-tipping and general litter blight. Review effectiveness of Public Space Protection Order. | 31/03/2021 | Ainsley Williams | WBO 12 | |
| 6 | Review and update our Public Convenience Strategy as necessary. | 31/03/2021 | Ainsley Williams | WBO 12 | |
| 7 | We will work in accordance with our Flood Risk Management Plan and commence implementation as part of the strategy for identifying, managing and mitigating flood risk within our communities. | 31/03/2021 | Ainsley Williams | WBO 12 | |
| 8 | <u>SAB</u> Manage the determination of all SAB applications within the 7 or 12-week deadline Manage the determination of all FDC applications within the 2-calendar month deadline; Establish and implement a process for the adoption of Sustainable Drainage Systems. | 31/03/2021 | Ainsley Williams | WBO 12 | |
| 9 | Provide technical advice and support to Town Councils, Community Council's and Sporting Organisations in relation to transferred assets. | 31/03/2021 | Ainsley Williams | WBO 12 | |
| 10 | Review all SLAs with internal clients on an annual basis (schools and Housing) | 31/03/2021 | Ainsley Williams | WBO 12 | |
| 11 | We will work with local stakeholders to pilot litter management arrangements across Llanelli with specific attention to the town centre and approach roads, with a view to introducing across the County. | 31/03/2021 | Ainsley Williams | WBO 12 | |

| | | | | | |
|------------------------------------|--|------------------|------------------|--------|--|
| 12 | Review our operational arrangements for the cleansing service. | 31/03/2021 | Ainsley Williams | WBO 12 | |
| Risks & Control Actions | | | | | |
| Risk 20 | Waste Management (collection and disposal) - there are significant risks associated with a failure to meet Welsh Government and European Landfill Directive targets in terms of financial penalties against the Authority (potentially totalling £400/tonne variance from the set targets) and of course reputational risk. This equates to around a total of £320k per percentage point if both targets are missed. | Ainsley Williams | | | |
| Control Action 20 | Undertake continual public participation monitoring and door knocking. Continually review the service to ensure recycling services are accessible to all residents to ensure that participation in schemes is improved. | Ainsley Williams | | | |
| Risk 21 | Requirement to review, identify and implement a new method of collection and segregation resulting in greater costs and potentially a reduction in participation in our recycling schemes. | Ainsley Williams | | | |
| Control Action 21 | Work with WG and external and internal partners to ensure our collection, treatment and disposal strategy produces and maximises high quality recyclate, and is sustainable from an environmental, economic and technical perspective. Ensure that the Teckal company service delivery is aligned to these principles. | Ainsley Williams | | | |
| Risk 22 | Lack of financial investment in facilities that remain under the control of the Council. Deterioration in the infrastructure resulting in excessive costs to repair and could lead to an increase in insurance claims. | Ainsley Williams | | | |
| Control Action 22 | Ensure regular inspections are undertaken at priority sites, so that fully costed investment plans can be submitted to assess the cost/benefit in undertaking works. | Ainsley Williams | | | |
| B | Key Measures | | | | |
| | PAM/30 - The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated bio-wastes that are composted or treated biologically in another way – Target 64%. | Ainsley Williams | | | |
| | PAM/043 Amount of waste generated that is not recycled, per person. – Target 167.9 | Ainsley Williams | | | |
| | PAM/010 - Percentage of streets that are clean. Target 92.0 | Ainsley Williams | | | |
| | PAM/035 Average number of working days taken to clear fly-tipping incidents – Target 2.5 | Ainsley Williams | | | |

If a longer-term project, also include a 2020/21 Milestone

4. Department Resources

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

Budget Summary

To be provided by Finance

Savings and Efficiencies

To be provided by Finance

Key Workforce Planning Issues

 [Workforce Planning Toolkit](#) to help complete this section

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.

5. Departmental Key Measures

| Definition / Measure Reference (abbreviated definition is fine) | | 2017/18 | 2018/19 | | | | 2019/20 | | 2020/21 | Cost Measure (£) |
|--|--|------------|------------|----------------------------|--------------|---------------------|------------|-------------------------|---------------------|---------------------|
| | | | | All Wales Comparative data | | | | | | |
| | | Our Result | Our Result | Quartile * to **** | Welsh Median | Welsh Best Quartile | Target set | Result (when available) | Target set (at EOY) | |
| Division | | | | | | | | | | |
| Highways & Transport Division | | | | | | | | | | |
| | THS/007 - % of adults aged 60+ who hold a concessionary travel pass | 80.6% | 81.4% | Not applicable | | | 75% | | TBC | |
| | PAM/020 - % of Condition of Principal (A) roads that are in overall poor condition | 4.1% | 5.2% | * | 3.7% | 3.0% | 5.0% | | TBC | |
| | PAM/021 - % of Non-principal/classified (B) roads that are in overall poor condition | 3.1% | 4.2% | *** | 4.4% | 3.8% | 5.0% | | TBC | |
| | PAM/022 - % of Non-principal/classified (C) roads that are in overall poor condition | 11.9% | 12.5% | * | 7.7% | 5.8% | 14.0% | | TBC | |
| | THS/012 - % of principal (A) roads, non-principal/classified (B) roads and non-principal/classified (C) roads that are in overall poor condition | 9.3% | 10.1% | * | 5.7% | 4.7% | 11.2% | | TBC | |
| | 5.5.2.21 - Number of people killed and seriously injured on the roads to meet the 40% reduction by 2020 | 83 | 97 | * | 52 | 35 | 75 | | TBC | |
| | 5.5.2.22 - Number of motorcyclists killed and seriously injured on roads to meet the 25% by 2020 | 19 | 20 | * | 11 | 6 | 14 | | TBC | |
| | 5.5.2.23 - Number of young people (aged 16-24) killed and seriously injured on roads to meet the 40% reduction by 2020 | 24 | 19 | * | 10 | 7 | 21 | | TBC | |

| | | | | | | | | | |
|---|------|------|----------------|--|--|--|--|-----|--|
| Waste & Environmental Division | | | | | | | | | |
| STS/005a - The Cleanliness Indicator | 77.8 | 75.7 | Not applicable | | | | | TBC | |

| | | | | | | | | | |
|---|--------|---------|----------------|-------|-------|-------|--|-----|--|
| PAM/010 - % of highways inspected of a high or acceptable standard of cleanliness | 98.7% | 91.5% | * | 95.9% | 97.4% | 92% | | TBC | |
| Average number of working days taken to clear fly-tipping incidents. PAM/035 | n/a | 2.3 | *** | 2.3 | 1.5 | 2.5 | | TBC | |
| PAM/030 - % of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated biowastes that are composted or treated biologically in another way | 63.64% | 58.94 % | | | | 64.0% | | TBC | |
| WMT/004 - % of municipal wastes sent to landfill | 20.29% | 21.79 | Not applicable | | | | | TBC | |
| Amount of waste generated that is not recycled, per person. PAM/043 | n/a | 179.7 | | | | 167.9 | | 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

