

Divisional Delivery Plan 2025-2026

ENVIRONMENTAL INFRASTRUCTURE



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Cyngor Sir Gâr
Carmarthenshire
County Council



INTRODUCTION



Purpose of this Plan

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

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

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

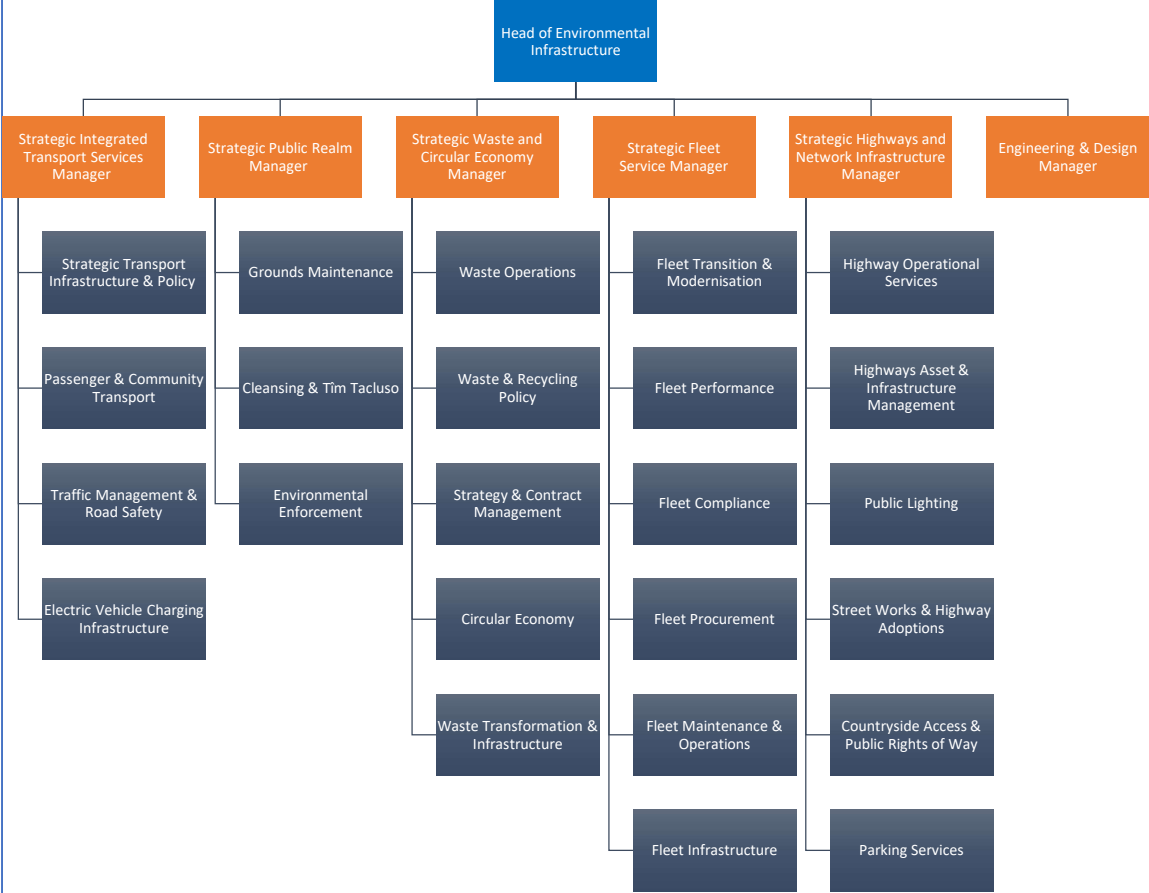
Divisional Overview

Environmental Infrastructure Division has 693 members of staff, working within the following teams:

- Civil contingency and emergency planning functions.
- Environmental enforcement.
- Grounds maintenance.
- Municipal services.
- Street cleansing and litter management.
- Waste management.
- Countryside Access
- Engineering Design
- Fleet Services
- Highway Maintenance
- Highways Asset Management
- Parking Services
- Passenger Transport
- Strategic Planning and Infrastructure Development
- Street Lighting
- Street Works and Highway Adoptions
- Traffic Management and Road Safety

The Division's core functions are of delivering key infrastructure services and infrastructure asset provision and management, adopting the ethos of maintaining, enhancing, and protecting the local environment and its quality for Carmarthenshire residents, businesses, and visitors to the County. It supports national, regional, and corporate strategies and plans. Our highway and transportation networks underpin the economy of Carmarthenshire, facilitating access to employment and learning opportunities, social connections, active travel, decarbonisation and delivering services that touch every home every day. The Division delivers operational and strategic functions to achieve the overarching objectives of the Council both departmentally and corporately. This division is an enabler across the authority.

DIVISIONAL STRUCTURE



Cllr. Edward Thomas is the Cabinet Member for Transport, Waste & Infrastructure Services which includes the following within the Portfolio:

- ✓ Emergency Planning
- ✓ Grass Cutting Services
- ✓ Grounds Maintenance
- ✓ Household Waste Recycling Centres
- ✓ Litter and Community Cleansing
- ✓ Litter Environmental Quality Strategy
- ✓ Parks Maintenance
- ✓ Recycling Services
- ✓ Refuse
- ✓ Street Cleansing
- ✓ Waste Management

Cllr. Aled Vaughan Owen is the Cabinet Member for Climate Change, Decarbonisation and Sustainability which will touch on all services across the directorate. In addition to the following within his portfolio:

- ✓ Environmental Enforcement
- ✓ Fly Tipping
- ✓ Unlicensed Waste

Budget:

Budget pending full council approval.

Acts and Strategies:

There are a significant number of Legislative Acts and National Strategies that are pertinent to this Division and wider Department in addition to the broader legislation applicable to the whole Authority.

A comprehensive list can be found on our dedicated Intranet page.



We are responsible for strategies and policies within this Division and wider Department. A comprehensive list can be found on our dedicated Intranet page.



DIVISIONAL DELIVERY PLAN 2025/2026

Consultation Findings	2025/24 Performance	Acti	New or Rolling	PIMS Ref	Action/Measure Description	Department	Division	HOS	Senior Manager A/M	Responsible Officer	Corporate Strategy	Cabinet Vision Number	Action Start Date	Action Target Date
WELL-BEING OBJECTIVE 3														
WBO3a - Thematic Priority: Economic Recovery and Growth														
3a Outcome: Businesses are supported to take advantage of local supply chains and procurement opportunities														
7. A lack of fit for purpose public transport options and good transportation links are a barrier for many. This can have detrimental effects on the degree to which people are able to access the services that they need to live comfortably. Both statements relating to these themes show disagreement levels which have worsened over the last three years. Scores were lowest for the Gwendraeth and Tywi community areas. Dissatisfaction rates were highest for the Highways and Transportation service area which is likely related to these sentiments. Potholes and general road safety were highlighted as issues.		A	Roll Over & New PIMS Action	17486	Design and delivery of new infrastructure works to facilitate improved access and connectivity to Carmarthenshire.	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Daniel John	Adrian Harries	CS		01/04/2025	31/03/2026
7. A lack of fit for purpose public transport options and good transportation links are a barrier for many. This can have detrimental effects on the degree to which people are able to access the services that they need to live comfortably. Both statements relating to these themes show disagreement levels which have worsened over the last three years. Scores were lowest for the Gwendraeth and Tywi community areas. Dissatisfaction rates were highest for the Highways and Transportation service area which is likely related to these sentiments. Potholes and general road safety were highlighted as issues.		A	Roll Over & Continuing Existing Action	17451	Co-Develop the Regional Transport Plan to inform the development of a sustainable, low carbon transport system that supports economic growth, investment and infrastructure development, and rural accessibility within the County and aligns with Wales Transport Strategy.	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Daniel John	Simon Charles	CS		01/04/2024	31/12/2025
16. Except for those that answered neither or don't know, disagreement levels were higher (33%) than agreement levels (14%) for the degree to which businesses are supported within the local area. Further analysis indicates that scores were lowest for the Llanelli community area. This is likely linked to residents' perception of town centres and the perceived lack of investment that those areas receive. 31% of respondents expressed their dissatisfaction with the economic development service area.		A	Roll Over & New PIMS Action	17477	Develop and deliver programmes of infrastructure that supports economic growth within Carmarthenshire	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Daniel John	Simon Charles	CS		01/04/2025	31/03/2026
WBO3b - Thematic Priority: Decarbonisation & Nature Emergency														
3b Outcome: Continue to work towards becoming a Net Zero Carbon Local Authority by 2030														

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8. Waste services received the highest satisfaction levels with 59.8% of respondents expressing satisfaction. Although comments were still received in relation to litter, fly-tipping and the general unkempt feel of some areas of the County. These comments are especially relevant to the town centres		A	Roll Over & Continuing Existing Action	16898	Deliver the recommendations of the fly tipping task and finish group [Vision 62]	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Daniel John	Gary Baxter	CS	62	01/04/2024	31/03/2026
8. Waste services received the highest satisfaction levels with 59.8% of respondents expressing satisfaction. Although comments were still received in relation to litter, fly-tipping and the general unkempt feel of some areas of the County. These comments are especially relevant to the town centres		A	Roll Over & Continuing Existing Action	17498	That the Council works with local communities to address fly tipping and waste management issues in rural areas, and monitors the impact of recently introduced changes at the Council's recycling centres and landfill sites in terms of levels of fly tipping in rural areas. MFR 52	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Daniel John	Gary Baxter	CS		01/04/2024	31/03/2026
8. Waste services received the highest satisfaction levels with 59.8% of respondents expressing satisfaction. Although comments were still received in relation to litter, fly-tipping and the general unkempt feel of some areas of the County. These comments are especially relevant to the town centres		A	Roll Over & Continuing Existing Action	17499	Develop a communication plan for Local Environmental Quality	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Daniel John	Gary Baxter			01/04/2024	31/03/2026
8. Waste services received the highest satisfaction levels with 59.8% of respondents expressing satisfaction. Although comments were still received in relation to litter, fly-tipping and the general unkempt feel of some areas of the County. These comments are especially relevant to the town centres		A	Roll Over & Continuing Existing Action	17500	Engage with fast food hot spots areas to develop specific localised action plan to reduce vehicle dropped litter	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Gary Baxter	Michael Roberts			01/04/2024	31/03/2026
8. Waste services received the highest satisfaction levels with 59.8% of respondents expressing satisfaction. Although comments were still received in relation to litter, fly-tipping and the general unkempt feel of some areas of the County. These comments are especially relevant to the town centres		A	Roll Over & Continuing Existing Action	17501	Deliver CCTV action plan to support environmental enforcement activities	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Gary Baxter	Steve Raymond			01/04/2024	31/03/2026
8. Waste services received the highest satisfaction levels with 59.8% of respondents expressing satisfaction. Although comments were still received in relation to litter, fly-tipping and the general unkempt feel of some areas of the County. These comments are especially relevant to the town centres		M		PAM/010	Percentage of streets that are clean	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Gary Baxter	Michael Roberts				
8. Waste services received the highest satisfaction levels with 59.8% of respondents expressing satisfaction. Although comments were still received in relation to litter, fly-tipping and the general unkempt feel of some areas of the County. These comments are especially relevant to the town centres		M		STS/005a	The Cleanliness Indicator	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Gary Baxter	Michael Roberts				

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Consultation Findings	2023/24 Performance Self	Acti	New or Rolling	PIMS Ref	Action/Measure Description	Department	Division	HOS	Senior Manager A/M	Responsible Officer	Corporate Strategy	Cabinet Vision Number	Action Start Date	Action Target Date
8. Waste services received the highest satisfaction levels with 59.8% of respondents expressing satisfaction. Although comments were still received in relation to litter, fly-tipping and the general unkempt feel of some areas of the County. These comments are especially relevant to the town centres		M		PAM/035	Average number of working days taken to clear fly-tipping incidents	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Gary Baxter	Michael Roberts				
8. Waste services received the highest satisfaction levels with 59.8% of respondents expressing satisfaction. Although comments were still received in relation to litter, fly-tipping and the general unkempt feel of some areas of the County. These comments are especially relevant to the town centres		A	Roll Over & New PIMS Action	17503	Co-ordinate 25 Pride in Your Patch litter pick events	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Gary Baxter	Michael Roberts			01/04/2025	31/03/2026
8. Waste services received the highest satisfaction levels with 59.8% of respondents expressing satisfaction. Although comments were still received in relation to litter, fly-tipping and the general unkempt feel of some areas of the County. These comments are especially relevant to the town centres		A	Roll Over & New PIMS Action	17504	Empower residents to take responsibility for their local environment by maintaining 20 volunteer groups per annum.	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Gary Baxter	Michael Roberts			01/04/2025	31/03/2026
8. Waste services received the highest satisfaction levels with 59.8% of respondents expressing satisfaction. Although comments were still received in relation to litter, fly-tipping and the general unkempt feel of some areas of the County. These comments are especially relevant to the town centres		A	Roll Over & Continuing Existing Action	17505	Implement 6 ward/area-based action plans based on evidence of specific waste related problems.	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Gary Baxter	Steve Raymond			01/04/2024	31/03/2026
8. Waste services received the highest satisfaction levels with 59.8% of respondents expressing satisfaction. Although comments were still received in relation to litter, fly-tipping and the general unkempt feel of some areas of the County. These comments are especially relevant to the town centres		A	Roll Over & Continuing Existing Action	17482	Implement Service Level Agreements to include Land Management to reflect Bio Diversity Suitability for Land Use Biodiversity Cuts in accordance with Grassland Management Policy	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Daniel John	Gary Baxter	CS		01/04/2024	31/03/2026
8. Waste services received the highest satisfaction levels with 59.8% of respondents expressing satisfaction. Although comments were still received in relation to litter, fly-tipping and the general unkempt feel of some areas of the County. These comments are especially relevant to the town centres		A	Roll Over & Continuing Existing Action	16297	Utilise a phased approach for the implementation of a new kerbside waste collection system in 2025, that is compliant with Welsh Governments' Blueprint collection methodology. This will changes to recycling, food, glass and residual collection services from 2025 [Vision 48]	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Geinor Lewis	Yana Thomas	CS	48	01/04/2024	31/03/2026
8. Waste services received the highest satisfaction levels with 59.8% of respondents expressing satisfaction. Although comments were still received in relation to litter, fly-tipping and the general unkempt feel of some areas of the County. These comments are especially relevant to the town centres	Self Assessment 23/24	A	Roll Over & Continuing Existing Action	16563	Develop a wider circular economy strategy to enable communities to proactively implement sustainable projects through existing community networks and for the authority to facilitate further infrastructure development to support circular economy aspirations.	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Daniel John	Geinor Lewis	CS		01/04/2024	31/03/2026

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8. Waste services received the highest satisfaction levels with 59.8% of respondents expressing satisfaction. Although comments were still received in relation to litter, fly-tipping and the general unkempt feel of some areas of the County. These comments are especially relevant to the town centres		A	Roll Over & Continuing Existing Action	17506	Identify funding to deliver a resource for education, reuse and repair	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Daniel John	Geinor Lewis			01/04/2024	31/03/2026
8. Waste services received the highest satisfaction levels with 59.8% of respondents expressing satisfaction. Although comments were still received in relation to litter, fly-tipping and the general unkempt feel of some areas of the County. These comments are especially relevant to the town centres		A	Roll Over & New PIMS Action	17507	Continue to develop the ETO Project through wider community engagement with existing projects to work in partnership and collaboration in the Ten Town locations.	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Daniel John	Geinor Lewis			01/04/2025	31/03/2026
8. Waste services received the highest satisfaction levels with 59.8% of respondents expressing satisfaction. Although comments were still received in relation to litter, fly-tipping and the general unkempt feel of some areas of the County. These comments are especially relevant to the town centres		A	Roll Over & New PIMS Action	17509	Deliver a community programme of recycling participation surveys to 5% of households	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Geinor Lewis	Karen Fulham			01/04/2025	31/03/2026
8. Waste services received the highest satisfaction levels with 59.8% of respondents expressing satisfaction. Although comments were still received in relation to litter, fly-tipping and the general unkempt feel of some areas of the County. These comments are especially relevant to the town centres		A	Roll Over & New PIMS Action	17510	Deliver 25 community engagement activities with residents, staff and community stakeholders.	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Geinor Lewis	Karen Fulham			01/04/2025	31/03/2026
8. Waste services received the highest satisfaction levels with 59.8% of respondents expressing satisfaction. Although comments were still received in relation to litter, fly-tipping and the general unkempt feel of some areas of the County. These comments are especially relevant to the town centres		A	Roll Over & New PIMS Action	17512	Co ordinate 8 staff drop-in sessions on Waste Strategy to include the Education Enforcement process and current waste collection strategy requirements	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Daniel John	Geinor Lewis			01/04/2025	31/03/2026
8. Waste services received the highest satisfaction levels with 59.8% of respondents expressing satisfaction. Although comments were still received in relation to litter, fly-tipping and the general unkempt feel of some areas of the County. These comments are especially relevant to the town centres		M	New		The number of households visited by a warden following the education and enforcement process during proactive patrols to raise awareness of the recycling scheme compliance requirements	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Geinor Lewis	Diane Thomas				
8. Waste services received the highest satisfaction levels with 59.8% of respondents expressing satisfaction. Although comments were still received in relation to litter, fly-tipping and the general unkempt feel of some areas of the County. These comments are especially relevant to the town centres		M	New		The percentage of households visited by a warden within 2 working days following the sticking of bags to raise awareness of the recycling scheme compliance requirements upon referral via APP.	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Geinor Lewis	Diane Thomas				

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8. Waste services received the highest satisfaction levels with 59.8% of respondents expressing satisfaction. Although comments were still received in relation to litter, fly-tipping and the general unkempt feel of some areas of the County. These comments are especially relevant to the town centres		M	New		The number of visits to households within 5 working days of receipt of an enquiry by a warden on APP	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Geinor Lewis	Diane Thomas				
8. Waste services received the highest satisfaction levels with 59.8% of respondents expressing satisfaction. Although comments were still received in relation to litter, fly-tipping and the general unkempt feel of some areas of the County. These comments are especially relevant to the town centres		M		WMT/007	Recycling contamination less than 25%	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Daniel John	Geinor Lewis				
8. Waste services received the highest satisfaction levels with 59.8% of respondents expressing satisfaction. Although comments were still received in relation to litter, fly-tipping and the general unkempt feel of some areas of the County. These comments are especially relevant to the town centres		M	New		Increase garden waste customer base by 5%	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Geinor Lewis	Jackie Morgans				
8. Waste services received the highest satisfaction levels with 59.8% of respondents expressing satisfaction. Although comments were still received in relation to litter, fly-tipping and the general unkempt feel of some areas of the County. These comments are especially relevant to the town centres		M		PAM/030	PAM/30 The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregation bio-waste that are composted or treated biologically in another way	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Geinor Lewis	Shaun Lynch				
8. Waste services received the highest satisfaction levels with 59.8% of respondents expressing satisfaction. Although comments were still received in relation to litter, fly-tipping and the general unkempt feel of some areas of the County. These comments are especially relevant to the town centres		M		PAM/043	PAM/043 Amount of waste generated that is not recycled, per person	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Geinor Lewis	Shaun Lynch				
8. Waste services received the highest satisfaction levels with 59.8% of respondents expressing satisfaction. Although comments were still received in relation to litter, fly-tipping and the general unkempt feel of some areas of the County. These comments are especially relevant to the town centres		M		WMT/010i	WMT/010i the percentage of local authority collected municipal waste prepared for reuse	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Geinor Lewis	Shaun Lynch				
8. Waste services received the highest satisfaction levels with 59.8% of respondents expressing satisfaction. Although comments were still received in relation to litter, fly-tipping and the general unkempt feel of some areas of the County. These comments are especially relevant to the town centres		M		WMT/010ii	WMT/010ii the percentage of local authority municipal waste recycled	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Geinor Lewis	Shaun Lynch				

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8. Waste services received the highest satisfaction levels with 59.8% of respondents expressing satisfaction. Although comments were still received in relation to litter, fly-tipping and the general unkempt feel of some areas of the County. These comments are especially relevant to the town centres		M		WMT/010iii	WMT/010iii the percentage of municipal waste collected at source segregated biowaste and composted or treated biologically in another way	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Geinor Lewis	Shaun Lynch				
8. Waste services received the highest satisfaction levels with 59.8% of respondents expressing satisfaction. Although comments were still received in relation to litter, fly-tipping and the general unkempt feel of some areas of the County. These comments are especially relevant to the town centres		M		WMT/004	WMT/004 Percentage of waste send to landfill	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Geinor Lewis	Shaun Lynch				
8. Waste services received the highest satisfaction levels with 59.8% of respondents expressing satisfaction. Although comments were still received in relation to litter, fly-tipping and the general unkempt feel of some areas of the County. These comments are especially relevant to the town centres		M		Envnfra/011	Delivery of kerbside recycling containers within 10 working days of approved request	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Geinor Lewis	Shaun Lynch				
8. Waste services received the highest satisfaction levels with 59.8% of respondents expressing satisfaction. Although comments were still received in relation to litter, fly-tipping and the general unkempt feel of some areas of the County. These comments are especially relevant to the town centres		A	Roll Over & Continuing Existing Action	17516	Undertake assessment and rationalisation of all communal collection points in preparation for roll out	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Geinor Lewis	Paul Emanuel			01/04/2024	31/03/2026
8. Waste services received the highest satisfaction levels with 59% of respondents expressing satisfaction. Although comments were still received in relation to litter, fly-tipping and the general unkempt feel of some areas of the County. These comments are especially relevant to the town centres		A	New		Review existing education and enforcement process to align with waste and recycling warden evidence base taking into consideration individual and communal collection points	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Geinor Lewis	Diane Thomas			01/04/2025	01/04/2026
8. Waste services received the highest satisfaction levels with 59% of respondents expressing satisfaction. Although comments were still received in relation to litter, fly-tipping and the general unkempt feel of some areas of the County. These comments are especially relevant to the town centres		M	New		Resolved recorded kerbside recycling policy infringements in Stage 1 of the kerbside education process	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Geinor Lewis	Diane Thomas				
8. Waste services received the highest satisfaction levels with 59.8% of respondents expressing satisfaction. Although comments were still received in relation to litter, fly-tipping and the general unkempt feel of some areas of the County. These comments are especially relevant to the town centres		M	New		Resolve or escalate recorded kerbside recycling policy infringements at Stage 2 that have progressed from stage 1 of the kerbside education process	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Geinor Lewis	Diane Thomas				

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8. Waste services received the highest satisfaction levels with 59.8% of respondents expressing satisfaction. Although comments were still received in relation to litter, fly-tipping and the general unkempt feel of some areas of the County. These comments are especially relevant to the town centres		M		WMT/015	Provide customer outcome of new Assisted Collection applications within 10 working days.	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Geinor Lewis	Paul Emanuel				
8. Waste services received the highest satisfaction levels with 59.8% of respondents expressing satisfaction. Although comments were still received in relation to litter, fly-tipping and the general unkempt feel of some areas of the County. These comments are especially relevant to the town centres		M		Envnfra/014	Number of 'Upheld' Missed Collections across all kerbside collections [We carry out more than 8.5 million collections per annum]	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Geinor Lewis	Shaun Lynch				
8. Waste services received the highest satisfaction levels with 59.8% of respondents expressing satisfaction. Although comments were still received in relation to litter, fly-tipping and the general unkempt feel of some areas of the County. These comments are especially relevant to the town centres		A	Roll Over & Continuing Existing Action	17518	Develop and deliver strategic action plan for 'Bulky Waste' service	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Daniel John	Geinor Lewis	CS		01/04/2024	31/03/2027
8. Waste services received the highest satisfaction levels with 59.8% of respondents expressing satisfaction. Although comments were still received in relation to litter, fly-tipping and the general unkempt feel of some areas of the County. These comments are especially relevant to the town centres		A	Roll Over & Continuing Existing Action	17519	Implement the purchase strategy for leased waste collection fleet	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Geinor Lewis	Shaun Lynch			01/04/2024	31/03/2026
8. Waste services received the highest satisfaction levels with 59.8% of respondents expressing satisfaction. Although comments were still received in relation to litter, fly-tipping and the general unkempt feel of some areas of the County. These comments are especially relevant to the town centres		A	New	16798	Roll out operational service standards handbook for the operational staff within Waste Services	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Geinor Lewis	Shaun Lynch			01/04/2025	31/03/2026
8. Waste services received the highest satisfaction levels with 59.8% of respondents expressing satisfaction. Although comments were still received in relation to litter, fly-tipping and the general unkempt feel of some areas of the County. These comments are especially relevant to the town centres		A	New	17521	Develop an educational programme schedules for community and school engagement to raise awareness of repair, reuse and recycling initiatives	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Geinor Lewis	Karen Fulham			01/04/2025	31/03/2026

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8. Waste services received the highest satisfaction levels with 59.8% of respondents expressing satisfaction. Although comments were still received in relation to litter, fly-tipping and the general unkempt feel of some areas of the County. These comments are especially relevant to the town centres		A	Roll Over & Continuing Existing Action	17531	Develop and deliver an education programme for our primary aged pupils on; Environmental Enforcement and Local Environment Quality	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Gary Baxter	Michael Roberts			01/04/2024	31/03/2026
15. The largest proportion (42%) of respondents indicated 'neither' when asked whether the climate emergency is being addressed locally. This is a consistent trend with the previous year. Further analysis indicates that with the exception of those that answered 'neither', slightly more people disagree (24%) than agree (19%). This might suggest that people are unaware of the measures put in place to address this priority.		A	Roll Over & Continuing Existing Action		Review Highways Asset Management Plan and update to incorporate strategic Net Zero Carbon objectives	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Chris Nelson			01/04/2024	31/03/2026
15. The largest proportion (42%) of respondents indicated 'neither' when asked whether the climate emergency is being addressed locally. This is a consistent trend with the previous year. Further analysis indicates that with the exception of those that answered 'neither', slightly more people disagree (24%) than agree (19%). This might suggest that people are unaware of the measures put in place to address this priority.		A	Roll Over & Continuing Existing Action	17492	Review and research carbon impacts of highway preventative maintenance versus reactive maintenance [whole life impact]	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Chris Nelson			01/04/2024	31/03/2026
15. The largest proportion (42%) of respondents indicated 'neither' when asked whether the climate emergency is being addressed locally. This is a consistent trend with the previous year. Further analysis indicates that with the exception of those that answered 'neither', slightly more people disagree (24%) than agree (19%). This might suggest that people are unaware of the measures put in place to address this priority.		A	Roll Over & Continuing Existing Action	17469	To continue to bid for finances via Welsh Government to enable further roll out of public access charging points across the county in accordance with our Electric Vehicle Infrastructure strategy, with a particular focus on the strategic highway network initially, as well as looking at locations across urban and rural areas, as the number of electric vehicles increase. This will allow us to build on the success of the current suite of chargers that have been installed, including the first super-charging hub in Cross Hands. [Vision 55]	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Simon Charles	Thomas Evans	CS	55	01/04/2024	31/03/2026

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Consultation Findings	2023/24 Performance	Acti	New or Rolling	PIMS Ref	Action/Measure Description	Department	Division	HOS	Senior Manager A/M	Responsible Officer	Corporate Strategy	Cabinet Vision Number	Action Start Date	Action Target Date
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15. The largest proportion (42%) of respondents indicated 'neither' when asked whether the climate emergency is being addressed locally. This is a consistent trend with the previous year. Further analysis indicates that with the exception of those that answered 'neither', slightly more people disagree (24%) than agree (19%). This might suggest that people are unaware of the measures put in place to address this priority.		M		Envninfra/017	KW Hours of Electric Vehicle Charging Utilisation by the public	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Simon Charles	Thomas Evans				
15. The largest proportion (42%) of respondents indicated 'neither' when asked whether the climate emergency is being addressed locally. This is a consistent trend with the previous year. Further analysis indicates that with the exception of those that answered 'neither', slightly more people disagree (24%) than agree (19%). This might suggest that people are unaware of the measures put in place to address this priority.		M		Envninfra/018	CO2 Savings by Electric Vehicle Charging Usage	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Simon Charles	Thomas Evans				
15. The largest proportion (42%) of respondents indicated 'neither' when asked whether the climate emergency is being addressed locally. This is a consistent trend with the previous year. Further analysis indicates that with the exception of those that answered 'neither', slightly more people disagree (24%) than agree (19%). This might suggest that people are unaware of the measures put in place to address this priority.		A	Roll Over & Continuing Existing Action	17483	That the Council works with partners to consider further investment in the electric charging points network across the County with a focus on development of the infrastructure as part of the 10 Rural Towns initiative. MFR 29	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Simon Charles	Thomas Evans	CS		01/04/2024	31/03/2026
15. The largest proportion (42%) of respondents indicated 'neither' when asked whether the climate emergency is being addressed locally. This is a consistent trend with the previous year. Further analysis indicates that with the exception of those that answered 'neither', slightly more people disagree (24%) than agree (19%). This might suggest that people are unaware of the measures put in place to address this priority.		A	Roll Over & Continuing Existing Action	17457	Develop facilities within Carmarthenshire County Council offices to support Active Travel for visitors, members, and officers. Looking at bike racks, changing rooms, shower facilities etc. [Vision 65]	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Daniel John	Simon Charles	CS	65	01/04/2024	31/03/2026

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Consultation Findings	2025/24 Performance Self	Acti	NEW OR Rolling Over	PIMS Ref	Action/Measure Description	Department	Division	HOS	Senior Manager A/M	Responsible Officer	Corporate Strategy	Cabinet Vision Number	Action Start Date	Action Target Date
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15. The largest proportion (42%) of respondents indicated 'neither' when asked whether the climate emergency is being addressed locally. This is a consistent trend with the previous year. Further analysis indicates that with the exception of those that answered 'neither', slightly more people disagree (24%) than agree (19%). This might suggest that people are unaware of the measures put in place to address this priority.		A	Roll Over & Continuing Existing Action	17526	Number of Traffic Free KM in Carmarthenshire (walking, wheeling and cycling infrastructure) [baseline]	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Simon Charles	Samara Powell			01/04/2024	31/03/2026
15. The largest proportion (42%) of respondents indicated 'neither' when asked whether the climate emergency is being addressed locally. This is a consistent trend with the previous year. Further analysis indicates that with the exception of those that answered 'neither', slightly more people disagree (24%) than agree (19%). This might suggest that people are unaware of the measures put in place to address this priority.		A	Roll Over & Continuing Existing Action	17527	Number of users of the Cycle Bike Hire in each location	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Simon Charles	Samara Powell			01/04/2024	31/03/2026
15. The largest proportion (42%) of respondents indicated 'neither' when asked whether the climate emergency is being addressed locally. This is a consistent trend with the previous year. Further analysis indicates that with the exception of those that answered 'neither', slightly more people disagree (24%) than agree (19%). This might suggest that people are unaware of the measures put in place to address this priority.		A	Roll Over & New PIMS Action	17529	Number of School Travel Planning Kits/Sustrans Active Travel School Plans Issued to encourage active travel to school	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Simon Charles	Samara Powell			01/04/2024	31/03/2026
15. The largest proportion (42%) of respondents indicated 'neither' when asked whether the climate emergency is being addressed locally. This is a consistent trend with the previous year. Further analysis indicates that with the exception of those that answered 'neither', slightly more people disagree (24%) than agree (19%). This might suggest that people are unaware of the measures put in place to address this priority.		A	Roll Over & New PIMS Action	17532	Identify additional potential funding to educate primary aged pupils on feeling safer in the communities walking and cycling.	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Simon Charles	Mike Jacob			01/04/2024	31/03/2026

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15. The largest proportion (42%) of respondents indicated 'neither' when asked whether the climate emergency is being addressed locally. This is a consistent trend with the previous year. Further analysis indicates that with the exception of those that answered 'neither', slightly more people disagree (24%) than agree (19%). This might suggest that people are unaware of the measures put in place to address this priority.		A	Roll Over & Continuing Existing Action		Review the current vehicle fleet strategy with a view to utilising the most suitable and low emissions vehicle technology (including electric or other power sources) over the coming years. [Vision 49]	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Antonia Jones	CS	49	01/04/2024	31/03/2026
15. The largest proportion (42%) of respondents indicated 'neither' when asked whether the climate emergency is being addressed locally. This is a consistent trend with the previous year. Further analysis indicates that with the exception of those that answered 'neither', slightly more people disagree (24%) than agree (19%). This might suggest that people are unaware of the measures put in place to address this priority.		A	Roll Over & Continuing Existing Action	17484	Develop and implement a new Fleet Strategy [including Electric Vehicle Transition Plan]	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Antonia Jones	CS		01/04/2024	31/03/2026
15. The largest proportion (42%) of respondents indicated 'neither' when asked whether the climate emergency is being addressed locally. This is a consistent trend with the previous year. Further analysis indicates that with the exception of those that answered 'neither', slightly more people disagree (24%) than agree (19%). This might suggest that people are unaware of the measures put in place to address this priority.		A	Roll Over & Continuing Existing Action	17536	Deliver fleet compliance review action plan to deliver safe, compliant and efficient fleet operations, processes and workshops.	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Antonia Jones			01/04/2024	31/03/2026
15. The largest proportion (42%) of respondents indicated 'neither' when asked whether the climate emergency is being addressed locally. This is a consistent trend with the previous year. Further analysis indicates that with the exception of those that answered 'neither', slightly more people disagree (24%) than agree (19%). This might suggest that people are unaware of the measures put in place to address this priority.		A	Roll Over & Continuing Existing Action	17542	Develop and implement new Fleet Risk and Operating Policy.	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Antonia Jones			01/04/2024	31/03/2026

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15. The largest proportion (42%) of respondents indicated 'neither' when asked whether the climate emergency is being addressed locally. This is a consistent trend with the previous year. Further analysis indicates that with the exception of those that answered 'neither', slightly more people disagree (24%) than agree (19%). This might suggest that people are unaware of the measures put in place to address this priority.		A	Roll Over & Continuing Existing Action	17537	Develop and implement fleet renewal policy	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Antonia Jones			01/04/2024	31/12/2025
15. The largest proportion (42%) of respondents indicated 'neither' when asked whether the climate emergency is being addressed locally. This is a consistent trend with the previous year. Further analysis indicates that with the exception of those that answered 'neither', slightly more people disagree (24%) than agree (19%). This might suggest that people are unaware of the measures put in place to address this priority.		A	Roll Over & Continuing Existing Action	17538	Develop systems, process, and indicators to monitor vehicle utilisation.	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Antonia Jones			01/04/2024	31/03/2026
15. The largest proportion (42%) of respondents indicated 'neither' when asked whether the climate emergency is being addressed locally. This is a consistent trend with the previous year. Further analysis indicates that with the exception of those that answered 'neither', slightly more people disagree (24%) than agree (19%). This might suggest that people are unaware of the measures put in place to address this priority.		A	Roll Over & Continuing Existing Action	17539	Develop and implement a manageable & effective fleet replacement programme.	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Antonia Jones			01/04/2024	31/03/2026
15. The largest proportion (42%) of respondents indicated 'neither' when asked whether the climate emergency is being addressed locally. This is a consistent trend with the previous year. Further analysis indicates that with the exception of those that answered 'neither', slightly more people disagree (24%) than agree (19%). This might suggest that people are unaware of the measures put in place to address this priority.		A	Roll Over & Continuing Existing Action	17540	Implement a training programme to ensure all fleet fitters achieve IMI Level 4: In the Diagnosis, Testing and Repair of Electric/Hybrid Vehicles and Components	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Antonia Jones			01/04/2024	31/03/2026

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		M	New		% of Heavy Goods Vehicle MOT first time pass rate	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Antonia Jones				
		M	New		% of Light Commercial Vehicle MOT first time pass	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Antonia Jones				
		M	New		Total hours recovered by technician (per month)	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Antonia Jones				
		A	New		Develop and Implement driver accident record	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Antonia Jones			01/04/2025	31/03/2026
15. The largest proportion (42%) of respondents indicated 'neither' when asked whether the climate emergency is being addressed locally. This is a consistent trend with the previous year. Further analysis indicates that with the exception of those that answered 'neither', slightly more people disagree (24%) than agree (19%). This might suggest that people are unaware of the measures put in place to address this priority.		M			Number of working days Vehicles (Hired & Owned) are Off Road (this does not include service and MOT downtime)	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Antonia Jones				
15. The largest proportion (42%) of respondents indicated 'neither' when asked whether the climate emergency is being addressed locally. This is a consistent trend with the previous year. Further analysis indicates that with the exception of those that answered 'neither', slightly more people disagree (24%) than agree (19%). This might suggest that people are unaware of the measures put in place to address this priority.		A	New		Develop an approach where innovative design and use of recycled aggregates on engineering schemes is the default consideration.	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Daniel John	Adrian Harries			01/04/2025	31/03/2026
3b Outcome: Improve current and explore new developments to limit the effects of flooding and other environmental threats which affect our residents and service users														

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15. The largest proportion (42%) of respondents indicated 'neither' when asked whether the climate emergency is being addressed locally. This is a consistent trend with the previous year. Further analysis indicates that with the exception of those that answered 'neither', slightly more people disagree (24%) than agree (19%). This might suggest that people are unaware of the measures put in place to address this priority.		A	Roll Over & Continuing Existing Action	17495	Co-ordinate a review of the Sandbags Policy and community engagement events in relation to adverse weather events	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Daniel John	Paul Ridley			01/04/2024	31/03/2026
		A	New		Deliver operational and technical training plan (subject to LRF funding)	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Daniel John	Paul Ridley			01/04/2025	31/03/2026
		A	New		Utilise the volunteer network to complete a multi agency exercise	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Daniel John	Paul Ridley			01/04/2025	31/03/2026
WBO3c - Thematic Priority: Welsh Language & Culture														
3c Outcome: Increase in the number of Welsh speakers														
13. The majority of respondents (63%) agree that it is important to promote and protect the Welsh language. However, some residents expressed opposing views with sentiments relating to the amount of resources utilised on this priority when resources are depleting.		A	New		Identify opportunities to maximise utilising the Welsh language for recruitment opportunities	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Ainsley Williams	Daniel John			01/04/2025	31/03/2026
WBO3e - Service Priority: Leisure & Tourism														
3e Outcome: People feel empowered to lead active and healthy lives through access to fit for purpose services and provision														
15. The largest proportion (42%) of respondents indicated 'neither' when asked whether the climate emergency is being addressed locally. This is a consistent trend with the previous year. Further analysis indicates that with the exception of those that answered 'neither', slightly more people disagree (24%) than agree (19%). This might suggest that people are unaware of the measures put in place to address this priority.		A	Roll Over & Continuing Existing Action	17458	Deliver the cycle and pedestrian path from Carmarthen to Llandeilo which will be a huge boost to local towns and villages, and tourism throughout the county. [Vision 66]	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Daniel John	Simon Charles	CS	66	01/04/2024	31/03/2026

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15. The largest proportion (42%) of respondents indicated 'neither' when asked whether the climate emergency is being addressed locally. This is a consistent trend with the previous year. Further analysis indicates that with the exception of those that answered 'neither', slightly more people disagree (24%) than agree (19%). This might suggest that people are unaware of the measures put in place to address this priority.		A	Roll Over & Continuing Existing Action	17554	Refresh our Cycling Strategy to determine progress against actions, policy developments and to set new targets for the next 5 years	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Daniel John	Simon Charles			01/04/2024	31/03/2026
9. Although the majority (46%) tend to agree that their local environment is pleasant and well looked after, there is a relatively high proportion which disagree (37%). The overall score has worsened very slightly on the previous year's result. It is interesting to note that the score for the Llanelli community area was significantly lower than the overall score at (-0.36). This translates to disagreement being expressed by over 51.7% of respondents from the Llanelli area. Conversely, areas scoring the highest were Tywi (0.52) and Teifi (0.21).		A	Roll Over & New PIMS Action	17555	Increase environmental enforcement activity during peak months at tourism hot spots.	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Gary Baxter	Steve Raymond			01/04/2025	01/10/2025
		A	Roll Over & Continuing Existing Action	17556	Develop Service Level Agreements for car parking services at leisure and tourism attractions	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Gary Owen			01/04/2024	31/03/2026
		A	Roll Over & Continuing Existing Action	17557	Develop policy on Road Closures with regards to events	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Daniel John	Richard Waters			01/04/2024	01/04/2026
		A	Roll Over & Continuing Existing Action	17558	Develop and implement a tourism signing policy	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Simon Charles	Mike Jacob			01/04/2024	31/03/2026
WBO3f - Service Priority: Waste														
3f Outcome: On track to meet the national recycling targets														

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8. Waste services received the highest satisfaction levels with 59% of respondents expressing satisfaction. Although comments were still received in relation to litter, fly-tipping and the general unkempt feel of some areas of the County. These comments are especially relevant to the town centres		A	Roll Over & New PIMS Action	17559	upskill 2% of our Loaders to Drivers Per Year within Waste Services	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Geinor Lewis	Shaun Lynch			01/04/2024	31/03/2026
9. Although the majority (46%) tend to agree that their local environment is pleasant and well looked after, there is a relatively high proportion which disagree (37%). The overall score has worsened very slightly on the previous year's result. It is interesting to note that the score for the Llanelli community area was significantly lower than the overall score at (-0.36). This translates to disagreement being expressed by over 51.7% of respondents from the Llanelli area. Conversely, areas scoring the highest were Tywi (0.52) and Teifi (0.21).		A	New		Development and engagement with Community councils and asset holders on identifying protentional Public Space Protection Order sites with use of the toolkit.	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Gary Baxter	Michael Roberts			01/04/2025	31/03/2026
9. Although the majority (46%) tend to agree that their local environment is pleasant and well looked after, there is a relatively high proportion which disagree (37%). The overall score has worsened very slightly on the previous year's result. It is interesting to note that the score for the Llanelli community area was significantly lower than the overall score at (-0.36). This translates to disagreement being expressed by over 51.7% of respondents from the Llanelli area. Conversely, areas scoring the highest were Tywi (0.52) and Teifi (0.21).		A	Roll Over & Continuing Existing Action		Develop a Powerbi dashboard to manage performance for Environmental Enforcement	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Gary Baxter	Steve Raymond			01/04/2025	31/03/2026
9. Although the majority (46%) tend to agree that their local environment is pleasant and well looked after, there is a relatively high proportion which disagree (37%). The overall score has worsened very slightly on the previous year's result. It is interesting to note that the score for the Llanelli community area was significantly lower than the overall score at (-0.36). This translates to disagreement being expressed by over 51.7% of respondents from the Llanelli area. Conversely, areas scoring the highest were Tywi (0.52) and Teifi (0.21).		A	Roll Over & New PIMS Action	17563	Issue 120 Fixed Penalty Notices Issued for Litter Infractions	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Gary Baxter	Steve Raymond			01/04/2025	31/03/2026

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9. Although the majority (46%) tend to agree that their local environment is pleasant and well looked after, there is a relatively high proportion which disagree (37%). The overall score has worsened very slightly on the previous year's result. It is interesting to note that the score for the Llanelli community area was significantly lower than the overall score at (-0.36). This translates to disagreement being expressed by over 51.7% of respondents from the Llanelli area. Conversely, areas scoring the highest were Tywi (0.52) and Teifi (0.21).		A	Roll Over & Continuing Existing Action	17569	Review and develop Public Realm Policies and Procedures, to include neighbourhood services strategy and align the cleansing review with the Local Environment Quality strategy. (Litter Bin Policy, Graffiti Management Policy, Fly Tipping and CCTV Strategy, Litter Prevention Plan, Voluntary Code of Practice)	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Daniel John	Gary Baxter	CS		01/04/2024	31/03/2027
		A	Roll Over & Continuing Existing Action	17568	Undertake Profile Spend [Aggregated spends] analysis for procurement of services and supplies, determine procurement methodology for each service sector to qualify compliance and develop a strategy for future procurement of services and supplies within Grounds and cleansing Team	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Daniel John	Gary Baxter			01/04/2024	31/03/2026
		A	Roll Over & Continuing Existing Action	17571	Implement route rationalisation for grounds	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Daniel John	Gary Baxter			01/04/2024	31/03/2026
		A	Roll Over & Continuing Existing Action	17572	Implement route rationalisation for cleansing	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Daniel John	Gary Baxter			01/04/2024	31/03/2026
		A	Roll Over & Continuing Existing Action	17573	Review position on closed landfill by undertaking feasibility study on Wernddu to establish future requirements to manage the leachate treatment and lagoon capacity on site to comply with NRW regulations	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Geinor Lewis	Diane Thomas			01/04/2024	01/04/2026
		A	Roll Over & Continuing Existing Action	17574	Continuous review of robust governance arrangements with CWM to incorporate all fractions of operational management the Teckal undertakes for CCC	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Daniel John	Geinor Lewis			01/04/2024	02/04/2026
WBO3g - Service Priority: Highways & Transport														
3g Outcome: Look to improve access to services through enhanced transportation networks and infrastructure														

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15. The largest proportion (42%) of respondents indicated 'neither' when asked whether the climate emergency is being addressed locally. This is a consistent trend with the previous year. Further analysis indicates that with the exception of those that answered 'neither', slightly more people disagree (24%) than agree (19%). This might suggest that people are unaware of the measures put in place to address this priority.		A	Roll Over & New PIMS Action	17543	Deliver kerb craft initiatives to 900 pupils to promote road safety training and campaigns to encourage safe active travel (subject to Welsh Government funding)	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Simon Charles	Martin Owen			01/04/2025	31/03/2026
15. The largest proportion (42%) of respondents indicated 'neither' when asked whether the climate emergency is being addressed locally. This is a consistent trend with the previous year. Further analysis indicates that with the exception of those that answered 'neither', slightly more people disagree (24%) than agree (19%). This might suggest that people are unaware of the measures put in place to address this priority.		A	Roll Over & New PIMS Action	17544	Deliver cycling courses to 600 pupils to promote road safety training and campaigns to encourage safe active travel (subject to Welsh Government funding)	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Simon Charles	Martin Owen			01/04/2025	31/03/2026
		A	Roll Over & New PIMS Action	17545	Deliver 60 Biker-down training with partners to promote road safety training and campaigns to encourage safe active travel (subject to Welsh Government funding)	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Simon Charles	Martin Owen			01/04/2025	31/03/2026
		A	Roll Over & New PIMS Action	17546	Deliver 43 Dragon Rider training with partners to promote road safety training and campaigns to encourage safe active travel (subject to Welsh Government funding)	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Simon Charles	Martin Owen			01/04/2025	31/03/2026
15. The largest proportion (42%) of respondents indicated 'neither' when asked whether the climate emergency is being addressed locally. This is a consistent trend with the previous year. Further analysis indicates that with the exception of those that answered 'neither', slightly more people disagree (24%) than agree (19%). This might suggest that people are unaware of the measures put in place to address this priority.		A	Roll Over & New PIMS Action	17456	Continue to <u>review</u> and assess the need for safer routes and traffic calming measures across Carmarthenshire's towns and villages as part of our road safety initiatives, whilst awaiting the outcome of the Welsh Government proposed 20mph speed limit pilot study, prior to a final decision by Welsh Government on implementing the full 20mph speed limit initiative across Wales. [Vision 64]	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Simon Charles	Mike Jacob	CS	64	01/04/2025	31/03/2026
		A	New		Identify a programme of traffic signal junction replacements which are at the end of their life and are not part of any schemes/projects and ascertain costs	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Arwel Price			02/04/2025	01/04/2026
		A	New		Complete a feasibility study of utilisation of remote monitoring system to allow for the adjustment dimming regimes	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Arwel Price			03/04/2025	02/04/2026
		M		THS/009	The average number of calendar days taken to repair all streetlamp failures during the year.	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Arwel Price				
		A	Roll Over & New PIMS Action	17549	Carry out 100% of Annual Surveys of Ash Die Back Trees on high priority CH1 and CH2 roads in accordance with the Highway Network Hierarchy	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Darren King			01/05/2024	31/10/2025

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Consultation Findings	2025/24 Performance	Acti	NEW OR Rolling Over	PIMS Ref	Action/Measure Description	Department	Division	HOS	Senior Manager A/M	Responsible Officer	Corporate Strategy	Cabinet Vision Number	Action Start Date	Action Target Date
7. A lack of fit for purpose public transport options and good transportation links are a barrier for many. This can have detrimental effects on the degree to which people are able to access the services that they need to live comfortably. Both statements relating to these themes show disagreement levels which have worsened over the last three years. Scores were lowest for the Gwendraeth and Tywi community areas. Dissatisfaction rates were highest for the Highways and Transportation service area which is likely related to these sentiments. Potholes and general road safety were highlighted as issues.		A	Roll Over & Continuing Existing Action	16296	Following withdrawal of Welsh Government funding, explore all possible funding options to support a programme of improving the condition of rural roads. MFR 33	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Chris Nelson	CS		01/04/2024	31/03/2026
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7. A lack of fit for purpose public transport options and good transportation links are a barrier for many. This can have detrimental effects on the degree to which people are able to access the services that they need to live comfortably. Both statements relating to these themes show disagreement levels which have worsened over the last three years. Scores were lowest for the Gwendraeth and Tywi community areas. Dissatisfaction rates were highest for the Highways and Transportation service area which is likely related to these sentiments. Potholes and general road safety were highlighted as issues.		M			% of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Chris Nelson				
7. A lack of fit for purpose public transport options and good transportation links are a barrier for many. This can have detrimental effects on the degree to which people are able to access the services that they need to live comfortably. Both statements relating to these themes show disagreement levels which have worsened over the last three years. Scores were lowest for the Gwendraeth and Tywi community areas. Dissatisfaction rates were highest for the Highways and Transportation service area which is likely related to these sentiments. Potholes and general road safety were highlighted as issues.		M			% of unclassified roads that are overall in poor condition (BV224b using CVI data)	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Chris Nelson				

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7. A lack of fit for purpose public transport options and good transportation links are a barrier for many. This can have detrimental effects on the degree to which people are able to access the services that they need to live comfortably. Both statements relating to these themes show disagreement levels which have worsened over the last three years. Scores were lowest for the Gwendraeth and Tywi community areas. Dissatisfaction rates were highest for the Highways and Transportation service area which is likely related to these sentiments. Potholes and general road safety were highlighted as issues.		M	New		% of highway claims repudiated per year	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Chris Nelson				
7. A lack of fit for purpose public transport options and good transportation links are a barrier for many. This can have detrimental effects on the degree to which people are able to access the services that they need to live comfortably. Both statements relating to these themes show disagreement levels which have worsened over the last three years. Scores were lowest for the Gwendraeth and Tywi community areas. Dissatisfaction rates were highest for the Highways and Transportation service area which is likely related to these sentiments. Potholes and general road safety were highlighted as issues.		M	New		% of Critical/Safety Highways Defects recorded and attended to on time	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Chris Nelson				

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		A	Roll Over & New PIMS Action	17576	Number of additional 'reactive' structures inspections carried out due to environmental incidents and reported issues e.g. storms	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Chris Nelson			01/04/2025	31/03/2026
		A	Roll Over & Continuing Existing Action	17577	Implement a risk-based programme of gully cleaning	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Chris Nelson			01/04/2024	31/03/2026
		A	New		Review service delivery performance following rationalised gritting routes in Winter 2024	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Chris Nelson			03/04/2025	31/03/2026
		M			% of network (KM) resurfaced in year with allocated budget (23/24 result – 0.3%) - the Steady State figure is estimated at 7%	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Chris Nelson				
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		A	Roll Over & Continuing Existing Action	17581	Develop programme for reviewing policies for Highways Maintenance operations as part of the Highway Maintenance Manual	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Darren King			01/04/2025	31/03/2027
		A	Roll Over & Continuing Existing Action	17582	Update Maintenance Manual for Highway Structures for approval	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Chris Nelson			01/04/2024	31/03/2026
		A	Roll Over & Continuing Existing Action	17583	Develop footway hierarchy	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Chris Nelson			01/04/2024	31/03/2026

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	2025/24 Performance Self	Acti ti	New Or Rolling Over	PIMS Ref	Action/Measure Description	Department	Division	HOS	Senior Manager A/M	Responsib le Officer	Corporate Strategy	Cabinet Vision Number	Action Start Date	Action Target Date
		A	Roll Over & Continuing Existing Action	17584	Develop a data information management plan for the HAMP	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Chris Nelson			01/04/2024	31/03/2026
		M			% of Structures Inspections (General and Principal) completed per year against target [target 100%]	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Edward Rees				
		M			% of Structures with bi-annual maintenance visits completed per year against target	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Edward Rees				
		A	Roll Over & Continuing Existing Action	17585	Develop volunteer programme to survey and capture comprehensive Public Rights Of Way network asset data through our systems	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Caroline Ferguson			01/04/2024	31/03/2026
		M			% of 'A' class Public Right Of Way Network Surveyed [High priority routes]	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Caroline Ferguson				
		M			% of 'B' class PROMOTED Public Rights of Way surveyed [medium -high priority routes]	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Caroline Ferguson				
		M			% of 'B' class MULTI USER Public Rights of Way Network surveyed [medium - low / medium – high priority routes]	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Caroline Ferguson				
		A	Roll Over & Continuing Existing Action	17589	Scope the potential for a utilities company permit system within the Street Works Unit	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Tony Hopkins			01/04/2024	31/03/2026
		A	Roll Over & New PIMS Action	17590	Deliver a programme of coring utility trenches to monitor performance	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Tony Hopkins			01/04/2024	31/03/2026
		A	Roll Over & Continuing Existing Action	17591	Develop and Implement a Street Works Policy	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Tony Hopkins			01/04/2024	31/03/2026
		A	Roll Over & Continuing Existing Action	17592	Engage with consultants or experienced personnel to provide additional resources for a review post-16 home-to-school/college provision.	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Simon Charles	Alwyn Evans			01/04/2024	31/03/2026
		A	New		Report on the financial impact of introducing Personal Travel Budgets (PTB) for school/college transport	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Simon Charles	Alwyn Evans			03/04/2025	31/03/2026

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		M		Envlnfra/032	% of Services/inspections completed for delivered light commercial vehicles (LCV) within 17 weeks	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Antonia Jones				
		M		Envlnfra/033	% of Services/inspections completed for delivered Heavy Goods Vehicles within 6 weeks	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Antonia Jones				
		A			Publish Driver Handbook and deliver awareness programme	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Antonia Jones			01/04/2024	31/03/2026
		A	Roll Over & New PIMS Action	17599	Develop a robust contract management process for hired fleet services vehicles: Regular contract reviews and Audits KPI development and Performance Monitoring Risk Management Financial assessment	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Antonia Jones			01/04/2024	31/03/2026
		A	Roll Over & Continuing Existing Action	17601	Develop and Implement our Traffic Monitoring Strategy	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Simon Charles	Mike Jacob			01/04/2024	31/03/2026
	Self Assessment 23/24	A	Roll Over & Continuing Existing Action	17602	Review, develop and implement a new Parking Strategy that aligns with economic and sustainable transportation goals.	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Gary Owen			01/04/2024	31/03/2026

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		M	New		Number of PCN issued by Enforcement Cameras [local information only]	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Gary Owen				
		M		Envlnfra/034	Number of on street PCN issued by CEO [local information only]	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Gary Owen				
		M		Envlnfra/035	Local Number of Off street PCN issued by CEO [local information only]	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Gary Owen				
		M		Envlnfra/036	Local Number of PCN's issued by CEO subject to challenges [local information only]	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Gary Owen				
		M		Envlnfra/037	Local Total Number of PCN's issued by CEO cancelled as a result of a successful challenge [local information only]	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Gary Owen				
		M		THS/021	% of payments received by card at the parking pay machines [local information only]	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Gary Owen				
		M		THS/022	% payments made by Phone App [total tickets bought v total paid by app] [local information only]	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Gary Owen				
		A	New		Review of application and provision of Additional Learning Needs with the Education department. Aim to introduce an ALN application process and improve information received and shared between all parties.	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Simon Charles	Alwyn Evans			01/04/2025	31/03/2026
		A	New		Explore the opportunity of the volunteer group undertaking minor maintenance on the Public Rights Of Way network	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Caroline Ferguson			01/04/2025	31/03/2026
		A	New		Deliver actions within the Equestrian Strategy, and identify opportunity for growth of equestrian use on our assets and promotion of our provision.	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Caroline Ferguson			01/04/2025	31/03/2026
		A	New		Source funding opportunities for public rights of way projects identified from the volunteer assessment programme.	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Caroline Ferguson			01/04/2025	31/03/2026
		A	New		Reduce backlog on formal definitive map modification order applications	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Caroline Ferguson			01/04/2025	31/03/2026
		A	Roll Over & New PIMS Action		Review electric vehicle charging infrastructure at current depots for waste fleet	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Ainsley Williams	Daniel John			01/04/2025	31/03/2026
		A	Roll Over & New PIMS Action		Evaluate existing assignment of assets for public open spaces currently allocated to the Grounds Division	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Ainsley Williams	Daniel John			01/04/2025	31/03/2026
		A	Roll Over & Continuing Existing Action	17620	Murray Street Car Park: Undertake a whole life assessment and continual operational maintenance of the structure	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Daniel John	Adrian Harries			01/04/2025	31/03/2026
		A	New		Support Waste Services by providing vehicles and maintenance plan to deliver Waste Service Change and their operational services	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Antonia Jones			01/04/2025	31/03/2026

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7. A lack of fit for purpose public transport options and good transportation links are a barrier for many. This can have detrimental effects on the degree to which people are able to access the services that they need to live comfortably. Both statements relating to these themes show disagreement levels which have worsened over the last three years. Scores were lowest for the Gwendraeth and Tywi community areas. Dissatisfaction rates were highest for the Highways and Transportation service area which is likely related to these sentiments. Potholes and general road safety were highlighted as issues.		A	New		Work closely with the Welsh Government and Transport for Wales to ensure that Carmarthenshire receives the appropriate level of funding for our public transport network as they move towards franchising the public transport network	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Simon Charles	Samara Powell			01/04/2025	31/03/2026
WELL-BEING OBJECTIVE 4														
WBO4a - Organisational Transformation - Overarching														
4a Outcome: To further modernise and develop the Council's ways of working														
		A	New		Implement a new consolidation order for weight restrictions	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Simon Charles	Mike Jacob			01/04/2025	31/03/2026
		A	New		Identify digital solutions for enforcement (parking and environmental)	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Gary Owen			01/04/2025	31/03/2026
		A	New		Develop a service to undertake WELTAG appraisals	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Daniel John	Adrian Harries			01/04/2025	31/03/2026
WBO4b - Organisational Transformation - Efficiencies and Value for Money														
4b Outcome: Ensuring the Council is using its resources economically, efficiently and effectively														
		A	New		Enable co-ordination of grant bids within the division to maximise funding potential	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Daniel John	Simon Charles			01/04/2025	31/03/2026
		A	New		Implementation of the strategic management duty rota and training plan	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Daniel John	Paul Ridley			01/04/2025	31/03/2026
		A	New		Review our commuted sums policy to ensure we have an effective policy for calculating the sums and process for recovering in full.	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Daniel John	Adrian Harries			01/04/2025	31/03/2026
		A	New		Undertake thorough review of the school transport policy, focusing on provisions for nearest and catchment areas, as well as dual residency arrangements. This review aims to develop a more efficient service delivery policy and achieve cost savings.	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Simon Charles	Alwyn Evans			01/04/2025	31/03/2026
	Self Assessment 23/25	A	New		Enhance public engagement on waste services and future developments to deliver service improvement.	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Geinor Lewis	Yana Thomas			01/04/2025	01/04/2026
	Self Assessment 23/26	A	New		Create a detailed action plan in partnership with CWM Environmental to increase ETO reach.	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Geinor Lewis	Diane Thomas			01/04/2025	02/04/2026
WBO4c - Organisational Transformation - Income & Commercialisation														
4c Outcome: A more commercial approach to the delivery of Council services with a view to increasing the level of income generated														

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		A	New		Carry out a benchmarking exercise for all Local authorities in Wales on Traffic Management & Street Works charges	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Simon Charles	Mike Jacob			01/04/2025	31/03/2026
		A	New		Develop Japanese Knotweed policy and streamline corporate reporting and treatment processes	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Daniel John	Gary Baxter			01/04/2025	31/03/2026
		A	New		Introduce price increases for parking services and introduce 9 new car parks.	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Gary Owen			01/04/2025	31/03/2026
		A	New		Develop a business case to introduce Automatic Number Plate Recognition at our Household Waste Recycling Centre to reduce commercial activity	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Daniel John	Geinor Lewis			31/12/2025	31/03/2027
		A	New		Explore the potential of commercial service provision for Traffic Management Plans development.	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Simon Charles	Mike Jacob			01/04/2025	31/03/2026
		A	New		Implement Road Closure Policy which will include 3 tier charging and charging for commercial events	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Simon Charles	Mike Jacob			01/04/2025	31/03/2026
		A	New		Review and scope the potential of delivering an in-house School Transport Service.	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Daniel John	Simon Charles			01/04/2025	31/03/2026
		A	New		Explore potential solutions for internal sourcing of Highway Verge Mowing for Llanelli and Glanamman areas to include collaboration with Grounds and Cleansing.	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Darren King			01/04/2025	31/03/2026
		A	New		Establish an in-house Quantity Surveying service to minimise reliance on external providers.	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Daniel John	Adrian Harries			01/04/2025	31/03/2026
		A	New		Scope and develop opportunities for overnight parking in our car parks for income generation.	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Gary Owen			01/04/2025	31/03/2026
		A	New		Collaborate with the procurement team to renegotiate the advertising framework for bus shelters, aiming to generate additional income and achieve broader benefits	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Simon Charles	Samara Powell			01/04/2025	31/03/2026
WBO4d - Organisational Transformation - Workplace														
4d&e Outcome: Support the development of the Council as a modern, diverse, inclusive, and responsive organisation and be an 'Employer of Choice'														
		A	Roll Over & Continuing Existing Action	17605	New analysis of future depot provision and needs	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Ainsley Williams	Daniel John			01/04/2024	31/03/2026
WBO4e - Organisational Transformation - Workforce														
4d&e Outcome: Support the development of the Council as a modern, diverse, inclusive, and responsive organisation and be an 'Employer of Choice'														
		A	New		Develop a competency framework for a Assistant area managers/Supervisor role and establish a model of what we require from the roles for Waste Services	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Geinor Lewis	Shaun Lynch			01/04/2025	31/03/2026
		A	New		Develop a pilot for the use of a casual labour resource pool (10-15 staff) to call upon short notice in front line services	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Geinor Lewis	Shaun Lynch			01/04/2025	31/03/2026
		A	New		Develop a competency framework for a supervisor role and establish a model of what we require from the supervisor role within Grounds & Cleansing	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Daniel John	Gary Baxter			01/04/2025	31/03/2026

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Consultation Findings	2023/24 Performance Self	Acti	New or Rolling	PIMS Ref	Action/Measure Description	Department	Division	HOS	Senior Manager A/M	Responsible Officer	Corporate Strategy	Cabinet Vision Number	Action Start Date	Action Target Date
		A	New		Develop a training plan for new waste service recruits to allow existing staff / managers to have clear direction on what's required	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Geinor Lewis	Shaun Lynch			01/04/2025	31/10/2025
		A	New		Develop and implement a new onboarding training plan for new recruits that aligns with service objectives and standards.	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Geinor Lewis	Shaun Lynch			01/11/2025	01/06/2026
		A	New		Scope opportunities to secure funding for Ramblers Regional Officer Post April 25.	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Caroline Ferguson			01/04/2025	31/03/2026
		A	New		Develop an apprenticeships programme to share resource with building maintenance	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Arwel Price			01/04/2025	31/03/2026
WBO4g - Organisational Transformation - Customers & Digital Transformation														
4g Outcome: Increased public engagement through engagement, participation and consultation														
2. Views were mixed regarding 'the Council provides opportunities for residents to participate in decision-making.' There is a desire among respondents for decision-making that is more responsive, transparent and tailored to the needs of individual communities. Many indicated 'neither' which substantiates the importance of consultations in providing residents with opportunities to share their views. This mirrors feedback received last year	Self Assessment 23/24	A	New		Pilot transport surgeries to improve engagement with the public	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Simon Charles	Kelly Phillips			01/04/2025	31/03/2026
2. Views were mixed regarding 'the Council provides opportunities for residents to participate in decision-making.' There is a desire among respondents for decision-making that is more responsive, transparent and tailored to the needs of individual communities. Many indicated 'neither' which substantiates the importance of consultations in providing residents with opportunities to share their views. This mirrors feedback received last year		A	New		Develop consultation process prior to implementation of highways schemes on the impact within the community	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Daniel John	Adrian Harries			01/04/2025	31/03/2026
4g Outcome: Make better use of digital technology to further transform our services into smarter, efficient service processes and to deliver a better experience for customers														
3. The Council's communication process is mainly effective in terms of allowing residents to access up to date information about our services and most agree that they find contacting the Council simple and easy. However, there are some issues with direct contact processes such as on occasions when residents utilise the main switchboard, utilise email to connect with officers or wish to speak directly with officers within individual departments. These findings are consistent with the previous year.		A	New		Explore opportunities to streamline processes and improve service request information for Learner Travel Service.	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Simon Charles	Alwyn Evans			01/04/2025	31/03/2026
		A	New		Delivery of digital transformation plan within Public Realm	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Daniel John	Gary Baxter			01/04/2025	31/03/2026

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Consultation Findings	2023/24 Performance Self	Acti	New or Rolling	PIMS Ref	Action/Measure Description	Department	Division	HOS	Senior Manager A/M	Responsible Officer	Corporate Strategy	Cabinet Vision Number	Action Start Date	Action Target Date
		A	Roll Over & Continuing Existing Action		Digitisation of Highway Structures Records and transfer to SharePoint File plan [70 boxes]	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Chris Nelson			01/04/2024	31/03/2026
		A	Roll Over & Continuing Existing Action	17611	Identify and implement digital transformation of Traffic Regulation Orders	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Simon Charles	Mike Jacob			01/04/2024	31/03/2026
		A	Roll Over & Continuing Existing Action		Review of systems across the department and seek to rationalise where possible. (Priority review to be undertaken within car parks)	Place, Infrastructure & Economic Development	Policy & Performance	Jackie Edwards	Jackie Edwards	Alex Williams			01/04/2024	01/04/2026
3. The Council's communication process is mainly effective in terms of allowing residents to access up to date information about our services and most agree that they find contacting the Council simple and easy. However, there are some issues with direct contact processes such as on occasions when residents utilise the main switchboard, utilise email to connect with officers or wish to speak directly with officers within individual departments. These findings are consistent with the previous year.		A	New		Explore the use of Powerbi to display 'Freedom of Information Act' Requests on our webpages to reduce the volume of requests for officers and to provide data online for customers to analyse.	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Chris Nelson			01/04/2025	01/04/2026
		A	New		Implement Incab Technology in Waste Operational Services.	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Geinor Lewis	Shaun Lynch			02/04/2025	01/04/2026
		A	New		Identify a new digital system for Street Lighting Service.	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Arwel Price			03/04/2025	01/04/2026
		A	New		Mobile Working – Implementation of electronic timesheets for the operational workforce	Place, Infrastructure & Economic Development	Policy & Performance	Jackie Edwards	Jackie Edwards	Carly Thomas			01/04/2025	01/04/2026
WBO4h - Organisational Transformation - Decarbonisation and Biodiversity														
4h Outcome: Deliver organisational change that supports key Net Zero Carbon targets														
	Self Assessment 23/24	A	New		Investment in infrastructure to support transition to electric vehicles for fleet services	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Simon Charles	Thomas Evans			01/04/2025	31/03/2026
5. CORE BUSINESS ENABLERS														
5a - Information and Communication Technology (ICT)														
		A	New		Review the provision of Asset and divisional data to DataMap Wales and NUAR in conjunction with Corp GIS team	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Chris Nelson			01/04/2025	31/03/2026
		A	New		Increased IT support required for installation of technical engineering software	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Daniel John	Adrian Harries			01/04/2025	31/03/2026
		A	New		Support from IT and Digital Systems Team on the implementation of new divisional software system for Highways to replace WDM and Task	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Chris Nelson			01/04/2025	31/03/2026
5b - Marketing & Media including customer services														

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	INVOLVEMENT: The organisation consults on a regular basis with residents and service users, however, in the main this is on an as and when basis rather than being a continuous two-way conversation. There are opportunities to explore mechanisms which support this	A	Roll Over & Continuing Existing Action	17511	Develop and deliver a robust communications and engagement plan for Waste Strategy roll out 2026 by utilising the resource funded in Marketing & Media	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Geinor Lewis	Yana Thomas			01/04/2024	31/03/2026
	INVOLVEMENT: The organisation consults on a regular basis with residents and service users, however, in the main this is on an as and when basis rather than being a continuous two-way conversation. There are opportunities to explore mechanisms which support this	A	Roll Over & Continuing Existing Action		Continue to communicate existing waste and circular economy strategies to promote increased recycling and reuse participation from residents by utilising the resource funded in Marketing & Media	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Geinor Lewis	Karen Fulham			01/04/2024	31/03/2026

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	INVOLVEMENT: The degree to which the service-user perspective is considered at both planning and delivery levels is improving, however, the degree to which this information is viewed and utilised corporately needs to improve, ensuring that this information forms an important element of performance monitoring	A	Roll Over & Continuing Existing Action		To support the service to ensure the following schemes are consulted widely and promoted as and when required: Tywi Valley Path Active Travel Masterplans, Bus Infrastructure investment, Black Bridge, Safe Routes in Communities and further engineering design schemes, Regional Transport Plan, Transport for Wales	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Daniel John	Simon Charles			01/04/2024	31/03/2026
		A	Roll Over & Continuing Existing Action		Increase promotion of Electric Vehicle Charging Locations	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Simon Charles	Thomas Evans			01/04/2024	30/03/2026
		A	New		Support highway services with communication that is required to be sent to land owners regarding their responsibilities.	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Daniel John	Darren King			01/04/2025	31/03/2026
5c - Legal														
		A	New		Support Highways to review the Adjacent Landowners and the Public Highway Policy	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Darren King			01/04/2025	31/03/2026
		A	New		Legal support to formalise a programme of cycle track conversion orders, ensuring they meet the appropriate legal status requirements	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Simon Charles	Samara Powell			01/04/2025	31/03/2026
		A	New		Legal support to complete all outstanding 'stopping up' orders, ensuring compliance with regulatory requirements	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Simon Charles	Samara Powell			01/04/2025	31/03/2026
		A	New		Legal support required for all School/College Policy Reviews	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Simon Charles	Alwyn Evans			01/04/2025	31/03/2026
		A	Roll Over & Continuing Existing Action		Legal support is required on Tywi Valley Path and a wide range of other schemes initiatives and matters. This can range from Land and Highways legal advice, stopping ups require significant legal input to support the collation of magistrate's packs	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Daniel John	Simon Charles			01/04/2024	01/04/2026
		A	Roll Over & Continuing Existing Action		Legal support to draft Temporary and Permanent Traffic Regulation Notices and Orders in support of speed limits, road closures and waiting restrictions	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Simon Charles	Mike Jacob			01/04/2024	31/03/2026

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		A	Roll Over & Continuing Existing Action		Legal support for land access and purchase for Bridge Schemes	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Chris Nelson			01/04/2024	31/03/2026
		A	Roll Over & Continuing Existing Action		Support for management of highways claims via Risk Management and Legal	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Chris Nelson			01/04/2024	31/03/2026
		A	Roll Over & Continuing Existing Action		Legal support is required for Street Works enforcement activity including prosecutions	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Tony Hopkins			01/04/2024	31/03/2026
		A	New		Legal support for Section 278 and for high value contract signed under seal	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Daniel John	Adrian Harries			01/04/2025	31/03/2026
5d - Planning														
9. Although the majority (46%) tend to agree that their local environment is pleasant and well looked after, there is a relatively high proportion which disagree (37%). The overall score has worsened very slightly on the previous year's result. It is interesting to note that the score for the Llanelli community area was significantly lower than the overall score at (-0.36). This translates to disagreement being expressed by over 51.7% of respondents from the Llanelli area. Conversely, areas scoring the highest were Tywi (0.52) and Teifi (0.21).														
		A	New		Planning applications & advice required to support Waste Service Changes 2026	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Geinor Lewis	Yana Thomas			01/04/2025	31/03/2026
		M		THS/018	Supporting economic activity by providing timely and consistent response to planning consultations in relation to Highways Liaison within 21 days	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Simon Charles	Aaron Evans				
5e - Finance														
		A	Roll Over & Continuing Existing Action		Support to ensure full financial recovery for Street Works fees.	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Tony Hopkins			01/04/2024	31/03/2026
		A	New		Develop a robust schedule of financial review for the waste service change 2026	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Geinor Lewis	Yana Thomas			01/04/2025	31/03/2026
		M	Roll Over & New PIMS Action	EnvnInfra/040	% of invoices paid within 30 days of receipt for the department	Place, Infrastructure & Economic Development	Service Improvement & Transformation	Jackie Edwards	Jackie Edwards	Carly Thomas				
5f - Procurement														
		A	Roll Over & New PIMS Action	17732	Maintaining an up to date register of all Departmental procurement activity and to resolve contract supply issues on selected frameworks.	Place, Infrastructure & Economic Development	Service Improvement & Transformation	Jackie Edwards	Jackie Edwards	Nia Stoakes			01/04/2025	31/03/2026
		A	New		Prepare and Highway Verge Mowing and Hedge Cutting	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Darren King				

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		A	New		Call off from ESPO framework for Recycling Receptacles framework	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Daniel John	Geinor Lewis				
		A	New		Extend Nant-y-Caws Landfill Leachate Treatment until Jan 2026	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Daniel John	Geinor Lewis				
		A	New		Deliver Grounds Maintenance & Cleansing Framework	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Daniel John	Gary Baxter				
		A	New		Prepare and deliver market engagement events for Highway Verge Mowing framework & deliver framework	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Richard Waters	Darren King			01/04/2025	31/03/2026
		A	New		Prepare and deliver South Wales and Mid Wales Regional Consultancy framework	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Daniel John	Adrian Harries			01/04/2025	31/03/2026
		A	Roll Over & New PIMS Action		All departmental service managers to report all procurement contract compliance issues to Departmental Lead who will ensure that relations with suppliers are maximised to resolve contract supply issues.	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Daniel John	Service Managers			01/04/2025	31/03/2026
		A	Roll Over & New PIMS Action		To establish and maintain positive working relationships with Corporate Procurement, other agencies, service providers, suppliers and other stakeholders	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Daniel John	Service Managers			01/04/2025	31/03/2026
	ECONOMICALLY, EFFICIENTLY & EFFECTIVELY: There is recognition that more can be done to improve overall alignment and information sharing between the Procurement function and some service areas. There are aims to strengthen collaboration to ensure a more strategic and efficient procurement process which considers both cost and long-term value. Capacity to undertake required due diligence (especially with	A	Roll Over & New PIMS Action		Ensure that departmental register of all Departmental procurement activity is always up to date.	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Daniel John	Service Managers			01/04/2025	31/03/2026

5h - People Management

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		A	New		Waste Services will need to increase resource by 16 members of staff for the delivery of the Waste Service changes in 2026	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Geinor Lewis	Shaun Lynch			01/04/2025	31/03/2026
		A	New		Explore the possibility of providing annual health screenings by occupational health for all waste service operatives within the workforce from the 3 depots. This will reduce pressure on the workforce and improve logistics for all. Also, identify if this is general practice within other LA in Wales.	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Geinor Lewis	Shaun Lynch			01/04/2025	31/03/2026
		A	New		Support Waste Services with regards to potential impact of a single depot on our workforce with regards to location, working patterns, staff contracts to deliver Waste Service Changes 2026	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Geinor Lewis	Yana Thomas			01/04/2025	31/03/2026
5i - Democratic Services														
		A	Roll Over & New PIMS Action		Develop member engagement / training programme for all services delivered within the division with a specific focus on Policy, Budget, Webpages and Self Service Online.	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Ainsley Williams	Daniel John			01/04/2025	31/03/2026
		A	Roll Over & New PIMS Action		Deliver 5 staff drop-in sessions and councillor briefings and workshops based on the councillor enquiries to the division to include School Transport .	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Ainsley Williams	Daniel John			01/04/2025	31/03/2026
5I - Estates & Asset Management														
		A	New		Liaise with Waste Services on Land Acquisition required to support Waste Service Changes 2026	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Geinor Lewis	Yana Thomas			01/04/2025	31/03/2026
		A	New		Liaise with Engineering Design on Land Purchase/Land Entry Agreements	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Daniel John	Adrian Harries			01/04/2025	31/03/2026
		A	New		Work with estates management to complete the finalising of all agreed settlement figures for all Compulsory Purchase Orders (CPOs) on the Tywi Valley Path	Place, Infrastructure & Economic Development	Environmental Infrastructure	Daniel John	Daniel John	Simon Charles			01/04/2025	31/03/2026
5m - Risk Management														
	ECONOMICALLY, EFFICIENTLY & EFFECTIVELY: In some areas it would be prudent to ensure alignment between project-based risk registers to broader departmental and corporate level risk registers	A	New		Co-ordinate Heads of Service and Service Managers to update their Risk Register from Divisional to Departmental to Corporate levels on a quarterly basis for Director approval	Place, Infrastructure & Economic Development	Service Improvement & Transformation	Jackie Edwards	Jackie Edwards	Andrew Kenyon			01/04/2025	31/03/2026

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	ECONOMICALLY, EFFICIENTLY & EFFECTIVELY: It would be prudent to ensure that Business Continuity Plans exist for each service area and that these are held corporately as well as locally	A	New		Coordinate service managers to develop Business Continuity Plans for their service areas, ensuring preparedness to maintain operations during unexpected disruptions such as natural disasters, technical failures. This proactive approach minimises downtime, protects critical functions.	Place, Infrastructure & Economic Development	Service Improvement & Transformation	Jackie Edwards	Jackie Edwards	Andrew Kenyon			01/04/2025	31/03/2026
5n - Business Support														
7. A lack of fit for purpose public transport options and good transportation links are a barrier for many. This can have detrimental effects on the degree to which people are able to access the services that they need to live comfortably. Both statements relating to these themes show disagreement levels which have worsened over the last three years. Scores were lowest for the Gwendraeth and Tywi community areas. Dissatisfaction rates were highest for the Highways and Transportation service area which is likely related to these sentiments. Potholes and general road safety were highlighted as issues.		A	New		Provide the co-ordination, administration and financial management of the Bus Services Support Grant for the Southwest Wales Region worth over £5 million per annum.	Place, Infrastructure & Economic Development	Service Improvement & Transformation	Jackie Edwards	Jackie Edwards	Neal Thomas			01/04/2025	31/03/2026
7. A lack of fit for purpose public transport options and good transportation links are a barrier for many. This can have detrimental effects on the degree to which people are able to access the services that they need to live comfortably. Both statements relating to these themes show disagreement levels which have worsened over the last three years. Scores were lowest for the Gwendraeth and Tywi community areas. Dissatisfaction rates were highest for the Highways and Transportation service area which is likely related to these sentiments. Potholes and general road safety were highlighted as issues.		A	New		Provide financial management support for a variety of schemes, from grant funded capital and revenue projects; co-ordinating and ensuring that all financial aspects such as claim submissions of the schemes are accurately completed and administered to ensure compliance with the authority's audit and financial regulations, as well as respective funding partners.	Place, Infrastructure & Economic Development	Service Improvement & Transformation	Jackie Edwards	Jackie Edwards	Neal Thomas			01/04/2025	31/03/2026
		A	Roll Over & New PIMS Action	17743	Deliver operational training to the workforce to include mandatory annual Winter Maintenance	Place, Infrastructure & Economic Development	Service Improvement & Transformation	Jackie Edwards	Jackie Edwards	Iwan Richards			01/04/2025	31/03/2026

DIVISIONAL DELIVERY PLAN 2025/2026

Consultation Findings	2025/24 Performance Self	Acti	New or Rolling Over	PIMS Ref	Action/Measure Description	Department	Division	HOS	Senior Manager A/M	Responsible Officer	Corporate Strategy	Cabinet Vision Number	Action Start Date	Action Target Date
4. On the whole respondents believe that the Council does not make good use of the financial resources available to us and that investment is not focussed on the right areas. These were the two lowest scoring statements, a consistent trend with the two previous years. A high proportion of respondents highlighted 'neither' which can suggest a number of things including: possible disengagement or apathy with the work of the Council in this regard; having no opinion either way; or not answering either way because they are not sure of how the Council utilises its resources.		A	Roll Over & New PIMS Action	17936	Review of all IT systems contracts to ensure value for money and to rationalise where possible	Place, Infrastructure & Economic Development	Service Improvement & Transformation	Jackie Edwards	Jackie Edwards	Alex Williams			01/04/2025	31/03/2026
		A	New		To comply with the Freight Transport Association's recommendation, we will implement electric tachographs on all Highways Services vehicles. This action will allow us to monitor driving hours, speed, and rest periods accurately. By doing so, we aim to enhance road safety, ensure compliance with regulations, and improve overall fleet management.	Place, Infrastructure & Economic Development	Service Improvement & Transformation	Jackie Edwards	Jackie Edwards	Iwan Richards			01/04/2025	31/03/2026
		A	New		Utilise Mobile Devices to minimise paper based processes within Environmental Infrastructure e.g. timesheets.	Place, Infrastructure & Economic Development	Service Improvement & Transformation	Jackie Edwards	Jackie Edwards	Carly Thomas			01/04/2025	31/03/2026
		A	Roll Over & New PIMS Action	17752	Utilise technology to minimise paper based processes within Waste & Highways Services	Place, Infrastructure & Economic Development	Service Improvement & Transformation	Jackie Edwards	Jackie Edwards	Carly Thomas			01/04/2025	31/03/2026
		A	Roll Over & New PIMS Action	17762	Deliver a Health and wellbeing action plan for the department.	Place, Infrastructure & Economic Development	Service Improvement & Transformation	Jackie Edwards	Jackie Edwards	Kelly Thomas			01/04/2025	31/03/2026
		A	Roll Over & New PIMS Action	17764	Assist with the delivery of mandatory e-modules for operational staff	Place, Infrastructure & Economic Development	Service Improvement & Transformation	Jackie Edwards	Jackie Edwards	Iwan Richards			01/04/2025	31/03/2026
		A	Roll Over & New PIMS Action	17937	Manage workplan and deliver priorities as agreed at departmental IT Steering Group [to include updates on Alloy, Jaama & Highways System]	Place, Infrastructure & Economic Development	Service Improvement & Transformation	Jackie Edwards	Jackie Edwards	Alex Williams			01/04/2025	31/03/2026
		A	Roll Over & New PIMS Action	17727	Improve customer experience by developing & improving current web content whilst liaising with Marketing & Media and manage Departmental Web Editors to ensure webpages meet accessibility guidelines where possible and remain current improving customer experience.	Place, Infrastructure & Economic Development	Service Improvement & Transformation	Jackie Edwards	Kelly Thomas	Shannen Rees			01/04/2025	31/03/2026
		A	New		Develop a continuous informal online learning session program for staff to gain insights into the work carried out by various teams within the authority. This initiative aims to foster better understanding, raise awareness, and enhance networking and cross-team collaboration.	Place, Infrastructure & Economic Development	Service Improvement & Transformation	Jackie Edwards	Jackie Edwards	Kelly Thomas			01/04/2025	31/03/2026

Corporate and Divisional Risks

Risk Ref or New?	Risk score <u>after</u> mitigation	Identified Risk	WBO Ref # above action
CRR190016	Significant (16)	Delivery of the Authority's Waste Management and Recycling Strategy to ensure that we meet our statutory recycling targets and wider obligations including improvements to the quality of recyclable materials to support circular economy principles and reduce carbon outputs in accordance with Welsh Governments Beyond Recycling national strategy	
CRR190073	High (15)	Ensure effective Business Continuity Plans across the Authority.	
CRR190077	Significant (20)	Significant operational pressures within the Fleet Services unit including a difficulty to retain or recruit skilled technicians and technical support staff, as well as vehicle supply chain pressures (hire/lease/purchase) combined with escalating parts, materials costs and fuel costs. CRR19077 Risk Description should change to: Significant operational pressure with the Fleet Management Service, consequently; Failure to maintain our fleet and obligation of the operator Licence.	
CRR190068	Significant (20)	Continued deterioration of the condition of highways infrastructure and assets. Failure to address maintenance backlog (£50 million), as a consequence of falling investment levels leading to high levels of demand	
CRR190076	Significant (16)	Failure to secure the full extent of home to school transport services from third party providers due to a range of economic and market specific issues including increasing fuel costs, driver and maintenance technician shortages across the industry, supply market challenges (vehicles and parts) and an increasing complexity in demand management.	
CRR190050	High (15)	Risk of contractor and suppliers failing to deliver projects/schemes, because of highly volatile macro-economic conditions and inflation/disruption to suppliers, service goods and materials, which has an impact of the non-delivery of capital works.	
New proposed Corporate Risk		The bus reform plan in Wales which includes a proposal to introduce bus route franchising arrangements presents a risk to sustainable and equitable bus services throughout Carmarthenshire. This could lead to increased public transport costs and a lesser service in some areas possibly.	
TS50A0001	High (10)	Waste Services - Reduction in the Sustainable Waste Management grant (and other smaller grants) that supports our suite of recycling services.	
TS50A0002	Low (4)	Waste Services - Waste Recycling and Treatment provision - It is critical that the Authority ensures that resources are in place to develop, procure and implement facilities and arrangements for the treatment and disposal of our municipal waste, including the provision of appropriate infrastructure.	
TS50A0003	Low (4)	Waste Services - Not maintain and increase customer base of kerbside green waste collection service, thereby exposing the service to greater financial pressures.	
TS50A0004	High (12)	Waste Services - Requirement to implement a new method of collection and segregation resulting in greater costs and potentially a reduction in participation in our recycling schemes.	
TS50A0005	Medium (8)	Waste Services - Increase in demand for waste service – it is anticipated that that over the next 5 years a further 5000-6000 additional homes could be built which in practical terms equates to additional vehicles and crews.	
TS50A0006	Significant (16)	Waste Services - Reliability of refuse collection fleet in the future due to the need to extend the current working life of the vehicles for up to 8 years.	
TS50A0007	Significant (16)	Waste Services - HGV Driver shortage and market rates more attractive.	

Corporate and Divisional Risks

Risk Ref or New?	Risk score <u>after</u> mitigation	Identified Risk	WBO Ref # above action
TS50A0008	Significant (16)	Waste Services - Waste Management (collection and disposal) - there are significant risks associated with a failure to meet Welsh Government and European Landfill Directive targets in terms of financial penalties against the Authority (potentially totalling £400/tonne variance from the set targets) and of course reputational risk. This equates to around a total of £320k per percentage point if both targets are missed.	
TS50B0001	Medium (9)	Env Enforcement - Not meeting service expectation and the delivery of effective enforcement activity on litter, fly-tipping and dog fouling, with increasing demand and limited resources within the service.	
TS50B0002	High (12)	Env Enforcement - Age profile of the team with respect to potential retirements in the next few years.	
TS50D0010	Medium (6)	Civil Contingency - Staffing resilience of the unit to sustain incident and out of hours support due to the size of the unit and increase in incidents.	
TS50D0011	Medium (6)	Civil Contingency - Long term sustainability of funding from all Local Authorities for the LRF Co-ordinator post.	
TS50D0012	Medium (6)	Civil Contingency - Climate change is causing increased issues and emergency situations. This places an additional demand upon the service to prepare, respond and recover from these incidents.	
TS50D0013	Medium (6)	Civil Contingency - Capacity of the team to deliver Business Continuity Management arrangements of the Council whilst delivering the requirements of the Civil Contingency Act.	
TS50E0001	Medium (9)	Grounds & Cleansing - Ageing Profile of existing workforce within the Grounds Maintenance Service meaning a loss of key personnel resulting in a skills gap.	
TS50E0002	Medium (9)	Grounds & Cleansing - Reduced Income through Asset Transfer and the School's Formula Funding leading to a budgetary pressure on the service.	
TS50E0003	Medium (9)	Grounds & Cleansing - Lack of financial investment in Parks facilities that remain under the control of the Council. Deterioration in the infrastructure resulting in excessive costs to repair and could lead to an increase in insurance claims.	
TS50E0004	Medium (6)	Grounds & Cleansing - The majority of parks and playgrounds have been transferred under Community Asset Transfer. Whilst the financial incentives have been provided by the Council in order to assist in the Asset Transfer process there will always be a potential risk of an organisation folding or being no longer able to maintain a facility. Should this happen then how will future maintenance work be funded as the budget for the facility no longer exists.	
TS60A0001	Significant (20)	Highways Services - Failure to manage the deterioration of highway network and infrastructure including rural roads, drainage systems, bridges and structures due to ongoing funding pressures with a continuing increase in maintenance backlogs currently standing at £50M.	
TS60A0002	Significant (16)	Highways Services - Highway infrastructure network disruption and damage due to increase in adverse weather events and climate change.	
TS60A0003	High (15)	Highways Services - Ash Die Back for trees impacting on the highway.	
TS60A0004	Medium (8)	Highways Services - Business / Operational Failure	
TS60B0001	Significant (20)	Fleet Services - Business / operational failure of Fleet Services including inability to retain or recruit skilled technicians and technical support staff, increasing cost pressures on fuel, vehicle supply chain pressures and shortages for new and lease vehicles, escalating material costs.	
TS60B0002	High (12)	Fleet Services - Failure to transition Council Fleet to ULEV vehicles will undermine Net Zero carbon targets and pose a risk to achieving national targets.	

Corporate and Divisional Risks

Risk Ref or New?	Risk score <u>after</u> mitigation	Identified Risk	WBO Ref # above action
TS60C0001	Medium (9)	Countryside Access - Failure to provide a safe and accessible PROW network and comply with statutory duties due to limited resources.	
TS60C0002	High (12)	Countryside Access - Failure to address public enquiries and complaints due to limited resources with increase in backlog of over 2000 complaints and enquiries.	
TS60D0001	Low (4)	Street Works - Service failure due to increased demand for Streetworks and licences exceeding limited resources.	
TS60E0001	Medium (9)	Public Lighting - Deteriorating condition of lighting columns with operational and safety risk.	
TS60E0002	High (15)	Public Lighting - Lighting columns, illuminated traffic signs and bollards are predominantly supplied by 308 Km of underground cabling which is in a deteriorating condition. This results in service outages and a safety risk.	
TS60F0001	Medium (9)	Engineering Design - Business / Operational failure of engineering design service.	
TS60F0002	Low (4)	Engineering Design - Failure to have Regional Construction and Consultancy frameworks in place for project design and delivery.	
TS60G0001	Significant (20)	Traffic Management & Road Safety - Forthcoming legislation to establish 20 mph default speed limit in all residential areas. Potential for reputational damage arising from any community opposition. Significant amendments to Traffic Regulation Orders where default 20 does not fit infrastructure requirements that designate the 20-mph zone. Journey time delays for key transportation services causing increases in cost. Costs of implementation not fully met by Wales Government. Failure to comply with forthcoming Welsh Government legislation for 20mph speed limits in urban areas which has reputational, road safety and network risks.	
TS60G0002	High (12)	Traffic Management & Road Safety - Failure to manage demand for new speed limits, traffic calming, and other traffic management and improvement works with limited resources.	
TS60G0003	High (12)	Traffic Management & Road Safety - Failure to manage demand for TTRO for road closures from utility companies and project works.	
TS60G0004	Medium (6)	Traffic Management & Road Safety - Failure of legal obligation Under Section 39 of Road Traffic Act 1988 to undertake studies into road traffic collisions and take steps to reduce and prevent collisions.	
TS60H0001	Significant (16)	Transport Planning - Establish Corporate Joint Committee with responsibility for regional transport planning.	
TS60I0001	Significant (20)	Parking Services - Business failure of car parks operation due to income failing to meet targets	
TS60I0002	Low (4)	Parking Services -. Failure to ensure acceptable compliance with parking restrictions leading to traffic obstruction and public complaints.	
TS60J0001	Significant (16)	Passenger Transport - Wales Government Bus Reform leading to uncertainty of funds to support local bus services.	
TS60J0002	Medium (9)	Passenger Transport - Threats to the long-term funding of LINC and with it the local connection services of Fflecsi and Bwcabus which also feed the strategic Trawsycymru services. This will impact Passenger Transport posts and local services in rural areas and undermine viability of strategic services	
TS60J0003	Medium (9)	Passenger Transport - Failure to secure home-to-school transport services due to a range of issues including, financial pressures, fuel costs, driver shortages, 20mph limits elongating journeys, increasing demand, school place availability, MEP changes.	
TS60J0004	Significant (25)	Passenger Transport - Uncertainty over the viability of public transport networks as a result of many factors such as failure of service patronage and revenue to recover to pre-Covid levels, lack of market supply, fuel costs, driver shortages, reduction in availability of volunteers for community schemes along with reduced patronage, 20mph limits elongating journey times, possible demise of town centres, growing demands for free parking.	