

# Economic Development & Property Divisional Delivery Plan 2025-2026

Draft 1.0



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Cyngor **Sir Gâr**  
**Carmarthenshire**  
County Council



# INTRODUCTION



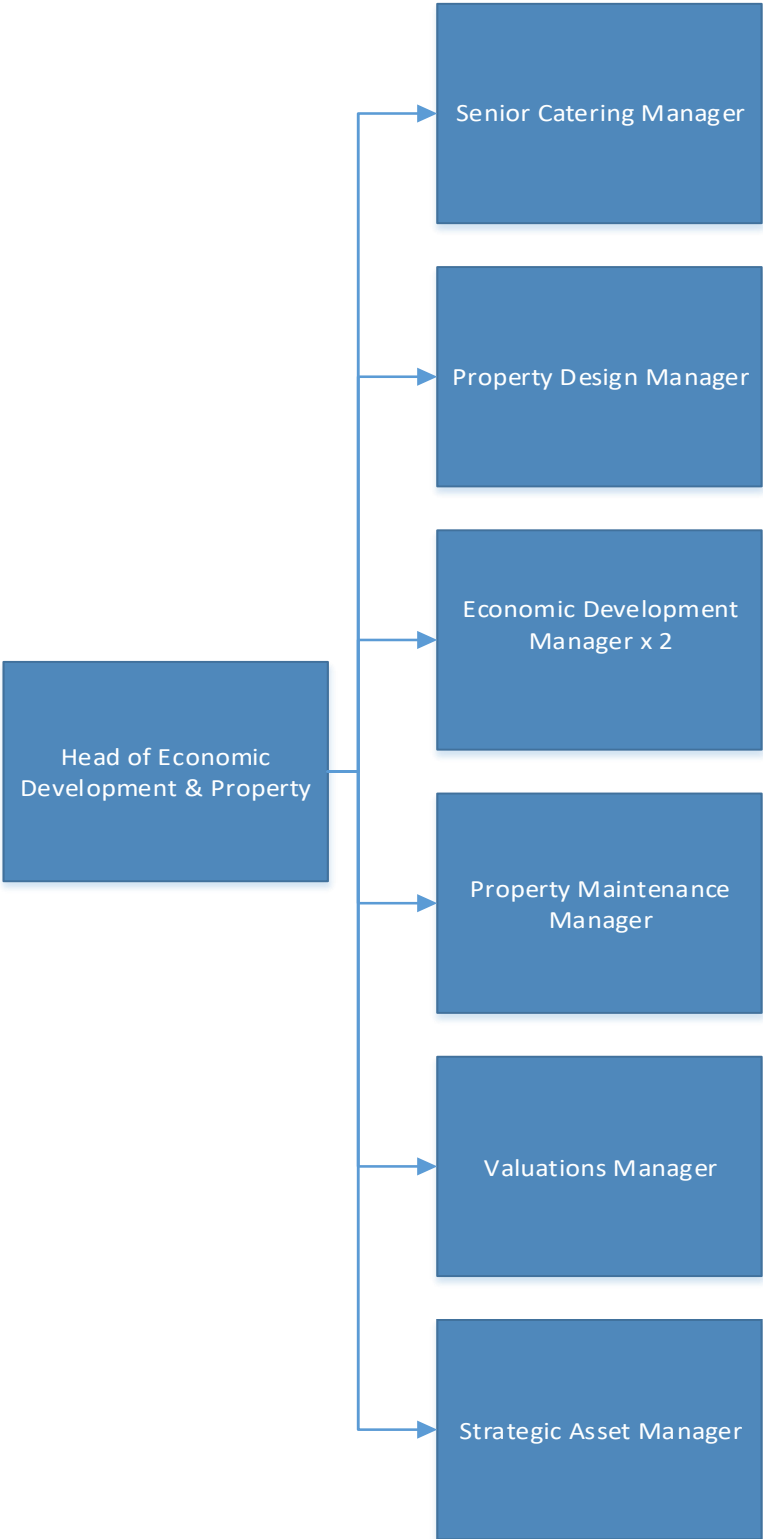
## Purpose of this Plan

This Divisional Delivery Plan sets the strategic actions and measures that the services within this Division will take forward in order for the Council to make progress against its Well-being Objectives, thematic priorities and service priorities. Action and measures for the delivery of the Cabinet Vision Statement Commitments are also included.

The plan also notes the support required by the divisional services from the Core Business Enablers in order to make progress against their own actions or actions and measures to be delivered by those Business Enabler services in their own right.

The actions and measures should set the direction of travel and translate into individual staff objectives targets. It provides an open and transparent way of showing staff, customers, elected members, and stakeholders what is to be achieved and how we plan to do this.

# DIVISIONAL STRUCTURE



## **Introduction**

The Economic Development and Property Division, formed in 2024, leads on a number of specialist service areas as well as providing corporate leadership as core business enablers to all Council departments. By leveraging a multifaceted approach that encompasses a wide array of services, the division is dedicated to enhancing the quality of life for residents while promoting sustainability and innovation.

The Economic Develop and Property Division is split into 6 service areas as follows:

## **Economic Development**

The Economic Development service is committed to stimulating local economic growth by supporting businesses, attracting investment, and fostering an environment conducive to enterprise and innovation. Through strategic initiatives and regional partnerships, this service aims to create job opportunities, enhance skills, and drive economic prosperity across the county.

## **Valuations**

Our Valuations service provides expert advice and management in the valuation of assets, land acquisitions, and disposals. This service ensures that the council's land and property transactions are conducted efficiently, transparently, and in the best interest of the community, thereby optimising the value of the council's asset portfolio.

## **Property Design**

The Property Design service focuses on delivering high-quality architectural and design solutions for council-owned properties. By incorporating sustainable practices and innovative design principles, this service strives to create functional, aesthetically pleasing, and environmentally friendly spaces that meet the diverse needs of the community.

## **Strategic Asset Management**

Strategic Asset Management is integral to the effective stewardship of the council's property portfolio. This service involves the strategic planning and management of assets to ensure their optimal use, maintenance, and long-term value. By aligning asset management with the council's broader objectives, this service contributes to the overall efficiency and effectiveness of council operations.

## **Property Maintenance**

The Property Maintenance service is dedicated to the upkeep and repair of non-housing council-owned properties. This service ensures that all properties are maintained to a high standard, providing safe and functional environments for their occupants. Regular maintenance activities, responsive repairs, and proactive management are key components of this service.

## **School Catering and Breakfast Club Service**

Our School Catering and Breakfast Club Service plays a crucial role in the health and well-being of students in Carmarthenshire. By providing nutritious meals and breakfast options, this service supports the physical and mental development of young learners, contributing to their overall academic success and quality of life.

The Economic Development and Property division of Carmarthenshire County Council is dedicated to driving economic growth, optimising property management, and enhancing public services. Through a comprehensive range of services, the division aims to create a thriving, sustainable, and resilient community for all residents.

This year's business plan sets out how we aim to deliver the Authority's Well-Being Objectives within the Corporate Strategy and address the significant challenges facing both the Department and Corporately. We directly contribute to the Well-Being Objective 1 Healthy Lives – prevention/early intervention and 3 Prosperous Communities - Enabling our communities and environment to be healthy, safe and prosperous. A third of Carmarthenshire's population live in poverty and this is now coupled by the cost-of-living crises.

All our activities, from the provision of direct grants to physical regeneration interventions to UNiversal Primary Free School Meals, are geared towards reducing this level of poverty and creating sustainable growth. In addition, we enable the promotion and protection of the Welsh language through everything we achieve.

We align ourselves corporately via our live strategies:

Economic Recovery Strategy (2021)

Carmarthenshire Shared Prosperity Fund Local Investment Plan (2022)

CCC Vision Statement (2022)

Corporate Asset Management Plan (2023-2028)

Local Innovation Strategy (2022)

Digital Transformation Strategy (2021-2024)

Primary Town Recovery Plans (2022)

10 Town Growth Plans (2022)

Healthy Eating in Maintained Schools (2014)

Free Breakfast in Primary Schools Guidance (2022)

Food Allergens Toolkit (2024)

Our Plan also involves collaboration with key stakeholders, including UK and Welsh Government, businesses, community organisations, parents, pupils and residents. We lead on the governance or are members of these stakeholder groups:

Local Regeneration Partnership

Regional Digital Infrastructure Programme Board

Pentre Awel Board

Regional Learning and Skills Partnership Board

Corporate Property Strategy Management Group

Town Centre Forums and Town Task Force

Cyfle Building Skills Group

Carmarthenshire Construction Training Alliance (CCTAL)

Modernising Education and Communities Programme Board

We are an ambitious service and we are committed to the delivery of the Corporate Strategy through the implementation of the actions and intervention that are within the attached Delivery Plan for 2025-26.

# DIVISIONAL DELIVERY PLAN 2025/2026

Consultation Findings	2023/24 Performance Self-Assessment Main Findings	Action or Measure	PIMS Ref	Action/Measure Description	Department	Division	HOS	Senior Manager A/M Owner	Responsible Officer	Corporate Strategy or Business Plan or Management Info.	Cabinet Vision Number	Action Start Date	Action Target Date
<b>WELL-BEING OBJECTIVE 1</b>													
<b>WBO1a - Thematic Priority: Healthy Lives – prevention/early intervention</b>													
<b>1a Outcome: Families from disadvantaged backgrounds are able to access health and well-being provision within their local areas</b>													
		A		Lead on and provide the operational facilities management for the Pentre Awel development	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Stephen Morgan	Sonia Qualters-Jones	BP		01/04/2025	31/03/2026
<b>1c Outcome: Nutritious free school meals for all primary school pupils</b>													
		M		Continue to provide a nutritious meal in line with guidelines for all primary ages pupils	Place, Infrastructure & Economic Development	Place & Sustainability	Simon Davies	Chris Pugh	Chris Pugh	BP		01/04/2025	31/03/2026
<b>1c Outcome: Schools for sustainable community learning that are fit for 21st Century</b>													
18. Overall, there is agreement from respondents (44%) that local schools provide children and young people with a good education. Although the score has decreased significantly on the previous year with 20% of respondents disagreeing. Numerous comments were received with regards to the decision relating to Ysgol Heol Goffa. Further comments relate to what is a perceived over-focus on the Welsh language, lack of support given to those with additional learning needs and a lack of funding in some instances.		M	PropMaint/002	The number of school repair jobs on hold awaiting approval from Headteachers	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Jason G Jones	Katie Bowen	BP		01/04/2025	31/03/2026
18. Overall, there is agreement from respondents (44%) that local schools provide children and young people with a good education. Although the score has decreased significantly on the previous year with 20% of respondents disagreeing. Numerous comments were received with regards to the decision relating to Ysgol Heol Goffa. Further comments relate to what is a perceived over-focus on the Welsh language, lack of support given to those with additional learning needs and a lack of funding in some instances.		M	4.3.1.8	Percentage of schools graded as "Good" or "Satisfactory" for school building condition (CV1)	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Jason G Jones	Andrew Rees	CS		01/04/2025	31/03/2026
<b>WELL-BEING OBJECTIVE 2</b>													
<b>WBO2a - Thematic Priority: Tackling Poverty</b>													
<b>2a Outcome: A reduction and working towards an end to homelessness</b>													
5. The cost-of-living crisis remains a significant challenge for residents and their families. Rising costs continue to place significant pressure on Carmarthenshire's residents. This is corroborated by 36% of respondents agreeing that poverty is a problem in their respective local areas. This agreement was more acute from respondents living in the Llanelli and Aman community areas, the working age population, women, respondents with disabilities, respondents with caring responsibilities, members of LGBTQ+ community and respondents whose household incomes are below £30,000 per year		A	16998	Delivery and coordination of external grants to support the Tackling Poverty agenda	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Helen Morgan	Rhian Phillips	BP		01/04/2025	31/03/2026
3. The Council's communication process is mainly effective in terms of allowing residents to access up to date information about our services and most agree that they find contacting the Council simple and easy. However, there are some issues with direct contact processes such as on occasions when residents utilise the main switchboard, utilise email to connect with officers or wish to speak directly with officers within individual departments. These findings are consistent with the previous year.		A		Manage the delivery of the Economic Vision for Carmarthenshire	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Helen Morgan	Helen Morgan	BP		01/04/2025	31/03/2026
4. On the whole respondents believe that the Council does not make good use of the financial resources available to us and that investment is not focussed on the right areas. These were the two lowest scoring statements, a consistent trend with the two previous years. A high proportion of respondents highlighted 'neither' which can suggest a number of things including: possible disengagement or apathy with the work of the Council in this regard; having no opinion either way; or not answering either way because they are not sure of how the Council utilises its resources.		A		Ensure the Shared Prosperity Plan is delivered efficiently and effectively in Carmarthenshire	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Helen Morgan	Helen Morgan	BP		01/04/2025	31/03/2026
<b>WBO2b - Service Priority: Housing</b>													
<b>2b Outcome: Availability of good quality and energy efficient affordable homes in the County</b>													
		A	17000	Support delivery of the Housing Regeneration and Development – Five Year Delivery Plan (2022 – 2027)	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Peter Edwards	Peter Edwards	BP		01/04/2025	31/03/2026
<b>WBO2c - Service Priority: Social Care</b>													
<b>2c Outcome: Improved preventative services to meet the demands of an ageing population</b>													

# DIVISIONAL DELIVERY PLAN 2025/2026

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	PREVENTION: The challenges that we are trying to prevent are linked to long-term trends and are included at the core of the Corporate Strategy, however, strengthening our approach to horizon scanning will support preventative service delivery				Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies						
	PREVENTION: There is a need to ensure that the Prevention Strategy, which is being led by the Communities Department, is extended and develops to become a whole population approach to prevention which applies across the Council. It is envisaged this will reduce demand for statutory intervention and maximise the potential of individuals				Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies						
<b>WELL-BEING OBJECTIVE 3</b>													
<b>WBO3a - Thematic Priority: Economic Recovery and Growth</b>													
<b>3a Outcome: Businesses are supported to take advantage of local supply chains and procurement opportunities</b>													
17. 21% of respondents expressed dissatisfaction with employment support services. This is perhaps indicative of some comments received in relation to the perceived lack of employment opportunities in the County.		A	17704	Produce an Economic Vision strategy document for the period 2024-2030.	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Helen Morgan	Helen Morgan	BP		01/04/2025	31/03/2026
17. 21% of respondents expressed dissatisfaction with employment support services. This is perhaps indicative of some comments received in relation to the perceived lack of employment opportunities in the County.		A	17674	Manage the delivery of the SPF Transition Year 2025/26	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Helen Morgan	Helen Morgan	BP		01/04/2025	31/03/2026
17. 21% of respondents expressed dissatisfaction with employment support services. This is perhaps indicative of some comments received in relation to the perceived lack of employment opportunities in the County.		A	16348	Delivery of Ten Towns Growth Plans (CV41)	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Helen Morgan	Helen Morgan	CS	41	01/04/2025	31/03/2026
17. 21% of respondents expressed dissatisfaction with employment support services. This is perhaps indicative of some comments received in relation to the perceived lack of employment opportunities in the County.		A	16487	Focus on the further development of the Foundational Economy sector within Carmarthenshire whilst supporting the principles of the Circular Economy.	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Helen Morgan	Rhian Phillips	CS		01/04/2025	31/03/2026
17. 21% of respondents expressed dissatisfaction with employment support services. This is perhaps indicative of some comments received in relation to the perceived lack of employment opportunities in the County.		A	16488	Deliver the £30million Skills and Talent Programme to create a skilled workforce for the future, developing opportunities as part of the work of the Regional Learning and Skills Partnership	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Helen Morgan	Jane Lewis	CS		01/04/2025	31/03/2026
17. 21% of respondents expressed dissatisfaction with employment support services. This is perhaps indicative of some comments received in relation to the perceived lack of employment opportunities in the County.		A	16489	Provide support through Employability programmes, identifying key training and skills opportunities through engagement with businesses & identifying key skills required	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Helen Morgan	Jane Lewis	CS		01/04/2025	31/03/2026
17. 21% of respondents expressed dissatisfaction with employment support services. This is perhaps indicative of some comments received in relation to the perceived lack of employment opportunities in the County.		A	17006	Work with partners to deliver a range of support services to support the development and growth of the third sector within the County, including the delivery of the Social Enterprise Action Plan.	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Helen Morgan	Rhian Phillips	BP		01/04/2025	31/03/2026
17. 21% of respondents expressed dissatisfaction with employment support services. This is perhaps indicative of some comments received in relation to the perceived lack of employment opportunities in the County.		A	17007	Develop the corporate role of the Bureau and continue to work with Town & Community Councils for the benefit of our residents and communities. (CV113)	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Helen Morgan	Helen Morgan	CS	113	01/04/2025	31/03/2026
17. 21% of respondents expressed dissatisfaction with employment support services. This is perhaps indicative of some comments received in relation to the perceived lack of employment opportunities in the County.		A	16349	Review land and property availability, including strategic acquisitions, to ensure that best use of commercial land and property is being made to support the local economy and / or to generate capital receipts. (CV83)	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Peter Edwards	Peter Edwards	CS	83	01/04/2025	31/03/2026
17. 21% of respondents expressed dissatisfaction with employment support services. This is perhaps indicative of some comments received in relation to the perceived lack of employment opportunities in the County.		A	17009	Support the project delivery of opportunities identified through the 3 primary town centre and 10 towns initiative	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Peter Edwards	Peter Edwards	BP		01/04/2025	31/03/2026
11. Whilst there has been a shift from overall strong agreement to agreement it remains important to Carmarthenshire's residents that local people are supported to buy homes locally with a score of 0.96. This translates to overall agreement from 75% of respondents. This corroborates sentiments expressed within the challenges section as respondents express concern around the high cost of housing, the perceived lack of affordable housing available and the impact of second homes on local housing markets. 30% of respondents expressed dissatisfaction with the Housing and Homelessness service area.		A	17010	Support the Council's Affordable Homes Strategy through assisting in the self-build programme and securing affordable housing through sales of housing land.	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Peter Edwards	Peter Edwards	BP		01/04/2025	31/03/2026

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11. Whilst there has been a shift from overall strong agreement to agreement it remains important to Carmarthenshire's residents that local people are supported to buy homes locally with a score of 0.96. This translates to overall agreement from 75% of respondents. This corroborates sentiments expressed within the challenges section as respondents express concern around the high cost of housing, the perceived lack of affordable housing available and the impact of second homes on local housing markets. 30% of respondents expressed dissatisfaction with the Housing and Homelessness service area.		A	17012	Implement the Council's policy on the disposal of surplus property and ensure its alignment to regeneration priorities.	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Peter Edwards	Peter Edwards	BP		01/04/2025	31/03/2026
11. Whilst there has been a shift from overall strong agreement to agreement it remains important to Carmarthenshire's residents that local people are supported to buy homes locally with a score of 0.96. This translates to overall agreement from 75% of respondents. This corroborates sentiments expressed within the challenges section as respondents express concern around the high cost of housing, the perceived lack of affordable housing available and the impact of second homes on local housing markets. 30% of respondents expressed dissatisfaction with the Housing and Homelessness service area.		A	17014	Provide strategic advice and support to Llanelli Waterside Joint Venture to promote development of surplus sites in Burry Port and Llanelli. Milestone for 23/24 - sale of Burry Port Leisure and housing sites.	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Peter Edwards	Peter Edwards	BP		01/04/2025	31/03/2026
18. Overall, there is agreement from respondents (44%) that local schools provide children and young people with a good education. Although the score has decreased significantly on the previous year with 20% of respondents disagreeing. Numerous comments were received with regards to the decision relating to Ysgol Heol Goffa. Further comments relate to what is a perceived over-focus on the Welsh language, lack of support given to those with additional learning needs and a lack of funding in some instances.		A	17015	Generate capital receipts through disposal of surplus schools to support Council's Modernising Education programme.	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Peter Edwards	Peter Edwards	BP		01/04/2025	31/03/2026
18. Overall, there is agreement from respondents (44%) that local schools provide children and young people with a good education. Although the score has decreased significantly on the previous year with 20% of respondents disagreeing. Numerous comments were received with regards to the decision relating to Ysgol Heol Goffa. Further comments relate to what is a perceived over-focus on the Welsh language, lack of support given to those with additional learning needs and a lack of funding in some instances.		A	17056	Lead on and complete all land acquisitions required to facilitate strategic and corporate capital schemes such as Towy Valley Cycleway and the Modernising Education Plan	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Peter Edwards	Hywel Humphreys	BP		01/04/2025	31/03/2026
		A	17016	Ensure that risks relating to all corporate administrative premises owned or occupied by the Council are suitably and sufficiently identified and managed.	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Stephen Morgan	Stephen Morgan	BP		01/04/2025	31/03/2026
		A		Lead on the vacation and sale of St David's Park and discussions with Public Sector Partners on joint working implications	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Stephen Morgan	Stephen Morgan	BP		01/04/2025	31/03/2026
16. Except for those that answered neither or don't know, disagreement levels were higher (33%) than agreement levels (14%) for the degree to which businesses are supported within the local area. Further analysis indicates that scores were lowest for the Llanelli community area. This is likely linked to residents' perception of town centres and the perceived lack of investment that those areas receive. 31% of respondents expressed their dissatisfaction with the economic development service area.		A	15539	Develop outdoor market provision within 3 primary towns as set out in respective Recovery Masterplans (CV36, CV38 & CV39)	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Stuart Walters	Paul White	CS	36, 38 & 39	01/04/2025	31/03/2026
16. Except for those that answered neither or don't know, disagreement levels were higher (33%) than agreement levels (14%) for the degree to which businesses are supported within the local area. Further analysis indicates that scores were lowest for the Llanelli community area. This is likely linked to residents' perception of town centres and the perceived lack of investment that those areas receive. 31% of respondents expressed their dissatisfaction with the economic development service area.		A	16338	Deliver the Llanelli masterplan actions and continue to support and develop new initiatives and projects through direct delivery and by supporting third parties with available sources of funding. (CV36)	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Stuart Walters	Tessa Bufton	CS	36	01/04/2025	31/03/2026
16. Except for those that answered neither or don't know, disagreement levels were higher (33%) than agreement levels (14%) for the degree to which businesses are supported within the local area. Further analysis indicates that scores were lowest for the Llanelli community area. This is likely linked to residents' perception of town centres and the perceived lack of investment that those areas receive. 31% of respondents expressed their dissatisfaction with the economic development service area.		A	16339	Deliver the Carmarthen masterplan actions and continue to support and develop new initiatives and projects through direct delivery and by supporting third parties with available sources of funding. (CV38)	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Stuart Walters	Tessa Bufton	CS	38	01/04/2025	31/03/2026



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		A	16340	Through the multi-disciplined corporate enforcement group implement the Empty Property Action Plan, using potential loan funding from Welsh Governments Empty Property Management Fund to utilise necessary enforcement powers where appropriate. (CV39)	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Stuart Walters	Tessa Bufon	CS	39	01/04/2025	31/03/2026
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16. Except for those that answered neither or don't know, disagreement levels were higher (33%) than agreement levels (14%) for the degree to which businesses are supported within the local area. Further analysis indicates that scores were lowest for the Llanelli community area. This is likely linked to residents' perception of town centres and the perceived lack of investment that those areas receive. 31% of respondents expressed their dissatisfaction with the economic development service area.		A	16342	Provide a coordinated network of business support to start up and established businesses including self-employed and micro businesses. This will include business engagement, retaining an up-to-date list of businesses in county, linking businesses with funding opportunities, provide advice and information and encouraging entrepreneurship (CV44)	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Stuart Walters	Mike Bull	CS	44	01/04/2025	31/03/2026
16. Except for those that answered neither or don't know, disagreement levels were higher (33%) than agreement levels (14%) for the degree to which businesses are supported within the local area. Further analysis indicates that scores were lowest for the Llanelli community area. This is likely linked to residents' perception of town centres and the perceived lack of investment that those areas receive. 31% of respondents expressed their dissatisfaction with the economic development service area.		A	16343	Under the Shared Prosperity Fund Sir Gar Business Engagement Project, encourage local businesses to apply for Carmarthenshire contracts by highlighting opportunities for spend in county, promoting the Think Carmarthenshire First initiative, developing inter trading and delivering progressive procurement initiative (CV35)	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Stuart Walters	Mike Bull	CS	35	01/04/2025	31/03/2026
		A	16344	Continue to deliver existing internal capital and revenue funds. We will monitor the historical third-party projects to understand longer term benefits. (CV35)	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Stuart Walters	Mike Bull	CS	35	01/04/2025	31/03/2026
		A	16345	Seek additional funding for the wider team by developing new proposals as opportunities arise (CV43)	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Stuart Walters	Mike Bull	CS	43	01/04/2025	31/03/2026
		A	16346	Deliver the Levelling Up funded "Carmarthen Hwb" by redeveloping the former Debenhams store. (CV35)	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Stuart Walters	Mike Bull	CS	35	01/04/2025	31/03/2026
		A	16347	Deliver the various Joint Ventures across the county including, Cross Hands, Rural, and Parc Hendre. (CV44)	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Stuart Walters	Cath Jones	CS	44	01/04/2025	31/03/2028
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16. Except for those that answered neither or don't know, disagreement levels were higher (33%) than agreement levels (14%) for the degree to which businesses are supported within the local area. Further analysis indicates that scores were lowest for the Llanelli community area. This is likely linked to residents' perception of town centres and the perceived lack of investment that those areas receive. 31% of respondents expressed their dissatisfaction with the economic development service area.		A	16524	Deliver new third-party grant funds under Shared Prosperity Fund including Commercial property development Fund and Business Renewable Energy Fund	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Stuart Walters	Mike Bull	BP		01/04/2025	31/03/2026
		A	17002	Deliver the aims and objectives of Llanelli Waterside joint venture at Llanelli and Burry Port	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Stuart Walters	Tessa Bufon	BP		01/04/2025	31/03/2028
		A	17003	Deliver the Ammanford masterplan actions and continue to support and develop new initiatives and projects through direct delivery and by supporting third parties with available sources of funding.	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Stuart Walters	Tessa Bufon	BP		01/04/2025	31/03/2028

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16. Except for those that answered neither or don't know, disagreement levels were higher (33%) than agreement levels (14%) for the degree to which businesses are supported within the local area. Further analysis indicates that scores were lowest for the Llanelli community area. This is likely linked to residents' perception of town centres and the perceived lack of investment that those areas receive. 31% of respondents expressed their dissatisfaction with the economic development service area.		A	17013	Develop and implement a Markets Strategy for indoor and outdoor provision across County.	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Stuart Walters	Paul White	BP		01/04/2025	31/03/2026
8. Waste services received the highest satisfaction levels with 59% of respondents expressing satisfaction. Although comments were still received in relation to litter, fly-tipping and the general unkempt feel of some areas of the County. These comments are especially relevant to the town centres		A	17035	Circular Economy Park, NantyCaws – supporting the Place & Infrastructure Department and Cwm Environmental Ltd in developing a strategic outline business case for possible future site activity expansion.	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Stuart Walters	Stuart Walters	BP		01/04/2025	31/03/2026
16. Except for those that answered neither or don't know, disagreement levels were higher (33%) than agreement levels (14%) for the degree to which businesses are supported within the local area. Further analysis indicates that scores were lowest for the Llanelli community area. This is likely linked to residents' perception of town centres and the perceived lack of investment that those areas receive. 31% of respondents expressed their dissatisfaction with the economic development service area.		M	2.1.2.12	Percentage performance against target to generate capital receipts to support the capital program	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Peter Edwards	Peter Edwards	CS		01/04/2025	31/03/2026
16. Except for those that answered neither or don't know, disagreement levels were higher (33%) than agreement levels (14%) for the degree to which businesses are supported within the local area. Further analysis indicates that scores were lowest for the Llanelli community area. This is likely linked to residents' perception of town centres and the perceived lack of investment that those areas receive. 31% of respondents expressed their dissatisfaction with the economic development service area.		M	EconD/005	The number of people helped into volunteering with Regeneration assistance	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Mike Bull	Mike Bull	CS		01/04/2025	31/03/2026
16. Except for those that answered neither or don't know, disagreement levels were higher (33%) than agreement levels (14%) for the degree to which businesses are supported within the local area. Further analysis indicates that scores were lowest for the Llanelli community area. This is likely linked to residents' perception of town centres and the perceived lack of investment that those areas receive. 31% of respondents expressed their dissatisfaction with the economic development service area.		M	EconD/008	The level of Private Sector Investment / external funding secured (£) (CV43)	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Mike Bull	Mike Bull	CS		01/04/2025	31/03/2026
16. Except for those that answered neither or don't know, disagreement levels were higher (33%) than agreement levels (14%) for the degree to which businesses are supported within the local area. Further analysis indicates that scores were lowest for the Llanelli community area. This is likely linked to residents' perception of town centres and the perceived lack of investment that those areas receive. 31% of respondents expressed their dissatisfaction with the economic development service area.		M	EconD/009	Direct Jobs created (including jobs accommodated & placed into jobs) with Regeneration assistance	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Mike Bull	Mike Bull	CS		01/04/2025	31/03/2026
17. 21% of respondents expressed dissatisfaction with employment support services. This is perhaps indicative of some comments received in relation to the perceived lack of employment opportunities in the County.		M	EconD/010	Indirect Jobs created (indirect and construction jobs) with Regeneration assistance	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Mike Bull	Mike Bull	CS		01/04/2025	31/03/2026
17. 21% of respondents expressed dissatisfaction with employment support services. This is perhaps indicative of some comments received in relation to the perceived lack of employment opportunities in the County.		M	EconD/011	Number of Jobs safeguarded with Regeneration assistance	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Mike Bull	Mike Bull	CS		01/04/2025	31/03/2026
16. Except for those that answered neither or don't know, disagreement levels were higher (33%) than agreement levels (14%) for the degree to which businesses are supported within the local area. Further analysis indicates that scores were lowest for the Llanelli community area. This is likely linked to residents' perception of town centres and the perceived lack of investment that those areas receive. 31% of respondents expressed their dissatisfaction with the economic development service area.		M	EconD/012	Number of business enquiries supported with Regeneration assistance (CV35)	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Mike Bull	Mike Bull	CS		01/04/2025	31/03/2026
17. 21% of respondents expressed dissatisfaction with employment support services. This is perhaps indicative of some comments received in relation to the perceived lack of employment opportunities in the County.		M	EconD/020	% of adults that feel more positive with improved confidence about seeking work after receiving employability support through Communities 4 Work and Communities 4 Work Plus Programmes.	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Amy Wakefield	Amy Wakefield	CS		01/04/2025	31/03/2026
17. 21% of respondents expressed dissatisfaction with employment support services. This is perhaps indicative of some comments received in relation to the perceived lack of employment opportunities in the County.		M	EconD/021	% of residents that feel more confident in using a computer and gaining IT skills after receiving digital inclusion support through Communities 4 Work and Communities 4 Work Plus Programmes.	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Amy Wakefield	Amy Wakefield	CS		01/04/2025	31/03/2026

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Consultation Findings	2023/24 Performance Self-Assessment Main Findings	Action or Measure	PIMS Ref	Action/Measure Description	Department	Division	HOS	Senior Manager A/M Owner	Responsible Officer	Corporate Strategy or Business Plan or Management Info.	Cabinet Vision Number	Action Start Date	Action Target Date
17. 21% of respondents expressed dissatisfaction with employment support services. This is perhaps indicative of some comments received in relation to the perceived lack of employment opportunities in the County.		M	EconD/022	The number of accredited qualifications achieved by residents attending Employment related courses within the Communities 4 Work and Communities 4 Work Plus Programmes.	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Amy Wakefield	Amy Wakefield	CS		01/04/2025	31/03/2026
17. 21% of respondents expressed dissatisfaction with employment support services. This is perhaps indicative of some comments received in relation to the perceived lack of employment opportunities in the County.		M	EconD/023	Number of individuals supported through Council employability schemes to earn a real living wage	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Amy Wakefield	Amy Wakefield	CS		01/04/2025	31/03/2026
<b>WBO3b - Thematic Priority: Decarbonisation &amp; Nature Emergency</b>													
<b>3b Outcome: Continue to work towards becoming a Net Zero Carbon Local Authority by 2030</b>													
		A	17027	Targets to reduce consumption based on Display Energy Certificates baseline data and future rationalisation proposals	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Stephen Morgan	Stephen Morgan	BP		01/04/2025	31/03/2026
15. The largest proportion (42%) of respondents indicated 'neither' when asked whether the climate emergency is being addressed locally. This is a consistent trend with the previous year. Further analysis indicates that with the exception of those that answered 'neither', slightly more people disagree (24%) than agree (19%). This might suggest that people are unaware of the measures put in place to address this priority.		A		Develop a strategy to achieve Net Zero Carbon for in building-use as part of Property Design specifications	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Andrew Tidy	Andrew Morris	CS		01/04/2025	31/03/2026
<b>3b Outcome: Improve current and explore new developments to limit the effects of flooding and other environmental threats which affect our residents and service users</b>													
		A	16491	Strategic Land Use Group – complete high-level review of CCC land holdings	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Stephen Morgan	Stephen Morgan	CS		01/04/2025	31/03/2026
		A		Expand the remit of the Strategic Land Use Group to incorporate the gathering of information on brown field sites for regeneration across the county, which will be used to inform the public on suitable sites for regeneration and their respective barriers to development	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Stephen Morgan	Stephen Morgan	BP		01/04/2025	31/03/2026
<b>WBO3c - Thematic Priority: Welsh Language &amp; Culture</b>													
<b>3c Outcome: Increased confidence and use of Welsh as a thriving language</b>													
16. Except for those that answered neither or don't know, disagreement levels were higher (33%) than agreement levels (14%) for the degree to which businesses are supported within the local area. Further analysis indicates that scores were lowest for the Llanelli community area. This is likely linked to residents' perception of town centres and the perceived lack of investment that those areas receive. 31% of respondents expressed their dissatisfaction with the economic development service area.		A	16350	Deliver Welsh Government's Arfor 2 programme in Carmarthenshire and coordinate regional activity with Gwynedd, Ceredigion and Sir Fon Councils, and any transitional funding in 2025/26 (CV42)	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Helen Morgan	Helen Morgan	CS	42	01/04/2025	31/03/2026
<b>WELL-BEING OBJECTIVE 4</b>													
<b>WBO4a - Organisational Transformation - Overarching</b>													
<b>4a Outcome: Embedding the sustainable development principle in all that the Council does</b>													
4. On the whole respondents believe that the Council does not make good use of the financial resources available to us and that investment is not focussed on the right areas. These were the two lowest scoring statements, a consistent trend with the two previous years. A high proportion of respondents highlighted 'neither' which can suggest a number of things including: possible disengagement or apathy with the work of the Council in this regard; having no opinion either way; or not answering either way because they are not sure of how the Council utilises its resources.		A	17712	Develop and implement an electronic Property Maintenance Request service to optimise response times for property maintenance requests, thereby improving overall efficiency and satisfaction in Property Maintenance reporting.	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Jason G Jones	Alex D Lewis	BP		01/04/2025	31/03/2026
3. The Council's communication process is mainly effective in terms of allowing residents to access up to date information about our services and most agree that they find contacting the Council simple and easy. However, there are some issues with direct contact processes such as on occasions when residents utilise the main switchboard, utilise email to connect with officers or wish to speak directly with officers within individual departments. These findings are consistent with the previous year.		A	17713	Develop and implement a customer portal for live maintenance updates to enhance customer satisfaction, improve transparency, and foster customer engagement in the maintenance process.	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Jason G Jones	Alex D Lewis	BP		01/04/2025	31/03/2026
4. On the whole respondents believe that the Council does not make good use of the financial resources available to us and that investment is not focussed on the right areas. These were the two lowest scoring statements, a consistent trend with the two previous years. A high proportion of respondents highlighted 'neither' which can suggest a number of things including: possible disengagement or apathy with the work of the Council in this regard; having no opinion either way; or not answering either way because they are not sure of how the Council utilises its resources.		A	17714	Develop and implement a prioritised planned maintenance program to ensure effective risk management of maintenance activities within the available resources.	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Jason G Jones	Kelvin Howell	BP		01/04/2025	31/03/2026

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		A	17715	Total Connect System Development: Develop the Total Connect System for comprehensive performance oversight to enhance decision-making.	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Jason G Jones	Alex D Lewis	BP		01/04/2025	31/03/2026
		A	17716	NIEIC Certification Software Implementation: Research, identify, and implement NIEIC certification software for electrical works to ensure compliance and maintain quality standards.	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Jason G Jones	Ian W Davies	BP		01/04/2025	31/03/2026
		A	17717	Effective Property Compliance Arrangements: Ensure effective Property Compliance arrangements by conducting regular audits and updates to compliance procedures to mitigate property-related risks.	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Jason G Jones	Andrew Rees	BP		01/04/2025	31/03/2026
		A	17718	Stock Condition Surveys: Undertake stock condition surveys for 20% of non-housing stock, complete surveys, and present an annual report for Corporate consideration to inform decision-making in property management.	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Jason G Jones	Andrew Rees	BP		01/04/2025	31/03/2026
		A	17719	Financial Review of Property Maintenance Charge-Out Rates: Undertake a financial review of Property Maintenance charge-out rates, adjusting rates to reflect the outcomes of the Property Maintenance and Communities Disaggregation and align rates with current organisational goals.	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Jason G Jones	Emyr Phillips	BP		01/04/2025	31/03/2026
	4. On the whole respondents believe that the Council does not make good use of the financial resources available to us and that investment is not focussed on the right areas. These were the two lowest scoring statements, a consistent trend with the two previous years. A high proportion of respondents highlighted 'neither' which can suggest a number of things including: possible disengagement or apathy with the work of the Council in this regard; having no opinion either way; or not answering either way because they are not sure of how the Council utilises its resources.	A	17720	Efficient Procurement Plan Update: Update and implement an efficient and cost-effective procurement plan incorporating 'Think Carmarthenshire First' to facilitate service delivery.	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Jason G Jones	Emyr Phillips	BP		01/04/2025	31/03/2026
	4. On the whole respondents believe that the Council does not make good use of the financial resources available to us and that investment is not focussed on the right areas. These were the two lowest scoring statements, a consistent trend with the two previous years. A high proportion of respondents highlighted 'neither' which can suggest a number of things including: possible disengagement or apathy with the work of the Council in this regard; having no opinion either way; or not answering either way because they are not sure of how the Council utilises its resources.	A	17721	Resourcing Requirements Assessment: Review resourcing requirements for an effective Property Maintenance Service by conducting a comprehensive assessment of current and future needs to ensure optimal resource utilisation.	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Jason G Jones	Jason G Jones	BP		01/04/2025	31/03/2026
	4. On the whole respondents believe that the Council does not make good use of the financial resources available to us and that investment is not focussed on the right areas. These were the two lowest scoring statements, a consistent trend with the two previous years. A high proportion of respondents highlighted 'neither' which can suggest a number of things including: possible disengagement or apathy with the work of the Council in this regard; having no opinion either way; or not answering either way because they are not sure of how the Council utilises its resources.	A	17722	Property Handyvan Unit Feasibility Study: Consider the creation of a Property Handyvan unit for corporate and secondary school buildings by assessing the feasibility and potential cost-effectiveness of a dedicated unit to enhance efficiency in addressing Health and Safety maintenance.	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Jason G Jones	Ian W Davies	BP		01/04/2025	31/03/2026
		A	17723	Operational Risk Assessment & Safe Systems at Work Review: Ensure all operational Risk Assessment & Safe Systems at Work are reviewed and updated to prioritise employee safety.	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Jason G Jones	Ian W Davies	BP		01/04/2025	31/03/2026
	4. On the whole respondents believe that the Council does not make good use of the financial resources available to us and that investment is not focussed on the right areas. These were the two lowest scoring statements, a consistent trend with the two previous years. A high proportion of respondents highlighted 'neither' which can suggest a number of things including: possible disengagement or apathy with the work of the Council in this regard; having no opinion either way; or not answering either way because they are not sure of how the Council utilises its resources.	A	17685	Insourcing Asbestos Inspection Program: Review the viability of insourcing the asbestos inspection program and assess the potential for added value during inspections to enhance efficiency and service.	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Jason G Jones	Andrew Rees	BP		01/04/2025	31/03/2026
	1. Responses were mixed with regards to the degree that residents feel that the Council lets them know how it's performing. The largest proportion of respondents selected 'neither' which is perhaps indicative of a wider issue whereby residents are not aware of how to access this information. This is consistent with trends seen last year.	A		Responsive Property Repairs Optimisation: Ensure responsive property repairs are completed within an average timescale of 10 days by optimising repair processes and resource allocation to improve customer satisfaction and property condition.	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Jason G Jones	Ian W Davies	BP		01/04/2025	31/03/2026
	1. Responses were mixed with regards to the degree that residents feel that the Council lets them know how it's performing. The largest proportion of respondents selected 'neither' which is perhaps indicative of a wider issue whereby residents are not aware of how to access this information. This is consistent with trends seen last year.	A		First-Time Fix Efficiency Enhancement: Ensure 65% of repairs are completed as a first-time fix by enhancing and streamlining the repair process to improve efficiency and customer satisfaction.	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Jason G Jones	Ian W Davies	BP		01/04/2025	31/03/2026

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		A	17686	Property Handbook Digitisation: Update and digitise the property handbook and associated guidance document to enhance accessibility and information dissemination.	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Jason G Jones	Andrew Rees	BP		01/04/2025	31/03/2026
		A	17687	Portable Appliance Testing (PAT) Strategy Development: Develop a strategy for an updated Portable Appliance Testing (PAT) schedule, considering the unique requirements of the hybrid working model to ensure effective electrical safety in the evolving work environment.	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Jason G Jones	Emyr Philips	BP		01/04/2025	31/03/2026
17. 21% of respondents expressed dissatisfaction with employment support services. This is perhaps indicative of some comments received in relation to the perceived lack of employment opportunities in the County.		A	17703	Maximisation of Work Placement, Training, and Apprenticeship Opportunities: Ensure the inclusion and maximisation of work placement, training, and apprenticeship opportunities through contracts procured for Property Maintenance. This initiative aims to create a robust framework that not only addresses immediate maintenance needs but also contributes to the future development of a skilled workforce.	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Jason G Jones	Emyr Philips	BP		01/04/2025	31/03/2026
17. 21% of respondents expressed dissatisfaction with employment support services. This is perhaps indicative of some comments received in relation to the perceived lack of employment opportunities in the County.		A	17688	Collaborative Promotion of the Property Maintenance and Construction Industry within Schools: Engage in strategic partnerships with third-party organisations to proactively promote awareness and interest in the Property Maintenance and Construction industry within educational institutions. This initiative aims to inspire students, provide valuable insights, and create pathways for future careers in these fields.	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Jason G Jones	Jason G Jones	BP		01/04/2025	31/03/2026
		A		Mechanical & Electrical Servicing and Remedial Works	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Jason G Jones	Emyr Philips	BP		01/04/2025	31/03/2026
		A		Supply of Building, Heating, Plumbing, Electrical and Civils Materials	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Jason G Jones	Emyr Philips	BP		01/04/2025	31/03/2026
		A		To attend the Improvement Board to report non-property compliance.	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Jason G Jones	Jason G Jones	BP		01/04/2025	31/03/2026
1. Responses were mixed with regards to the degree that residents feel that the Council lets them know how it's performing. The largest proportion of respondents selected "neither" which is perhaps indicative of a wider issue whereby residents are not aware of how to access this information. This is consistent with trends seen last year.		M	PropMaint/003	Average number of days taken to complete non housing responsive repairs.	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Jason G Jones	Jason G Jones	BP		01/04/2025	31/03/2026
<b>WBO4c - Organisational Transformation - Income &amp; Commercialisation</b>													
<b>4c Outcome: A more commercial approach to the delivery of Council services with a view to increasing the level of income generated</b>													
		A	17037	Hybrid Working. Accommodation Plan – Implement Phase 1 Carmarthen Town	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Stephen Morgan	Stephen Morgan	BP		01/04/2025	31/03/2026
		A	17039	Installation of Occupye system to monitor desk and meeting room usage	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Stephen Morgan	Stephen Morgan	BP		01/04/2025	31/03/2026
<b>WBO4e - Organisational Transformation - Workforce</b>													
17. 21% of respondents expressed dissatisfaction with employment support services. This is perhaps indicative of some comments received in relation to the perceived lack of employment opportunities in the County.		A		Develop business continuity workforce plans	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	All SMT	All SMT	BP		01/04/2025	31/03/2026
17. 21% of respondents expressed dissatisfaction with employment support services. This is perhaps indicative of some comments received in relation to the perceived lack of employment opportunities in the County.		A		Targeted recruitment to restore leadership in property design resilience lost over last three years and to restore 80-85% staffing resilience to effectively plan, design and manage capital projects - this action is urgent.	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Andrew Tidy	Andrew Tidy	BP		01/04/2025	31/03/2026
4. On the whole respondents believe that the Council does not make good use of the financial resources available to us and that investment is not focussed on the right areas. These were the two lowest scoring statements, a consistent trend with the two previous years. A high proportion of respondents highlighted "neither" which can suggest a number of things including: possible disengagement or apathy with the work of the Council in this regard; having no opinion either way; or not answering either way because they are not sure of how the Council utilises its resources.		A		Evaluation of existing Governance structures in property design to better exercise corporate prioritisation of capital projects across a range of departments.	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Andrew Tidy	Andrew Tidy	BP		01/04/2025	31/03/2026
<b>WBO4f - Organisational Transformation - Service Design &amp; Improvement</b>													
<b>4f Outcome: Ensure local and regional partnership working is efficient and effective and adds value to the work of the Council</b>													



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	LONG-TERM: Data is used to inform performance monitoring, however, there is further scope to identify and utilise future trends data and horizon scanning to inform our understanding of future trajectories allowing for better planning												
	COLLABORATION: Collaboration across the organisation is good however there is scope to further identify how our well-being objectives can be supported by partners and how we can support their well-being objectives.												
	ECONOMICALLY, EFFICIENTLY & EFFECTIVELY: The annual business planning process needs to be less rushed and achieve wider engagement across and within departments to ensure greater integration.												
	ECONOMICALLY, EFFICIENTLY & EFFECTIVELY: Whilst there is strong alignment to the Corporate Strategy there are further opportunities for the increased integration and consideration of the 'outcomes that we hope to achieve' in corporate planning												
	ECONOMICALLY, EFFICIENTLY & EFFECTIVELY: Further integration of corporate priorities i.e. Corporate Strategy, Cabinet Vision Statement etc. would allow for more efficient progress reporting processes												
	ECONOMICALLY, EFFICIENTLY & EFFECTIVELY: There is a need to ensure that progress monitoring approaches for service-based and departmental level plans and strategies more closely align to corporate approaches												
	ECONOMICALLY, EFFICIENTLY & EFFECTIVELY: The self-assessment process should be further refined, ensuring that it is a meaningful exercise for service areas												
	ECONOMICALLY, EFFICIENTLY & EFFECTIVELY: Departmental level performance management processes should align to corporate approaches to ensure consistency and provide assurance that relevant information and data is being viewed and considered at a corporate level.												
<b>5k - Electoral Services &amp; Civil Registration</b>													
	ECONOMICALLY, EFFICIENTLY & EFFECTIVELY: There is recognition that some specific areas require improvements in their approach to asset management to ensure long-term sustainability and the safeguarding of vulnerable assets												
<b>5l - Estates &amp; Asset Management</b>													
	ECONOMICALLY, EFFICIENTLY & EFFECTIVELY: In some areas it would be prudent to ensure alignment between project-based risk registers to broader departmental and corporate level risk registers												
	ECONOMICALLY, EFFICIENTLY & EFFECTIVELY: It would be prudent to ensure that Business Continuity Plans exist for each service area and that these are held corporately as well as locally												
		A	17052	Apply and embed the sustainable development principle in the way it plans, delivers and monitors the management of its assets (AW Springing Forward)	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Stephen Morgan	Stephen Morgan	BP		01/04/2025	31/03/2026
1. Responses were mixed with regards to the degree that residents feel that the Council lets them know how it's performing. The largest proportion of respondents selected "neither" which is perhaps indicative of a wider issue whereby residents are not aware of how to access this information. This is consistent with trends seen last year.		A	17053	Improve performance management of our assets by developing set of performance & outcome measures that reflect Council's ambitions for its assets & monitor these measures at a corporate level.	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Stephen Morgan	Stephen Morgan	BP		01/04/2025	31/03/2026
		A	17290	A new Rural Estate Plan will be drafted over the next 12 months to highlight the extent and performance of the current portfolio, together with the key issues and future strategy of the Estate to enable the Council to maximise the opportunities available to support its well-being objectives	Place, Infrastructure & Economic Development	Economic Development & Property	Simon Davies	Stephen Morgan	Emily Hughes	CS		01/04/2025	31/03/2026

# DIVISIONAL DELIVERY PLAN 2025/2026 - RISKS

Risk Ref or New?	Risk score after mitigation	Identified Risk	WbO Ref.	Assigned To
<b>Corporate Risks</b>				
CRR190023	Medium (9)	Management and delivery of UK Government's Shared Prosperity Fund	WbO3a	Economic Development Manager
CRR190049	Significant (16)	Risk of local business and economy not recovering from the cost of living crises and rises in energy and inflation	WbO2a	Head of Economic Development and Property
CRR190050	High (15)	Risk of contractor and suppliers failing to deliver projects/schemes, because of highly volatile macro economic conditions and inflation/disruption to suppliers, service goods and materials, which has an impact of the non delivery of capital works.  <ul style="list-style-type: none"> <li>• Failure to meet grant expenditure conditions.</li> <li>• Contractors resources depleted</li> <li>• Contract failure</li> <li>• Cost increases</li> <li>• Sourcing materials</li> <li>• Contractors unwilling to carry out work at framework prices</li> </ul>	WbO4b	Head of Economic Development and Property
CRR190072	High (15)	Deterioration of the condition of school and non school buildings due to resource pressures (financial and human) necessitating postponement of timely interventions	WbO1c	Property Maintenance Manager
CRR190078	Medium (9)	Failure to address recent concerns regarding the presence of Reinforced Autoclaved Aerated Concrete (RAAC) in non housing properties	WbO1c	Property Maintenance Manager
CRR190079	Medium (9)	Managing Premises with emphasis of Fire Safety in the Hybrid working environment	WbO1c	Head of Economic Development and Property
<b>Property Maintenance</b>				
TS30A0001	Medium (9)	Non-compliance with Contract Procedure Rules. Our Contract Procedure Rules have been written to set clear rules for the procurement of goods, services and works, so that we can obtain best value for money, whilst ensuring a system of openness, transparency and non-discrimination where the accountability of the procurement process is beyond reproach.		Property Maintenance Manager
TS30A0002	Low (4)	Workforce Planning - Age profile, quantity and skills base of existing operational workforce to deliver the responsive repairs service and other key work functions.		Property Maintenance Manager
TS30A0003	Medium (9)	Skills shortage in all Property Design and Maintenance areas - Shortage of staff with appropriate skills & Lack of capacity to model an uncertain and fast changing future.		Property Maintenance Manager
TS30A0004	Medium (6)	IT investment/ Development -Lack of investment funding / in-house capacity to develop IT system improvements and enhancements to deliver more efficient programmes of work and reporting.		Property Maintenance Manager
TS30A0005	Low (4)	Budget holder expectations of undertaking works and the reality of time that's is required, to prepare schedule of works, tender the project to comply with Contract Procurement Rules, relevant H & S documentation and all regulations, is at times unrealistic. This in turn places unnecessary pressure on the Officers.		Property Maintenance Manager
TS30A0006	Medium (6)	Ensuring sufficient and able resources to deliver concurrent and expanding workload.		Property Maintenance Manager
TS30A0007	Low (4)	Maintaining positive staff collaboration, with respect to health and wellbeing and against the backdrop of continued remote working		Property Maintenance Manager
TS30A0008	Medium	Property Maintenance - Changes in legislation impacting construction processes that have a cost implication that were not accounted for at the original budget estimate stage. This includes COVID-19 and Brexit impacts.		Property Maintenance Manager
TS30A0009	Medium (8)	Property Maintenance - Following a number of re-structures and disaggregation's there are multiple teams responsible for elements property management.  This causes confusion for customers dependant of the query or assistance they require. The teams include but not limited to: * Regeneration (for site and strategic management), * Property Design within Engineering and * Transport (For housing CHS, housing new builds, design and major works),		Property Maintenance Manager
TS30A0010	Medium (8)	Property Maintenance - Service delivery vs procurement compliance vs risk management - There is a significant conflict between improved service delivery on corporate standards/policies. The service has to compromise delivery in order to comply with policies with frustrate customers, Property Maintenance staff and Contractors.		Property Maintenance Manager
TS30A0011	Medium (8)	Property Maintenance - Contractor performance management - Current IT systems provide very little data to evidence and improve contractor performance. Until new system is implemented and data gathered we are unable to adopt a KPI procurement process.		Property Maintenance Manager
TS30A0012	Medium (8)	Property Maintenance - Lack of inspection and management of leased buildings.  - The council lease a number of buildings to individuals/companies. There is a lack of inspections and collection of servicing certificates etc which result in some buildings (such as Carmarthen Mart) being handed back in a poor condition. This then requires investment to bring the property back to a suitable standard prior to letting.		Property Maintenance Manager
<b>Property Design</b>				
TS30B0001	Very Low (3)	Property Design -Non-delivery of capital projects within set timescale. This is often due to late availability of funding.		Property Design Manager



## DIVISIONAL DELIVERY PLAN 2025/2026 - RISKS

Risk Ref or New?	Risk score <u>after</u> mitigation	Identified Risk	WbO Ref.	Assigned To
TS30B0002	Medium (6)	Property Design - Reduced capacity in the regional market due to increase of work within the region.		Property Design Manager
TS30B0003	Medium	Some key officers and qualified staff are continuing to leave the organisation for better paid positions with other authorities which has had a significant impact on the Section in recent years and has affected service delivery considerably and at significant cost due to the need to engage with external support.		Property Design Manager
TS30B0004	Medium (6)	Some of the current management team are of retirement age with potential loss of extensive experience.		Property Design Manager