

Carmarthenshire County Council

Draft Business and Financial Planning 2009 -12



Regeneration and Leisure Department

Overview of Three Year Service Business Plans

Part 1 Departmental Overview

Part 2 Resource Implications – Chief Officers Financial Overview – See budget report for budget detail

Part 3 Abbreviated '2 Page' Business Plans per Division

The Following Divisions are included in this plan :-	Relevant to Regeneration and Leisure Scrutiny
• Economic Development	Yes
• Planning Services	Yes
• Leisure and Sport	Yes
• European and External Funding	Yes
• Policy and Core	Yes

Note – Full Divisional plans are available on www.carmarthenshire.gov.uk/performance from 8th May 2009 (1 DAY AFTER Scrutiny date)

Part 1 Departmental Overview

Understanding the Service and its Priorities

An Overview of the Service provided by the Department

Overview of the Service provided by the Department

The Regeneration and Leisure Department supports the Community Planning themes of Investment and Innovation, Feeling Fine – Promoting Leisure and A Better Place-Conserving and Enhancing the Environment, are met by both the County Council and its partners. The Department has the vision, policies, programmes and the expertise to source and maximise funding opportunities and ensure the sustainable economic, environmental and social wellbeing of the County.

The Divisions are as follows:

- Economic Development;
- Planning Services;
- Leisure & Sport;
- European Policy & External Funding;
- Policy & Core

How the Department supports the Authority's wider policy objectives and strategic priorities

The Department ensures the Council delivers our side of the Regeneration Partnership- which is a public, private and voluntary sector grouping, seeking to deliver the policy objectives and strategic priorities of the Authority within the framework provided by the Community Plan.

The Department has responsibility for the production of the Authority's Development Plan and adopted the Carmarthenshire Unitary Development Plan in July 2006 with work on the Local Development Plan progressing well..

The Department takes the lead role in the **Investment & Innovation** priorities of :

- Promoting Leisure.
- Supporting Area Regeneration;
- Retaining and Attracting a Young Workforce;
- Developing labour markets, Creating jobs and improving productivity;
- Maximising External Funding.

The Department supports the theme of **A Better Place** taking the lead role with the priorities of :

- Conserving and Enhancing the Environment;
- Encouraging the Better Use of Land;

The Department supports the Health Social Care and Well Being Strategy and the Children and Young Peoples Plan.

The Department supports the theme of **Building a Better Council** through its contribution to:

- Promoting fairness and social inclusion (Increasing volunteering hours through Community Development activities);
- Working in partnership and connecting with communities.

Staff are a key asset of the Department and will be supported through a number of initiatives including Investors in People, Learning and Development Plans, Helping Staff to Perform and by the setting of Divisional Standard Measures in each Divisional Plan

How these policy objectives and priorities have been determined – the evidence and reasoning behind them


- The objectives and priorities of the Department have been determined through European, National and regional frameworks which are then translated via a process of consultation (both within and outside the Council) into draft local plans and programmes based on the needs of local communities;
- The priorities are monitored on a regular basis through a number of mechanisms including PIMS the Performance Indicators linked to the Wales Programme for Improvement, and importantly are reported on a regular basis to the Regeneration and Leisure Scrutiny Committee.
- A risk assessment aligned with the annual Improvement Plan process is undertaken in the context of delivering these objectives and priorities, to ensure that they are capable of being delivered by the Service;
- Following evaluation these objectives and priorities are then incorporated into the Community Plan, Corporate Strategy, Development Plans, for Leisure and Economic Development and the business planning cycle of the Authority;




The Scope & Opportunities that Citizens & Communities have to contribute to the shaping of Services

- We have a 1000 strong Citizen's Panel to guide Service development;
- We undertake ad hoc customer satisfaction surveys;
- We meet with Town and Community Councils to discuss Planning matters on an annual basis;
- We hold consultation meetings with local communities on key regeneration proposals;
- We operate Community Development activities by liaising closely with local communities either directly or through our delivery partners;
- We have a corporate Compliments and Complaints and Freedom of Information Act procedure;
- We engage with the most disadvantaged communities via the Communities First Programme;
- We seek to bend mainstream services to disadvantaged areas via the Communities First Compact.

How we are working with Partners

- We have established Partnerships to mirror the key themes of the Community Plan, including the Regeneration Partnership, Grwp Cefn Gwlad and also have key partnerships with both the public, private and voluntary sectors on a range of programme areas including Communities First, Western Valleys Strategic Regeneration Area and on the preparation of the Local Development Plan and specific regeneration projects.
- We are building on these partnerships within the context of the Making the Connections agenda, the Beecham Review, the Wales Spatial Plan and current EU Programmes.

 For more information on:

	Name	 Telephone	 E Mail
Director Executive Board Member Scrutiny Chair	Mr Dave Gilbert Cllr. H. Clive Scourfield Cllr. Anthony W Jones	01267 224131	dgilbert@carmarthenshire.gov.uk

Part 2 Chief Officer's - Financial Overview for Department

Resource Implications for the Department

Departmental Budget 2009-12

2008-2009			Approved Budget 2009-2010			Outlook 2010-2011			Outlook 2011-2012		
	Net		Exp	Income	Net	Exp	Income	Net	Exp	Income	Net
	£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
			Divisions								
	510	Policy & Core	558	-53	505	570	-53	517	580	-55	525
	4,971	Economic Development	7,717	-2,411	5,306	7,873	-2,483	5,390	8,047	-2,564	5,483
	2,449	Planning	5,130	-2,495	2,635	5,287	-2,595	2,692	5,450	-2,695	2,755
	450	West Wales European Centre	814	-421	393	840	-437	403	865	-452	413
	6,424	Leisure and Sport	12,965	-5,911	7,054	13,537	-6,112	7,425	13,863	-6,297	7,566
	14,804	Total	27,184	-11,291	15,893	28,107	-11,680	16,427	28,805	-12,063	16,742

Significant variations:

- The net increase in the approved budget in 2009/10 relates in the main to increased expenditure on Community Development activities and increased support for Leisure facilities.

Departmental Efficiency Savings 2009/10

Costc	Cost Centre Description	£	Notes on Changes
	Policy and Core	-6,500	
1785	Regen Core & Policy	-2,500	Miscellaneous Budget heads: Supplies and Services
1785	Regen Core & Policy	-4,000	Salaries
	Economic Development	-77,000	
1790	Support Services	-2,500	Caretaker Parc Amanwy
1791	Support Services	-4,500	Staff Travel
1742	Community Regeneration	-8,800	General Budget
1743	Community Regeneration	-7,700	General Budget
	CTTC	-50,000	Service to operate on 'break-even' with no CCC Subsidy
	Physical Regeneration	-3,500	General Budget
	Planning	-15,000	
1705	Development Control	-15,000	Income from adjoining planning authorities for mineral work
	European & External Funding	-5,500	
8390	West Wales European Centre	-5,500	Additional Income
	Leisure and Sport	-86,000	
	Garnant Golf Club	-10,000	Reduction in annual subsidy
	Country Parks - ranger service	-20,000	Parks to operate a joint Ranger service
	Carmarthen Bowls Club	-20,000	Club to take over the management of the catering services, and customer services assistant to take on cleaning responsibilities
865	Sports Development	-2,000	Efficiencies on travel & Energy cost
130	Pendine School Camp	-3,000	Increased Income from non school periods
877	Countryside Recreation	-8,000	Pendine Beach Income (and Lifeguarding Costs Later)
074	Millenium Coastal Park	-15,000	MCP car parks/ harbour and other income
748	Pembrey Ski Slope	-6,000	Pembrey County Park Ski Slope Renewable water scheme
	Various Cost Centres	-2,000	General Reduction in fuel Costs (Sustainability Initiatives)
	REGENERATION AND LEISURE	-190,000	

Part 3 Abbreviated Business Plans

There now follows abbreviated business plans for each Division of the Department :-

Division	Page
• Planning Services	8
• Economic Development	10
• Leisure and Sport	12
• European and External Funding	14
• Policy and Core	16

ABBREVIATED DIVISIONAL BUSINESS PLAN FOR PLANNING SERVICES DIVISION

What we are trying to achieve? (Our Service Objectives)

- | | |
|---|--|
| <ol style="list-style-type: none"> 1. Deliver a Planning Service in a clear, accessible & transparent way. 2. Reconcile the needs of development & conservation. 3. Regulate the use of land in the interests of the public. | <ol style="list-style-type: none"> 4. Contribute to a safer and more accessible environment 5. Promote certainty and confidence among the public and developers. |
|---|--|

Current Strengths

- | | |
|---|--|
| <ul style="list-style-type: none"> ▪ Adopted Unitary Development Plan; ▪ Planning website with ability to submit planning applications and view plans and decisions on-line etc.; | <ul style="list-style-type: none"> ▪ Developed planning protocol. |
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Areas for Improvement & Key Risks to achieving Service Objectives

- | | |
|--|---|
| <ul style="list-style-type: none"> ▪ Income generation – address the impact of the economic downturn; ▪ Address the negative issues raised by the public in connection to service provision; ▪ Address accommodation issues with regards the split location of offices; ▪ Retention & recruitment of professional staff; | <ul style="list-style-type: none"> ▪ Address statutory changes of planning legislation requirements; ▪ Access to grant funding to continue with established projects (e.g. Tywi Afon yr Oesoedd, Llandovery/Llangadog THI); ▪ Address planning enforcement issues; ▪ Roll out Local Development Plan throughout the County. |
|--|---|

Action Plan

Obj No.	Smart Improvement Actions (Addressing Areas for Improvement & high medium risks)	By
1.	Process planning applications in accordance with Assembly Government advice and the adopted UDP.	Ongoing
2.	Production and publication of advice and guidance on Biodiversity, Landscape and Building Design, and Conservation Area Enhancement.	MAR 10
2.	Implement Year 2 programme of projects as per Tywi Afon yr Oesoedd (TAYO) Landscape Partnership Plan	MAR 10

Improving the way we live and work

3.	Develop Local Development Plan vision, and prepare and consult on the Pre Deposit version.	JUN 10
3.	Investigate, monitor & take action with respect to unauthorised developments and non-compliance with planning conditions.	MAR 10
4.	Monitor 8-week planning application determination figure	Quarterly
4.	Accommodate requirements of clients to accept Building Control applications and correspond electronically.	MAR 10
4.	Monitor the implementation and effectiveness of the Dangerous Structures Policy	MAR 12
4.	Review link between Development Control and Enforcement (development control and enforcement).	JUN 09
4.	Address the issue of retention and recruitment of professional staff in all sections	SEP 09
5.	Implement a planning enforcement service that is effective and protects local communities from unauthorised development	DEC09
5.	Monitor nature of complaints (link with Scrutiny Committee reports)	Quarterly
Divisional Management Standards		
	Ensuring staff receive a 'Helping People to Perform' meeting with their line manager and provide staff with the appropriate support, learning and development in line with the Corporate and Divisional Learning and Development Plans as an integral part of Investors in People (IiP).	APR 09

Key Performance Targets for the Service

- PLA /004a Improve the percentage of major planning applications determined within 13 weeks from 36.7% in 2008/09 to 42% by 2009/10;

Further Information

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Service Head	Eifion Bowen	01267 227580	EBowen@carmarthenshire.gov.uk

ABBREVIATED DIVISIONAL BUSINESS PLAN FOR ECONOMIC DEVELOPMENT DIVISION

What we are trying to achieve? (Our Service Objectives)

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|--|--|
| <p>1. Take Carmarthenshire Connexions forward and monitor progress.</p> <p>2. Create and retain jobs, improve company productivity and competitiveness and support key sectors through current economic recession.</p> | <p>3. Reduce economic inactivity and respond to the economic recession by supporting local people, groups and communities to become more independent and sustainable.</p> <p>4. Retain and attract a young workforce</p> |
|--|--|


Current Strengths

- | | |
|---|--|
| <ul style="list-style-type: none"> • Well regarded 5 year Masterplan process; • Strong partnership working ethos; | <ul style="list-style-type: none"> • Good track record of Community Engagement and an emphasis on Community Regeneration. |
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Areas for Improvement & Key Risks to achieving Service Objectives

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|---|---|
| <ul style="list-style-type: none"> • Need for successful transition to the new Convergence Funding Arrangements; | <ul style="list-style-type: none"> • Address Construction and Design Management (CDM) Regulations (see Technical Services risk); |
|---|---|

Action Plan

Obj No.	Smart Improvement Actions (Addressing Areas for Improvement & high medium risks)	By	IAG/PID
1.	Implement new 5 year Sites and Premises Masterplan including securing external funding.	MAR 13	
1.	Ensure grant claims are inputted on time with supporting evidence and in accordance with procedure in Grants Compliance Manual.	Quarterly	
1.	Annually review the performance of the local economy against agreed contextual indicators and benchmark areas elsewhere	JUN 10	
2.	Deliver FS4B Regional Centre Service - Local Business Centre(s) within Carmarthenshire in accordance with contract.	APR 10	
2.	Ensure funding is used to support new and existing businesses by delivering capital financial assistance.	MAR 12	
2.	Provide loans to businesses experiencing problems with their short to medium term working capital requirements during the economic recession.	MAR 10	Yes
2.	Identify Account Managed Companies "Customer" satisfaction improvement for 2009/10.	MAR 10	


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Obj No.	Smart Improvement Actions (Addressing Areas for Improvement & high medium risks)	By	IAG/PID
2.	Manage and deliver the Rural Development Plan Account Management of Micro Businesses.	FEB 11	Yes
2.	Manage and Deliver the regional 'Local Investment Fund'.	MAR 14	Yes
2.	Will seek consistent quality in provision of business support through ensuring all Business Development officers have or are working towards NVQ 4 level qualification	MAR 10	
2.	Identify a Customer satisfaction benchmark in 2008/9 and an improvement for 2009/10	Mar10	
3.	Lead, Co-ordinate and ensure delivery of Partnership Action Plans for Glanymor/Tyisha, Felinfoel and Pantyfynnon, and deliver a debt and benefit advice service in Glanymor & Tyisha in order to address poverty	MAR 12	
3.	Work with Welsh Assembly Government to deliver the Western Valleys Strategic Regeneration Area.	MAR 12	
4.	Deliver Youth Entrepreneurship support funded through Convergence and the Rural Development Plan.	MAR 10	
Divisional Management Standards			
	Ensuring staff receive a 'Helping People to Perform' meeting with their line manager and provide staff with the appropriate support, learning and development in line with the Corporate and Divisional Learning and Development Plans as an integral part of Investors in People (IiP).	APR 09	

Key Performance Targets for the Service

5.6.3.8 (CMT) – Deliver 300 full time jobs created with Divisional assistance in 2009/10. (Target is lower in 2009/10 due to recession)

5.6.3.15 (CMT) – Increase the number of school children who have been through the Councils' 'Entrepreneurship Programme' from 1,338 in 2008/09 to 1,350 by 2009/10.

5.6.3.21 Increase the number of new and existing businesses financially supported in Carmarthenshire based on the Convergence funding from 30 in 2008/09 to 102 in 2009/10. 

5.6.3.20 Increase the number of Companies that are Account managed from 64 in 2008/09 to 76 in 2009/10. 

Further Information

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Detailed Service Business Plans 2009/10		www.cararthenshire.gov.uk/performance	
Key Strategies: Wales A Vibrant Economy, Convergence Programme 2007-13, Rural Development Plan 2007-2013, Wales Spatial Plan, Carmarthenshire Connexions, Making the Connections – Delivering Beyond Boundaries, Customer Focus Action Plan.			

ABBREVIATED DIVISIONAL BUSINESS PLAN FOR LEISURE AND SPORT DIVISION

What we are trying to achieve? (Our Service Objectives)

1. Regeneration of the County's Leisure portfolio.
2. Quality management of facilities.
3. Increasing and maintaining participation.


Current Strengths

- Leisure Vision 2007-2012
- Maintained and increased Quest – Quality Management score for the Sports Development Unit.
- Work with communities, opened up over 150km of rights of way each year, extending access to the countryside.
- Improved accommodation blocks at Pendine Outdoor Education Centre
- Developed new athletic stadium facilities in Llanelli (linked to Scarlets Stadium).
- Undertook internal services quality accreditation at our main leisure Centre sites
- Improving the International Canoe Centre in Llandysul, specifically to include additional office space, reception area, storage facilities and lecture/meeting rooms.
- Local Authority Partnership Agreement (LAPA), with the Sports Council for Wales in the delivery of a physical activity plan for the County


Areas for Improvement & Key Risks to achieving Service Objectives

- Ensure the long term rights of way maintenance programme following adoption of ROWIP
- Integrating management and budgetary provision for refurbished Carmarthen Leisure Centre
- Ensure that our Fusion Health & Fitness facilities provide as much income as possible
- Budget pressures caused by rising increase energy costs
- Revisit provision of cultural centre in Llanelli, linked to Town Centre Regeneration Plan
- Identify & bid for funding for Parks, Playing Fields & Playgrounds improvement programme.
- Monitoring access to Burry Port Harbour following investment to develop West Break Water.


Action Plan

Obj No.	Smart Improvement Actions (Addressing Areas for Improvement & high medium risks)	By	IAG/PID
1.	Work with partners to continue to improve and extend access to the countryside by opening at least 150kms of rights of way every year	MAR 10	
1.	Subject to Arts Council funding undertake a phased upgrade of Lyric Theatre.	MAR 10	
1.	Review outdoor Education provision (currently at Pendine centre); and options to develop facilities at North Dock and Llandysul.	MAR 11	
1.	Secure funding for access works at Burry Port Harbour & agree a 5 year master plan for Burry Port Harbour	MAR 10	

Improving the way we live and work




Obj No.	Smart Improvement Actions (Addressing Areas for Improvement & high medium risks)	By	IAG/PID
1.	Implement Pembrey Country Park improvement Plan (5 year plan)	MAR 12	
1.	Review potential for The Works Cultural and Creative Centre Scheme, linking with Llanelli regeneration master plan with a view to securing alternative external funding	DEC 09	
2.	Gain quality management accreditation for all of our leisure services including Quest for Leisure Centres	MAR 10	
2.	Introduce electronic document record management system (EDRMS)	MAR 10	
3.	Prepare and agree an annual Local Authority Action Plan (LAPA) with the Sports Council for Wales.	FEB10	
3.	Improve Net Satisfaction ratings of users of individual arts facilities, events and services supported by the Local Authority	MAR 10	
3.	Maintain the total number of clients who have gone through the GP Referral Scheme (National Exercise Referral Scheme) & secure long term funding from WAG	MAR 10	
3.	Introduce a minimum of 5 times 60 minutes of physical activity per week to all secondary school aged children through the 5 x 60 officers work programme	MAR 10	
	Divisional Management Standards		
	Ensuring staff receive a 'Helping People to Perform' meeting with their line manager and provide staff with the appropriate support, learning and development in line with the Corporate and Divisional Learning and Development Plans as an integral part of Investors in People (IiP).	APR 09	

Key Performance Targets for the Service

3.4.2.8 – Increase the no. of attendances at Sporting Opportunities facilitated by the Sports Development Unit from 149,094 in 2008/09 to 152,000 by Mar 10 

LCS/002 – Increase the no. of visits to sport and leisure centres during the year per 1,000 population from 4,606 in 2008/09 to 4,791 by Mar 10.

Further Information

	Name	 Telephone	 E Mail
Service Head	Ian Jones	01267 228309	IJones@carmarthenshire.gov.uk
Detailed Service Business Plans 2009/10		www.carmarthenshire.gov.uk/performance	
Key Strategies: Wales Spatial Plan, Climbing Higher, Wales Environment Strategy, Carmarthenshire Unitary Development Plan, Sustainable Development Strategy, Carmarthenshire Connexions Leisure Vision, Climate Change Strategy, Customer Focus Action Plan.		www.carmarthenshire.gov.uk/Leisure	

ABBREVIATED DIVISIONAL BUSINESS PLAN FOR EUROPEAN POLICY AND EXTERNAL FUNDING DIVISION

What we are trying to achieve? (Our Service Objectives)

- | | |
|---|--|
| <p>1. Maximise the take up and benefits of all external funding opportunities for Carmarthenshire whilst improving the co-ordination and management.</p> <p>2. Secure partnering arrangements with external bodies ensuring continued sustainability of the Centre.</p> <p>3. Develop and finance regional and inter-regional networking opportunities.</p> | <p>4. Support local organisations in the development and management of their external projects.</p> <p>5. Provide the authority and local organisations with up to date EU information and advice.</p> |
|---|--|

Current Strengths

- | | |
|--|--|
| <p>1. Developed dedicated role within the Authority and West Wales;</p> <p>2. Good track record in drawing down funding opportunities;</p> | <p>3. Effective partnership working with key strategic funding groups;</p> <p>4. Developed interregional & networking opportunities.</p> |
|--|--|

Areas for Improvement & Key Risks to achieving Service Objectives

- Uncertainty of the receipt of EU Convergence funding by the Authority;
- Delivery of the Grant Compliance Guidance.

Action Plan

Obj No.	Smart Improvement Actions (Addressing Areas for Improvement & high medium risks)	By	IAG/PID
1.	Ensure that all projects for corporate and external funding comply with agreed project management principles including the submission of Project Proposal Forms and Project Initiation Documents	MAR 10	
1.	Secure a total investment of £60m investment in Carmarthenshire	MAR 11	
1.	Initiate, develop and support all new externally funded CCC projects via EU funding opportunities	MAR 10	

Improving the way we live and work

Obj No.	Smart Improvement Actions (Addressing Areas for Improvement & high medium risks)	By	IAG/PID
	and domestic programmes.		
1.	Ensure the appropriate implementation and management arrangements of the Convergence programme and the Rural Development Plan at local and sub-regional level are in place.	MAR 10	
2.	Negotiate SLAs and tendering opportunities with clients in the sub-region.	MAR 10	
3.	Further develop opportunities to partner with other sub regions / regions / trans-national regions and develop joint projects.	MAR 10	
3.	To encourage and support Town Twinning networking opportunities.	MAR 10	
4.	To maintain and further develop the County Council's Corporate External Funding Database (CEFD) via the implementation of Phase 2 and any subsequent phasing.	MAR 10	
4.	Ensure continued project compliance requirements are realised on an ongoing basis by providing appropriate training and undertaking project monitoring reviews.	MAR 10	
5.	To deliver an EU information service via the Europe Direct contract.	MAR 10	
	Divisional Management Standards		
	Ensuring staff receive a 'Helping People to Perform' meeting with their line manager and provide staff with the appropriate support, learning and development in line with the Divisional Learning and Development Plan as an integral part of IIP.	APR 09	

Key Performance Targets for the Service
1.1.3.9 Design and develop 12 projects in 2009/10

Further Information

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Service Head	Neville Davies	01267 2423259	nevdavies@carmarthenshire.gov.uk
Detailed Service Business Plans 2009/10		www.wwec.org.uk	
Key Strategies: Community Plan, Convergence Programme 2007-2013, Rural Development Plan 2007-2013, Wales Spatial Plan, Wales a Vibrant Economy, Beecham Report, Wales Audit Office Regeneration Follow Up Inspection, Making the Connections, CCC External Funding Strategy, Customer Focus Action Plan.			

ABBREVIATED DIVISIONAL BUSINESS PLAN FOR POLICY AND CORE DIVISION

What we are trying to achieve? (Our Service Objectives)

- | | |
|---|---|
| <ol style="list-style-type: none"> 1. To ensure the continued sustainability of Regeneration & Leisure Services. 2. To implement recreational and environmental projects that regenerate local communities and improve the public realm | <ol style="list-style-type: none"> 3. To monitor, manage and review Divisional and Departmental performance against targets 4. To ensure the provision of an up to date research and information services |
|---|---|

Current Strengths

- | | |
|---|--|
| <ul style="list-style-type: none"> ▪ Developed co-ordinating role within the Department and across the Authority; ▪ Experienced in co-ordinating service reviews with a positive outcome; | <ul style="list-style-type: none"> ▪ Good partnership working with local community groups on environmental projects ▪ Recognised as a corporate provider of statistics, research and information to allow Department's to make informed decisions. |
|---|--|

Areas for Improvement & Key Risks to achieving Service Objectives

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|--|--|
| <ul style="list-style-type: none"> ▪ Improving grant compliance procedures. | <ul style="list-style-type: none"> ▪ Addressing key changes in legislation. |
|--|--|

Action Plan

Obj No.	Improvement Actions (Addressing Areas for Improvement & high medium risks)	By	IAG/PID
1.	Monitor and manage the Divisional budget (revenue and capital) on a monthly basis, and co-ordinate Departmental budget reporting to Management Team.	MAR 10	
1.	As part of the annual Priority Based Budgeting process, seek to make efficiency and productivity gains across the Department in line with the Making the Connections agenda.	MAR 10	
1.	Publish quarterly Service Activity Reports to inform Members of progress on key projects.	MAR 10	
1.	Assist environmental project staff with legislative changes impacting on health and safety considerations.	MAR 10	
2.	Work with the Welsh Assembly Government to agree an annual programme of environmental enhancements in the County.	OCT 09	PID
2.	Develop and begin implementation of key projects arising out of the Valleys Regional Park Study for the Aman and Gwendraeth Valleys, and the new Western Valleys Strategic Regeneration Area.	OCT 09	
2.	Agree, develop, and implement key gateway proposals for Burry Port and North Carmarthenshire Market Towns.	MAR 10	PID

Improving the way we live and work

Obj No.	Improvement Actions (Addressing Areas for Improvement & high medium risks)	By	IAG/PID
2.	Assist with enhancements at Genwen Quarry, Llanelli and Phase 2 of Carmarthenshire Dock, Llanelli.	DEC 09	PID
3.	Continue to monitor and review internal processes and systems on an ongoing basis, in order to improve the efficiency, effectiveness and sustainability of the Regeneration and Leisure Service.	MAR 10	
3.	Monitor the Departmental capital programme and ensure compliance with grants procedures and the Council's Management Capital document.	MAR 10	
3.	Encourage service areas to implement improvements to customer care, and promote better understanding of equalities, social inclusion, Welsh Language etc	MAR 10	
4.	Agree a management framework with the Office for National Statistics ONS for Local Authority Liaison on the 2011 Census.	MAR 10	
4.	Develop and agree a 2011 Census Plan for Carmarthenshire.	MAR 10	
4.	Prepare weekly research bulletins for CMT and key officers within the Council, outlining new intelligence and good practice to assist with service improvement and delivery.	MAR 10	
	Divisional Management Standards		
	Ensuring staff receive a 'Helping People to Perform' meeting with their line manager and provide staff with the appropriate support, learning and development in line with the Corporate and Divisional Learning and Development Plans as an integral part of Investors in People (IIP).	APR09	

Key Performance Targets for the Service

There are no relevant Performance Indicators for this Service. The Division co-ordinates policy and monitors Departmental performance.

Further Information

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Detailed Service Business Plans 2009/10		www.carmarthenshire.gov.uk/performance	
Key Strategies: Community Plan, Convergence Programme 2007-2013, Rural Development Plan 2007-2013, Wales Spatial Plan, Wales a Vibrant Economy, Wales Environment Strategy, Customer Focus Action Plan. ALL County Council Strategies			