

# Lle a Chynaliadwyedd Place and Sustainability

Cynllun Cyflawni Is-Adrannol  
2026/27

Divisional Delivery Plan  
2026/27



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## Executive Summary

The Place & Sustainability Division plays a central role in shaping how Carmarthenshire grows, adapts and thrives. Bringing together strategic planning, environmental resilience, regulatory services and climate action, the division ensures that the county's places are well-designed, environmentally responsible and equipped to meet the challenges of the future. Its work underpins sustainable development, protects the natural and built environment, and supports the wellbeing of communities across the county.

The division leads the authority's long-term spatial strategy, ensuring that land use, infrastructure planning and development decisions are grounded in robust evidence and aligned with national policy. Through effective regulation, customer-focused services and strong partnership working, it supports high-quality development, safeguards heritage and ensures that growth contributes positively to local character and community needs. Alongside this, the division drives the Council's response to climate change and nature recovery, delivering programmes that reduce carbon emissions, enhance biodiversity, manage flood and coastal risk and strengthen the county's resilience to environmental pressures.

This business plan sets out how the division will continue to deliver these essential functions while responding to a rapidly changing policy landscape, increasing environmental challenges and rising expectations for digital, accessible and efficient services. It outlines a clear programme of work focused on strengthening the planning framework, accelerating climate and nature action, modernising systems and improving customer experience. Through these priorities, the division will support sustainable, resilient and vibrant places that reflect the needs of current and future generations.

### **Delivering a robust, future-focused planning framework that supports sustainable, well-designed places**

A central priority is to ensure that the county's long-term spatial strategy, planning policies and regulatory functions work together to guide high-quality development, protect valued environments and support thriving, resilient communities. This includes progressing the Local Development Plan, strengthening evidence-based decision-making and ensuring planning processes remain transparent, efficient and responsive.

### **Strengthening environmental resilience and accelerating climate and nature recovery action**

The division will continue to lead the authority's response to climate change, biodiversity loss and environmental pressures. This includes reducing carbon emissions, improving climate-risk preparedness, enhancing biodiversity, managing nutrient impacts on protected waters and delivering flood and coastal-risk programmes that safeguard communities and infrastructure.

### **Improving service efficiency, digital capability and customer experience**

A key priority is to modernise systems, streamline processes and enhance the accessibility and reliability of planning, regulatory and environmental services. This includes strengthening digital platforms, improving data quality, enhancing public engagement and ensuring services are delivered in a timely, customer-focused and cost-effective way.

## Key Challenges

### **Managing increasing development pressures while protecting environmental and cultural assets**

The division must balance the need for new homes, employment land and infrastructure with the statutory requirements to safeguard biodiversity, the Welsh language, heritage assets and landscape character. Rising expectations for high-quality placemaking, alongside complex nutrient-management and ecological constraints, make this balance increasingly challenging.

### **Responding to climate change, flood risk and long-term environmental resilience**

More frequent extreme weather, coastal erosion, water-quality pressures and the need to transition to net zero place growing demands on the division's planning, sustainability and flood-risk functions. Delivering resilient infrastructure, adapting places to climate impacts and meeting national decarbonisation targets require sustained investment, specialist capacity and strong cross-service collaboration.

### **Maintaining service capacity and modernising systems in a complex regulatory environment**

The division operates within a highly regulated framework, with increasing statutory duties, rising casework volumes and growing public expectations for fast, transparent and digital services. Ensuring sufficient capacity, improving digital systems, and maintaining high-quality customer service—while managing financial pressures—remains a significant operational challenge.

## Opportunities

### **Harnessing national policy shifts to unlock funding for nature recovery and climate adaptation**

New Welsh Government priorities around biodiversity, nutrient neutrality, active travel and climate resilience create opportunities to secure external investment and deliver larger, landscape-scale projects. By aligning local programmes with national ambitions, the division can accelerate habitat restoration, strengthen catchment-based nutrient solutions and expand climate-adaptation schemes that benefit communities and infrastructure.

### **Expanding digital planning and regulatory services to improve efficiency and public engagement**

Advances in digital mapping, online planning tools, automation and data-driven decision-making offer opportunities to modernise how planning, building control and environmental services are delivered. Enhanced digital platforms could streamline casework, improve transparency, reduce processing times and create more accessible, user-friendly services for residents, developers and partners.

### **Growing place-based partnerships to support regeneration, sustainable development and community-led placemaking**

There is increasing potential to work more closely with town and community councils, local groups, developers and regional bodies to co-design solutions that reflect local identity and need. This includes opportunities to support town-centre revitalisation, promote sustainable design, deliver community-led environmental projects and strengthen the role of placemaking in regeneration and

## Director's Foreword

I am pleased to endorse the Place & Sustainability Business Plan for 2026/27, which provides a clear and comprehensive framework for the delivery of services within the Place, Infrastructure, and Economic Development portfolio.

This plan demonstrates how the service will underpin and contribute to the Council's overarching objectives, ensuring that our environmental infrastructure and associated services continues to support sustainable growth, resilience, and community/economic wellbeing. The priorities outlined within this plan are integral to achieving the Council's corporate ambitions.



In particular, they will:

- Advance our strategic goals by embedding sustainability and climate resilience into infrastructure planning and delivery.
- Support economic development and growth through investment in infrastructure that underpins prosperity and long-term competitiveness.
- Ensure accountability and efficiency by applying robust governance, performance management, and financial discipline.
- Strengthen collaboration with partners, stakeholders, and communities to maximise impact and deliver shared outcomes.

This business plan is not only a statement of intent but also a commitment to disciplined execution and measurable results. It provides assurance that the service is aligned with corporate priorities and prepared to meet both immediate operational requirements and longer-term strategic challenges.

I commend the Head of Service and the team for their work in developing this plan, and I look forward to seeing its successful implementation as we continue to build a sustainable and prosperous future for Carmarthenshire.

Ainsley Williams, Director – Place, Infrastructure and Economic Development.

## Head of Service Introduction



I am pleased to present the Place and Sustainability Business Plan for 2026/27, which sets out our priorities and actions to deliver sustainable outcomes for Carmarthenshire.

This plan has been developed in alignment with the Council's corporate objectives and provides a clear framework to ensure that our services contribute directly to the wider ambitions for resilient communities, sustainable infrastructure, and long-term prosperity.

Our focus for the year ahead will be on:

- Embedding sustainability across all service areas, ensuring that environmental considerations are central to planning and delivery.
- Supporting economic growth and community wellbeing through investment in infrastructure that enhances both prosperity and quality of life.
- Strengthening resilience by preparing for the challenges of climate change and ensuring our places remain adaptable and future-proof.
- Enhancing accountability and efficiency through robust governance, performance monitoring, and effective resource management.
- Working collaboratively with partners, stakeholders, and communities to deliver shared outcomes and maximise impact.

This business plan provides assurance that the Place and Sustainability agenda is being delivered in a structured, strategic, and accountable manner. It demonstrates our commitment to disciplined planning, measurable outcomes, while positioning the service to address future challenges with confidence.

I look forward to working with colleagues and stakeholders to ensure the successful implementation of this plan and to continue building a sustainable, prosperous, and resilient Carmarthenshire.

Rhodri Griffiths, Head of Service – Place and Sustainability



## Key Achievements in 2025/26

### **Significant progress on the new Local Development Plan and evidence base**

The division advanced the preparation of the revised Local Development Plan, strengthening the evidence base on housing need, employment land, infrastructure, biodiversity and the Welsh language. This work ensures that future development is well-planned, sustainable and aligned with national policy direction.

### **Strengthened climate action and delivery of the Council's Net Zero commitments**

Continued progress on carbon-reduction programmes, improved corporate carbon accounting and the development of climate-risk assessments. The division supported services across the authority to embed sustainability principles, contributing to measurable reductions in emissions and improved climate-resilience planning.

### **Enhanced nature recovery and ecological resilience across the county**

The Natural Environment & Sustainability Team delivered key actions under the Biodiversity Duty Plan, expanded habitat-management projects and strengthened ecological input into planning decisions. This included improved monitoring of designated sites and proactive work on nutrient-management solutions in sensitive catchments.

### **Delivery of critical flood-risk and coastal-protection programmes**

The division progressed major flood-risk management schemes, strengthened watercourse maintenance programmes and advanced coastal-defence planning in line with the Shoreline Management Plan. This work has improved community resilience and reduced long-term risk from extreme weather and coastal change.

### **Improved planning performance and customer-focused service delivery**

Development Management delivered strong performance in determining planning applications, expanded pre-application support and improved case-handling processes. The Planning Hwb continued to provide accessible frontline advice, while digital improvements enhanced transparency and customer experience.

### **Modernisation of regulatory and information-management systems**

The division strengthened the systems that underpin planning, building control and land-charges functions, improving data quality, streamlining statutory processes and enhancing digital access to planning information. This work supports more efficient decision-making and better public engagement.



## Divisional Overview

The Place & Sustainability Division brings together the core functions that shape how Carmarthenshire's places evolve, how development is managed, and how the county responds to the environmental and climate challenges of the future. The division leads the authority's strategic approach to placemaking, planning, environmental protection and climate action, ensuring that growth is well-planned, infrastructure is resilient, and the county's natural and cultural assets are safeguarded for future generations.

At the heart of the division is the development and delivery of the statutory planning framework, including long-term spatial strategy, policy development and evidence-based decision-making. This work ensures that land use supports sustainable communities, economic vitality and the protection of the Welsh language, biodiversity and local character. The division also delivers essential regulatory and customer-facing services that underpin a well-functioning planning system, including development management, building control, enforcement, land-charges and information management.

Alongside its planning responsibilities, the division leads the authority's work on climate change, nature recovery and environmental resilience. This includes managing flood and coastal risk, supporting the transition to net zero, delivering carbon-reduction programmes, and coordinating ecological and biodiversity initiatives. Through specialist advice, partnership working and community engagement, the division ensures that development is sustainable, the natural environment is protected and enhanced, and the county is better prepared for the impacts of climate change.

Together, these integrated functions ensure that Carmarthenshire's places are planned, protected and managed in a way that supports long-term wellbeing, environmental stewardship and a resilient, thriving future for communities across the county.

## Organisation



### Strategic Policy & Placemaking:

The Strategic Policy and Placemaking Team leads the land use and long-term spatial strategy and policy for the authority. It shapes how places grow and evolve in line with national policy and local priorities whilst setting out how the County's environmental and cultural assets will be protected, safeguarded and where appropriate promoted. Its core function is the preparation, monitoring, implementation and review of the statutory Local Development Plan, ensuring that land use policies support sustainable communities, economic growth, environmental protection and climate resilience.

The team undertakes evidence-based research on housing need, employment land, infrastructure, transport, biodiversity and the Welsh language to inform policy development and statutory assessments. It also manages strategic engagement with stakeholders, including communities, developers, partner organisations and statutory bodies, ensuring that the plan is transparent, inclusive and deliverable. Forward Planning provides specialist policy advice to colleagues across the authority and to Development Management, helping ensure planning decisions reflect the strategic vision. The team also plays a key role in monitoring development trends, assessing performance against national and local indicators and identifying future challenges and opportunities to support a well-planned, sustainable and resilient county.

The team is also responsible for Nutrient Management response in relation to protected waters ensuring the Councils responds in a proactive and collaborative way in developing solutions and mitigation packages in protected water catchments including working in partnership within the Nutrient management Boards across South West Wales

### Information Management:

The Information Management team is responsible for the development, implementation, and ongoing support of the critical systems that underpin the service. It delivers the statutory Street Naming and Numbering function, ensuring legal compliance and maintaining accurate address data. The team provides vital support to Development Management, Planning Enforcement, and SAB drainage teams, including the processing of planning consultations and appeals. The Planning Hwb frontline service plays a key role in facilitating effective customer engagement. Additionally, the team manages the publication of planning documents on the website and ensures adherence to data protection regulations. The team also processes Local Land Charge searches to provide accurate land and property information.

### Flood & Coastal Protection:

The Flood and Coastal Protection service delivers a comprehensive programme of statutory and non-statutory functions designed to manage flood risk and safeguard the county's coastline. Statutory responsibilities include issuing consents for culverting works, investigating flooding incidents, maintaining a database of flood-related assets, and providing specialist planning advice on drainage and flood matters. Alongside this, the service undertakes wider duties such as developing and implementing flood-risk management schemes, advising internal departments, developers and the public, maintaining watercourses and grid systems, and supporting the adoption of Sustainable Urban Drainage Systems. As a maritime authority, the Council also fulfils its obligations under the Coast Protection Act 1949, managing coastal defence in line with the Shoreline Management Plan to protect land, promenades, coastal parks and other key assets from erosion and storm impacts. With rising sea levels and increased storminess, the service leads a forward-looking programme of works to upgrade and strengthen coastal defences, ensuring long-term resilience and maintaining an adequately protected coastline.

### Building Control:

The service administers and enforces the Building Regulations, assessing plans and carrying out site inspections to make sure new buildings, extensions, alterations and demolitions meet national standards for structural integrity, fire safety, energy efficiency, accessibility and public health. The team also undertakes dangerous structures investigations, responding to reports of unsafe buildings and taking action to protect the public. In addition, Building Control provides professional guidance to homeowners, developers, architects and contractors, supporting high-quality construction and helping applicants navigate regulatory requirements. The service contributes to wider corporate priorities by promoting sustainable design, ensuring resilience in the built environment and working closely with planning, environmental health and emergency services to maintain safe and well-regulated communities.

### Natural Environment & Sustainability:

The Natural Environment & Sustainability Team leads the authority's work to protect and enhance Carmarthenshire's natural assets while driving the transition to a low-carbon, climate-resilient county. The team delivers statutory ecological functions, providing specialist advice to support planning decisions, safeguard designated sites and species, and ensure development contributes positively to biodiversity and

ecosystem resilience. It coordinates the Council's Biodiversity Duty, manages nature-recovery initiatives and works with landowners, communities and partners to deliver habitat-management and landscape-scale environmental projects.

Alongside this, the team leads the Council's strategic approach to climate action and sustainability. It develops and monitors the Net Zero Plan, undertakes carbon accounting and climate-risk assessments, and supports services across the authority to reduce emissions, improve energy efficiency and embed sustainable practices. The team also drives climate-adaptation work, helping the county prepare for the impacts of extreme weather and long-term environmental change.

Through evidence-based management, partnership working and community engagement, the Natural Environment & Sustainability Team ensures that Carmarthenshire's environment is protected, its carbon footprint reduced and its communities supported to adapt and thrive in a changing climate.

### Development Management & Built Heritage:

Development Management oversees how land and buildings are used and developed, ensuring proposals are sustainable, well designed and compliant with national and local planning policy. The service assesses and determines planning applications of all scales, provides preapplication advice, and ensures alignment with the Local Development Plan and Welsh Government guidance. It also leads on planning enforcement, investigating breaches of planning control to protect local amenity and the natural and built environment. The team plays a key role in safeguarding-built heritage, assessing impacts on listed buildings, conservation areas and historic assets to ensure their protection and appropriate management. In addition, Development Management is responsible for regulating minerals and quarrying activity, ensuring extraction is environmentally responsible, controlled and aligned with long-term resource planning. Working collaboratively with internal specialists, statutory consultees, developers and communities, the service supports appropriate growth, protects valued places and contributes to the creation of resilient, sustainable communities across the authority.

## Budget Summary

The division operates within a challenging financial environment, balancing the need to deliver statutory services with the requirement to achieve efficiency savings. There is no budget information included in this draft of the business plan as the 2026/27 budget is not final and relevant information is being discussed elsewhere on this scrutiny committee's agenda.

## Workforce

This section explains how we will attract, develop, and retain the talent needed to achieve its goals. It covers current workforce capacity, future staffing needs, and the strategies required to build a skilled, adaptable, and sustainable workforce.

Document Title	Link
P&S Workforce Plan	<a href="#">View</a>

## Business Continuity

This section outlines how we will maintain essential operations during disruptions. It details the systems, processes, and contingencies in place to ensure resilience, minimise downtime, and protect critical services.

Document Title	Link
Business Continuity Plan for Place, Infrastructure and Economic Development	<a href="#">View</a>

## Risk Management

Managing risk effectively is essential to delivering our objectives and maintaining service resilience. This section outlines our approach to identifying, assessing, and mitigating risks in line with the Council's [Risk Management Framework](#). The table below highlights both Corporate Risks that the division is responsible for addressing and the most significant risks facing the division. In either case, the references for any actions we are taking to manage them are listed and can be read in the Actions section of this document.

This section identifies the key risks that could impact our performance or stability. It assesses the likelihood and potential impact of each risk and describes the controls, monitoring processes, and mitigation measures in place.

Type	Risk	Score	Action(s)	Measure(s)
WBO3 - Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Communities)				
Thematic Priority: Decarbonisation & Nature Emergency				
Corporate	The implementation of SAC Nutrient & NRW Interim Planning Advice which impacts adversely on development in sensitive areas requiring nutrient management regimes/mitigation to be in place to enable development.	20	19062, 19063, 19087, 19090, 19101	PLA/021
Service	Ash die back and the risk to public safety		18659, 19065, 19072,	
Continue to work towards becoming a Net Zero Carbon Local Authority by 2030.				
Corporate	Net Zero Carbon - Failure to deliver the Council's commitment to become a net zero carbon local authority by 2030.	20	14814, 14818, 16277, 16278, 17485, 18658, 19056, 19091, 19098, 19099, 19100, 19113, 19157	
Thematic Priority: Economic Recovery and Growth				
Corporate	Maintain and develop an effective Development Plan	12	15674, 18665, 16536, 19067, 19068, 19069	



## Governance

Strong governance ensures accountability, transparency, and compliance with statutory requirements.

## Strategies, Policies, and Procedures

This section outlines the strategies that will guide us over this period. It highlights the actions, initiatives, and investments required to achieve long-term objectives and strengthen overall performance.

Type	Name	Owner	Approval Date	Review Date
Policy	Draft Supplementary Planning Guidance (SPG) Revised Carmarthenshire Local Development Plan 2018-2033	Ian R Llewelyn	29/04/2024	Not applicable
Policy	Carmarthenshire Local Area Energy Plan	Gail Pearce-Taylor	17/06/2024	17/06/2029
Strategy	Strategy for Grassland Management for Pollinators on the CCC Estate 2024-29	Gail Pearce-Taylor	29/07/2024	29/07/2028
Policy	CCC'S LOCAL FLOOD RISK MANAGEMENT STRATEGY (LFRMS)	Ben Kathrens	02/12/2024	2/12/2030
Policy	Draft Strategies On Green And Blue Infrastructure Allotment And Community Growing	Ian R Llewelyn	16/12/2024	Not applicable
Strategy	Tree And Woodland Strategy	Gus Hellier	16/12/2024	16/12/2030
Policy	Street Naming And Property Numbering Policy	Ian R Llewelyn	22/05/2023	Not applicable
Policy	Revised Carmarthenshire Local Development Plan 2018 - 2033	Ian R Llewelyn	29/01/2024	29/01/2029
Strategy	Tree Management Strategy	Gail Pearce-Taylor	01/11/2023	01/11/2028
Policy	Climate Action Sir Gar Annual Progress Report	Gail Pearce-Taylor	29/09/2025	29/09/2026



## Self-Assessment Findings

In support of developing our 2026/27 business plan, the division completed a self-evaluation of its 2025/26 operations. The findings from this exercise have directly associated with the following actions so that we may improve on our prior work.

Self-Assessment Finding	Actions	Measures
Strengthen our commitment to environmental sustainability by embedding Net Zero ambitions and climate resilience into all aspects of strategic planning and service delivery	18008, 18040, 19061, 19064, 19074, 19077, 19083, 19086, 19102, 19103, 19105	PLA/029, PLA/030, PLA/032
Enhance involvement practices and maximise the use of information on service user perspective.		EnvInfra/038
Develop a unified approach to customer insight, ensuring feedback and engagement shape service design and improvement.	19112	
Enhance collaborative efforts with internal and external partners to deliver integrated services, such as taking the opportunity to reset working relationships with trade unions through a new social partnership.	19131	
Enhance involvement practices and maximise the use of information on service user perspective.	19082, 19089	
Strengthen our commitment to environmental sustainability by embedding Net Zero ambitions and climate resilience into all aspects of strategic planning and service delivery	14814, 14818, 16277, 16278, 17449, 17485, 18658, 18659, 18660, 18661, 18664, 18712, 19056, 19065, 19066, 19072, 19076, 19091, 19098, 19099, 19100, 19113, 19116, 19132, 19157, 19159	

## 2025 Residents Survey Response

Where applicable, this division has endeavoured to respond to the findings of Carmarthenshire's 2025 Residents Survey. The table below outlines the findings the division is able to respond to and which actions are being taken to support improvement in these areas.

ID	Finding	Action Refs	Measure Refs
17	The largest proportion (43%) 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 (23%) than agree (20%). This might suggest that people are unaware of the measures put in place to address this priority.	14814, 14818, 16277, 16278, 17449, 17485, 18008, 18040, 18658, 18659, 18660, 18661, 18664, 18712, 19056, 19061, 19064, 19065, 19066, 19072, 19074, 19076, 19077, 19083, 19086, 19091, 19098, 19099, 19100, 19102, 19103, 19105, 19113, 19116, 19132, 19157, 19159	PLA/029, PLA/030, PLA/032

## Divisional Actions for 2026/27

This section sets out the key actions the division will deliver during 2026–27 to achieve the Council's Well-being Objectives and strategic priorities. Actions are grouped by Well-being Objective, then by Priority and Outcome, to ensure alignment with the Corporate Strategy and statutory duties.

### Key

 - Corporate Strategy Actions [Reported to Scrutiny]

 - Business Plan Actions

PIMS Ref	Action Description	Owner	Officer	Start Date	Target Date	Measure	Cabinet Portfolio	Scrutiny
WBO3 - Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Communities)								
Thematic Priority: Decarbonisation and Nature Emergency								
Strengthen our commitment to environmental sustainability by embedding Net Zero ambitions and climate resilience into all aspects of strategic planning and service delivery								
14814	Continue to work with Welsh Government Energy Service to explore and deliver opportunities for large scale renewable energy projects (NZE-13)	Gail Pearce-Taylor	D Neil Evans	01/04/2020	31/03/2030		Climate Change, Decarbonisation and Sustainability	Place, Sustainability, and Climate Change
14818	We will continue to work with Ynni Sir Gâr, and others, to deliver and support local renewable energy projects (NZE-23)	Gail Pearce-Taylor	D Neil Evans	01/04/2020	31/03/2030		Climate Change, Decarbonisation and Sustainability	Place, Sustainability, and Climate Change

PIMS Ref	Action Description	Owner	Officer	Start Date	Target Date	Measure	Cabinet Portfolio	Scrutiny
16277	Increase renewable energy on council owned land and work with partners to support renewable energy schemes across the county. CV60	Gail Pearce-Taylor	D Neil Evans	01/04/2026	31/03/2027		Climate Change, Decarbonisation and Sustainability	Place, Sustainability, and Climate Change
16278	Work with Welsh Government to ensure electricity infrastructure is in place to allow us to develop ambitious renewable energy projects to reach net zero. CV67	Gail Pearce-Taylor	D Neil Evans	01/04/2026	31/03/2027		Climate Change, Decarbonisation and Sustainability	Place, Sustainability, and Climate Change
17485	Working with partners to develop a flagship circular economy / renewable energy site for Carmarthenshire	Gail Pearce-Taylor	D Neil Evans	01/04/2026	31/03/2027		Climate Change, Decarbonisation and Sustainability	Place, Sustainability, and Climate Change
Strengthen our commitment to environmental sustainability by embedding Net Zero ambitions and climate resilience into all aspects of strategic planning and service delivery								
18008	Implement and maintain a comprehensive tree safety program that ensures any trees removed by CCC are strictly for safety reasons, replaced appropriately, and all ongoing tree safety work is carried out in line with industry best practices.	Gail Pearce-Taylor	Jason E Winter	01/04/2026	31/03/2027			

PIMS Ref	Action Description	Owner	Officer	Start Date	Target Date	Measure	Cabinet Portfolio	Scrutiny
18040	Seek funding and continue to deliver the Carmarthenshire Bogs Project	Gail Pearce-Taylor	Isabel Macho	01/04/2026	31/03/2027			
Strengthen our commitment to environmental sustainability by embedding Net Zero ambitions and climate resilience into all aspects of strategic planning and service delivery								
18658	Continue and accelerate the aim of being a Net Zero Carbon Local Authority by 2030 and set up a cross-party working group to move the Net Zero Carbon and Nature Emergency agenda forward. [Vision 47]	Gail Pearce-Taylor	D Neil Evans	01/04/2025	31/03/2027		Climate Change, Decarbonisation and Sustainability	Place, Sustainability, and Climate Change
18659	In recognition of the Nature Emergency declared by CCC and WG; we will change our management practices to increase biodiversity of all council-owned land, and recognise the strong interrelationship between climate change, loss of biodiversity, and human wellbeing. Promote the use of CCC land for supporting nature recovery. [Vision 56]	Rhodri D Griffiths	Gail Pearce-Taylor	01/04/2025	31/03/2027		Climate Change, Decarbonisation and Sustainability	Place, Sustainability, and Climate Change

PIMS Ref	Action Description	Owner	Officer	Start Date	Target Date	Measure	Cabinet Portfolio	Scrutiny
18660	Working with CCC's Strategic Land-use review group, identify and progress the planting of woodland on suitable sites, demonstrating the principles of responsible afforestation, and in consultation with local communities. Identify three further areas of woodland to be planted. Subject to grant aid being available. [Vision 63]	Rhodri D Griffiths	Gail Pearce-Taylor	01/04/2025	31/03/2027		Climate Change, Decarbonisation and Sustainability	Place, Sustainability, and Climate Change
19056	Increase renewable energy on council owned land and work with partners to support renewable energy schemes across the county. [Vision 60] [MFR 48]	Gail Pearce-Taylor	D Neil Evans	01/04/2026	31/03/2027			
Strengthen our commitment to environmental sustainability by embedding Net Zero ambitions and climate resilience into all aspects of strategic planning and service delivery								
19061	Monitor the action delivery progress of the Carmarthenshire Local Area Energy Plan	Gail Pearce-Taylor	S Laura Davies	01/04/2026	31/03/2027			
19064	Monitor and report on the delivery of the Grassland Management for Pollinators on the CCC Estate 2023-28 Pollinator Action Plan.	Gail Pearce-Taylor	Isabel Macho	01/04/2026	31/03/2027			

PIMS Ref	Action Description	Owner	Officer	Start Date	Target Date	Measure	Cabinet Portfolio	Scrutiny
Strengthen our commitment to environmental sustainability by embedding Net Zero ambitions and climate resilience into all aspects of strategic planning and service delivery								
19065	Delivery of actions as set out in Tree and Woodland Strategy	Rhodri D Griffiths	Gail Pearce-Taylor	01/04/2025	31/03/2027			
19066	To evidence delivery of the Council's S.6 Biodiversity Duty to maintain and enhance biodiversity and promote ecosystem resilience.	Rhodri D Griffiths	Gail Pearce-Taylor	01/04/2025	31/03/2027			
19072	Delivery and monitoring of new Environment Act Forward Plan 2026-2028	Rhodri D Griffiths	Gail Pearce-Taylor	01/04/2026	31/03/2028			
Strengthen our commitment to environmental sustainability by embedding Net Zero ambitions and climate resilience into all aspects of strategic planning and service delivery								
19074	Delivery of training courses to internal teams e.g. property and external trades and agents within Built Heritage to support our statutory conservation duties	Hugh Towns	Nell Hellier	01/04/2026	31/03/2027			
Strengthen our commitment to environmental sustainability by embedding Net Zero ambitions and climate resilience into all aspects of strategic planning and service delivery								
19091	Delivery of our energy efficiency / renewable energy 'retro-fit' programme across our estate	Gail Pearce-Taylor	D Neil Evans	01/04/2026	31/03/2027			

PIMS Ref	Action Description	Owner	Officer	Start Date	Target Date	Measure	Cabinet Portfolio	Scrutiny
19098	Identify additional sites for renewable energy generation potential	Gail Pearce-Taylor	D Neil Evans	01/04/2026	31/03/2027			
19099	Meet the council's commitment to carbon emission reduction by 2030, compared to 2016 baseline	Gail Pearce-Taylor	D Neil Evans	01/04/2025	31/03/2030			
19100	Explore the potential to use town centre locations to generate renewable energy	Gail Pearce-Taylor	D Neil Evans	01/04/2025	31/03/2027			
Strengthen our commitment to environmental sustainability by embedding Net Zero ambitions and climate resilience into all aspects of strategic planning and service delivery								
19102	Identify and implement opportunities for the Local Places for Nature (LPfN) Management Plan to deliver 2 schemes which align with the Tree and Woodland Strategy, and the Green and Blue Infrastructure Strategy and placemaking objectives	Gail Pearce-Taylor	Matthew Collinson	01/04/2026	31/03/2027			
19103	Identify and implement opportunities to align the Tree and Woodland Strategy (TWS) with limiting the effects of flooding through native tree planting initiatives, aiming to deliver 2 schemes	Gail Pearce-Taylor	Jason E Winter	01/04/2026	31/03/2027			



Strengthen our commitment to environmental sustainability by embedding Net Zero ambitions and climate resilience into all aspects of strategic planning and service delivery								
19113	Deliver the meter upgrade programme to enable automated utility payment, provide accurate data for carbon foot printing, energy project scoping and post-project evaluation	Gail Pearce-Taylor	D Neil Evans	01/04/2025	31/03/2027			
17449	Lead the delivery of the Shoreline Management Plan and submit annual review to Corporate Management Team, Swansea and Carmarthen Bay Coastal Engineering Group and Welsh Government.	Rhodri D Griffiths	Ben Kathrens	01/04/2025	31/03/2027		Climate Change, Decarbonisation and Sustainability	Place, Sustainability, and Climate Change
18661	Implement and deliver the Flood Risk Management Plan	Rhodri D Griffiths	Ben Kathrens	01/04/2025	31/03/2027		Climate Change, Decarbonisation and Sustainability	Place, Sustainability, and Climate Change
18664	Deliver the Flood Defence and Coastal Protection capital works programme	Ben Kathrens	Cath L Abbott	01/04/2025	31/03/2027		Climate Change, Decarbonisation and Sustainability	Place, Sustainability, and Climate Change

18712	Develop & implement a 2-yr flood community resilience, adaptation & engagement programme-In highest flood risk, we will arrange community events that will seek to inform residents of their flood risk & ways to manage that risk in perpetuity; will also use opportunity to raise wider awareness of flood risk management processes & stakeholder duties	Rhodri D Griffiths	Ben Kathrens	01/04/2025	31/03/2027		Climate Change, Decarbonisation and Sustainability	Place, Sustainability, and Climate Change
19076	Deliver a minimum of two projects to upgrade and or renew CCC owned Flood and Coastal Erosion Risk Management assets (subject to funding) from the Welsh Government Flood and Coastal Erosion Risk Management Small Scale Capital Scheme Grant	Ben Kathrens	Cath L Abbott	01/04/2026	31/03/2027			
Strengthen our commitment to environmental sustainability by embedding Net Zero ambitions and climate resilience into all aspects of strategic planning and service delivery								
19077	Deliver 100% of the actions from the annual reservoir inspections within the allocated bespoke time frames.	Ben Kathrens	Jake Bevan	01/04/2026	31/03/2027			

19083	Develop and implement an action plan to ensure the SAB (Sustainable Drainage Approval Body) service is cost neutral.	Ben Kathrens	Robert Northcott	01/04/2026	31/03/2027			
19086	Deliver an annual drainage investigation programme—works will be delivered that focuses on surveys & repairs underground drainage assets. Communities of highest flood risk-surveys undertaken for functionality of drainage, also our knowledge & understanding of the drainage is robust. Maintenance & repairs actioned post surveys on a risk-based basis	Ben Kathrens	Jake Bevan	01/04/2026	31/03/2027			
19105	Implement year-2 of a bi-annual Flood and Coastal Erosion Risk Management (FCERM) asset inspection and maintenance programme	Ben Kathrens	Jake Bevan	01/04/2026	31/03/2027			

Strengthen our commitment to environmental sustainability by embedding Net Zero ambitions and climate resilience into all aspects of strategic planning and service delivery								
19116	Further implement telemetry and piezometry systems to enhance flood risk management and prioritise resource allocation. This initiative aims to improve real-time monitoring and data collection for better decision-making.	Ben Kathrens	Cath L Abbott	01/04/2025	31/03/2027			
19132	Explore the opportunities on Coastal Adaptation and flooding partnership working	Rhodri D Griffiths	Ben Kathrens	01/04/2026	31/03/2027			
Thematic Priority: Economic Recovery and Growth								
18655	Support the delivery of the Councils Strategic Economic Objectives by the determination of major planning applications within agreed timescales. [Vision 61]	Rhodri D Griffiths	Hugh Towns	01/04/2026	31/03/2027		Rural Affairs, Community Cohesion and Planning Policy	Communities, Home and Regeneration
WBO4 - To further modernise and develop as a resilient and efficient Council (Our Council)								
Organisational Transformation - Customers and Digital Transformation								
19154	Implement standard conditions module within Arcus to allow development management to capture trigger dates set within planning conditions	Rhodri D Griffiths	Hugh Towns	01/04/2025	31/03/2027			

Organisational Transformation - Efficiencies and Value for Money								
Enhance involvement practices and maximise the use of information on service user perspective.								
19082	Carry out process reviews on core elements of the statutory planning process to deliver service improvements	Rhodri D Griffiths	Hugh Towns	01/04/2026	31/03/2027			
19089	Complete review of correspondence issued within development management functions and implement improvements to all correspondence issued during planning applications and enforcement cases	Rhodri D Griffiths	Hugh Towns	01/04/2026	31/03/2027			
19115	Embed a development team approach to major planning applications to enhance collaboration and streamline the review process. This initiative aims to improve efficiency, ensure comprehensive evaluations, and deliver timely decisions.	Rhodri D Griffiths	Hugh Towns	01/04/2026	31/03/2027			
NewAction1	Explore the opportunities for natural capital investment across the county. Undertake a review of natural capital assets by April 26 and participate in the Welsh Government pilot by March 2027	Ian R Llewelyn	Gail Pearce-Taylor	01/04/2026	31/03/2027			

Organisational Transformation - Income and Commercialisation								
19118	Increase the scope of charged services within development management	Rhodri D Griffiths	Hugh Towns	01/04/2026	31/03/2027			
Organisational Transformation - Overarching								
18662	Ensure that there are systems in place to efficiently manage Planning Enforcement across the county, to monitor and remedy undesirable effects of developments to protect the environment and public amenity. [Vision 58]	Hugh Towns	Gary Glenister	01/04/2026	31/03/2027		Rural Affairs, Community Cohesion and Planning Policy	Communities, Home and Regeneration
Organisational Transformation - Service Design and Improvement								
Develop a unified approach to customer insight, ensuring feedback and engagement shape service design and improvement.								
19112	Streamline processes to enhance efficiency and support the planning service, achieving measurable outcomes such as faster processing, better resource use, improved system interoperability, and a better user and customer experience.	Rhodri D Griffiths	Emily Dent	01/04/2026	31/03/2027			

Enhance collaborative efforts with internal and external partners to deliver integrated services, such as taking the opportunity to reset working relationships with trade unions through a new social partnership.								
19131	Explore the opportunities to work collaboratively with other authorities in response to significant cross-border infrastructure planning applications	Hugh Towns	Paul Roberts	01/04/2026	31/03/2027			

Core Business Enablers								
Estates and Asset Management								
Strengthen our commitment to environmental sustainability by embedding Net Zero ambitions and climate resilience into all aspects of strategic planning and service delivery								
Planning								
15674	E13: Prepare the statutory Revised Local Development and supporting documents and evidence through to examination and adoption in accordance with the Delivery Agreement	Rhodri D Griffiths	Ian R Llewelyn	01/04/2025	31/03/2027		Rural Affairs, Community Cohesion and Planning Policy	Communities, Home and Regeneration
16536	Develop the evidence base and where required regulatory framework and associated evidence for the regulation of second homes and short-term holiday lets	Rhodri D Griffiths	Ian R Llewelyn	01/04/2025	31/03/2027		Rural Affairs, Community Cohesion and Planning Policy	Communities, Home and Regeneration
18665	Monitor the implementation of the revised Local Development Plan and its affordable housing targets	Rhodri D Griffiths	Ian R Llewelyn	01/04/2025	31/03/2027		Rural Affairs, Community Cohesion and Planning Policy	Communities, Home and Regeneration



18666	Deliver the recommendations from the Wales Audit Report 'Cracks in the Foundation'	Rhodri D Griffiths	Steven Pound	01/04/2025	31/03/2027		Rural Affairs, Community Cohesion and Planning Policy	Communities, Home and Regeneration
19062	To undertake and support the work of the Nutrient Management Boards for the Tywi, Teifi and Cleddau in addressing the issues of phosphates in Rivers. Including the preparation, monitoring and implementation of the Nutrient Management Plans, to support the response to Nutrient pollution in protected riverine Special Areas of Conservation	Rhodri D Griffiths	Ian R Llewelyn	01/04/2026	31/03/2027			
19063	To contribute to achieving nutrient neutrality in response to nutrient pollution issues in protected waters through guidance on developer led mitigation and opportunities for mitigation including on council owned land.	Rhodri D Griffiths	Ian R Llewelyn	01/04/2026	31/03/2027			

19067	Develop local validation criteria to support the implementation of the Revised Local Development Plan	Rhodri D Griffiths	Ian R Llewelyn	01/04/2025	31/03/2027			
19068	Prepare and adopt Supplementary Planning Guidance to support the interpretation and implementation of the Revised LDP and its policies and provisions	Rhodri D Griffiths	Ian R Llewelyn	01/04/2025	31/03/2027			
19069	Prepare Annual Monitoring Reports for submission to Welsh Government - reporting against the Local Development Plans monitoring and Implementation framework.	Rhodri D Griffiths	Simon Clement	01/04/2026	31/03/2027			
19070	Monitor annual Employment Land take up and premises occupancy. [Annual]	Rhodri D Griffiths	Simon Clement	01/04/2026	31/03/2027			
19071	Undertake Town Centre Audits monitoring activity and vacancy rates in town centres.	Rhodri D Griffiths	Simon Clement	01/04/2026	31/03/2027			

19073	We will ensure that we continue to deliver the outcomes required by Welsh Government in the provision of the Technical Secretary of the South Wales Regional Aggregates Working Party.	Hugh Towns	Thomas R Boothroyd	01/04/2026	31/03/2027			
19078	Produce the Regional Waste Monitoring Report through grant award from the Welsh Government.	Rhodri D Griffiths	Ian R Llewelyn	01/04/2026	31/03/2027			
19087	To continue to seek Welsh Government funding and support approaches to address the water pollution issues. MFR 50	Rhodri D Griffiths	Ian R Llewelyn	01/04/2026	31/03/2027			
19090	Facilitate opportunities for Phosphate and Nutrient mitigation on council owned land	Rhodri D Griffiths	Ian R Llewelyn	01/04/2025	31/03/2027			
19101	Monitor and Implement the Nutrient Management Plans for the Afon Tywi, Teifi and Cleddau	Rhodri D Griffiths	Ian R Llewelyn	01/04/2025	31/03/2027			
19108	Prepare Placemaking Guidance to support the implementation of high quality design across our communities	Rhodri D Griffiths	Ian R Llewelyn	01/04/2025	31/03/2027			

19109	Produce a feasibility Study for the implementation of an integrated surface water removal scheme including design for two Car Parks in Llandovery and Newcastle Emlyn as part of the Resilient Rivers Grant Award	Rhodri D Griffiths	Ian R Llewelyn	01/04/2025	31/03/2027			
19110	Develop and adopt community focused Place Plan guidance to support community interaction and ownership of policy and decision making	Rhodri D Griffiths	Ian R Llewelyn	01/04/2025	31/03/2027			
19117	Introduction of charging for services in relation to monitoring compliance of section 106 / planning obligations	Rhodri D Griffiths	Ian R Llewelyn	01/04/2025	31/03/2027			
19121	Create a post for a trainee into the structure to alleviate workforce planning concern, this post needs to progress into Surveyor role for future progression.	Rhodri D Griffiths	Steven Pound	01/04/2025	31/03/2027			


19122	Establishing a Regional Building Control Partnership with Ceredigion and Pembrokeshire will enhance resource sharing, improve service efficiency. This collaboration will allow for the pooling of expertise and resources, leading to more consistent and higher-quality building control services across the regions.	Rhodri D Griffiths	Steven Pound	01/04/2026	31/03/2027			
19135	To ensure customer satisfaction, include a Customer Satisfaction Survey with every building control completion notice and collect feedback regularly. Report the survey results to the team and implement any improvements or address feedback promptly and monitor the effectiveness of the improvements.	Rhodri D Griffiths	Steven Pound	01/04/2026	31/03/2027			
19138	Implement an introduction of mobile devices to allow building control officers to update the arcus system and to issue completion certificates whilst on site to improve service delivery for customers	Rhodri D Griffiths	Steven Pound	01/04/2026	31/03/2027			

19151	Develop standardised monitorable triggers and measures for inclusion within s106 agreement/Unilateral Undertaking	Rhodri D Griffiths	Ian R Llewelyn	01/04/2025	31/03/2027			
19153	Explore the potential of monitoring of development conditions to ensure compliance and scope the resource required to deliver this	Rhodri D Griffiths	Hugh Towns	01/04/2026	31/03/2027			
19156	Implement new National KPI's for Building Control and establish reporting mechanisms	Rhodri D Griffiths	Steven Pound	01/04/2025	31/03/2027			
19166	Seek to provide support in relation to development viability challenges in relation to affordable housing	Rhodri D Griffiths	Hugh Towns	01/04/2025	31/03/2027			
<b>Procurement</b>								
19157	work with procurement to explore existing framework which allows for forensic utility framework to analyse the energy bills	Gail Pearce-Taylor	D Neil Evans	01/04/2026	31/03/2027			

## Divisional Measures for 2026/27

Performance measures provide a clear way to track progress against our objectives and demonstrate accountability. This section lists the measures that will be monitored throughout 2026–27, grouped by Well-being Objective, Priority, and Outcome. Each measure includes a baseline, target, and reporting frequency, ensuring that performance is transparent and supports continuous improvement.

### Key

 - Corporate Strategy Measures [Reported to Scrutiny]

 - Business Plan Measures

PIMS Ref	Measure Description	Owner	Officer	Result 2024/25	Latest 2025/26	Target 2026/27	Cabinet Portfolio	Scrutiny
WBO3 - Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Communities)								
Thematic Priority: Decarbonisation and Nature Emergency								
Improve current and explore new developments to limit the effects of flooding and other environmental threats which affect our residents and service users.								
PLA/029	% of flood asset defects repairs completed in the year	Rhodri D Griffiths	Ben Kathrens	97.7	100	100		
PLA/030	% of applications Flood Defence Consent (FDC) applications determined within the 2-calendar month deadline or time extension agreed	Rhodri D Griffiths	Ben Kathrens	100	100	100		

PIMS Ref	Measure Description	Owner	Officer	Result 2024/25	Latest 2025/26	Target 2026/27	Cabinet Portfolio	Scrutiny
PLA/032	% of flood and coastal erosion risk management asset inspections (T98) completed	Rhodri D Griffiths	Ben Kathrens	11.4	100	100	Climate Change, Decarbonisation and Sustainability	Place, Sustainability, and Climate Change
PLA/033	% of Sustainable Drainage site inspections carried out within 3 months of drainage works being completed	Rhodri D Griffiths	Ben Kathrens	78.3	100	100		
WMT/006	% of Sustainable Drainage Approval body (SAB) applications determined within the statutory 7 or 12 week deadline or to the agreed extension with the applicant	Rhodri D Griffiths	Ben Kathrens	100	100	100	Climate Change, Decarbonisation and Sustainability	Place, Sustainability, and Climate Change
WMT/016	% of annual CCTV Surveys all Cat 5 culverts (worst condition) undertaken	Rhodri D Griffiths	Ben Kathrens	97.6	100	100		
<b>Core Business Enablers</b>								
<b>Planning</b>								
EnvInfra/038	Average response in days to Planning Hwb enquiries.	Emily Dent	Sian Elin Thomas	3.96	No target set	6		
PLA/009	% of "major" applications determined within time periods required.	Rhodri D Griffiths	Hugh Towns	86.4	80	80.0	Rural Affairs, Community Cohesion and Planning Policy	Communities, Home and Regeneration



PIMS Ref	Measure Description	Owner	Officer	Result 2024/25	Latest 2025/26	Target 2026/27	Cabinet Portfolio	Scrutiny
PLA/010	Average time taken to determine "major" applications in days.	Rhodri D Griffiths	Hugh Towns	403	112.0	112	Rural Affairs, Community Cohesion and Planning Policy	Communities, Home and Regeneration
PLA/011	% of Minor planning applications determined within 8 weeks or within Extension Of Time agreed	Rhodri D Griffiths	Hugh Towns	89	90	90	Rural Affairs, Community Cohesion and Planning Policy	Communities, Home and Regeneration
PLA/012	% of householder planning applications determined within 8 weeks or Extension of Time agreed	Rhodri D Griffiths	Hugh Towns	96.1	95	95	Rural Affairs, Community Cohesion and Planning Policy	Communities, Home and Regeneration
PLA/013	% of Environmental Impact Assessment (EIA) planning applications determined within 16 weeks or within Extension Of Time agreed	Rhodri D Griffiths	Hugh Towns	0	80.0	80	Rural Affairs, Community Cohesion and Planning Policy	Communities, Home and Regeneration
PLA/014	% of Statutory pre-application response within the time period required (21 days)	Rhodri D Griffiths	Hugh Towns	45.3	80.0	80		
PLA/015	% of planning applications Validated within 5 days, following payment	Rhodri D Griffiths	Hugh Towns	66.4	85.0	85		

PIMS Ref	Measure Description	Owner	Officer	Result 2024/25	Latest 2025/26	Target 2026/27	Cabinet Portfolio	Scrutiny
PLA/016	% of Building Control Recommendations Made and Contact with Applicant / Agent within 21 days.	Rhodri D Griffiths	Steven Pound	75	76	75	Rural Affairs, Community Cohesion and Planning Policy	Communities, Home and Regeneration
PLA/017	% of Building Control decisions taken within 6 weeks	Rhodri D Griffiths	Steven Pound	82.7	83	75	Rural Affairs, Community Cohesion and Planning Policy	Communities, Home and Regeneration
PLA/018	Percentage of all planning applications determined in time	Rhodri D Griffiths	Hugh Towns	91.6	90	90	Rural Affairs, Community Cohesion and Planning Policy	Communities, Home and Regeneration
PLA/019	Percentage of planning appeals dismissed following appeal	Rhodri D Griffiths	Hugh Towns	78.1	80	80	Rural Affairs, Community Cohesion and Planning Policy	Communities, Home and Regeneration
PLA/020	% of Planning Ecology responses made to planning consultations within 21 days	Gail Pearce-Taylor	Simeon LD Jones	67.9	85	85	Rural Affairs, Community Cohesion and Planning Policy	Communities, Home and Regeneration
PLA/021	% of planning enforcement cases investigated within 84 days.	Hugh Towns	Gary Glenister	81.6	82	82	Rural Affairs, Community Cohesion and Planning Policy	Communities, Home and Regeneration

PIMS Ref	Measure Description	Owner	Officer	Result 2024/25	Latest 2025/26	Target 2026/27	Cabinet Portfolio	Scrutiny
PLA/022	Average time taken to take positive planning enforcement action	Hugh Towns	Gary Glenister	360	180	180	Rural Affairs, Community Cohesion and Planning Policy	Communities, Home and Regeneration
PLA/023	% of Planning Enforcement complaints replied to within 5 working days of receipt	Rhodri D Griffiths	Emily Dent	97.3	98	98		
PLA/024	% of 'Other' planning applications determined within 8 weeks or within Extension of Time agreed. *Other Consent includes: Renewals and variation of conditions, Discharge of conditions, Advertisements, Listed Buildings, Lawful Development Certificates	Rhodri D Griffiths	Hugh Towns	92.1	90	90	Rural Affairs, Community Cohesion and Planning Policy	Communities, Home and Regeneration
PLA/026	% of Built Heritage responses made to planning consultations within 21 days	Hugh Towns	Nell Hellier	92.8	93	93	Rural Affairs, Community Cohesion and Planning Policy	Communities, Home and Regeneration
PLA/027	% of 'Positive Action' taken on planning enforcement cases where action has been deemed expedient within 180 days of the 'investigation date'	Hugh Towns	Gary Glenister	53	80	80	Rural Affairs, Community Cohesion and Planning Policy	Communities, Home and Regeneration

PIMS Ref	Measure Description	Owner	Officer	Result 2024/25	Latest 2025/26	Target 2026/27	Cabinet Portfolio	Scrutiny
PLA/028	% of Complainants notified in writing within 5 working days of a decision being made to close an enforcement investigation	Hugh Towns	Gary Glenister	97.3	98	98		

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## Looking Forward

As we look ahead, the division faces a dynamic environment shaped by financial pressures, evolving policy frameworks, and changing community needs. Our focus will be on building resilience, driving innovation, and ensuring that services remain sustainable and responsive.

## Emerging Risks and Challenges

### **Increasing complexity in the planning and regulatory environment**

New national policy requirements, tighter environmental regulations, nutrient-management constraints and evolving expectations around placemaking are creating a more complex operating environment. This increases the risk of delays, higher workloads and greater pressure on specialist capacity, potentially affecting the division's ability to deliver timely, robust and defensible decisions.

### **Growing climate-related pressures on communities, infrastructure and service delivery**

More frequent flooding, coastal change, extreme weather and long-term environmental degradation are placing additional demands on the division's flood-risk, sustainability and natural-environment functions. Without sustained investment and cross-service coordination, there is a risk that the county's infrastructure, habitats and communities may become increasingly vulnerable to climate impacts.

### **Resource constraints affecting service resilience, digital transformation and customer expectations**

Financial pressures, recruitment challenges and rising casework volumes continue to stretch capacity across planning, regulatory and environmental services. At the same time, communities and developers expect faster, more digital and more transparent services. Without continued modernisation and investment in systems and skills, there is a risk that service quality, responsiveness and statutory performance could be impacted.

### **Leveraging national policy and funding to accelerate climate and nature recovery programmes**

New Welsh Government priorities around biodiversity, nutrient neutrality, active travel, decarbonisation and climate adaptation create opportunities to secure external investment and deliver larger, more ambitious programmes. Aligning local initiatives with national frameworks can unlock funding for habitat restoration, flood-risk schemes, sustainable drainage, and low-carbon infrastructure.

### **Expanding digital transformation to modernise planning, regulatory and customer-facing services**

Advances in digital mapping, automation, online planning tools and data-driven decision-making offer significant potential to streamline processes, improve transparency and enhance customer experience. Investing in digital systems can reduce casework pressures, improve service efficiency and make planning and environmental information more accessible to residents, developers and partners.

### **Strengthening place-based partnerships to support regeneration, sustainable development and community-led action**

There is growing potential to work more closely with town and community councils, local groups, developers, regional bodies and environmental partners to co-design solutions that reflect local identity and need. These partnerships can support town-centre revitalisation, nature-recovery projects, sustainable placemaking, and community-driven environmental improvements, helping deliver outcomes that are more resilient, inclusive and locally supported.

### **Scaling up nature-based and climate-adaptive solutions across the county**

There is growing national and regional support for innovative, nature-based approaches to flood management, coastal resilience, habitat restoration and urban greening. Expanding these solutions offers opportunities to reduce long-term infrastructure costs, enhance biodiversity, improve water quality and create healthier, more climate-resilient places.

### **Accelerating digital innovation to support low-carbon, efficient service delivery**

Advances in digital mapping, remote sensing, carbon-modelling tools and automated planning systems create opportunities to modernise how the division manages data, assesses environmental impacts and supports decision-making. These technologies can improve accuracy, reduce processing times and strengthen the evidence base for sustainable development.

### **Growing community-led sustainability and circular-economy initiatives**

There is increasing appetite among communities, local groups and businesses to participate in climate action, biodiversity projects and resource-reduction schemes. Supporting community-driven initiatives—such as local nature recovery, reuse and repair networks, and sustainable placemaking—creates opportunities to build local capacity, unlock external funding and deliver wider social and environmental benefits.

## Appendices

### Appendix A: Glossary of Terms

Term	Definition

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## Appendix B: Legislative and Strategic Context

### Corporate Strategy

The Corporate Strategy sets out the Council's long-term vision and priorities for improving the well-being of residents and communities. It provides the overarching framework for all service and business plans, ensuring alignment with the Well-being of Future Generations (Wales) Act and the Council's statutory duties.

The strategy focuses on delivering the Council's Well-being Objectives, which aim to create a more prosperous, resilient, and sustainable Carmarthenshire. All actions and measures in this plan are designed to contribute to these objectives and support the delivery of better outcomes for residents.

### Performance Management Framework

The Council's Performance Management Framework provides a structured approach to planning, monitoring, and improving performance across all services. It is based on the continuous improvement cycle of Plan → Do → Review → Improve, ensuring that corporate priorities are translated into service and individual objectives. The framework creates a "golden thread" linking strategic goals to day-to-day activities, supporting accountability, transparency, and better outcomes for residents.

### Well-being of Future Generations (Wales) Act 2015

This Act places a legal duty on public bodies in Wales to improve the social, economic, environmental, and cultural well-being of the country. It introduces seven well-being goals—including a prosperous, resilient, and healthier Wales—and requires public bodies to apply the sustainable development principle through five ways of working: long-term thinking, prevention, integration, collaboration, and involvement. The Act ensures that decisions made today consider their impact on future generations.

### Local Government and Elections (Wales) Act 2021

This Act modernises local government in Wales and introduces a new performance and governance framework to replace the previous improvement duty. Under Part 6, councils must self-assess annually how effectively they are exercising their functions and using resources economically, efficiently, and effectively.

In addition, each council must arrange a Panel Performance Assessment at least once every electoral cycle, providing an independent, external perspective on governance and service delivery. These requirements aim to embed a culture of continuous improvement, transparency, and sector-led support, ensuring that performance management is proactive and focused on outcomes rather than compliance.