

**Carmarthenshire County Council
Moving Forward in Carmarthenshire:
the next 5-years**





Leader's introduction

On behalf of Carmarthenshire County Council's Executive Board, I am pleased and proud to present our plan for the next 5-years. Although local government is facing an uncertain time due to savage cut-backs in public spending the Council continues to provide hundreds of services on a day to day basis to residents and visitors to Carmarthenshire. However, due to careful planning in more recent years, I firmly believe the Council is in an excellent position to further develop and ensure the County's future prosperity. As an Executive Board, we have identified a number of key projects and programmes that we will strive to deliver over the next 5-years. We believe that by delivering these projects and programmes we can contribute towards making Carmarthenshire the best place to live, work and visit. Our ambitious plan seeks to continuously improve economic, environmental, social and cultural well-being in the County and by doing this we will ensure that our residents, communities, organisations and businesses are supported and enabled to develop and thrive for the benefit of our County. Where appropriate, and in the best interests of Carmarthenshire, we will work in partnership with relevant partners locally, regionally and nationally.

Our new Council Corporate Strategy is being developed in line with the Well-being of Future Generations (Wales) Act 2015, and will incorporate the key projects and programmes within this plan. I look forward to realising the opportunities that this will bring.

Cllr. Emlyn Dole

Carmarthenshire County Council's Executive Board Members



Councillor Emlyn Dole,
Leader



Councillor Mair Stephens,
Deputy Leader



Councillor Cefin Campbell,
Executive Board Member with
responsibility for Communities and
Rural Affairs



Councillor David Jenkins,
Executive Board Member with
responsibility for Resources



Councillor Linda Evans,
Executive Board Member with
responsibility for Housing



**Councillor Peter Hughes-
Griffiths,** Executive Board Member
with responsibility for Culture, Sport,
Tourism



Councillor Glynog Davies,
Executive Board Member with
responsibility for Education and
Children



Councillor Philip Hughes,
Executive Board Member with
responsibility for Public Protection



Councillor Hazel Evans,
Executive Board Member with
responsibility for the Environment



Councillor Jane Tremlett,
Executive Board Member with
responsibility for Social Care and
Health

Carmarthenshire the
Cycling Capital of Wales



Environment

Carmarthenshire has a rich and diverse environment which the Council will strive to protect and enhance for the benefit of residents and visitors to the County. The County's highways infrastructure is a vital artery for the movement of people and goods and its maintenance and development are key to supporting regeneration. The Local Transport Plan commitments are essential to enhance this provision. The effective management of waste is a key part of enhancing our environment and, working with residents, we will strive to further improve recycling rates from the high rates already achieved. The development and use of land in urban and rural areas, in a manner which serves public interest, is also key to ensuring future resilience and prosperity from a community and environmental perspective. Developing opportunities for leisure and well-being are vital and we are keen to establish Carmarthenshire as the Cycling Capital of Wales.

In addition to existing services we plan to:

Highways and Transport

1. Establish Carmarthenshire as the Cycling Capital of Wales by delivering key projects the Tywi Valley Cycle Path, the Pembrey Closed Circuit in addition to the Carmarthen Velodrome.
2. Deliver Local Transport Plan commitments to improve the road infrastructure with improvements at:
 - a. Carmarthen West;
 - b. Cross Hands link road;
 - c. Tir y Dail, Ammanford.
3. Undertake feasibility study to further develop the Ammanford Distributor Road.
4. Work with Welsh Government to develop the County's highways infrastructure in order to improve air quality particularly in Llandeilo.
5. Continue to review of Council's fleet to ensure efficient and effective delivery of service requirements.
6. Work towards improving integration of the public transport network including rail services in Carmarthenshire in order to better serve the needs of our residents and improve the infrastructure for the use of electric vehicles especially in rural areas.
7. Lobby Welsh Government to increase funding to enable the development of Safer Routes in Communities ensuring more communities can have new pavements and walking routes.
8. Review and develop a maintenance programme to, where necessary, improve the condition of existing highways across the County.
9. Consider the feasibility of developing an overnight lorry park/s within the County.

Property

10. Deliver phase 2 of the development of Glanamman Workshops to provide improved workshop availability.
11. Undertake a review to consider options for most effective delivery of depot provision across the County including options for shared facilities with other public sector partners.
12. Fully implement a new Agile Working approach across the Council in order to make the best use of our stock.
13. Work towards reducing the Council's carbon footprint by increasing energy consumption from green or renewable sources.

14. Consider options for ensuring the most effective use of the Council farm estate to support affordable farming initiatives.
15. Ensure the Council makes the most efficient and effective use of all of its community based assets and where necessary and appropriate transfer ownership of assets to other community groups and interested stakeholders.

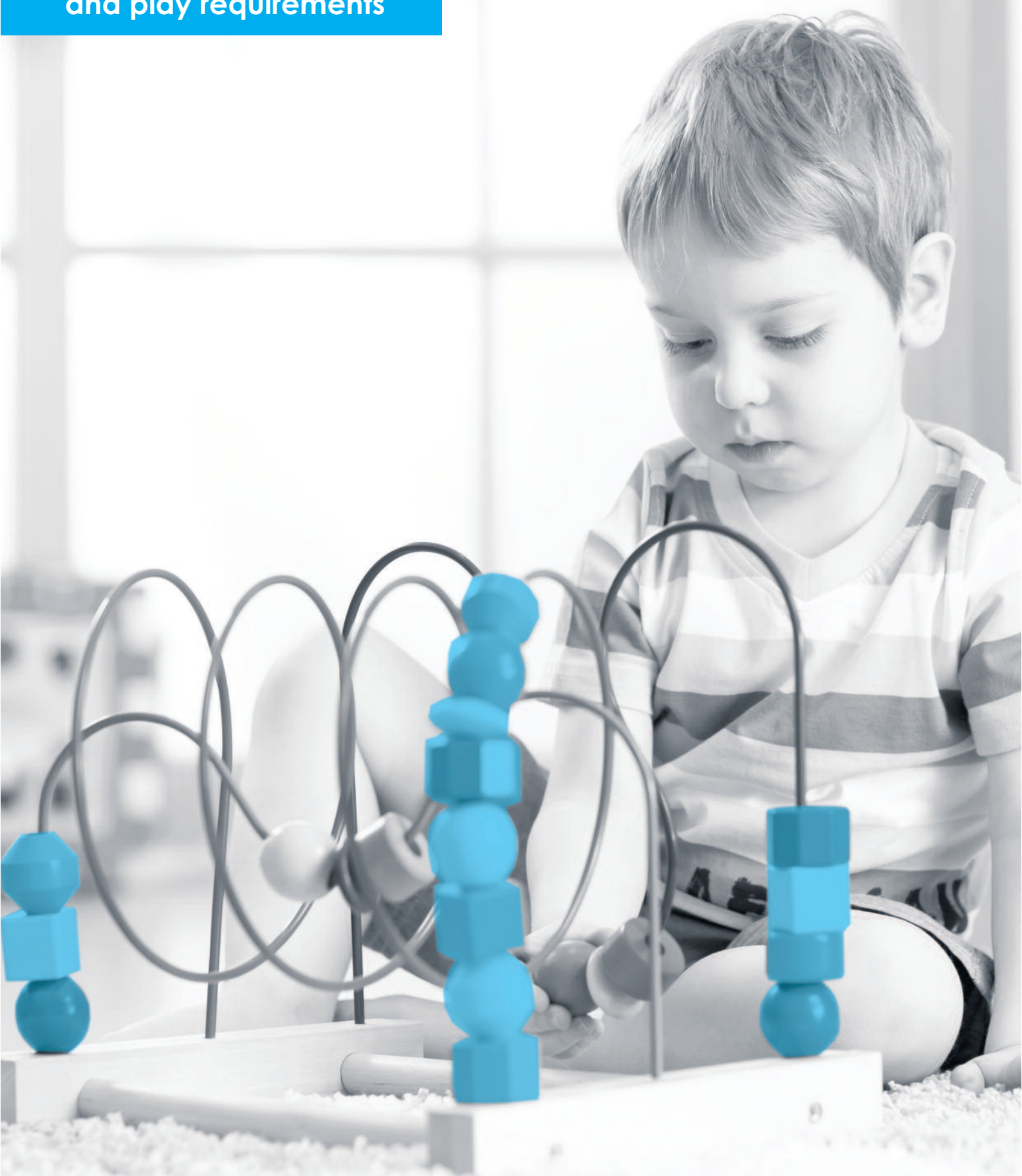
Waste and Environmental

16. Review and establish local waste treatment facilities to support delivery of the national recycling targets and further improve the County's recycling performance.
17. Undertake review of green waste routes to ensure the most effective provision for residents.
18. Work with local stakeholders to pilot litter management arrangements across Llanelli with specific attention to the town centre and approach roads, with a view to introducing across the County.
19. Develop and implement a comprehensive plan to fully utilise the assets at the house and park at Parc Howard with the aim of making the venue a Green Flag location and consider other venues across the County that may benefit from becoming a Green Flag location.

Planning

20. Facilitate the widest possible consultation with the public and interested parties during the preparation of the new Local Development Plan, due to be implemented by 2021. Ensure that the new LDP is a fit-for-purpose local plan, based on sound evidence, which provides for the needs of our County and its communities, complies with the aspirations of our people and ensures sustainable development which will not have an adverse impact of future generations.
21. Review the S106 contribution system, to make it more transparent and to better support community infrastructure.
22. Review the Council's Rural Buildings Policy.
23. Promote a tree strategy to improve the environment and mitigate the effects of air and noise pollution in our more populated areas.
24. Work with stakeholders to improve sewerage capacity within the County through the development of appropriate schemes.

**Delivering key childcare
and play requirements**



Education and Children's Services

There are over 27,000 pupils registered in the County's schools. The Council has a vital role to provide the highest quality services to children, young people, families and learners in ways that best meet their specific needs. We want to support our young people to fulfil their learning potential and we will continually strive to offer high standards of comprehensive education, increasingly in modern environments that are fully equipped for 21st century learning. We also want to enable as many pupils as possible to become fully bilingual in Welsh and English. We will work to protect children and young people from harm by working with the whole family to address any issues.

In addition to existing services we plan to:

25. Deliver all Band A commitments identified in the Modernising Education Programme by 2019 therefore supporting our children and young people to receive a world class education in safe and stimulating environments. This includes the delivery of new campuses for Ysgol Penrhos and Ysgol Gymraeg Dewi Sant.
26. Deliver a further £129million Modernising Education Programme investment between 2019-24.
27. Consider the delivery of primary education provision in the Ammanford, Llandeilo and Llandovery areas.
28. Continue to improve outcomes for all pupils with a particular emphasis on raising the achievements of pupils entitled to free school meals and looked after children.
29. Continue to increase the proportion of schools with a Green or Yellow categorisation in the National School Categorisation System.
30. Ensure best use is made of school facilities to support wider community activity.
31. Work with the County's primary and secondary schools to move them along the Welsh language continuum and also ensure that individual pupils within relevant schools are provided with opportunities to continue with their Welsh medium education throughout all key stages.
32. Ensure the Council fully responds and complies with the requirements of the Welsh Government School Organisation Code to support the attainment of better educational outcomes with specific reference to requirements for rural schools.
33. Consider options to utilise the Welsh Government Mutual Investment Model (MIM) to further develop the education infrastructure through capital investment.
34. Through the Swansea Bay City Deal ensure the Council aligns its educational curriculum with a menu of vocational opportunities to address local skills for work and routes to employability as well as developing learning pathways with Coleg Sir Gâr and University of Wales Trinity Saint David.
35. Review and encourage participation in governorship of schools.
36. Review all school pupil admission dates and age-ranges across the County.
37. Continue to develop support to prevent young people not being in employment, education or training (NEET).
38. Work with partners to develop further opportunities for apprenticeships within the County.
39. Ensure the Council fully responds and complies with the requirements of the Additional Learning Needs transformation programme which aims to transform expectations, experiences and outcomes for children and young people by developing a unified system for supporting learners with additional needs from 0 to 25 years of age.
40. Ensure the Council fulfils its Corporate Parenting role by ensuring that our looked after children and care leavers take full advantage of opportunities available to them to reach their full potential.
41. Ensure the Council fully responds and delivers key childcare and play requirements moving towards delivering 30 hours of free education and care for working parents.
42. Review current specialist behaviour support services in the County with a view to decentralise and support bringing support services into mainstream provision by 2021.
43. Work with Public Services Board partners to develop our approach to engagement and participation with children and young people ensuring their voice is listened to as part of public service development.

Increase the number
of affordable homes



Communities

We want to make Carmarthenshire the most active and healthy County in the UK. The Council has a key role in providing support to residents to achieve that goal be that from providing leisure opportunities at our facilities and open spaces to ensuring the Council's homes are maintained to a high standard and supporting vulnerable and older people when they need it. We also want to improve the availability of affordable homes in the County and we plan to develop 1,000 homes over the next five year. We will work to ensure all residents receiving support are treated with respect and dignity and enable them to remain in control of their lives, and where possible in control of the solutions that best meet their aspirations and what matters to them. We will work towards maintaining people in their own homes, where appropriate, for as long as possible. We will work with our partners to ensure our residents receive the appropriate advice, support and provision as and when they need it.

In addition to existing services we plan to:

Housing

44. Develop 1,000 affordable homes in the County based on the concept of localism by both bringing empty properties back into use and undertaking new build.
45. Establish a Local Housing Trading Company to further increase levels of affordable housing in the County especially within rural areas.
46. Deliver the Swansea Bay City Deal programme to develop 'Homes as Power Stations' to help generate sustainable and affordable homes and address fuel poverty for our residents.
47. Review social housing arrangements in Station Road, Llanelli.
48. Maintain the Carmarthenshire Home Standard for all Council owned properties.
49. Support all Council tenants through Welfare Reform as changes are implemented.
50. Develop a Homelessness Strategy to ensure vulnerable residents are supported appropriately.
51. Further develop engagement mechanisms with all Council tenants to ensure involvement in future provision.

Social Care

52. Ensure the Council fully responds and complies with the requirements of the Social Services and Well-being Act including:
 - a. developing 24-hour access to Information, Advice and Assistance (IAA) services. Options for establishing a Local Authority Trading Company to deliver this service will also be considered.
 - b. introducing a pooled budget between social care and health for residential care;
 - c. establishing a regional joint committee for social services with relevant partners.
53. Continue to improve the provision of day opportunities for older people across the County.
54. Assess residential care arrangements in the Llanelli area to ensure appropriate accommodation provision in the area.
55. Maintain a strong and sustainable in-house Council provision for domiciliary and residential care.
56. Further strengthen the provision and use of the Welsh language within social care services to be able to provide services in the language of service users' choice.
57. Work with partners including Hywel Dda University Health Board and third sector providers to ensure appropriate mental health care services and support are available.
58. Provide support for carers, and young carers in particular, to enable them to continue providing the invaluable care they offer to family and friends in need.

59. Work with partners to provide more opportunities for vulnerable and older people to socialise in order to reduce loneliness.
60. Continue to support residents affected by dementia and support the development of more dementia friendly and supportive communities across the County.

Culture and Leisure

61. Invest in the County's leisure centre provision with the development of a new facility in Llanelli as part of the Wellness Village
62. Develop a new 3G pitch and improved parking facilities in Ammanford and track improvements at Carmarthen leisure centre
63. Deliver a new archives and storage service for Carmarthenshire.
64. Deliver a transformation plan for the existing Museums provision at the County Museum Abergwili, Parc Howard, Kidwelly Industrial Museum and Museum of Speed Pendine to improve the provision for residents and visitors whilst also maintaining links with and promoting independent museums within the County. In addition, it is intended to undertake work to further develop Oriel Myrddin.
65. Begin the museums transformation plan with the delivery of a £1.2 million redevelopment of the County museum at Abergwili.
66. Review and re-develop the Council's Theatre Services provision.
67. Improve and develop the infrastructure and facilities at Pembrey Country Park to enable it to become a first class facility for residents and visitors.
68. Work with community organisations to improve access to the network of footpaths and bridleways across the County.
69. Deliver a £2million programme to re-develop Burry Port Harbour.
70. Celebrate and promote Carmarthenshire's rich cultural and sporting achievements and diversity.
71. Work with Town & Community Councils and other community organisations to seek funding streams to invest in upgrading local playgrounds.

**Delivering the Llanelli Life
Science and Wellness Village**



Regeneration and Development

Regeneration is the Council's number one priority. The Swansea Bay City Deal provides a once in a generation opportunity to significantly enhance prosperity in the County. Alongside this significant programme the Council will also undertake a number of county based developments with a focus on rural areas and market towns. The Council is also very aware of the role it plays as a community leader and will commit to developing effective partnerships and ensure engagement with a range of stakeholders who are working for the good of Carmarthenshire. We aim to build an even better Council that serves the residents of the County to the best of its ability.

In addition to existing services we plan to:

Regeneration

72. Ensure the County fully benefits from the opportunities that will be created through the £1.3 billion investment through the Swansea Bay City Deal including:
 - a. appointing a development partner for the delivery of the £200+million Llanelli Life Science and Wellness Village;
 - b. delivering the £30million Skills and Talent Initiative;
 - c. supporting delivery of the £24million Yr Egin;
 - d. managing the Regional Office for the City Deal and establishing a Regional Joint Committee.
73. Deliver the Transformations: strategic regeneration plan for Carmarthenshire which includes:
 - a. town centre developments in Llanelli, Ammanford and Carmarthen;
 - b. establishing a regeneration initiative to focus on the development of the market towns in the County;
 - c. further development of the Carmarthenshire Coastal Belt, the Pendine Masterplan and the development of a regeneration masterplan for the Pembrey Peninsula area;
 - d. further development of the Cross Hands Food Park and Growth Zone;
 - e. development of Local Employment Sites across the County;
 - f. delivering a Property Development Fund worth £8.6million (£3million from the Council and circa £5.6million private sector investment);
 - g. delivering the Rural Enterprise Fund worth £4.3million (£2million from the Council and circa £2.3million private sector investment).
74. Work with partners to address issues in terms of superfast broadband access and mobile phone signal across the County and in particular in rural areas.
75. Develop a pilot project in the Tyisha ward to develop ways of addressing poverty in the area.
76. Establish a Task Group to consider the issues effecting the rural communities in Carmarthenshire and identify actions the Council, in partnership with other public bodies and organisations, can take to address those issues.
77. Consider opportunities to work with other local authorities and partners to establish a Rural Deal to focus on rural regeneration.
78. Develop a programme to support small business across the County.
79. Ensure the Council uses its stock and assets to facilitate economic development within the County.

Development

80. Work with the third sector and other stakeholders to develop the range of support services provided in the County across a number of service areas as well as further developing volunteering opportunities within the County.
81. Increase the Council's liaison and work with Town and Community Councils.
82. Ensure the Council fully responds to key issues contributing to poverty in the County ensuring targeted intervention schemes such as Flying Start and the follow on to Communities First respond to need.
83. Extend the Hwb model developed in Llanelli to Ammanford and Carmarthen, making front line support services more accessible to residents.
84. Ensure the Council responds and represents the interests of Carmarthenshire's communities in light of possible changing requirements due to Brexit.
85. Support community groups and organisations to promote and publicise the rich variety of community events being held in Carmarthenshire from agricultural shows, festivals and carnivals to exhibitions, concerts and performances.
86. Ensure the Council supports delivery of the Welsh Government's target of having one million Welsh speakers by 2050.
87. Ensure the Council fully responds and complies with the requirements of the Well-being of Future Generations Act including consideration of the five ways of working in all that we do.
88. Deliver the Council's Digital Transformation Strategy to support agile working and digital customer access for residents through public access wi-fi facilities and 'My Account' online facilities.
89. Further develop ICT infrastructure and support for the County's schools to be able to implement all digital education requirements.
90. Ensure the Council responds to all cyber-security requirements to enable internal resilience of systems for staff and continuity of external service provision for residents.
91. Ensure the Council strives to be the most open and transparent in Wales by developing our engagement and communication with residents.
92. Ensure the Council uses its stock and assets to facilitate economic development within the County.
93. Ensure the Council fully supports staff to maintain a healthy work-life balance and, where necessary, ensure the careful management of staff sickness absences in the interest of the staff and the provision of services.

Corporate Services

The Council is facing a period of significant and continued budget reductions and it is more important than ever to ensure we are making the best use of resources. The introduction of Universal Credit across the County from March 2018 could have a significant impact on residents and we must ensure those affected are supported appropriately.

In addition to existing services we plan to:

94. Ensure the Council provides support to current benefit claimants migrating to Universal Credit from March 2018 onwards.
95. Establish feasibility of developing a joint procurement service with Pembrokeshire County Council.
96. Use of the Council's reserves to invest in the County and support future development.
97. Continue to ensure that all staff are treated fairly and with respect whilst working towards introducing the Welsh Living Wage for those staff on lower pay bands.
98. Ensure the Council manages its budgets effectively and prudently.