

Housing Regeneration and Development - Five Year Delivery Plan

2022 – 2027

December 2021



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Cyngor **Sir Gâr**
Carmarthenshire
County Council



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Foreword

It is with great pleasure that I have the opportunity to present such an ambitious plan that will deliver a sea change in approach, leaving a lasting legacy for years to come. This new five-year delivery plan (2022-27) is just that and will see the greatest development of new Council homes in the County, through a variety of delivery vehicles, since the 1970's, three generations ago.

The plan is exciting and bold, supporting the delivery of over 2,000 homes in our communities. As an administration, providing more has been so important to us. We have already exceeded the targets in our first five-year plan, produced in 2016, which delivered over 1,000 homes, nearly a year ahead of programme. This plan sets out an even greater ambition.

The homes delivered through this plan will be for rent and sale in all areas of our County, including rural and urban areas. We will provide homes for all household types, including families, older people, single people, couples and households with specialist needs. Our developments will include a mix of property types, including apartments, bungalows, large and small family homes.

But its not just about building homes - the homes we build will have a design where the quality and the way they look is distinctive, and sustainable in terms of their carbon footprint. Our new homes will create communities with a real sense of place. Communities that people of all ages are proud to call home.

The investment associated with this plan will exceed £300 million over the five years. This will have a huge impact in stimulating the economy, creating jobs for local people and supporting the County's recovery from the Covid 19 pandemic.

I would like to take this opportunity to thank all residents, and partners for their contribution and feedback, that has helped development of this new ambitious plan. Our success to date is due to excellent joint working between all Council services and I look forward to seeing this continuing through our new delivery programme.

Finally, I would like to thank all Council members for their continuous support in driving forward our affordable home ambitions that will create a lasting legacy for future generations- something that we should all be proud of.

Diolch yn fawr iawn,



**Cllr Linda Davies Evans,
Cabinet Member for Housing**

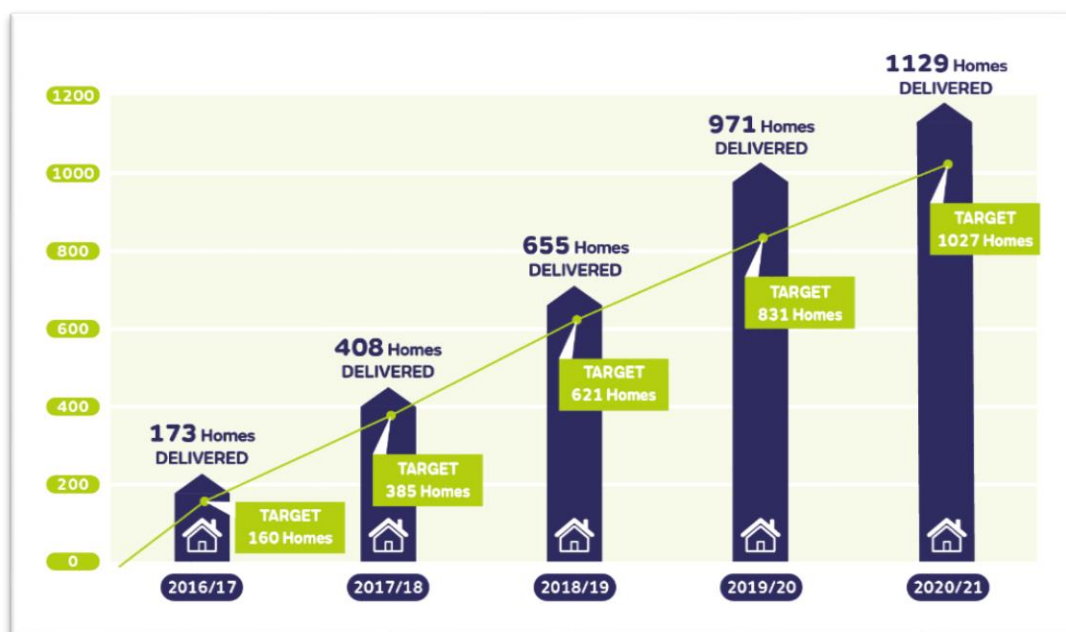


1. What is the purpose of this Housing Regeneration and Development Delivery Plan?....

This Housing Regeneration and Development Delivery Plan will set out our plans to support the delivery of over 2,000 additional homes across the County over the next five years.

It will build on the success of our current affordable housing delivery plans that have already delivered over 1,000 homes and exceed our delivery targets every year, as shown in the graph below.

Our Affordable Housing Delivery



This plan will also support economic growth by investing over £300 million into our communities and directly supporting the actions in our Economic Recovery Plan, supporting businesses, people and places.

This delivery plan will :

- support the development of strong sustainable communities – places where people want to live and work.
- help grow the local economy and help the County recover from the devastating economic effects of the Covid 19 pandemic;
- support the Councils Net Zero Carbon Principles, creating energy efficient innovative homes, minimising carbon emissions and promoting affordable warmth for residents;
- understand the needs of our diverse communities, building the right homes in the right places and meeting housing need;

- support some of our most vulnerable tenants through the housing support grant programme;
- create jobs for local people;
- provide affordable homes for young and working aged people to help them remain in the County and benefit from the additional jobs created;
- help maintain our culture and identity especially in rural towns and villages, where we must help ensure that local people are able to afford quality affordable homes and remain in their communities;
- help to maintain and develop our town centres by increasing the residential offer, increasing footfall and helping businesses thrive;
- support the growth of the green economy, the local construction industry and our supply chains; and
- be flexible to ensure that we can respond to changing market conditions, risks and opportunities as they arise.

This plan will set out our housing regeneration priorities for the next five years, stimulating economic growth and helping our economy and communities become stronger than ever before.

2. Why do we need to increase the supply of homes?....

The demand for housing, especially affordable housing has been increasing rapidly in recent years. This effect has been felt across the whole of Wales and has been caused by several factors affecting the housing market and the economy, including:

- the reduction in social rented homes available for letting due to the effect of the Right to Buy scheme facilitating the sale of Council homes from 1980 to 2015;
- the long term increases in house prices compared with income levels, making home ownership impossible for many individuals and families; and
- the increasing number of people in insecure and low wage employment, again making home ownership impossible for many due to their inability to get a mortgage.

The economic effect of the Covid 19 pandemic has also increased the need for more affordable homes. As more people work from home and look to leave busy urban areas, the demand for homes in rural and coastal areas has inflated property prices, widening the affordability gap for many local people.

The findings of the Rural Affairs Task and Finish Group¹ and the more recent Ten Towns Growth Plans² clearly support the need for more housing in rural areas. These plans highlight that affordable homes in rural areas are crucial to help younger and working aged people stay in our rural communities. By helping local people stay, we help preserve the culture of rural towns and villages and protect the Welsh language.

We have strong evidence to support the need for additional homes in the County. This drives our housing investment programmes, ensuring that we build the right homes in the right places. This evidence comes from a variety of sources, including:

A) Demographic Research

The research data used helps us understand housing need in the County. The data is mainly based on information contained within the Carmarthenshire Housing Market Assessment. A study of publicly available information that projects housing need and demand for affordable and market housing from today through to 2033. The information used as part of the demographic research also includes various housing need studies, including the rural housing need study carried out in 2019, household income data and information on the housing market. We also analyse our own data in the Housing Choice Register and Canfod Cartref.

The data is reviewed frequently, to ensure that we direct resources to the right places, and deliver new affordable homes, in accordance with medium to long term housing need projections. The need for additional homes in the County is also supported by the Local Development Plan, which predicts the need for over 8,000 new homes by 2033.

B) Consultation and Stakeholder Engagement

It is vital that we understand the views and priorities of the public and our key stakeholders in addressing housing need. To ensure that we are clear on their priorities, in July 2021, we began a six-week consultation campaign that was widely publicised to maximise participation.

Over 2,500 consultation responses were received. The key messages from the consultation are summarised below and have helped shape our new Five Year Delivery Plan.

¹ Rural Affairs Task and Finish Group – July 2019

² Ten Towns Growth Plans – July 2021

Consultation Key Messages

Housing need should determine where more homes are provided;

Affordable homes should be provided for families, people with ill-health and disabilities, young people and key workers;

Homes should be provided on mixed tenure basis;

The Council has a clear role in growing the green economy, including improving the energy performance of homes, using building techniques that reduce waste and embodied carbon and generating renewable energy;

91% of respondents said that improving the skills of local people should be a priority for the Council;

Future town centre uses should include more residential space, restaurants, cafes, the entertainment industry, the provision of public services and creating more public open space;

Homes in town centres should be provided for town centre workers, single people, couples, young people under 25, people with disabilities and retired people;

The Council should support rural communities by providing more affordable homes for rent and low cost home ownership, improve transport links, improve digital connectivity and support local businesses; and

62% of respondents agreed that building strong communities, promoting the Welsh language and culture should be a priority for the Council.

C) Carmarthenshire's Economic Recovery and Delivery Plan

Carmarthenshire's Economic Recovery and Delivery Plan³ sets clear goals and actions for the next two years that will support the recovery of the County's economy from the social and economic impacts of the Covid 19 pandemic and Brexit. The Plan sets out the short-term priorities and immediate actions that will protect jobs, safeguard businesses, and build strong, sustainable, resilient communities.

³ Carmarthenshire Economic Recovery & Delivery Plan Final Report April 2021 – Agreed by Council July 2021

Increasing the supply of homes is recognised in the plan as a key driver of economic recovery and growth.

The actions in the recovery plan are focused on supporting:

- **Businesses** - safeguarding existing businesses, supporting new start-ups and growing businesses in the foundational and growth sectors to become more productive and competitive, including the green economy.
- **People** - protecting jobs, responding to the expected increases in unemployment, helping people gain the skills needed for the jobs that will become available, and creating new and better-skilled employment opportunities.
- **Places** - ensuring a fair distribution of opportunities through investing in the infrastructure and adaptation of our strategic growth areas, town centres, the rural economy and regenerating our most deprived communities.

Increasing the supply of homes and meeting housing need will help support some of the immediate priorities identified in the economic recovery plan, including:

- **The need to build strong communities** – by creating over 2,000 homes we will help ensure that we deliver the right homes in the right places. This will include providing affordable homes for young and working age people in both rural and urban areas, helping them remain in the County, increasing footfall in our primary towns and protecting the Welsh language and culture in rural areas;
- **Replacing and safeguarding jobs** – the investment associated with this plan exceeds £300million. This will support local businesses and the supply chain, creating and safeguarding jobs, helping to replace the 3,000 jobs that have already been lost.
- **Growing the green economy** – developing energy-efficient new homes, with the latest renewable technology and the delivery our commitments outlined in the Housing Decarbonisation and Affordable Warmth Strategy will help support the Council's Net Zero Carbon targets and the circular economy. These new build and retrofit programmes will support the development of the green economy, the construction industry and build local skills.

Addressing the need for more affordable housing in the County has been a key strategic priority for the Council for a number of years. In 2015, we published our five-year vision⁴ for increasing the supply of affordable homes. In 2016, we set out our first ambitious programme to deliver over 1000 additional affordable homes

⁴ Our Commitment to Affordable Homes – Agreed by Council in October 2015

across the County⁵ and, in September 2019, we published our exciting plans to build over 900 new Council homes⁶.

Our new Housing Regeneration and Development Plan will help increase the supply of homes in the County. It will meet housing need and build on the success of our existing affordable housing and new build plans that have already delivered over 1100 additional affordable homes across the County. It will also support the national goals of the Wellbeing of Future Generations Act, the priorities in the Economic Recovery Plan and the Rural Growth Plans.

3. Our Approach....

Meeting housing need has always been our main reason for providing more affordable homes. Our evidence confirms that this approach must continue. Good quality homes, at affordable rents and prices are essential to enable local people and families on low income levels to live in homes in their community of choice.

There are a number of reasons why people find themselves in housing need, including:

- their current home is too small for their family;
- they are homeless;
- their home is not suitable for them because of their disability or ill health;
- they are paying a level of rent that does not leave them enough to live on; or
- their current home is in poor condition

Some of these issues may be resolved by improving existing homes. Our housing need information picks up where this is not possible and identifies where additional affordable and open market homes are required in our communities.

Housing need can be met in a variety of different ways, according to the needs of the household, their financial position and the opportunities available, including:

A) Providing more homes for social rent

Families and households on income levels of less than £20,000 a year are likely to need a social rented home. Our housing register (Canfod Cartref) tells us how many households need social housing. This includes all types of need, including families, older people, single people, couples, people with disabilities or support needs such as people with mental ill health, autism or learning disabilities.

This plan will play a key role in increasing the supply of social rented homes in our communities, including:

⁵ Affordable Homes Delivery Plan – Agreed by Council in March 2016

⁶ Building More Council Homes – Our Ambition and Plan of Action – Agreed by Council in September 2019

- **Providing general needs housing for social rent** – the greatest demand for social rented homes is from individuals and families without any specialist or complex needs. We will continue to increase the supply of general needs social housing for rent throughout the County by providing homes of all sizes.
- **Providing supported specialist housing for social rent** - Supported housing projects are commissioned for accommodation and support for individuals or groups of people that have complex needs. We will continue to increase the supply of supported accommodation and temporary accommodation by bringing the landlord function in-house and commissioning the care services separately. This will provide safe, affordable accommodation for some of our most vulnerable individuals and offer them a real choice of support provider, as the support is not linked to the landlord.
- **Providing more social rented accommodation for older people** - We have a good supply of social rented homes for older people, but the supply is unevenly distributed throughout the County, and does not necessarily match where people want to live or their expectations. We need to provide more accommodation for older people, which is easily adaptable, in areas of short supply. This will include two-bedroom bungalows and one-bedroom older person apartments, which are easily adaptable should the needs of the household change.

B) Providing a choice of mixed tenure assisted living accommodation options for older people

Information from the housing market assessment indicates that the need for assisted living accommodation for older people will continue to rise as the older person population in Carmarthenshire increases. The need for older person accommodation includes social rented homes, homes for low-cost home ownership and open market sale. Many people in owner occupation may want to downsize as they get older and/or release the equity in their existing home.

We want to help older people remain independent as long as possible, by developing homes which are well-designed, accessible and have access to support if required. There will also be a need for good quality residential and nursing care for people with higher care needs. Our future plans include re-modelling and improving our existing accommodation offer for older people.

C) Providing more homes for low-cost home ownership

The demand for low-cost home ownership products continues to rise as the long term increases in house prices compared with local incomes levels makes home ownership impossible for many individuals and families. The recent economic effect of the Covid19 pandemic has also served to widen the affordability gap for many, as more people work from home and look for alternative accommodation in rural and coastal villages, further inflating property prices.

The estimated need for low-cost home ownership is determined from unmet need and income levels. Families on income levels between of £25,000 and £35,000 a year are unlikely to be able to afford a mortgage without assistance.

Low-cost home ownership is needed throughout the County, but the demand is greatest in rural areas. This is due the existing short supply of homes and the lack of new build developments. Both the findings of the Ten Town Growth Plans and the Rural Housing Study support this need.

D) Providing more mixed tenure developments

The delivery of mixed tenure developments through this plan will help create balanced sustainable communities. Mixed tenure developments consist of social rented, low-cost home ownership and open market homes, offering a real choice of tenures for local people depending on their individual circumstances. These developments also help strengthen the economy by attracting key workers that are working in the local area, helping to address the labour and skill shortages.

Through this plan we will support the delivery of mix tenure developments in all parts of the County. This will include small rural developments, which will help working aged people stay in rural towns and villages. It will also include the development of key strategic sites that are developed in partnership with private sector development partners.

E) Supporting the development of the Council's strategic regeneration sites

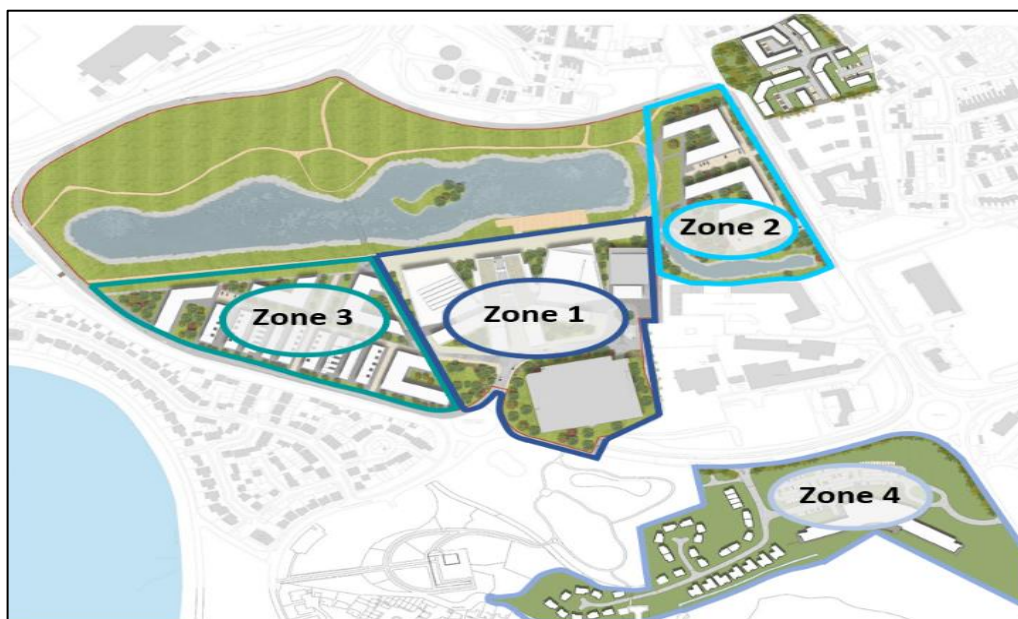
Developing and delivering the Council's strategic regeneration sites is an important part of our economic recovery and growth. This plan will in support the development of these sites throughout the County by delivering more homes for rent and sale, including:

- [Town centre regeneration](#) - Over recent years town centre use and footfall has declined as on-online shopping trends increase. This decline has also been accelerated by the Covid 19 pandemic as shops and businesses were forced to close during the lockdowns. This change in shopping trends has had a negative economic effect on our three primary towns of Ammanford, Carmarthen and Llanelli. Through this plan we want to stimulate housing-based regeneration, economic recovery and growth in our town centres. We will do this by looking at alternative land uses in our town centres including increasing residential space and the residential offer. In line with the public consultation results, more homes in town centres will be provided for people working in town centres (including key workers), single people, couples, people with disabilities and older people.
- [Supporting Rural Town and Villages](#) – Providing more affordable homes in rural areas are important to help younger and working age people stay in rural communities. This will not only help strengthen our rural culture and protect the Welsh language. It will also help create a more balanced age structure in our rural

towns that will help support schools, local businesses and the foundational economy. The affordable homes provided in rural communities will be a mix of social rent and low-cost home ownership. This will provide a choice of tenures, which will help meet some people's aspirations to buy their own homes and get on the property ladder.

- [Pentre Awel Life Science Village in Llanelli](#) - This development forms part of the City Deal portfolios led by the Council in partnership with Hywel Dda University Health Board and a range of other local and regional stakeholders. Its aim is to regenerate the area and stimulate the local economy by integrating economic development, education, wellness and healthcare initiatives, research and business development on one strategic site. The site is over 80 acres in size and will see the investment of over £200 million into South Llanelli. The site has been divided into a number of zones with differing uses as indicated on the master plan below.

Pentre Awel Life Science Village Master Plan



- Zone 1** – Integrated business, education, health, aquatics and dry leisure centre;
- Zone 2** – Nursing home, extra care and re-habilitation hub;
- Zone 3** – Assisted living retirement homes and business centre;
- Zone 4** – Hotel and executive homes

This plan will directly support the development of Zones 2 and 3, creating mixed tenure assisted living accommodation for older people with support and care (if required). Helping older people remain independent as long as possible, by developing homes which are well-designed, accessible and have access to support and health care on site if required.

Zone 2 will contain a nursing home and extra care scheme to help cater for older people with higher needs. Zone 3, will consist of 144 mixed tenure assisted living units for lower needs, including homes for social rent, shared ownership and open market sale. This will help cater for older people who may want to downsize in both rented and private accommodation. The shared ownership products offered on this development will also help older people release the equity in their existing home, if required.

- [The Transforming Tyisha Project, Llanelli](#) - The Tyisha project will deliver a bold, transformational plan in partnership with the local community to create vibrancy, cohesion, and sustainability for one of our most deprived communities. The Tyisha project has an ambitious plan to regenerate the area by:
 - [Improving the built environment](#) – demolishing redundant buildings that are no longer fit for purpose. Improving and re-modelling the existing homes in the area and tackling the social deprivation caused by the current tenure mix. Creating innovative business and retail space that will help stimulate the foundational economy. Building new modern, innovative and attractive mixed-tenure homes, that are in high demand by local people and key workers. Creating homes and a community that people are proud to live in.
 - [Creating a new street scene](#) – improving the environment, addressing local traffic, litter and parking issues. This will include improving transport links and the visual appearance of the street scene and public realm. This will strengthen connectivity and access to well-being and leisure facilities at the new Pentre Awel Life Science Village and the Llanelli coastal path. It will also include the creation of a new avenue that will help increase footfall into Llanelli Town Centre, helping local businesses grow and supporting the local economy.
 - [Providing more green space](#) - creating new community facilities and providing more educational opportunities to help children and young people thrive in the area. Providing more green spaces making the most of Llanelli's heritage for everyone to enjoy.

This plan will directly support the regeneration of the Tyisha area by re-modelling the existing housing stock and delivering new mixed-tenure modern homes in the community, which in turn will provide incentives for further development, making the area more vibrant and attractive. This will help lay the foundations for stimulating the economy and improving the social and economic profile of the area.

4. The Journey Ahead....

This plan is ambitious and aims support the delivery of over 2,000 homes for rent and sale, over the next five years. The plan is flexible and will be monitored and reviewed on a regular basis to ensure that we respond to and mitigate risks, including changing market conditions, land availability, labour and material shortages.

We will ensure that we support the delivery of more homes in the most cost-effective way, maximising all external funding opportunities, working collaboratively with partners to support the development of our communities, rural areas and town centres.

The authority to respond to changing market conditions and opportunities by acquiring non-Council owned land and buildings, identified to meet the priorities of this plan, is delegated to the Head of Regeneration, in consultation with the Housing and Regeneration Strategic Team.

The delivery of more homes through this plan will be driven by meeting housing need and stimulating economic growth. This will include supporting the delivery of all property types and sizes meeting the individual needs of our communities. The homes delivered will include houses, bungalows and apartments for rent and sale.

Our homes will look distinctive, they will follow a clear set of design principles that create new communities that are sustainable, with a real sense of place. Our developments will have a deep connection between people and places, promoting confidence and encouraging further economic investment.

Our designs will be innovative and attractive, filled with natural light, thermal comfort and packed with high specification fixtures and fittings. Each home, large or small will have its own outdoor space.

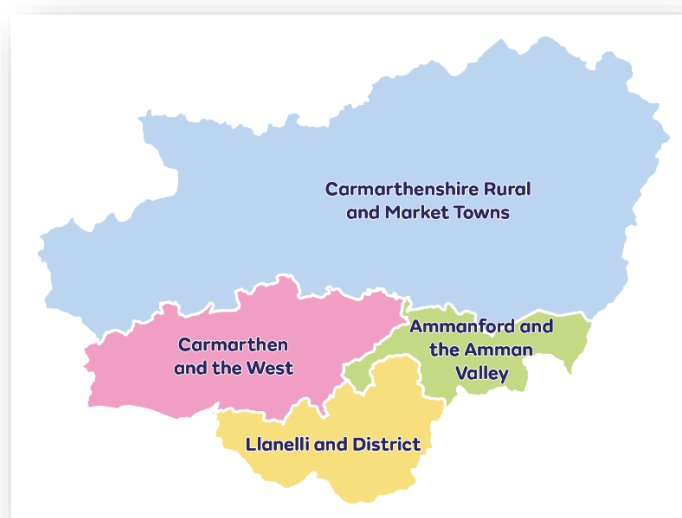
Our developments will follow the Councils Net Zero Carbon Principles. The use of innovative renewable technology and high levels of fabric insulation will be key in all our developments, minimising carbon emissions and promoting affordable warmth for residents.

The homes supported through this plan will be delivered using a range of delivery vehicles that offer flexibility, scale and pace, including:

- **New Build Developments** – the Council will develop new build homes, but will also work collaboratively with housing association partners to maximise all regeneration and funding opportunities;
- **Private Sector Partnerships** – the Council will work with private sector partners to deliver housing solutions at scale and pace that meet the individual needs of an area;
- **Empty Homes** – the Council will continue to work with private owners across the County to bring empty homes back into use. It will also look to purchase empty homes through the Land and Building Development Fund, releasing the potential of a disused asset;
- **Buying Private Sector Homes** – the Council will continue to purchase private sector homes for general and specialist housing need e.g. assisted living schemes for learning difficulties, mental health, temporary accommodation and older people’s housing;
- **Section 106** – low cost home ownership will continue to be provided through the planning system on private sector developments in line with the requirements of the Local Development Plan; and
- **Simple Lettings** – working with private landlords and increasing the number of homes available for rent through the Council’s Simple Lettings Agency.

The delivery of more homes through this plan will follow the affordable housing action areas set up as part of the Affordable Homes Delivery Plan, which are recognised in the deposit draft of the Local Development Plan. Four action areas have been created by building up wards in the County into distinctive areas, which link geographically and culturally as shown in the map below.

Map of Action Areas



The number of homes delivered in each action area will reflect housing need, population size and the economic opportunities available, including land availability, funding opportunities and market trends.

5. Our Five-Year Delivery Programme....

Our plans to support the delivery of over 2,000 homes for rent and sale over the next five years is ambitious and exciting. It will create opportunities and help transform our County following the devastating effects of the Covid 19 pandemic. It will :

- support the development of strong sustainable communities – building the right homes in the right places, creating places which people are proud to call home;.
- stimulate the economy, creating and supporting local jobs;
- support the Councils Net Zero Carbon Principles, reducing carbon emissions and promoting affordable warmth for residents;
- provide affordable homes for young and working aged people to help them remain in the County and benefit from the additional jobs created;
- improving the health and well-being our tenants and residents;
- support rural towns and villages, helping to maintain our culture, identity and the Welsh language by ensuring that local people are able to afford quality affordable homes and remain in their rural communities;
- regenerate our town centres by increasing the residential offer, increasing footfall and helping businesses thrive; and
- support the growth of the green economy, the local construction industry and our supply chains.

Delivering the priorities in this plan will bring new challenges. It will require different thinking and flexibility. It will also require a range of delivery vehicles and clear design standards that meet the diverse needs of our communities.

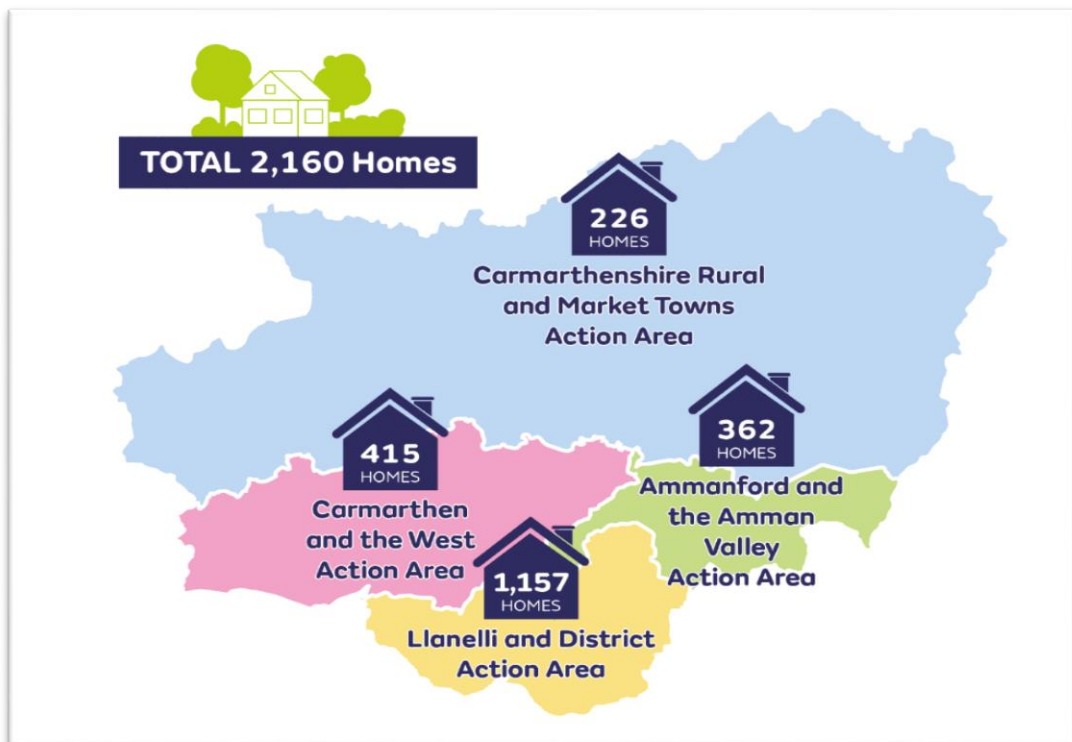
We will continue to maximise all external funding opportunities and work collaboratively with our partner housing associations. We will also work in partnership with private developers to ensure that we access the expertise available in the private sector and deliver mixed tenure developments throughout the county at scale and pace.

The current Housing Regeneration and Development Five Year Delivery Plan by action area and development is shown on pages 16 and 17. This programme is flexible and will change as new opportunities arise. The programme will be affected by changing market conditions and risks that will affect the viability of some developments. This may result in some developments not proceeding and being

replaced by other developments. The authority to acquire land and buildings on behalf of the Council to meet the priorities of this plan is delegated to the Head of Regeneration, in consultation with the Housing and Regeneration Strategic Team.

This programme is inclusive of the homes the Council will deliver, the homes we will deliver collaboratively with our housing association (HA) partners, and the homes the Council will deliver in partnership with private developers.

Current Housing Regeneration and Development - Five Year Delivery Plan by Action Area (2022 – 2027)



Current Housing Regeneration and Development – Five Year Delivery Plan (2022 – 2027)

Action Area	Development	Number of Homes	Delivery Vehicle
Ammanford and the Amman Valley 	Land at Gwynfryn, Ammanford	28	Council
	Land at Maes y Bedol, Garnant	8	Council
	Land in Llandybie	24	Council & HA Partner
	Ammanford Town Centre	12	Council
	Land in Saron	60	Council & HA Partner
	Land in Bonllwyn, Ammanford	30	Council & HA Partner
	Land Penygroes	140	Council & HA Partner
	Land in Cross Hands	60	Council & HA Partner
Carmarthen and the West 	Land in Maesgriffith, Llansteffan	16	Council
	Land at Wauniago House	4	Council
	Land in Carmarthen West, Carmarthen	100	Council & Private Partner
	Spilman Street, Carmarthen	12	Council
	Carmarthen Town Centre	25	Council
	Land at Llansteffan Road, Carmarthen	48	Council & Private Partner
	Lidl Site, Carmarthen	50	Council & HA Partner
	Land in Is y Llan, Llanddarog	6	Council
	Land in Station Road St Clears	45	Council & HA Partner
	Clos Llwyn Ty Gwyn, Whitland	15	Council & HA Partner
	Land in Porthyrhyd	54	Council & HA Partner
Land in Bancyfelin	40	Council & HA Partner	
Carmarthenshire Rural and Market Towns 	Land in Meidrim, Trelech	11	Council
	Land at Alltwalis, School	17	Council
	Land opposite Llangadog School,	12	Council
	Llandovery Playing Fields, Cilycwm Road	12	Council
	Land in Llanllwni	16	Council
	Pencrug, Llandeilo	60	Council & HA Partner
	Land in Cwmman	22	Council & HA Partner
	Land in Llandovery	32	Council & HA Partner
	Land in Pontweli	14	Council & HA Partner
Land in Pencader	30	Council & HA Partner	
Llanelli and District 	Land in Dylan, Llanelli	32	Council
	Land in Maes yr Haf, Pwll	8	Council
	Land in Llangennech	11	Council
	Clos y Bacca, Burry Port	32	Council
	Pentre Awel, Llanelli (Assisted Living)	144	Council & Private Partner
	Llanelli Town Centre	18	Council
	Tyisha, Llanelli	120	Council & Private Partner
	Land at Plas Isaf, Llangennech	60	Council & Private Partner
	Land in Burry Port	240	Council & Private Partner
	Cwm y Nant, Llanelli	202	Council & Private Partner
	Land in North Dock, Llanelli	210	Council & Private Partner
	Land in Cross Hands	60	Council & HA Partner
Penygraig, Bynea	20	Council & HA Partner	
		2160	

**** This programme is flexible and subject to change due to changing market conditions, risks and opportunities that may arise over the next five years ****