

Environment Department Business Plan 2022 - 2025

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

February 2022

carmarthenshire.gov.wales

Cyngor **Sir Gâr**
Carmarthenshire
County Council



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 sets the strategic objectives for the services within this Department. In turn, the strategic objectives translate into service objectives and individual staff targets. It provides an open and transparent way of showing staff, customers, elected members and stakeholders 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.

Cabinet Member/s Foreword



Cllr Hazel Evans – Environment:
Refuse; Street Cleansing; Highways and Transport Services; Grounds Maintenance; Building Services (excluding housing stock); Emergency Planning; Flooding, Public Rights of Way, Council Business Manager.



Cllr David Jenkins – Resources:
Finance & Budget; Corporate Efficiencies; Property/Asset Management; Caretaking & Building Cleaning; Procurement; Housing Benefits; Revenues; Statutory Services; Armed Forces Champion, Contact Centres and Customer Service Centres; Planning



Cllr Phillips Hughes – Public Protection:
Trading Standards; Environmental Health. Environmental Enforcement; Planning enforcement; Unlicensed Waste; Parking Services; Biodiversity; Human Resources; Performance Management; Training



Cllr Ann Davies – Communities and Rural Affairs:
Rural Affairs and Community Engagement; Community Safety; Police; Counter-Terrorism and Security Act 2015; Tackling Poverty; Wellbeing of Future Generations; Third Sector Liaison; Equalities, Climate Change Strategy

1. Departmental Overview

Introduction by Director

Since the start of the pandemic, it has been an extremely challenging period for all of us, however we can be proud of what we've achieved as a department; we have worked as a team. We have responded well to the challenges presented and worked collaboratively with colleagues across the Authority to maintain essential services.

This year's business plan sets out how we aim to deliver the Authorities Well-Being Objectives within the Corporate Strategy and address the significant challenges facing both the Department and Corporately. The vision for 2022/23 is to capitalise on the latest Digital Innovation for Transformation and Modernisation.

There is an immediate need to address recovery priorities to support communities and businesses to recover and grow following the impacts of the Covid pandemic. Key actions to support recovery and grow the economy include how we address the provision of public realm, supporting development through the planning process and amending our delivery of services to capture elements of best practice and service improvements as a consequence of mitigations during the Covid lock down periods.

The biggest challenge facing the team will be delivering against the decarbonisation priorities. Many services in the Environment Department have direct impacts and influences on the decarbonisation agenda, and actions and strategies are actively being implemented and developed to ensure the target of Net Zero Carbon by 2030 is delivered.

The two significant contributory services which will impact on reducing our carbon footprint are household waste collections and our fleet strategy. Plans are already in place to increase our recycling and to develop circular economy solutions for waste materials. In addition to significant electric vehicle charging infrastructure that has already been installed this year's business plan includes proposals for fleet replacement in highways and waste with ultra-low emission vehicles. On top of this the green and blue infrastructure strategy is being developed and the Nature Partnership will continue to be a source of funding and innovation to increase tree planting and enhance and protect other important carbon sequestration habitats.

We will centre our service improvements around the needs of our residents and place them at the heart of our services. We will strengthen our engagement with residents and communities to provide clarity on service standards that will be provided and to assist communities in developing their own resilience.

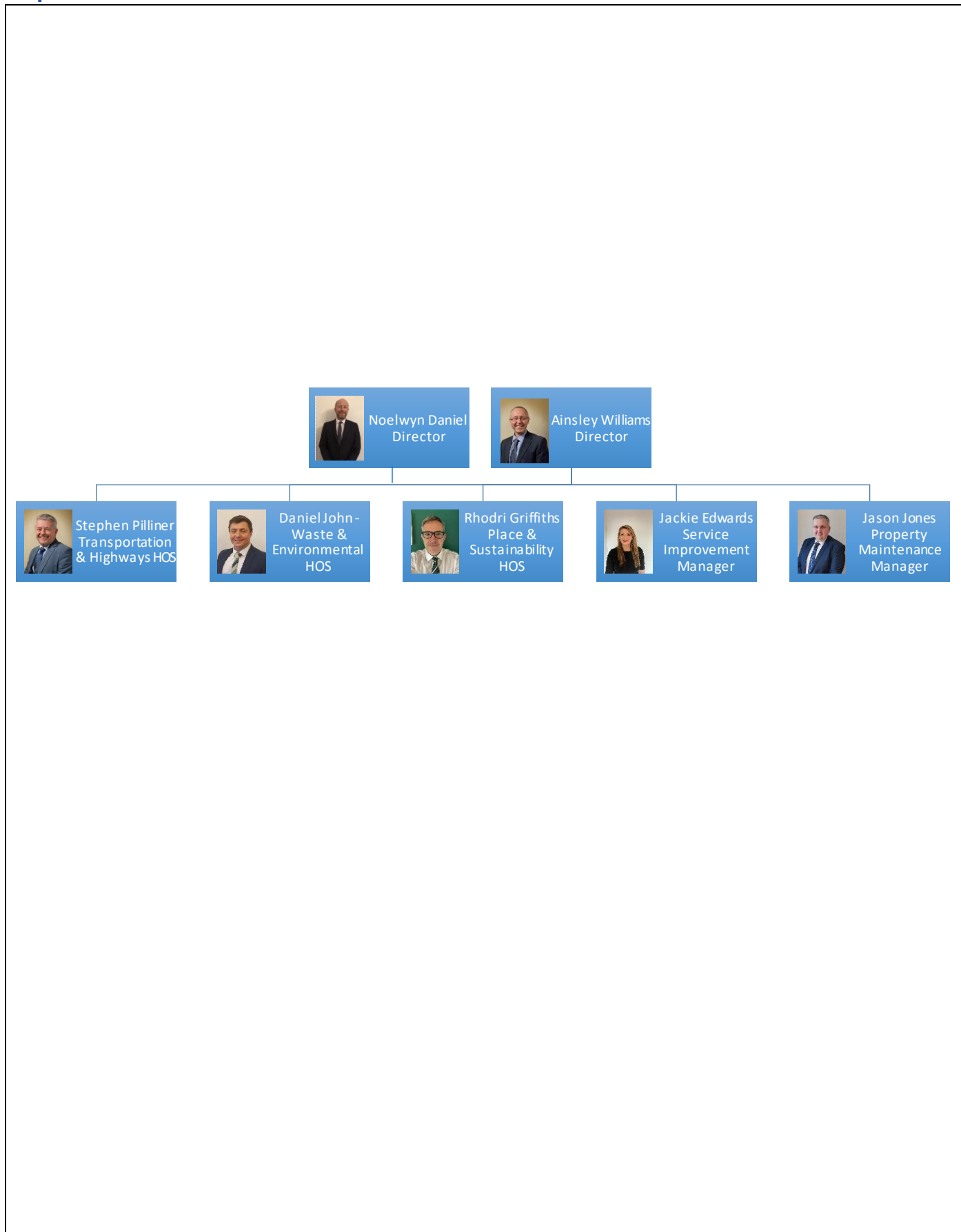
This Business Plan includes the main priorities for us as a department for 2022/23. We have aligned our actions/measures against the Well-Being Objectives and the Authorities Strategic Priorities and Challenges.

Each Division has their own detailed Divisional Business Plan which reflect this Departmental Plan and documents the actions relevant to their respective sections. These underpin the delivery of this Plan.



Noelwyn Daniel & Ainsley Williams

Department Structure



[See How HOS join up to deliver Well-being Objectives and the steps of each WBO](#)

Departmental Risk Register

Reference incorporating CRR means the risk is on the Corporate Risk Register

Risk Ref or New?	Risk score after mitigation	<p>All risks can be profiled in the Divisional Plan.</p> <p>In this departmental plan the Division should identify:</p> <ol style="list-style-type: none"> 1. Any Risks that it has on the Corporate Risk Register 2. Significant Risks (scored 16+) 3. For Service High Risk (scored 12+), see Divisional Plan 	Mitigating Action	Owner	Action Plan Reference (Divisional)
CRR190058	20	SAC Phosphate & NRW Interim Planning Advice	<ul style="list-style-type: none"> ▪ Triage applications with grant implications as a matter of urgency along with other applications with economic benefits to see whether they can be progressed ▪ Lobby and work with WG/NRW to get clarity around the scope of the requirements resulting from the Interim Advice to ensure that the authority can progress with determinations whilst still meeting its duties as a Competent authority in relation to the Habitat Regulations 	Rhodri Griffiths	MA1
CRR190047	25	Coronavirus – COVID19: Strategic Ability to deal with the social, economic and operational impacts of the COVID 19 outbreak on the Division, Department and County.	<ul style="list-style-type: none"> ▪ To work closely with Regional and Welsh Government partners, other Departments, and the Third Sector ▪ to implement contingency plans and measures to deal with the impact of the COVID 19 outbreak 	Director	MA2
CRR190050	20	Coronavirus – COVID19: Strategic Risk of contractor and suppliers failing to deliver projects/schemes. - contractors resources depleted - contract failure	<ul style="list-style-type: none"> ▪ Procurement processes to continue in selected areas – to ensure pipeline work ▪ Continue with high-risk work during lockdown 	Director	MA3

		<ul style="list-style-type: none"> - cost increases - sourcing materials 	<ul style="list-style-type: none"> ▪ Set up contracts for work ready for after lockdown 		
CRR190016	20	<p>Delivery of the Authority's Waste Management and Recycling Strategy to ensure that we meet our statutory recycling targets and wider obligations including improvements to the quality of recyclable materials to support circular economy principles and reduce carbon outputs in accordance with Welsh Government's Beyond Recycling national strategy.</p>	<p>Current recycling performance is expected to be at around 66% for the 20/21 financial year.</p> <p>The current statutory target is 64%, with the next specific statutory target being 70% by 24/25.</p> <p>The measures introduced since April 2019 have meant that we exceeded the 64% statutory target.</p> <p>Measures being considered to further increase our performance and meet the 70% target include:</p> <ul style="list-style-type: none"> • Development of infrastructure and wider initiatives to encourage more re-use and higher quality recycling products as a basis for stronger and ideally local circular economy, including closed loop recycling. We have been successful in our circular economy bids and have been awarded funding from Welsh Government to develop a suite of projects that will increase our reuse and recycling performance. • The introduction of a bespoke adult hygiene product and nappy collection service. This will decrease our black bag waste and increase recycling. • Continue to promote the kerbside garden waste collection service. Customer base increased about 50% during the 2020 season. 	Ainsley Williams	MA4

			<ul style="list-style-type: none"> • A review of our kerbside collection methodology with a view to potentially making changes to the method of collection and frequencies of collection. 		
CRR190064	16	Failure to address Significant performance issues in development management are undermining effective service delivery. (Significant backlog of undetermined planning applications, significant caseload in planning enforcement, timeliness of validation process, and lack of performance monitoring)	<ul style="list-style-type: none"> ▪ Planning Hwb to act as a single point of contact for Development Management and Enforcement queries. ▪ Develop, review and implement processes relating to the determination of planning applications. ▪ Develop, review and implement protocols and policies to ensure improved consistency and approach in determining planning applications. ▪ Develop a comprehensive suite of performance measures to ensure the Service can be held to account. ▪ Embed robust performance and case management within the Service to ensure effective performance management and improved performance. ▪ Review Scheme of Delegation and Planning Protocol and seek approval at CRWG/Full Council. ▪ To focus on positive recruitment and retention practices to motivate and sustain the workforce in order that we maintain a sufficient workforce and one that is equipped to perform their work requirements. ▪ Re-Design and develop a customer focused Planning section within the corporate website. 	Rhodri Griffiths	MA5
CRR190063	16	Failure in Determination of Major Planning Applications (Failure to determine major planning applications within timescale is adversely impacting on our ability as an	<ul style="list-style-type: none"> ▪ Establishment of a dedicated team of Development Management staff to focus on 'Major Projects' that support the county's economic recovery plan outputs and aspirations. 	Rhodri Griffiths	MA6

		<p>Authority to achieve our regeneration ambitions)</p>	<ul style="list-style-type: none"> ▪ Establish a Corporate Major Projects Group comprising council officers representing the range of services involved in development proposals, e.g., Planning, Regeneration, Highways & Legal (but not limited to). Priority focus to be afforded to projects that deliver jobs and growth in support of the Council’s economic recovery plan. This will be led by the Head of Regeneration. ▪ Protocol to be developed covering applications for major development projects (schemes above 10 residential units or 1,000 m² of commercial development) – setting out how we will engage with applicants / developers, with clarity and commitment on the process(es) we will adopt to provide a quality and efficient planning process. Protocol will include, and clearly articulate, the programme activities, timescales and responsibilities that will support CCC’s protocol and commitment to determine major applications. ▪ Consideration to be given to whether a Planning Performance Agreement (PPA) should be entered into with applicants for major development projects. PPA would set out set out the scope and timetable for pre-application engagement and subsequent submission and determination of the planning application. Possible useful project management tool that would be bespoke to each development, requiring commitment from both parties – applicant and LPA. 		
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CRR190033	20	<p>Flooding - Operational risk: The physical effects of more frequent and intense storm conditions that compromise and stretch our operational ability to respond to widespread and prolonged emergencies both in the immediate response phase and recovery phase of a flood event, whilst also maintaining normal services. This will also include the risk of managing the public's expectation as the Council cannot respond to all requests for help during storm conditions. Response is curtailed by the resources available and the priorities at the time.</p>	<ul style="list-style-type: none"> Management of the response to a storm event in accordance with our strategic emergency plans, protocols and command structures. Available resources are prioritised according to strategic requirements. 	Ainsley Williams	MA7
CRR190032	20	<p>Flooding - Strategic risk: The physical effects of more frequent and intense storm conditions that compromise homes, businesses, essential infrastructure, and services. This will also include the risk of managing the public's expectation that the Council can completely address, control, and mitigate all flood risks regardless of source or asset owner.</p>	<ul style="list-style-type: none"> Flood Risk Strategy and FRMPs Community Plans in terms of self-help where practicable Continue to work with our professional partners (as a LLFA) S19 Reports and action plans Pro-active maintenance programme for flood assets Making more use of contemporary flood data and information from partner agencies SAB for future development and TAN 15 compliance Effective communication strategy WG grants are available to assist with funding of investigation work and capital works 	Ainsley Williams	MA8
CRR190029	20	<p>Failure to deliver the Council's commitment to become a net zero carbon local by 2030.</p>	<ul style="list-style-type: none"> The Council has adopted a realistic, pragmatic and achievable approach in its Net Zero Carbon Plan. 	Rhodri Griffiths	MA9
CRR190026	20	<p>Ash die back and the risk to public safety</p>	<ul style="list-style-type: none"> Officers developing strategy for managing risk for ash die back for trees adjacent to the highway 	Rhodri Griffiths	MA10

			<ul style="list-style-type: none"> ▪ Identification and consideration of 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 ▪ Chainsaw training for Council operatives specific to Ash die back 		
CRR190057	12	Maintain and develop effective Planning Policies	<ul style="list-style-type: none"> ▪ Local Development Plan (LDP) 	Rhodri Griffiths	MA11
CRR190065	12	Failure to determine or secure Extension of Time (EOT) for Planning applications which are outside the determination date) Current risk in relation to the repayment of the planning fee applicants where a planning application is over time (not been determined within the determination date) or has not been subject to an agreed EOT. As at 3/9/21 - 402 planning applications and fees of £593,000 at risk of repayment.)	<ul style="list-style-type: none"> ▪ Develop, review, and implement processes relating to the timely determination of planning applications. ▪ Develop, review, and implement protocols and policies to ensure improved consistency and approach in determining planning applications, including the use of EOT. ▪ Standardise and ensure consistent use of EOT letters (where there may be delays in the timely determination of planning applications) including monitoring mechanisms and protocols for the identification of relevant applications. 	Rhodri Griffiths	MA12
CRR190062	15	Failure to implement Audit Wales Review Recommendations into the Authority's Planning Service. (17 recommendations have been made - key areas addressed specifically in risks CRR190063, CRR19064 and CRR19065.	<ul style="list-style-type: none"> ▪ Intervention Board and Intervention Assurance Board setup to regularly monitor progress and review performance data via Arcus Global dashboards. ▪ Monthly Progress report presented to Preliminary Cabinet. ▪ Fortnightly meetings held with respective Cabinet portfolio Members to report on progress. ▪ Performance Report presented Quarterly to Planning Committee 	Rhodri Griffiths	MA13
CRR190025	25	Schools lack expertise and knowledge to manage property related risks and do not undertake routine property repair and maintenance using delegated funding or	<ul style="list-style-type: none"> ▪ A corporate risk bid for a dedicated team to undertake a rolling programme of condition surveys of buildings and schools has been submitted and approved. Surveys to 	Jason Jones	MA14

		approve work that is identified non-compliant by Property Maintenance.	<p>commence once the recruitment exercise has been completed.</p> <ul style="list-style-type: none"> Funding for 2 years has been established and arrangements are in place for the Handyvan Service for schools to be rolled out as soon as possible following a recruitment exercise. This should significantly reduce this risk once the service commences. 		
CRR190059	20	Meeting statutory planning delivery targets	<ul style="list-style-type: none"> Strategic Planning Group 	Rhodri Griffiths	MA15
ENV -Dept COVID-3	20	Ability to source adequate staffing resources (e.g., cleaning, fleet, refuse, highways, and property maintenance emergencies) for the Department. Ageing workforce, lack of HGV drivers and retaining staff is a major concern and is impacting on the department's ability to deliver front line services.	<ul style="list-style-type: none"> To work within the staffing resource supply chain, to implement contingency plans and measures to ensure the adequate supply of suitable qualified staffing resources for the Department to deal with operational changes as a result of skills shortage. 	Director	MA16
NEW		Insufficient resource to ensure contract monitoring and management is undertaken in a compliant way across all service areas.	<ul style="list-style-type: none"> Provide regular procurement reports to DMT. Significant procurement risks are still in place and additional departmental resource needs to be reconsidered 	Director	MA17
CRR 190068	25	Continued deterioration of highways infrastructure and assets. Failure to address maintenance backlog (£38 million), as a consequence of falling investment levels leading to high levels of demand. Increased level of claims.	<ul style="list-style-type: none"> Manage network in accordance with Highways Asset Management Plan adopting a risk-based approach in accordance with the National Code Continue to present the case for additional investment of capital, grant, and revenue. Improve information systems on vulnerable assets such as drainage. 	Director / Stephen Pilliner	MA18

Departmental 5 Ways of Working

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>We are addressing the short-term societal needs of today whilst planning for future needs and reconciling rising public expectations with the resources available.</p> <p>Our Net Zero Carbon Action Plan – will ensure the authority becomes NZ by 2030 and Wales by 2050</p> <ul style="list-style-type: none"> • We have introduced LED lighting to reduce not just our carbon footprint. • We are developing Town Centre Active Travel Masterplans to encourage safe walking and cycling and working with schools to embed sustainable travel from an early age. • Our future waste strategy with the planned investment in ultra-low emissions vehicles fleet, increased quality recycling and in developing circular economy activities will deliver long term benefits. • We are supporting the transition towards electric vehicles <p>We will support the Economic Regeneration, through:</p> <ul style="list-style-type: none"> • maintained highways, and transportation • our Local Development Plan – provides policies and proposals for the delivery of national and local objectives over a 15-year period. • timely determination of planning applications that will contribute to Economic Regeneration • delivering major infrastructure projects which support employment, new housing, and tackles congestion such as the Cross Hands Economic Link Road and major improvements at Junction 48 of the M4. Tywi Valley Path • fully participating in regional transport and planning initiatives to develop a regional transport plan <p>We have also worked through the covid pandemic to ensure public transport services continued to provide a lifeline to communities through the Bus Emergency Scheme.</p> <ul style="list-style-type: none"> • We utilise our Flood Risk Management Plan to ensure that our communities are greatest risk are prioritised. A new Flood Risk Management Plan will be developed in 2022/23, this will set our priorities for the next 6-years (2023-2029). • We have a 3-year plan to maintain and enhance bio diversity and a strategy to green our towns. • Our building cleaning Service stepped up to meet the needs of Covid.
Planned Improvement for 22/23 - we will: (link to action plan)	<ul style="list-style-type: none"> • We are planning the introduction of electric buses for the T1 service in partnership with Welsh Government which will include a new bus depot at Nant Y Ci. • The further roll-out of electrical vehicle charging points. • Waste and Environmental Services will be rolling out separate collection of glass and restricted three weekly residual waste collections alongside weekly dry mixed recycling collections in Autumn 2022. • We will continue to develop our ability and knowledge pertaining to flood risk, including those communities and assets at greatest risk and what can be done to manage those risks.
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:	<p>The Environment Department places a strong emphasis on Regeneration and sustainable development in its service planning, engineering, and educational initiatives. For example: -</p> <ul style="list-style-type: none"> • Support of bus services, particularly in rural areas which provide a lifeline to many and prevent social isolation. • Prevented network disruption during adverse weather events through proactive highway drainage investigation, geotechnical assessments of supporting embankments and video surveys during storm events to identify and repair problem areas. • Delivered road safety education targeting road users from an early age through to the more senior travellers to prevent accidents and encourage safe travel.

	<ul style="list-style-type: none"> • Delivered major highway improvement schemes which prevent traffic congestion, air pollution and consequent carbon emissions. • Delivered area-wide road safety projects to encourage safe walking and cycling and prevent accidents. • We are replacing life-expired steel lighting columns which present a risk of collapse. • Our future waste strategy and our circular economy ambitions are at the core centred on the prevention of valuable resources being disposed of and lost from circular economy. 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 • We have been working across Wales on an initiative to reduce litter and waste by working to inspire the public to act and take care of the environment preventing environmental harm and blight. • We will ensure that all new development, where applicable, have modern, sustainable drainage systems to manage flood risk but also help manage water quality and provide amenity and biodiversity value.
Planned Improvement for 22/23 – we will: (link to action plan)	<ul style="list-style-type: none"> • The Road Safety Team will deliver a more focused programme of road safety educational training in target areas in support of developing School Travel Plans and to reinforce area-wide road safety zones. • Funding bids will also be submitted to enable the continuation of the resilient roads programme and road refurbishment programmes to prevent the further deterioration of the highway network. • Work will also continue pro-active highway drainage surveys to prevent carriageway flooding and geotechnical assessments to prevent highways collapsing. • Several strategic road junction improvements will be brought forward by our Engineering Design Team in the Llanelli area to prevent congestion on key routes.
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>
<i>How good are we at this?</i>	Strong
Self-Assessment Review:	<p>The department supports starting, living, and ageing well in a healthy, safe and prosperous environment. For example:</p> <p>Start Well</p> <ul style="list-style-type: none"> • Home to school transport enable pupils to access education and get a good start in life. • Road safety education provides life skills in safe walking and cycling and Safe Routes to Schools initiatives deliver the safe paths to take. <p>Live Well</p> <ul style="list-style-type: none"> • Our Highways and Planning Services support the economy and regeneration. • We work with Natural Resources Wales to manage flood risk across the county and share best practice and respond to adverse weather events. • Our passenger transport Team help provide longer-distance access for those without a car who nevertheless need to access shops, healthcare, and services. This helps reduce isolation and the impact of poverty. • We provide financial support to Shop Mobility in Carmarthen and Llanelli to encourage access for those with mobility impairments. • Our Waste Services work on preventing, reducing, re-using, and recycling and collecting residual waste and supporting the circular economy. • Our Building Cleaning Service has stepped up to respond to the COVID 19 Pandemic. <p>Age Well</p> <ul style="list-style-type: none"> • We currently provide an assisted lift collection service supporting the residents that have difficulty in placing waste out for collection. This service integrates with our social care objectives of supporting the elderly and infirm in their own homes. <p>In a Healthy, Safe and Prosperous Environment</p> <ul style="list-style-type: none"> • We lead on the Council's Net Zero Carbon commitment and Air Quality. • We lead on road safety and public lighting • Our Planning Service supports economic regeneration • We lead on biodiversity and tackling Ash die back • Flood mitigation

Planned Improvement for 22/23 - we will: (link to action plan)	<ul style="list-style-type: none"> • Developing a Community Transport Strategy which will need to integrate with service providers and key destinations and services being accessed. • Developing Strategy and Fleet Replacement Programme which supports client department requirements and transitions to ULEV. • Planning the implementation of the national 20mph speed limit legislation • Regional Metro, Regional Transport Planning
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>
<i>How good are we at this?</i>	Strong
Self-Assessment Review:	<ul style="list-style-type: none"> • We are working with regional partners, Wales Government and Transport for Wales to develop the Swansea Bay and South West Wales regional Metro, regional transport planning and the establishment of Corporate Joint Committees in early 2022. • Our Public Rights of Way Team regularly liaise with landowners, special interest groups, Brecon Beacons National Park, solicitors and developers, volunteer groups, the Local Access Forum, Welsh Government, neighbouring authorities. • Passenger Transport work closely with the passenger transport sector to negotiate and balance home to school transport and rural public transport with the capacity in the sector to provide vehicles and drivers. • Dyfed Powys Local Resilience Forum • In order to deliver maximum benefit from our waste service we have been working in collaboration local stakeholders to develop potential future opportunities. • As part of our service delivery, we engage and work alongside social needs organisations in the community to fully develop this strategy and action plan for a future coordinated approach <ul style="list-style-type: none"> • Our Walk the global walk has been recognised as a leading Cop26 project • We work with Schools to deliver Service Level Agreement for Cleaning Services.
Planned Improvement for 22/23 - we will: (link to action plan)	<ul style="list-style-type: none"> • The introduction of 20mph speed limits as the national default will require very extensive collaborative works which is likely to involve every elected member and every town and community council in Carmarthenshire. • Development of the HAMP Maintenance Manual will include a move towards an all-Wales approach and in 2022/23 we will be implementing a new safety policy. We will also be reviewing and revising our Winter Service Plans which involves Trunk Road and neighbouring authority collaboration and external service providers. In addition, the Highways Team will also be developing a new approach to gulley cleaning and road sweeping management and drafting an Adverse Weather Plan where emergency responses are coordinated with partner organisations.
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>
<i>How good are we at this?</i>	Strong
Self-Assessment Review:	<ul style="list-style-type: none"> • We involve local communities and engage with members of the public for Traffic Regulation Orders which change speed limits, alter parking provision or traffic management is a statutory duty which we undertake and manage on a significant scale. • We work with volunteer groups on issues such as the maintenance of Public Rights of Way in conjunction with Ramblers 'Paths to Wellbeing' officers were initiated • We also promote School Travel Plans in our schools to involve pupils in participating and encouraging health travel patterns and our Road Safety Teams reinforce this with kerb craft and cycle training. • We delivered a series of workshops for local communities and businesses to share their ideas and aspirations on the circular economy and addressed how we as a Council can support their aims. We involved over 100 people who were representing various community groups and local businesses. • During this year we undertook an engagement programme involving the public in shaping our future waste service. This process had over 4,000 responses on proposals for future development of the waste service, the highest response of any Council consultation and delivered a very positive response to our proposals.

	<ul style="list-style-type: none"> • We have established a schools climate action consultation group and a 'Walk the global Walk' programme and are implementing the 8-point Climate Manifesto developed by Carmarthenshire pupils.
Planned Improvement for 22/23 - we will: (link to action plan)	<ul style="list-style-type: none"> • Our PROW Team manage a over 2000km of paths, byways, and bridleways and to increase our effectiveness we are actively developing our links with the voluntary sector to encourage and enable people to help us manage and maintain this network. Working with Wales Ramblers we are developing training packages and participation opportunities for involvement in a safe and constructive manner. • We are looking at expanding our School Travel Plan work with additional resource support for Plan development and training to enable our younger road users to walk and cycle in a sustainable way. • We will discuss flood risk management with those communities at greatest risk and those communities where we would like to develop Flood and Coastal Erosion Risk Management interventions.

2. Strategic Context

Overarching Strategic Priorities

The picture for public services is at an even more critical point now to compare to their pre pandemic position. It will be even more challenging for you to think future generations as opposed to immediate crisis, but prevention is key so in years to come our business planning and as such our investment programme will be one of no regrets.

Ref No :	Strategic Priorities
SP1	Economic Recovery
SP2	Net-Zero Carbon Authority by 2030
SP3	Economic Pressures / Crisis

Our regulators and citizens are looking to local government and other public sector partners to transform and innovate our way through the forthcoming years. As hard as the last 19 months have been, we also need to learn from the experience and not allow us to revert to the norm because the 'norm' is more comfortable and safe i.e., we need to challenge the status quo, it's now or never.

We have some key challenges to address:

Ref No:	Strategic Challenges
SC1	Workforce plan which should inc helping our workforce recover, skill gaps (in new post Covid world) and plan for growth
SC2	Legacy cost (human and financial) of the pandemic and how you manage long term impact
SC3	New approaches to service delivery and harnessing technology
SC4	Collaboration – only where it works and proves to deliver

Regional Corporate Joint Committees

The establishment of the new South West Wales Corporate Joint Committee (CJCs) will see certain functions relating to regional transport policy, strategic planning and economic well-being transferring to work on a regional footprint (Carmarthenshire, Pembrokeshire, Neath Port Talbot, and Swansea). The proposed CJCs are currently confirming working arrangements and future work programmes. Our department will fully contribute towards this development and future on-going work.

Recovery Planning and Preparedness

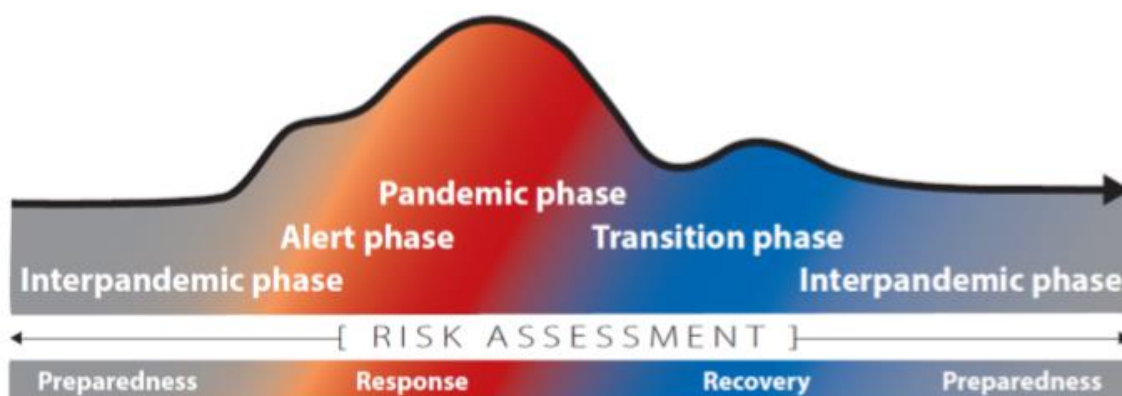
Since the start of the pandemic, COVID-19 has changed our ways of working and indeed the world as we know it.

Whilst it has been challenging and let's not forget it still remains extremely tough, especially within certain services, we have learnt to adapt well to our new working arrangements and thanks to a huge effort from everyone we have continued to deliver our services, albeit in a different way in some cases.

We are now in a position where we need to learn how to work alongside the virus. It hasn't gone away and whilst we've all worked so well to provide services to the residents of Carmarthenshire, some of which may have been compromised by Covid, we now need to accept that this is our new normal and we need to move forward, further strengthen our approach and the new ways of working.

As a Council we have some key challenges ahead as we look at how we recover from Covid. Our business planning will be key to this, with priority areas such as our recovery plan and what new approaches we can bring to our services as well as looking at the technology available to us. We need to take what we have learnt over the pandemic and challenge what is already in place, but we also need to be innovative.

The World Health Organisation Pandemic advice is be prepared.



2.1 National Well-being Goals

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 are designed to maximise our contribution to the national shared vision goals (Appendix 1b).

2.2 Local Government and Elections (Wales) Act 2021.

The new duties of this Act apply to the self-assessment of 2021/22 – see **Appendix 2**

2.3 The Council's Corporate Strategy 2018-23 (incorporating Our Well-being Objectives 2021/22)

- Transportation and Highways – T&H
- Waste & Environmental – WES
- Place & Sustainability – P&S
- Property Maintenance – PM
- Service Development, Support & Cleaning Services - SSC

Well- Being Objective	T&H	WES	P&S	PM	SSC
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	C				
3. Support and improve progress, achievement, and outcomes for all learner					
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					
5. Create more jobs and growth throughout the county			L		
6. Increase the availability of rented and affordable homes					
7. Help people live healthy lives (tackling risky behaviour and obesity)	C				
8. Support community cohesion, resilience & safety	L	L			
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. Look after the environment now and for the future	L	L	L		
11. Improve the highway and transport infrastructure and connectivity	L				
12. Promote Welsh Language and Culture					
In addition a Corporate Objective					
13. Better Governance and Use of Resources	L			L	L

Key: L – Lead C - Contributing

3. Department Profile

Our department provides customer facing front line services whilst also playing a key strategic role in delivering corporate priorities.

Transportation & Highways Division

Head of Service: Stephen Pilliner

No. of Staff: 421

The Division plays a key role in supporting national, regional, and corporate strategies and plans. Our highway and transportation networks underpin the economy of Carmarthenshire, facilitating access to employment and learning opportunities, social connections, active travel and delivering services that touch every home every day.

Our division consists of the following:

- A. Countryside Access
- B. Engineering Design
- C. Fleet Services
- D. Highways Asset Management
- E. Highway Maintenance
- F. Parking Services
- G. Passenger Transport
- H. Property Design
- I. Strategic Planning and Infrastructure Development
- J. Street Lighting
- K. Street Works and Highway Adoptions
- L. Traffic Management and Road Safety

Waste & Environmental Division

Head of Service: Daniel John

No. of Staff: 227

The Division's core functions are of delivering key infrastructure services and infrastructure asset provision and management, adopting the ethos of maintaining, enhancing, and protecting the local environment and its quality for Carmarthenshire residents, businesses, and visitors to the County.

The Division delivers operational and strategic functions to achieve the overarching objectives of the Council both departmentally and corporately.

Our division consists of the following:

- Waste management.
- Environmental enforcement.
- Street cleansing and litter management.
- Grounds maintenance.
- Municipal services.
- Flood risk management.
- Coastal adaption.
- Civil contingency and emergency planning functions.

Place & Sustainability Division
Head of Service: Rhodri Griffiths
No. of Staff: 88

The Division leads on an expansive remit that includes supporting regeneration priorities, delivery of the net zero carbon agenda, sustainable development and planning, public health and enforcement and supports a better quality of life for our communities.

Our division consists of the following:

- Development Management & Built Heritage
- Building Control
- Rural Conservation
- Forward Planning
- Minerals and Waste
- Sustainable Development
- Information Management

Property Maintenance
Service Manager: Jason Jones
No. of Staff: 58

The Division's core functions are ensuring that our property assets are properly maintained, managed, improved, and adapted in accordance with current statutory requirements. The unit also undertakes procurement and project management of all cyclical, planned maintenance works for housing and non-housing properties, including responsive maintenance for non-housing properties

Our division consists of the following:

- Compliance
- Maintenance
- Minor Works
- Contracts & Performance

Service Development, Support and Cleaning Services
Service Manager: Jackie Edwards
No. of Staff: 635

The Division's core functions range from playing a key supporting role in all divisions above to enable their service delivery whilst enhancing the customer experience and supporting the financial elements of service delivery. We also play a key role in developing and implementing service improvements, managing data and the performance management of the department. We also manage the cleaning service with over 650 staff, which is a service that continues to be under significant pressures due to the pandemic.

Our division consists of the following:

- Cleaning Services
- Management Information & Planning
- Fleet & Transport
- Property
- Highways & Waste
- Operational Training
- Systems Development
- Management Support

3a. Departmental Self-Assessment

We have during 21/22 prepared and delivered 13 contracts and frameworks such as the regional asbestos framework, corporate cleaning materials, PPE, and workwear. We will be reviewing SLA's and Procurement Frameworks within the department to improve performance and contract management. A corporate register of all frameworks would be beneficial to allow us to utilise current framework for supply of goods or services, this will save duplication of frameworks within the authority and time. Reviewing our SLA's will allow us to reflect customer expectations. Our Transportation & Highways division played a leading role to support businesses with a range of practical measures to enable them to reopen and trade safely with the implementation of Public Realm measures. This included reallocating on-street parking areas, pedestrianizing streets, introducing an Access Only restriction and the introduction of area wide 20mph limits to create safer town centre streets.

Our department has a significant impact on all households and residents of Carmarthenshire. Our waste service has 1.5 million contacts over a period of 12 months. Our property maintenance service deal with over 70,000 service requests per annum.

Our Property Design unit continues to deliver upon the targets of the 21st Century Schools (MEP) and Affordable Housing programmes. Recent delivered projects include Ysgol Maes Y Gwendraeth, New Welsh Immersion Centre, Construction of a new 2 storey building at Maes Y Gwendraeth School and 8 x 2 bed houses at Maespiode Llandybie. Alongside a key cluster of Leisure and Physical Regeneration projects, such as Abergwili Museum Renovation Works and Glanamman Workshops. The unit has also been instrumental in the appointment of both contractor and consultant for the first phase of Pentre Awel.

We are also leading on a new strategy identifying existing green and blue infrastructure in Carmarthenshire, the challenges each town faces and the opportunities to improve the network around them. Green and blue infrastructure provides a range of benefits which are important to people and the wider communities they live in. The infrastructure is an important tool to boost local economies and a town's tourism potential.

We have launched a new campaign Prosiect Zero Sir Gâr to coincide with COP26 – a global summit for climate action – which shines a spotlight on efforts being made to become carbon neutral. We have also delivered a new electric vehicle charging hub, a first of its kind in Wales, in Cross Hands. Investing in infrastructure to support sustainable travel is just one of the initiatives the council has underway to support its efforts to tackle climate change. We have installed Bike Hire Docks in Carmarthen Bus Station to support more sustainable travel. We have installed eight eBike charging locations across the county together with secure bike storage. These are some of the highlights of what we are doing as we work towards becoming a net zero carbon authority by 2030. We hope to build on our work to date by introducing electric buses on the Traws Cymru Carmarthen to Aberystwyth bus route.

Our Tywi Valley Path project has been given a £16.7million cash boost as part of the UK Government's new Levelling Up fund. Already well underway, the Tywi Valley Path aims to attract visitors from all over the UK and beyond with the potential to generate around £4.5million a year for the local economy, creating jobs in local businesses through enhanced visitor attraction and spend. This project has the potential to bring environmental benefits by encouraging people to travel by bike or on foot for local and longer distance journeys, providing more opportunities for active travel as well as contributing to local and national carbon reduction and air quality targets. The path links to key employment, education, leisure, health, cultural and retail sites across the beautiful Tywi Valley and will provide opportunities for business development, growth and agricultural diversification through enhanced visitor spend in the area.

A new shop selling recycled repaired and re-used items donated by the public will open its doors in Llanelli Town Centre this week as part of a joint project between Carmarthenshire County Council and CWM Environmental Ltd following Welsh Government Circular Economy funding. The Stepney Street store, Eto, will be stacked with a wide range of goods that were destined for the tip before being brought back to life through the county's Recycling Centre's Donation Stations. The project is part of a wider joint initiative Canolfan Eto and will help close the loop on waste by helping people reuse, repurpose, and refurbish items that would otherwise have been thrown away. The final A

further phase is the development of a re-use village in Nantycaws, Carmarthen and is due to open later this year. It will provide a unique sustainable shopping experience bringing life to a range of used items including furniture, bicycles, small electricals, paint and much more. An education centre, café and toilets are also planned for the site.

As a department, we continue to develop digital ways of working to enable us to work more efficiently and improve the customer experience. We have implemented a new customer interface within Transportation and Highways to capture highway defects. This has improved customer experience, increased reporting data and allows us to move towards digital issuing of work and reporting internally with the operatives as it allows us to fully integrate with mobile working with the introduction of tablets to the workforce. We have installed electronic payment facilities in our car parks to allow us to move towards digital payments and will implement a payment app facility in 22/23. We are exploring options such as remote monitoring of litter bins to allow us to work smarter and prioritise work with this key data.

There has been significant improvement on the determination of planning applications and the determination of major projects that has led to several hundred full and part time posts being created over the last 12 months.

We have led on the response to the issues associated with Phosphates in protected Rivers across protected issues in Wales. We are preparing the first Phosphate calculator in Wales and mitigation guidance for use in submitting planning applications. On publication this will be the only calculator in Wales, and we will continue to work with other local authorities and partners on its wider availability and use.

Our department contributes to the overall success of the Senedd elections 21/22 with infrastructure and logistics, PPE, verification, cleaning and will continue with the forthcoming elections.

We are aware that we do have disparity within the department when it comes to IT devices issued to staff. Our operational workforce is not provided with devices on employment, currently. This has restricted the department in many ways. However, we aim to change this in a phased approach to allow us to have an inclusive workforce, where all staff can access all communication channels, training opportunities, online HR resources and enable us to implement digital processes across our operational units. Our phased implementation has begun with cleaning services staff receiving mobile devices and training which will allow us to communicate with them electronically which allows instant messages and updates, online training, digital HR processes which will create a more efficient workforce and management processes. This will be our priority and the model for all our operational workforce moving forward. This will be key to improving relations with the senior management and the operational workforce. Carmarthenshire PSB is making arrangements to establish a multi-agency agile working hub across the county. The first of these will be piloted at Llandeilo Municipal Building and Llandeilo Fire Station. The pilot will test the concept with a view to rolling out other multi-agency hubs across the county with a focus on agile working areas, customer facing services and touch-down areas for outreach workers.

Development of our web content is key for our department moving forward. Our aim is improving the information available and to develop further web forms which integrate with back-office systems to eradicate the need for manual input and paper applications. We aim to add electronic payments to as many of our application processes and an end-to-end process where the customer receives updates on their enquiry/order/report as it progresses. We have identified some areas of web development that will be key to improving customer satisfaction and reducing failure demand such as planning applications. This will be scheduled into our forward work plan for 22/23. We have been working with Marketing and Media to improve our web and social media updates. We have made progress with improving the web content, however, there remains a lot of content to improve. We have supported the team in trialling new ways of working through the new HWRC booking system and developing the one point of contact approach. We will also collaborate on behavioural changes campaigns to aid litter and fly tipping campaigns.

We will improve engagement with our residents, customers, and members to shape our service delivery. Feedback on our services is invaluable to gain an understanding of what is working well and not so well for our customers. Waste & Environmental have consulted with the residents on the Waste Strategy and received the highest response rate compared to previous years. This has ensured that the resident's feedback from the consultation contributes to the development of the strategy. We will improve promotion of projects being delivered within the department, from new road schemes, active travel schemes to new Net Zero Carbon projects. We have seen the

benefit of communicating disruption to the road network in advance for residents via the authority's social media platform and will utilise this to better inform residents of developments and disruption to services which will reduce calls/emails demands on the services. To improve engagement with our residents we are looking to develop interactive web content that will allow customers to feedback on future plans that will impact on the county e.g., active travel schemes.

We have successfully implemented a HWB within Place & Sustainability to support the Development Management and Enforcement Officers. This has been critical intervention and has allowed us to see significant turnaround in the performance of the officers. We will explore the scaling up of the HWB on a departmental basis to enable us to minimize the distribution of customer and member contact on technical officers to allow greater performance and service delivery.

We have been working to complete Audit Wales actions within Place & Sustainability and Waste & Environmental Services. This has been a positive exercise with the improvements identified already being embedded within the services.

We have dealt with 5 storms during 21/22 which included one which requires a Section 19 investigation. Weather has a great impact on our department and our workforce is extremely responsive and efficient in dealing with emergency situations. However, we will develop a better understanding of the communities and assets at risk from climate change and coastal erosion and the adaption options that could be implemented to manage the risks. We will also improve inter departmental collaboration and improve resilience for the potential of prolonged emergency situations.

We have been successful in securing funding for electric charging infrastructure, road safety education programme, flood risk management projects and to develop our circular economy ambitions. Our project delivery programme is defined by grant funding secured. Our department has benefitted from the levelling up grant from UK Government.

We have been supporting education to procure 'period poverty' items for distribution. We have seen the benefits of greater collaboration across departments with the major planning applications which as a key role in economic regeneration. The collaboration between us and Education has been pivotal for Cleaning Service and Property Services in relation to Covid, PPE and Maintenance. We have had cross departmental collaboration in terms of providing support of essential roles during time of staff absences. We will expand on greater collaboration to enable sharing of skill sets to deliver on corporate strategies to improve resilience further across the organisation.

The department has been key to supporting the delivery of corporate priorities such as Economic Regeneration, Flood response, Net Zero Carbon etc with specialist knowledge and skills within our teams being used to push these agendas forward. However, we will need to address capacity and resilience in some areas this will be progressed through a development of a skills gap analysis to inform improvements in staff development, recruitment, and retention.

3b. Improvement Priorities

We will work with our corporate colleagues to strengthen and improve our departmental foundations enabling us to deliver better services to the residents of Carmarthenshire.

Ref	Key Priorities	By When?	By Whom?	WBO Ref
SI1	Consider how we are set up as a department. Are there better synergies of services within and across other departments? Allow collaborative working across structures and reduce duplication. Consider working patterns for all groups of staff e.g., operatives, supervisors and managers; Consider the potential for multi-functional workforce not necessarily confined to specific work types.	June 2022	Director	WBO13-A
SI2	Review the interaction and service provision with respect to Corporate Procurement Unit and the Departmental Procurement Unit. More emphasis needed on performance and contract management.	Sept 2022	Director	WBO13-B6,B7
SI3	Review and evaluation of suitable technology and software, to aid efficient operational delivery and provide links with management systems that will avoid duplication and allow easy extraction of management and performance data, access to real time data for customers and improve mobile working opportunities.	Sept 2022	Director	WB013-A,B6
SI4	Review current communication channels and identify improvements to enable timely and effective two-way communication with all colleagues across the Directorate. To include specific solutions to address difficulties with communicating with non-office based and part-time colleagues.	Dec 2022	Director	WBO13-A,B6
SI5	Review managerial, supervisory, and operational resource levels and skills to allow sufficient resilience. Ensure skills and competencies match the service delivery and response expectations and include support for change management and staff wellbeing. Response to emergency project work and sufficient resource to ensure longer term delivery.	Mar 2023	Director	WB013-B5,B6

4. Department Action Plan

Division Key:

P&S – Place and Sustainability, **T&H** –Transportation and Highways, **WES** – Waste and Environmental Services, **PM** – Property Maintenance, **SSC** – Service Development, Support and Cleaning Services

Target Dates for individual actions are March 2023, unless specified.

Well-being Objective 5: Live Well - Create more jobs and growth throughout the county								
Dept Ref No	Outcome	Action/Measure	By When or EOY Target?	Division	Responsible Officer	Scrutiny	WBO Ref / Key Theme	SP/SC
E1	Support the delivery of the Councils Strategic Economic Objectives by the determination of major planning applications within agreed timescales.	<ul style="list-style-type: none"> Develop and implement discretionary pre-application service (Sept 22) <i>Percentage of "major" applications determined within time periods required. (80%)</i> <i>Average time taken to determine "major" applications in days. (84 days)</i> <i>Statutory pre-application response within the time period required (21 days) (85%)</i> 	March 2023	P&S	Hugh Towns	C&R	WBO-05	SP1
E2	Review procurement frameworks and arrangements to encourage local supply chains	<ul style="list-style-type: none"> Work with corporate procurement to identify how we can capitalise on local procurement activities to provide objective criteria to support local companies for all procurement activities e.g., zero carbon, in terms of public contract regulations. 	March 2023	PM	Noelwyn Daniel & Ainsley Williams	EPP	WBO5	

		<ul style="list-style-type: none"> Improve procurement practices to enable us to deliver our 3-year property maintenance programme Improve access to local companies 						
E3	Waste service strategy creating jobs	<ul style="list-style-type: none"> 47 additional staff will be employed to support delivery of the waste service 	March 2023	WES	Dan John	EPP	WBO5	

Well-being Objective 8 Live Well - Support community cohesion, resilience & safety

Dept Ref No	Outcome	Action/Measure	By When or EOY Target?	Division	Responsible Officer	Scrutiny	WBO Ref / Key Theme	SP/SC
E4	Improve road safety to facilitate safe active travel	<ul style="list-style-type: none"> Work with Welsh Government to ensure that the Authority implements planned 20mph national legislation changes relating to restricted road status (April 2022) Form a project team to take forward initiative (subject to Welsh Government funding) (July 2022) Develop a 20mph Implementation Project Plan with suitable milestones and resource requirements (Dec 2022) 	March 2024	T&H	Mike Jacob	EPP	WBO8	
E5	Promote road safety training and campaigns to encourage safe active travel	<ul style="list-style-type: none"> Deliver kerb craft initiatives to 950 pupils Deliver cycling courses to 600 pupils Deliver 20 initiatives outside schools for road safety awareness Deliver 70 Bikerdown training with partners Deliver 43 DragonRider training with partners Deliver 25 Passplus training with partners 	March 2023	T&H	Mike Jacob	EPP	WBO8 (Contributes to WBO2)	
E6	Renew the current public space protection order (PSPO) to encourage responsible dog	<ul style="list-style-type: none"> Statutory consultation (April 2022) Undertake robust enforcement of litter infractions 	March 2023	WES	Michael Roberts	EPP	WBO8	

ownership and to ensure that shared spaces are usable and accessible for all	<ul style="list-style-type: none"> Undertake robust enforcement activities for Fly-tipping 						
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Well-being Objective 10 In A Healthy, Safe & Prosperous Environment - Look after the environment now and for the future								
Dept Ref No	Outcome	Action/Measure	By When or EOY Target?	Division	Responsible Officer	Scrutiny	WBO Ref / Key Theme	SP/SC
E7	<p>Improve Public access to the Countryside to support well-being and greater awareness of our natural habitats and manage the risk.</p>	<ul style="list-style-type: none"> Ensure CAMS system is developed for mobile reporting and train 30 volunteers. (April 22) Develop a bridge survey plan based on network hierarchy and resources. (June 22) Undertake bridge surveys on a scheduled rolling programme in accordance with hierarchy and risk. Submit a bid for funding remedial works to bridges. Develop and implement robust forward works programme for bridge surveys and PROW maintenance and improvement. This will prioritise which capital works programme and project to deliver annually. Produce landowner guide which will set out PROW rights of access and landowner responsibilities with the intention of preventing issues occurring on the PROW network such as through obstruction and encroaching vegetation. 	March 2023	T&H	Caroline Ferguson & Alan Warner	EPP	WBO10-A	
E8	<p>Continually review and amend design specifications and briefs to reflect new technologies and energy efficient equipment. Align with non-domestic building KPIs</p>	<ul style="list-style-type: none"> Assess new build projects at concept stage to identify carbon implications Review cost implications and develop options to mitigate any cost pressures 	March 2023	T&H	Andrew Tidy	EPP	WBO10-C (Contributes to WBO2)	SP2

	set out in corporate NZC Action Plan.							
E9	The development of a strategic regional Eco- Park	<ul style="list-style-type: none"> The development of a strategic regional Eco- Park on a phased basis with focus on renewable energy production, waste management, and resource efficiency, ULEV charging facilities, coupled with industrial space for the manufacturing, processing and service industry base. Install additional renewable energy production capacity by March 2024 Redevelop new waste sorting infrastructure by Sept 2023 Install 3 x ULEV points for public use by August 2022 	March 2023	WES	Dan John	EPP	WBO10	SP2
E10	Ensure that new buildings, conversions, renovations, and extensions, whether domestic or commercial are going to be safe, healthy, and high performing	<ul style="list-style-type: none"> <i>70% of Building Control Recommendations Made and Contact with Appl/Agent within 21 days.</i> <i>70% of Building Control decisions taken within 6 weeks</i> 	March 2023	P&S	Steven Pound	C&R	WBO10-B	
E11	To ensure delivery of the Council's S.6 Biodiversity Duty to maintain and enhance biodiversity and promote ecosystem resilience.	<ul style="list-style-type: none"> Percentage of Planning Ecology responses made to planning consultations within 21 days, Target 100% To engage and support officers who are delivering actions and report on the delivery of the Environment Act Forward Plan. (June & December 2022) We will expand this successful approach and use S106 agreements and developer contribution to deliver other necessary biodiversity benefits where this is appropriate. (September 2022 & March 2023) Advise and shape CCC's response to the Nature Emergency declare by WG in June 2022 	March 2023	P&S	Rosie Carmichael	EPP	WBO10-B	

		<ul style="list-style-type: none"> • The adoption of CCC's Strategic Plan for Managing Land for Pollinators, will be progressed with a pilot being run over several sites in 22/23 in collaboration with Grounds Maintenance (Sept 2022) • Facilitate delivery of WG's Local Places for Nature capital stream. (Sept 2022) 						
E12	To implement the adopted LDP and monitor its success or otherwise against its identified delivery measures ensuring policies, procedures and practices are being adhered to.	<ul style="list-style-type: none"> • Prepare Annual Monitoring Reports for submission to WG - reporting against the LDPs monitoring and Implementation framework. • Update the Carmarthen West Masterplan and adopt as Supplementary Planning Guidance to inform strategic site delivery. • We monitor annually Employment Land take up and premises occupancy. • Undertake Town Centre Audits monitoring activity and vacancy rates in town centres (Bi-annually). • Produce the Regional Waste Monitoring Report through grant award from the Welsh Government. 	March 2023	P&S	Ian Llewellyn	C&R	WBO10-B	SP1
E13	Production and adoption of the Revised Local Development Plan in accordance with the Delivery Agreement.	<ul style="list-style-type: none"> • Prepare the statutory Revised Local Development and supporting documents and evidence through to examination and adoption. (December 2024) • Produce a Revised Delivery Agreement and Community Engagement Strategy. (Sep 2022 & March 2023) • Prepare a Green and Blue Infrastructure Strategy (phase 1) • Implement the Carmarthen and Ammanford Town Centre Local Development Order's. • Prepare and adopt the Cross Hands East Strategic Employment Site LDO. 	December 2024	P&S	Ian Llewellyn	C&R	WBO10-B	SP1

		<ul style="list-style-type: none"> To review and revise the Llanelli Town Centre LDO to align with Town Centre Recovery Plan. Produce Phosphate calculator and mitigation guidance. Establish a Nutrient Management Board for the Afon Tywi (and become members of the Afon Teifi, Wye and Cleddau Boards) including Governance arrangement and establishing supporting technical and reporting structures as part of the preparation of future Nutrient Management Plans. 						
E14	Deliver the Action Plan in response to the recommendations of the Audit Wales Office report into delivery of the Planning Service to provide an efficient and effective service for the customer.	<u>Action Plan</u>	April 2022	P&S	Rhodri Griffiths	C&R	WBO10-B	
E15	Ensure determination of all Planning Applications within agreed Welsh Government timescales.	<ul style="list-style-type: none"> <i>Percentage of all applications determined within time periods required – PAM/0018 (85%)</i> <i>Percentage of planning appeals dismissed – PAM/019 (70%)</i> <i>Determination of householder applications within 8 weeks or EOT agreed (90%)</i> <i>Minor applications determined within 8 weeks or within EOT agreed (80%)</i> <i>EIA applications determined within 16 weeks or within EOT agreed (80%)</i> <i>Applications Validated within 5 days, following payment (100%)</i> 	March 2023	P&S	Hugh Towns	C&R	WBO10-B	SP1
E16	To monitor and remedy undesirable effects of unauthorised developments to protect the environment and public amenity.	<ul style="list-style-type: none"> <i>Percentage of enforcement cases investigated¹ within 84 days. (80%)</i> <i>Average time taken to take positive enforcement action (100 days)</i> 	March 2023	P&S	Hugh Towns	EPP	WBO10-B	

		<ul style="list-style-type: none"> • Triage Enforcement complaint within 5 working days of receipt (100%) • Implementation of Enforcement Statement (June 22) 						
E17	Ensure Council contingency activity to discharge duties under the Civil Contingencies Act (2002), ensuring our corporate preparedness to deal with emergencies.	<ul style="list-style-type: none"> • To work with partner agencies in the Dyfed Powys Local Resilience Forum (LRF) to assess the risk of emergencies, by delivery of a revised LRF Risk Register and train up to 50 Local Authority staff to deal with the consequences of emergencies. • Implement the 29 actions within the Emergency Planning Work Plan 	March 2023	WES	Alan Howells	EPP	WBO10-D (Contributes to WBO8)	
E18	Deliver the Waste Services Action Plan in response to the recommendations of the Audit Wales Office report	Audit Report	March 2023	WES	Ainsley Williams	EPP	WBO10-D	
E19	Manage and mitigate flood risk within our communities.	<ul style="list-style-type: none"> • Development, Authorisation and Implementation of NEW Flood Risk Management Plan (October 2024) • No of actions completed within the year according to the NEW Flood Risk Management Plan (October 2024) • To undertake the role of Lead Local Flood Authority in investigating widescale incidents of flooding in accordance with the S.19 Flood and Water Management Act. • We will undertake formal T98 inspections of all CCC Flood and Coastal Erosion Risk Management (FCERM) assets annually. • We will determine 100% of Sustainable Drainage Approval body (SAB) applications within the statutory 7 or 12 week deadline or agree an extension with the applicant 	October 2024	WES	Ben Kathrens	EPP	WBO10-D	
E20	Maintain, enhance, and improve the quality of the built and natural environment through the reduction of litter pollution,	<ul style="list-style-type: none"> • Deliver coordinated response to LEQ management (September 2022) • To integrate and work with all partners with an interest in Litter Environmental Quality 	September 2022	WES	Geinor Lewis	EPP	WBO10-D	SC4

	thereby creating a healthy and safe environment.	<p>to develop a holistic approach to working with community in getting a cleaner Carmarthenshire. (September 2022)</p> <ul style="list-style-type: none"> • Develop a Local Environmental Quality Strategy and Action Group to develop solutions to prevent and address environmental blight and fly-tipping. (September 2022) • PAM/010 Percentage of streets that are clean. • STS/005a The Cleanliness Indicator. 2022/23 • PAM/035 Average number of working days taken to clear fly-tipping incidents – Target 4 days • Monitor fly tipping service requests per annum and seek a reduction following behavioural change campaigns 						
E21	Maximise the utilisation of ULEV vehicles for waste collection fleet to support our wider Net Zero Carbon actions.	<ul style="list-style-type: none"> • 50% of our waste collection vehicles to be ULEV compliant, where technology and capacity allows. Target is 33 vehicles. 	March 2024	WES	Dan John	EPP	WBO10-D	SP2
E22	Improve the way we manage waste in Carmarthenshire, increasing the waste reused, recycled or composted. Delivering against national beyond recycling strategy.	<ul style="list-style-type: none"> • Delivering recycling performance of 64% 22/23 and 70% by 24/25 • Deliver Circular Economy Infrastructure Projects (April 2022) Nantycaws – ‘Canolfan eto’ and commercial waste recycling centre Llanelli Town Centre – ‘Eto’ reuse shop • Implement a nappy collection service attracting 8,000 customers to decrease our black bag waste and increase recycling. • Phased implementation of rollout of weekly recycling, 3 weekly residual waste and 3 weekly glass collections. Target of 64% recycling rate. • The adoption of the kerb side sort (source segregated recycling system) to decrease 	March 2024	WES	Dan John	EPP	WBO10-C	SP2

		<p>contamination in the recycling stream. (April 2024)</p> <ul style="list-style-type: none"> • Recycling contamination less than 12%. (April 2024) • Achieving 70% recycling rate for 2024/25. • Review the kerbside garden waste collection service to ensure continued efficiency. (Dec 2022) • 95% retention of garden waste of 10,604 customers • Target of 750 new garden waste customers • 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 67%. • PAM/043 Amount of waste generated that is not recycled, per person. (162.5kg) • WMT/010i The percentage of local authority collected municipal waste prepared for reuse. 2022/23 (1.5%) • WMT/010ii The percentage of local authority collected municipal waste Recycled. 2022/23 (45%) • WMT/010iii The percentage of municipal waste Collected as source segregated biowastes and composted or treated biologically in another way 2022/23 (22%) • WMT/004 Percentage of waste sent to landfill 2022/23 (13%) 						
E23	To produce and manage the implementation of the Authorities Net Zero Carbon Plan to achieve the Council's commitment to become a Net Zero Carbon Plan local authority by 2030.	<ul style="list-style-type: none"> • Formally establish Officer Decarbonisation Steering Group to enable decarbonisation to be embedded across all Services. (April 2022) • Deliver Phase 2 Refit Cymru for non domestic buildings (Action 2 NZC). 	March 2023	P&S	Kendal Davies	EPP	WBO10-B	SP2

		<ul style="list-style-type: none"> Identify and prioritise 5 land holdings for potential renewable energy development. (Sept 2022) Deliver carbon literacy training for members and working with partners develop carbon literacy programme for staff. (July 2022) Engage with local schools to support local de-carbonisation Refresh the NZC plan by March 2023 following publication of Welsh Government NZ Wales 						
E24	To deliver Built Heritage support to internal and external customers.	<ul style="list-style-type: none"> Develop for adoption Supplementary Planning Guidance on the care and repair of historic buildings. Undertake Appraisals for 10 designated Conservation Areas and develop guidance to support and guide future regeneration. (July 2022) Hold the Listed Buildings Fair at Carmarthen Museum to provide guidance and support to Owners and Custodians of Listed Buildings in the County, and support businesses across the region with trade exhibitions. (May 2022) Reinstate the Listed Buildings Forum to support departments in making applications for Listed Building Consent and caring for the Listed Buildings in Council ownership. (July 2022) 	March 2023	P&S	Ian Llewellyn	EPP	WBO10-B	
E25	Three new areas of woodland are being established for the creation of new wildlife habitat that will contribute towards nature recovery, sequestration of carbon, creating areas for nature close to where people live and work.	<ul style="list-style-type: none"> <i>Over winter 22/23 CCC will plant 5.5 ha of new woodland at three CCC owed sites. This will involve the planting of at least 5500 broadleaved trees and shrubs.</i> 	March 2023	P&S	Rosie Carmichael	EPP	WBO10	

Well-being Objective 11 In A Healthy, Safe & Prosperous Environment - Improve the highway and transport infrastructure and connectivity

Dept Ref No	Outcome	Action/Measure	By When or EOY Target?	Division	Responsible Officer	Scrutiny	WBO Ref / Key Theme	SP/SC
E26	Deliver key infrastructure schemes	<ul style="list-style-type: none"> • Complete M4J4 improvement scheme (April 2022) • Complete Cross Hands Economic Link Road (August 2022) • Complete construction of Electric Bus facility with charging infrastructure (September 2022) 	September 2022	T&H	Adrian Harries	EPP	WBO11-A	SP1
E27	Maintain a compliant and functional fleet to meet the county's operational needs	<ul style="list-style-type: none"> • 90% of services/inspections completed for delivered light commercial vehicles (LCV) • 90% of services/inspections completed for delivered HGV Vehicles • Report on HGV downtime to improve availability to operational services 	March 2023	T&H	Antonia Jones	EPP	WBO11-F	
E28	Update Fleet Replacement Programme & Strategy to transition towards Ultra Low Emission Vehicles and Depot Infrastructure	<ul style="list-style-type: none"> • Review current fleet utilisation levels and information from telematics including daily average mileage, deployment and vehicle role (September 2022) • Review future service needs of selected vehicles with client departments (July 2022) • Produce draft Fleet Strategy for consultation (September 2022) • Adopt Fleet Strategy • Replace up to 10 light diesel vans with EV vans (dependant on grant funding from WG) • Review depot infrastructure requirements to support EV with an incremental progression as fleet builds. (August 2022) 	March 2023	T&H	Antonia Jones	EPP	WBO11-F	SP2

		<ul style="list-style-type: none"> • Introduction of 1 fast and 1 rapid charging point within Trostre and Cillefwr depot and 2 fast charging points in Glanamman depot. • DVSA Compliance Risk Score 						
E29	Management of highway network to safeguard road users	<ul style="list-style-type: none"> • Continued development of Highways Asset Management Programme Maintenance Manual • Introduction of new Highway Inspection and Repair Regime (June 2022) • Delivery of Road Refurbishment grant (Subject to Welsh Government funding) • Submission of funding bids for maintenance works • Deliver a capital & revenue highway resurfacing and surface dressing programme • Ensure a scheduled highway inspection regime and safety defect repair system is in place and functioning effectively • Review highway drainage and gully management and bring forward Policies for inclusion within the Maintenance Manual • Review highway sweeping and bring forward Policies for inclusion within the Maintenance Manual • Ensure highway verges are maintained to appropriate standards and do not obstruct or endanger road users. • Operate an effective out-of-hours service which is responsive to emergencies and adverse weather events. • % of A roads in poor condition. (PAM/020) • % of B roads in poor condition. (PAM/021) • % of C roads in poor condition. (PAM/022) 	March 2023	T&H	Darren King & Richard Waters	EPP	WBO11-A	

		<ul style="list-style-type: none"> • % of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition. (THS/012) 						
E30	Review of Winter Service to optimise effectiveness of operations	<ul style="list-style-type: none"> • <i>Installation of 3 additional weather stations for increased domain forecasting accuracy (April 2022)</i> • Review of domain boundaries in partnership with forecast provider (June 2022) • Review of treatment routes (July 2022) • Consultation on revised Winter Service Plan (August 2022) • Implementation of Winter Service Plan (October 2022) 	October 2022	T&H	Richard Waters	EPP	WBO11-A	
E31	Reduce the risk of structures failing to ensure they are resilient to storm damage and minimise network disruption	<ul style="list-style-type: none"> • Bridge inspection regime undertaken with general and Principal Inspections undertaken as scheduled. • Stage 1 and 2 Scour Assessments of structures subject to river erosion • Specific post-event inspections after significant storms (March 2025) 	March 2023	T&H	Chris Nelson	EPP	WBO11-A	
E32	Reduce the risk of Geotechnical and highway support failures on strategic routes to prevent road network disruption	<ul style="list-style-type: none"> • Deliver a prioritised programme of geotechnical assessments along key routes of network at higher risk. Identified risks to be prioritised. Summary and key risks to be highlighted in the Annual report. • Highway Safety Inspections maintained in accordance with set frequencies • Submission of funding bids for addressing identified risk areas • Adopt a Geotechnical Asset Management plan and key plans for reducing Geotechnical risk 	March 2023	T&H	Chris Nelson	EPP	WBO11-A	
E33	Protection of highway from flooding due to uncharted and	<ul style="list-style-type: none"> • Deliver the programme of survey and assessment of highway drainage systems 	March 2023	T&H	Stephen Pilliner	EPP	WBO11-A	

	non-functional drainage systems to safeguard travelling public	<p>along key high-risk routes prone to flooding (Subject to funding)</p> <ul style="list-style-type: none"> • Undertake geo-referenced Video surveys during adverse weather events to identify and record risk areas. • Deliver programme of drainage remedial and improvement works at identified risk areas using best available data (Subject to funding) • Manage a prioritised Capital programme for drainage remedial works and submission of additional funding bids as required 						
E34	Management of highway bridges and structures assessed as sub-standard to safeguard the travelling public	<ul style="list-style-type: none"> • <i>Inspection and management regime of 50 sub-standard structures in accordance with technical requirements.</i> • Prioritise sub-standard structures as part of 3- year Capital maintenance programme. • Review of structural assessments to update structural capacity ratings (Subject to funding) (March 2024) 	March 2023	T&H	Chris Nelson	EPP	WBO11-A	
E35	Prevention of deterioration of bridge stock to safeguard the travelling public	<ul style="list-style-type: none"> • Deliver a prioritised 3-year capital maintenance programme of highway bridge strengthening and replacement schemes. Prioritising delivery of schemes with the resources available • Undertake scheduled bridge and structure inspections • Deliver a programme of revenue funded scheduled maintenance of structures on a biennial cycle. • Undertake principal structural condition inspections on a prioritised schedule of targeted structures at six yearly intervals. 	March 2023	T&H	Chris Nelson	EPP	WBO11-E	
E36	Implementation of civil enforcement of footways	<ul style="list-style-type: none"> • Monitor potential legislative changes in relation to the enforcement of pavement parking which is expected to provide 	March 2024	T&H	Richard Waters	EPP	WBO11-E	

	obstruction to ensure routes are accessible	<p>powers to local authorities (subject to legislation currently expected July 2022)</p> <ul style="list-style-type: none"> • Develop Implementation and Enforcement Plan subject to legislation 						
E37	We will continue to work with national and regional bodies to develop the Southwest Wales Metro to support carbon reduction and the local economy.	<ul style="list-style-type: none"> • Review and contribute to TfW research into the review of bus networks (April 2022) • Input to regional commission on bus services review (April 2022) • Continue to work with WG and TfW on implementation of the Bus Emergency Scheme (June 2022) • Work with regional colleagues to formalise governance arrangements through CJC (May 2022) • Contribute to and assess feasibility studies to determine priorities for investment (March 2023) 	March 2025	T&H	Alwyn Evans	EPP	WBO11-B	SC4
E38	Monitor supply market for passenger transport to adapt services where required to changing supply conditions	<ul style="list-style-type: none"> • Continuously review market engage with suppliers and Wales Govt through ATCO Cymru • Input to budget setting process to build resilience into school and public transport budgets (Sept 2022) • Adapt or reduce services where possible and continue to develop alternative services to mitigate impact of supply chain shortages • Number of passenger journeys on the subsidised network • Number of operator customer complaints 	March 2023	T&H	Alwyn Evans	EPP	WBO11-B	
E39	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.	<ul style="list-style-type: none"> • Engage early in any review of MEP programme • Review pupil distribution and advise on transport and budget implications for any changes considered. • Review ALN network and introduce Personal Travel Budgets 	March 2023	T&H	Alwyn Evans	EPP	WBO11-C	

E40	Develop Community Transport Strategy to enable access to essential services from rural communities	<ul style="list-style-type: none"> Engage with Community Transport sector through PSB & third sector (June 2022) Review Community Transport provision across the county (September 2023) Identify Opportunities for development and resources to support (Feb 2024) Complete Strategy (May 2024) 	March 2024	T&H	Alwyn Evans	EPP	WBO11-D	SP1
E41	The service will adapt and develop Carmarthenshire infrastructure to support the Wales Transport strategy to decarbonise transport and to assist with achieving the authority's net zero carbon targets whilst underpinning economic regeneration and social inclusion	<ul style="list-style-type: none"> We will implement the Carmarthenshire Electric Charging Infrastructure strategy. (April 2022) <i>We will install an additional 15 charges across the county (April 2022)</i> We will implement the Active Travel Masterplan for our principal towns, subject to Wales Government funding. (March 2025) We will develop and deliver the Tywi Valley Path (March 2025) We will introduce electric buses and infrastructure on the Traws Cymru Carmarthen to Aberystwyth bus service. (Dec 2022) 	March 2023- March 2025	T&H	Simon Charles	EPP	WBO11-A	SP2
E42	Improve walking routes through the Safe Routes in Community Programme to encourage more sustainable travel to assist with achieving the objective of decarbonisation	<ul style="list-style-type: none"> Invite Expressions of Interest (July 2022) Support communities with bid application process (July 2022) Evaluate bids (August 2022) Prepare bids and submit to Wales Government (Nov 2022) 	November 2022	T&H	Simon Charles	EPP	WBO11-E (Contributes to WBO2)	SP2
E43	Improve Active Travel routes for communities to encourage safe low carbon travel choices, and social inclusion	<ul style="list-style-type: none"> In line with WG legislation, undertake community wide consultation and technical appraisal to inform prioritised future network maps for Carmarthenshire's prescribed Built Up Areas (June 2022) Develop a strong case for funding to present to external funding bodies (July 2022) 	March 2025	T&H	Simon Charles	EPP	WBO11-E (Contributes to WBO7)	SP2

		<ul style="list-style-type: none"> Utilise funding to implement Active Travel Masterplans across our main towns and monitor their effectiveness through quantitative (counts) and qualitative (Surveys) analysis (Sept 2022) Continue to explore opportunities to fund improvements outside of the WG Prescribed Built Up Settlements (Nov 2022) 						
E44	We will support the development and delivery of a new railway station at St Clears	<ul style="list-style-type: none"> Complete Weltag appraisal (April 2022) Agree local infrastructure improvements with WG/TfW (May 2022) 	November 2025	T&H	Simon Charles	EPP	WBO11-A	SP1

Well-being Objective 13 Corporate governance - Better Governance and use of Resources

Dept Ref No	Outcome	Action/Measure	By When or EOY Target?	Division	Responsible Officer	Scrutiny	WBO Ref / Key Theme	SP/SC
E45	Continue to deliver Ash Dieback projects to minimize risk to the travelling public	<ul style="list-style-type: none"> Continued participation in Ash Dieback Project Team (March 2025) Continue with survey programmes for highways and action identified diseased trees (March 2023) Preparation and implementation of tree felling programmes (March 2023) 	March 2025	T&H	Darren King	EPP	WBO13-B6	
E46	Identify and Implement digital project to improve financial management	<ul style="list-style-type: none"> Rollout of electronic invoicing (Dec 2022) Progress rollout of electronic timesheet to non office bases staff (July 2022) Review processes to improve on payment times for suppliers 	March 2023	SSC	Carly Thomas Iwan Richards	EPP	WBO13	
E47	To support the provision of a clean and safe environment for our staff, schools and customers through cleaning service provision.	<ul style="list-style-type: none"> Identify supplementary recruitment processes in conjunction with HR. (July 2022) Develop new business through collaboration, further external contracts and extension of service to other areas of the Authority in 	March 2023	SSC	Caryl Williams	EPP	WBO13	

		<p>order to retain trained staff when covid cleans decrease.</p> <ul style="list-style-type: none"> Engage with our customers to gauge satisfaction levels and develop an action plan in response to feedback (August 2022) Meet with clients to review and improve service through development of bespoke Service Level Agreement (Dec 2022) 						
E48	Agree and implement Place & Sustainability Improvement Plans to ensure performance is improved	<ul style="list-style-type: none"> Ensure Planning HWB remains as a permanent addition to the structure to ensure long term support is provided to Development Management and Enforcement Officers to ensure that the improved performance level since the HWB's implementation is sustained. Implement action plan from service review of Information Management Team and Planning applications process review. 	March 2023	SSC	Kelly Thomas	EPP	WBO13	SC3
E49	Identify additional opportunities for insourcing training courses to reduce costs across the department	<ul style="list-style-type: none"> We will upskill our Operational Trainers to be qualified to deliver Streetworks courses via the Scottish Qualification Authority (SQA) and also City & Guilds 640 qualification Winter Maintenance and deliver to SWTRA. Both courses currently outsourced. 	March 2023	SSC	Iwan Richards	EPP	WBO13	
E50	Manage corporate risk for transport by continuing to deliver driver assessments which enables us to reduce damage and claims for the authority	<ul style="list-style-type: none"> Target of 20% maximum annualised motor vehicle accident / claims rate 	March 2023	SSC	Iwan Richards / Antonia Jones	EPP	WBO13	
E51	Improve resilience and customer experience with our front line services	<ul style="list-style-type: none"> Align Waste and Highways hwb's to improve resilience and customer experience. (July 2022) Improve website content and contact centre scripts to improve customer experience and implement electronic satisfaction surveys (Sept 2022) 	March 2023	SSC	Kelly Thomas	EPP	WBO13	

E52	Deliver an appraisal of our current grounds and cleansing service resource provision and assess the performance and efficiency of our SLA's.	<ul style="list-style-type: none"> Identify and develop performance management data sets to improve income generation and management of SLA's 	March 2023	WES	Gary Baxter	EPP	WBO13	SC3
Property								
E53	Identify property assets the department requires to support Better Ways of Working	<ul style="list-style-type: none"> Work with Regeneration Division to re-evaluate the concept of a single depot to provide modern and functional facilities for our operational staff, including vehicles and plant parking/storage. Given the reduced need for office content due to potential for greater homeworking a new depot may be more viable. Also, consider options for centralising WES operations at a single depot at Nantycaws. Aspects of Highways/TMU operational delivery could also be considered. Carbon Zero agenda to be considered also, along with plant and machinery. 	September 2022	ENV	Noelwyn Daniel & Ainsley Williams	EPP	WBO13	SC1
E54	Improve engagement with Headteachers to reduce and mitigate risk with regards to Property Maintenance of Schools	<ul style="list-style-type: none"> Engage with the Education Dept to raise awareness of Headteacher responsibilities Attend Headteacher meetings when requested to highlight the importance of compliance and maintenance Carrying out works identified whilst evaluating the risks associated utilising the handy van service. Adapt a risk-based approach with risk rating so that corporately we be aware, together with the mitigation required and the result on the risk rating should these works be completed. This will inform MEP strategy and be a factor in securing grant funding. 	March 2023	PM	Jason Jones	P&R	WBO13	

		<ul style="list-style-type: none"> • Every primary school to receive 2 inspections during 2022-23. 						
E55	Carry out stock conditions to enable more accurate planning of future estate use	<ul style="list-style-type: none"> • Corporate priority required for programme for the 1100 buildings over 5 years. • 100 number of condition surveys to be carried out in 22-23. • 220 number of condition surveys to be carried out in 23-24. • 220 number of condition surveys to be carried out in 24-25. 	March 2023	PM	Jason Jones	P&R	WBO13	
Digital Transformations								
E56	Development of car parking facilities to improve customer choice and improve operational efficiency	<ul style="list-style-type: none"> • Implement parking payment apps • Increase % of payments received electronically 	March 2023	T&H	Gary Owen	EPP	WBO13	
E57	Improve access and data recording for internal training courses to enable digital working	<ul style="list-style-type: none"> • Implement paperless project training courses to all departments to reduce costs and improve processes • Implement digital modules for cleaning services training for access on their mobile devices 	March 2023	SSC	Iwan Richards	EPP	WBO13	
E58	IT System developments to enable improved data capture for performance monitoring and to develop mobile working for our operational staff	<ul style="list-style-type: none"> • Develop reporting mechanism for managers to utilise management information data within the TOTAL system 	March 2023	SSC	Cheryl Tappin	EPP	WBO13	SC3
		<ul style="list-style-type: none"> • Identify and support implementation of new electronic system to replace Fleet Master to reduce duplication of admirative procedures. 	March 2023	SSC	Lindsey Jacob	EPP	WBO13	SC3
		<ul style="list-style-type: none"> • Support the full introduction of service connect which will have a fundamental impact on current processes and customer experience for contractors and tenants. 	March 2023	SSC	Phil Thomas	EPP	WBO13	SC3
		<ul style="list-style-type: none"> • Delivery of 420 mobile phone project to 649 posts for Cleaning Services Staff and our operational staff to enable improved 	March 2023	SSC	Iwan Richards	EPP	WBO13	SC3

		communication, training, access to resources and enable digital working.						
		<ul style="list-style-type: none"> Identify an IT system that will allow automated updates for our repairs service which deals with 70,000 repairs per annum. System is to improve methods of self-serve & reporting of issues for tenants, provide progress updates by sub-contractors to ensure live updates and provide electronic feedback on the repair. 	March 2023	PM	Jason Jones	EPP	WBO13	SC3
Performance Measures								
E59	Develop robust dashboard of measures/management information to make informed business decisions within Property Maintenance	Develop monitoring dashboard for delivery of responsive repairs within priority targets: <ul style="list-style-type: none"> Stock conditions Servicing compliance Inspections Fire Risk Assessments Legionella 	March 2023	PM	Jason Jones	EPP	WBO13	
E60	Identify trends and areas of concerns by monitoring complaints and FOIA requests to ensure customer satisfaction and service performance	<ul style="list-style-type: none"> 100% stage 1 complaints responded to within 10 days of allocation to Investigating Officer. 75% of stage 2 complaints responded to within 20 days of allocation to Investigating Officer. 100% of FOIA returned within 20 days 100% of DSU Responses provided within 7 days ALL of above will be monitored to identify themes/trends to enable service improvements, data requirements to be identified and website/intranet content improvement to minimise future requests for information.	March 2023	SSC	Kelly Thomas	EPP	WBO13	
E61	Identify trends and areas of concerns by monitoring staff sickness	<ul style="list-style-type: none"> To identify areas of concern and improvement Develop Wellbeing action plans for each division 	March 2023	ENV	Managers	EPP	WBO13	

5. The PSB's

The PSBs Carmarthenshire Well-being Plan - The Carmarthenshire We Want (2018-23)

How is the Department contributing to the Public Services Board (PSB) 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. The current Carmarthenshire Well-being Plan objectives are as noted below, and our departmental contributions are as follows:

Healthy Habits: people have a good quality of life, and make healthy choices about their lives and environment

Our environment is fundamental for Carmarthenshire's food security, water supply, air quality, building materials, and economy. Our Waste division promotes sustainable consumption through its waste strategy, looks to maximise the circular economy with local food and service provide and engages the public to minimise environmental impacts from the services we offer. Our programme of engagement and service delivery at its core is focussed on people developing *Healthy Habits* to ensure the betterment of the environment in the long term. We deliver the maintenance of green and open spaces to encourage and facilitate healthy lifestyle habits for walking and exercise within the public realm, with a focus on promoting biodiversity to ensure long term environmental benefit. Recognising the links between well-being and access to nature, we are delivering WG grant schemes which fund projects that will enhance biodiversity where people live, work and access public services, including the Local Places for Nature scheme with WCVA. The Council's Environment Act Forward plan sets out how it will deliver its Biodiversity Duty to maintain and enhance biodiversity across the services it provides, as set out in legislation (Environment (Wales) Act 2016), and it reports on the delivery of this plan to WG.

Early Intervention: to make sure that people have the right help at the right time; as and when they need it

We will work with partner agencies, Welsh Government, and communities to manage and mitigate flood risk where possible and encourage community involvement to foster self-help and improve resilience. We will work with internal and external partners including the commercial sector to address local environmental blight that affects our communities.

Strong Connections: strongly connected people, places and organisations that are able to adapt to change

Forming strong links with partner organizations, the third sector, local businesses and residents is essential for successful provision and long-term benefit. We actively engage the public on shaping our services, taking into consideration their views in developing our service.

To deliver flood and coastal risk management we actively coordinate and collaborate with key partner agencies and Welsh Government to maximize the effectiveness of our service delivery.

To promote the Circular Economy we have been developing partnership opportunities and supporting community networks, with a view to building capacity for new or expanded Circular Economy projects. Furthermore, we have been developing project proposals with local stakeholders in the form of Action Plans, to advance the benefits of the Circular Economy to support local economic regeneration and growth. We facilitate the Carmarthenshire Nature Partnership with which we will be preparing a State of Nature Report the county. This will identify the actions we must all take to address the Nature Emergency declared by WG, and ensure nature recovery.

Prosperous People and Places: to maximise opportunities for people and places in both urban and rural parts of our county

The development of the Circular Economy Strategy and Action Plan is being implemented alongside the delivery of Carmarthenshire's 'Economic Recovery Plan'. We aim to support rural development and economic stability. It will facilitate the delivery of the Council's green regeneration ambitions contained within the Ten Towns Initiative, by considering the issues affecting the rural communities of Carmarthenshire, and identifying actions that the Council can take, in partnership with other public bodies, to support rural regeneration in future years. The delivery of biodiversity enhancement as part of the Ten Towns initiative will demonstrate the Council's understanding of the role of the natural environment in contributing to prosperity and place. We will enable delivery of key housing projects by the authority to ensure affordable housing, creating new jobs and work for local construction businesses. The houses we build will set the standard by providing exceptionally high levels of insulation to help minimise heat loss and are fitted with renewable technology including solar panels, electric vehicle charging points and battery storage helping to provide lower energy bills for tenant whilst striving towards our Net Zero ambition.

5.5 Department Specific Acts and Legislation

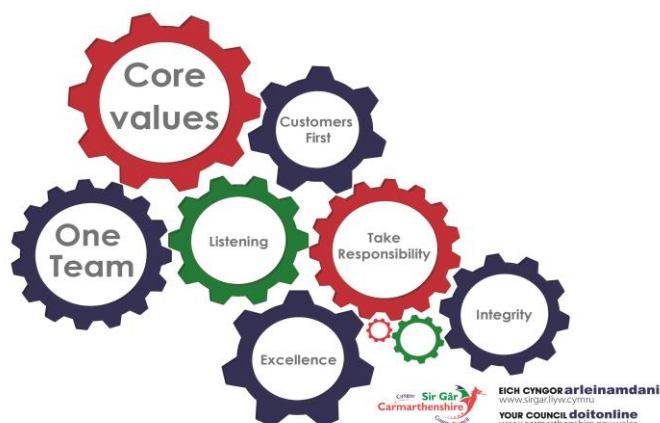
There are a significant number of Legislative Acts that are pertinent to this Department in addition to the broader legislation applicable to the whole Authority. A comprehensive list can be found on [our dedicated Intranet page](#).

5.6 Department Specific Strategies and Policies

We are responsible for strategies and policies within this Department. A comprehensive list can be found on [our dedicated Intranet page](#).

6. 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

Seven areas of Corporate Change required

The statutory guidance of the Well-being of Future Generations Act identifies seven areas where change needs to happen. These are:

1	Corporate Planning
2	Financial Planning
3	Workforce Planning
4	Procurement
5	Assets
6	Risk Management
7	Performance Management

[More information on the 7 Areas of Corporate Change required](#)

1. Corporate Planning

See Section 2 - Strategic Context

2. Financial Planning - Budget Summary

[See separate item at Budget Departmental Seminar / Budget Scrutiny for further information](#)

Our budget summary is available here - [ENV Finance Business Plan info 22-23.xlsx](#)

Financial Planning - Savings and Efficiencies

Our Savings and Efficiencies are available here - [ENV Finance Business Plan info 22-23.xlsx](#)

3. Key Workforce Planning Issues

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

1. Current workforce issues

- The Department has an ageing workforce profile and has a high proportion of specialist roles, with many of these roles occupied by an older profile.
- There is a need to make better use of data and intelligence to help inform future workforce development requirements. Ensure that the service is able to further respond to the on-going recruitment and retention challenges especially within some of areas that compete with the private sector such as Planning, Property Design (sure we have other examples here?)
- The impact of the Covid-19 pandemic has further increased the demands for digital skills across all services within the department we will need to ensure that it has also has the capacity and skills to respond to these development and especially with our non-office staff.
- Support **Staff Development** – Leadership training will be made available to aspiring future senior managers and we will aim to embark on a programme of “Igniting and building talent” to support and develop staff knowledge and skills in key areas of competence reflecting their future ambition.
- The lack of identified capacity within the Department to support change and transformation objectives has been highlighted as a significant area for us to focus upon, and this has the potential to impact on its ability to progress a number of key priorities such as service improvements that are critical moving forward.
- We need to continually review our use of Agency staff to support key areas of service delivery and identify financial resources to increase the number of permanent positions to establish a more resilient and sustainable workforce
- Consider **Better Ways of Working** - It is anticipated that the departments need for property floorspace will be significantly reduced as the Environment Department embraces new ways of working. An approach will be developed in consultation with staff that provides accommodation that supports new ways of working coupled with utilisation of technology and digitisation of paper records to deliver a better service. Workspace will be a mix of team and shared zones, configured to support a hybrid working solution comprising a mix of agile collaborative workplace and home working, with staff rotated into the office environment taking into account service need and personal preference. This proposed new way of working will support staff induction, developing, training, and mentoring.

2. Procurement

For 2022/23 outline any significant procurement activity planned (e.g. tenders, etc.)

- Hire of Plant & Machinery - Traffic Mgt System is part of Lot 40.
- Bus PSV public routes 2022
- Refuse Vehicles - Diesel - 3 x 26T Purchase
- Refuse Vehicles - Diesel - 4 x 16T Lease
- Refuse vehicles - 10 x Glass collection 7.5T Diesel Lease
- Mechanical and Electrical Framework
 - Stair Lifts DPS
 - CCTV Drainage DPS
 - Sewerage Services 2022
 - AHP Waste Bags 2022
 - South West Wales Regional Civil Engineering Contractors Framework 2023
 - Domestic Boiler Servicing & Remedials 2022
- Recycling & Food Waste Liners 2022 (Annual Exercise)
 - Landscape Management
- Tipper Vans -40

- Highways Preventative Maintenance (Highways Dressing) Surface Dressing
- Verge Mowing on Roadside
- Glass Recycling Containers
- EV Installation
- 7 x 3.5t Caged Tippers
- Specialist Countryside Contractors Framework
- Minor Works Framework 2023
- Portable Classroom
- Gritter Trucks 6 x 26 Tonne + 15 x Gritters
- South West Wales Regional Contractors Framework 2024
- Burry Port Site 4 (Commercial & Leisure Development)
- Professional Services Framework
- Consultancy Arrangements for schools
- Housing Self-Build Consultancy Services
- Gas & Leachate Monitoring

3. Asset Management

- Delivery of Phase 1 Pentre Awel
- Ten Towns programme and investment in strategic sites in town centres
- Review and confirm operational office need through BWOW workstream
- Review and confirm service non office needs, e.g., front line operatives

4. Risk Management

See Section 3 – Summary Divisional Plans
Corporate and Significant Risks are identified within the Divisional Business Plan sections of this Departmental Plan.

5. Performance Management

E.g. Any Service specific annual reports for example – Director of Social Services annual report, Planning annual report, etc.

The Department will be reviewing its Performance Monitoring arrangements to ensure they align with the new Corporate Performance Monitoring Framework to establish a full picture of both Strategic and Operational performance.

We will develop and establish Outcome focused measures and Performance Indicators to support service improvement and identify gaps in our monitoring arrangements.

Annual Reports:

- Annual Monitoring Planning Report (AMR)
- Annual Monitoring Report (APR)
- Contractor Performance annual report
- Electric Vehicle Charging Infrastructure Strategy 12-month Review
- Environment Action plan report
- Highway Asset Management Plan (HAMP)
- Net Zero Carbon Plan
- Public Rights of Way (PROW) annual report
- Public Toilets annual report
- Regional Contractor Framework

Well-being of Future Generations Act 2015

This is an 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



The Seven Well-being Goals of the Future Generations Act

7 National Goals

A prosperous Wales

An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change), and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.

A resilient Wales

A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).

A healthier Wales

A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.

A more equal Wales

A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio-economic background and circumstances).

A Wales of cohesive communities

Attractive, viable, safe and well-connected communities.

A Wales of vibrant culture and thriving Welsh Language

A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.

A globally responsible Wales

A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing makes a positive contribution to global well-being

Local Government and Elections Act 2021

Our performance and governance arrangements for 2021/22 will be evaluated under the requirements of the new Act.

[Statutory guidance on the performance and governance of councils](#)
(Part 6 of the Local Government and Elections (Wales) Bill)

The statutory duties placed on the Council :

1. **Duty to keep performance under review**

The Act requires a council to keep under review the extent to which it is fulfilling the 'performance requirements' that is, the extent to which it is:

- exercising its functions effectively.
- using its resources economically, efficiently and effectively; and
- has effective governance in place for securing the above.

2. **Duty to consult on performance**

A council must consult a range of people at least once in each financial year about the extent to which the council is meeting the performance requirements. The statutory consultees are local people, local businesses, staff of the council and Trade Unions.

3. **Duty to report on performance**

A council must produce a self-assessment report in respect of each financial year including actions improvement. This must go to the Governance and Audit Committee.

4. **Duty to arrange a panel assessment of performance and respond to it.**

A council must arrange for a panel to undertake an assessment.
This will apply sometime after the May 2022 Election.

The Act also references duties from other related Acts

5. **Well-being of Future Generations Act**

The performance and governance provisions in the Bill are framed within the wider sustainable development duties of the Well-being of Future Generations (Wales) Act 2015, which sets out a legally binding common purpose for the public bodies subject to that Act to improve the social, economic, environmental and cultural well-being of Wales.

6. **Socio-economic duty**

Additionally, the ethos of the performance and governance provisions within the Act align to the **Socio-economic Duty, which will come into force on 31 March 2021**. This duty will require principal councils, when taking strategic decisions such as 'deciding priorities and setting objectives', to consider how their decisions might help to reduce the inequalities associated with socio-economic disadvantage.

Implications for Business Planning 2022/23

We have a duty to keep performance under review Para 2.2 of Guidance

- exercising functions effectively
- using resources economically, efficiently and effectively

- governance is effective for securing the above

Office Use - Business Plan Guidance

What's new for Business Planning for 2022/23?

- To address the requirements of the Local government and Elections (Wales) Act 2021 the templated has been strengthened in the parts concerning the self-assessment of the 2021/22 year.
- The template has been adjusted to prompt SMART action plans and stronger Performance Indicator coverage. This reflects the Scrutiny Committees and regulators feedback during the year, requesting that business plans should be clearer in identifying what success will look like.

Business Plan Timetable

Draft <u>Department</u> Business Plan	By 12 November 2021
First Draft <u>Divisional</u> Business Plans 2022/23 deadline	By 15th Dec 2021
Chief Executive's and Panel Challenge of Departmental Plan	November- December 2021
Opportunity to revise plans following challenge	First two weeks of January 2022
<u>Departmental Plans</u> to accompany Budget to:- <ul style="list-style-type: none"> • Departmental Budget Seminars • Budget Scrutiny's 	Late January - February 2022
<u>Divisional Plans</u> to be worked up in more detail and presented to Scrutiny Committees	TBC

[①Scrutiny remit and business plans](#)