

Chief Executive's Departmental Business Plan

for delivering our Corporate Strategy
and Well-being Objectives

April 2021

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

carmarthenshire.gov.wales

Cyngor **Sir Gâr**
Carmarthenshire
County Council



Contents

ICT & Corporate Policy	4
Legal and Administration	6
People Management	7
Regeneration	8
Direct Reports	10
• Business and Executive Board Support	
• Media and Marketing	
• Electoral and Registers	

INTRODUCTION

This Departmental Business Plan has been produced to give staff, customers, 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. We aim to show at a high level what the department will do to support the Corporate Strategy 2018-23 and the Well-being Objectives we have set (see Page 2 below), also taking account of the impact caused by the COVID-19 pandemic.

How the Department's Services support the Well-being Objectives

Revised Well-Being Objectives	ICT & Corp Policy	Legal & Admin	People Mgt	Regeneration	Direct Reports	Specific focus for 2021/22
Start Well						
1. Help to give every child the best start in life and improve their early life experiences						Expansion of Flying Start
2. Help children live healthy lifestyles						Mental health issues post lockdown
3. Support and improve progress, achievement, and outcomes for all learners				✓		Re-engage in learning and regain any learning lost due to COVID
Live Well						
4. Tackle poverty by doing all we can to prevent it, helping people into work and improving the lives of those living in poverty	✓		✓	✓		Poverty
5. Creating more jobs and growth throughout the county				✓		<ul style="list-style-type: none"> • Focus on SME • Foundational economy • Rural regeneration • Pentre Awel
6. Increase the availability of rented and affordable homes						Local housing crisis - escalating costs and second homes
7. Help people live healthy lives (tackling risky behaviour and obesity)						
8. Support community cohesion, resilience and safety	✓					Community cohesion and resilience
Age Well						
9. Support older people to age well and maintain dignity and independence in their later years	✓					
In a Healthy and Safe Environment						
10. Looking after the environment now and for the future				✓		<ul style="list-style-type: none"> • Climate change with particular focus on flooding • Net Zero Carbon
11. Improving the highway and transport infrastructure and connectivity	✓					
12. Promoting Welsh Language and Culture	✓				✓	Supporting national target of a million Welsh speakers
In addition a Corporate Objective						
13. Better Governance and Use of Resources	✓	✓	✓	✓		Embed tackling inequality across all the Council's objectives



[HOS and Well-being Objective Map](#)

[Steps within Well-being Objectives](#)

The following Summary Divisional Plans are included:

1. ICT & Corporate Policy Division
2. Legal & Administration Division
3. People Management Division
4. Regeneration Division
5. Direct Reports:
 - Business and Executive Board Support
 - Media and Marketing
 - Electoral and Registers

Pandemic Response

Our Digital Technology Strategy set out a new approach that would underpin just about everything we do as a Council and when the pandemic struck we were in a good state of preparedness. This vision and investment put us in a favourable position at the onset to move services on-line and to facilitate home working. *The Authority's decision to spend £1.9m of investment in agile working initiatives, including providing staff with the right equipment to allow them to work in a more agile and flexible way, together with improvements to the resilience of the IT network, has helped support an almost seamless move to homeworking. Having the right equipment in place meant that staff across the Authority could be operational from home immediately with no disruption to customers.* Staff from the Corporate Policy team were also deployed to assist a number of other key front line service areas. From a Community Safety perspective there has been the Liaison with Police - good communication seen during response period with CI Chris Neve briefing Council on an on-going basis and increased collaboration between partners sharing information on service re-opening and closures. The Divisional COVID-19 Impact Assessment report details our response in full.

Pandemic Recovery

Working alongside Gold and Silver Command, the Division was instrumental in supporting the organisation with the rapid development of several online solutions and further deployment of devices. Ensuring that services could be delivered online to the residents of Carmarthenshire would greatly assist the recovery process for local businesses and residents. We have also played a key role with the *Foundational Economy Challenge Fund* project focusing on public sector food procurement. A Project officer has been appointed (through virtual arrangements) to work with the Council, Health Board, University of Wales Trinity Saint David and Coleg Sir Gâr.

Moving Forward

Staff within the Division have adapted well to ensure we can deliver our services remotely and virtually and as we emerge from the pandemic we recognise that we have some exciting opportunities ahead that we have to embrace in order to build an even greater resilience to the future challenges ahead. We will look to lead and drive forward the Digital Transformation agenda, working closely with service delivery colleagues across the Authority. We will further enhance our Digital infrastructure to support continued remote working for both officers and elected members and focus on how we can assist our critical front-line services as they look to embrace the latest digital technology. We will review our Corporate Policies to ensure they reflect the lessons learnt during the pandemic and although we are not out of the woods on the pandemic we will move forward with a renewed enthusiasm and energy whilst supporting the wellbeing of our staff along the way.

Ref	Key Actions and Measures	By When?	By Who?	WBO Ref
A	ICT			
1.	We will in line with our Digital Transformation Strategy 2021-2024, continue to engage and understand the Departments needs to allow them to deliver effective services. (14711)	31/03/2022	Julian Williams	WB013-A MF5-88
2.	We will continue to improve the condition, suitability and ICT resources within schools and ensure that all newly built schools have the latest digital technologies and infrastructures in place to deliver 21st century education. (13976)	31/03/2022	John Williams	WB03-C MF5-89
3.	We will ensure a robust approach to Cyber security and sustainable solutions are implemented for Information Governance. (14710)	31/03/2022	John Williams	WB013-B6 MF5-90
4.	We will act as an enabler and vehicle for transforming the way services across the Council are delivered to customers by increasing opportunities for accessing council services via digital technologies	31/03/2022	Julian Williams	WB013- A
5.	We will implement robust and sustainable infrastructure solutions to support the changing landscape of Local Government.	31/03/2022	John Williams	WB013-A
B	Corporate Policy			
6.	We will monitor progress with the recommendations of the Moving Rural Carmarthenshire Forward report through the Rural Affairs Advisory Panel and consider any new issues as they arise. (14717)	31/03/2022	Gwyneth Ayers	WB05-C MF5-76
7.	We will review and refresh the County's Welsh Language Promotion Strategy in light of the progress to date and expected Census 2021 results during the year	31/03/2022	Gwyneth Ayers	WB012-C MF5-86
8.	We will review the current Internal Use of the Welsh language policy in line with latest developments	31/03/2022	Gwyneth Ayers	WB012-C MF5-86
9.	We will ensure the Council fully responds and complies with the new requirements relating to performance and governance of the Local Government and Elections Act and align them to our current duties relating to the Well-being of Future Generations Act	31/03/2022	Gwyneth Ayers	WB013-B3 MF5-87
10.	We will work with other Council services to further develop the Council's involvement and use of data approaches as part of a Council wide involvement, participation and consultation framework. (12435) (WAO Regulatory Recommendation – 'Use of Data')	31/03/2022	Gwyneth Ayers	WB013-B2 MF5-91
11.	We will introduce a new Integrated Impact Assessment requirement across the Council's decision-making processes to ensure compliance with a range of statutory duties including the new Socio-Economic Duty.	31/03/2022	Gwyneth Ayers	WB013-B7
12.	We will develop a county Tackling Poverty Plan to respond to the current challenges faced by residents and communities.	31/03/2022	Gwyneth Ayers-	WBO4-A
13.	We will lead the review and refresh of the Public Service Boards (PSBs) County Well-being Assessment.	31/05/2022	Gwyneth Ayers	WB013-B2

14.	We will ensure the Council fulfils its duties relating to the current Contest Strategy (counter terrorism) and respond to any duties as they arise.	31/03/2022	Gwyneth Ayers	WBO8-D
15.	We will implement the new Council Complaints Policy	31/03/2022	Gwyneth Ayers	WBO13-B7
16.	We will respond to any recommendations from the Equalities & Diversity (BAME) Task & Finish Group and ensure they are embedded into the Council's Strategic Equality Plan as appropriate	31/03/2022	Gwyneth Ayers	WBO13-B1
17.	We will when appropriate update the community impact assessment on COVID-19 within Carmarthenshire	31/03/2022	Gwyneth Ayers	WBO13-B2
18.	We will take account of and ensure a Carmarthenshire specific response to the pending Welsh Government Strategy for an ageing society: age friendly Wales	31/03/2022	Gwyneth Ayers	WBO9
Key Measures of Success				
19.	% of Freedom of Information Act request responded to in 20 working days (2.1.2.17) (2019/20 Result 98.46%; 2020/21 Target 90%)	-	John Tilman	WBO13-B2
20.	% use of the ICT Self Service helpdesk (ICT/002) (2019/20 Result 46.5%; 2020/21 Target 58%)	-	John Williams	WBO13-B4
21.	Number of Transactional Council Services available to the public online (ICT/003) (2019/20 Result 30; 2020/21 Target 35)	-	John Williams	WBO13-A
22.	% of laptops used in the council (ICT/004) (2019/20 Result 87%; 2020/21 Target 91%)	-	John Williams	WBO13-B5 MF5-88
23.	% of households have Internet access in Carmarthenshire (ICT/006) (2020/21 Target 89%; 2020/21 Result 89%)	-	John Williams	WBO13-B3

Key Divisional Risks

Risk Ref or New?	Risk Score After control measures	Identified Risk All risks can be profiled in the Divisional Plan. In this departmental plan the Division should identify: 1. Any Risks that it has on the Corporate Risk Register 2. Significant Risks (scored16+) (3. Service High Risk(scored 12+) – see Divisional Plan)	See row # above
New	15	Cyber risk	A3
New	12	A CMT Risk ---Failure to comply with the requirements of the Local Government and Elections Wales Act (Also see Legal and Admin)	B9
CRR190011	8	Improvement Plan/Corporate Planning and Reporting	B9

Pandemic Response

The first 6-8 months of the pandemic were particularly challenging for the Division. From a democratic aspect, meetings were initially suspended in late March for a combination of factors, including the stay-at-home requirement, some members shielding, the social distancing requirements and the rules prohibiting 100% virtual meetings. Once the rules were relaxed by Regulations in late April 2020 the Division worked quickly to put new systems and arrangements in place so as to enable 100% remote attendance meetings to be held, the first meeting under the new arrangements being held on the 1st June 2020. Obviously, this switch to a new type of meeting involved ensuring that members were comfortable with the new technology. Our thanks go to the members in that regard for working with us.

We also had a key role during the period of suspension of meetings in advising on emergency decision making powers vested in senior officers so as to ensure that decision making was still able to take place. Key decisions taken by officers during this period were reported to members on the 1st June 2020.

From a legal aspect, one of our greatest challenges was keeping up to date with the constantly evolving legislation and regulations and their associated Guidance's and interpreting them, often at short notice, so as to be able to provide advice to our client Departments. We also, as a Service, had to adapt to unfamiliar processes and procedures such as remote attendance court hearings and tribunals.

Moving Forward

We recognise our key role in facilitating the smooth running of democratic meetings and will be building on the successes of the past year and looking to provide for flexibility in the way meetings are held, and accessed by the public, in line with evolving legislation, which we anticipate being physical meetings, hybrid meetings or remote attendance meetings.

We also recognise the challenges involved in ensuring that the economy of the County revives, and we expect to play a key role in that recovery process, especially in respect of legal documentation connected with property transactions, grants etc.

During the pandemic period, of course, a new piece of legislation which has significant implications for local government was passed, namely the Local Government and Elections (Wales) At 2021 and we will be ensuring that any new provisions which need to be enshrined in the Authority's Constitution will be drafted in. We also expect to be heavily involved in the governance arrangements for the new South West Wales Corporate Joint Committee

Ref	Key Actions and Measures	By When?	By Who?	WBO Ref
1.	We will prepare and make arrangements for the proposals contained within the Local Government and Elections (Wales) Act, and implement any actions arising therefrom.	31/03/2022	Linda Rees-Jones	WBO13-B4
2.	We will advise on governance arrangements for new models of working, including but not limited to Local Authority Trading Companies, regional Partnerships, Pooled Budgets etc. and the Local Government & Elections Act.	31/03/2022	Linda Rees-Jones	WBO13-B7
3.	We will begin advanced planning and preparation for the 2022 Local Government Elections	31/05/2022	Linda Rees-Jones	WBO13-B1
4.	We will work up arrangements for hybrid democratic meetings as and when the circumstances allow	31/03/2022	Linda Rees-Jones	WBO13-B4
5.	We will ensure Elected Member participation to set priorities and allocate budget (CHR190004)	31/03/2022	Linda Rees-Jones	WBO13-B4
	Key Measures of Success			
	There are NO Key Measures of success for this service area			

Key Divisional Risks

Risk Ref or New?	Risk Score After control measures	Identified Risk All risks can be profiled in the Divisional Plan. In this departmental plan the Division should identify: 1. Any Risks that it has on the Corporate Risk Register 2. Significant Risks (scored 16+) (3. Service High Risk (scored 12+) – see Divisional Plan)	See row # above
CRR190004	20	Full County Council Elected Member Engagement on an annual basis to set priorities and allocate the Budget	A5
CRR190004	20	Challenge from Scrutiny Committees	A5
New	12	A CMT Risk ---Failure to comply with the requirements of the Local Government and Elections Wales Act	A1

People Management Summary Divisional Plan

Head of Service: Paul Thomas

Pandemic Response

When the pandemic hit, the Division responded by acting swiftly and decisively. We took the lead in ensuring all government guidance was interpreted and communicated to our managers and staff. We established a dedicated intranet page so that information was readily accessible and constantly updated as the regulations changed. We quickly adapted our existing policies and developed new guidance such as Temporary Homeworking, Annual Leave and Furloughing of Staff. We also undertook a range of risk assessments and put in place safe systems of work to make sure critical services continued to be delivered, which, for example, allowed critical workers to access the Learning Hubs in our schools so that they could go to work.

The Team also made sure that all COVID-19 related absence was recorded and reported to CMT every week and worked closely with other Departments to make sure the information was accurate at all times.

We are immensely proud of all the staff who adjusted to the new ways of working. They continued to deliver core services such as Payroll and HR by quickly adapting to working from home and developed new ways to respond and manage the impact of the virus.

The People Management Strategic Management Team has worked alongside Gold and Silver command throughout the pandemic. It has played a key role in ensuring business continuity by evaluating and implementing the continual changes needed to deliver our services, stay healthy and to prevent the spread of the coronavirus.

The health and wellbeing of all our people has been a key priority for us and in response, we have dedicated significant resources to supporting the mental health and wellbeing of all our employees. We have been keen to normalise discussions about mental health and a part of Mental Health Awareness Week we launched the Time to Talk initiative, which we will continue to build on as we move forward.

Pandemic Recovery

Working alongside Gold and Silver Command, the Division was instrumental in supporting the organisation whilst Council's services and schools recovered and began reopening. The health and safety of our staff, pupils and customers has been paramount throughout the pandemic and the Team has been at the forefront of providing safe systems of work, guidance and advice as Coronavirus guidance and legislation has changed or emerged from national government. We were key in developing the [Service Recovery Planning process](#) that allowed services to recover in a safe and structured manner and led strategic review that examined the impact COVID had on the organisation.

Moving Forward

As we emerge from the pandemic, we recognise that we will be a changed organisation. We also recognise that the Council has an opportunity to be even better than it was pre-Covid; many lessons have been learnt, and the People Management Division is now integral to ensuring Council services are re-shaped by building on what we have learnt.

We will develop a new service delivery model for People Management building on the lessons we have learnt. Our policies will be reviewed to reflect the news of working and support our commitment

to being a zero-carbon local authority. Much of our work will be dedicated to shaping and supporting how the organisation works in the future and we will realign our TIC programme to support services through the process.

With the COVID-19 pandemic showing no signs of abating anytime soon, our focus will be on ensuring that our workforce has the skills to succeed in the new ways of working. We will continue to promote employee wellbeing by supporting our people and creating a healthy working environment for all.

Working with Democratic Services we will also develop a new Elected Member development programme incorporating the induction curriculum and Elected Member competency framework.

Ref	Key Actions and Measures	By When?	By Who?	WBO Ref
1	We shall ensure the Council fully supports staff to maintain a healthy work-life balance and, where necessary, ensure the careful management of staff sickness absences in the interest of the staff and the provision of services. (14137)	31/03/2022	Heidi Font	WBO13-B5 MF5-93
2	We will ensure the TIC programme continues to implement a balanced work programme so that TIC can support and promote longer term, sustainable change and improvement, whilst also recognising the need to focus on meeting the financial challenges in the short term and medium term. (CRR190004 / 14104)	31/03/2022	Jon Owen	WBO13-A
3	We will ensure that the TIC Income Thematic Workstream is focussed on the development of a more commercial approach across the organisation, and will aim to implement the outcomes and recommendations of the Audit Wales Review of Commercialisation in Local Government.	31/03/2022	Jon Owen/ TIC Income Workstream	WBO13-A
4	We will support the effective monitoring and reporting of the response to the Strategic review of the Impact of the COVID-19 crisis on the Council, with a view to ensuring that the learning and opportunities for improvement are integrated into new ways of working.	31/03/2022	Jon Owen	WBO13-A
5	We will continue to ensure that our recruitment, retention, people management and development policies comply with changing legislation and reflect the needs of the organisation	31/03/2022	Alison Wood	WBO13-B5
Key Measures of success				
6	The number of working days lost to sickness absence per employee (PAM/001) (2019/20 Result 10.7days 2020/21 Target 9.6 days)	-	Heidi Font	WBO13-B5 MF5-93
7	Number of apprentices on formal recognised apprenticeship schemes per 1,000 employees (PAM/044) (2019/20 Result 34.4; 2020/21 Target 20.0)	-	Sally Bennett	WBO5-E

Key Divisional Risks

Risk Ref or New?	Risk Score After control measures	Identified Risk All risks can be profiled in the Divisional Plan. In this departmental plan the Division should identify: 1. Any Risks that it has on the Corporate Risk Register 2. Significant Risks (scored 16+) (3. Service High Risk (scored 12+) – see Divisional Plan)	See row # above
CRR190004	20	CRR190004 - Ensuring that the Authority effectively manages its financial resources and responds to the challenges of reduced funding <ul style="list-style-type: none"> TIC Programme to identify efficiencies and promote alternative methods of service delivery 	2
		<ul style="list-style-type: none"> Workforce Planning to ensure staff resources are planned to match demand 	3

Regeneration Summary Divisional Plan

Head of Service: Jason Jones

Carmarthenshire's economy has been significantly impacted by the COVID-19 pandemic and Brexit. We have in place a clear recovery plan with an immediate priority focus on protecting jobs and safeguarding businesses. We will also continue to address the longer-term challenges that constrain growth in Carmarthenshire including low productivity and wages, skills deficits, too few businesses scaling up and the need for investment in modern business infrastructure and premises. We will support Carmarthenshire's economy to recover as quickly as possible to become one that is more productive than before, more equal, greener and with more sustainable communities.

Ref	Key Actions and Measures	By When?	By Who?	WBO Ref
Well-Being Objective 5 - Create more jobs and growth throughout the county				
A	<i>Regionally, by co-ordinating and delivering the Swansea Bay City Deal and specifically the Carmarthenshire based project of Pentre Awel</i>			
1	As part of the City Deal we will deliver a whole-site project plan for Pentre Awel, to include design & build, service/ business planning, public engagement & securing private sector financing to ensure benefits maximisation & ongoing sustainability. (12985)	May 2023	Sharon Burford	WBO5-A MF5-72a
B	<i>Locally, by delivering the 6 Transformational Strategy Area Plans targeting urban, coastal and rural Carmarthenshire</i>			
2	We will deliver Transformational town centre developments in Llanelli (13167), Ammanford and Carmarthen. (13167)	March 2023	Mike Bull	WBO5-B MF5-73a
3	We will deliver regeneration initiatives that focus on the development of the rural market towns in the County via the 10 Towns initiative. (13175)	March 2024	Mike Bull	WBO5-B MF5-73b
4	We will further develop the Carmarthenshire Coastal Belt at Llanelli, Burry Port and Pembrey (13168) through to Pendine (13169)	March 2023	Steffan Jenkins	WBO5-B MF5-73c
5	We will deliver the Cross Hands Growth Zone and bring forward developments at Cross Hands East Phase 2; Strategic Employment Site. (13164)	March 2025	Steffan Jenkins	WBO5-B MF5-73d
6	We will develop Local Employment Sites across the County as part of Transformations: strategic regeneration plan. (13165)	March 2025	Steffan Jenkins	WBO5-B MF5-73e
7	We will continue to deliver a Property Development Fund worth £11 million (£3.4 million from the Council and circa £7.5 million private sector investment). (14011)	March 2023	Mike Bull	WBO5-B MF5-73f
8	We will continue to deliver the Rural Enterprise Fund worth £6.3 million (£2.2 million from the Council and circa £4.1 million private sector investment). (14012)	March 2023	Mike Bull	WBO5-B MF5-73g
9	We will provide support to start up and established businesses wherever possible, with a particular focus on helping our SME's to upscale. (13166*)	March 2023	Steffan Jenkins	WBO5-B MF5-78
10	We will deliver employment support through the Workways + programme	Dec 2023	Steffan Jenkins	WBO5-B

C	<i>By identifying and addressing the issues facing rural communities</i>			
12	We shall consider opportunities to work with other local authorities and partners to establish a Rural Deal to focus on rural regeneration and continue to deliver support through the Leader programme (14013)	March 2022	Helen Morgan	WBO5-C MF5-77
13	We will consider options for ensuring the most effective use of the Council farm estate to support affordable farming initiatives and maximising development/diversification opportunities, particularly in relation to regeneration of renewal energy. (13174)	March 2022	Emily Hughes	WBO5-C MF5-14
D	<i>By developing learning, skills, employability & encouraging a spirit of entrepreneurship throughout the county to support new businesses in the county (Regional Skills & Learning Partnership)</i>			
14	We will deliver the £30m Skills & Talent Initiative to ensure the County fully benefits from the opportunities that will be created through the £1.3 billion investment through the Swansea Bay City Deal. (13176)	March 2023	Jane Lewis	WBO5-D MF5-72b
E	<i>By ensuring clear business support plans in order to support any implications from Brexit</i>			
15	We will investigate & monitor the impact of Brexit on the economy of Carmarthenshire via the Brexit Risk and Opportunities Register. (14015)	March 2022	Helen Morgan	WBO5-E MF5-84
F	<i>By supporting local economic growth</i>			
16	We will work with the third sector and other stakeholders to develop the range of support services provided in the County across a number of service areas as well as further developing volunteering opportunities within the County. (14006)	March 2022	Helen Morgan	WBO4-F MF5-80
17	We will continue to maximise the draw-down of funding from external sources via the new funding programmes	March 2022	Helen Morgan	WBO4-F
18	We will continue to promote the County's tourism potential via the Celtic Routes project	March 2022	Helen Morgan	WBO4-F
G	<i>Digital Infrastructure and Connectivity</i>			
19	We will work with partners to address issues in terms of superfast broadband access and mobile phone signal across the County and in particular in rural areas. (14859)	March 2023	Gareth Jones	WBO5-F MF5-74
20	We will continue to lead the £55 million investment in Digital Infrastructure across Carmarthenshire and the wider Swansea Bay City Region (The Programme will help to ensure that the region is equipped with future-proofed Digital Infrastructure and connectivity that will provide the transformative foundations for regional growth and prosperity. The Programme will also help to ensure social inclusion and cohesion in a post COVID-19 world.)	March 2023	Gareth Jones	WBO5-F
Well-Being Objective 10 - Look After the Environment Now and In The Future				
21	We will implement the Action Plan contained in the Route towards becoming a Net Zero Carbon Local Authority by 2030	April 2030	Kendal Davies	WBO10-C MF5-13
Well-Being Objective 13 - Building a Better Council and Making Better Use of Resources				
A	<i>Transforming, Innovating and Changing (TIC) the way we work and deliver services</i>			
22	We will ensure the Council makes the most efficient & effective use of its remaining community-based assets by reviewing and enabling any relevant Community Asset Transfer requests from interested parties.	March 2022	Stephen Morgan	WBO13-A MF5-15
23	We will review the strategic operational property portfolio with the various services as a result of new ways of working	April 2022	Stephen Morgan	WBO13-A3
24	We will review land and property availability, including strategic acquisitions, to ensure that best use of commercial land and property is being made to support the local economy and / or to generate capital receipts.	March 2022	Peter Edwards	WBO13-A

Key Measures of Success				
25	Income - % performance against target to generate non-strategic Capital Receipts (2.1.2.12) (2019/20 Result 87.22%; 2020/21 Target 100%)	-	Peter Edwards	WBO13-B6
26	Jobs created with Regeneration assistance (EconD/001) (2019/20 Result 393.0; 2020/21 Target 184.0)	-	Mike Bull	WBO5-B
27	Jobs accommodated with Regeneration assistance (EconD/002) (2019/20 Result 85.0; 2020/21 Target 36.0)	-	Mike Bull	WBO5-B
28	The number of people placed into jobs with Regeneration assistance (EconD/003) (2019/20 Result 131.0; 2020/21 Target 130.0%)	-	Mike Bull	WBO5-B
29	The number of people helped into volunteering with Regeneration assistance. (EconD/005) (2019/20 Result 614; 2020/21 Target 1,030)	-	Mike Bull	WBO5-B
30	The level of Private Sector Investment / external funding secured (£) (EconD/008) (2019/20 Result £16,247,339; 2020/21 Target £6,325,568)	-	Mike Bull	WBO5-B

Key Divisional Risks

Risk Ref or New?	Risk Score After control measures	Identified Risk All risks can be profiled in the Divisional Plan. In this departmental plan the Division should identify: 1. Any Risks that it has on the Corporate Risk Register 2. Significant Risks (scored16+) (3. Service High Risk(scored 12+) – see Divisional Plan)	See row # above
CRR 190013	12	Delivery of City Deal	A1
CRR 190014	12	Delivery of the Pentre Awel	A1
New	8	Net Zero Carbon by 2030 (Dir Env. + HOS Regen)	21

Pandemic Response

The Business Unit responded to the pandemic in a pragmatic manner, ensuring all essential services to staff and Members were provided to ensure continuation of core services. Staff adjusted their normal working patterns by some working from home and others working from the office. New ways of working were quickly established and introduced to ensure we were able to support functions. A number of priority areas were identified, i.e. payments to suppliers being made without any unnecessary delays. The incoming and outgoing mailing service also continued to function throughout the pandemic, albeit on reduced days. The Unit has provided logistic support to Gold Command and a number of subgroups from the outset of the pandemic and continues to do so.

Moving Forward

The Business Unit will continue to provide support to the department, staff and Members, however our response to the pandemic has allowed us to look at our priorities and explore new ways of working. We will continue to build on what we have learnt over the last 12 months to ensure our service continues to be fit for purpose. We recognise that moving forward we will continue to do things differently and look to further develop new systems and review our processes. The unit is traditionally reliant on paper copies in one form or other, therefore digitalisation is very much a priority for the business unit going forward.

Ref	Key Actions and Measures	By When?	By Who?	WBO Ref
A	Business and Executive Board Support			
1	Ensure that all budget efficiencies agreed are delivered and identify potential efficiencies for future years.	31/03/22	Nicola Evans	
2	Making best use of resources to improve services to the public, through innovation.	31/03/22	Nicola Evans	
3	Assist TIC with specific corporate efficiency projects	31/03/22	Nicola Evans	
	Key Measures of Success			
	There are NO Key Measures of success for this service area			

Pandemic response

The Media and Marketing team has played a key role in supporting all divisions across the authority to effectively communicate relevant information to residents, businesses and stakeholders throughout the county; working closely with partners as part of the Local Resilience Forum warning and informing groups to ensure consistency and relevancy across all communications.

The website and other digital functions, including social media and e-bulletins, were used in the first instance to communicate widely, however the team used every method of communication to ensure important Covid-19 messages were relayed and understood by everybody including radio advertising, town centre banners, consistent and regular media coverage and more. All communication was successfully provided in both Welsh and English.

As well as communicating relevant information, the Media and Marketing team played a key role in galvanising community spirit and kindness, encouraging people to volunteer and support each other through the pandemic. The SirGaredig (Sharing Carmarthenshire's Kindness) campaign is just one of the many campaigns delivered which was adopted and widely shared across many communities and across the many departments and democratic services of the council.

The customer services changed dramatically during this time with the focus primarily on responding to telephone calls and this all being done from home. The Hwbs shut but staff worked as a team, communicating and supporting key services to ensure residents were well informed of significant changes to certain services during this difficult time.

Supporting residents and businesses facing hardship to understand and apply for the various financial relief packages available to them has also been a key focus.

As well as external communications, the team has delivered a wide range of internal communications to support staff who have had to change the way they work including simultaneous translation of all democratic virtual meetings.

Pandemic recovery

The Media and Marketing team has worked closely alongside partners, including the Welsh Government communications team, to share information about easing of restrictions in various stages and to help health partners to deliver effective and reassuring communications about the vaccination roll-out. The team has also supported all departments to effectively communicate messages about resumption of services, safety measures, enforcement and compliance.

The team continues to play a key role in supporting businesses, particularly those in the tourism industry, to react and recover as restrictions are eased further ensuring that they can benefit from targeted support.

Moving forward

The Media and Marketing team will continue supporting all departments, as well as residents, businesses, communities and stakeholders, as the country moves on from the pandemic.

This pandemic has brought into stark contrast the very real struggles some people in our communities are facing. Customer services will play a key role in ensuring that those needing additional support are aware that they are and not alone - we will help them, in the short-term and the long-term. We will develop a service to support and advise people in need - not just sign-posting to immediate sources of support, but also guiding them towards a better future. The team will continue delivering key information to relevant audiences at the right time, and in a way that they are most likely to engage with us.

Alongside supporting the department to deliver the economic recovery plan, the Media and Marketing team will continue delivering a range of services and campaigns to ensure people are well informed and have an understanding of the authority's commitments, challenges and achievements.

Ref	Key Actions and Measures	By When?	By Who?	WBO Ref
A	Media and Marketing			
1	We will work with other Council services to further develop the Council's involvement, participation and consultation framework. <i>(14855)</i>	31/03/22	Deina Hockenhuil	WB013-B2 MF5-91
2	Support and advise community groups and organisations to re-introduce when appropriate the organising of community events being held in Carmarthenshire from agricultural shows, festivals and carnivals to exhibitions, concerts and performances. <i>(14853)</i>	31/03/22	Huw Parsons	WBO9-B MF5-85
3	We will develop and deliver a County wide tourism plan to focus more on the strategic objective of generating more year-round business by developing and promoting campaigns that provide a clear reason to visit Carmarthenshire. <i>(14723)</i>	31/03/22	Huw Parsons	WBO5-G
4	Service user involvement: The Council should develop a systematic approach to involving service users in the future design and development of its online/channel shifted services. <i>(14300 Regulatory Recommendation)</i>	30/09/22	Dija Oliver	WAO
5	We will support departments with their messaging by proactively promoting changes to services and continue to assess customer engagement across all of our digital platforms. <i>(14734)</i>	31/03/22	Dija Oliver	WBO13-A
6	We will work with departments to ensure a consistent and co-ordinated corporate approach for communicating with the public making sure all our campaigns follow the principle of One Council, One Vision, Once Voice.	31/03/22	Diane Phillips	WBO13-B2
7	We will introduce quality monitoring of service delivery across different customer access channels to ensure that correct processes and procedures are adhered to consistently and professionally, in line with agreed Service Level Agreements.	31/03/22	Eifion Davies	WBO13-B4
	Key Measure of Success			
8	Public use of the Council website <i>(ICT/005)</i> <i>(2019/20 Result: 2,050,954 - 2020/21 Target 2,500,000)</i>		Dija Oliver	WBO13-A

Each year the civil registration service is required to confirm its pandemic contingency plan to the Home Office. 2020/2021 was the year in which that planning came to the fore and became our daily working document. The year when our critical role in the management of deaths process became our main focus. In 2020-2021 we have recorded the highest ever number of deaths, most intensely between December and February. The service has worked throughout the pandemic, up to 7 days a week and at extended hours. The plan was updated frequently, often daily, in response to fast-moving changes by the UK government, the Welsh government and CCC Gold command. Whenever there was a change in legislation, we immediately reviewed our processes to amend whatever could be made safer and more efficient.

Legal easements allowed us to use selected electronic transfer of documents and registrations by telephone, to reduce the risk of face-to-face contact. This also facilitated staff who were shielding, to work from home and enabled us to fully review our processes, end-to-end. We have increased the number of appointments which are successfully completed the first time and have reduced the amount of face-to-face time needed for those appointments, making them safer for staff and for the public.

- Birth registrations were paused for 5 months resulting in 800 deferred registrations, were then back captured within 4 months, a massive effort and a huge success. We worked in partnership with Pembrokeshire to enable them to deputise for us in certain cases to support parents living there.
- 195 couples chose to go ahead with their marriage or civil partnership and we continue to work with around 350 other couples, many of whom have postponed their dates several times. We anticipate a spike in demand in 2022.

Facing the practical and emotional challenges that the COVID pandemic brought to all frontline key workers, the service team rose to the challenge magnificently and were well supported by services such as IT and colleagues from Electoral Services, Customer Services and Policy/ Compliments and Complaints, who were trained at very short notice and quickly became valued members of the team.

We worked closely with our funeral directors, mortuary staff, Coroner Services and the Medical Examiner Service to improve the bereavement journey. Our managers worked strategically within the Excess Deaths Management group and represented Wales at the UK level by chairing regional groups for Registration Services and Coroner Services. At Welsh Government level they helped shape relevant policy in forums and working groups.

Moving forward, the registration team will continue to contribute to and support the work carried out by GRO Civil Reform Team, Welsh Government and Central Government on their pandemic recovery plans and the future design and delivery of registration services. We will promote the key activities of the local registration service and aim to use our key strengths to explore other service delivery opportunities and to serve the public well, however they need us to do so. Coroner Services will look to build upon the use of video and audio for partially remote inquest hearings which will enable the Coroner to deal with the backlog of inquests.

The last year has seen the Elections Team outsource the weekly printing of Electoral Registration Forms and postal vote requests, so that the team could focus on more productive tasks. The Election Team will reflect on the planning and administration of the May 2021 elections and utilise that knowledge in the delivery of the Local Government and Town and Community Council Elections scheduled for May 2022 working with stakeholders, in particular the Boundary Commission for Wales in implementing the recommendations of the Carmarthenshire Electoral Review.

A Electoral Services				
1	To carefully review current arrangements for delivering the May 2021 combined elections with the view of ensuring that voters are safe and are fully aware of their voting options.	May 2021	Amanda Bebb	WBO13-B3
2	To carry out an effective campaign to ensure that all 16- and 17-year-olds and foreign nationals newly enfranchised living within Carmarthenshire are registered and encouraged to participate in the Senedd Elections taking place on 6 May 2021.	May 2021	Amanda Bebb	WBO13-B2
3	To implement the finding of the Carmarthenshire Electoral Review in time for the 2022 Local Elections	May 2021	Amanda Bebb	
B Civil Registration and Coroner Services				
4	To ensure that any potential merger of the Coroner's jurisdiction, results in a more resilient and consistent service for the bereaved people by working with key stakeholders including Pembrokeshire Council, Chief Coroner and Ministry of Justice	March 2022	Amanda Bebb	WBO13-B4
5	To provide the facilities to the Acting Coroner to ensure the backlog of inquests due to the Coronavirus Pandemic are conducted safely in a timely fashion to give closure to families and loved ones	March 2022	Amanda Bebb	
6	To continue to deliver a Registrars service that meets and exceeds the national standards in all areas by working closely with our stakeholders.	March 2022	Andrea Rowlands	WBO13-B4
7	To pursue the relocation of our Registration Office for the Ammanford area	Nov 2021	Andrea Rowlands	WBO13-B3
8	To administer and work with our stakeholders in delivering the Civil Partnerships, Marriages and Deaths (Registration etc.) Act 2019 that will come into force on 4 May 2021	Dec 2021	Andrea Rowlands	WBO13-B3
9	Develop lessons learned from the Coronavirus pandemic to inform how our future services can be delivered in line with the governments' digital agenda.	Mar 2022	Andrea Rowlands	
10	To engage and build upon current relationship with Medical Examiner and Coroner Services in the planning for the introduction of the statutory Medical Examiner scheme	Mar 2022	Andrea Rowlands	
11	To administer the additional duties involved with Carmarthenshire's becoming a Designated Register Office in 2021.	Aug 21	Andrea Rowlands	
Key Measures of Success				
	There are NO Key Measures of success for this service area			

Key Risks

Risk Ref or New?	Risk Score After control measures	Identified Risk All risks can be profiled in the Divisional Plan. In this departmental plan the Division should identify: 1. Any Risks that it has on the Corporate Risk Register 2. Significant Risks (scored16+) (3. Service High Risk(scored 12+) – see Divisional Plan)	See row # above
New	12	A CMT Risk-Failure to comply with the requirements of the Local Government and Elections Wales Act	B2

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

