

# Divisional Delivery Plan 2024-2025

## Place & Sustainability Division



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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 Corporate Strategy and Cabinet Vision Statement Commitment 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

The Place & Sustainability Division has 92 members of staff, working within the following teams:

- Building Control
- Development Management & Built Heritage (including Planning Enforcement)
- Strategic Policy and Placemaking
- Coastal Adaption
- Flood Risk Management
- Information Management
- Minerals and Waste
- Rural Conservation (including Biodiversity)
- Sustainable Development

The Division leads on an expansive remit that includes supporting regeneration priorities, delivery of the net zero carbon agenda, sustainable development and planning, public health and enforcement and supports a better quality of life for our communities.

Cllr. Ann Davies is the Cabinet Member for Rural Affairs and Planning Policy which covers the following within her portfolio:

- Building Control
- Local Development Plan
- Planning Enforcement
- Planning Policy
- Planning Services (Planning Department)

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:

- Biodiversity (nature emergency)
- Climate Change Strategy

## Divisional Structure



## Budgets

Budget pending full council approval.

## Strategies and Acts

There are a significant number of Legislative Acts 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 2024/2025

PIMS Ref	Action/Measure Description	Senior Manager A/M Owner	Responsible Officer	Corporate Strategy or Business Plan	Cabinet Vision Number	Action Start Date	Action Target End Date
<b>WELL-BEING OBJECTIVE 1</b>							
<b>WBO1a - Thematic Priority: Healthy Lives – prevention/early intervention</b>							
	N/A						
<b>WBO1b - Service Priority: Early years</b>							
	N/A						
<b>WBO1c - Service Priority: Education</b>							
	N/A						
<b>WELL-BEING OBJECTIVE 2</b>							
<b>WBO2a - Thematic Priority: Tackling Poverty</b>							
	N/A						
<b>WBO2b - Service Priority: Housing</b>							
	N/A						
<b>WBO2c - Service Priority: Social Care</b>							
	N/A						
<b>WELL-BEING OBJECTIVE 3</b>							
<b>WBO3a - Thematic Priority: Economic Recovery and Growth</b>							
	Support the delivery of the Councils Strategic Economic Objectives by the determination of major planning applications within agreed timescales.	Rhodri Griffiths	Hugh Towns	CS	61	01/04/2024	31/03/2025
PLA/009	% of "major" applications determined within time periods required. [Target 80%]	Rhodri Griffiths	Hugh Towns	CS		01/04/2024	30/09/2024
PLA/010	Average time taken to determine "major" applications in days. [Target 56 days]	Rhodri Griffiths	Hugh Towns	CS		01/04/2024	30/09/2024
	Prepare and adopt Revised Local Development Plan in accordance with the Delivery Agreement.	Rhodri Griffiths	Ian Llewelyn	CS		01/04/2024	31/03/2025
	Implement the Cross Hands East Strategic Employment Site Local Development Order.	Rhodri Griffiths	Ian Llewelyn	BP		01/04/2024	30/09/2024
16718	Prepare and adopt Supplementary Planning Guidance	Rhodri Griffiths	Ian Llewelyn	BP		01/04/2024	31/12/2024
16723	Implement the Carmarthen and Ammanford Town Centre Local Development Order's.	Rhodri Griffiths	Ian Llewelyn	BP		01/04/2024	31/12/2024
16713	Develop local validation criteria to support the implementation of the revised local development plan	Rhodri Griffiths	Ian Llewelyn	BP		01/04/2024	31/03/2025
	To implement the current adopted LDP and monitor its success or otherwise against its identified delivery measures ensuring policies, procedures and practices are being adhered to.	Rhodri Griffiths	Ian Llewelyn	CS		01/04/2024	31/03/2025
16859	Produce the Regional Waste Monitoring Report through grant award from the Welsh Government.	Rhodri Griffiths	Ian Llewelyn	BP		01/04/2024	31/05/2024
16726	Prepare Annual Monitoring Reports for submission to WG - reporting against the LDPs monitoring and Implementation framework.	Rhodri Griffiths	Ian Llewelyn	BP		01/04/2024	31/10/2024
16762	Monitor annual Employment Land take up and premises occupancy.	Rhodri Griffiths	Ian Llewelyn	BP		01/04/2024	31/10/2024
16763	Undertake Town Centre Audits monitoring activity and vacancy rates in town centres.	Rhodri Griffiths	Ian Llewelyn	BP		01/04/2024	31/10/2024
	That the Council ensures that the revised Local Development Plan: a. enables appropriate scale residential and business development in smaller community areas as needed; b. enables appropriate tenure mix in residential developments, based on local housing need; c. enables the appropriate allocation of affordable homes within rural areas enables tourism and business development in rural areas to support future development and diversification. <b>MFR 10</b>	Rhodri Griffiths	Ian Llewelyn	BP		01/04/2024	31/03/2025
	That the Council looks into the feasibility of enabling the establishment/creation of new small-holdings in rural areas, outside identified settlements on the basis of local need and the potential positive contribution to the economic, social, cultural and environmental sustainability of the local community. <b>MFR 12</b>	Rhodri Griffiths	Ian Llewelyn	BP		01/04/2024	31/03/2025

# DIVISIONAL DELIVERY PLAN 2024/2025

PIMS Ref	Action/Measure Description	Senior Manager A/M Owner	Responsible Officer	Corporate Strategy or Business Plan	Cabinet Vision Number	Action Start Date	Action Target End Date
	That the Council amends its planning policy to enable the citing of a new/re-developed farmhouse or dwelling linked to an agricultural property so that it can be located a reasonable distance outside of the working farm yard in order to ensure due regard can be given to: a. Health and safety considerations; b. Biosecurity; and c. Lessen the risk of zoonotic diseases (diseases that can be transferred between people and animals e.g. TB). <b>MFR 11</b>	Rhodri Griffiths	Ian Llewelyn	BP		01/04/2024	31/03/2025
	To lobby Welsh Government to amend national planning policy, and in particular :TAN 6 to enable a more flexible approach to development in rural areas, especially in areas outside of identified settlements, and, TAN 20 in terms of ensuring the impact of any development on the Welsh language is required as a material consideration, as stipulated in the Planning Act 2015 and that its status in legislation is reflected in the TAN. <b>MFR 8</b>	Rhodri Griffiths	Ian Llewelyn	BP		01/04/2024	31/03/2025
	To lobby Welsh Government to amend planning policy (as part of TAN 6) in relation to the construction of a second dwelling on established farms as the current requirements relating to demonstration of income from the farm to enable development is no longer valid. Given the current and future changing nature of agriculture and possible implications of Brexit, income from the farm will have to be supplemented with income from other sources i.e. extended family members taking up employment outside of the farm setting. Therefore, the total income of the household, as a family unit, needs to be considered rather than farm income alone. <b>MFR 9</b>	Rhodri Griffiths	Ian Llewelyn	BP		01/04/2024	31/03/2025
<b>WBO3b - Thematic Priority: Decarbonisation &amp; Nature Emergency</b>							
16277	Increase renewable energy on council owned land and work with partners to support renewable energy schemes across the county. <b>MFR 48</b>	Rhodri Griffiths	Kendal Davies	CS	60	01/04/2024	30/09/2027
	That the Council works with partners to improve promotion of opportunities to increase development and use of renewable energy in the private, public and community sectors. <b>MFR 47</b>	Rhodri Griffiths	Kendal Davies	BP		01/04/2024	31/03/2025
16537	Working with partners to develop a flagship circular economy renewable energy site for Carmarthenshire	Rhodri Griffiths	Kendal Davies	CS		01/04/2024	31/03/2025
16766	Develop a feasibility study for identified sites	Rhodri Griffiths	Kendal Davies	BP		01/04/2024	30/09/2024
	Develop a second phase of our energy efficiency / renewable energy 'retro-fit' programme across Carmarthenshire's public estate	Rhodri Griffiths	Neil Evans	BP		01/04/2024	31/03/2025
	Progress against delivering the Net Zero Action Plan. [100% reduction of carbon emissions compared to baseline year 2016].	Rhodri Griffiths	Neil Evans	BP		01/04/2024	31/03/2030
	Implement the Gwyrddu Sir Gar project as funded by the Shared Prosperity Fund	Rhodri Griffiths	Ian Llewelyn	BP		01/04/2024	31/12/2024
16278	Work with Welsh Government to ensure electricity infrastructure is in place to allow us to develop ambitious renewable energy projects to reach net zero.	Rhodri Griffiths	Kendal Davies	CS	67	01/04/2024	30/09/2027
16538	Programme manage the development of the Carmarthenshire Local Area Energy Plan	Rhodri Griffiths	Kendal Davies	CS		01/04/2024	31/03/2025
16280	Continue and accelerate the aim of being a Net Zero Carbon Local Authority by 2030 and set up a cross-party working group to move the Net Zero Carbon and Nature Emergency agenda forward.	Rhodri Griffiths	Kendal Davies	CS	47	01/04/2024	30/09/2027
	Support the Climate Change & Nature Emergency Advisory Panel to deliver their forward work programme	Rhodri Griffiths	Kendal Davies/Rosie Carmichael	BP		01/04/2024	31/03/2025
	Programme manage the development of the Climate Change & Nature Emergency Strategy	Rhodri Griffiths	Kendal Davies	BP		01/04/2024	31/03/2025
17279	Prepare Nutrient Strategy and Management Plan to support the response to Nutrient pollution in protected riverine Special Areas of Conservation	Rhodri Griffiths	Ian Llewelyn	BP		01/04/2024	31/03/2025
	To lobby Welsh Government to fund and support direct action in Carmarthenshire working with local organisations to address the water pollution issues currently faced. <b>MFR 50</b>	Rhodri Griffiths	Ian Llewelyn	BP		01/04/2024	31/03/2025
	To undertake and support the work of the Nutrient Management Boards for the Tywi, Teifi and Cleddau in addressing the issues of phosphates in Rivers	Rhodri Griffiths	Ian Llewelyn	BP		01/04/2024	31/03/2025
16539	To progress the preparation of a Nutrient Management Plan for the Afon Tywi, Teifi and Cleddau	Rhodri Griffiths	Ian Llewelyn	CS		01/04/2024	31/03/2025
16540	To achieve minimum nutrient neutrality in response to phosphate and nutrient pollution issues in protected waters	Rhodri Griffiths	Ian Llewelyn	CS		01/04/2024	31/03/2025
	To assist in developer led mitigation towards nutrient neutrality including working in partnership with the NMBs to implement strategic response to facilitating development.	Rhodri Griffiths	Ian Llewelyn	BP		01/04/2024	31/03/2025

# DIVISIONAL DELIVERY PLAN 2024/2025

PIMS Ref	Action/Measure Description	Senior Manager A/M Owner	Responsible Officer	Corporate Strategy or Business Plan	Cabinet Vision Number	Action Start Date	Action Target End Date
	To lobby Welsh Government to re-consider the introduction of the proposed NVZ regulations (aimed at improving water quality by restricting the period available for spreading slurry) and focus direct intervention on repeat offenders of slurry mismanagement rather than impose sanctions on all farmers. <b>MFR 51</b>	Rhodri Griffiths	Ian Llewelyn	BP		01/04/2024	31/03/2025
	Working with CCC's Strategic Land-use review group, identify and progress the planting of woodland on suitable sites, demonstrating the principles of responsible afforestation, and in consultation with local communities. Identify three further areas of woodland to be planted, to deliver against climate and nature emergency declared by CCC. This action is subject to grant aid being available to fund much of this work.	Rhodri Griffiths	Rosie Carmichael	CS	63	01/04/2024	31/03/2025
16542	Delivery of actions as set out in Tree and Woodland Strategy	Rhodri Griffiths	Rosie Carmichael	CS		01/04/2024	31/03/2025
16281	In recognition of the Nature Emergency declared by CCC and WG, through appropriate changes in management practices aim to increase the biodiversity of all council owned land, and recognise the strong interrelationship between climate change, the loss of biodiversity and human wellbeing. Promote the use of CCC land for supporting nature recovery, creating havens of wildflowers and pollinators. We cannot solve the threats of human-induced climate change and loss of biodiversity in isolation. We either solve both or we solve neither.	Rhodri Griffiths	Rosie Carmichael	CS	56	01/04/2024	31/03/2025
16543	To evidence delivery of the Council's S.6 Biodiversity Duty to maintain and enhance biodiversity and promote ecosystem resilience.	Rhodri Griffiths	Rosie Carmichael	CS		01/04/2024	31/03/2025
	Delivery and monitoring of new Environment Act Forward Plan Jan 23 – Dec 25. All actions to be monitored via PIMS	Rhodri Griffiths	Rosie Carmichael	BP		01/04/2024	31/03/2025
16541	Monitor and report on the delivery of the Grassland Management for Pollinators on the CCC Estate 2023-28 Pollinator Action Plan. All actions to be monitored via PIMS	Rhodri Griffiths	Isabel Macho	CS		01/04/2024	31/03/2025
16799	We will ensure that we continue to deliver the outcomes required by Welsh Government in the provision of the Technical Secretary of the South Wales Regional Aggregates Working Party.	Rhodri Griffiths	Hugh Towns	BP		01/04/2024	31/03/2025
16821	Where flooding affects more than 20 properties, undertake a Formal investigation under S.19 Flood and Water Management Act. This should be completed within 6 months of the incident date.	Rhodri Griffiths	Ben Kathrens	BP		01/04/2024	31/03/2025
	Maintain a register of all Flood and Coastal Erosion Risk Management assets in Carmarthenshire (statutory requirement under S23 Flood and Water Management Act 2010	Rhodri Griffiths	Ben Kathrens	BP		01/04/2024	31/03/2025
	Deliver an annual drainage investigation programme	Rhodri Griffiths	Ben Kathrens	BP		01/04/2024	31/03/2025
16852	Deliver actions from the annual reservoir inspections within the allocated by-spoke time frames. [Target 100%]	Rhodri Griffiths	Ben Kathrens	BP		01/04/2024	31/03/2025
	Deliver the Flood Defence and Coastal Protection capital works programme	Rhodri Griffiths	Ben Kathrens	BP		01/04/2024	31/03/2025
16851	Deliver a minimum of two projects to upgrade and or renew CCC owned Flood and Coastal Erosion Risk Management assets (subject to funding) from the Welsh Government Flood and Coastal Erosion Risk Management Small Scale Capital Scheme Grant	Rhodri Griffiths	Ben Kathrens	BP		01/04/2024	31/03/2025
16564	Implement Flood Risk Management Plan	Rhodri Griffiths	Ben Kathrens	CS		01/04/2024	31/03/2025
	Lead the delivery of the Shoreline Management Plan and submit annual review to Corporate Management Team, Swansea and Carmarthen Bay Coastal Engineering Group and Welsh Government.	Rhodri Griffiths	Ben Kathrens	CS		01/04/2024	31/03/2025
	Develop and implement a 2-year community engagement programme.	Rhodri Griffiths	Ben Kathrens	BP		01/04/2024	31/03/2025
	Work with external audit to ensure renewable projects achieve their projected savings to minimise penalties	Rhodri Griffiths	Kendal Davies			01/04/2024	31/03/2025
	Develop and implement a bi-annual asset inspection and maintenance programme.	Rhodri Griffiths	Ben Kathrens	BP		01/04/2024	31/03/2025
<b>WBO3c - Thematic Priority: Welsh Language &amp; Culture</b>							
16801	Prepare and adopt Supplementary Planning Guidance on the care and repair of historic buildings	Rhodri Griffiths	Nell Hellier	BP		01/04/2024	31/03/2025
16802	Delivery of training courses to internal teams e.g. property and external trades and agents within Built Heritage to support our statutory conservation duties	Rhodri Griffiths	Nell Hellier	BP		01/04/2024	31/03/2025
	To prepare and adopt Supplementary Planning Guidance on the Welsh Language	Rhodri Griffiths	Ian Llewelyn	BP		01/04/2024	31/03/2025
16536	Develop the regulatory framework and associated evidence for the regulation of second homes and short-term holiday lets.	Rhodri Griffiths	Ian Llewelyn	CS		01/04/2024	31/03/2025
<b>WBO3d - Thematic Priority: Community Safety, Resilience and Cohesion</b>							

# DIVISIONAL DELIVERY PLAN 2024/2025

PIMS Ref	Action/Measure Description	Senior Manager A/M Owner	Responsible Officer	Corporate Strategy or Business Plan	Cabinet Vision Number	Action Start Date	Action Target End Date
	Ensure that there are systems in place to efficiently manage Planning Enforcement across the county, to monitor and remedy undesirable effects of developments to protect the environment and public amenity.	Rhodri Griffiths	Gary Glenister	CS	58	01/04/2024	30/09/2027
PLA/021	Percentage of enforcement cases investigated within 84 days. (PPFI/15) [Enforcement Statement] [Target 80%]	Rhodri Griffiths	Gary Glenister	BP		01/04/2024	31/03/2025
PLA/022	Average time taken to take positive enforcement action (PPFI/16). [Target 180 days]	Rhodri Griffiths	Gary Glenister	BP		01/04/2024	31/03/2025
PLA/027	'Positive Action' is taken on cases where action has been deemed expedient within 180 days of the 'investigation date'. [Enforcement Statement] [Target 80%]	Rhodri Griffiths	Gary Glenister	BP		01/04/2024	31/03/2025
PLA/023	Registration of Enforcement complaint within 5 working days of receipt. [Enforcement Statement] [Target 95%]	Rhodri Griffiths	Emily Dent	BP		01/04/2024	31/03/2025
PLA/028	Complainants are notified in writing within 5 working days of a decision being made to close an enforcement investigation. [Enforcement Statement] [Target 95%]	Rhodri Griffiths	Gary Glenister	BP		01/04/2024	31/03/2025
	Complete an interval review on Planning Enforcement	Rhodri Griffiths	Hugh Towns	BP		01/04/2024	31/03/2025
	Ensure that new buildings, conversions, renovations, and extensions, whether domestic or commercial are going to be safe, healthy, and high performing	Rhodri Griffiths	Steven pound	BP		01/04/2024	31/03/2025
PLA/016	Number of Building Control Recommendations Made and Contact with Applicant/Agent within 21 days. [Target 75%]	Rhodri Griffiths	Steven pound	BP		01/04/2024	31/03/2025
PLA/017	Number of Building Control decisions taken within 6 weeks [Target 75%]	Rhodri Griffiths	Steven pound	BP		01/04/2024	31/03/2025
<b>WBO3e - Service Priority: Leisure &amp; Tourism</b>							
	N/A						
<b>WBO3f - Service Priority: Waste</b>							
	N/A						
<b>WBO3g - Service Priority: Highways &amp; Transport</b>							
	N/A						
<b>WELL-BEING OBJECTIVE 4</b>							
<b>WBO4a - Organisational Transformation - Overarching</b>							
	Develop a new approach to Climate Change & Nature Emergency	Rhodri Griffiths	Kendal Davies	BP		01/04/2023	31/03/2025
	Carry out process reviews on core elements of the statutory planning process to deliver service improvements within the planning process	Rhodri Griffiths	Hugh Towns	BP		01/04/2023	31/03/2024
	Deliver the service level improvements set out in the Place & Sustainability transformation team action plan.	Rhodri Griffiths	Emily Dent	BP		01/04/2023	31/03/2024
<b>WBO4b - Organisational Transformation - Efficiencies and Value for Money</b>							
	N/A						
<b>WBO4c - Organisational Transformation - Income &amp; Commercialisation</b>							
	Develop and implement an action plan to make the SAB (Sustainable Drainage Approval Body) service cost neutral	Rhodri Griffiths	Ben Kathrens	BP		01/04/2024	31/03/2025
<b>WBO4d - Organisational Transformation - Workplace</b>							
	N/A						
<b>WBO4e - Organisational Transformation - Workforce</b>							
	N/A						
<b>WBO4f - Organisational Transformation - Service Design &amp; Improvement</b>							
	N/A						
<b>WBO4g - Organisational Transformation - Customers &amp; Digital Transformation</b>							
16546	Improve customer experience of the public register to rationalise information for better understanding and easier access to documents for viewing online	Rhodri Griffiths	Emily Dent	CS		01/04/2024	31/03/2025
	Complete review and implement improvements to all correspondane issued during planning applications and enforcement cases	Rhodri Griffiths	Hugh Towns	BP		01/04/2024	31/03/2025

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PIMS Ref	Action/Measure Description	Senior Manager A/M Owner	Responsible Officer	Corporate Strategy or Business Plan	Cabinet Vision Number	Action Start Date	Action Target End Date
16546	Improve Arcus Capability to improve customer experience and improve efficiency for officers to include templates	Rhodri Griffiths	Emily Dent	BP		01/04/2024	31/03/2025
<b>WBO4h - Organisational Transformation - Decarbonisation and Biodiversity</b>							
	N/A						
<b>WBO4i - Organisational Transformation - Schools</b>							
	N/A						
<b>CORE BUSINESS ENABLERS</b>							
<b>5a - Information and Communication Technology (ICT)</b>							
	N/A						
<b>5b - Marketing &amp; Media including customer services</b>							
	Develop communications plan for the new approach to climate change and nature emergency.	Rhodri Griffiths	Kendal Davies	BP			
<b>5c - Legal</b>							
	Advise on course of action for selected Planning & Enforcement cases	Rhodri Griffiths	Stephen Murphy	BP		01/04/2024	31/03/2025
<b>5d - Planning</b>							
	Ensure determination of all Planning Applications within agreed Welsh Government timescales with performance measures.	Rhodri Griffiths	Hugh Towns	BP		01/04/2024	31/03/2025
PLA/020	% of Planning Ecology responses made to planning consultations within 21 days [Target 85%]	Rhodri Griffiths	Hugh Towns	BP		01/04/2024	31/03/2025
PLA/026	% of Built Heritage responses made to planning consultations within 21 days [Target 85%]	Rhodri Griffiths	Hugh Towns	BP		01/04/2024	31/03/2025
PLA/015	% of planning applications Validated within 5 days, following payment [Target 85%]	Rhodri Griffiths	Hugh Towns	BP		01/04/2024	31/03/2025
PLA/014	Statutory Pre-application response within 21 days [Target 80%]	Rhodri Griffiths	Hugh Towns	BP		01/04/2024	31/03/2025
PLA/018	Percentage of all applications determined within time periods required [Target 85%]	Rhodri Griffiths	Hugh Towns	BP		01/04/2024	31/03/2025
PLA/019	Percentage of planning appeals dismissed [Target 75%]	Rhodri Griffiths	Hugh Towns	BP		01/04/2024	31/03/2025
PLA/012	Determination of householder applications within 8 weeks or EOT agreed [Target 90%]	Rhodri Griffiths	Hugh Towns	BP		01/04/2024	31/03/2025
PLA/011	Minor applications determined within 8 weeks or within EOT agreed [Target 80%]	Rhodri Griffiths	Hugh Towns	BP		01/04/2024	31/03/2025
PLA/024	Other' planning applications determined within 8 weeks or within Extension of Time agreed. (*Other Consent includes: Renewals and variation of conditions, Discharge of conditions, Advertisements, Listed Buildings, Lawful Development Certificates) [Target 80%]	Rhodri Griffiths	Hugh Towns	BP		01/04/2024	31/03/2025
WMT/020	Number of Sustainable Drainage Approval body applications within the statutory 7- or 12-week deadline or agree an extension with the applicant [Target 100%]	Rhodri Griffiths	Ben Kathrens	BP		01/04/2024	31/03/2025
	Number of Flood Defence Consent (FDC) applications determined within the 2-calendar month deadline [target 100%]	Rhodri Griffiths	Ben Kathrens	BP		01/04/2024	31/03/2025
16809	Review planning conditions and reasons to enable consistent use of conditions within decision notices	Rhodri Griffiths	Emily Dent	BP		01/04/2024	31/03/2025
<b>5e - Finance</b>							
	Identify funding options for feasibility studies for identified sites for renewable energy	Rhodri Griffiths	Kendal Davies	BP		01/04/2024	31/03/2025
	Identify contingency funds to support renewable projects	Rhodri Griffiths	Kendal Davies	BP		01/04/2024	31/03/2025
	Secure external or third party funding to support energy efficiency and renewable projects within Carmarthenshire	Rhodri Griffiths	Kendal Davies	BP		01/04/2024	31/03/2026
	% of invoices to be paid within 30 days for the department [95%]	Jackie Edwards	Carly Thomas	BP		01/04/2024	31/03/2025
<b>5f - Procurement</b>							
	Re-tender Re:FIT Framework and explore the possibility of external investment	Rhodri Griffiths	Kendal Davies	BP		01/04/2024	31/03/2025
	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.	Jackie Edwards	All Service Managers	BP		01/04/2024	31/03/2025
	To establish and maintain positive working relationships with Corporate Procurement, other agencies, service providers, suppliers and other stakeholders	Jackie Edwards	All Service Managers	BP		01/04/2024	31/03/2025



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	Ensure that departmental register of all Departmental procurement activity is always up to date.	Jackie Edwards	All Service Managers	BP		01/04/2024	31/03/2025
<b>5g - Internal Audit</b>							
<b>5h - People Management</b>							
	Monitoring the current workforce, to identify future workforce requirements, skills and competencies which will be needed to deliver new, different, or improved services	Rhodri Griffiths	Rhodri Griffiths	BP		01/04/2024	31/03/2025
<b>5i - Democratic Services</b>							
	Managing and monitoring councillor enquiries	Rhodri Griffiths	Gaynor Morgan	BP		01/04/2024	31/03/2025
	Support for Planning Committee	Rhodri Griffiths	Gaynor Morgan	BP		01/04/2024	31/03/2025
	Support for training and briefing councillors on place & sustainability remit	Rhodri Griffiths	Gaynor Morgan	BP		01/04/2024	31/03/2025
<b>5j - Policy &amp; Performance</b>							
<b>5k - Electoral Services &amp; Civil Registration</b>							
<b>5l - Estates &amp; Asset Management</b>							
	Facilitating of renewable energy sites from our council held land	Rhodri Griffiths	Kendal Davies / Stephen Morgan	BP		01/04/2024	31/03/2025
	Developing and implementing changes in land management which reflect CCC declaration to the nature and climate emergency on the land that we hold to aid delivery of the Land Use Strategy	Rhodri Griffiths	Rosie Carmichael/ Stephen Morgan	BP		01/04/2024	31/03/2025
	Facilitate opportunities for Phosphate and Nutrient mitigation on council owned land	Rhodri Griffiths	Ian Llewellyn / Stephen Morgan	BP		01/04/2024	31/03/2025
	Programme manage the energy projects e.g school programme, Re:FIT programme	Rhodri Griffiths	Jason Jones / Kendal Davies	BP		01/04/2024	31/03/2025
<b>5m - Risk Management</b>							
	Liaise on Departmental Risks for the department by ensuring timely updates are provided quarterly to Departmental Management Team and Corporately.	Jackie Edwards	Andrew Kenyon	BP		01/04/2024	31/03/2025
<b>5n - Business Support</b>							
	Response rate for planning HWB enquiries (Target 4 days)	Jackie Edwards	Sian Thomas	BP		01/04/2024	31/03/2025
	Liaise and Co-ordinate on Performance Management for the department by ensuring performance updates are provided quarterly to Departmental Management Team and Corporately.	Jackie Edwards	Andrew Kenyon	BP		01/04/2024	31/03/2025
	Monitoring and managing councillor enquiries, complaints, well driven and FOIA requests providing live data analysis via a Departmental dashboard (Power Bi)	Rhodri Griffiths	Andrew Kenyon	BP		01/04/2024	31/03/2025
	Improve service efficiency through leading and supporting service improvement projects, updating web contact and completing digital transformation projects where identified	Rhodri Griffiths	Kelly Thomas	BP		01/04/2024	31/03/2025
	Establish a learning session programme	Rhodri Griffiths	Kelly Thomas	BP		01/04/2024	31/03/2025
	Improve engagement and communication with agents, developers by scheduling & co-ordinating events	Rhodri Griffiths	Kerry Latham	BP		01/04/2024	31/03/2025
	Co-ordinate responses to complaints and arrange for investigating officers to be allocated to Stage 2 complaints	Rhodri Griffiths	Jackie Edwards	BP		01/04/2024	31/03/2025
	Improve engagement and communication with Town & Community Councils by scheduling & co-ordinating events	Rhodri Griffiths	Kerry Latham	BP		01/04/2024	31/03/2025
	Decrease the amount of money spent on excess charges by mobile phone users of the department	Jackie Edwards	Kelly Thomas	BP		01/04/2024	31/03/2025
COMP/003/ENV	% of closed S1 complaints completed within 10 working days [Target 80%]	Jackie Edwards	Shannen Rees	BP		01/04/2024	31/03/2025
COMP/004/ENV	% of closed S2 complaints completed within 21 working days [Target 80%]	Jackie Edwards	Shannen Rees	BP		01/04/2024	31/03/2025
ENV/FOIA	% of closed FOIA requests returned within 21 working days [Target 80%]	Jackie Edwards	Kelly Thomas	BP		01/04/2024	31/03/2025

# DIVISIONAL DELIVERY PLAN 2024/2025

PIMS Ref	Action/Measure Description	Senior Manager A/M Owner	Responsible Officer	Corporate Strategy or Business Plan	Cabinet Vision Number	Action Start Date	Action Target End Date
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# Corporate and Divisional Risks

Risk Ref.	Risk Score	Identified Risk	WBO Ref
CRR190057	High (12)	<b>Place and Sust</b> - Maintain and develop an effective Local Development Plan	
CRR190065	High (12)	<b>Place and Sust</b> - Failure to determine or secure Extension of Time (EOT) for Planning applications which are outside the determination date. <b>Current risk in relation to the repayment of the planning fee applicants where a planning application is over time (not been determined within the determination date) or has not been subject to an agreed EOT.</b>	
CRR190026	High (12)	<b>Place and Sust</b> - Ash die back and the risk to public safety	
CRR190029	High (12)	<b>Place and Sust</b> - Net Zero Carbon	
		Failure to deliver the Council's commitment to become a net zero carbon local authority by 2030	
CRR190058	Medium (12)	<b>Place and Sust</b> - SAC Phosphate & NRW Interim Planning Advice	
CRR190063	Medium (9)	<del><b>Place and Sust</b> - Failure in Determination of Major Planning Applications (Failure to determine major planning applications within timescale is adversely impacting on our ability as an Authority to achieve our regeneration ambitions)</del>	
CRR190064	Medium (6)	<b>Place and Sust</b> - Failure to address Significant performance issues in development management are undermining effective service delivery. <b>(Significant backlog of undetermined planning applications, significant caseload in planning enforcement, timeliness of validation process, and lack of performance monitoring.)</b>	
CRR190062	Very Low (1)	<del><b>Place and Sust</b> - Failure to implement Adult Wales Review Recommendations into the Authority's Planning Service. (17 recommendations have been made - key areas addressed specifically in risks CRR190063, CRR190064 and CRR190065)</del>	
CRR190032	Significant (32)	Flood Strategic Risk The physical effects of more frequent and intense storm conditions that compromise homes, businesses, essential infrastructure and services. This will also include the risk of managing the public's expectation that the Council can completely address, control and mitigate all flood risks regardless of source or asset owner.	
TS50C0001	Medium (9)	Flood Defence & Coastal Protection - The most at risk customers and assets are not being prioritised during flooding events. There is still a disconnect between incident management operational activities, undertaken predominantly by Highways operation staff, and the investigation, analysis and evaluation undertaken by the FD&CP business unit. Operational teams are focused tactically on managing and triaging individual calls with less focus on the cause and information gathering.	

# Corporate and Divisional Risks

TS50C0002	Medium (6)	Flood Defence & Coastal Protection - There is an increased flood risk in Carmarthenshire as flood asset management is not at a sufficient standard (mobile technology). In 2021 an operational team that previous had mobile devices were back to using paper as a standard upgrade could not be actioned. The time taken to procure and then set up basic mobile hardware is limiting progress, frustrating officers and resulting is a loss of data with regards to our asset inspection work. As we discovered post the October 2021 floods, good information on our inspection and maintenance regimes is critical to defend our position and reputation.	
TS50C0003	Medium (9)	Flood Defence & Coastal Protection - There is an increased flood risk in Carmarthenshire as flood risk and drainage asset management is fragmented. Flood defences and drainage infrastructure across Carmarthenshire, even across the Environment Department, is fragmented with the FD&CP business unit, Highways Area teams and Highways Bridges and Structures all having different approaches and priorities with regards to drainage asset management.	
TS50C0004	High (10)	Flood Defence & Coastal Protection - There is an increased flood risk in Carmarthenshire as flood risk and drainage asset numbers grow each year. This is quickly becoming the largest single element of the business unit. With more surveys and investigations comes more information and assets to record, monitor and sometimes maintain.	
TS50C0005	Medium (6)	Flood Defence & Coastal Protection - Development in Carmarthenshire will be delayed or not receive the necessary SAB permissions in a timely manner (back-office support). Insufficient back-office support has resulted in SAB engineers becoming embroiled in administrative duties which prevents higher level work and development.	
TS50C0007	Medium (6)	Flood Defence & Coastal Protection - Development in Carmarthenshire will be delayed or refused planning (TAN15 policy). New TAN15 policy will place additional duties on the FDCP business unit. This can include the need to develop local policies with regards to flood risk and planning, evaluate technical flood assessments, submitted in support of planning applications and develop capital schemes to manage strategic growth and development areas.	

# Corporate and Divisional Risks

TS50C0008	Significant (20)	Flood Defence & Coastal Protection - Increased flood and erosion risk in Carmarthenshire's coastal communities. This element of the portfolio is continuing to grow. Increased awareness of climate change and sea level rise combined with some high-profile coastal erosion issues at Bynea, Burry Port and Cefn Sidan is adding to the routine work flow.	
TS50C0009	Very Low (2)	Flood Defence & Coastal Protection - Flood Defence and Coastal Erosion Risk Management Grant funding is not being maximised to evaluate flood risk and protect Carmarthenshire's residents and businesses. There is a risk that we have insufficient resources to maximise the current grant funding that is available from Welsh Government and develop a robust capital works programme.	
TS50C0010	Medium (8)	Flood Defence & Coastal Protection - Carmarthenshire County Council is not able to deliver its flood defence and coastal protection functions. Across the majority of Local Authorities and NRW there are vacancies in the Flood Defence and Coastal Protection business units; many Authorities are failing or finding it difficult to recruit staff and it has been acknowledged in Regional and National meeting that there is a skilled staff shortage in this area	
TS50C0011	Medium (9)	Flood Defence & Coastal Protection - Flood - Strategic Risk: Manage the expectation of customers and the Authority with respect to our duties as Lead Local Flood Authority with particular emphasis on the resource required.	