



*The means: to change places for the better.*

# Llandeilo: *Where rural meets chic*

## Economic Growth Plan

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## Context setting

This plan is the culmination of a suite of documents and technical reports that have been prepared (pre and during COVID) to engage, inform and stimulate discussion on the direction of an Economic Growth Plan for Llandeilo.

This plan focuses on:

- Realising our growth potential
- Challenges and opportunities
- Our Economic Growth Vision
- Economic Growth Priorities
- Priority projects and action planning
- Governance, Funding and Delivery

It draws upon a range of Technical Reports including:

- Draft Local Economy Recovery and Action Plan (extract / summary paper)
- Draft Local Economy Recovery and Action Plan
- Assessing the impact of COVID 19 on the town's local economy
- Summary of Evidence and Position Paper
- Performance, Viability and Vitality Summary of Evidence report
- High Level Urban Design Analysis (HLUDA)

## Llandeilo – realising our growth potential

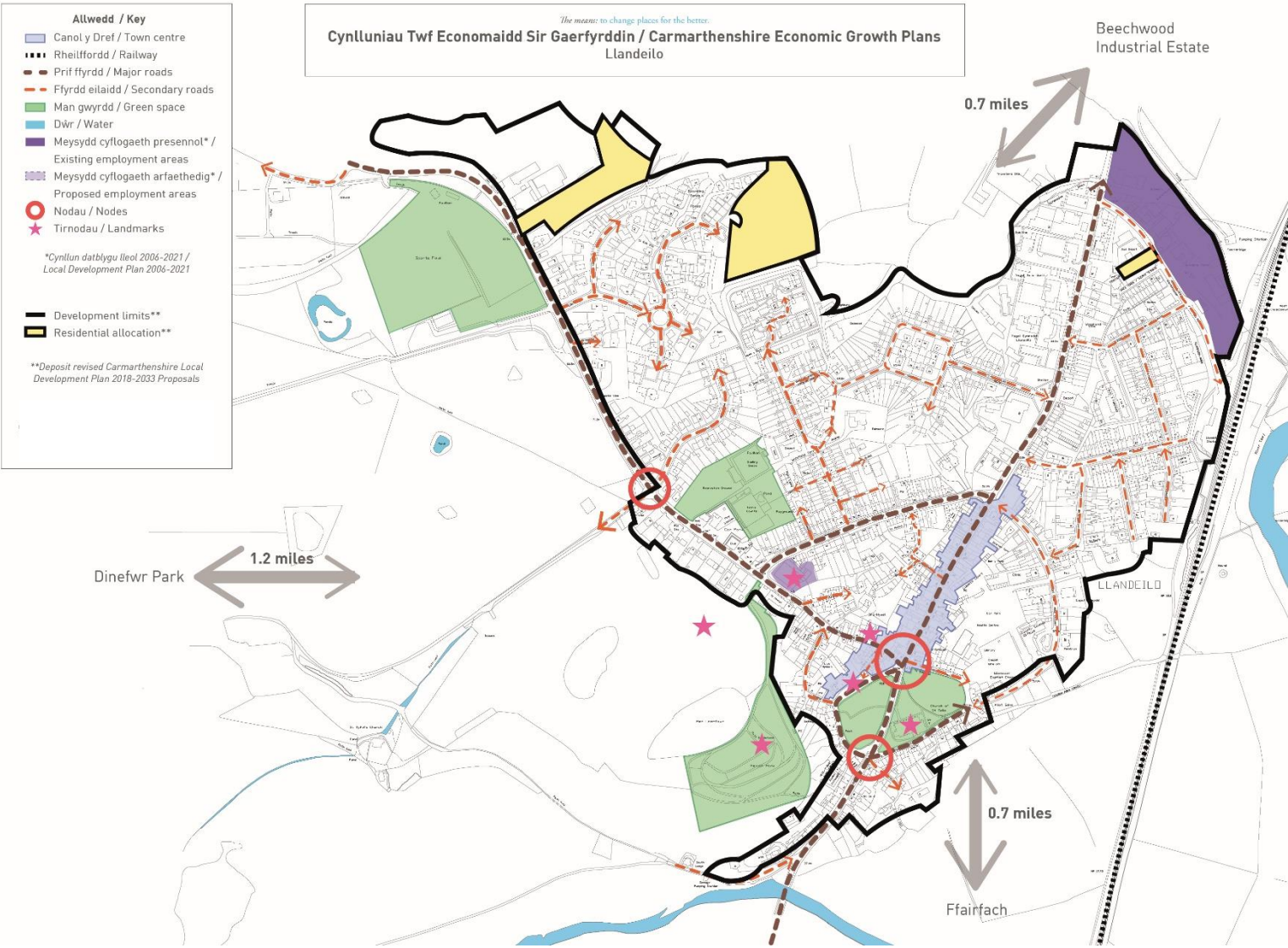
With a rich history and picturesque setting few towns can be considered more attractive than Llandeilo. Overlooking

the River Tywi (Towy) at its crossing by the A483 on a 19th-century stone bridge the town is surrounded by farm and woodland and is adjacent to the westernmost point of the Brecon Beacons National Park. Llandeilo is a small, but thriving, market town with a local community of about 2000 residents which are well served with niche independent shops. It is well known for its retail, tourism, cultural assets and food scene.

As well as the immediate surroundings Llandeilo is within easy reach of Dinefwr Park and Castle, Aberglasney Gardens, Carreg Cennen Castle, and National Botanic Gardens.



# Townscape appraisal - place characteristics, features and assets (mapping / visualisation)



## Townscape appraisal - place characteristics, features and assets (photography / visualisation)



View towards King Street



Retail units along King Street



Market Hall building at corner of Carmarthen Street and New Road



Llandeilo Town Council



Building facing Market Hall building (former National school), Carmarthen Street



Parc Penlan - entrance



Terraced housing along New Road



View down Carmarthen Street to Rhosmaen Street



Llandeilo car park at Crescent Road



Rhosmaen Street view at junction with New Road



Llandeilo Civic Hall

## Challenges and opportunities

Llandeilo is a rural town situated to the East of Carmarthenshire. The town is within Llandeilo ward. The ward covers 47.49km<sup>2</sup> which accounts for 2.0% of the area of Carmarthenshire. The population of Llandeilo at 2,996 (ward level) is 1.6% of the county.

Its location at the intersection of the main north-south A483 and the east-west A40 trunk routes and the Heart of Wales railway line place it strategically close to the much larger west Wales conurbations of Carmarthen, Llanelli, Swansea and Neath.

With an array of independent shops, facilities, unique positioning, surroundings and accessibility to wider activities Llandeilo is already a successful town and tourism destination. And it plays a vital local role serving and providing employment to its local community and neighbouring areas.

Llandeilo is dominated by micro and small enterprises which are essential to the sustainability of the local economy.

Llandeilo has a high proportion of 'accommodation and food service activities' and 'arts, entertainment and recreation'.

Shops / retail represent the largest property use in the area with a good selection of niche independent stores.

Self-employment and own account workers are a much higher percentage than county and national averages.

Self-employment accounts for a substantial amount of economic activity, which can be indicative of an entrepreneurial culture and stronger business networks.

Employment rates are higher than county averages with managers, directors & senior officials as well as professionals accounting for almost a third of occupations; higher than county and national averages.

**There is a strong sense of civic pride within the town; businesses value and care for their surroundings and are in the main part interested and motivated to collaboratively improve trading conditions. There is a desire to increase localisation of economic activity.**

However, there is a shortage of employment space in the area. The relatively stable commercial base is a sign of a resilient town but coupled with shortages of employment

space it can limit opportunities to attract and nurture new enterprises. This is something that the Old Market and Hengwrt (Shire Hall) along with development opportunities at Beechwood Industrial Estate can play an important role in addressing.

Infrastructure has been raised as a concern by the local community.

The A483 continues to be identified as a major barrier to sustainable growth of the town centre due to congestion, pollution and narrow pavements. The debate around a By Pass has been further delayed (with construction expected in 2025) which has been met with local frustration.

Location, availability and parking charges is an issue.

Since 2011 Llandeilo has seen an increase in population of 1.4% compared to 2% across the county. The area's population density at 63 people per km<sup>2</sup> is below that of the county average of 79 people per km<sup>2</sup>. The ageing population is a key factor, exacerbated by the difficulty in retaining young people. Affordable / social housing, and business / job growth are essential to support efforts to retain young people.

Llandeilo has been identified as a priority area as part of CCC's county-wide affordable homes programme.

### Potential impact of COVID

Extrapolating the percentage jobs at risk in Carmarthenshire (24-26%) for Llandeilo suggests that of the 1,660 employment jobs 398-432 would be at risk.

Of the 1,660 employee and employment jobs, 190 employee (13.4%) and 225 employment (13.6%) jobs are within the most at risk sectors (as categorised by the Institute of Fiscal Studies, 2020). The impact across sectors is uneven. The retail, hospitality, leisure, food and drink sectors have seen mixed fortunes. The visitor economy in the town has been hit particularly hard.

The 'most at risk' occupations employ over 37% of the workforce.

The town centre is a crucial part of the economic and social fabric of Llandeilo. It contains many of the sectors that were (and continue to be) worst hit by the crisis; those that rely on direct customer contact such as the hospitality, tourism, leisure and cultural sectors. While government restrictions

have been eased social distancing measures and local restrictions remain in place; limiting capacity of these sectors and restricting events. This has led Llandeilo Fawr Town Council to take the decision to cancel its events for the calendar year.

Even at these uncertain times there has remained commercial interest in the town centre; a number of shops are either moving premises to be in a more prominent position or have been undertaking developments prior to reopening.

### Looking forward

The town's skills profile is conducive to **supporting growing businesses**.

Actions need to be taken to extend services and the appeal of the town to all age groups. Further actions are needed to ensure that the local labour market is developed to meet the growth needs of the rural economy including promoting self-employment and entrepreneurship as a route to work. Opportunities should be sought to maximise **current development**. Co-working and incubation space would be welcomed. Realising the opportunities that Hengwrt (Shire Hall) and the Old Market could provide will play an important role in improving economic performance in the area.

Creating **affordable homes** – including live/work units – for younger residents will be an important strategic land-use priority. BJP estate agents has reported a significant increase in demand for housing.

Llandeilo benefits from its historic and heritage assets, all of which contribute to the town's role as a **key tourism destination**. The town is well known regionally. Its strong tourism and hospitality sector and location close to Dinefwr Castle and Park and adjacent to the westernmost point of the Brecon Beacons provides opportunities to improve its share of economic benefits.

Existing events, such as the 'Llandeilo Town of Festivals', are successful in lifting the town's performance and providing a significant boost to the economy. Further developing the 'Llandeilo Town of Festivals' brand has the potential to grow an important market segment.

Addressing the A483 by-pass issue will be a clear priority.

## Our Economic Growth Vision

Our Economic Growth Plan focuses on how to support and grow Llandeilo's economy whilst **maintaining its sense of attraction as a small, but thriving, market town with niche independent shops that appeal to a wider area.** Our emerging long-term vision and priorities are based on the assessment of local impacts and provide a foundation to create long-term stability, growth, investment and jobs for the people and businesses of Llandeilo.

**Our vision is that Llandeilo will be:**

**An attractive, inviting and vibrant town where businesses and communities thrive and people live and work sustainably in a high-quality environment. Building on our tourism, cultural and retail assets, Llandeilo will be a destination of choice for short-breaks. There is a high-quality authentic experience for people from all backgrounds with many opportunities to enjoy recreation activities, including the renowned 16-mile traffic free Tywi Cycle Path connecting the town to Carmarthen. An all-year round events programme coupled with a superb gastro experience makes the town a place for all seasons.**

**Our independent shops will be a mecca for discerning visitors offering quality local produce as well as chic boutiques in a safe and accessible environment. The re-developed Old Market and Hengwrt (Shire Hall) will provide exceptional co-working space and support for local entrepreneurs, which are attracting young professionals to live and work in the town. The reconfigured Beechwood Industrial Estate is providing much needed start up and move-on space for growing SMEs.**

whilst at the same time protecting, maintaining and celebrating our high-quality natural environment. To deliver the vision we set out **three Priority Themes and a Cross-cutting Priority** which are outlined in this section and provide a framework for our priority actions.

We cannot ignore Covid-19 and its impact on economic and social life. The pandemic has shifted priorities and business models to an immediate focus on business survival and recovery. Hence an immediate priority will be to work closely with key public sector partners and the business community to mitigate the impacts of Covid-19 on the local economy and take advantage of opportunities, particularly in accessing new funding, as they emerge. Whilst the plan for Llandeilo rightly has a focus on economic growth, the need to nurture and support the local economy in response to the 'new normal' and to reflect longer term trends that transcend current circumstances, it also sets out a range of immediate requirements and responses to this crisis.

## Priority 3: An attractive, accessible and SMART town

### Cross-cutting Priority: Communication, collaboration and empowerment

The investment priorities are underpinned by three county-wide cross-cutting priorities: Ultra-reliable digital connectivity, digital culture and skills; Fair and equal economy and support for the Welsh language and culture; Green economy and skills.

Recovery and growth actions are described in the following section for each priority theme along with more detailed information for transformational projects.



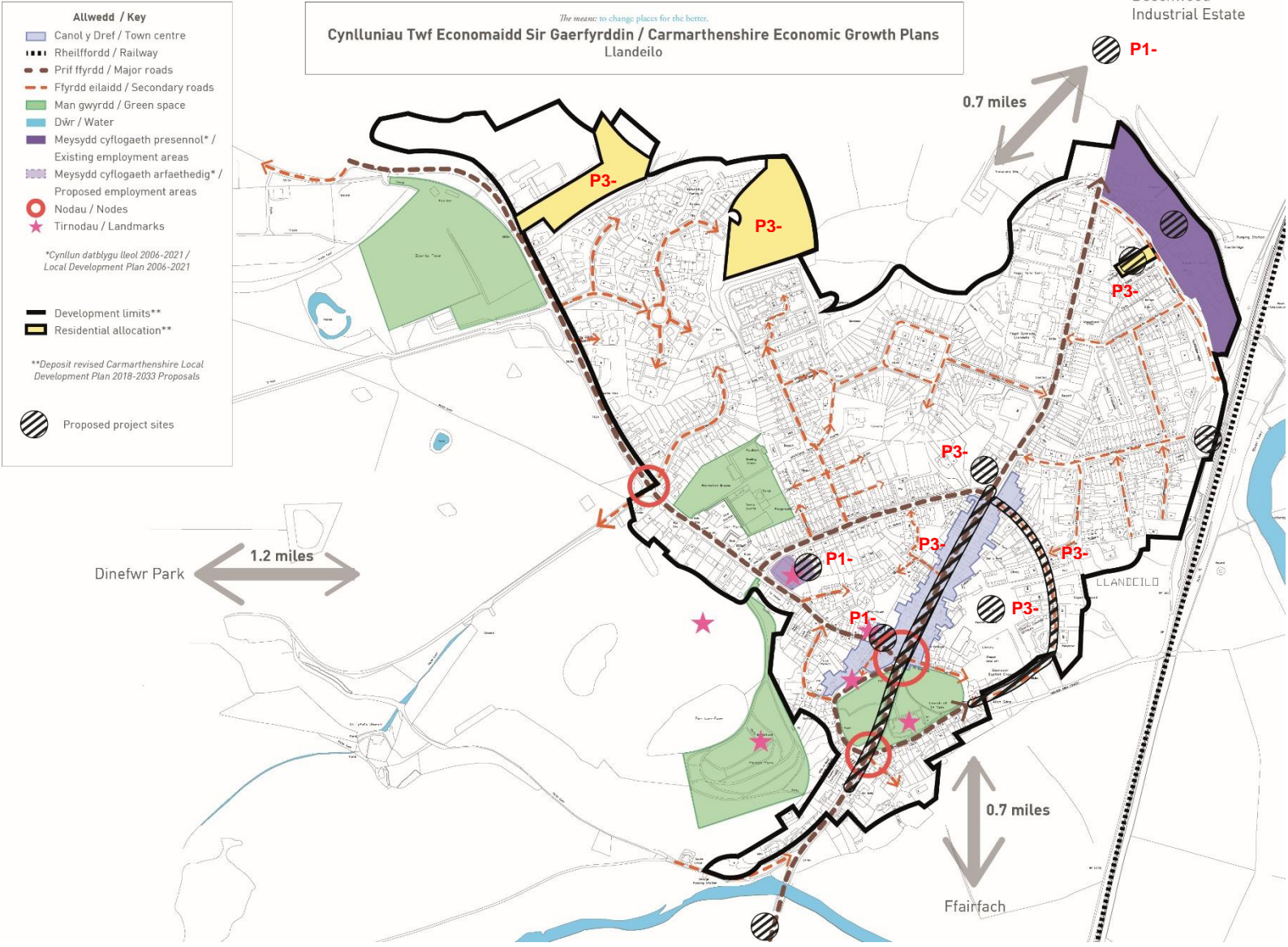
## Priority 1: Supporting business, resilience and future growth

## Priority 2: Refining the town's short-break and food product

## Economic Growth Priorities

Our Economic Growth Priorities focus on achieving sustainable local economic growth which is shared by all

# Proposed Priority Project sites







## Economic Growth Priorities, Projects and Recovery Planning

### Priority 1: Supporting business, resilience and future growth

Llandeilo's skills profile is conducive to supporting growing businesses. Self-employment and own account workers account for a substantial amount of economic activity, which can be indicative of an entrepreneurial culture and stronger business networks. Employment rates and senior and skilled occupations are higher than county and national averages. The relatively stable commercial base is a sign of a resilient town but coupled with shortages of employment space it can limit opportunities to attract and nurture new enterprises.

A key objective will be to increase the business birth rate through diversification and entrepreneurship. Actions are needed to ensure that the local labour market is developed to meet the growth needs of the rural economy including promoting self-employment and entrepreneurship as a route to work.

The town should retain and distribute a greater element of public services and, wherever possible, use its assets to support economic growth.

**Opportunities should be sought to address a shortage of employment space through maximising sites such as Hengwrt, the Old Market and Beechwood Industrial Estate. The focus of which should be on co-working and/or incubation space (in ways that retain or attract professional / skilled employment), possibly pop-up space as well as move-on space for growing SMEs.**

Whilst the scale of Government intervention, in response to the COVID-19 pandemic, cannot be replaced at the local level the council and partners can support businesses through access to advice and information along with a more targeted approach / programme. This could focus on: Securing and sustaining investment; Sector specific support; Innovation and growth; New business starts / early-stage businesses. The local authority's contacts database (which has been significantly bolstered during the pandemic) can be used to best effect at a time when channels to reach target audiences have never been more varied or powerful. **The appointment of Market Town Officers by CCC will be an important, necessary and welcomed resource.**

Objectives and Outcome	Actions	Indicative resources	Working with
<ul style="list-style-type: none"> <li>• <b>Provide better intelligence on local business support requirements</b></li> <li>• <b>Ensure businesses are aware of and access national, regional and county-wide support programmes</b></li> <li>• <b>Support businesses in the town to start-up, invest and thrive within clean, high-value and growing sectors</b></li> <li>• <b>Drive recovery of the tourism and hospitality sector in the town</b></li> </ul> <p><b>Key Outcome - Business failure rate minimised and jobs safeguarded</b></p>	Review and assess the impact of support measures on local businesses in Llandeilo	In-kind (CCC)	Business Wales
	Appointment of Market Town Officers	tbc	CCC – Business Support Recovery Group
	Launch an integrated business support campaign to ensure every business knows how to access the support they need to renew, reshape and sustain their business plans. With support from Mentor Dinefwr (the local provider and advisor for the Helo Blod scheme) provide Welsh medium support such as translation and advice services.	£2,000	Llandeilo Fawr Town Council
	Develop an online business directory to support and promote b2b local purchasing (utilising business database developed through the cross-cutting theme)	£5,000	Llandeilo Chamber of Trade
	Hengwrt and Old Market Hall – realising growth potential of public sector assets	tbc	Menter Dinefwr
	Beechwood Industrial Estate	tbc	

## Priority projects

### Hengwrt and Old Market Hall – realising growth potential of public sector assets

#### Description

Review and assess developments at the Old Market and Hengwrt (Shire Hall) to ensure complementarity and ensure that delivery meets local business and community needs. Revisit working assumptions around commercial interest and usage type. Possible co-working and/or incubation space (in ways that retain or attract professional / skilled employment) and pop-up space.

Old Market and Hengwrt will provide exceptional co-working space and support for local entrepreneurs which attract young professionals to live and work in the town.

Hengwrt will provide office space, meeting rooms, events and activities and be the new HQ for Mentor Dinefwr. Hengwrt will facilitate skill building and volunteering schemes and through Mentor Dinefwr be the local provider and advisor for the Helo Blod scheme (Welsh translation and advice service).

#### Rationale

The Old Market is a County Council asset and there is a strong policy emphasis on utilising assets to stimulate economic growth, specifically local economic development. In light of the recent pandemic and its economic impact there may be a need to revisit some of the assumptions around commercial interest and usage type.

#### Lead

CCC (Capital infrastructure + Land and assets), Llandeilo Fawr Town Council and Menter Dinefwr

#### Indicative cost

TBC

#### Timeframe

Short-medium term

### Beechwood Industrial Estate

#### Description

Investigate opportunities (and funding levers) to accelerate infrastructure investment to unlock development land within Beechwood Industrial Estate to support job growth. The objective will be to provide start up and move-on space for growing SMEs or inward investment.

#### Rationale

There is a shortage of employment space in the area. Beechwood Industrial Estate is an employment zone close to Llandeilo's development limits, accommodating a number of enterprises including a cafe and leisure facility. Infrastructure is a vital component including employment sites and premises. Actions should be taken to develop a quality business infrastructure to realise future potential and address constraints in relation to limited workspace.

Beechwood Industrial Estate can provide much needed move-on space for growing SMEs.

#### Lead

CCC (Capital infrastructure + Land and assets)

#### Indicative cost

TBC

#### Timeframe

Medium term



## Priority 2: Refining the town's short-break and food product

Llandeilo has a high proportion of 'accommodation and food service activities' and 'arts, entertainment and recreation'. Shops / retail represent the largest property use in the area with a good selection of niche independent stores. The town is well known regionally. Its strong tourism and hospitality sector and location close to Dinefwr Castle and Park and adjacent to the westernmost point of the Brecon Beacons provides opportunities to improve its share of economic benefits. Llandeilo benefits from its historic and heritage assets, all of which contribute to the town's role as a key tourism destination.

**The priority builds on the talent and potential of the independent retail and hospitality sectors; supporting the growth and development of Llandeilo's visitor economy as a destination of choice for short-breaks.**

Further developing the 'Llandeilo Town of Festivals' brand has the potential to grow an important market segment. Opportunities should be pursued to make more of activities and hobby based events e.g. vintage cars, hot air ballooning, cycling (linking to the Tywi Valley Path).

The proximity of Llandeilo to Dinefwr Park and Castle, Aberglasney Gardens, Carreg Cennen Castle, and National Botanic Gardens should form a part of its marketing and brand.

Despite the occasional spike in interest in locally sourced products it has not become a significant driver. This could, as part of wider efforts to increase localisation of economic activity, provide an opportunity to grow and refine the area's culinary reputation.

Objectives and Outcome	Actions	Indicative resources	Working with
<ul style="list-style-type: none"> <li><b>Support the town to grow as a retail and tourism destination under the following priority themes:</b> <ul style="list-style-type: none"> <li><b>Boosting business and consumer confidence</b></li> <li><b>Business support and digital development</b></li> <li><b>Re-imagining the town centre</b></li> <li><b>Town centre information and intelligence</b></li> </ul> </li> </ul> <p><b>Key Outcome – Llandeilo town centre to thrive through providing a safe and vibrant experience</b></p>	<p>Establish a Llandeilo Tourism Team to develop an action plan for the tourism sector including a proactive campaign to promote Llandeilo, e.g.</p> <ul style="list-style-type: none"> <li>Welcome back campaign</li> <li>Visitor flows management plan</li> <li>Promotion of seasonal offers</li> <li>Sector support training</li> </ul> <p>Llandeilo Marketing and Brand</p> <p>Celebrating and supporting the independent offer</p> <p>Create and implement a buy-local campaign to build confidence in the town</p> <p>Develop a Llandeilo Loyalty Scheme to showcase that Llandeilo is safe and open for business</p> <p>Provide the necessary infrastructure to facilitate a regular programme of themed pop up shops. Discussions with landlords and / or use of council owned assets e.g. Old Market and Shire Hall.</p>	<p>In-kind + resource for action plan and campaign</p> <p>£15,000 capital</p> <p>£15,000 plus capital fund for strategic events fund</p> <p>£1,000</p> <p>In-kind + promotional budget</p> <p>£4,000</p>	<p>CCC – Town Centre + Tourism Recovery Groups</p> <p>Llandeilo Fawr Town Council</p> <p>Retailers</p> <p>Llandeilo Chamber of Trade</p> <p>Festival of the Senses</p> <p>Visit Carmarthenshire</p> <p>Visit Wales</p> <p>Menter Dinefwr</p>

## Priority projects

### Llandeilo Marketing and Brand

#### Description

Refresh Llandeilo's 'brand' as a destination of choice for short-breaks, a cohesive and 'success story', focussing on what the area is already good at, including:

- Develop and deliver standalone marketing plan (to act as a framework / umbrella) for Llandeilo based on quality shopping, food and visitor experience
- Outline marketing activities to include:

Digital profile, enhanced website and use of social media (along with blogs and mountain biking forums)

Design, print and distribution of promotional brochure

Targeted online advertising

Working with industry publications

Hosting visits with bloggers and social media influencers

• Programme of customer research to understand your visitors and to: (a) inform future marketing initiatives (b) benchmark the experience (c) identify future product development opportunities. This evidence base will help with future decision making

- A key element of this work will also be about co-ordinating the marketing activities and working in partnership with the different businesses, operations and projects
- Work in collaboration with Visit Carmarthenshire and Visit Wales to build 'region wide' profile

Include a focus and incentives for local people to encourage them to support the local economy

#### Rationale

The overall capital investment programme over the short, medium and long-term is significant. Without creative marketing, it will be difficult to engage with and attract new audiences (along with re-engaging with local communities and previous visitors).

#### Lead

CCC recognise the important role which tourism plays within the local economy and has an experienced in-house tourism team and the natural fit would be for the tourism team to take on responsibility for the development of a marketing strategy and refresh of the brand.

#### Indicative cost

£15,000 capital

#### Timeframe

Short-term and on-going

### Celebrating and supporting the independent offer

#### Description

Support and grow Llandeilo's economy whilst maintaining its sense of attraction as a small, but thriving, market town with niche independent shops that appeal to a wider area.

Building the brand – successful events, festival, marketing and area promotion. Work with the Town Council and other

partners i.e. Music Festival, Festival of Senses and others to create a programme of events compliant with covid rules. Events should focus on encouraging target markets / demographics.

Linked to the aspiration to be a destination of choice for short-breaks support will be offered to businesses to encourage local food sourcing and provide an opportunity to grow and refine the area's culinary reputation.

#### Rationale

Build on the talent and potential of the independent retail and hospitality sectors; supporting the growth and development of Llandeilo's visitor economy as a destination of choice for short-breaks.

#### Lead

CCC, Llandeilo Fawr Town Council and Festival of the Senses

#### Indicative cost

£15,000 plus capital fund for strategic events fund

#### Timeframe

Short-term and on-going



### Priority 3: An attractive, accessible and SMART town

The town centre contains many of the sectors that were (and continue to be) worst hit by the pandemic; those that rely on direct customer contact such as the hospitality, tourism, leisure and cultural sectors.

**Actions need to be taken to support businesses to re-open, build confidence and welcome back shoppers and visitors including focused efforts on place marketing; capturing the gains from a return to trade.**

There is a strong sense of civic pride; businesses value and care for their surroundings and are interested and motivated to collaboratively improve trading conditions. The placemaking emphasis needs to be on retaining the individuality and identity of Llandeilo whilst attracting investment and responding to changes in retail habits. Infrastructure is a vital component including public realm, premises, housing and digital.

**Llandeilo is ahead of many towns of its size for digital connectivity thanks to its support and promotion of schemes such as Carmarthenshire Towns WiFi. However, Covid-19 has accelerated our use of digital technology and has put in to sharp relief the critical role that it plays in supporting community resilience and business continuity in times of crisis. Improvements to the town's and hinterland's digital infrastructure will need to be accelerated to help with economic recovery and support sustainable growth.**

**Options should be assessed for implementing a new public realm plan for the town (King St, Market St, Crescent Rd) to provide a safe and vibrant environment for shoppers and visitors.**

**Addressing the A483 by-pass issue will be a clear priority, which continues to be identified as a major barrier to sustainable growth.**

**Suitable housing and social provision is essential to attract and retain families and young people. Creating affordable homes – possibly live/work units – for younger residents will be an important strategic land-use priority as will family-friendly homes.**

New / alternative approaches to delivery of banking facilities and ATM provision would be welcomed.

Parking locations, awareness, availability and charges have been raised as a concern by the local community.

Objectives and Outcome	Actions	Indicative resources	Working with
<ul style="list-style-type: none"> <li>Support communities and business to access better digital connectivity</li> <li>Secure successful delivery of investment in the digital infrastructure in the town</li> <li>Capital intervention / accelerating infrastructure investment to safeguard employment</li> <li>Streetscape and public realm</li> <li>Attract people to live and work in the town</li> <li>Ensure delivery mitigates the impact of Covid-19</li> </ul> <p><b>Key Outcome - Successful delivery of economic growth outcomes through improvements to the town's digital infrastructure</b></p>	Design and implement a Llandeilo Smart Town scheme to improve digital technology in the town including the ongoing free use of WiFi (part of the Carmarthenshire Towns WiFi project), footfall tracking sensors, retail app and 'real-time' digital signage	£50,000	CCC – Town Centre, Digital connectivity, Capital infrastructure, Land and assets Recovery Groups
	As part of the scheme, design and implement a digital business 'springboard' to deliver bespoke digital diagnostics and interventions according to business need.	in-kind	Llandeilo Fawr Town Council
	Assess and bring forward plans to improve business and community connectivity through increased ultrafast broadband	in-kind	Llandeilo Chamber of Trade
	Raise awareness of options available to rural businesses and residents relating to their connectivity options, including support to access WG broadband initiatives, e.g. ABC voucher scheme, Rural Gigabit scheme	tbc	Festival of the Senses
	New / alternative approaches to delivery of banking facilities and ATM provision	£5,000 (excluding capital funding pot)	Visit Carmarthenshire
	New public realm plan and delivery – King St, Market St, Crescent Rd	tbc	Menter Dinefwr
	Review location, awareness, availability and cost of parking (a concern of the community)	tbc	Broadband providers
	Making the most of the town's physical assets. Address the A483 by-pass issue. Continue the routine painting of houses and commercial property, particularly along the A483. Possibly provide funding support / assistance	tbc	The Heart of Wales Development Company (THOWDC)
	Active / sustainable travel with THOWDC and post-covid return of confidence	tbc	
	Promote and support housing sites	tbc	
Assess opportunities for development of renewable energy and community energy schemes. Retrofitting and incorporating in to development schemes	tbc		

## Priority projects

### New public realm plan and delivery – King St, Market St, Crescent Rd

#### Description

With a focus on two distinct areas, King St / Market St, and Crescent Rd, assess options for a new public realm plan including signage, social distancing markers, wider pedestrian routes and ‘pocket-parks’ to provide a safe and vibrant environment for shoppers and visitors. Longer-term benefits will include opening up the route along Crescent Rd to encourage visitors to use the wider area and maximise views of the Tywi Valley and river.

#### Rationale

Actions need to be taken to support businesses to re-open, build confidence and welcome back shoppers and visitors to Llandeilo including focused efforts on place marketing and capturing the gains from a return to trade and assisting the area to be Covid-19 secure.

Redevelop areas that can play a role in promoting the Llandeilo as an attractive, inviting and vibrant town.

#### Lead

CCC (Capital infrastructure + Land and assets)

#### Indicative cost

£5,000 (excluding capital funding pot)

#### Timeframe

Short-medium term

### Llandeilo Smart Town scheme

#### Description

The Smart Town scheme will help ensure business sustainability. As well as offering free to use WiFi (expanding upon current provision) in the town and footfall tracking technology/sensors to help town councils and business groups improve services, the scheme will also act as a digital springboard for local businesses, enabling them to maximise the benefits of the digital economy through analytics and retail apps.

Delivery of a digital business ‘springboard’ – innovative business support initiative including bespoke digital diagnostics and interventions according to business need. This will operate as a procured ‘business ecosystem’, developing creative digital adaptations, expert workshops and digital upskilling of businesses.

Businesses will be able to access digital diagnostics, workshops and coaching to help them get the most from new technology, such as improved websites and social media use, contactless payments, online booking systems, and attracting customers through digital vouchers, apps and loyalty schemes.

#### Rationale

Help local businesses adapt by giving them the tools and support they need to reconnect with their customers, accelerate their recovery and help their business to thrive. Data will enable partners and businesses to understand how and when residents and visitors use the town as well as enable them to improve services and offerings to attract more visitors and gauge the success of events and specific promotions.

#### Case Study Example

Framlingham Smart Town scheme trial

#### Lead

CCC and Llandeilo Fawr Town Council

#### Indicative cost

£50,000

#### Timeframe

Short-medium term

### Promote and support housing sites

#### Description

Identify opportunities to promote / support housing sites, development and infrastructure. Such as (within the Local Development Plan): Llandeilo Northern Quarter / Parc Pencrug; Thomas Terrace; and land adj. to Carmarthen Rd. Llandeilo has been identified as a priority area as part of CCC’s county-wide affordable homes programme. Development will place demand on existing infrastructure, facilities and services.

#### Rationale

Suitable housing and social provision is essential to attract and retain families and young people. Creating affordable homes – possibly live/work units – for younger residents will be an important strategic land-use priority as will family-friendly homes. The building of new, high-standard and quality homes should be encouraged and facilitated and attract people to live and work in the town.

Linked to CCC’s £150m commitment to provide 932 affordable homes (119 in Carmarthenshire Rural & Market

Towns Action Area) and deliver a further 1,000 homes (empty premises / supporting landlords etc).

#### Lead

CCC with Land owners and Developers

#### Indicative cost

TBC

#### Timeframe

Medium term

### Review location and availability of parking

#### Description

Review location and availability of parking including existing sites (provision and rationalisation), potential for smaller schemes / alternative approaches and residential.

#### Rationale

Location, availability and parking charges has been raised as an issue

#### Lead

CCC and Llandeilo Fawr Town Council

#### Indicative cost

TBC

#### Timeframe

Short term

### A483 by-pass

#### Description

Reviewing, lobbying and supporting measures for the A483 by-pass.

#### Rationale

The A483 continues to be identified as a major barrier to sustainable growth due to congestion, pollution and narrow pavements. The debate around a By Pass has been further delayed (with construction expected in 2025) which has been met with local frustration.

#### Lead

CCC and Llandeilo Fawr Town Council

#### Indicative cost

TBC

#### Timeframe

Short term

Medium term planning and implementation



## Cross-cutting Priority: Communication, collaboration and empowerment

Whilst there is no single organisation responsible for restarting, reviving and renewing the economy government responses have relied to a greater extent on local authorities alongside select key partners to engage and support the business community. Ongoing success will be dependent upon the extent and effectiveness of communication and coordination between these partners and business – strengthening collaboration, building a robust evidence base and developing a communications plan. It is vital that the economic recovery plan has buy-in of the business and local community. While the plan

currently aligns with national and county plans (to maximise impact) it will be crucial for partners to be flexible and amend and reset priorities in light of any future changes including the ongoing pandemic and Brexit. **The appointment of Welsh speaking Market Town Officers by Carmarthenshire County Council as part of the 10 Town’s Initiative will be a key and welcomed resource.**

Objectives and Outcome	Actions	Indicative resources	Working with
<ul style="list-style-type: none"> <li>Understand and respond to local business needs through effective consultation and engagement</li> <li>Communicate Llandeilo’s recovery plans and action programme to key partners and the business community</li> </ul> <p><b>Key Outcome - The local business community has a strong voice on shaping recovery programmes and a new Economic Development vision and strategy</b></p>	<p>Launch the Growth Plan to key partners and the business community in Llandeilo</p> <p>Appointment of Market Town Officers</p> <p>Develop a Llandeilo business database (CMS), with support from partners, to improve business intelligence and support future economic development activities</p> <p>Maintain up-to-date local economic health trends and impacts dashboard with inputs from local businesses and key partners to assist future policy and programme planning</p> <p>Support the development of the embryonic Llandeilo Economic Growth Team; providing secretariat and administrative support alongside Llandeilo Fawr Town Council</p>	<p>In-kind</p> <p>tbc</p> <p>In-kind</p> <p>In-kind</p> <p>In-kind</p>	<p>CCC – Town Centre Recovery Group</p> <p>Llandeilo Fawr Town Council</p> <p>Growth Team / Business community</p> <p>Menter Dinefwr</p> <p>Llandeilo Chamber of Trade</p> <p>Visit Carmarthenshire Menter Dinefwr</p>

## Governance, Funding and Delivery

Carmarthenshire County Council, through the Business Economy Community Recovery Groups, will have a key role in implementing and monitoring delivery of the Action Plan; providing strong civic and community leadership, helping to foster an engaged and informed business community and using its assets, influence and expertise to deliver a recovery that creates quality employment and a sustainable, inclusive and resilient local economy.

The experience of Covid-19 has highlighted the importance and success of collective actions. Working in partnership will be crucial and the Llandeilo Local Economy Recovery and Action Plan should be considered and reviewed within the wider context particularly the National Recovery Plan and Carmarthenshire Recovery Strategy.

An early consideration will be what actions and projects can be delivered across a number (or all) of the 10 Towns to secure economies of scale and efficiencies.

The embryonic Llandeilo Economic Growth Team alongside the Town Council will have an important role in shaping and prioritising actions, championing the emerging plan and engaging with the business community through this 'recovery' phase.

When finalised, detailed performance metrics will need to be developed, which will be dependent upon the specific interventions undertaken.

It will be crucial for partners to be flexible and amend and reset priorities in light of any future changes including a second wave of the pandemic.

An important aspect is how this is communicated amongst the business community. The local authority's response around financial support (alongside regional and national partners) has had several positive impacts; enabling businesses to get through this period, secure their survival (at least during the immediate future) and maintain a positive mood. The local authority's contacts database (which has been significantly bolstered during the pandemic) can be used to best effect at a time when channels to reach target audiences have never been more varied or powerful.

A significant amount of funding has been allocated to the immediate crisis. Delivery of the Llandeilo Growth Plan and Recovery Plan is likely to be funded through a range of sources, including national programmes and the private sector.

Where local authority funding is required, the Council will likely seek to ensure that any investment is prioritised to deliver those projects that will have the greatest impact on the local economy.

## New initiatives and business support

In response to COVID-19, the County Council has established underpinning resources to support the recovery and growth of rural towns. Working with Welsh Government and the RDP Leader programme, a range of new initiatives and business support will be made available.

The recovery and growth plan are important because they provide the supporting evidence of the local needs and identify the range of opportunities these new funds and resources could help to deliver, which include:

- The appointment of **Market Town Officers** who will work with towns to take forward actions identified within the economic recovery and growth plans.
- New **seed funding** to assist the town's growth plan teams to develop innovative solutions to meet both their immediate needs and future growth ambitions.
- New **capital funding** to support ideas identified in the recovery and growth plans and also to support the development of much-needed start-up and grow on employment space.

### Ten Towns Funding - £1m

- Carmarthenshire County Council **Business Grant Funds** – opportunities for businesses to apply for direct support through the Recovery Fund, Revenue Support Fund, Rural Enterprise Fund, Transformational Commercial Property Development Fund, Business Start-Up Fund and Business Growth Fund.

### Carmarthenshire Transformational Commercial Property Development Fund - £1m

### Carmarthenshire Rural Enterprise Fund £500,000 Transforming Towns Programme (previously Targeted Regeneration Investment) - £1.2m Business Renewable Energy Fund - £500,000 Business Start-up and Growth Grants - £500,000 Business Skills Support Fund - £200,000

- **Town digital solutions** – a series of initiatives to support businesses and communities to obtain faster and more reliable internet connectivity, and adaptation including a series of webinars to help to build a successful business online and application of digital SMART towns.
- **Cycle Friendly Infrastructure** including cycle storage provision at key locations including public transport interchanges and exploring the potential to introduce E-Bike charging.
- Funding has been secured for **local marketing/distinctiveness** including branded promotional material, prepared social media content for every town.
- A strategy to support local investment in **circular economy** businesses and enterprises.
- **Local energy plans** - Carmarthenshire Energy Limited will support communities to identify and scope potential sites for new energy generation.



## Appendix 1: Rural Carmarthenshire

Carmarthenshire is situated within the Swansea Bay City region in West Wales. Covering an area of 2,370km<sup>2</sup> the County has a population of 187,568 (2018 ONS midyear population estimates) and a population density of 79 people per km<sup>2</sup>. The County has seen a 2% growth of population between 2011 and 2018 compared to a Wales average of 5%. Population projections to support Carmarthenshire County Council's review of its Deposit LDP range between a 7.6% and 9.6% growth during 2018-2033. Carmarthenshire is the 3<sup>rd</sup> largest Local Authority by area and has the 4<sup>th</sup> highest population in Wales. It comprises of 58 electoral wards which are further divided into 112 Lower Super Output Areas (LSOAs).

**Rural Carmarthenshire** consists of highly distinctive and attractive locations with a mix of market towns and modern retail along with stunning landscapes and a richness and diversity of heritage and culture<sup>1</sup>. Rural areas account for c.94% of the County by size and c.62% by population.

In terms of the economy and employment rural Carmarthenshire has a **predominance of small and micro-businesses** which are critical to the sustainability of the local economy. **Tourism, education, health and creative industries** are increasingly the backbone of the rural economy alongside **traditional sectors such as agriculture**. Much of the established **business base does not fall into the high growth category** (importantly this does not mean that businesses have no growth potential), with many **family owned**. The region as a whole has a relatively **low proportion of its employment in knowledge intensive** businesses and even less in rural areas. Whilst the rate of unemployment across the working

age population has remained stable over recent years the trajectory of **economic recovery and growth is projected to follow a pattern of jobless growth**. This is compounded by a **high proportion of the working age population being classed as economically inactive**. It has been recognised at county level that in order to attract and retain talented people there is a need to ensure sufficient access to key services which are slowly being lost in many rural towns and villages.

### Key characteristics and challenges of rural Carmarthenshire are<sup>2</sup>:

- A predominance of small and medium sized businesses with 87% of businesses employing less than 9 employees
- Higher proportions are employed in low value added services such as agriculture
- Migration of talented and skilled young people is a key issue for rural areas which exhibit a lower proportion of 20-39 year olds
- Limited penetration of public transport provision and frequency of service
- Limited and slow speed broadband access in the more remote rural areas
- Shortage of employment space
- All rural wards, except Carmarthen town and Llandeilo, are within the top 30% most deprived in relation to access to services
- The number of Welsh speakers has declined by 6.2% to 43.9% which is a loss of 11,165 Welsh speakers in the county between 1991 and 2011

### Proposed actions to support Rural Carmarthenshire include:

- Support business growth, retention and specialisation

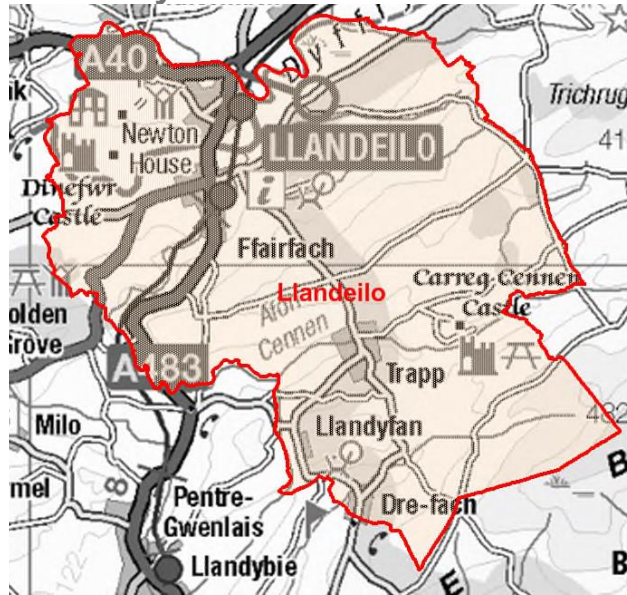
- Support a skilled and ambitious workforce
- Seek to maximise job creation and employment prospects
- Support the development of a knowledge economy
- Develop the distinctiveness and attractiveness of the area in terms of tourism, business investment and addressing rural poverty



<sup>1</sup> Local Development Strategy for Rural Carmarthenshire – Summary Document

<sup>2</sup> A strategic regeneration plan for Carmarthenshire 2015-2030 – Transformations

## Appendix 2: Socio-economic summary for Llandeilo



### Area and population

- Llandeilo accounts for 1.6% of the county's population and 2.0% of its landmass
- While Carmarthenshire has seen a population increase of 2% (3,607) between 2011 and 2018 Llandeilo has seen a population increase of 1.4% (42) from 2,954 to 2,996
- It has a smaller proportion of working age population than county and national averages
- It is seeing a modest population increase, however ...
- The proportion of those of working-age is declining
- The increase in population is accounted for entirely from a rise in the 65+ age group

### Labour Supply

- Employment rates are higher than county averages ...
- With self-employment accounting for a much higher percentage
- Economic activity is higher than local averages ...

- With marginally lower levels of unemployment
- And lower levels of economic inactivity
- Managers, directors & senior officials as well as professional occupations account for almost a third of occupations in Llandeilo, higher than county and national averages
- There are significantly less sales & customer service occupations and process plant & machine operatives

### Labour Demand

- The highest proportion of jobs in Llandeilo are in the education and health sectors
- The area has a high proportion of 'construction', 'accommodation and food service activities' and 'arts, entertainment and recreation' compared to local and national averages.
- It has noticeably less 'manufacturing', 'agriculture, forestry & fishing', 'motor trades' and 'transportation and storage'.
- The job density for Carmarthen East & Dinefwr (the parliamentary constituency covering Llandeilo) is significantly below (17-30% lower than) local and national averages. This indicates that there are less jobs to population.
- Full-time workers weekly earnings working in Carmarthen East & Dinefwr are below local and national averages.
- Whilst part-time workers earnings are higher than local and national averages their hourly pay indicates this is due to more hours being worked
- The median household income for Llandeilo, based on CACI's 2018 'PayCheck' data, is £27,186 which is the 26th highest (of 58 wards) in Carmarthenshire and 6.2% above the Carmarthenshire median of £25,488.

### Businesses

- More enterprises (93.6%) and local units (93%) are at the micro level in Llandeilo compared to local and national averages.

### Out of Work Benefits

- The percentage of claimants in Llandeilo are marginally higher than local and national levels

### Qualifications and Skills

- The number of people with no qualifications in Llandeilo is lower than county and national averages. Those with National Vocational Qualification (NVQ) level 4 and above is significantly higher than county and national averages.

### Welsh Language

- Carmarthenshire has significantly more Welsh speakers than the national average, almost twice as much.
- Llandeilo is above the county average for those with the ability to speak Welsh and significantly higher than the Wales average.

### Housing

- The area's housing comprises mostly of detached, semi-detached and terraced. The smallest category is caravan or other mobile temporary structure.
- The ward has 97 local authority owned properties and 39 Housing Association properties.

### Indices of Multiple Deprivation

- Llandeilo ward comprises of two LSOAs – Llandeilo 1 (Dynefwr Park) and Llandeilo 2 (Llandeilo Town Centre). Llandeilo 1 ranks 106th in Carmarthenshire and 1446th in Wales. Llandeilo 2 ranks 40th in Carmarthenshire and 741st in Wales. Access to Services is a significant issue for Llandeilo 1. Income, employment, physical environment and housing are of particular concern for Llandeilo 2 with health also an issue.



*The means: to change places for the better.*

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