

Title	Carmarthenshire Food Strategy		
Item Number	3		
Date of Meeting	18 November 2025		
To consider and comment on the following issues:			
Food Strategy and Action Plan (High-Level) - progress to date since March 25			
Focus/Priority Areas			
- Food Literacy - Public Procurement - Community Food Environment			
Targets and Action areas			
Resources required e.g working groups, monitoring, funding.			
Overview			
Public and Partner Consultation complete.			
Moving from development to action.			
Key Features			
Food Strategy draft publication design provided.			
Action Plan draft provided			
To discuss and agree:		Is a decision necessary?	Yes
1. Publication – design finalisation, date, approach (PR, marketing, launch) 2. Partner ‘Adoption of the Strategy’ as individual organisations – providing timelines. 3. Resources and Monitoring required			
Proposed by:			
Alex Cook, Food System Development Project Manager			

Carmarthenshire Local Food Strategy – Expanded Action Plan

Executive Summary

Purpose and Context

The Carmarthenshire Local Food Strategy Action Plan provides a detailed roadmap for delivering the county’s shared mission:

“To ensure all residents of Carmarthenshire have access to local, healthy and sustainable food.”

This expanded Action Plan translates the strategic goals of the PSB’s *Local Food Strategy* into practical delivery actions across three Strategic Objectives: 1. **Food for Public Health** – promoting healthier diets and equitable food access. 2. **Public Sector Provision** – embedding sustainability and nutrition in public food services. 3. **Local Food Economy** – strengthening local enterprise, fair work, and rural livelihoods.

Each objective sets measurable targets, clear PSB partner responsibilities, and full costed resource requirements with indicative funding sources. The plan builds on the *Well-being of Future Generations (Wales) Act 2015*, *Healthy Weight: Healthy Wales*, the *Social Partnership and Public Procurement (Wales) Act 2023*, and *Welsh Government’s Community Food Strategy*. It operationalises Carmarthenshire’s Well-being Plan 2023–28 through a systems-based approach that connects health, economy, and environment.

Overall Investment Framework (2025–2040)

Strategic Objective	Total Estimated Cost	Delivery Window	Lead Partners
Objective 1 – Food for Public Health		2025–2040	CCC, PHW, HDUHB, CAVS, BSGF
Objective 2 – Public Sector Provision		2025–2035	CCC Procurement & Education, PHW, HDUHB, UWTSD
Objective 3 – Local Food Economy		2025–2035	CCC Economic Development, RLSP, CAVS, Coleg Sir Gâr
Total Estimated Investment		2025–2040	Carmarthenshire PSB Partners

Strategic Delivery Approach

- **Project-Based Implementation:** Each target functions as a standalone project with accountable leads, defined milestones, and SMART indicators.
 - **PSB Partnership Oversight:** Delivery coordinated via PSB Food Strategy Steering Group and Bwyd Sir Gâr Food Partnership.
 - **Community and Enterprise Involvement:** Third-sector organisations, producers, and schools embedded in design and delivery.
 - **Monitoring and Evaluation:** Annual reporting through PSB Well-being Plan performance reviews and data dashboards.
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Key Outcomes by 2035

- **Health & Wellbeing:** Measurable reduction in diet-related disease and HFSS consumption; universal access to healthy food.
 - **Education & Skills:** 100% of schools delivering Food Literacy education; local skills pipelines for food and farming careers.
 - **Sustainability:** 30% of public food procurement from accredited local or Welsh producers; 75% reduction in public food carbon footprint.
 - **Economy:** Increased agricultural employment and community food enterprises; 100% of food sector jobs paying the Real Living Wage.
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Funding Streams and Leverage

Implementation will leverage a blended funding model, drawing from: - **Shared Prosperity Fund (SPF)** – community development, skills, and anti-poverty programmes.

- **Foundational Economy Challenge Fund** – regional enterprise and local supply chain growth.

- **Public Health Wales Prevention Budgets** – behaviour change and health improvement initiatives.

- **Welsh Government Programmes:** Community Food Strategy, Curriculum for Wales, Green Growth, and Net Zero Funds.

- **PSB Partner Contributions** – in-kind staff, assets, and joint communications.

Governance and Accountability

Governance will be embedded within existing PSB structures. The **Food Strategy Task and Finish Group** will oversee delivery, supported by: - **CCC Food Systems Development Manager** – overall delivery management.

- **BSGF Partnership Board** – stakeholder engagement and communications.
- **PHW & HDUHB** – data collection, evaluation, and health impact monitoring.
- **PSB Secretariat** – progress tracking and annual reporting.

All actions will align with the *Future Generations Framework for Projects*, ensuring integration across economic, environmental, and social well-being outcomes.

Conclusion

This Action Plan represents a unified, outcome-focused roadmap to transform Carmarthenshire's food system by 2035. It aligns public sector leadership, community innovation, and local enterprise into a coherent, well-resourced programme. With a total indicative investment of circa **£X million**, the PSB's coordinated effort will deliver measurable improvements in health, economic resilience, environmental sustainability, and community well-being across the county.

Carmarthenshire Local Food Strategy

Expanded Action Plan – Strategic Objective 1: **Food for Public Health**

Mission:

All of Carmarthenshire has access to local, healthy and sustainable food.

Strategic Context:

This Objective delivers directly against the PSB Well-being Plan priorities and the Well-being of Future Generations (Wales) Act 2015 Goals: *A Healthier Wales, A More Equal Wales, A Resilient Wales and A Prosperous Wales*. It underpins multiple policy areas including *Healthy Weight, Healthy Wales*, the *Prevention Strategy*, and the *Wales Community Food Strategy (WG)*.

Lead Coordination: Carmarthenshire County Council (CCC) in partnership with Public Health Wales (PHW), Hywel Dda University Health Board (HDUHB), CAVS, Coleg Sir Gar, Key Third-Sector Orgs and Bwyd Sir Gâr Food Partnership (BSGF).

Target 1: Carmarthenshire adopts *Health Traffic Lighting (HTL)* labelling in 100% of Public Sector settings by 2035

Lead Organisation	CCC Education and Leisure Dept / PHW
Barriers	Regulatory complexity, inconsistent menu cycles, IT integration, staffing flexibility
Enablers	Decode Genie, Nutmeg, HDUHB nutritional tools, strong public sector catering network
Stakeholders	CCC, HDUHB, PHW Behavioural Science, UWTSD, PSB Comms Teams, Schools, Care Homes, Leisure Centres
Indicators	% of public settings displaying HTL labels; Uptake of healthy options; User feedback

Expanded Delivery Plan

Phase 1 – Mapping & Definition (2025–26)

- Map all public sector catering outlets (schools, hospitals, care homes, leisure centres, campus cafeterias).
- Define and agree one standardised HTL system across PSB partners using Decode Genie/Nutmeg.
- Conduct regulatory consultation with Welsh Government and HDUHB Dietetics.

Phase 2 – Pilot Programme (2026–2028)

- Pilot across 3 sites (secondary school, leisure centre, hospital) with annual evaluation cycle.
- Test customer response, menu adaptation costs, and operational feasibility.
- Produce case study for national sharing (PHW/BSGF).

Phase 3 – Countywide Rollout (2028–2035)

- Full PSB rollout supported by training, IT integration and communications campaign.
- Embed within PSB catering contracts and SLA reviews.

PSB Partner Responsibilities

- **CCC Catering:** lead delivery, software integration, staff training, reporting.
- **PHW:** behavioural insight, evaluation framework, national alignment.
- **HDUHB:** trial across dining halls; nutrition validation.
- **UWTSD / Coleg Sir Gar:** student project and research contribution, trial site

Resources & Total Costs

Item	Estimated Cost (Total Project)	Funding Source Notes
Nutrition software licences (Decode Genie/Nutmeg)		CCC core budget / PHW support
Staff training (250 staff across PSB catering)		SPF / WG Skills & Employability Fund
IT integration & menu data management		CCC Digital Transformation Fund
Evaluation & academic research		PHW Research Grant / UWTSD contribution
Marketing & public awareness campaign		PHW / PSB Communications Pool
Total Estimated Project Cost		2025–2035

Target 2: Reduce HFSS foods and increase fruit & vegetable consumption countywide

Lead Organisation	CCC Communities & Public Health Wales
Barriers	Cost and convenience; consumer habits; lack of healthy visibility; advertising saturation
Enablers	Welsh Gov placement policy; Healthy Schools Network; planning restrictions; social media influencers
Stakeholders	HDUHB Prevention, CCC Planning, Healthy Schools, CAVS, PSB Comms, local catering operators
Indicators	Reduced HFSS product access; increased healthy vending; fruit & veg sales data; health surveys

Expanded Delivery Plan

Action 1 – Establish Baseline (2026)

- Audit all PSB-controlled spaces for HFSS exposure (vending, advertising, retail outlets).
- Set measurable reduction target per department.

Action 2 – Policy & Regulation (2026–27)

- Introduce planning guidance restricting new HFSS outlets near schools and PSB buildings.
- Review vending contracts to remove non-compliant stock by 2027.

Action 3 – Behaviour Change Campaign (2026–30)

- Launch “Carmarthenshire Eats Well” multimedia campaign.
- Combine with Healthy Weight, Healthy Wales social marketing templates.

Action 4 – Training & Reformulation (2026–35)

- Train relevant PSB catering staff on menu redesign using low-fat/salt/sugar ingredients.
- Support local producers to supply compliant alternatives.

PSB Partner Responsibilities

- **CCC Public Health & Planning:** lead on policy, procurement, vending reviews.
- **HDUHB:** data collection on obesity & dietary change.
- **PHW:** campaign evaluation and materials.
- **CAVS:** link third-sector community delivery.
- **Schools & Leisure:** implement placement and menu changes.

Resources & Total Costs

Item	Estimated Cost (Total Project)	Funding Source Notes
HFSS audit & monitoring tools		CCC / PHW joint fund
Countywide behaviour-change marketing campaign (multi-year)		PHW / WG Prevention Budget / SPF
Vending contract review & transition		Internal PSB budget reallocation
Catering training & reformulation support		Skills Cymru / BSGF delivery
Data analysis & evaluation (H DUHB/PHW)		PHW Research Unit
Total Estimated Project Cost		2025–2035

Target 3: Ensure 100% of residents have access to local, healthy and sustainable food by 2035

Lead Organisation(s)	CCC (HWB), Bwyd Sir Gar Food
Barriers	Affordability, lack of skills/knowledge, physical availability
Enablers	Food Network, community hubs, HWB support, local distributors
Stakeholders	POBL, NACRO, Food Charities, Mental Health Services, CCC, H DUHB, BSGF, Cywain,
Indicators	Food insecurity rate; skills uptake; food cost tracking; community access measures

Expanded Delivery Plan

Action 1 – Asset Mapping & Baseline (2025-26)

- Map food access points, community hubs, and food deserts by ward.
- Survey affordability and availability; produce access heatmap.

Action 2 – Pilot Food Ladder Model (2026–28)

- Deliver 3 pilots integrating food vouchers, skills workshops, and local producer supply. - Establish online platform for local producers with Carmarthenshire distribution model
- Partner with HWB teams and local charities.

Action 3 – Countywide Expansion (2028–2035)

- Establish or expand Local Food Hubs in key towns.
- Integrate food skills training into employability and community education.

PSB Partner Responsibilities

- **CCC Communities/HWB:** lead delivery and monitoring.
- **CAVS:** coordinate third-sector delivery and training.
- **BSGF:** manage producer network and ‘live’ local food mapping model
- **HUHB:** track food insecurity and health outcomes.
- **PHW:** advise on nutrition standards and evaluation.

Resources & Total Costs

Item	Estimated Cost (Total Project)	Funding Source Notes
Community mapping and needs assessment		CCC / SPF Analytical Fund
3 Pilot Food Ladder Programmes (vouchers + skills)		Shared Prosperity Fund / WG Community Food Strategy
Staff & coordinators (3 FTE for 3 years)		CCC / PHW / UKSPF revenue funding
Food hub infrastructure & logistics setup		Foundational Economy / Community Assets Fund
Monitoring, evaluation & communications		PHW / BSGF comms budget
Total Estimated Project Cost		2025–2035

Target 4: Eliminate ‘non-emergency’ need for food banks by 2040

Lead Organisation	CCC Anti-Poverty Team
Barriers	UK welfare cuts; referral delays; capacity gaps in third sector
Enablers	HWB triage model; Pay-What-You-Can shops; shared best practice
Stakeholders	CAVS, Trussell Trust, Foodbanks, Third Sector Providers, CCC HWB
Indicators	Emergency food requests; service coverage; recurrence of need

Expanded Delivery Plan

Action 1 – Define Minimum Standards (2025–26)

- Establish PSB-agreed definition of “dignified food access.”
- Audit all current food aid providers and referral systems.

Action 2 – Expand HWB Triage Model (2026–2030)

- Increase coverage from 5 to 10 communities, with ‘franchised’ model.
- Train staff and integrate data referral systems.

Action 3 – Replace Parcels with Voucher Schemes (2027–2040)

- Launch local food voucher pilot redeemable at community shops and markets.
- Build multi-year funding pool with CAVS and PHW.

PSB Partner Responsibilities

- **CCC Anti-Poverty & HWB:** leadership, data management, coordination.
- **CAVS:** support voluntary sector delivery and partnership building.
- **Trussell Trust & Foodbanks:** provide data and transition support.
- **HUHB:** monitor links between food insecurity and health.
- **PHW:** evidence collection and national alignment.

Resources & Total Costs

Item	Estimated Cost (Total Project)	Funding Source Notes
1 FTE Coordinator (5 years)		CCC / SPF Anti-Poverty allocation
Expansion of HWB triage capacity (training & infrastructure)		WG Anti-Poverty Fund / SPF
Voucher Scheme Fund (multi-year pilot)		PHW / Charitable Grant Streams
Tech system setup & data platform		Digital Transformation / BSGF support
Communications & evaluation		PSB Communications Pool
Total Estimated Project Cost		2025–2040

Monitoring & Evaluation (All Targets)

- **Lead:** PHW & CCC Joint Data Team
- **Annual Reporting:** via PSB Well-being Plan review
- **Indicators:**
 - % of PSB food settings meeting Health Traffic Light standards
 - HFSS product prevalence reduction
 - Fruit/veg consumption rates (School & Adult Surveys)
 - Food insecurity rates and HWB referral data
 - No. of food aid requests

Summary of Total Estimated Cost (2025–2040)

Target	Total Cost
Target 1 – Health Traffic Lighting	
Target 2 – HFSS Reduction & Healthy Eating	
Target 3 – Universal Food Access	
Target 4 – End Non-Emergency Food Bank Use	
Total Strategic Objective 1 Estimated Cost	

Funding Overview:

Projects will align with Welsh and UK funding frameworks, including:

- *Shared Prosperity Fund (SPF)* and *Foundational Economy Challenge Fund*
- *Public Health Wales Prevention & Behavioural Science Budget*
- *Welsh Government Community Food Strategy Grants (2025–2030)*
- *BSGF Partnership Delivery and PSB Communications Pools*
- *Digital Transformation Fund (CCC)* for IT systems.

Outcome:

Delivering these four targets will move Carmarthenshire towards its 2035 mission that “*All residents have access to local, healthy and sustainable food,*” embedding sustainable food systems across health, education, economy and community wellbeing.

Carmarthenshire Local Food Strategy

Expanded Action Plan – Strategic Objective 2: Public Sector Provision

Mission:

All Public Sector catering, education and provision services work collaboratively to prepare, serve and promote healthy and sustainable food.

Strategic Context:

This objective aligns with the PSB Well-being Plan 2023–28 and the Well-being of Future Generations (Wales) Act 2015, contributing to *A Healthier Wales, A Resilient Wales, and A Prosperous Wales*. It also supports delivery of *Healthy Weight: Healthy Wales*, the *Social Partnership and Public Procurement (Wales) Act 2023*, and *Curriculum for Wales*.

Lead Coordination: **Carmarthenshire County Council (CCC) Procurement & Education Services**, with **Bwyd Sir Gâr Food Partnership (BSGF)**, **HDUHB**, **UWTSD**, and **Public Health Wales (PHW)**.

Target 5: 30% of Public Food Procurement has provenance from organic or sustainability-accredited local and Welsh producers by 2030

Lead Organisation	CCC Catering
Barriers	Supply limitations, higher cost base, contractor flexibility, lack of coordinated data
Enablers	Food for Life model, Caerphilly Regional Procurement Framework, Social Partnership Act
Stakeholders	NFU, FUW, Local Producers, UWTSD, HDUHB, LANTRA
Indicators	% of procurement spend from accredited suppliers; kgCO ₂ e reduction per meal; local supplier growth

Expanded Delivery Plan

Phase 1 – Baseline & Policy Framework (2026)

- Conduct a PSB-wide baseline audit of food spend and provenance.
- Align procurement criteria across PSB partners under Social Value Policy.
- Map and onboard accredited local suppliers (organic, LEAF, or regenerative).

Phase 2 – Regional Supply Pilot (2026–28)

- Implement pilot supply chain (Fresh Produce & Dairy) for schools and hospitals.
- Integrate Food for Life Served Here certification across 50% of sites.
- Collect cost, provenance, and CO₂ baseline data for evaluation.

Phase 3 – Countywide Rollout (2028–2030)

- Scale model to all public food contracts with procurement guidance and staff training.
- Embed 30% local/organic sourcing target into PSB contract frameworks.

PSB Partner Responsibilities

- **CCC Catering Procurement:** policy alignment, contract and supplier management, baseline reporting, direct supply and aggregation at Bremenda Isaf Farm,
- **HDUHB:** implement within staff catering and hospital contracts.
- **BSGF:** producer engagement, accreditation support, communications.
- **PHW:** monitor nutritional outcomes and environmental metrics.
- **UWTSD:** contribute research and student project support.

Resources & Total Costs

Item	Estimated Cost (Total Project)	Funding Source Notes
Procurement baseline and data systems		CCC Procurement Budget / SPF Analytical Fund
Food for Life certification (multi-year)		WG Food Procurement Strategy / PHW support
Producer onboarding, training and audits		BSGF / WG Foundational Economy Fund
Catering staff sustainability training		CCC / Skills Cymru / LANTRA
Funding for Shared Menu Development (Staff)		Initial 2 years, then becomes self-sustaining
‘Implementation Gap’ Funding for sustainable ingredients		Initial injection, then becomes break-even with additional WG funding
Supply chain dashboard & reporting tools		Digital Transformation Fund
Total Estimated Project Cost		2025–2030

Target 6: 100% of education settings include Food Literacy as part of Key Stages 1–5 by 2035

Lead Organisation	CCC Education Department
Barriers	Lack of definition, low teacher confidence, limited curriculum capacity
Enablers	Curriculum for Wales flexibility, passionate educators, PGCE inclusion
Stakeholders	Schools, YFC, UWTSD, Cywain, Food & Drink Wales, Healthy Schools Network
Indicators	% of schools with food education; teacher confidence levels; student learning outcomes

Expanded Delivery Plan

Phase 1 – Definition & Curriculum Integration (2025)

- Define Food Literacy using WBFGA and global best practice.
- Map current curriculum provision and identify resource gaps.

Phase 2 – Pilot Development (2026–28)

- Co-develop teaching modules for each Key Stage (1–5).
- Pilot in 5 representative schools across urban/rural areas.
- Evaluate educational impact and integration feasibility.

Phase 3 – Full Implementation (2028–2035)

- Embed modules countywide via Schools Network HWB – ‘twilight’ training programme.
- Deliver CPD for teachers and catering staff on food education.
- Promote community-school partnerships via Food for Fun and YFC programmes.

PSB Partner Responsibilities

- **CCC Education:** lead coordination, curriculum adoption, and school engagement.
- **UWTSD/Coleg Sir Gâr:** curriculum design and evaluation.
- **PHW:** content validation and health promotion.
- **YFC:** community engagement and practical learning.
- **BSGF:** Partnership support with Food Sense Wales, Cywain and NBGW

Resources & Total Costs

Item	Estimated Cost (Total Project)	Funding Source Notes
Curriculum development & design		CCC Education / WG Curriculum Support Fund
CPD training for educators (500 staff)		Skills for Life / SPF
Pilot programme delivery (5 schools)		PHW / Healthy Schools Budget
Educational materials & digital content		CCC / YFC / UWTSD collaboration
Evaluation & dissemination		PHW Research Budget
Total Estimated Project Cost		2025–2035

Target 7: 75% reduction in the environmental footprint of public sector food procurement by 2035

Lead Organisation	CCC Sustainability & Procurement Teams
Barriers	Lack of baseline data, imported inputs, cost and budget constraints
Enablers	LCA tools, Soil Association, Future Generations Framework, supplier innovation
Stakeholders	UWTSD, HDUHB, PHW, suppliers, chefs, PSB Sustainability Officers
Indicators	kgCO ₂ e per meal; % of sustainable menus; LCA-compliant contracts

Expanded Delivery Plan

Phase 1 – Establish Baseline (2025–26)

- Conduct Life-Cycle Assessment (LCA) of all PSB food procurement categories.
- Identify top 100 products contributing to carbon footprint.

Phase 2 – Pilot Low-Carbon Menus (2026–30)

- Trial in schools, care homes, and hospitals using local substitutions.
- Monitor carbon and cost impacts; refine recipes and procurement.

Phase 3 – System Integration & Monitoring (2030–35)

- Deploy real-time dashboard tracking kgCO₂e per meal.
- Embed low-carbon criteria in all food contracts and menus.
- Link to Future Generations Sustainability Framework.

PSB Partner Responsibilities

- **CCC Sustainability Team:** baseline calculation, target setting, monitoring.
- **HDUHB:** integrate with Net Zero Health Strategy.
- **PHW:** provide expertise on sustainable nutrition.
- **UWTSD:** support research and tool development.
- **Catering Teams:** implement low-carbon menus and reporting.

Resources & Total Costs

Item	Estimated Cost (Total Project)	Funding Source Notes
Baseline LCA assessment & tools		CCC Sustainability Budget / WG Net Zero Fund
Pilot projects (menus, supplier trials)		WG Green Growth Fund / PHW
Supplier engagement & reformulation		BSGF / Helix Support Programme
Carbon tracking dashboard development		Digital Transformation Fund
Staff training and evaluation		Skills Wales / Sustainability Cluster
Total Estimated Project Cost		2025–2035

Monitoring & Evaluation (All Targets)

- **Lead:** PHW & CCC Joint Data Team
- **Reporting:** Annual PSB Performance Report & WG Food Procurement Review
- **Key Indicators:**
 - % of PSB food contracts meeting 30% sustainable sourcing
 - Number of accredited Food for Life outlets
 - % of schools with Food Literacy modules
 - kgCO₂e reduction per meal

Summary of Total Estimated Cost (2025–2035)

Target	Total Cost
Target 5 – Sustainable Procurement	
Target 6 – Food Literacy in Education	
Target 7 – Environmental Footprint Reduction	
Total Strategic Objective 2 Estimated Cost	

Funding Overview:

- *Shared Prosperity Fund (SPF)*
 - *Welsh Government Food Procurement and Curriculum Funds*
 - *Public Health Wales Prevention Budget*
 - *Future Generations Net Zero Fund*
 - *BSGF Partnership Support Programme*
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Outcome:

This objective ensures the Carmarthenshire Public Sector leads by example — embedding sustainability, nutrition, and education within food provision. The combined impact reduces carbon emissions, improves health, supports local producers, and strengthens the county’s leadership in Wales on sustainable public food systems.

Carmarthenshire Local Food Strategy

Expanded Action Plan – Strategic Objective 3: **Local Food Economy**

Mission:

Develop a thriving, innovative, and resilient local food economy that retains value and supports fair employment.

Strategic Context:

This objective underpins *A Prosperous Wales*, *A Resilient Wales*, and *A More Equal Wales* by stimulating local job creation, enterprise development, and rural regeneration. It builds on the *Foundational Economy Challenge Fund*, *RLSP Employment and Skills Plan*, *Carmarthenshire Economic Recovery Plan*, and *Social Partnership Act*.

Lead Coordination: **Carmarthenshire County Council (Economic Development Team)** in partnership with **BSGF**, **Coleg Sir Gâr**, **RLSP**, **CAVS**, and **Local Producer Networks**.

Target 8: Increase employment opportunities in the agricultural sector by 2030

Lead Organisation	CCC Economic Development & RLSP
Barriers	Ageing workforce; skills shortages; low awareness of food careers
Enablers	YFC, Coleg Sir Gâr, Agri-mentoring, BSGF placements
Stakeholders	Careers Wales, NFU, Farming Connect, Social Farms & Gardens
Indicators	Number of agri-jobs; % young hires; job retention rates

Expanded Delivery Plan

Phase 1 – Skills and Employment Mapping (2025–26)

- Map agricultural and horticultural job gaps via RLSP data.
- Identify skills pipelines and develop apprenticeship links with Coleg Sir Gâr.

Phase 2 – Agri Starter Programme (2026–28)

- Launch 20 placements per year for traineeships linked to PSB supply chains.
- Partner with Careers Wales, LANTRA (Farming Connect), YFC, RLSP, and BSGF to connect learners to local employers.

Phase 3 – Promotion & Recognition (2028–2030)

- Create annual “Carmarthenshire Food & Farming Careers Week.”
- Award scheme recognising exemplary employers and innovation in the agri-food sector.

PSB Partner Responsibilities

- **CCC Economic Development:** coordination, funding, monitoring.
- **RLSP:** labour market data and skills forecasting, links with lead partners.
- **Coleg Sir Gâr / UWTSD:** deliver training and mentoring programmes.
- **YFC / NFU / FUW:** promote participation and mentorship.

Resources & Total Costs

Item	Estimated Cost (Total Project)	Funding Source Notes
Labour market analysis & mapping		RLSP / SPF Skills Fund
60 Agri-Food Starter placements (3 yrs)		WG Employability Fund / SPF
Employer engagement & bursaries		Foundational Economy Challenge Fund
Training delivery & accreditation		Coleg Sir Gâr / LANTRA
Promotion & careers campaign		CCC / PSB Comms Pool
Total Estimated Project Cost		2025–2030

Target 9: 100% of Carmarthenshire food sector jobs paid the Real Living Wage by 2035

Lead Organisation	CCC Procurement & HR
Barriers	Low pay norms; supplier leverage; cost pressures
Enablers	Living Wage accreditation; Social Value in Procurement
Stakeholders	Living Wage Foundation, DWP, food employers, PSB members
Indicators	% of Living Wage jobs; number of accredited suppliers

Expanded Delivery Plan

Phase 1 – Wage Baseline (2026)

- Conduct wage audit across PSB food suppliers and SMEs.
- Identify sectors below Living Wage threshold.

Phase 2 – Accreditation & Policy (2026–30)

- Support 50 employers to gain Living Wage accreditation.
- Embed fair work clauses in PSB food contracts.

Phase 3 – Awareness & Support (2030–35)

- Deliver employer toolkit for wage transition and productivity support.
- Promote good practice through annual Fair Work awards.

PSB Partner Responsibilities

- **CCC Procurement & HR:** audit, policy embedding, supplier engagement.
- **PHW:** link fair work with health and wellbeing outcomes.
- **DWP:** labour market analysis and financial support schemes.
- **CAVS:** link to community and third sector employers.

Resources & Total Costs

Item	Estimated Cost (Total Project)	Funding Source Notes
Sector-wide wage audit		CCC / PHW funding partnership
Living Wage accreditation support (50 employers)		WG Fair Work Fund / SPF
Employer toolkit & training		Economic Development Budget

Item	Estimated Cost (Total Project)	Funding Source Notes
Communication & recognition programme		PSB Comms Pool
Monitoring & evaluation		PHW Research Fund
Total Estimated Project Cost		2025–2035

Target 10: Increase the number of Community Food and Social Enterprises, spread equitably across the county

Lead Organisation	CAVS and CCC Communities
Barriers	Lack of core funding; rural equity gaps; procurement inflexibility
Enablers	Social enterprise incubation; asset transfer; anchor organisation support
Stakeholders	Social Farms & Gardens, CCC, SMEs, UWTSD, Housing Associations
Indicators	# of food enterprises; rural-urban distribution; viability rates

Expanded Delivery Plan

Phase 1 – Mapping & Gaps (2025)

- Complete audit of existing food and community enterprises.
- Identify underrepresented rural areas and demographics.

Phase 2 – Incubation & Support (2026–30)

- Establish a Community Food Enterprise Fund offering small grants (£5k–£15k).
- Provide tailored business mentoring and shared marketing platform.

Phase 3 – Long-Term Commissioning (2030–35)

- Embed food social enterprises into PSB contracts (e.g. catering, events).
- Promote cooperative delivery of social value outcomes through shared PSB assets.

PSB Partner Responsibilities

- **CAVS:** administer funding and provide mentoring.
- **CCC Communities & Economic Development:** asset transfer, commissioning.
- **BSGF:** connect enterprises with the local food network.
- **UWTSD:** research and innovation partnerships.
- **HDUHB:** link community food projects to wellbeing programmes.

Resources & Total Costs

Item	Estimated Cost (Total Project)	Funding Source Notes
Countywide enterprise mapping		CAVS / CCC baseline fund
Community Food Enterprise Fund (20 grants)		SPF / WG Community Food Strategy Fund
Business mentoring & training		BSGF / Social Business Wales
Marketing platform & communications		CAVS / PSB Comms Pool
Evaluation & longitudinal tracking		UWTSD / PHW Research Unit
Total Estimated Project Cost		2025–2035

Monitoring & Evaluation (All Targets)

- **Lead:** CCC Economic Development & PHW Data Team
- **Annual Reporting:** PSB Economic and Skills Dashboard
- **Indicators:**
 - no. of new agri-food jobs created
 - % of food sector Living Wage compliance
 - no. of community/social food enterprises by region
 - £ value retained within Carmarthenshire food economy

Summary of Total Estimated Cost (2025–2035)

Target	Total Cost
Target 8 – Agricultural Employment	
Target 9 – Real Living Wage	
Target 10 – Community Food & Social Enterprise Growth	
Total Strategic Objective 3 Estimated Cost	

Funding Overview:

- *Shared Prosperity Fund (SPF)*
 - *Foundational Economy Challenge Fund*
 - *WG Fair Work and Employability Funds*
 - *Social Business Wales Support Grants*
 - *BSGF Partnership and RLSP Delivery Funding*
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Outcome:

This objective strengthens Carmarthenshire’s rural economy, grows high-quality employment, and promotes social value through community-based food enterprises. By 2035, the county will retain more food sector wealth locally and create fair, sustainable livelihoods that build community resilience.