

Datblygu Economaidd ac Eiddo

Economic Development and Property

Cynllun Cyflawni Is-Adrannol
2026/27

Divisional Delivery Plan
2026/27



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Executive Summary

The Economic Development and Property Division's 2026–27 Delivery Plan provides a clear framework for driving sustainable growth, resilience, and community well-being across Carmarthenshire. Formed in 2024, the division delivers specialist services and corporate leadership in economic development, property design, strategic asset management, valuations, maintenance, and compliance. Its overarching aim is to enhance quality of life for residents while embedding innovation and sustainability into all operations.

Key Priorities for 2026/27

- Deliver the Carmarthen Hwb redevelopment under the 'Levelling Up programme'.
- Empowering the local community through regeneration initiatives including the Llanelli Masterplan and Pride in Place Programme.
- Manage the transition from the Shared Prosperity Fund to the new Local Growth Fund, to boost jobs and ensure we continue to invest in skills, talent, and provide business support.
- Establish a Corporate Compliance Team to strengthen governance and risk management.

Key Challenges

- Volatile economic conditions, rising costs, and supply chain disruptions threaten project delivery and financial sustainability.
- Staff retention with uncertainty around grant-funded positions, loss of skills and experience
- Strengthen compliance performance management, ensuring all remedial actions are completed promptly and fully tracked through to resolution.

Opportunities

- To improving compliance and IT systems to better the customer experience
- To work together to improve procurement, to ensure the authority is analysing contracts and achieving the best value for money, e.g. mechanical, electrical
- To take advantage of the emerging Local Growth Fund
- Continue to skill and develop our staff, potential restructuring, and maximise apprenticeships and graduates to future proof our workforce.

Director's Foreword

"I am pleased to endorse the Environmental Infrastructure 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



"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.

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.

Corporate Compliance

The Corporate Compliance service is committed to ensuring that all council operations adhere to statutory requirements, internal policies, and ethical standards. This service provides robust frameworks for governance, risk management, and regulatory compliance, safeguarding the integrity and accountability of the organization. Key activities include monitoring legislative changes, conducting compliance audits, and delivering guidance to services to maintain full adherence. Through proactive oversight and continuous improvement, Corporate Compliance supports a culture of transparency and resilience across all functions.

Key Achievements in 2025/26

- **Key Achievement 1** - Delivered major regeneration and economic programmes including progression of Primary Town Centre Place Plans, continued delivery of Shared Prosperity Fund interventions, and advancement of the 10 Towns and Skills & Talent programmes, strengthening economic growth and community wellbeing.
- **Key Achievement 2** - Supported strategic land and property activity through timely professional valuations, acquisitions and disposals, contributing to efficient estate management and enabling delivery of key Council priorities such as the Buyback scheme and regeneration site assessments.
- **Key Achievement 3** – Progressing capital schemes, including the progression of major redevelopment projects such as Carmarthen Hwb and design input into wider estate improvements, applying sustainable and innovative design approaches.
- **Key Achievement 4** - Long term asset planning through continued development of the Rural Estate Plan, improved data on vacant/underutilised sites, and strengthened cross directorate coordination to inform strategic decision making and regeneration opportunities.
- **Key Achievement 5** – Delivered core maintenance and estate improvements across non-housing assets, supported major project handovers (Schools etc), and contributed to backlog reduction and building-safety improvements through operational and compliance-aligned work.
- **Key Achievement 6** - Strengthened statutory compliance and corporate governance through improved reporting on asbestos, water safety and related obligations, enhanced cross-service alignment, and more robust oversight via Compliance Workstream.

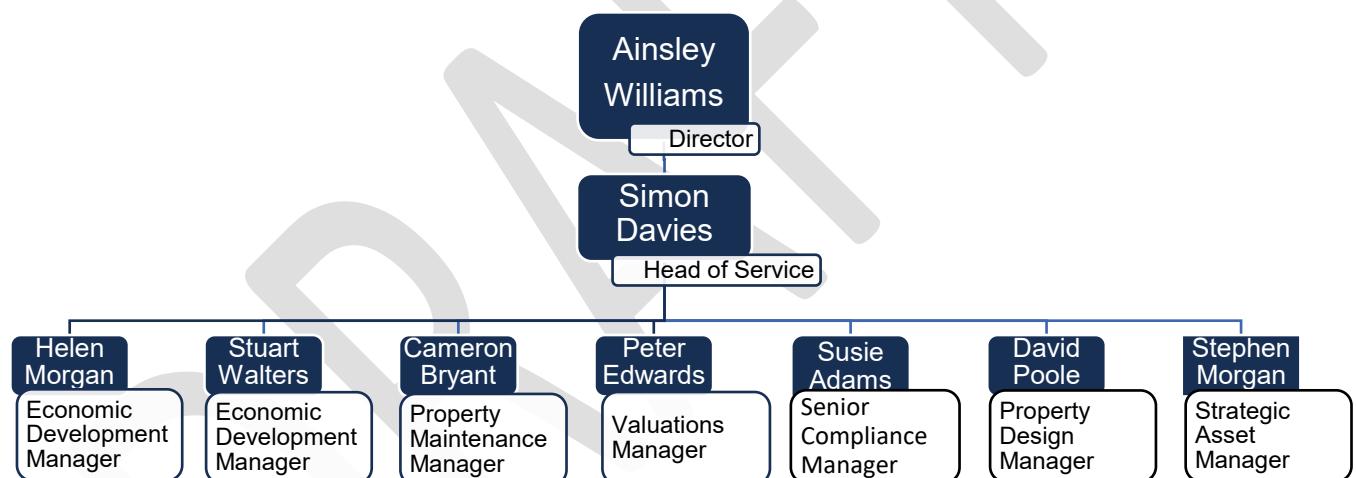


Divisional Overview

The division is led by the Head of Service, Simon Davies, and a team of third-tier managers who oversee key service areas. The organisational structure ensures clear accountability and effective delivery of priorities.

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.

Organisation



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
EDP Workforce Plan	View

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	View

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)
Corporate	The ongoing cost of living crisis, coupled with significant rises in energy prices and inflation. This could lead to a prolonged period of economic stagnation, reduced consumer spending, and potential business closures. The overall economic health of the region could deteriorate, resulting in higher unemployment rates, decreased investment, and a weakened local economy.	16	18629, 18631, 18633, 18635, 19036, 17464,	EconD/005, EconD/008, EconD/009, EconD/010, EconD/011, EconD/012, EconD/020, EconD/022, EconD/023

Type	Risk	Score	Action(s)	Measure(s)
Corporate	<p>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.</p> <ul style="list-style-type: none"> - Failure to meet grant expenditure conditions. - contractors resources depleted - contract failure - cost increases - sourcing materials - Contractors unwilling to carry out work at framework prices. 	15	19052, 19050,	
Corporate	<p>Deterioration of the condition of school and non-school buildings due to resource pressures.</p> <p>Financial and human resource constraints leading to the postponement of timely maintenance and interventions.</p> <p>This could result in the accelerated degradation of building infrastructure, increased repair costs, and potential safety hazards. The organization may face higher long-term expenses, disruption of educational and operational activities, and a decline in stakeholder confidence and satisfaction.</p>	15	190528, 19027	

Type	Risk	Score	Action(s)	Measure(s)
Corporate	Ineffective management of premises with an emphasis on fire safety in a hybrid working environment. The challenges of adapting fire safety protocols to accommodate a hybrid working model, including inconsistent occupancy levels and remote work arrangements. This could lead to inadequate fire safety measures, increased risk of fire incidents, and potential non-compliance with safety regulations. The organization may face heightened safety hazards, legal liabilities, and damage to its reputation, along with potential disruptions to business operations and increased costs for rectifying safety deficiencies.	9	19034, 18995, 18999	

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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
Strategy	Economic Recovery Strategy (2021)	Simon Davies (PI&ED)		
Strategy	Carmarthenshire Shared Prosperity Fund Local Investment Plan (2022)	Simon Davies (PI&ED)		
Strategy	CCC Vision Statement (2022)			
Strategy	Corporate Asset Management Plan (2023-2028)	Simon Davies (PI&ED)		
Strategy	Local Innovation Strategy (2022)	Simon Davies (PI&ED)		
Strategy	Digital Transformation Strategy (2021-2024)	Simon Davies (PI&ED)		
Strategy	Primary Town Recovery Plans (2022)	Simon Davies (PI&ED)		
Strategy	10 Town Growth Plans (2022)	Simon Davies (PI&ED)		

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.

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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
14	A significant proportion of respondents indicated 'neither' when asked whether they feel local people are well supported to take advantage of local opportunities. Further views were mixed with more people agreeing (29%) than disagreeing (27%). This is a change from the previous year, where the opposite was true. Additional analysis indicates that scores were lowest for respondents living in the Llanelli community area.	18633, 18635	
18	Whilst the largest proportion of respondents indicated 'neither' or 'don't know' when asked whether businesses are supported within the local area, disagreement levels were higher than agreement levels. Further analysis indicates that scores were lowest for the Llanelli and Aman community areas. This is unsurprising given these areas are home to two of the county's largest town centres.	17463, 18623, 18624, 18625, 18626, 18627, 18628, 18629, 18631, 18997, 19036	

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

 - Business Plan Actions

PIMS Ref	Action Description	Owner	Officer	Start Date	Target Date	Measure	Cabinet Portfolio	Scrutiny
WBO1 - Enabling our children and young people to have the best possible start in life (Start Well)								
Service Priority: Education								
18994	Generate capital receipts through disposal of surplus schools to support Council's Modernising Education programme.	Simon Davies (PI&ED)	Peter Edwards	01/04/2026	31/03/2027			
WBO2 - Enabling our residents to live and age well (Live and Age Well)								
Service Priority: Housing								
18984	Support delivery of the Housing Regeneration and Development – Five Year Delivery Plan (2022 – 2027)	Simon Davies (PI&ED)	Peter Edwards	01/04/2025	31/03/2027			

PIMS Ref	Action Description	Owner	Officer	Start Date	Target Date	Measure	Cabinet Portfolio	Scrutiny
18989	Support the Council's Affordable Homes Strategy through assisting in the self-build programme and securing affordable housing through sales of housing land.	Simon Davies (PI&ED)	Peter Edwards	01/04/2026	31/03/2027			
18990	Support delivery of the Council's Housing Regeneration and Development Delivery Plan in delivering of over 2,000 additional homes across the County through acquiring land and buildings identified in the Delivery Plan, together with any other land or buildings that would add value to the Council's Housing and Regeneration priorities/aspirations.	Simon Davies (PI&ED)	Peter Edwards	01/04/2026	31/03/2027			
18991	Implement the Council's policy on the disposal of surplus property and ensure its alignment to regeneration priorities.	Simon Davies (PI&ED)	Peter Edwards	01/04/2026	31/03/2027			
Thematic Priority: Tackling Poverty								
18983	Delivery and coordination of external grants to support the Tackling Poverty agenda	Simon Davies (PI&ED)	Rhian Phillips	01/04/2026	31/03/2027			

PIMS Ref	Action Description	Owner	Officer	Start Date	Target Date	Measure	Cabinet Portfolio	Scrutiny
17464	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	Helen L Morgan	Jane E Lewis	01/04/2024	31/03/2027			
18633	Provide support through Employability programmes, identifying key training and skills opportunities through engagement with businesses & identifying key skills required	Simon Davies (PI&ED)	Helen L Morgan	01/04/2025	31/03/2027		Regeneration, Leisure, Culture, and Tourism	Homes, Regeneration, and the Welsh Language
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								
18636	Develop a strategy to achieve Net Zero Carbon for in building-use as part of Property Design specifications	Simon Davies (PI&ED)	David Poole	01/04/2025	31/03/2028			
Thematic Priority: Economic Recovery and Growth								
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)	Simon Davies (PI&ED)	Tessa Bufton	01/04/2023	31/03/2027			

PIMS Ref	Action Description	Owner	Officer	Start Date	Target Date	Measure	Cabinet Portfolio	Scrutiny
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)	Simon Davies (PI&ED)	Tessa Button	01/04/2023	31/03/2027			
17463	Develop outdoor market provision within 3 primary towns as set out in respective Recovery Masterplans (CV36,CV38 & CV39)	Simon Davies (PI&ED)	Stuart Walters	01/04/2024	01/04/2027		Regeneration, Leisure, Culture, and Tourism	Homes, Regeneration, and the Welsh Language
18623	Deliver the Carmarthen masterplan actions and continue to support and develop new initiatives and projects though direct delivery and by supporting third parties with available sources of funding. (CV38)	Simon Davies (PI&ED)	Stuart Walters	01/04/2025	31/03/2027		Regeneration, Leisure, Culture, and Tourism	Homes, Regeneration, and the Welsh Language

PIMS Ref	Action Description	Owner	Officer	Start Date	Target Date	Measure	Cabinet Portfolio	Scrutiny
18624	Deliver initiatives linked to the three Primary Town centre recovery plans and ten towns via The Shared prosperity Fund Place Anchor Projects including Tackling Town centres, Town Centre Vacant property Fund and Town centre Events Fund (CV36, CV38, CV39 & CV41).	Simon Davies (PI&ED)	Stuart Walters	01/04/2025	31/03/2027		Regeneration, Leisure, Culture, and Tourism	Homes, Regeneration, and the Welsh Language
18625	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)	Simon Davies (PI&ED)	Stuart Walters	01/04/2025	31/03/2027		Regeneration, Leisure, Culture, and Tourism	Homes, Regeneration, and the Welsh Language

PIMS Ref	Action Description	Owner	Officer	Start Date	Target Date	Measure	Cabinet Portfolio	Scrutiny
18626	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)	Simon Davies (PI&ED)	Stuart Walters	01/04/2025	31/03/2027		Regeneration, Leisure, Culture, and Tourism	Homes, Regeneration, and the Welsh Language
18627	Seek additional funding for the wider team by developing new proposals as opportunities arise (CV43)	Simon Davies (PI&ED)	Stuart Walters	01/04/2025	31/03/2027		Regeneration, Leisure, Culture, and Tourism	Homes, Regeneration, and the Welsh Language
18628	Deliver the various Joint Ventures across the county including, Cross Hands, Rural, and Parc Hendre. (CV44)	Simon Davies (PI&ED)	Stuart Walters	01/04/2025	31/03/2028		Regeneration, Leisure, Culture, and Tourism	Homes, Regeneration, and the Welsh Language

PIMS Ref	Action Description	Owner	Officer	Start Date	Target Date	Measure	Cabinet Portfolio	Scrutiny
18630	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)	Simon Davies (PI&ED)	Peter Edwards	01/04/2025	31/03/2027			
18770	Develop outdoor market provision within 3 primary towns as set out in respective Recovery Masterplans (CV36,CV38 & CV39)xxxxxxxxxx	Simon Davies (PI&ED)	Paul M White	01/04/2026	31/03/2027			
18982	Deliver new third-party grant funds under Shared Prosperity Fund including Commercial property development Fund and Business Renewable Energy Fund	Simon Davies (PI&ED)	Mike A Bull	01/04/2026	31/03/2027			
18985	Deliver the aims and objectives of Llanelli Waterside joint venture at Llanelli and Burry Port	Simon Davies (PI&ED)	Tessa Bufton	01/04/2026	31/03/2027			

PIMS Ref	Action Description	Owner	Officer	Start Date	Target Date	Measure	Cabinet Portfolio	Scrutiny
18986	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.	Simon Davies (PI&ED)	Tessa Bufton	01/04/2025	31/03/2028			
18987	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.	Simon Davies (PI&ED)	Rhian Phillips	01/04/2026	31/03/2027			
18988	Support the project delivery of opportunities identified through the 3 primary town centre and 10 towns initiative	Simon Davies (PI&ED)	Peter Edwards	01/04/2026	31/03/2027			
18992	Develop and implement a Markets Strategy for indoor and outdoor provision across County.	Simon Davies (PI&ED)	Paul M White	01/04/2026	31/03/2027			

PIMS Ref	Action Description	Owner	Officer	Start Date	Target Date	Measure	Cabinet Portfolio	Scrutiny
18993	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.	Simon Davies (PI&ED)	Peter Edwards	01/04/2026	31/03/2027			
18997	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.	Simon Davies (PI&ED)	Stuart Walters	01/04/2026	31/03/2027			
NewAction1	Develop and manage a delivery plan for Carmarthenshire's Neighbourhood area under the UK Government's £20 million Pride in Place Programme.	Simon Davies (PI&ED)	Helen L Morgan	01/04/2026	31/03/2028			
NewAction2	Manage the delivery of UK Government's Pride in Place Impact Programme throughout the county.	Simon Davies (PI&ED)	Helen L Morgan	01/04/2026	31/03/2027			
NewAction3	Manage the delivery of the new Local Growth Fund in Carmarthenshire, which replaces the SPF Programme.	Simon Davies (PI&ED)	Helen L Morgan	01/04/2026	31/03/2029			

PIMS Ref	Action Description	Owner	Officer	Start Date	Target Date	Measure	Cabinet Portfolio	Scrutiny
16346	Deliver the Levelling Up funded “Carmarthen Hwb” by redeveloping the former Debenhams store. (CV35)	Simon Davies (PI&ED)	Mike A Bull	01/04/2023	31/03/2027			
18629	Delivery of Ten Towns Growth Plans (CV41)	Simon Davies (PI&ED)	Helen L Morgan	01/04/2025	31/03/2027		Regeneration, Leisure, Culture, and Tourism	Homes, Regeneration, and the Welsh Language
18631	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)	Simon Davies (PI&ED)	Helen L Morgan	01/04/2025	31/03/2027		Regeneration, Leisure, Culture, and Tourism	Homes, Regeneration, and the Welsh Language
18981	Deliver the Shared Prosperity Fund Business Start Up and Growth Funds	Simon Davies (PI&ED)	Mike A Bull	01/04/2026	31/03/2027			
18635	Develop the corporate role of the Bureau and continue to work with Town & Community Councils for the benefit of our residents and communities. (CV113)	Simon Davies (PI&ED)	Helen L Morgan	01/04/2025	31/03/2027		Regeneration, Leisure, Culture, and Tourism	Homes, Regeneration, and the Welsh Language
19036	Manage the delivery of the Economic Vision for Carmarthenshire	Simon Davies (PI&ED)	Helen L Morgan	01/04/2025	31/03/2027			

PIMS Ref	Action Description	Owner	Officer	Start Date	Target Date	Measure	Cabinet Portfolio	Scrutiny
WBO4 - To further modernise and develop as a resilient and efficient Council (Our Council)								
Organisational Transformation - Customers and Digital Transformation								
19017	Property Handbook Digitisation: Update and digitise the property handbook and associated guidance document to enhance accessibility and information dissemination.	Simon Davies (PI&ED)	Cameron A Bryant	01/04/2026	31/03/2027			
19050	Review new and existing extranet services and propose an IT system or method to aid contract and project management	Simon Davies (PI&ED)	David Poole	01/04/2026	31/03/2027			
Organisational Transformation - Efficiencies and Value for Money								
16344	Continue to deliver existing internal capital and revenue funds. We will monitor the historical third-party projects to understand longer term benefits. (CV35)	Simon Davies (PI&ED)	Mike A Bull	01/04/2023	31/03/2027			
19016	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.	Simon Davies (PI&ED)	Cameron A Bryant	01/04/2026	31/03/2027			

PIMS Ref	Action Description	Owner	Officer	Start Date	Target Date	Measure	Cabinet Portfolio	Scrutiny
19019	Collaborative Promotion of the Property Maintenance and Construction Industry within Schools: Form strategic partnerships with third-party organisations to raise awareness, inspire students, offer insights, and create career pathways in these fields through proactive engagement in education.	Simon Davies (PI&ED)	Cameron A Bryant	01/04/2026	31/03/2027			
19022	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.	Simon Davies (PI&ED)	Alex D Lewis	01/04/2026	31/03/2027			
19024	Develop and implement a prioritised planned maintenance program to ensure effective risk management of maintenance activities within the available resources.	Simon Davies (PI&ED)	Kelvin Howell	01/04/2025	31/03/2027			
Continue to develop comprehensive workforce models and succession plans to meet future demands, reviewing job profiles and service structures to also identify alternative business delivery methods and financial sustainability.								

PIMS Ref	Action Description	Owner	Officer	Start Date	Target Date	Measure	Cabinet Portfolio	Scrutiny
19031	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.	Simon Davies (PI&ED)	Cameron A Bryant	01/04/2025	31/03/2027			
19032	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.	Simon Davies (PI&ED)	Ian W Davies	01/04/2026	31/03/2027			
19041	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.	Simon Davies (PI&ED)	Ian W Davies	01/04/2026	31/03/2027			

PIMS Ref	Action Description	Owner	Officer	Start Date	Target Date	Measure	Cabinet Portfolio	Scrutiny
19042	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.	Simon Davies (PI&ED)	Ian W Davies	01/04/2026	31/03/2027			
19043	Mechanical & Electrical Servicing and Remedial Works	Simon Davies (PI&ED)	Emyr Philips	01/04/2026	31/03/2027			
19044	Supply of Building, Heating, Plumbing, Electrical and Civils Materials	Simon Davies (PI&ED)	Emyr Philips	01/04/2026	31/03/2027			
Continue to develop comprehensive workforce models and succession plans to meet future demands, reviewing job profiles and service structures to also identify alternative business delivery methods and financial sustainability.								
19047	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.	Simon Davies (PI&ED)	David Poole	01/04/2025	31/03/2027			
19048	Evaluation of existing Governance structures in property design to better exercise corporate prioritisation of capital projects across a range of departments.	Simon Davies (PI&ED)	David Poole	01/04/2025	31/03/2027			

PIMS Ref	Action Description	Owner	Officer	Start Date	Target Date	Measure	Cabinet Portfolio	Scrutiny
19049	Identify, test, and implement a system for the corporate prioritisation of all Major Capital Projects undertaken by Property Design	Simon Davies (PI&ED)	David Poole	01/04/2025	31/03/2027			
19051	Review, develop and implement a revised Property Design strategy for capital project monitoring extending to invoicing and payments	Simon Davies (PI&ED)	Katarzyna Robinson	01/04/2025	31/03/2027			
19052	Develop and launch the renewal of the South West Wales Regional Contractor Framework in line with the Council's requirements	Simon Davies (PI&ED)	Helen F Beddow	01/04/2026	31/03/2027			
19053	Review the organisational structure of Property Design against the requirements of the capital programme and develop mitigation strategies for management and resourcing	Simon Davies (PI&ED)	David Poole	01/04/2025	31/03/2027			
Organisational Transformation - Income and Commercialisation								
Consider financial challenges through proactive budgeting and exploring alternative service delivery models, including closer alignment with business planning for medium and long term sustainability.								

PIMS Ref	Action Description	Owner	Officer	Start Date	Target Date	Measure	Cabinet Portfolio	Scrutiny
19029	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.	Simon Davies (PI&ED)	Emyr Philips	01/04/2026	31/03/2027			
Organisational Transformation - Service Design and Improvement								
Enhance involvement practices and maximise the use of information on service user perspective.								
19023	Develop and implement a customer portal for live maintenance updates to enhance customer satisfaction, improve transparency, and foster customer engagement in the maintenance process.	Simon Davies (PI&ED)	Alex D Lewis	01/04/2025	31/03/2027			
Advance digital transformation by integrating systems and data to deliver seamless services and informed decision-making.								
19025	Total Connect System Development: Develop the Total Connect System for comprehensive performance oversight to enhance decision-making.	Simon Davies (PI&ED)	Alex D Lewis	01/04/2025	31/03/2027			
Organisational Transformation - Workforce								

PIMS Ref	Action Description	Owner	Officer	Start Date	Target Date	Measure	Cabinet Portfolio	Scrutiny
Continue to build capacity and the future workforce through apprenticeships and qualifications.								
19020	Maximisation of Work Placement, Training, and Apprenticeship Opportunities: Ensure these opportunities are included and maximised through Property Maintenance contracts. This initiative builds a robust framework that meets immediate needs and supports the development of a skilled future workforce.	Simon Davies (PI&ED)	Emyr Philips	01/04/2026	31/03/2027			
Organisational Transformation - Workplace								
Continue to develop comprehensive workforce models and succession plans to meet future demands, reviewing job profiles and service structures to also identify alternative business delivery methods and financial sustainability.								
19054	Within the Economic Development & Property Division, analyse the current workforce, and then extending that analysis to identify future workforce requirements, skills and competencies which will be needed to deliver new, different, or improved service.	Simon Davies (PI&ED)	Cameron A Bryant	01/04/2025	31/03/2027			
Core Business Enablers								
Estates and Asset Management								

PIMS Ref	Action Description	Owner	Officer	Start Date	Target Date	Measure	Cabinet Portfolio	Scrutiny
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	Simon Davies (PI&ED)	Stephen Morgan (Property)	01/04/2025	31/03/2027			
18995	Ensure that risks relating to all corporate administrative premises owned or occupied by the Council are suitably and sufficiently identified and managed.	Simon Davies (PI&ED)	Stephen Morgan (Property)	01/04/2026	31/03/2027			
18999	Installation of Occupye system to monitor desk and meeting room usage	Simon Davies (PI&ED)	Stephen Morgan (Property)	01/04/2026	31/03/2027			
19034	Lead on and provide the operational facilities management for the Pentre Awel development	Simon Davies (PI&ED)	Sonia Qualters-Jones	01/04/2026	31/03/2027			
Finance								

PIMS Ref	Action Description	Owner	Officer	Start Date	Target Date	Measure	Cabinet Portfolio	Scrutiny
19002	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	Simon Davies (PI&ED)	Hywel Humphreys	01/04/2026	31/03/2027			
Planning								
19014	Provided consultancy advice to the Planning Department on viability appraisals to set affordable housing contribution levels for the Deposit Local Development Plan and assess viability challenges on private sector development schemes to advise on the appropriate level of contributions to see	Simon Davies (PI&ED)	Sian E Mathias	01/04/2026	31/03/2027			
Procurement								
19030	Efficient Procurement Plan Update: Update and implement an efficient and cost-effective procurement plan incorporating 'Think Carmarthenshire First' to facilitate service delivery.	Simon Davies (PI&ED)	Emyr Philips	01/04/2026	31/03/2027			
Risk Management								

PIMS Ref	Action Description	Owner	Officer	Start Date	Target Date	Measure	Cabinet Portfolio	Scrutiny
19018	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.	Simon Davies (PI&ED)	Emyr Philips	01/04/2025	31/03/2027			
19026	NIEIC Certification Software Implementation: Research, identify, and implement NIEIC certification software for electrical works to ensure compliance and maintain quality standards.	Simon Davies (PI&ED)	Ian W Davies	01/04/2026	31/03/2027			
19027	Effective Property Compliance Arrangements: Ensure effective Property Compliance arrangements by conducting regular audits and updates to compliance procedures to mitigate property-related risks.	Simon Davies (PI&ED)	Cameron A Bryant	01/04/2026	31/03/2027			

PIMS Ref	Action Description	Owner	Officer	Start Date	Target Date	Measure	Cabinet Portfolio	Scrutiny
19028	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.	Simon Davies (PI&ED)	Cameron A Bryant	01/04/2026	31/03/2027			
19033	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.	Simon Davies (PI&ED)	Ian W Davies	01/04/2026	31/03/2027			
19045	To attend the Improvement Board to report non-property compliance.	Simon Davies (PI&ED)	Cameron A Bryant	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

- 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: Economic Recovery and Growth								
EconD/00 8	The level of Private Sector Investment / external funding secured (£)	Simon Davies (PI&ED)	Mike A Bull	58378868	31403243			
People are supported to take advantage of local opportunities whether it be through starting a business, gaining qualifications, or gaining meaningful employment.								
EconD/00 5	The number of people helped into volunteering with Regeneration assistance.	Simon Davies (PI&ED)	Mike A Bull	3953	781.0			
EconD/00 9	Direct Jobs created (including jobs accommodated & placed into Jobs) with Regeneration assistance	Simon Davies (PI&ED)	Mike A Bull	1353	840			

PIMS Ref	Measure Description	Owner	Officer	Result 2024/25	Latest 2025/26	Target 2026/27	Cabinet Portfolio	Scrutiny
EconD/01 0	Indirect Jobs created (indirect and construction Jobs) with Regeneration assistance	Simon Davies (PI&ED)	Mike A Bull	436	132.0			
EconD/01 1	Number of Jobs safeguarded with Regeneration assistance	Simon Davies (PI&ED)	Mike A Bull	346	118.0			
EconD/01 2	Number of business enquiries supported with Regeneration assistance	Simon Davies (PI&ED)	Mike A Bull	2328	1756.0			
EconD/02 0	% of adults that feel more positive with improved confidence about seeking work after receiving employability support through Communities First and associated programmes	Simon Davies (PI&ED)	Amy Wakefield	100	100			
EconD/02 1	% of residents that feel more confident in using a computer and gaining IT skills after receiving digital inclusion support through Communities First and associated programmes	Simon Davies (PI&ED)	Amy Wakefield	100	100			
EconD/02 2	The number of accredited qualifications achieved by residents attending Employment related courses within the Communities First and associated programme areas	Simon Davies (PI&ED)	Amy Wakefield	178	100			

PIMS Ref	Measure Description	Owner	Officer	Result 2024/25	Latest 2025/26	Target 2026/27	Cabinet Portfolio	Scrutiny
EconD/02 3	Number of individuals supported through Council employability schemes to earn a real living wage	Simon Davies (PI&ED)	Amy Wakefield	151	120			
WBO4 - To further modernise and develop as a resilient and efficient Council (Our Council)								
Organisational Transformation - Efficiencies and Value for Money								
Ensuring the Council is using its resources economically, efficiently, and effectively.								
2.1.2.12	Income - % performance against target to generate non strategic Capital Receipts	Simon Davies (PI&ED)	Peter Edwards	72.84	100			
Organisational Transformation - Overarching								
To further modernise and develop the Council's ways of working.								
PropMaint /002	A The number of school repair jobs on hold awaiting approval from Headteachers	Simon Davies (PI&ED)	Katie Bowen	233	No target set			
PropMaint /003	Average number of days taken to complete non housing responsive repairs.	Simon Davies (PI&ED)	Ian W Davies	9.5	9.5			

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

- **Uncertain external funding landscape**, with SPF ending in 2026 and replacement Local Growth Fund confirmation awaited poses a risk to continuity of business support and grant-funded roles.
- **Escalating capital and construction pressures** including inflation, supply-chain volatility and contractor capacity issues affecting major projects.
- **Growing compliance demands placed on finite resources** as statutory obligations expand across fire, water, gas, electrical and asbestos safety.
- **Recruitment and retention challenges** in specialist property, design and valuation roles due to private-sector competition and workforce shortages.
- **Aging and increasingly complex estate**, with rising maintenance backlogs and significant survey and upgrade requirements.

Opportunities

- **Transition from SPF to the new Local Growth Fund**, enabling continued investment in business support, skills, talent development and regeneration programmes across the county.
- **Expansion of regeneration initiatives through major programmes** such as Pride in Place and wider Transforming Towns funding, strengthening community engagement and local economic resilience.
- **Acceleration of energy and decarbonisation projects**, including opportunities to develop green infrastructure, and other sustainability-aligned schemes that support long-term resilience.
- **Embedding artificial intelligence and digital tools** across compliance, property management and service processes to improve efficiency, real-time data visibility, and workforce productivity.
- **Maximising asset-led investment** by leveraging opportunities linked to strategic sites to attract investment, drive redevelopment, and enhance portfolio performance.

Innovation and Sustainability

- **Expand use of artificial intelligence and digital automation** to streamline workflows, improve efficiency and enable real-time data capture—supported by the shift to mobile devices, digital reporting, and process redesign.
- **Advance energy and decarbonisation projects**, including air-source heat pumps, PV installations and “fabric-first” principles, informed by ongoing monitoring of energy performance across new and existing buildings.
- **Embed sustainable design standards** such as Passivhaus and Net Zero principles in new capital projects, ensuring buildings are energy-efficient, resilient and future-proofed.
- **Accelerate digital transformation of property management**, including smart sensors, automation, digitised asset documentation and improved building condition monitoring to support proactive maintenance and operational efficiency.
- **Promote circular economy and asset optimisation**, leveraging property rationalisation, disposals and reinvestment to improve estate sustainability, reduce carbon footprint, and release funds for maintenance and improvement.
- **Strengthen environmental governance and biodiversity compliance** through delivery of the Environment Act Forward Plan (2026–28), embedding sustainability goals across projects, reporting, and decision-making.

Appendices

Appendix A: Glossary of Terms

Term	Definition

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.