

LLANELLI RURAL COUNCIL

STRATEGIC PLAN

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STRATEGIC PLAN

1. INTRODUCTION

- 1.1 This document sets out the Council's strategic aims based on a clear statement of purpose and its core values. The Strategic Plan is intended to provide an overall framework to focus the Council's activities, investment and spending priorities. These are set out in more detail in annual Service Plans, incorporating service objectives, key tasks, performance measures, and related targets. Key Council priorities will be identified in the Council's annual Action/Performance Plan.
- 1.2 The Strategic Plan's aim is to improve the quality of life for people today and for future generations. The Plan will be used as a tool, to ensure the Council works for and with the communities it represents. The Plan will guide the Council in meeting people's needs and respecting their rights; and will help us deliver better customer services.
- 1.3 The annual Action/Performance Plan and Service Plans provide the basis for on-going performance review, to ensure the provision of high quality services, which meet the needs of our customers. In so doing, it will focus the activities of Councillors and staff on clear organisational goals and outputs.
- 1.4 The formulation of the Action/Performance Plan together with the Service Plans, will form an integral part of the annual budget process.

2. STATEMENT OF PURPOSE

"The Council is committed to encouraging community development and serving our customers better, while acting as a local voice for the communities we represent".

To achieve this the Council has identified a number of values and aims within which priorities are set. These are explained in the next section of the Plan.

3. CORE VALUES AND STRATEGIC AIMS

3.1 COMMUNITY DEVELOPMENT

The Council is committed to encouraging community development.
We will:

- CD1** - Strive to identify and help meet local needs.
- CD2** - Work with Carmarthenshire County Council and other agencies as part of the community planning forum to help bring about change at all levels.
- CD3** - Help deliver the aspirations of the local communities in the Llanelli Area and be guided by the Area Plan for People and Local Environment (APPLE), as far as the Council's remit will permit.

- CD4** - Understand the diverse needs of the communities we represent.
- CD5** - Actively encourage community development by supporting the endeavours of community groups and associations, voluntary organisations and other agencies.
- CD6** - Encourage and promote lifelong learning through the provision of training services.
- CD7** - Maximise opportunities for access to a full range of community facilities and identify and remove barriers preventing access.
- CD8** - Support and develop community participation in what we do.
- CD9** - Actively promote the use of the Welsh Language according to Council policy.
- CD10** - Encourage the development of civic pride throughout the communities we represent.

3.2 SERVING OUR CUSTOMERS BETTER

The Council is committed to giving all its customers the best possible service, whilst at the same time ensuring quality, relevance and value for money. We will:

- SCB1** - Place our customers at the heart of everything we do.
- SCB2** - Treat our customers fairly and as individuals.
- SCB3** - Develop excellent standards of customer care.
- SCB4** - Try to make access to Council services as easy as possible for all our customers and provide choice in how people access our services.
- SCB5** - Consult and listen to all our customers in designing and improving our services.
- SCB6** - Develop a culture of continual improvement in service quality throughout the authority.
- SCB7** - Develop and publish clear targets and standards for each service.
- SCB8** - Maintain our Quality Management System ISO 9001:2000 to improve service delivery.
- SCB9** - Investigate other formal systems and processes as a means of delivering better services.
- SCB10** - Value staff, encourage responsibility and accountability, and support personal development including the setting of formal

objectives for training and development actions.

- SCB11-** Work with the Welsh Assembly Government to achieve Quality Council Status and embrace the recommendations of the Assembly's Scoping Study into the role and function and future potential of Town and Community Councils.
- SCB12-** Develop an effective complaints procedure as a means of proper redress for our customers.
- SCB13-** Act as a gateway to other services provided by Carmarthenshire County Council and other public sector agencies.

3.3 ACTING AS A LOCAL VOICE

Community and town councils are the most local level of government in Wales and play an important role in the life of Welsh communities. Representing local interests is a crucial part of the work that we do. We will:

- LV1** - Be a strong local voice and will act on behalf of our communities and work with others to ensure provision of appropriate services.
- LV2** - Look to safeguard local amenities and fully represent both the views of residents and the communities we serve.
- LV3** - Support local issues in Llanelli which are of general importance to the District in order to safeguard key services and protect employment.
- LV4** - Diligently perform our consultative role in the following areas:-
- Education and Learning
 - Environment
 - Health and Social Care
 - Housing
 - Highways and Transportation
 - Planning
 - Public Protection
 - Recreation and Leisure
- LV5** - Continue to develop our consultative role, particularly with Carmarthenshire County Council and other public sector bodies; ensuring that contributions are effective, relevant, timely and reflect the communities we represent.

3.4 QUALITY OF LIFE

The Council is committed to doing all it can to improve the quality of life of all residents living within our area.

3.4.1 ENVIRONMENT

The Council cares for the environment. We will:-

- QL1** - Review all our services and management systems to ensure good environmental practice and compliance with regulatory requirements.

3.4.2 SOCIAL INCLUSION

The Council recognises the special needs of those members of the community who face discrimination or are otherwise disadvantaged. The Council will play its part in helping to improve their situation. We will:

- QL2** - Develop and implement our equal opportunities policy.
- QL3** - Work with Carmarthenshire County Council and other agencies in helping support all sections of the communities we represent.
- QL4** - Develop our general policies and initiatives to provide assistance to those suffering from poverty, inequality or disadvantage.

3.4.3 CRIME

The Council believes all residents have a right to live in a safer environment without fear of crime and persecution. We will:

- QL5** - Seek to work more closely with Carmarthenshire County Council, the Police, other agencies and local communities to create a safer environment.

3.5 SPORTS, LEISURE AND CULTURAL ACTIVITIES

The Council recognises the importance of encouraging people to take part in sport, leisure and cultural activities to improve their well being. We will:

- SLC1** - Aim to offer and promote a wide range of sport and leisure opportunities both by direct provision and through working with Carmarthenshire County Council and community groups and agencies.
- SLC2** - Enhance leisure and sporting facilities in line with identified customer requirements.
- SLC3** - Support and encourage organisations promoting the arts and cultural activities.
- SLC4** - Encourage the retention and enhancement of heritage and culture in the Llanelli District.

3.6 THE LOCAL ECONOMY

The Council is committed to supporting the local economy. We will:

- LE1** - Introduce and support measures which will improve access to secure employment for all sections of the community and provide training opportunities for further personal development.
- LE2** - Continue to deliver work based training programmes and customised training tailored to meet local employers and individual needs.
- LE3** - Actively promote and market Llanelli and District and enhance its image.
- LE4** - Support the local economy by purchasing goods and services from local businesses.

3.7 LOCAL DEMOCRACY

The Council is a democratically elected body and believes in the principles of local democracy. We will:

- LD1** - Provide support to elected Members to enhance and develop their representative role.
- LD2** - Encourage participation in the democratic process.
- LD3** - Be open in conducting our activities and listen to the views of local people.

3.8 PARTNERSHIP WORKING

Partnership working is a key theme of modern local government. The Council believes in the spirit of partnership working, in order to deliver the best possible service to its customers. We will:

- PW1** - Recognise the importance of partnership working in order to fulfill the needs of our customers.
- PW2** - Work in partnership with community groups and organisations to enhance the communities we represent.
- PW3** - Continue to support and develop our two joint venture projects with Llanelli Town Council, namely:
 - Llanelli District Cemetery
 - Senior Citizens Day Centre
- PW4** - Continue to support the partnership agreement between ourselves, Carmarthenshire County Council and Llanelli Town Council for

the provision of the Llanelli Christmas Carnival and Christmas Lights.

- PW5** - Look to build on our good relationship with Carmarthenshire County Council, by drawing up a formal Council Charter which will be used as a basis for working together to deliver better services in the future.
- PW6** - Continue to support the work of both the Football Association of Wales and the Welsh Rugby Union by financially contributing towards the provision of Development Officers for the area.
- PW7** - Work in partnership with the Voluntary and Private Sectors, when opportunities arise.

3.9 COMMUNICATION

Internal and external communication and the provision of information is fundamental to providing customer focused services. We will:

- C1** - Continually improve our general methods of communication with our customers.
- C2** - Hold public meetings concerning major schemes and projects.
- C3** - Consult with our customers and gather information by means of satisfaction questionnaires and general surveys, as part of an on going process of self-assessment and improvement.
- C4** - Communicate with customers in the language of their choice.
- C5** - Use of plain language in all correspondence.
- C6** - Develop our web site and other communication systems.
- C7** - Develop our Public Information Scheme to provide maximum information about the Council and its activities.
- C8** - Develop our relationship with the local media.
- C9** - Publish press releases on issues of public interest.
- C10** - Develop internal communications across the Authority's different sites so that staff provide a quality and informed service to customers.
- C11** - Produce annual service plans, incorporating service objectives, key tasks, performance measures and related targets.
- C12** - Produce an annual action/performance plan detailing overall performance against Council priorities and information on Council objectives for the forthcoming year.

3.10 HEALTH AND SAFETY

The Council takes its health and safety responsibilities very seriously. The Authority's safety performance is regarded by the Council as equal to quality and productivity. We will:

- HS1** - Provide an on going commitment to our health and safety policy, and budgets will include adequate provision for addressing health, welfare and safety requirements.
- HS2** - Whenever applicable, adopt any relevant British Standard, Code of Practice or established good practice.
- HS3** - Maintain adequate insurance in accordance with the Employers' Liability (Compulsory Insurance) Act 1969/Employers Liability Regulations 1998.
- HS4** - Provide and maintain safe and healthy working conditions, equipment and systems of work for all our employees and provide as much information, training and supervision as they need for this purpose.
- HS5** - Accept our responsibility for the health and safety of other people who may be affected by our activities.

3.11 RESOURCES

The Council believes that efficient, effective and sustainable resourcing is fundamental to achieving its strategic aims. We will: -

- R1** - Seek to maximise our revenue income and pursue all appropriate sources of external financial support.
- R2** - Promote principles of sustainability in all Council activities.
- R3** - Progressively develop a waste minimisation programme to ensure efficient and effective use of all resources.

3.12 MANAGEMENT AND CONTROL

The Council believes that effective management and control is central to achieving its strategic aims. We will:

- MC1** - Annually review service plans, key tasks, related targets and performance as an integral part of the annual budget process.
- MC2** - Prepare a forward capital programme on a rolling five yearly basis, in addition to the annual revenue budget.
- MC3** - Seek to ensure economy and restraint and thereby achieve value for money.

- MC4** - Operate strict controls on revenue spending in order to be able to undertake new initiatives and to generate resources which can be used for approved projects.
- MC5** - Continually monitor policies, services, budgets and processes in order to better meet identified needs and aspirations.
- MC6** - Promote, protect and enhance the diverse character, culture and local identity of the Council's area.

4. AMBITION AND GENERAL VALUES

4.1 AMBITION

The Council has the following ambitions:

- To be recognised as an excellent organisation;
- To be an organisation that people are proud to work for and be associated with.

4.2 GENERAL VALUES

The Council aims to be:

- Caring and supportive;
- Fair and equitable;
- Inclusive;
- Developmental and Innovative;
- Empowering, Enthusiastic and Encouraging.

5. REVIEW

The Strategic Plan is a working document and may be reviewed from time to time in line with legislative changes or major policy development. It is important that the Strategic Plan represents the aims and ambitions of the Council. Therefore a review of the Plan will be undertaken in line with the Council's ordinary election cycle. This will ensure that it remains relevant and reflects the views of the Members/Controlling political group, as the case maybe.

MARK GALBRAITH
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