

# Llanelli Rural Council



## STRATEGIC PLAN



# LLANELLI RURAL COUNCIL

## STRATEGIC PLAN

| CONTENTS                                | PAGE NO. |
|---|----------|
| INTRODUCTION                            | 3        |
| STATEMENT OF PURPOSE                    | 3        |
| AMBITION AND GENERAL VALUES             | 3        |
| WELL-BEING                              | 4        |
| CORE VALUES AND STRATEGIC AIMS          | 6        |
| COMMUNITY DEVELOPMENT                   | 6        |
| SERVING THE PUBLIC                      | 7        |
| ACTING AS A LOCAL VOICE                 | 8        |
| QUALITY OF LIFE                         | 9        |
| ENVIRONMENT                             | 9        |
| SOCIAL INCLUSION                        | 9        |
| SAFE AND HEALTHY PLACES                 | 10       |
| SPORTS, LEISURE AND CULTURAL ACTIVITIES | 10       |
| THE LOCAL ECONOMY                       | 11       |
| LOCAL DEMOCRACY                         | 11       |
| PARTNERSHIP WORKING                     | 12       |
| COMMUNICATION                           | 13       |
| HEALTH AND SAFETY                       | 14       |
| RESOURCES                               | 14       |
| MANAGEMENT AND CONTROL                  | 15       |
| REVIEW                                  | 15       |



## **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.
- 1.2 The Strategic Plan's aim is to improve the quality of life (well-being) 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 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 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 delivering better customer service while acting as a local voice for the communities it represents".

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

### **3. AMBITION AND GENERAL VALUES**

#### **3.1 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.

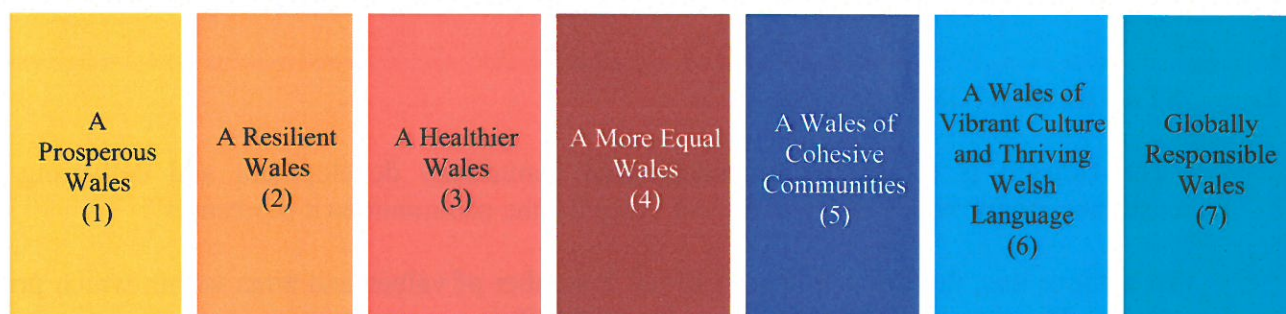
#### **3.2 GENERAL VALUES**

The Council aims to be:

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

## 4. WELL-BEING

- 4.1 This Well-Being Statement sets out Llanelli Rural Council's commitment to the principle of sustainable development to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.
- 4.2 The Well-Being of Future Generations (Wales) Act 2015, 'the Act', defines sustainable development as the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the well-being goals. In this regard the Council recognises the role it has to play. Therefore, it will promote sustainable development in how it goes about meeting its duty under the Act and when working for and with the communities that make up its area.
- 4.3 The Act puts in place seven well-being goals. These well-being goals are indivisible from each other and explain what is meant by the well-being of Wales. The Council embraces these well-being goals and will place them at the heart of its forward planning and decision making arrangements to improve the general quality of life (well-being) within its administrative area. The Act provides a more detailed definition for each of the seven well-being goals. However, for the purposes of this statement the seven goals are:



- 4.4 When applying these well-being goals to the functions, activities and services provided by the Council; the Act requires the Council to think more about the long term, to work better with people and communities and also other public bodies, to look to prevent problems and to take a more joined up approach.

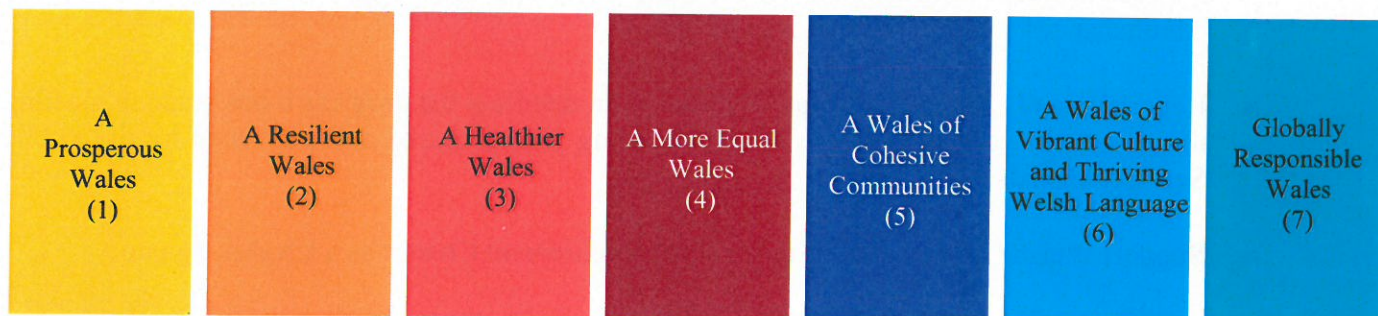
## 4.5 COMMITMENTS

The Council will:

- Look to the long term so that its actions or lack of action does not compromise the ability of future generations to meet their own needs.
- Take an integrated approach to applying the seven well-being goals when deciding upon priorities.
- Involve the diversity of the population in the decisions affecting them, when and where it is applicable to do so.
- Work with others in a collaborative way to find shared sustainable solutions.
- Understand the root causes of issues to prevent them from occurring.

## 5. CORE VALUES AND STRATEGIC AIMS

- 5.1** The core values and strategic aims listed in 5.2 to 5.13 below have been realigned to correlate to the seven national well-being goals introduced to Wales under the Well-Being of Future Generations (Wales) Act 2015. The core values and aims demonstrate how the Council is contributing to improving the general quality of life (well-being) of residents in the Llanelli Rural area.



## 5.2 COMMUNITY DEVELOPMENT

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

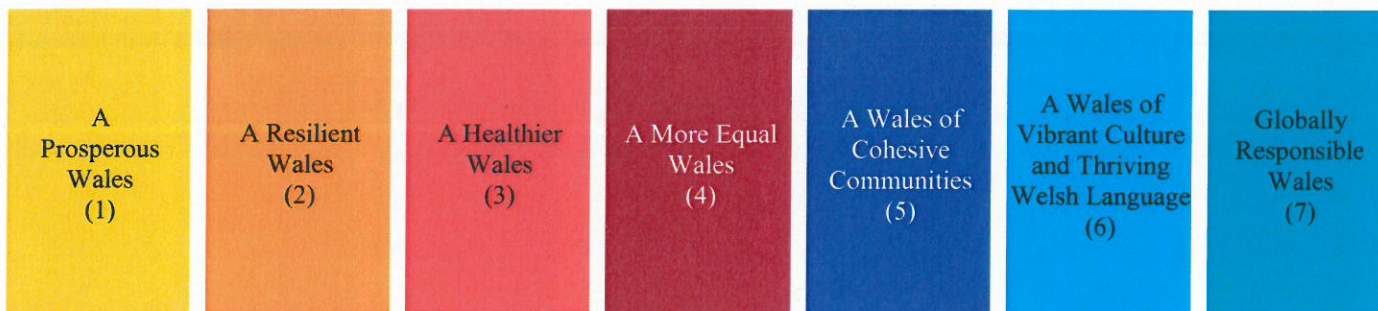
|             |  | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|-------------|--|---|---|---|---|---|---|---|
| <b>CD1</b>  | Identify and help meet local needs.  |   |   |   |   |   |   |   |
| <b>CD2</b>  | Work with Carmarthenshire County Council and other agencies as part of the community planning forum to help bring about change at all levels.            |   |   |   |   |   |   |   |
| <b>CD3</b>  | Help deliver the aspirations of its local communities and be guided by Carmarthenshire County Council's Community Strategy as revised from time to time. |   |   |   |   |   |   |   |
| <b>CD4</b>  | Understand the diverse needs of the communities it represents.   |   |   |   |   |   |   |   |
| <b>CD5</b>  | Actively encourage community development by supporting the endeavours of community groups and associations, voluntary organisations and other agencies.  |   |   |   |   |   |   |   |
| <b>CD6</b>  | Encourage and promote lifelong learning through the provision of training services.  |   |   |   |   |   |   |   |
| <b>CD7</b>  | Maximise opportunities for access to a full range of community facilities and identify and remove barriers preventing access.                            |   |   |   |   |   |   |   |
| <b>CD8</b>  | Support and develop community participation in what the Council does   |   |   |   |   |   |   |   |
| <b>CD9</b>  | Actively promote the use of the Welsh Language according to Council policy.  |   |   |   |   |   |   |   |
| <b>CD10</b> | Encourage the development of civic pride throughout the communities the Council represents.  |   |   |   |   |   |   |   |

- Take all reasonable steps towards meeting the local objectives in the local well-being plan that has affect in its area. In this regard and when the Public Services Board publishes its local well-being plan, the Council will consider and review the local objectives contained in the plan alongside its own objectives for the year ahead.
- Form its own judgement of what steps it would be reasonable for it to take towards meeting the local objectives in its area, on the basis of its own knowledge and consideration of the circumstances and characteristics of its area.
- Report annually for each relevant financial year, detailing the progress it has made in meeting the objectives contained in the local well-being plan prepared and published by the Public Services Board.
- Support Welsh Government's Sustainable Development Charter as a Charter signatory.

## 4.6 ACTIONS

The Council commits to the following set of actions:

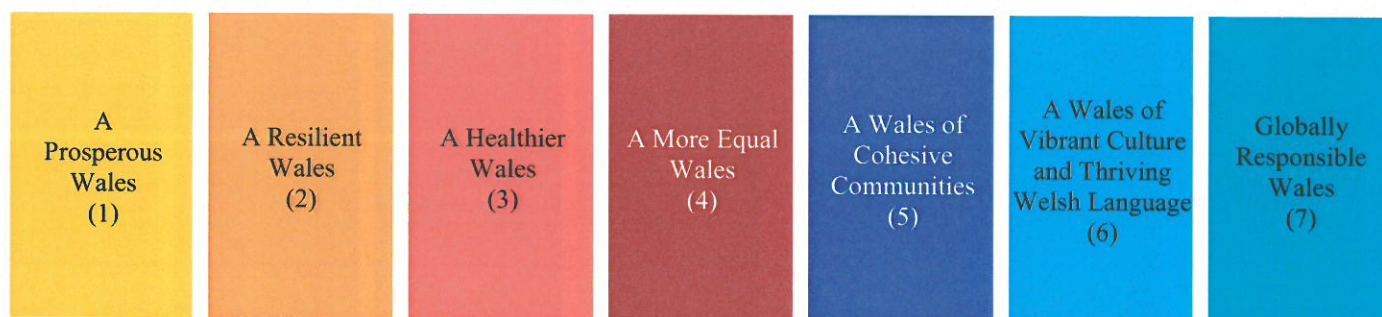
- Publishing this well-being statement on its website.
- Incorporating this well-being statement into this Strategic Plan.
- Incorporating the seven national well-being goals into this Strategic Plan by cross-referencing the well-being goals so that the Council's core aims and values are realigned to correlate directly to the well-being goals.
- Work to deliver the wide ranging interventions identified in the Llanelli Rural Area Whole Place Plan, over the life cycle of the plan: 2015 to 2030. The plan sets out the Rural Area's contribution to the national well-being goals for securing sustainable development.
- Continue to extend its influence and reach into the community to help sustain general well-being in the communities that make up its area. It will do this by dedicating resources to promote community development through the Council's work programme; its dedicated Community Development Officer who will act as an important interface with the communities in the Council's area and through other community initiatives such as the Council's Community Development Fund grants policy and its other forms of grant support.
- To support the Sustainable Development Charter Network by participating in the Charter's Annual Challenge programme.



### 5.3 SERVING THE PUBLIC

The Council is committed to providing the public with the best possible service, whilst at the same time ensuring quality, relevance and value for money. It will:

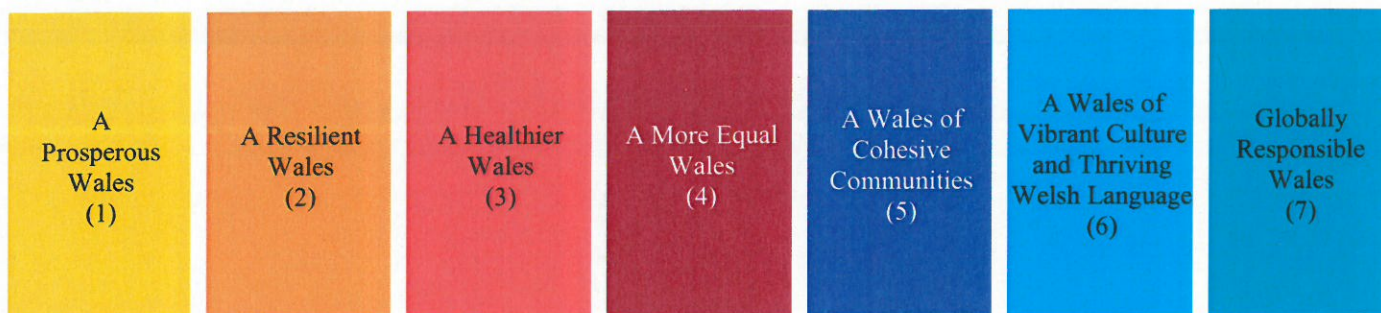
|              |  | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|--------------|--|---|---|---|---|---|---|---|
| <b>STP1</b>  | Place the public at the heart of everything it does.   |   |   |   |   |   |   |   |
| <b>STP2</b>  | Treat people fairly and as individuals.  |   |   |   |   |   |   |   |
| <b>STP3</b>  | Develop excellent standards of customer care.  |   |   |   |   |   |   |   |
| <b>STP4</b>  | Make access to Council services as easy as possible for everybody and provide choice in how people access our services.  |   |   |   |   |   |   |   |
| <b>STP5</b>  | Consult and listen to the public in designing and improving our services.  |   |   |   |   |   |   |   |
| <b>STP6</b>  | Promote a culture of continuous improvement in service quality throughout the Council.   |   |   |   |   |   |   |   |
| <b>STP7</b>  | Publish clear targets and service standards where appropriate.   |   |   |   |   |   |   |   |
| <b>STP8</b>  | Maintain its Quality Management System ISO 9001 International Standard to improve service delivery.  |   |   |   |   |   |   |   |
| <b>STP9</b>  | Investigate other formal systems and processes as a means of delivering better services.   |   |   |   |   |   |   |   |
| <b>STP10</b> | Value staff, encourage responsibility and accountability, and support personal development including the setting of formal objectives for training and development actions.  |   |   |   |   |   |   |   |
| <b>STP11</b> | Work with Welsh Ministers to achieve an accreditation of quality in community government (if necessary) and embrace all legislative measures to promote the role and function and future potential of the Town and Community Council Sector. |   |   |   |   |   |   |   |
| <b>STP12</b> | Handle complaints expeditiously using the Council's complaints procedure as a means of proper redress for people.  |   |   |   |   |   |   |   |
| <b>STP13</b> | Act as a gateway to other services provided by Carmarthenshire County Council and other public sector agencies.  |   |   |   |   |   |   |   |



## 5.4 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 Council's work. It will:

|     |  | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|-----|--|---|---|---|---|---|---|---|
| LV1 | Be a strong local voice and will act on behalf of its 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 it serves.   |   |   |   |   |   |   |   |
| 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 its 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 its consultative role, particularly with Carmarthenshire County Council and other public sector bodies; ensuring that contributions are effective, relevant, timely and reflect the communities it represents. |   |   |   |   |   |   |   |



## 5.5 QUALITY OF LIFE

The Council is committed to doing all it can to improve the quality of life (well-being) of all residents living within its area.

### 5.5.1 ENVIRONMENT

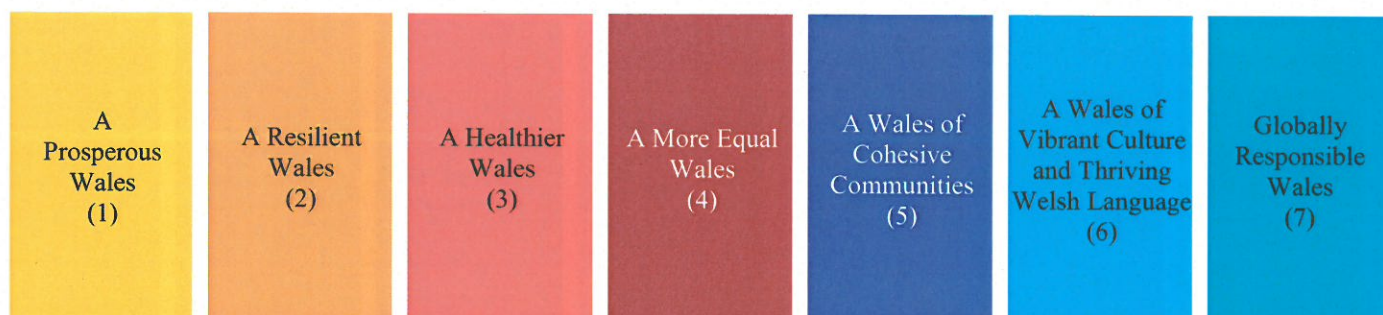
The Council cares for the environment. It will:-

|     |   | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|-----|---|---|---|---|---|---|---|---|
| QL1 | Continually review its services and management systems to ensure good environmental practice and compliance with regulatory requirements. |   |   |   |   |   |   |   |

### 5.5.2 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. It will:

|     |   | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|-----|---|---|---|---|---|---|---|---|
| QL2 | Promote its equal opportunities policy.   |   |   |   |   |   |   |   |
| QL3 | Work with Carmarthenshire County Council and other agencies in helping support all sections of the communities it represents. |   |   |   |   |   |   |   |
| QL4 | Promote general policies and initiatives to provide assistance against poverty, inequality or disadvantage.                   |   |   |   |   |   |   |   |



### 5.5.3 SAFE AND HEALTHY PLACES

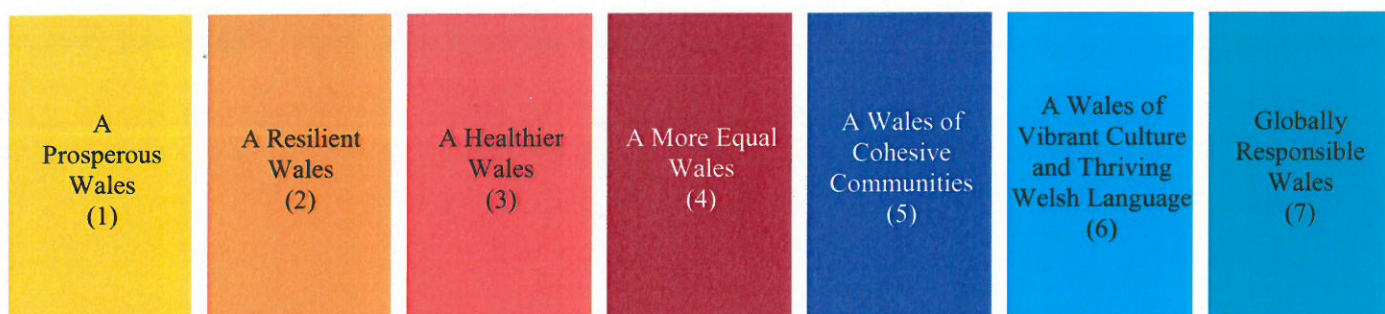
The Council believes all residents have a right to live in a safe and healthy place without fear of crime and persecution. It will:

|     |  | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|-----|--|---|---|---|---|---|---|---|
| QL5 | Seek to work more closely with Carmarthenshire County Council, the Police, the Health and Fire Service and other agencies and local communities to create a safer and healthier environment. |   |   |   |   |   |   |   |

### 5.6 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. It will:

| Proposed National Well-being Indicators |  | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|--|---|---|---|---|---|---|---|
| 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 need.  |   |   |   |   |   |   |   |
| 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.  |   |   |   |   |   |   |   |



## 5.7 THE LOCAL ECONOMY

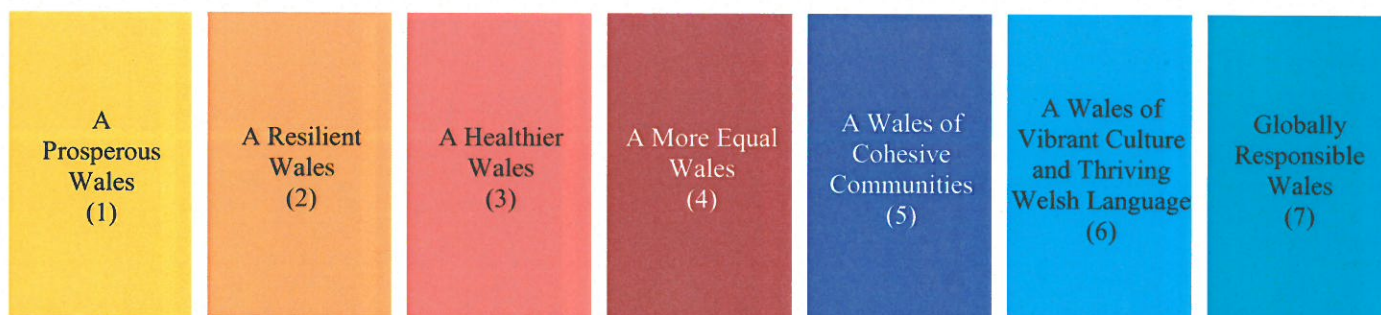
The Council is committed to supporting the local economy. It will:

|     |  | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|-----|--|---|---|---|---|---|---|---|
| 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 | Promote and market Llanelli and District and enhance its image.  |   |   |   |   |   |   |   |
| LE4 | Support the local economy by purchasing goods and services from local businesses where appropriate.  |   |   |   |   |   |   |   |

## 5.8 LOCAL DEMOCRACY

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

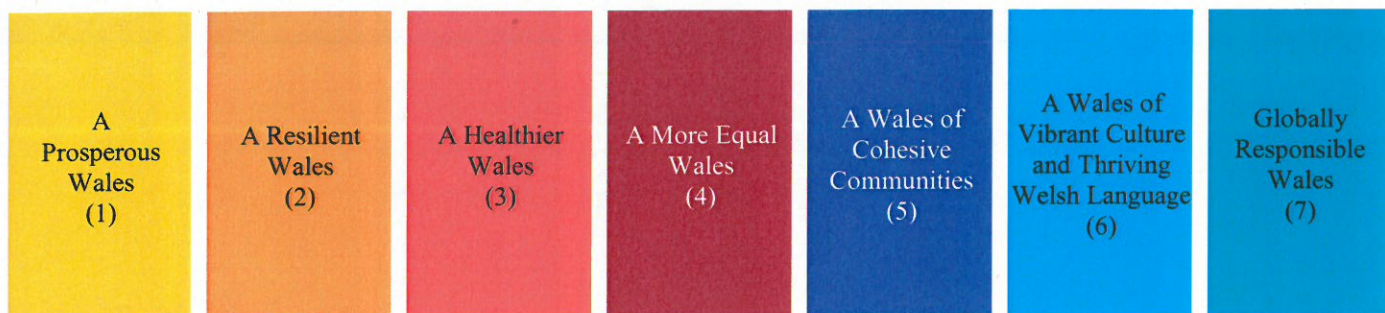
|     |  | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|-----|--|---|---|---|---|---|---|---|
| LD1 | Provide support to elected Members to enhance and develop their representative role. |   |   |   |   |   |   |   |
| LD2 | Encourage participation in the democratic process.                                   |   |   |   |   |   |   |   |
| LD3 | Be open in conducting its activities and listen to the views of local people.        |   |   |   |   |   |   |   |



## 5.9 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 the public. It will:

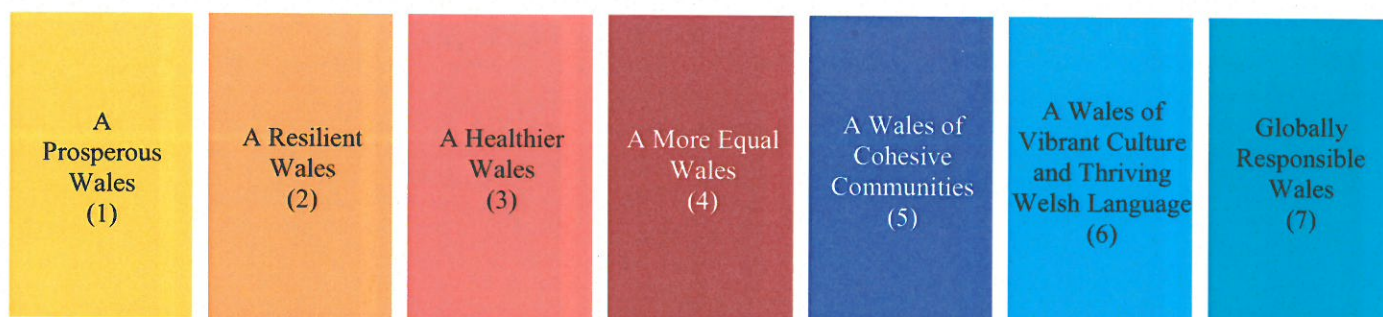
|            |  | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|------------|--|---|---|---|---|---|---|---|
| <b>PW1</b> | Recognise the importance of partnership working in order to fulfil the needs of the communities it serves.   |   |   |   |   |   |   |   |
| <b>PW2</b> | Work in partnership with community groups and organisations to enhance the communities it represents.  |   |   |   |   |   |   |   |
| <b>PW3</b> | Continue to support and develop its joint venture project with Llanelli Town Council, namely: <ul style="list-style-type: none"> <li>Llanelli District Cemetery</li> </ul>                             |   |   |   |   |   |   |   |
| <b>PW4</b> | Continue to support the partnership agreement between the Council, Carmarthenshire County Council and Llanelli Town Council for the provision of the Llanelli Christmas Carnival and Christmas Lights. |   |   |   |   |   |   |   |
| <b>PW5</b> | Continue to strengthen its relationship with Carmarthenshire County Council to work together to deliver better services in the future.   |   |   |   |   |   |   |   |
| <b>PW6</b> | Work in partnership with the Voluntary and Private Sectors, when opportunities arise.  |   |   |   |   |   |   |   |



## 5.10 COMMUNICATION

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

|     |  | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|-----|--|---|---|---|---|---|---|---|
| C1  | Continually improve its general methods of communication with the public.  |   |   |   |   |   |   |   |
| C2  | Hold public meetings concerning major schemes and projects.  |   |   |   |   |   |   |   |
| C3  | When appropriate, promote public consultation 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 people in the language of their choice.   |   |   |   |   |   |   |   |
| C5  | Use plain language in all correspondence.  |   |   |   |   |   |   |   |
| C6  | Develop its web site and other communication systems.  |   |   |   |   |   |   |   |
| C7  | Develop its Public Information Scheme to provide maximum information about the Council and its activities.   |   |   |   |   |   |   |   |
| C8  | Promote relationships with the local media.  |   |   |   |   |   |   |   |
| C9  | Publish press releases on issues of public interest.   |   |   |   |   |   |   |   |
| C10 | Enhance internal communications across the Council's different sites so that staff provide a quality and informed service to the public.   |   |   |   |   |   |   |   |
| C11 | Produce annual service plans, incorporating the seven national well-being objectives, general service objectives, key tasks, performance measures and related targets.                               |   |   |   |   |   |   |   |



## 5.11 HEALTH AND SAFETY

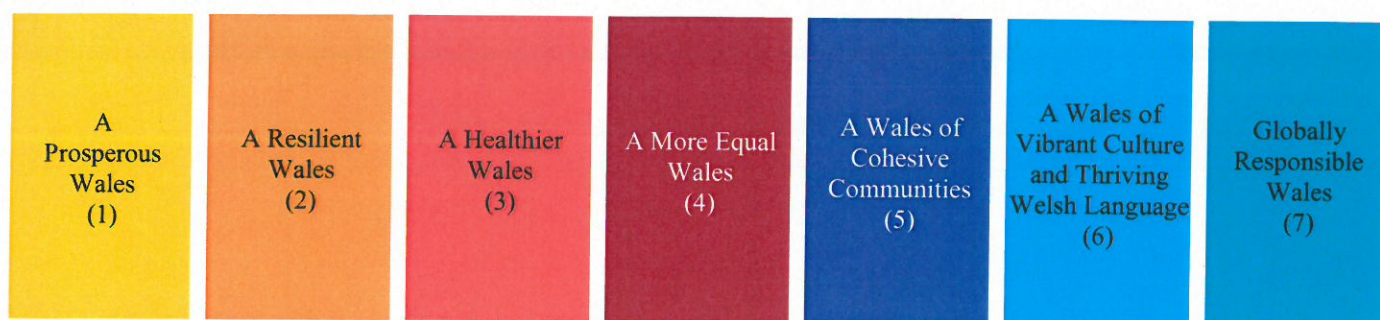
The Council takes its health and safety responsibilities very seriously. The Authority's safety performance is regarded by the Council as equal to quality and productivity. It will:

|     |  | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|-----|--|---|---|---|---|---|---|---|
| HS1 | Provide an on-going commitment to its 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 its employees and provide as much information, training and supervision as they need for this purpose. |   |   |   |   |   |   |   |
| HS5 | Accept its responsibility for the health and safety of other people who may be affected by our activities.   |   |   |   |   |   |   |   |

## 5.12 RESOURCES

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

|    |   | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|----|---|---|---|---|---|---|---|---|
| R1 | Seek to maximise its revenue income and pursue all appropriate sources of external financial support. |   |   |   |   |   |   |   |
| R2 | Promote principles of sustainability in all Council activities.                                       |   |   |   |   |   |   |   |
| R3 | Promote a waste minimisation programme to ensure efficient and effective use of all resources.        |   |   |   |   |   |   |   |



### 5.13 MANAGEMENT AND CONTROL

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

|     |   | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|-----|---|---|---|---|---|---|---|---|
| MC1 | Annually review service plans, key tasks, related targets and performance as an integral part of the annual budget process.                                     |   |   |   |   |   |   |   |
| MC2 | Prepare a forward looking capital programme 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.   |   |   |   |   |   |   |   |

## 6. 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**  
CLERK TO THE COUNCIL

