



# Development Services

## Service Plan 2015/19

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Signed off by Cabinet member(s): Cllrs. Lis Burnett, Gwyn John and Bronwen Brooks

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## Service Overview - Development Services

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Development Services undertakes a number of key roles for the council. The work of the Directorate impacts on every resident, visitor and investor in the Vale of Glamorgan. A key function of the Directorate is to preserve and where possible, enhance the Vale of Glamorgan's attributes that make it such a popular and safe place to live and visit. At the same time the Directorate, along with our key partners, strive to make a real difference through regeneration activity by encouraging investment, employment opportunities and providing people with the opportunity to improve their quality of life. The Directorate also brings together a wide range of statutory duties and functions with the aim of protecting and promoting the health and wellbeing of individuals and providing a safer community to those who live and visit the Vale.

### **The Directorate's broad functions are:**

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- To provide an integrated approach to land use and transport planning in the Vale, by progressing work on the Local Development Plan and managing new developments in a sustainable manner for the benefit of communities;
- to work with a range of individuals, organisations, businesses and other key stakeholders at a local, regional and national level to facilitate regeneration and promote and support the development of sustainable communities across the Vale of Glamorgan;
- To promote economic investment and employment opportunity in the Vale of Glamorgan by offering comprehensive support and guidance to local businesses.
- To assist the long term unemployed find work through the work programme;
- To manage natural and other assets entrusted to the Council whilst maximising opportunities for enjoyment by residents and visitors;
- To provide opportunities for participation in sport, leisure and play across all communities;:
- To promote and enhance the reputation of the Vale of Glamorgan as an area for tourism and as a visitor destination;
- To support a range and choice of sustainable transport measures including bus provision, school transport, community transport, walking and cycling;
- To lead on promoting and raising awareness of road safety through education, training and physical speed reduction measures;
- To ensure the safety of pedestrians through the provision of a School Crossing Patrol service;
- To promote independent living and improved quality of life by offering grant assistance to eligible applicants with impairments to adapt their property.
- To facilitate improvements in private sector housing through renewal areas and the provision of grant assistance;
- Ensure the health, safety and well-being of residents, visitors and traders by providing a wide range of environmental services that place the consumer at the heart of service delivery.
- Provide advice, support and assistance for private tenants in rented property and private landlords;
- Work in partnership with a range of statutory, voluntary and community organisations on community projects and initiatives.

## Our Service Plan 2015-19

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The priorities and actions set out within this plan are aimed at ensuring that we improve the performance of the Council, through strengthened partnership working and performance management, including a strong and proactive approach to internal review and challenge to inform service development and sustainability, in line with requirements of the Local Government (Wales) Measure 2010. Through our work we continue to set and promote a culture of high standards of performance and an outward looking approach where we challenge ourselves to achieve. Our service outcomes and their associated objectives for last year were as follows:

<b>Service Outcome 1:</b>		<b>Residents of the Vale live in safe, healthy, prosperous and sustainable communities.</b>
<b>Service (SO1)</b>	<b>Objective 1:</b>	To promote participation in a diverse range of sporting, cultural, recreational and community interests and activities.
<b>Service (SO2)</b>	<b>Objective 2:</b>	To promote a safe, fair, attractive and secure environment for residents, businesses and visitors through a range of activities.
<b>Service (SO3)</b>	<b>Objective 3:</b>	To facilitate and promote investment of the local economy in order to secure sustainable economic growth and improve employment opportunities.
<b>Service Outcome 2:</b>		<b>Development within the Vale is sustainable and the environment is protected and enhanced for current and future generations.</b>
<b>Service (SO4)</b>	<b>Objective 4:</b>	To promote integrated and safe and sustainable road transport systems for the Vale.
<b>Service (SO5)</b>	<b>Objective 5:</b>	To protect and preserve the Vale's unique environment by conserving and enhancing special places and mitigating against the impact of development and investment.

Each year we review our service plan and update it accordingly, ensuring we demonstrate continuous service improvement. The first section of this plan provides a directorate level overview over the next four years outlining what the key challenges are in relation to managing resources, equalities, sustainability, consultation, collaboration and risk. This section of the plan also provides a self-assessment of how we are doing, and what has been achieved in relation to last years' service plan (the service outcomes/objectives). The self-assessment also sets out what we intend to do this year and the next four years. It is this self-assessment that assists us in reaffirming or redefining our service outcomes and objectives going forward. The final section of this plan provides an improvement action plan of what we will do during the forthcoming year aligned to our outcomes/objectives along with how we will measure performance against these objectives and other associated appendices.

# Managing Resources

## Efficiencies and Savings 2015-19

During 2014/15, the service achieved planned budget savings totalling £982K. The Council is facing significant budgetary pressures and requires all directorates to make substantial savings in the coming years. Over the next three years, Development Services has been tasked with delivering the following savings:

Department	Annual Savings Target £000			Total
	2015/16	2016/17	2017/18	
<b>Development Services</b>	1,411	891	22	2,324

Appendix 4 provides a breakdown of the savings required.

## Workforce Planning 2015-19

Our workforce is our primary resource, and our objectives are only achievable through the hard work and flexibility, which our staff consistently demonstrate. It is therefore vital to continue to support this through staff development and succession planning despite the pressures of budget and staffing reduction. The detailed workforce requirements for Development Services are set out in our workforce plan (at appendix 3). This addresses structural requirements, succession planning issues, the employee profile and employee development issues for the service.

Key developmental themes for the service over 2015-19 will include:

- A move to more flexible teams in order to manage the potential increase in skills gaps which occurs as a result of losing experience in key areas. It is far better to provide for specialisms within more flexible teams.
- Identifying ways to support staff to work across disciplines and to cross-skill in order to prepare for the future needs of the services. Smaller teams result in less resilience with reduced capacity to cover all specialisms and periods of absence during times with significant fluctuations in work pressures.
- A requirement for Managers and Team Leaders to manage the workforce across boundaries with organisational culture differences, terms and conditions and practices as a result of the increased emphasis on collaboration. We need to prepare staff to be able to compete for their jobs by giving them more experience within a range of areas within the service.
- Formalising succession planning within the Directorate. Currently this process is informal and potentially there are risk areas that need to be managed, with consideration to the specific profile of the workforce in key areas. Some service areas have experienced long periods of staff absence and an increase in the number of requests for flexible working as a result of maternity arrangements.

- Grant funded projects bring the risk that the funding will not be continued. An underlying risk is that staff will leave before the existing funding finishes or before decisions are made to resume existing funding levels. Appropriate arrangements need to be in place to mitigate against this.
- At a time of budget pressure, the development of the skills required to manage is essential, albeit in a cost effective manner. Low cost training opportunities with other local authorities or professional institutes are regularly exploited and the Directorate is always looking for innovative approaches to training and development in order to maximise limited existing resources.
- In areas where specialist knowledge is limited, such as minerals planning, we are already working collaboratively across the region and nationally to ensure service sustainability through shared resources. We are currently implementing an alternative model of service delivery involving collaboration with Cardiff and Bridgend Councils to ensure future sustainability of regulatory services. As a service we are always exploring collaboration options and alternative delivery models in order to ensure improved and future service sustainability.

The Directorate complies fully with corporate absence management policies and this is managed at operational management level. In general, levels of absence give no major cause for concern. The department lost 5.14 days per full time equivalent to sickness absence in 2013/14 against a target of 6 days. This compares favourably with the corporate performance of 8.75 days and the Wales average of 9.7 days. At quarter 3 of 2014/15, 5.01 days per full time equivalent were lost to sickness absence. This performance was slightly below the quarter 3 target of 3.98 days.

Turnover of staff for 2013/14 was 15.8% in comparison with a corporate performance of 9.3%. This equated to 41 members of staff leaving during the year from an average of headcount of 259 employees. Of the Directorate's 41 leavers, 27 were from the Planning and Transportation, 7 from Public Protection and 6 from the Leisure Services sections. The Directorate had the highest rate of turnover in the Council for 2013/14. An analysis of this turnover shows that a number of departures were as a result of temporary contracts coming to an end in relation to annual student contracts as well as a number of requests for voluntary early retirement due to the age profile of the workforce. Staff turnover was 9.92% at quarter 3, which equated to 25 people leaving the Directorate between April and December 2014. This performance was below the corporate quarter 3 target of 7.5%.

## Equalities 2015-19

Equality is an integral part of providing citizen focused services. We are committed to promoting and valuing fairness, in respect of equality and diversity and ensure that equality action planning is part of our normal day to day considerations with both our employees and our service users and when designing new services or policies.

Our service users and staff come from a range of backgrounds and cultures. We also recognise that many people face different barriers to services and employment and as a service provider and employer we have a responsibility to address these barriers. Equality impact assessments will become more important in the way that we do business.

Outlined below are the key equalities challenges that have been identified for the service over the next four years and a plan of how we intend to manage these challenges.

Equality challenges over the next four years	How will it be managed?
Making services more easily accessible to users.	Increased use of ICT to enable web-based public access system for viewing, commenting on and tracking the progress of planning applications making it easier to access information and reducing the need to travel to view documents.
Ensuring policy changes do not detrimentally impact on targeted groups.	Any proposals put forward as transformation changes are subject to equality impact assessments where appropriate. Development of all policies, consider equality issues via impact assessments, where appropriate.
Ensuring appropriate service user engagement in shaping service delivery in targeted areas.	Customer satisfaction undertaken to identify areas for service improvement and highlight any equality issues in service delivery e.g. Communities First, renewal areas, disabled facilities grants, regulatory services and S106 funding. The engagement process is key in helping to shape services and manage expectations at a time of reducing budgets.  Partnership approach to Communities First and Creative Rural Communities (CRC) with partnerships set up to be deliberately representative and have a direct input into policy formulation/delivery of services.
Improving physical access to transport and services.	Expansion of the Greenlinks Community transport service to mitigate general service reductions in bus services and to ensure that the more vulnerable groups have access to services

	and facilities.
Increasing participation in sport, leisure and recreation.	Continued partnership with Disability Sport Wales to provide support and actively promote participation in the Vale. The sports development team has achieved the Insport Ribbon Accreditation that demonstrates commitment to inclusive provision.
Meeting Welsh language legislation requirements of communities.	Assess opportunities to deliver services jointly in Welsh to limit dilution of service provision overall due to cost.

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## Sustainability 2015-19

Sustainable development is defined as ‘development that meets the needs of the present without compromising the ability of future generations to meet their own needs’. Sustainable development is a way in which we can improve decision making and deliver better services. It is about promoting the social, economic and environmental well-being of an area. Sustainability has become the central organising principle of our work, therefore everything the Council does should embed sustainability at the local level as well as contribute to delivering a more sustainable Wales.

Outlined below are the key sustainability challenges that have been identified for the service over the next four years and a plan of how we intend to manage these challenges.

<b>Sustainability challenges over the next four years</b>	<b>How will it be managed?</b>
Balancing the benefits of new development and investment against the need to protect and preserve the environment.	<p>Effective scrutiny via the planning process with consideration of all relevant issues including matters relating to climate change, biodiversity and ecology when considering all proposals for development.</p> <p>Sustainability appraisal of the Local Development Plan to promote sustainable land use, including favouring the development of previously developed land (Brownfield land) over greenfield sites.</p>
Ensuring all new buildings are sustainable in terms of design and construction	The requirements of the Planning and Building Control regulatory systems.
Ensuring the use of renewable energy where practicable.	Working to ensure that any application for renewable energy is considered swiftly and in accordance with the Welsh Government guidance and support for such schemes
Minimising the adverse impact of tourism and visitors on our environmental assets.	Careful land and site management including setting of environmental priorities in key sites and areas, and ensuring core environmental needs are balanced with needs of the economic benefits of tourism.
Increasing congestion on the strategic routes in and around the Vale of Glamorgan	<p>Development and delivery of the Infrastructure Plan as part of the LDP process. Securing money via S106/CIL and grants to deliver projects to encourage more sustainable travel and to improve the through flow of traffic.</p> <p>Work with the Welsh Government and partners in bringing</p>

	forward key bus priority measures along commuter routes as part of the South Wales Metro proposals.
Effectively monitoring Parkwood leisure contract.	Effective performance monitoring to deliver service improvements and increase participation rates in leisure centres, whilst at the same time obtaining value for money and protecting the Council's assets.
Building community capacity and cohesion to deliver truly local services in a sustainable manner.	Provision of support and opportunities to empower communities to be proactive in promoting healthy and active lifestyles including staging local events, play and small scale social and economic regeneration within their communities.
Ensuring access to services, facilities and employment for all.	Continue work in Community First areas to promote new opportunities, especially access to employment through provision of support and advice.  Work with new employers to ensure local people have access to new employment opportunities through the provision of job fairs.  Continue to provide an efficient and cost effective programme of support to the unemployed by way of the Work programme.
Sustaining vibrant town centres	Work with communities and town centre traders on local schemes to strengthen town centres.
Lack of buy in from community groups and volunteers needed to make services sustainable.	Continue to work on developing community capacity and willingness to engage with the Council in order to ensure sustainability of some services and community cohesion.
Maintaining a resilient and a consistent approach to regulation across a range of essential health and safety functions.	Alternative model of service delivery being implemented involving collaboration between Cardiff, Bridgend and the Vale to ensure future service sustainability.

## Key Service Issues - Consultation

Effective consultation and engagement activities continue to be a key method by which we can gain an understanding of the views of residents and customers and address them appropriately. Consultation/ engagement activities already undertaken or coming up include:

Consultation undertaken 2014-15	Outcome of the consultation
Welsh medium play consultation via Child Care Sufficiency Audit.	Findings relating to Welsh medium provision for early years from the Council's Child care Sufficiency Audit is being considered by the Sport and Play development team and will inform service delivery.
Consultation on alternative sites promoted into the LDP and further consultation on focussed changes in the LDP.	Views of over 1700 residents now being considered and will be taken forward with other LDP responses, prior to submission to Welsh Government in Spring 2015.
House Builders' Forum.	Production of first housing availability study in Wales.
Proposed 20mph scheme for Llandough	Marginal support for scheme which will be taken forward during 2015 as an experimental pilot measure, following the reporting of the matter to Cabinet in February 2015.
Consultation and engagement in respect of improvements to Five Mile Lane.	This consultation is still ongoing, due to continued dialogue with Welsh Government on the terms of potential grant funding
Individual consultation on all proposals for new development as a statutory requirement	Enables those with an interest in planning to feed views and inform the land use planning process. In February 2015, the Council implemented a scheme of public speaking in relation to Planning Committee. In addition, since December 2014, the Planning Committee proceedings are subject to live webcasting.
Disabled facilities grants	100% customer satisfaction with the DFG process and 100% satisfaction with work carried out on homes, which was either ranked as good or very good.
Castleland renewal area	92% of residents either highly agreed or agreed that the work had improved their street and their area. 87% of residents were also either very satisfied or satisfied with the information or advice their received from staff, while 96% of residents were either very satisfied or satisfied with the attitude of staff
Surveys of users of country parks and the Glamorgan Heritage	High levels of satisfaction with country parks. Porthkerry: 99%;

Coast Centre.	Cosmeston: 98% and Heritage Coast Centre: 97%.
Destination Action Plan	Consultation undertaken in 2012 informed the production of a Draft Destination Action Plan. The Plan was subject to further consultation in 2014 at a Business Breakfast networking event as part of the Vale Agricultural Show and was also subject to further consultation in the Winter of 2014/15. A report to Cabinet in February 2015 outlined the outcome of that consultation and resulted in an approved Destination Action Plan.
Barry Regeneration Forum (November 2014)	The first Barry Regeneration Forum, with approximately 100 delegates debated the future of regeneration in Barry, with the outcomes reported to Cabinet in February 2015, which will in turn inform future direction of regeneration activity.
Customer Satisfaction Survey- Public Protection services	Findings ensured improved service access and delivery.
Home Safety occupier survey and awareness campaign	Collected baseline data to inform service development.
Site owners on fees for Mobile Home license	This is part of and informs the fee setting procedure.

<b>Consultation planned 2015-16</b>	<b>Purpose of the consultation</b>
Proposed 20mph scheme for Llandough.	Further consultation with residents following experimental pilot 20mph scheme.
Disabled Facilities Grants Survey and focus group	Customer views inform service improvements. Focus group to also be used as a sounding board for service improvement proposals.
Individual consultation on all proposals for new development as a statutory requirement	To ensure compliance with the statutory requirements of the planning system and to ensure that views and opinions are considered when assessing new proposals for development.
Improvements to 5 Mile Lane	Road improvements take into account the views of all stakeholders.
2 <sup>nd</sup> Annual Barry Regeneration conference	To examine the emerging challenges and opportunities for Barry and its communities.
Quality of Development Management service	To explore views and options to inform service improvement.
House Builders' Forum	To examine emerging challenges and opportunities to improve housing availability in the Vale.
Main Street Regeneration	To complete a Health Impact Assessment on the scheme.
Surveys of users of country parks and the Glamorgan Heritage	To identify customer satisfaction with parks and the Glamorgan

Coast Centre.	Heritage Coast Centre.
Customer Satisfaction Survey- Public Protection services	Improve service access and delivery.
Landlord Forum	To ensure Landlords are better informed on new statutory duties.
Deregulation of Personal Licences	Enable Taxi Association to contribute to the consultation.

## Key Service Issues - Collaboration

In line with our corporate priorities and Welsh Government requirement, we continue to explore and promote opportunities for working collaboratively locally and regionally in order to deliver improved services for customers and deliver savings. Our contribution to the collaboration agenda is evidenced in our participation in the following projects.

<b>Collaboration undertaken 2014-15</b>	<b>Outcome of the collaboration</b>
Ongoing Regulatory services collaboration between Cardiff, Bridgend and the Vale	Shared service now accepted across three local authorities (reports to the three Councils during October and November 2014). Phased implementation to take place over the next 12 months.
Collaborated with RCT Council on delivery of Rights of Way improvements	Progress to republish definitive rights of way map using shared post. Reduction in cost of overall project through shared post.
Collaborated with several councils on rural regeneration projects including community food and rural hubs	Joint working and sharing of best practice.
Continued collaboration with the South East Wales transport authorities (SEWTA).	This arrangement ceased during 2014 as a result of cessation of funding by Welsh Government. A Regional Transport Plan had however been produced which will inform future development of schemes in the region.
Worked with Cardiff transport in respect of public and school transport	Officer seconded from Cardiff Council to provide resilience in the short term given staff shortage. Officer has now been taken on permanently.
South East Wales Strategic Planning Group	Worked with 9 other planning authorities across South East Wales on matters of common interest
Liaison through the South East Wales Regional Board and informing the work of the Cardiff Capital City Region Board.	Collaboration continued in 2014 to ensure the Vale's interests are raised at the regional level.
Continue with Minerals service advice in partnership with Carmarthen County Council.	Delivery of minerals planning service in collaboration with Carmarthenshire resulting in service continuity and savings.
Continue to work with LABC on partnership schemes.	Building Control continues to be self-financing and a profitable service providing services within South East Wales and beyond.
Collaboration with DWP/Private Sector on delivery of employment training.	Consistency of approach and shared outcomes with Job Centre Plus.

<b>Collaboration planned 2015-16</b>	<b>Purpose of the collaboration</b>
Collaboration with several local authorities on coastal access project.	To deliver improvements to Wales' coastal path, reducing specialist staff to one shared officer. Cost reductions and shared expertise.
Collaboration on various strands Cardiff Capital City Regions Board.	Ensure Vale interests are considered at the wider regional level.
Continue with minerals service advice in partnership with Carmarthen Council.	Service sustainability and savings.
Continue to work with LABC on partnership schemes.	Building Control continues to be self-financing and a profitable service providing services within South East Wales and beyond.
South East Wales Region Tourism Partnership	To consider Tourism and Visitor issues across the region and to ensure that the Vale's interests are protected and enhanced.
Worth with neighbouring local authorities on a home loan scheme.	To provide financial assistance to bring back empty homes into use and to assist owners to repair their homes to ensure targeted funding grant allocation.
Collaborate with Town and community Councils to deliver play schemes.	To ensure sustainable delivery of play schemes in light of budget. Approach approved by Cabinet during 2014/15.
Collaboration with private sector to improve leisure offer.	Increase opportunities to raise standards of service and making savings.
Collaboration with local traders and other stakeholders within the Vale's town centres to make improvements.	To improve the Vale's town centres, making them an attractive place to visit.
South Wales Planning Officers Society officer development group.	To ensure uniform and consistent services across South Wales in terms of development management.
Creative Rural Communities and Communities First Partnerships.	Board of local individuals empowered to make decisions to address the needs of their own communities.
Tourism Ambassadors Scheme and Tourism information Points.	Partnership to deliver tourism information creatively in light of budget cuts.
Work with 10 South East Wales local authorities on emerging European Grant regimes.	Access to appropriate grants.
Collaboration with DWP/Private Section on delivery of employment training.	Consistency of approach and shared outcomes with Job Centre Plus.
Implementing shared regulatory services.	Shared provision secures long term service sustainability for regulatory services.

## Key Service Issues - Risks

The continued pace and scale of the changes demanded of public sector organisations in recent years pose a significant risk to both the Council and the directorate in achieving its key priorities. In response the Council's Corporate Risk Register has identified the key challenges which may affect our ability to achieve these priorities and through the Corporate Risk Management Group we ensure that appropriate mechanisms are in place to reduce, eliminate or manage these risks.

It is clear that we will have to live with budgetary pressures for some time, so in order to continue to provide services to our customers at an acceptable standard, we are considering alternative models of service delivery. At the same time, we continue to manage a reduction in workforce and the consequent impact of the loss of experience and knowledge within the directorate. Highlighted below are our key risks as a directorate over the next four years. In identifying these risks we have also shown how we plan to manage them.

Scoring service risks	
<b>Likelihood score</b>	Refers to how likely it is that the risk will occur, that is, the probability of the risk happening. The scoring ranges between 1 and 4, with 1 being very unlikely, 2 - possible, 3 - probable and 4 being almost certain to happen or has already happened.
<b>Impact score</b>	Refers to what the impact would be if the risk occurred. Again the scoring ranges between 1 and 4, with 1 being low, 2 - medium, 3 - high and 4 being catastrophic. Impact would include things such as financial costs, public wellbeing, environmental/ social impact, damage to reputation, health and safety etc.

Links to service outcome/objective	Risk	Likelihood score	Impact score	How will it be managed?
Service Objectives 1, 2, 3, 4 and 5	Loss and reduction of external grants. The cyclical and short term nature of funding streams impacts negatively on forward planning for a significant number of service areas including countryside management operations, transport, renewal area, sporting, cultural, recreation and community schemes across the Vale. Also impacts negatively on sustainability of local businesses and jobs.	4	3	Alternative ways of service delivery being considered as appropriate including collaborative working with communities and third sector voluntary organisations to make services more sustainable in the long term.  Option of service cessation considered where necessary.  New income options to be

				considered.
Service Objective 1	Competition for scarce resources within the Council means that non statutory services have a higher risk of losing resources.	4	2	Alternative means of funding being considered and whether certain services can be delivered in partnership or by others with Council support.  Option of service cessation being considered where necessary.
Service Objective 1, 2, 3, 4 and 5	Failure to manage the Collaboration agenda effectively.	2	4	Ensure continued good working relationships with partners whilst proactively seeking viable collaborative solutions at a time of budget pressures.
Service Objectives 1, 2, 3, 4 and 5	Local government reorganisation may impact negatively on meeting specific and local community needs.	3	2	Maintain local working relationships. Revise 'local' delivery within new organisation remit.
Service Objective 3	Increased competition from other local employment and retail centres with wider access to government grants.	4	3	Undertake effective lobbying and work with wider partners to identify opportunities in wider city region.
Service Objective 3	Delays in progressing the LDP through to adoption, results in uncertainty within the development industry potentially impacting on delivery of housing.	3	2	In mitigation, the Council is working to ensure a 5 year supply of housing land and ensuring that new proposals for sustainable and beneficial developments are progressed efficiently.
Service Objectives 3, 4 and 5	Failure to secure sustainable development practice to mitigate the impact of climate change with respect to land planning and use.	3	3	Continue to scrutinise new developments, ensuring that development that is not sustainable is resisted.
Service Objective 3	The regulatory and bureaucratic negative perception of the planning system, impacting negatively on investment and development.	3	3	Promote and raise the profile of the work of the Planning and Transportation Service through presentations to key groups.

				<p>Encourage pre-application discussions. Work with developers e.g. house builders to bring forward important investment schemes.</p> <p>Ensure a 'joined up approach' between the planning function and regeneration.</p>
Service Objectives 1, 2, 3, 4 and 5	Further downturn in the economy impacts on employment opportunities.	3	3	<p>Continue working in partnership with businesses and other key stakeholders. Ensure planning decisions are made quickly.</p> <p>Use a proactive approach to regeneration through facilitating discussions with land owners and developers.</p>
Service Objectives 1, 2, 3, 4, and 5	Failure to engage regionally due to lack of resources and capacity.	2	3	<p>Ensure active role in city region debate and all matters relating to collaboration.</p> <p>Consider re-prioritisation of internal resources.</p>

## Our Contribution to Corporate Plan Priorities 2015-19

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### Our contribution to the Corporate Plan priorities last year:

- We continue to work with Parkwood Leisure to ensure a quality service for all residents. Through the Local Authority Partnership agreement (LAPA) we continued to provide many opportunities for residents' to participate in physical activity and we have successfully secured funding via Sport Wales to continue this work in 2015/16. Additionally we are actively working with community centres to provide a wide range of social and leisure activities for their local communities, demonstrating the Council's commitment to increasing participation and improving residents' health and wellbeing. During 2014, we responded positively to concerns relating to the management of the Leisure Contract by establishing a core team for contract management and this has resulted in a new and more robust approach to managing the contract. [CP/HSCW1, CP/HSCW4 and CP/HSCW2]
- As part of implementing the biodiversity action plan, we actively promoted conservation seed mixes and cutting regimes on Council projects for example, the Railway Walk, Penarth which will deliver benefits to wildlife and also has the added benefit of costs savings. In addition we worked on 11 projects in partnership with Natural Resource Wales to improve habitats including significant wildflower planning areas. [CP/E7]
- We continue to manage all new development in a sustainable manner to ensure the heritage of the Vale is not compromised. Excellent examples include the proposal to redevelop the Hydraulic Pumphouse, a Grade 2 Listed Building in Barry, the regeneration scheme of the Eastern Promenade and the successful appeal against residential development on the eastern side of Cowbridge. [CP/E8]
- In conjunction with Democratic Services we have introduced a scheme to allow objectors and applicants to directly address the Planning Committee, thus ensuring both parties have the opportunity to have their views taken into account. [CP/CL6]
- Significant work was undertaken with schools during the year to promote the safer use of roads including: 35 schools took part in JRSO; short courses delivered to 27 schools; kerbcraft was delivered to 300 pupils; 33 schools took part in Levels 1 and 2 cycle training which was delivered to 968 and 710 pupils respectively; Ran bikesafe courses and delivered Pass Plus Cymru to 100 pupils. [CP/CPS2]
- Implemented a 'Prevent' strategy adopted by Safer Vale to minimise the risk of terrorism in the Vale. During the year the service moved to Visible Services. [CP/CPS4]
- We continued to work with partners to tackle anti-social behaviour through targeted interventions and promoting community safety. Initiatives undertaken include, visits to various communities within the Vale by the TREV vehicle to engage residents on community safety issues such as the clean-up operation that was held in the alley way behind Holton Road where partners including YOS, Police, Fire Service, Anti-Social Behaviour Unit, Probation, local business and youth services removed waste and graffiti from the alleyway behind Holton road. The Community Safety service moved to the Housing Service during the year.[CP/CPS6]

- Reducing underage drinking is a key priority for the Safer Vale partnership. A number of test purchasing operations undertaken during the year in partnership with the Police and Trading Standards have contributed to raising the profile of underage alcohol sales and drinking and the consequence to licensed premises if they are caught breaking the law. [CP/CPS8]
- The Council via the Safer Vale partnership continues to make appropriate referrals to the Sanctuary project to support and increase security for victims of domestic abuse. Work is also ongoing to increase the number of prevention programmes available for perpetrators. [CP/CPS10]
- Through the Castleland Renewal Area scheme we have improved the standard of housing and the local environment for residents. Works completed during 2014/15 include a face-lifting programme for 316 homes to improve external appearance, upgraded/ new central heating systems, installation of voltage optimisers, solar thermal hot water systems. In addition, we implemented an HMO licensing scheme in the area. Improvements made to community facilities and the environment include the external refurbishment of the Sea Scout Hall, Holton Road. [CP/H5 and CP/R12]. Green Deal assessments have been undertaken for homes suitable for ECO funding and the Renewable Heat Premium Payment Scheme bids. If successful this will help improve the energy efficiency of the housing stock and reduce fuel poverty. [CP/H6]
- 4 Houses into Home loans were approved completed during 2013/14 and work is progressing well in these properties. The first loan awarded during 2013/14 has been repaid and recycled, the original property renovated and occupied. During 2014/15 further loan applications have been received and processed, including a loan to assist in the redevelopment of accommodation that will be leased to assist the Council meeting its homelessness duties [CP/H8]
- We continue to assist people to live independently by reducing the time taken to deliver disabled facilities grants and the accessible homes policy. Occupational therapy waiting times have reduced from 7 weeks in December 2013 to 5 weeks in December 2014. Similarly the delivery time for DFGs has reduced from 284 days in 2013/14 to 201 days at the end of Quarter 3 2014/15. 100% of customers are happy with the process and the work undertaken and feel it has made them more independent. [CP/H11]
- Worked with key partners to complete refurbishment of Penarth Pier pavilion which won 'Pier of the Year Award – Wales' and the Wales' Special Places' voted by the National Trust. [CP/R2]
- Redevelopment of Penarth Heights continues with Crest now constructing homes on the second half of the site. The focus for 2015/16 is on concluding the complex Sections 38 and 111 highway negotiations with the Developer to facilitate the adoption of highway associated structures.[CP/R3]
- A loan agreement has been signed between key partners that is, Welsh Government, the Council and the Consortium to bring forward construction of the road linking Barry Waterfront with Barry Island. Anticipated completion date of the road is summer 2015. [CP/R4]
- Worked with Welsh Government and partners to implement the Barry Regeneration Area Programme which concluded in March 2014. Key successes over the past years include, the regeneration of the Eastern Promenade in Barry, the regeneration of the Gibbonsdown Children's Centre and the enhancements of Thompson Street [CP/R9]
- The Council adopted a framework for Vale's town centres in order to promote investment and improve their vitality and attractiveness. [CP/R10]

- A Communities First cluster has been established in Barry to help deliver improved health and wellbeing to residents living in within the Community First area. Most targets set by Welsh Government have been met or exceeded. Local employment is increasing and unemployment is below the Wales and UK average. [CP/R11]
- The Community Infrastructure Levy continues to be progressed as part of the ongoing Local Development Plan work. We successfully secured nearly £1.2million in s106 contributions during the year and have so far committed to spend nearly £1 million on community improvements benefitting Vale residents. The Council is due a further £14.78 million from signed s106 agreements, and further receipts are anticipated on current ongoing major applications that will in due course be subject to s106 agreements. [CP/R14]
- We continue to implement traffic management systems and improve sustainable transport infrastructure to minimise the impact of congestion and maximise tourism and recreational opportunities. Various schemes were completed on time and to budget including large sections of national cycle network (NCN 88) created across the Vale. [CP/R16]
- Worked with key partners to produce a draft Destination Action Plan and consulted on the same, thereby producing an approved Plan in February 2015. The purpose of the plan is to maximise the Vale of Glamorgan as a visitor and tourism destination. [CP/R17]
- Through a comprehensive inspection process and provision of ongoing advice and training to businesses in the Vale, we have increased the number achieving a food hygiene score of 3 or more. The percentage of food establishments in the Vale which are broadly compliant with food hygiene standards has continuously improved over the last 3 years, from 80.60% in 2011/2 to 85.29% in 2013/14. Despite our improvements over the past few years, we remain in the 4<sup>th</sup> quartile of performers when compared with all Welsh authorities. [CPS/05]. 100% of high risk food premises in the Vale continue to be inspected each year. Our effective enforcement regime has ensured that we maintain a high success rate in prosecutions as required, demonstrating the Vale's commitment to public protection. Trading Standards also successfully prosecuted rogue traders on behalf of a number of south Wales' local authorities.
- Working with our partners, we engaged with communities across the Vale on a number of community safety issues to tackle anti-social behaviour and promote community safety. As a result of this work neighbourhood watch schemes have been established e.g. Cowbridge. Safer Vale was praised by the Police for its partnership approach to addressing anti-social behaviour. [CPS/06]
- Significant work was undertaken with partners during the year to reduce underage drinking through enforcement and awareness raising initiatives. We increased the number of licensed premises tested for underage sales (from 150 in 2013/14 to 160 in 2014/15) and ensured all perpetrators were subject to high profile prosecution as appropriate, demonstrating the Council's zero tolerance approach.[CPS/08]
- We implemented a set of occupational standards for employees and volunteers working in domestic abuse [CPS/09], ensuring a more consistent approach for victims. Through partnership working, we have also increased support and security for victims of domestic abuse and the number of prevention programmes available for perpetrators. During the year 71 referrals were made to the sanctuary project, ensuring support for the most vulnerable. Engagement has continued in prevention programmes such as children and young people, early intervention, men groups and pattern changing. [CPS/10] A number of initiatives were

undertaken throughout the Vale as part of the White Ribbon campaign to raise awareness and prevent domestic abuse. The Vale was awarded White Ribbon Local Authority status in September 2014.

- Proactively worked with partners and staff to increase awareness of the Council's emergency planning and contingency arrangements. All relevant staff achieved gold level training ensuring the development of competencies and skill-sets so that staff can fulfil key roles. [CPS/01] A Prevent Strategy has also been adopted by the Safer Vale Partnership to help minimise the risk of terrorism.[CPS/04]

# Our Service Self-Assessment

## How are we doing?

### How are we doing?

#### ***Performance overview***

Overall the Directorate is continuing to make good progress in relation to achieving our key corporate priorities as outlined in the Corporate Plan 2013-17, Improvement Plan 2014-15 and Year 2 of the Outcome Agreement with Welsh Government:

- The service has completed 86% of Service Plan actions in 2014/15, with a further 6% on track for a later completion date. Of the 40 Corporate Plan actions within the Service Plan, 83% (33) have been completed, 7% (3) are on track and 10% (4) has slipped. The slipped actions relate to a procedure for the provision of the School Crossing Patrol, the completion of the Rural Development Programme, marketing of key sites at Nells Point and the Innovation Quarter, and the development of a Master Plan for Barry Island. These actions are due for completion during 2015.
- There are 15 actions relating to the Improvement Objectives. 93% (14) have been completed and 7% (1) has slipped. The action that has slipped is due for completion in June 2015.
- There are currently no Outcome Agreement actions related to this service.
- The Directorate's performance against all performance measures has made good progress. Of 69 performance indicators, 49 have met or exceeded target, 4 are within 10% of target and 9 have missed target by more than 10%. A performance status was not applicable to 7 indicators.
- Our performance in relation to the national statutory indicator dataset requires significant improvement. During 2013/14, of the 6 NSI/PAM indicators for the service area, 1 was in the top quartile (Private Sector Renewal), no indicators were in the top middle (second) quartile, 2 were in the bottom middle (third) quartile (Planning and Transport and Highways) and the remaining 3 were in the bottom quartile (Private Sector Renewal, Public protection and Leisure). In line with corporate performance management arrangements the Directorate has an action plan in place targeted at improving performance against those statutory indicators in the second, third and fourth quartiles. This includes; days taken to deliver disabled facilities grants; visits to local authority sport and leisure centres during the year; and food establishments which are broadly compliant with hygiene standards.

#### ***What are we doing well***

- The Council's Creating an Active Vale Plan (2011-2014) demonstrates how it will deliver on the key strategic aims as set out in Creating an Active Wales, a 5-year strategic action plan that focuses on ensuring that we all build physical activity into our daily lives. Key priorities have been identified in relation to creating more opportunities for sport and active recreation in the Vale. Through the Local Authority Partnership Agreement with Sports Wales (LAPA) the Council has continued to provide many

opportunities for residents' to participate in physical activity and we have successfully secured funding to continue this work in 2015/16. This work includes the 5x60 and Dragon Sport programmes which have significant positive impacts on the participation rates of children and young people both within schools and their communities. Work is also ongoing with partners such as local sports clubs and organisations such as Communities First to develop strong, sustainable community based sporting opportunities. Significant work is also being undertaken with community centres to provide a wide range of social and leisure activities for their local communities, demonstrating the Council's commitment to increasing participation and improving residents' health and wellbeing. In terms of increasing opportunities and participation in leisure and sporting activities:

- During the period Sept 2013 – August 14, 48% of young people in the Vale took part in 5 x 60 activities amassing 44,546 participations in sports activities.
  - During the same period, there were 11,686 registrations in afterschool and community dragon sport activities, across 246 clubs which were run by 362 volunteers.
  - The Council in partnership with Sport Wales invested £85,205 in community clubs through the Community Chest scheme, on the development of sports activities. The funding was used for areas such as coaching, equipment, facility hire and promotion of opportunities.
  - 43 clubs/organisations within the Vale who liaise with the Council offer inclusive or disability specific sporting opportunities, however not all of them currently have disabled participants.
  - 33 people representing 16 sports registered with the sports academy scheme. (Jan – Dec 14)
  - We provided a range of play opportunities throughout the Vale of Glamorgan, including play schemes for disabled children. 762 children attended the play schemes and Play Ranger over Easter, the May half term, Summer and the October half term 2014. Thousands of children, young people and their families experienced sports and play opportunities at the various public events that were run throughout the year including the Barry Island Sports & Play Weekender, Vale Show and the Vale Sports & Play Family Fun Day.
- Overall, participation in leisure is an improving picture (as indicated in the Welsh Health and Active Adults surveys (2012/13) however our performance in relation to participation levels in the Vale's leisure centres has remained in the bottom quartile over the past 3 years and is currently ranked 21<sup>st</sup> in Wales. Overall customer satisfaction remains generally high despite a drop in satisfaction levels from the previous consultation in 2012. We continue to work in partnership with our contractor and other key stakeholders to improve participation levels and customer experience of using our leisure centres.
    - The Welsh Health Survey 2012/13 reported that 57% of adults in the Vale were overweight or obese, compared with a national average of 59% in Wales. 26% of children were classed as overweight or obese compared to 35% overall in Wales.
    - The survey also highlighted that on average in the Vale, 28% of adults reported being physically active on five or more days in the past week. This compares to 29% across Wales.
    - The 2012/13 Active Adults survey highlighted that 79% of adults in the Vale of Glamorgan had participated in sport and physical recreation in the previous four weeks, compared to the Wales average of 70%. 49% of adults were 'hooked on

sport' (participated three times a week or more), this is 10% higher than the Wales average. 42% of Vale residents were members of a sports club, compared to just 27% nationally.

- The 2013 School Sport survey found that 44% of children and young people in the Vale participated in sport and physical activity at least three times a week. This was the second highest performance in Wales in terms of participation. 58% of children in the Vale were members of a sports club, compared to 53% nationally. Furthermore, the majority of schools in the Vale (63%) devoted 120 minutes or more per week to Physical Education, this is 10% higher than the Wales average. However, the overall percentage of pupils taking part in extracurricular sport in 2012/13 was 73%, below the Wales average of 76%. At 9%, the Vale of Glamorgan had one of the highest rates of pupils saying they only enjoyed PE lessons a little.
  - In 2013/14 there were 6544 visits to sports facilities per 1000 population in the Vale of Glamorgan. This is the second lowest rate across Wales and is significantly lower than the Wales average of 8954. It is also lower than the 2012/13 figure of 7048.
  - Parkwood's Annual Services Report for 2014, highlights overall improvements in participation levels in a number of areas across all leisure centres including fitness memberships (45% increase since 2012); Badminton bookings (43% increase) casual squash bookings (29% increase) and casual gym usage (27% increase). There was a decrease in wetside usage at Penarth leisure centre which was attributed to a fire incident which prevented usage of the facilities for a significant time period. During the coming year there is further focus on increasing participation in casual swimming, and children and adult swimming lessons in line with targets. A customer satisfaction in excess of 90% was reported by Parkwood for 2014.
  - Overall satisfaction with Leisure services (POS 2014) remains relatively high with over 8 in 10 respondents 'very' or 'fairly' satisfied (83%) although this has fallen from 94% in 2012. 17% of leisure centre users were dissatisfied with the service compared with only 6% in 2012. (35%) of respondents stated that they had used a leisure centre in the last 12 months with Barry (47%) and Penarth (38%) being the most frequently used leisure centres.
  - In terms of aspects of the service, services that rated most highly were access to premises, with over 9 in 10 people satisfied (92%). This was closely followed by information on activities (89%) although both have declined by 6 to 8 percentage points since the last survey in 2012. The most notable decreases in satisfaction were in range of facilities available (94%) which decreased by 12 percentage points since 2012 and building cleanliness and activities on offer 72% and 86% respectively, both decreasing by 9 percentage points.
- The Council has been recognised for its work in disability sport through achievement of the bronze award 'In Sport Ribbon'. The Play team were also recognised in a national award on play schemes further emphasising the good work being undertaken. The service has been ranked 1<sup>st</sup> in Wales for partnership in play activities and 2<sup>nd</sup> in children's partnership by Sport Wales in 2014.
  - Since commencement of the leisure contract with Parkwood in 2012, £3 million has been invested in the Vale's leisure centres. The Vale is currently the only local authority in Wales not to require a revenue subsidy to operate its leisure centres. Further savings of £100k per annum were achieved in 2014/15 in partnership with the Leisure Contractor, Parkwood.
  - The Council delivered a successful 2014 summer events programme including the Barry Island Weekenders, which attracted over 40,000 visitors to the Vale. Two weekend evening events, The Isle of Fire and Cinema by the Sea, have also boosted the

night time economy of the Island. In late 2014, the Council was shortlisted by Visit Wales National Tourism Award in the best small event category for the Barry Island 'Isle of Fire' event held during the Summer. The awards will be decided in late March 2015. We also worked with Welsh triathlon and Cardiff Triathlon to organise a successful Barry Island Aquathlon in 2014 and discussions are continuing to bring a full Triathlon to the Vale in 2015.

- Our successful partnership working on Penarth Pier was recognised by winning the 'Pier of the Year Award 2014' and the National Trust's, Special Places in Wales' award.
- A Vale of Glamorgan Building Company working in partnership with the Council has been recognised across Wales and UK as best 'Small Builder'.
- As at quarter 3 of 2014/15, our performance when dealing with a range of planning applications and appeals is good, given the considerable increase in submissions. Overall, our performance in relation to planning matters when compared with other councils is generally an improving picture as evidenced by the data below:
  - We dealt with the 4<sup>th</sup> highest number of applications in Wales and achieved the 5<sup>th</sup> best determination rates placing us in the top quartile of performers in Wales. [Vale performance 82%, Welsh average 74%]
  - We demonstrated consistent performance when dealing with the number of major applications when compared against other Welsh councils. [Welsh average 178, Vale performance 237]
  - The Council continued to be successful in negotiating S106 agreements to the tune of £ 5,431,630 for 2013/14 period, securing improved community and social infrastructure for Vale residents. We secured 1.2 million in contributions during the year and have spent nearly £1 million to date. The Council is due a further £14.78 million from signed s106 agreements, and further receipts are anticipated on current ongoing major applications that will in due course be subject to s106 agreements. S106 money has been used to support public transport and Greenlinks services throughout the Vale of Glamorgan, to provide affordable housing in Sully, to provide a new footway at St. Mary Hill, dropped kerbs at Llantwit Major, public art at Pencoedtre Park and Barry Waterfront (Anchor Memorial Project) and enhancements to public open space in Penarth, Barry, Cowbridge and Culverhouse Cross.
  - During 2013/14, 93.3% of planning applications were approved in the Vale, compared with a national average of 91.6%.
  - 82.1% of appeals against planning application decisions were successfully defended during 2013/14. This was significantly higher than the Wales average of 64.3% and the 2012/13 figure of 65%.
  - The average number of weeks the Vale takes to determine a major application is 24.8. This places the Vale in the upper quartile and above the Wales average of 38.3 weeks.
  - The Vale determined 24.2% of major planning applications within 8 weeks in 2013/14. This places us in the upper quartile and above the Wales average of 15.6%. 67.5% of minor planning applications within 8 weeks, compared with a Wales average performance of 63.3%.
  - 91.7% of householder applications were determined within 8 weeks in the Vale, compared with 86.3% overall in Wales.

- In 2013/14, 81% of planning enforcement cases were resolved during the year within 12 weeks which was the third highest performance in Wales and above the average of 61.8%.
- 31% of additional housing units provided during 2013/14 were classed as affordable. This is significantly lower than the 2012/13 figure of 65% and lower than the Wales average of 37%.
- In 2012/13, 65.8% of additional housing units were built on previously developed land. This was in line with the Wales average performance of 65.9%.
- Increased the number of affordable homes negotiated and delivered via planning obligations. The Council is now successfully negotiating between 30-35% Affordable Housing on new major housing schemes. In 2013/14 a total of 237 affordable housing units were secured to be delivered through section 106 agreements.
- The Planning Officers Society Wales (POSW) survey 2014 provided some positive customer feedback on planning services in the Vale when compared with the rest of Wales. Although the response rate for the Vale was low (25 out 380 customers responded) the key findings are being used by the service to inform service development.
  - 71% of respondents agreed that they were satisfied overall with how the Local Planning Authority (LPA) handled their application. 14% disagreed with this statement. Across Wales the average agreeing with this statement was 57% with 24% disagreeing.
  - 56% of respondents agreed that the LPA gave good advice to help them make a successful application. 28% disagreed with this statement, with a further 17% neither agreeing nor disagreeing. The average for Wales was 59%.
  - 85% of respondents agreed that the LPA responded promptly when they had questions. 5% disagreed with this statement with 10% neither agreeing nor disagreeing. The Welsh average agreeing with this statement was 56% with 32% disagreeing.
  - 57% of respondents agreed that the LPA kept them informed about their application with 24% disagreeing to this statement. The Welsh average agreeing to this statement was 47% with 38% disagreeing.
  - 72% of respondents said they were listened to about their application. With 17% disagreeing with this statement. The average across Wales agreeing to this statement was 57%. 24% disagreed with this statement across Wales.
  - 55% agreed that the LPA enforced its planning rules fairly and consistently whilst 20% disagreed with this statement. Across Wales, the average agreeing with statement was 45% with 29% disagreeing.
  - 65% of respondents agreed that the LPA gives help throughout, including conditions. 20% disagreed with the statement. The Welsh average agreeing with this statement was 48% with 31% disagreeing with this statement
  - Vale respondents prioritised the following characteristics of a good planning service as the most helpful in helping them achieve successful developments:
    1. *Getting a speedy decision on your submitted application.*
    2. *Access to the case officer to check on your application.*
    3. *Availability to talk to a duty planner before you submit your application.*
    4. *Having a chance to amend an application before it is decided.*

### 5. *Consistent advice from officers.*

- Demonstrated our commitment through continued investment in the rural Vale through Creative Rural Communities and delivery of the Rural Development Plan. We advised 51 rural tourism businesses and supported 5 diversification projects and the development and launching of 6 new products/ services during the year.
- Work continues with local employers, our contractors and potential investors to increase the number of work-based apprenticeships, work experience and training opportunities available in the Vale to help people of all ages to develop their skills and secure employment. We coordinated two job fairs events which attracted over 2,000 attendees.
- Through initiatives such as the Work Programme and Communities First which has seen an increase in take up of courses, more clients have reported feeling confident about seeking work. These schemes are performing well against delivery plan targets for the year and local employment is increasing and unemployment currently averaging 6.7 is below the Wales and UK averages of 7.1 and 6.8 respectively. Our performance in this area also contributed towards achievement of the full Outcome Agreement incentive grant in 2014. During 2014 (Q3) as part of the Work Programme and Communities First initiatives we achieved the following:
  - 110 Communities First clients completed employment-related courses
  - 53 Work Programme clients completed employment-related courses
  - 87 Work Programme clients secured employment
  - 110 Communities First clients completed employment related courses;
  - 24 Communities First clients have entered full time employment;
  - 135 Communities First clients reported feeling more confident about seeking employment;
  - 24 local individuals gained training and employment through targeted recruitment and training in council construction projects.
- Through delivering a more proactive service in targeting all empty properties in the Vale, we returned more vacant private sector dwellings to occupation through direct action ranking us 2<sup>nd</sup> in Wales in 2013/14. During 2013/14, 49% of vacant private dwellings across the Vale were returned to occupation, a significant increase from 2% in 2012/13.
- We continued to make improvements in waiting times for the delivery of DFGs and our customers are highly satisfied with the process and the works undertaken. As at quarter 3 (2014/15), performance was 201 days against a target of 250 days. Following the implementation of the new contract framework indicates that further reduction in delivery times will be achieved. Excluding those DFGs using the old tendering system, the total number of delivery days for the DFGs is around 165 days which is a significant improvement. We are on course for an estimated end of year performance of 200 days, including those grants that are being completed under the old tendering system. 100% of clients who have received a disabled facilities grant are

satisfied with the process. 100% of clients have stated that the DFG made them feel more independent at home.

- Improved our relationships with town centre traders through partnership working aimed at improving the vitality and attractiveness of the Vale's town centres. We are accessing some new funding sources, and indication of extended funding streams is reassuring for future projects. Good partnerships have been established and these are giving solid outcomes. We secured £60k in partnership grants for Llantwit and Penarth to develop vocational markets.
- Delivered the Barry Island regeneration scheme with high levels of satisfaction from residents and visitors as evidenced by feedback and responses through the media, including social media. Following the conclusion of the Barry Regeneration Area programme earlier this year, we held the first Annual Barry Regeneration conference with over 100 delegates attending. At a time when resources across all sectors are stretched it's never been more important to share good practice and delegates explored these challenges and took the opportunity to build relationships; share knowledge; provide better access to information; avoid duplication of effort; and, encourage innovation.
- The Castleland renewal area scheme continues to deliver an improved standard of housing and local environment for residents and we are on track to deliver the five year improvement programme. During the phase 3 of the programme (2014/15) a face-lifting programme for 316 homes was undertaken to improve external appearance. In addition upgraded/ new central heating systems, installation of voltage optimisers, solar thermal hot water systems were offered to 250 homes. Customer satisfaction surveys found 92% of residents either strongly agreed or agreed that the work had improved their street and their area. While, 87% of residents were either very satisfied or satisfied with the information or advice they received from Renewal Area Staff and 96% of residents were either very satisfied or satisfied with the attitude of these staff.
- As part of our commitment to improve access to the countryside, we have successfully increased the number of bridleways in the Vale by approximately 40%. We have also increased the National Cycle Network in Vale with the implementation of NCN 88 across the Vale providing a tourism asset and new commuter opportunities. We continue to look for opportunities to increase income and have substantially increased income levels in Country parks with a particular emphasis on film location fees. However, there are approximately 550 kilometres (km) of public rights of way (PROW) in the Vale of Glamorgan, including 498 km of footpaths, 27 km of bridleways and 27 km of Restricted Byways and in light of the current financial challenges, work continues on improvements and maintenance of the network on a priority basis. In 2013/14, 69% of public rights of way were classed as being 'easy to use'. This was a further improvement on previous years.
- We continue to maintain a good track record in securing external grant funding to improve communities within the Vale and during the year were successful in securing £1million Tackling Poverty funding from WG for Barry over 3 years and are the first local authority to complete a project under this fund. We also expect to secure Rural Development Plan funding for the next six years and Communities First Funding has been secured for beyond 2015. During 2014 (Q3) as part of the RDP, Work Programme and Communities First initiatives:

- We placed our 500<sup>th</sup> long term unemployed individual into employment as part of the Work programme initiative.
  - 53 Work Programme clients completed employment-related courses;
  - 87 Work Programme clients secured full time employment;
  - 110 Communities First clients completed employment related courses;
  - 24 Communities First clients have entered full time employment;
  - 135 Communities First clients reported feeling more confident about seeking employment;
  - Supported development of 6 new products /services to be launched in the rural Vale;
  - Advised 51 rural tourism businesses;
  - Supported 5 farming diversification projects.
- The number of affordable houses delivered in the Vale has fallen from 73 in 2012/13 to 55 in 2013/14. Furthermore, the rate of additional affordable housing units delivered (per 10,000 households) in the Vale in 2013/14 is 10 compared to the Wales average of 18. Definition changes made by Welsh Government in how data is reported for this measure, has had a negative impact on our performance. We were required to report 2012/13 data in 2013/14. Data submitted for 2013/14 and 2014/15 have both improved and based on current benchmarking data, our performance should put us in the second quartile. We continue to work to improve our performance in this area by using the targets as set out in the Local Development plan and by working to bring forward appropriate sites for affordable housing. We will also seek to obtain funding through S106 agreements to use on affordable housing on other sites, where targets cannot be met 'on site' in specific proposals.
- We continue to work with local bus operators and across the region to improve services and offer a more dynamic and sustainable transport service within reduced resources:
    - At the 2014 Cymru-Wales National Transport & Logistics Awards, the Council's (303/304 Bus Route linking Cardiff, Barry and Bridgend) won the award under the 'travel demand management' category in light of its innovative approach to address an identified gap in service provision. Through successful negotiation with a private bus organisation to extend existing services by pulling all of the services together and offering a more dynamic regional and sustainable service, it has ensured continued accessibility to services and facilities for rural residents, particularly vulnerable groups.
    - The Vale's Greenlinks rural community transport initiative funded via Creative Rural Communities continues to be well used by residents. Awarded runner up in the category of 'travel demand management' at the recent Cymru-Wales National Transport & Logistics Awards, the service was introduced following the termination of existing village bus services by the then operator due to cost. The Greenlinks initiative has evolved since its introduction in 2010 and now delivers local bus routes on both fixed and flexible routes. To date:
      - 8889 single passenger journeys were made using Greenlinks, a significant increase from last year's annual figure of 8024.
      - Subsidy on average per single passenger journey on Greenlinks has reduced from £9.04 to £6.25.
      - Membership of Greenlinks has increased from 767 individual members and 63 groups in 2013/14 to 868 individual members

and 74 groups.

- In terms of national comparators for transport:
  - In the 2013/14 National Survey for Wales, the average satisfaction rate amongst respondents in the Vale in relation to the transport system was 5.4 on a scale of 1-10 (1 extremely bad, 10 extremely good). This is below the Wales average of 5.9 and places the Vale 3rd from bottom across the 22 local authorities. The Council continues to work with local companies to promote new routes and scheduling where practicable.
  - 65.7% of bus stops in the Vale display current bus timetable information, compared with 56.8% nationally.
  - The cost of subsidised local bus services in the Vale equated to £5.40 per person during 2013/14, this is the lowest amount since 2007/08 (£5.36). This places the Vale of Glamorgan as the 9<sup>th</sup> lowest subsidised local bus service, and is lower than the national average of £7.56.
- Significant work has been undertaken during the year as part of our annual road safety programme to ensure the safety of all road users from drivers to cyclists and pedestrians through a range of measures including education, training and publicity:
  - Whilst the Junior Road Safety Officer scheme has been terminated due to reduction in Grant, some assistance has been provided by the Road Safety Officer to help schools take on responsibility for implementing the scheme. Currently 15 out of 35 schools have carried on with the scheme.
  - Approximately 85% of Year 6 pupils took part in national standards cycle training and all demand was met.
  - Approximately 800 pupils benefited from child pedestrian training through short 4 week and long 12 week practical courses in 17 schools.
  - Three bikesafe courses were booked and offered to the motorbike community however only 3 people took up the offer, leaving 2 courses cancelled due to lack of take-up.
  - A trial motorbike course for small sized bikes specifically aimed at commuters has been set up which may be rolled out to schools and colleges.
  - The Road Safety team has contributed to various event days by delivering drink drive education and seatbelt awareness, including St Athan, the Square on Holton Road, Lloyds Bank workforce (Cardiff, jointly with Cardiff Council), freshers fayre at Barry College. We also assisted the Police and Fire Service with Options day where people are pulled over for non-use of seatbelts and using mobile phones whilst driving. Offenders are offered education for non-use of seatbelts but are issued fines for mobile phone use.
  - We have actively promoted road safety education and supplied resources to enable road safety education at a number of events including road safety week, bike week, big pedal, a multi-media and poster competition (Road Safety Wales) Healthy Schools, the horse riding community, Brownies, Scouts and Cubs, Youth Clubs and nursery schools.
  - Worked in partnership with Rhondda Cynon Taff Council to deliver the Pass Plus Cymru and mature driver course which was well attended.

- Pupils from the Vale were finalists in the SW Police Road Safety Quiz competition having competed through a Vale wide competition first to get to the finals.
- In terms of national comparators for road safety:
  - In 2013/14 the total number of casualties on all roads (per 100,000 vehicle kilometres) in the Vale was 30. This is just below the Wales average of 31. The total number of child casualties whilst walking or cycling (per 10,000 population) was 12. This is higher than the Wales average of 9.
  - 78% of the targeted school year completed off-road cycle training in 2012/13. This places the Vale as the top local authority for off-road cycle training, and is significantly higher than the Wales average of 30%. 50.1% completed on-road cycle training, which is also higher than the national average of 20%.
- Customer satisfaction overall with Regulatory Services reduced slightly from 93.30% in 2012/13 to 88.8% in 2013/14. We continue to work hard on improving our response to customer requests within reducing resources as demonstrated in the performance below. Further service improvements are anticipated through the new regional regulatory service which will ensure more flexible and responsive services and secure long term sustainability of regulatory services. During 2013/14:
  - 97% of service requests relating to food enforcement were responded to within target.
  - 100% of food poisoning notifications were responded to within target.
  - 100% of service requests relating to sanitation certificates and water sampling of potable water was responded to within target.
  - We responded to 90% of requests for service from the public relating to noise pollution in residential areas, within 5 working days and resolved 94% of those requests within 120 days during 2013/14.
  - We responded to 99% of requests for service from the public relating to poor housing within the private rented sector within 5 working days and resolved 97% of those requests within 90 days during 2013/14.
  - 1201 requests for a pest control service were received, with 89% visited within our response time.
  - The Pollution Control Team received 15% less complaints about noise nuisance in 2014/15 compared to the average of 428 requests per year when measured over the previous 4 years.
  - The number of requests for advice on the environmental impact of developments to the planning service increased by 5% in 2014/15 to 296 compared to 218 in 2013/14.
  - An air quality management area was declared in Windsor Road, Penarth during 2014/15 and we are monitoring pollution within that area and taking appropriate action to reduce any pollutant level below the national set objective.
  - There was a small increase in demand for the Private Sector Housing Team with service requests increasing by 2% compared to the same period last year.
  - 5 New Licenses for Mobile Homes Sites were issued under new Welsh Government Legislation during 2014/15.

In terms of national comparators for Regulatory Services:

- From 2008/09 to 2013/14 the Vale has inspected 100% of high risk businesses for trading standards, food hygiene, animal health, and health and safety. In 2013/14, Newport is the only other local authority to match this performance.
  - 54% of new businesses were assessed for trading standards, which was the 13th highest performance in Wales and below the 60% national average.
  - 94% of new businesses were assessed for food hygiene which was the 9th highest performance in Wales and above the 92% national average. It was also significantly higher than the 2012/13 performance of 82%.
  - 92% of new businesses were assessed for animal health, which was the 12th highest performance in Wales and above the Wales average of 61%. It is also a significant improvement on the 2012/13 performance of 79%.
  - Although the number of broadly compliant food premises has risen from 77% in 2010/11 to 85% in 2013/14, the Vale is placed 20th in Wales. This figure is also lower than the Wales average of 90%. We will continue our work with businesses to improve compliance levels through targeted training and support.
  - In 2012/13, 58% of new businesses were assessed for health and safety, which was the 9th highest performance in Wales and above the Wales average of 39%.
- Through the recently adopted Town Centres framework (2014), we are working with the Vale's town centres to promote investment and improve their vitality and attractiveness. During 2014, we asked residents their opinion of the town centres that they have visited with key findings outlined below:
    - Public opinion in relation to Cowbridge and Llantwit Major was considerably more positive than the other town centres within the Vale. Over 9 in 10 visitors to these town centres rated it as very or fairly good (98% and 94% respectively). This was followed by Penarth Town where 89% of visitors felt that the town centre was either very good or fairly good. By contrast the opinion of Barry was more mixed. The majority of respondents were fairly positive about Barry, but some felt that the town centre was fairly or very poor (38% felt this way about Holton Road and 41% for Barry High Street/Broad Street). When respondents were asked to identify reasons why they rated the town centre as 'poor', the main rationale was that it 'looks run down', 'poor choice of shops' or 'too many charity shops'.
    - In terms of rating the accessibility of town centres, respondents were very positive about access to bus services and access for pedestrians with 9 in 10 rating their town as very good or fairly good in these areas. Access to trains with the exception of Cowbridge (that has no train station) was also rated highly. Access to cyclists drew a more mixed response, as 9 in 10 (87%) of respondents thought that access was very good or fairly good in Llantwit, but this dropped to 55% for Barry (High Street/Broad Street). Respondents were more critical of the availability of car parking in town centres particularly in Penarth and Barry.
    - In relation to the town centre aspects, respondents rated Cowbridge highest in respect of clear signposting, general cleanliness, general up-keep and maintenance, quality and appearance of street furniture, attractiveness of shop fronts and associated advertisements, presence of flowers and greenery, range and choice of shops. This was followed by Llantwit,

Penarth and Barry.

### **Areas for Improvement**

- We have continued to make improvements in waiting times for the delivery of DFGs and our customers are highly satisfied with the process and the works undertaken. This work will continue to be an area of focus for the service in the coming year.
- Whilst generally, participation in leisure across the board is an improving picture, further work is required with our partners including (the Leisure contractor - Parkwood) to improve further, participation levels in the Vale's leisure centres which has remained in the bottom quartile over the past 3 years.
- Improving the management of our leisure contract with Parkwood is also an area of focus for the service, in line with Wales Audit Office improvement proposals, incorporating the views of customers. We aim to build on the progress we made during 2014/15.
- Although our performance in relation to broadly compliant food premises has improved from 77% in 2010/11 to 85% in 2013/14, the Vale is in the bottom quartile and placed 20th in Wales. We will continue our work with businesses to improve compliance levels through targeted training and support.
- We need to increase the number of additional housing units that are classed as affordable in the Vale. Currently our performance of 31% is below the Welsh average of 37%. We aim to achieve an improvement by using the targets as set out in the Local Development plan and by working to bring forward appropriate sites for affordable housing. We will also seek to obtain funding through S106 agreements to use on affordable housing on other sites, where targets cannot be met 'on site' in specific proposals.
- We will continue to work with key partners to take forward the recommendations of the Town Centres framework with the aim of increasing footfall in town centres through promotion, as well as physical measures of improvement.

### **What have we achieved?**

<b>Service Outcome/Objective</b>	<b>What did we do in 2014-15?</b>	<b>What outcomes have been achieved as a result of these actions?</b>
<b>Service Objective 1</b> (CP/HSCW1/ HSCW2, HSCW4) (DS/A007/ DS03/A056)	Demonstrated the Council's commitment to increasing participation in physical and leisure activities by working in partnership with Parkwood Community Leisure and other key stakeholders to deliver a wide range of social activities and leisure opportunities.	Further significant cost savings have been achieved by working in partnership with Parkwood Community Leisure which have had no adverse effect on the performance of the contract.  Participation rates are improving as indicated by both the 2013 Active Adults and School Sport surveys which highlighted higher than

Service Outcome/Objective	What did we do in 2014-15?	What outcomes have been achieved as a result of these actions?
		<p>Wales average performance in participation in physical and sporting activities. In addition 42% of Vale residents were members of a sports club, compared to just 27% nationally. Similarly, 58% of children in the Vale were members of a sports club, compared to 53% nationally. Furthermore, the majority of schools in the Vale (63%) devoted 120 minutes or more per week to Physical Education, this is 10% higher than the Wales average.</p> <p>Parkwood's Annual Services Report for 2014, highlighted overall improvements in participation levels in a number of areas across all leisure centres including fitness memberships (45% increase since 2012); Badminton bookings (43% increase) casual squash bookings (29% increase) and casual gym usage (27% increase). During the coming year there is further focus on increasing participation levels in casual swimming, and children and adult swimming lessons in line with targets.</p> <p>The percentage of people who took up their referral into the exercise referral scheme and completed the programme is showing steady increase from 2013/14 performance of 40% to 50% as at Q3 of 2014/15.</p>
Service Objective 1 (DS/A159)	Worked in partnership with communities, agencies and providers to deliver play and sport services and facilities within the Vale of Glamorgan.	<p>Increased participation in play schemes across the Vale.</p> <p>During the period Sept 2013 – August 14,</p>

Service Outcome/Objective	What did we do in 2014-15?	What outcomes have been achieved as a result of these actions?
		<p>48% of young people in the Vale took part in 5 x 60 activities amassing 44,546 participations in sports activities.</p> <p>During the same period, there were 11,686 registrations in afterschool and community dragon sport activities, across 246 clubs which were run by 362 volunteers.</p> <p>43 clubs/organisations within the Vale who liaise with the Council offer inclusive or disability specific sporting opportunities, however not all of them currently have disabled participants.</p> <p>We provided a range of play opportunities throughout the Vale of Glamorgan, including play schemes for disabled children. 762 children attended the play schemes and Play Ranger over Easter, the May half term, Summer and the October half term 2014. Thousands of children, young people and their families experienced sports and play opportunities at the various public events that were run throughout the year including the Barry Island Sports &amp; Play Weekender, Vale Show and the Vale Sports &amp; Play Family Fun Day</p> <p>Sport Wales ranked the Vale 1<sup>st</sup> in Wales for partnership working in delivering play and sports services and 2<sup>nd</sup> in Wales for our children's partnership.</p>

<b>Service Outcome/Objective</b>	<b>What did we do in 2014-15?</b>	<b>What outcomes have been achieved as a result of these actions?</b>
		The Council won the 'Understanding Disability Awareness' award for its play schemes in 2014.
Service Objective 1 (DS/A160)	Run a successful summer events programme across the Vale.	<p>The Council delivered a successful 2014 summer events programme including the Barry Island Weekenders, which attracted over 40,000 visitors to the Vale. Two weekend evening events, The Isle of Fire and Cinema by the Sea, have also boosted the night time economy of the Island. We also worked with Welsh triathlon and Cardiff Triathlon to organise a successful Barry Island Aquathlon in 2014 and discussions are continuing to bring a full Triathlon to the Vale in 2015.</p> <p>The Council was shortlisted by Visit Wales National Tourism Award in the best small event category for the Barry Island 'Isle of Fire' event held during the Summer. The awards will be decided in late March 2015.</p>
<b>Service Objective 2</b> (CP/CPS9) (DS/A028)	Established a set of occupational standards for employees and volunteers working in the domestic abuse field.	A more consistent approach for victims of domestic abuse across the Vale. Improved knowledge within the Council and amongst keys stakeholders of issues relating to the management and identification of domestic abuse.
Service Objective 2 (CP/CPS01/CPS/04) (DS/A022/ DS/A025)	<p>Increased awareness of the Council's emergency planning and contingency arrangements to ensure that staff and key partners are prepared in the event of an emergency incident.</p> <p>Adopted a Prevent Strategy via by the Safer Vale</p>	<p>All relevant staff achieved gold level training ensuring the development of competencies and skill-sets thereby enabling staff to fulfil key roles.</p> <p>Through proactive initiatives involving the</p>

<b>Service Outcome/Objective</b>	<b>What did we do in 2014-15?</b>	<b>What outcomes have been achieved as a result of these actions?</b>
	Partnership to help minimise the risk of terrorism in the Vale.	Vale's communities the Safer Vale Partnership aims to stop people becoming terrorists or supporting terrorism or related extremist activities.
Service Objective 2 (CP/CPS6) (DS/A026)	Worked with partners to tackle anti-social behaviour through targeted interventions and promoting community safety.	<p>A programme of intervention work has targeted youth in Penarth, Holton road in Barry and other areas of the Vale to address youth related anti-social behaviour.</p> <p>Our work with Vale communities on community safety issues to tackle anti-social behaviour and promote community safety has resulted in the establishment of neighbourhood watch schemes in Cowbridge, Penarth and Barry.</p>
Service Objective 2 (CP/CPS8) (DS/A027)	Worked with partners to reduce underage drinking and increase the percentage of licensed premises tested for under-age sales.	<p>We increased the number of licensed premises tested for underage sales (from 150 in 2013/14 to 160 in 2014/15).</p> <p>In line with the Council's zero tolerance approach all perpetrators were successfully prosecuted.</p>
Service Objective 2 (CP/CPS10) (DS/A029)	Worked with partners to increase support and security for victims of domestic abuse and to increase the number of prevention programmes available for perpetrators.	<p>The Vale has been awarded White Ribbon Local Authority status.</p> <p>Victims of domestic abuse are able to access effective support systems. During the year 71 referrals were made to the sanctuary project, ensuring support for the most vulnerable. A further 301 have engaged in other prevention programs.</p>
Service Objective 2 (CP/CPS05) (DS/A009)	Worked with businesses to increase the percentage of businesses inspected achieving a food hygiene rating score of 3 or more.	Through a comprehensive inspection process and provision of ongoing advice and training to businesses in the Vale, we have increased

Service Outcome/Objective	What did we do in 2014-15?	What outcomes have been achieved as a result of these actions?
		<p>the number achieving a food hygiene score of 3 or more. However we recognise that more work is needed to improve as our performance is below the Welsh average of 90.33%. Currently 85.29% of food establishments in the Vale are broadly compliant with food hygiene standards.</p>
<p>Service Objective 2 (CP/CPS3/ CSDP/ CP/CPS2) (DS/A024/ DS/A023/ DS/A030)</p>	<p>In partnership with schools, governing bodies and parents, we promoted the safer use of roads and implemented a programme of road safety measures in order to ensure the safety and wellbeing of children attending school.</p>	<p>Work undertaken during the year as part of our annual road safety programme contributes to ensuring the safety of all road users from drivers to cyclists and pedestrians through a range of measures including education, training and publicity:</p> <ul style="list-style-type: none"> <li>- Introduced a procedure for the provision of school crossing patrol service and increased the number of safe routes to school.</li> <li>- Whilst the Junior Road Safety Officer scheme has been terminated due to reduction in grant, we worked with schools to help them take on responsibility for implementing the scheme. Currently 15 out of 35 schools have carried on with the scheme.</li> <li>- Approximately 85% of Year 6 pupils took part in national standards cycle training and all demand was met.</li> <li>- Approximately 800 pupils benefited from child pedestrian training through short 4 week and long 12 week practical courses in 17 schools.</li> <li>- Contributed to various event days with delivering drink drive education and</li> </ul>

Service Outcome/Objective	What did we do in 2014-15?	What outcomes have been achieved as a result of these actions?
		<p>seatbelt awareness including St Athan, the Square on Holton Road, Lloyds Bank workforce (Cardiff, jointly with Cardiff Council) and the freshers fayre at Barry College. We also supplied resources to enable road safety education at numerous events including road safety week, bike week, big pedal, a multi-media and poster competition (Road Safety Wales) Healthy Schools and nursery schools.</p> <ul style="list-style-type: none"> <li>- Worked in partnership with Rhondda Cynon Taff Council to deliver the Pass Plus Cymru and mature driver course which were both well attended.</li> <li>- Pupils from the Vale were finalists in the SW Police Road Safety Quiz competition having competed through a Vale wide competition first to get to the finals.</li> </ul>
<p>Service Objective 2 (CP/H11) (IO3) (DS/A006)</p> <p>(WAO/IP1&amp;2/ DFG/2011/12)</p>	<p>Implemented a new framework contract which has further improved our delivery times for disabled facilities grants.</p>	<p>As at quarter 3 (2014/15), performance was 201 days against a target of 250 days. Excluding those DFGs using the old tendering system, the total number of delivery days for the DFGs is around 165 days which is a significant improvement. We are on course for an estimated end of year performance of 200 days, including those grants that are being completed under the old tendering system. 100% of clients who have received a disabled facilities grant are satisfied with the process. 100% of clients have stated that the DFG made them feel more independent at home</p>
<p>Service Objective 2 (CP/H8)</p>	<p>Delivered a more proactive service in targeting all empty properties in the Vale. Through direct action,</p>	<p>During 2013/14, 49% of vacant private dwellings across the Vale were returned to</p>

<b>Service Outcome/Objective</b>	<b>What did we do in 2014-15?</b>	<b>What outcomes have been achieved as a result of these actions?</b>
(DS/A005)	we returned more vacant private sector dwellings to occupation.	occupation, a significant increase from 2% in 2012/13, ranking us 2 <sup>nd</sup> in Wales.
Service Objective 2 (CP/R12) (DS/A001)	Continued implementation of the Castleland Renewal Area to improve the standard of housing and the local environment.	<p>Phase 3 of the programme (2014/15) delivered a face-lifting programme for 316 homes to improve external appearance. In addition upgraded/ new central heating systems, installation of voltage optimisers, solar thermal hot water systems were offered to 250 homes.</p> <p>92% of residents either strongly agreed or agreed that the work had improved their street and their area.</p>
Service Objective 3 (CP/R11) (IO) (DS/A065/ DS/A173 )	Established a formal Barry Communities First Cluster Board to deliver improved outcomes for people living in the Communities First area.	<p>A Memorandum of Understanding has been agreed between the Council and Board. We have successfully secured funding to extend the Communities First programme in Barry beyond 2015.</p> <p>Provided additional support to unemployed people in Communities First areas including confidence building, CV and interview skills training, job fairs all of which were well attended.</p> <p>2014 saw an increase in take up of courses with more clients reporting that they feel confident about seeking work. The scheme is performing well against delivery plan targets for the year and local employment is increasing and unemployment is below the Wales and UK average. Our performance in this area also contributed towards achievement of the full Outcome Agreement</p>

<b>Service Outcome/Objective</b>	<b>What did we do in 2014-15?</b>	<b>What outcomes have been achieved as a result of these actions?</b>
		incentive grant in 2014.
Service Objective 3 (CP/LS14)(IO) (DS/A067/ DS/A069)	Established connections with a number of contractors in the Vale to secure potential employment training and work placements/ experience opportunities. We have also targeted potential major development opportunities as part of this work.	In the Autumn of 2014, we placed our 500 <sup>th</sup> long term unemployed individual into a job.
Service Objective 3 (CP/R15) (DS/A078)	We are on track to produce a sound Local Development Plan and are in the process of consulting key stakeholders on alternative sites.	Consultation findings have informed the LDP framework which will help to shape and promote beneficial, appropriate and sustainable growth in the Vale.
Service Objective 3 (CP/R8) (DS/A083/ DS/A107)	We continued to play an active part in board discussions on all matters relating to the master planning of the St. Athan and Airport Enterprise Zone in partnership with Welsh Government.	A key outcome has been to progress a Strategic Visioning document for the Enterprise Zone, and the Council has contributed positively to this process given the planning and master planning expertise that it brings to the Board.
Service Objective 3 (CP/R4) (DS/A084/ DS/A108)	Worked with Barry Waterfront Consortium to implement proposals for the Barry Waterfront scheme including the provision of a new road to link to Barry Island.	A loan agreement has been signed between the Consortium, the Council and Welsh Government to bring forward construction of the road and it is anticipated that this will be completed by the summer of 2015.
Service Objective 3 (CP/R3) (DS/A087)	Our work with the developer (Crest Nicholson) continued with respect to progressing redevelopment of Penarth Heights.	New homes are being constructed on the second half of the site.  Conclusion of Section 38 and 111 highway negotiations will facilitate the adoption of highway associated structures.
Service Objective 3 (CP/R5) (DS/A088/ DS/A106/ DS/A174))	Involved residents and businesses in developing a master plan for Barry Island.	Consultation findings have informed proposed planned enhancements to the public realm.  Planned disposal of key sites to secure sustainable future use including watch tower, TIC premises.

Service Outcome/Objective	What did we do in 2014-15?	What outcomes have been achieved as a result of these actions?
		<p>Limited interest was generated in the marketing of Nell's Point consequently a review of the master plan is being undertaken with further proposals for the marketing of key sites.</p> <p>Discussions continue to be held with the owners of Barry Island funfair site in relation to redevelopment of the site for leisure and commercial purposes and we continue to promote the site to potential investors.</p>
Service Objective 3 (CP/CSDP, CP/R17) (DS/A089, DS/A080)	We produced, consulted upon and finalised a Destination Action Plan	<p>The Destination Action Plan builds on the Vale's Tourism Strategy aiming to maximise opportunities for the Vale as a visitor and tourism destination.</p> <p>Tourism ambassadors' scheme and information hubs established by working in partnership with local businesses to promote tourism.</p>
Service Objective 3 (CP/CL14) (IO) (DS/A165/DS/A172)	Through joint working with Cardiff & Vale CAB we have supported families in need to access support services that help them into training and employment. Support long term unemployed people into employment through mentoring, training and job search assistance	<p>Through initiatives such as the Work Programme and Communities First which has seen an increase in take up of courses, more clients have reported feeling confident about seeking work.</p> <p>These schemes are performing well against delivery plan targets for the year and local employment is increasing and unemployment, currently averaging 6.7, is below the Wales and UK averages of 7.1 and 6.8 respectively.</p>
Service Objective 3 (CP/R9)(IO)(CP/R7) (DS/A109/DS/A166/DS/A1	Successfully concluded the Barry Regeneration Area programme in partnership with Welsh Government.	£3.3m was spent on improving the public realm, open spaces and key approaches to the Island. We continue to seek further

<b>Service Outcome/Objective</b>	<b>What did we do in 2014-15?</b>	<b>What outcomes have been achieved as a result of these actions?</b>
68/ DS/A169/DS/A079/ DS/A175/		resources/investment to make further public realm improvements in central Barry including traffic management improvement and are in the process of creating a commercial improvement area / development programme.  Held a first Annual Barry Regeneration conference which was attended by over 100 delegates.
Service Objective 3 (CP/R10/ CP/R1)(IO) (DS/A167/ DS/A176/ DS/A177/ DS/A082)	We adopted a town centres framework to promote investment and improve their vitality and attractiveness for residents and visitors to the Vale. We secured a partnership grant of £60k to facilitate work in Penarth and Llantwit Major. As part of this we worked with businesses in Penarth Town centre on the proposed establishment of a Business Improvement District.	Currently working with key stakeholders within the Vale's town centres on creating place boards and business improvement districts to promote investment. In Penarth, work is focusing on improvements to Penarth Esplanade and ensuring sustainable and convenient links with the town centre and Penarth Haven
Service Objective 3 (CP/R13)(IO) (DS/A068)	Successfully concluded all projects within the existing Rural Development Plan.	Continued investment in the rural Vale through Creative Rural Communities and delivery of the Rural Development Plan.  During 2014/15 we supported the development of 6 new products /services to be launched in the rural Vale. We also advised 51 rural tourism businesses and supported 5 farming diversification projects.  We placed our 500 <sup>th</sup> long term unemployed individual into employment as part of the Work Programme initiative with a further 110 clients completing employment related courses as part of Communities First initiatives.
Service Objective 3	Continued to provide project management support for	The Penarth Learning Community project was

<b>Service Outcome/Objective</b>	<b>What did we do in 2014-15?</b>	<b>What outcomes have been achieved as a result of these actions?</b>
(DS/A171)	the Council's Schools Investment Programme including bringing forward surplus sites for redevelopment.	<p>completed to schedule and within budget and the facility is now open. Provides fit for purpose, flexible facilities that will support the innovative delivery of education. The facility comprises a mainstream comprehensive school co-located with an adjoining new school providing education and care for pupils with a wide spectrum of learning needs.</p> <p>Ysgol Nant Talwg, a Welsh medium school was also completed to accommodate growing pupil numbers.</p>
Service objective 4 (CP/R6) (DS/A125/ DS/A182/ DS/A183/ DS/A145)	Worked with our transport partners to promote and develop options to improve strategic highway and public transport improvements between Barry and Cardiff and the M4.	<p>Secured grant funding and successfully delivered Active for Travel Schemes on Port Road, Barry.</p> <p>WG has announced its intention to spend £25m on improvements to 5 mile lane, a key road artery linking Bonvilston to Barry and Cardiff International Airport.</p> <p>Construction was due to be concluded on the Gileston-Old Mill relief road site in January 2015. A slight delay means that work will not be concluded until the end of March.</p>
Service objective 4 (CP/R16, CP/CSDP) (DS/A126/ DS/A127/ DS/A178/ DS/A180/ DS/A179/ DS/A181 )	Actively promoted modal shift by implementing appropriate management systems and improving the sustainable transport infrastructure of the Vale. Through our work with key partners including WG we continued to progress options to improve transport infrastructure via various schemes. Additionally we supported and extend community transport in the Vale in light of increasing pressures on supported bus routes.	<p>Various schemes were completed on time and to budget in 2014/15 contributing to our objective to minimise the impact of congestion and maximise tourism and recreational opportunities.</p> <p>Increased number of bridleways in Vale by approximately 40%. We also Increased the National Cycle Network (NCN 88) in the Vale</p>

Service Outcome/Objective	What did we do in 2014-15?	What outcomes have been achieved as a result of these actions?
		<p>and new provision includes the Porthkerry section of the national cycle network in the Vale, and the completion of a further phase of works in North Barry along the Port Road, linking the road to Weycock Cross.</p> <p>Provided more park and ride spaces at Barry Docks railway station. Cycle routes are being considered and reviewed regularly with annual bids to WG for funding, as well as S106, S278 and S38 works included within planning process.</p> <p>The success of the G1 service has meant that we are now considering a permanent bus service on this route. The Greenlinks service is also helping to meet unmet bus service needs in the Vale.</p> <p>A pilot 20mph zone is currently being trailed in Llandough village as part of traffic management within the area.</p>
<p>Service Objective 5 (CP/E8/ CP/CL6) (DS/A115/ DS/A185/ DS/A116/ DS/A151/ DS/A184)</p>	<p>As our core business, we continued to manage all new development in a sustainable manner (involving key stakeholders) to ensure the heritage of the Vale of Glamorgan is not compromised.</p> <p>To ensure all parties have the opportunity to have their views taken into account on proposed development, we introduced a scheme that allows objectors and applicants to directly address the Planning Committee.</p> <p>Through the delivery of a full training programme</p>	<p>1033 new developments were considered during the year and 927 (89.7%) were approved. In line with our land use planning arrangements and the Council's Conservation Area Management Plans the focus has been on balancing the needs for growth and investment against the need to protect the Vale's rich and diverse heritage and landscapes.</p>

<b>Service Outcome/Objective</b>	<b>What did we do in 2014-15?</b>	<b>What outcomes have been achieved as a result of these actions?</b>
	members were updated on current land use and transportation planning issues.	
Service Objective 5 (CP/R14) (DS/A110)	Through effective use of planning obligations and the Community Infrastructure Levy we have continued to maximise the community benefits of new development to meet the future infrastructure requirements in the Vale of Glamorgan.	<p>Approximately £1.2 million was secured through planning obligations and CIL and we have committed/spent approximately £1 million to deliver infrastructure benefits to communities within the Vale this year.</p> <p>The Council is due a further £14.78 million from signed s106 agreements, excluding current ongoing major applications that have yet to sign s106 agreements.</p>
Service Objective 5 (CP/E7) (DS/A114)	<p>Continued implementation of the Local Biodiversity Action Plan.</p> <p>Delivered 11 practical projects in collaboration with Natural Resources Wales to improve habitat, including significant new wildflower planning areas.</p>	Close liaison between the Ecology Service and Planning to ensure developments respect the need to protect habitats and mitigate losses in accordance with supplementary planning guidance.
Service Objective 5 (DS/A186/ DS/A188)	We reviewed the delivery of the Council's Countryside Service to improve the Tourism and visitor experience and increase income and other economic spin-offs.	<p>New structure implemented for the Countryside Service with shared resources across sites and reduced costs.</p> <p>Created a dedicated post to work with the private sector over the next two years to develop joint projects to enhance visitor experience and income.</p>
Service Objective 5 (DS/A187)	<p>Completed capital works in relation to the interpretation, branding and sense of place project for the Heritage Coast.</p> <p>Secured 'Coastal Communities' grant for slipway replacement and commercial (outdoor activities) storage at Southerndown.</p>	<p>28 new interpretation panels installed. Heritage Coast Centre interpretation and new reception area.</p> <p>High levels of satisfaction with Heritage Coast Centre.</p>

## What do we plan to do?

Service Outcome/Objective	What do we plan to do in 2015-16?	How will we know if we're achieving our objective?
<b>Service Objective 1</b> (CP/R18) (DS/A081)	Explore with key partners opportunities for improving museum and cultural facilities in the Vale of Glamorgan.	Residents appreciate and engage with the Vale's culture and history. Increased visitor numbers to the Vale.
Service Objective 1 (CP/HSCW1) (DS/A007)	Deliver a quality leisure service in partnership with Parkwood Community Leisure and other partners.	Improved access to a range of leisure services and well maintained facilities in a cost effective manner. Increased satisfaction
Service Objective 1 (CP/HSCW4) (DS/A008)	Increase levels of physical activity and reduce rising levels of obesity by delivering the Local Authority Partnership Agreement and the Council's responsibilities in the Healthy Communities Food and Fitness Framework Action Plan.	Increased participation in sport and physical activity improves health and fitness of residents. Improved understanding of the positive impact on health of increased physical activity.
Service Objective 1 (CP/HSCW2) (DS/A056)	Promote and support community facilities in the Vale to offer a wide range of leisure and social activities helping to improve residents' health and wellbeing.	Residents have access to varied social and leisure facilities and are able to participate in activities.
Service Objective 1 (DS/A160)	Work in partnership with communities, agencies and providers to deliver play and sport services and facilities in the Vale.	Range of play, sport and leisure facilities provided despite budget pressures. Town and Community Councils promote and fund play facilities in their respective areas.
Service Objective 1 (DS/A160)	Develop, promote and support the delivery of an annual events programme for the Vale.	Increased visitors to the Vale and increased regional and national profile as a visitor destination.
Service Objective 1 (DS/A189)	Work to effectively monitor the Leisure Centre Contract with Parkwood Community Leisure	All clauses and specifications monitored and effectively scrutinised.  Council receives value for money through the contract and customer satisfaction levels maintained.
<b>Service Objective 2</b> (CP/CPS2) (DS/A023)	Promote safer use of roads and implement a programme of road safety measures to reduce accidents and promote modal shift.	Increased awareness of road safety and Skills to become safe pedestrians. Increased propensity to travel by means other than the private car.
Service Objective 2	Implement the Castleland Renewal Area to improve	Residents live in a healthy and safe

<b>Service Outcome/Objective</b>	<b>What do we plan to do in 2015-16?</b>	<b>How will we know if we're achieving our objective?</b>
(CP/R12) (DS/A001)	the standard of housing and the local environment.	environment and in fit for purpose dwellings.  High satisfaction with Renewal Area Programme.  Improved energy efficiency of the housing stock.  Physical improvements also result in improved communities.
Service Objective 2 (CP/H5) (DS/A003)	Facilitate the renewal of the private sector housing stock through a range of renewal and improvement initiatives	Residents live in fit for purpose, energy efficient dwellings.
Service Objective 2 (CP/R11) (DS/A065)	Deliver a Communities First programme in Barry for 2015/16.	Residents in identified areas of need are supported to improve their quality of life through improved health, access to employment and access to education.
Service Objective 2 (CP/H6) (DS/A004)	Maximise funding opportunities to improve the energy efficiency of the housing stock and reduce fuel poverty.	Residents' homes are more energy efficient helping to reduce fuel costs and promoting sustainable communities.
Service Objective 2 (CP/H8) (DS/A005)	Monitor and reduce the number of empty homes by promoting their return to use and implementation of the Empty Homes Strategy.	Increase in the number of empty properties brought back to use. Reduced negative impact of empty properties in Vale neighbourhoods.  Reduced pressure for the release of greenfield sites for new housing.
Service Objective 2 (CP/H11) (DS/A006) (WAO/IP1&2/ DFG/2011/12)	Assist people to live independently in their homes by reducing the time taken to deliver Disabled Facilities Grants and delivering the Accessible Homes Police.	Residents live in homes that meet their needs with adaptations are delivered in a timely manner.  High satisfaction with DFG processes and adaptations.

Service Outcome/Objective	What do we plan to do in 2015-16?	How will we know if we're achieving our objective?
		Continuous improvement in DFG performance sustained into 2015/16.
Service Objective 2 (CP/H4) (DS/A002)	Maximise the range and choice of sustainable, affordable housing delivered in line with planning requirements and through Social Housing Grant and other funding streams.	Residents have access to a range and choice of dwellings that are affordable and fit for purpose.  Affordable houses are delivered in areas of greatest needs.
Service Objective 2 (DS/A191)	Develop and implement the new collaborative structure to deliver Regulatory Services in Bridgend Cardiff and the Vale of Glamorgan.	Shared provision secures long term service sustainability for regulatory services.  Improved service delivery and economies of scale through shared resources offering a resilient and flexible service.
Service Objective 2 (DS/A192)	Work with partners in a campaign to target rogue traders and highlight the dangers of consenting to have work carried out by cold callers.	Intelligence led operations successfully target rogue trader operations in the Vale, hampering their offending patterns.  Greater awareness amongst residents of rogue traders and their patterns of offending.
Service Objective 2 (CP/CPS3) (DS/A024)	Engage with schools, Governing bodies and parents to establish a procedure for the provision of a School Crossing Patrol services to ensure safety and wellbeing of children attending schools.	Children cross roads safely, with the help of a crossing patrol, when travelling to or from school. Children are aware of how to cross roads safely, thereby reducing accidents.
Service Objective 2 (CPS5) (DS/A009)	Work with businesses to increase the percentage of businesses inspected achieving a food hygiene rating score of 3 or more.	Increase in take up of food hygiene training.  A high number of Vale businesses achieve a food hygiene rating score of 3 or more.
<b>Service Objective 3</b> (CP/R15) (DS/A078)	Produce a sound Local Development Plan as a framework to shape and promote beneficial, appropriate and sustainable growth in the Vale.	Planning decisions made on sound policy basis. LDP provides focus for investors and ensures land is used in a sustainable manner.
Service Objective 3	Provide project management support for the Council's	Planned projects completed to schedule and

<b>Service Outcome/Objective</b>	<b>What do we plan to do in 2015-16?</b>	<b>How will we know if we're achieving our objective?</b>
(CP/LS1) (DS/A0171)	Schools Investment Programme including bringing forward surplus sites for redevelopment.	to budget in line with SIP programme.  Fit for purpose learning facilities.
Service Objective 3 (CP/R3) (DS/A087)	Work with the developer to progress the redevelopment of Penarth Heights.	Development results in an improved environment for residents. Provision of affordable housing. The completion of the regeneration of a previously developed site.
Service Objective 3 (DS/A084)	Work with Barry Waterfront Consortium to implement the proposals for the Barry Waterfront scheme.	Improved public realm and the provision of a range and choice of housing, new retail stores, a new school and community facilities in a highly sustainable location on a previously developed site. The scheme provides a boost to the local economy and brings forward a second access to Barry Island.
Service Objective 3 (DS/A159)	Work in partnership to provide access to good quality, sustainable training and employment opportunities.	Improved employability and increased job opportunities for participants.  Reduced unemployment rates.
Service Objective 3 (CP/R1) (DS/A082)	Work with partners to enhance and regenerate the Penarth Esplanade, and ensure sustainable and convenient links with the Town Centre and Penarth Haven.	Improved access to the Esplanade and improved links with the town centre which results in Local businesses being supported, stimulating the economy.  Improved public realm enhancements result in increased visitor numbers and visitor satisfaction.
Service Objective 3 (CP/R5) (DS/A088)	Develop in consultation with residents, businesses and the wider community a master plan for Barry Island, to include enhancements to the public realm and the use of land at Nell's Point for leisure purposes.	Comprehensive masterplan which informs and guides future land use and investment decisions for Barry Island to the benefit of residents and visitors.  Key sites such as Nells Point, the Funfair site

<b>Service Outcome/Objective</b>	<b>What do we plan to do in 2015-16?</b>	<b>How will we know if we're achieving our objective?</b>
		and the Old Harbour are considered in a strategic manner.
Service Objective 3 (CP/R7) (DS/A079)	Actively seek a new cinema for the town of Barry.	Residents have access to modern cinema facilities without having to travel out of county.
Service Objective 3 (CP/R8) (DS/A083)	Support Welsh Government in administering the St. Athan and Airport Enterprise Zone to maximise investment and job creation.	New companies invest in the EZ, increasing employment opportunities for local people.
Service Objective 3 (DS/A068)	Deliver a rural development plan for 2015/16 supporting schemes that promote the sustainability of rural communities.	Residents continue to be actively involved in the future of their communities. Innovative ideas benefit the long term social and economic wellbeing of rural Vale communities.
Service Objective 3 (DS/A194)	Deliver improvements to the Vale's town centres via the Council's adopted framework.	Increased vitality of the Vale's town centres, offering businesses, residents and visitors an improved environment.
Service Objective 3 (DS/A195)	Work with Partners to promote further regeneration work in Barry.	Increased vitality of Barry's town centres, offering businesses, residents and visitors an improved environment.
Service Objective 3 (DS/A196)	Implement agreed Tackling Poverty Initiatives in Barry, through the WG's Tackling Poverty Fund.	Agreed 3 year Tackling Poverty initiatives fully implemented resulting in physical improvements within Barry, improved housing stock and enhanced areas of open space within the most deprived communities.
Service Objective 3 (DA/A197)	Work with partners to actively promote the Vale as a visitor and tourist destination via the Tourism Strategy and Destination Action Plan.	Increased vitality of Barry's town centres, the Island and communities offering businesses, residents and visitors an improved environment.
<b>Service Objective 4</b> (CP/R6) (DS/A125)	Work with transport partners to promote and develop options to improve strategic highways and public transport improvements.	Improved links aid accessibility to Barry and on strategic routes.
Service Objective 4	Promote modal shift by implementing appropriate	Increased numbers of residents and visitors

<b>Service Outcome/Objective</b>	<b>What do we plan to do in 2015-16?</b>	<b>How will we know if we're achieving our objective?</b>
(CP/R16) (DS/A126)	traffic management systems and improving sustainable transport infrastructure including the provision of footpaths, cycleways and bridleways to minimise the impact of congestion and maximise tourism and recreational opportunities.	who use sustainable transport, with resultant decreased in care users.
Service Objective 4 (DS/A178)	Support and extend community transport throughout the Vale in light of increasing budget pressures on supported bus routes.	Improved passenger movements to compensate for reduced bus services.
Service Objective 4 (DS/A181)	Progress the delivery of a 20mph zone for Llandough village.	Slower speeds resulting in fewer accidents.
Service Objective 4 (DS/A182)	Progress options for improvement of Five Mile Lane.	Options worked up in partnership with WG to enable improved strategic access to Barry and the Enterprise Zone.
<b>Service Objective 5</b> (DS/A115) (CP/E8)	Manage all new development in a sustainable manner to ensure the heritage of the Vale of Glamorgan is not compromised.	Effective planning land use processes and procedures ensure the Vale's heritage is respected and protected.
Service Objective 5 (DS/A184)	Deliver a full programme of member training on land use and transportation planning.	Member development contributes towards informed and defensible planning decisions.
Service Objective 3 (CP/R14) (DS/A110)	Maximise the community benefits of new development through the effective use of planning obligations and continue to develop a Community Infrastructure Levy to meet future infrastructure requirements in the Vale.	New development is integrated into communities, consequently impact is minimised. Funding secured through planning process ensures improved facilities for the Vale's communities.
Service Objective 5 (DS/A114)	Continue to implement the Local Biodiversity Action Plan.	Biodiversity maintained and enhanced wherever possible.
Service Objective 5 (DS/A116)	Review the Council's Conservation Area Management Plans.	Character and unique qualities of the Vale's conservation areas are preserved and enhanced.

**Appendix 1 details all Service Plan actions aligned to outcomes and objectives to be delivered during 2015-16**

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### **What do we plan to do in 2016-19?**

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1. Seek forward funding to continue momentum in regeneration programmes with particular reference to Barry, Communities First and the Rural Development Plan.
2. Progress the Bridgend, Cardiff and Vale Collaboration Business Plan for the delivery of regulatory services.
3. Support the implementation of the National Landlord and Letting Agents Registration and Licensing Scheme at a local level by raising awareness and promoting the scheme through existing work programmes during 2015-17.

## Our Service Outcomes and Objectives

Having considered the self-assessment and the key issues and risks identified by the service we have agreed the following service outcomes and objectives:

<b>Service Outcome 1:</b>	<b>Residents of the Vale live in safe, healthy, prosperous and sustainable communities.</b>
<b>Objective 1 (SO1)</b>	<b>To promote participation in a diverse range of sporting, cultural, recreational and community interests and activities.</b>
<b>Corporate Plan Outcomes:</b>	<p><b><i>Health, Social Care and Wellbeing</i></b>  <b><i>Citizens of the Vale of Glamorgan are healthy and have equality of outcomes and, through appropriate support and safeguards, the most vulnerable members of our community maximise their life opportunities.</i></b></p> <p><b><i>Regeneration</i></b>  <b><i>The Vale of Glamorgan has a thriving economy supporting cohesive communities.</i></b></p>
<b>Corporate Plan priorities undertaken as part of this objective:</b>	
<b>HSCW1</b>	<b>Deliver a quality leisure service in partnership with Parkwood Community Leisure and other partners. (2013/17)</b>
<b>HSCW4</b>	<b>Increase levels of physical activity and reduce rising levels of obesity by delivering the Local Authority Partnership Agreement and the Council's responsibilities in the Healthy Communities Food and Fitness Framework Action Plan (2016/17)</b>
<b>R18</b>	<b>Explore with key partners opportunities for improving museum</b>

	and cultural facilities in the Vale of Glamorgan. (2016/17)
Linked to Improvement Objective:	None
Linked to Outcome Agreement Objective:	None
Service Outcome 1:	Residents of the Vale live in safe, healthy, prosperous and sustainable communities.
<i>Objective 2: (SO2)</i>	To promote safe, healthy and sustainable communities for residents and businesses.
Corporate Plan Outcome:	<p><b>Housing</b>  <i>Vale of Glamorgan residents have access to affordable, good quality suitable housing and housing advice and support.</i></p> <p><b>Community and Public Safety</b>  <i>Residents and citizens of the Vale of Glamorgan feel safe and are safe within their community.</i></p> <p><b>Regeneration</b>  <i>The Vale of Glamorgan has a thriving economy supporting cohesive sustainable communities.</i></p>
Corporate Plan priorities undertaken as part of this objective:	
H4	Maximise the range and choice of sustainable, affordable housing delivered in line with planning requirements and through social housing grant and other funding streams. (2016/17)
H5	Facilitate the renewal of private sector housing stock through a range of renewal and improvement initiatives. (2016/17)
H6	Utilise opportunities to improve energy efficiency of the housing stock and reduce fuel poverty. (2016/17)
H8	Monitor and reduce the number of empty homes by promoting their return to use and implementation of the Empty Homes

	<b>Strategy. (2016/17)</b>
<b>H11</b>	<b>Assist People to live independently in their homes by reducing the time taken to deliver Disabled Facilities Grants and delivering the Accessible Homes Policy. (2013/17)</b>
<b>CPS2</b>	<b>Promote the safer use of roads and implement a programme of road safety measures to reduce accidents and promote modal shift. (2016/17)</b>
<b>CPS5</b>	<b>Work with businesses to increase the percentage of businesses inspected achieving a food hygiene rating score of 3 or more. (2016/17)</b>
<b>R12</b>	<b>Implement the Castleland Renewal Area to improve the standard of housing and the local environment. (2016/17)</b>
<b>Linked to Improvement Objective:</b>	<b>None</b>
<b>Linked to Outcome Agreement Objective:</b>	<b>OA1 - Supporting the local economy</b>

<b>Service Outcome 2:</b>	<b>Development within the Vale is sustainable and the environment is protected and enhanced for current and future generations.</b>
<b>Objective 3: (SO3)</b>	<b>To facilitate and promote investment of the local economy in order to secure sustainable economic growth and improve employment opportunities.</b>
<b>Corporate Plan Outcome:</b>	<p><b><i>Regeneration</i></b>  <b><i>The Vale of Glamorgan has a thriving economy supporting cohesive communities.</i></b></p> <p><b><i>Learning &amp; Skills</i></b>  <b><i>Citizens of the Vale of Glamorgan have the skills, knowledge and abilities required to maximise their opportunities.</i></b></p>
<b>Corporate Plan priorities undertaken as part of this objective:</b>	
<b>R1</b>	<b>Work with partners to enhance and regenerate Penarth Esplanade, and ensure sustainable and convenient links with the</b>

	town centre and Penarth Haven. (2016/17)
R3	Work with the developer to progress the redevelopment of Penarth Heights. (2017/18)
R4	Work with the Barry waterfront consortium to implement the proposals for the Barry Waterfront scheme including the provision of a new road link to Barry Island. (2013/14)
R5	Develop in consultation with residents, businesses and the wider community a master plan for Barry Island, to include enhancements to the public realm and the use of land at Nells Point for leisure purposes. (2014/15)
R7	Actively seek a new cinema for the town of Barry. (2015/16)
R8	Support Welsh Government in administering the St. Athan and Airport Enterprise Zone to maximise investment and job creation. (2016/17)
R15	Produce a sound Local Development Plan as a framework to shape and promote beneficial, appropriate and sustainable growth in the Vale. (2014/15)
LS1	Implement the School Investment Programme including Penarth Learning Community, the phased remodelling of Llantwit Major High School, the expansion of Ysgol Dewi Sant and Ysgol Nant Talwg and schemes in relation to the Barry cluster of schools. (2017/18)
Linked to Improvement Objective:	IO3 – To support and enhance town centres of the Vale of Glamorgan for the benefit of residents, visitors and businesses.
Linked to Outcome Agreement Objective:	OA1 - Supporting the local economy
Service Outcome 2:	Development within the Vale is sustainable and the environment is protected and enhanced for current and future generations.
<b>Objective 4: (SO4)</b>	<b>To promote integrated and safe and sustainable road transport</b>

	systems for the Vale.
<b>Corporate Plan Outcome:</b>	<i>Regeneration</i> <i>The Vale of Glamorgan has a thriving economy supporting cohesive sustainable communities.</i>
<b>Corporate Plan priorities undertaken as part of this objective:</b>	
R6	Work with our transport partners to promote and develop options to improve strategic highway and public transport improvements between Barry and Cardiff and the M4. (2013/17)
R16	Promote modal shift by implementing appropriate traffic management systems and improving sustainable transport infrastructure including the provision of footpaths, cycleways and bridleways to minimise the impact of congestion and maximise tourism and recreational opportunities. (2016/17)
<b>Linked to Improvement Objective:</b>	None
<b>Linked to Outcome Agreement Objective:</b>	None
<b>Service Outcome 2:</b>	Development within the Vale is sustainable and the environment is protected and enhanced for current and future generations.
<i>Objective 5: (SO5)</i>	To protect, promote and preserve the Vale's unique environment by conserving and enhancing special places.
<b>Corporate Plan Outcome:</b>	<i>Environment</i> <i>Current and future generations of Vale residents and visitors enjoy the built and natural environments of the Vale of Glamorgan and actively protect and maintain them.</i>  <i>Regeneration</i> <i>The Vale of Glamorgan has a thriving economy supporting cohesive sustainable communities.</i>
<b>Corporate Plan priorities undertaken as part of this objective:</b>	
E8	Manage all new development in a sustainable manner to ensure the heritage of the Vale of Glamorgan is not compromised.

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(2016/17)

R14

Maximise the community benefits of new development through the effective use of planning obligations and develop a Community Infrastructure Levy to meet infrastructure requirements in the Vale of Glamorgan. (2013/16)

Linked to Improvement Objective:

None

Linked to Outcome Agreement Objective:

None

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Appendix 1 details all Service Plan actions that are aligned to the service outcomes and objectives to be delivered during 2015-16.

## Appendix 1: Development Services Improvement Action Plan 2015/16

### Service Outcome 1

Residents of the Vale live in safe, healthy, prosperous and sustainable communities.

<b>Objective 1: To promote participation in a diverse range of sporting, cultural, recreational and community interests and activities.</b>							
<b>Ref</b>	<b>Action</b>	<b>Success criteria</b>	<b>High/Medium/Low priority</b>	<b>Officer responsible</b>	<b>Start date</b>	<b>Finish date</b>	<b>Resources required</b>
DS/A081 (CP/R18)	Explore with key partners opportunities for improving museum and cultural facilities in the Vale of Glamorgan.	Residents appreciate and engage with the Vale's culture and history. Increased visitor numbers to the Vale.	Medium	Dave Knevett	1/4/15	31/3/16	0.1 FTE (within existing budgets)
DS/A007 (CP/HSCW 1) (POS)	Deliver a quality leisure service in partnership with Parkwood Community Leisure and other partners.	Improved access to a range of leisure services and well maintained facilities in a cost effective manner. Increased customer satisfaction.	High	Dave Knevett	1/4/15	31/3/16	0.5 FTE
DS/A008 (CP/HSCW 4)	Increase levels of physical activity and reduce rising levels of obesity by delivering the Local Authority Partnership Agreement and the Council's responsibilities in the Healthy Communities Food and Fitness Framework Action Plan.	Increased participation in sport and physical activity improves health and fitness of residents.	High	Dave Knevett	1/4/15	31/3/16	1 FTE with support and funding from Sport Wales

**Objective 1: To promote participation in a diverse range of sporting, cultural, recreational and community interests and activities.**

Ref	Action	Success criteria	High/Medium/Low priority	Officer responsible	Start date	Finish date	Resources required
DS/A056	Promote and support community facilities in the Vale to offer a wide range of leisure and social activities helping to improve residents' health and wellbeing.	Residents have access to varied social and leisure facilities within their communities and are able to participate in activities.	Medium	Dave Knevet	1/4/15	31/3/16	1 FTE
DS/A159	Work in partnership with communities, agencies and providers to deliver play and sport services and facilities in the Vale.	Range of play, sport and leisure facilities provided despite budget pressures.  Town and Community Councils promote and fund play facilities in their respective areas.	High	Karen Davies	1/4/15	31/3/16	8.5 FTE and additional resources and input from partners
DS/A160	Develop, promote and support the delivery of an annual events programme for the Vale.	Increased visitors to the Vale and increased regional and national profile as a visitor destination.	High	Dave Knevet	1/4/15	31/3/16	1.2 FTE plus resources from existing budgets and from external partners as feasible.
DS/A189 (WAO/2014) (POS)	Work to effectively monitor the Leisure Centre Contract with Parkwood Community Leisure	All clauses and specifications monitored and effectively scrutinised.  Council receives value for money through the contract and customer satisfaction levels maintained.	High	Dave Knevet	1/4/15	31/3/16	0.5 FTE and working across Directorates

<b>Objective 2: To promote healthy and sustainable communities to ensure individuals achieve their potential.</b>							
<b>Ref</b>	<b>Action</b>	<b>Success criteria</b>	<b>High/Medium/Low priority</b>	<b>Officer responsible</b>	<b>Start date</b>	<b>Finish date</b>	<b>Resources required</b>
DS/A023 (CP/CPS2)	Promote safer use of roads and implement a programme of road safety measures to reduce accidents and promote modal shift.	Increased awareness of road safety and skills to become safe pedestrians.  High take up of road safety training.  Increased propensity to travel by means other than the private car.	High	Clare Cameron	1/4/15	31/3/16	1 FTE Initiatives delivered via WG funding
DS/A001 (CP/R12)	Implement the Castleland Renewal Area to improve the standard of housing and the local environment.	Residents live in a healthy and safe environment and in fit for purpose dwellings.  High satisfaction with Renewal Area Programme.  Improved energy efficiency of the housing stock.	High	Elen Probert	1/4/15	31/3/16	3.5 FTE Capital funding from WG and VoG Council. Implemented by renewal area team

<b>Objective 2: To promote healthy and sustainable communities to ensure individuals achieve their potential.</b>							
<b>Ref</b>	<b>Action</b>	<b>Success criteria</b>	<b>High/Medium/Low priority</b>	<b>Officer responsible</b>	<b>Start date</b>	<b>Finish date</b>	<b>Resources required</b>
DS/A003 (CP/H5)	Facilitate the renewal of the private sector housing stock through a range of renewal and improvement initiatives.	Residents live in fit for purpose, energy efficient dwellings.	High	Elen Probert	1/4/15	31/3/16	17.2 FTE Capital funding for Renewal Areas and Disabled Adaptations. Work completed by Renewal Area, DFG and EH Housing teams.
DS/A065	Deliver a Communities First programme in Barry for 2015/16.	Residents in identified areas of need are supported to improve their quality of life through improved health, access to employment and access to education.	High	Bob Guy	1/4/15	31/3/16	Funding awarded via WG. Management costs also funded.
DS/A004 (CP/H6)	Maximise funding opportunities to improve the energy efficiency of the housing stock and reduce fuel poverty.	Residents' homes are more energy efficient helping to reduce fuel costs and promoting sustainable communities.	High	Dave Powell	1/4/15	31/3/16	0.05 FTE and grant funding
DS/A190	Raise awareness and promote the National Landlord and Letting Agents Registration and Licensing Scheme at a local level through existing work programmes.	Improved quality of housing in the sector.	High	Elen Probert	1/4/15	31/3/16	1 FTE pending agreement of a business case submitted to Welsh Government

<b>Objective 2: To promote healthy and sustainable communities to ensure individuals achieve their potential.</b>							
<b>Ref</b>	<b>Action</b>	<b>Success criteria</b>	<b>High/Medium/Low priority</b>	<b>Officer responsible</b>	<b>Start date</b>	<b>Finish date</b>	<b>Resources required</b>
DS/A005 (CP/H8)	Monitor and reduce the number of empty homes by promoting their return to use and implementation of the Empty Homes Strategy.	Increase in the number of empty properties brought back to use. Reduced negative impact of empty properties in Vale neighbourhoods.  Reduced pressure for the release of greenfield sites for new housing.	High	Elen Probert	1/4/15	31/3/16	1.2 FTE Capital funding via Welsh Government Houses to Home Scheme Work completed by Empty Property Officer with support
DS/A006 (CP/H11) (WAO/IP1&2/ DFG/2011/12)	Assist people to live independently in their homes by reducing the time taken to deliver Disabled Facilities Grants and delivering the Accessible Homes Policy.	Residents live in homes that meet their needs with adaptations are delivered in a timely manner.  High satisfaction with DFG processes and adaptations.  Continuous improvement in DFG performance sustained into 2015/16.	High	Elen Probert	1/4/15	31/3/16	7 FTE Capital funding Disabled Adaptations and DFG team.

<b>Objective 2: To promote healthy and sustainable communities to ensure individuals achieve their potential.</b>							
<b>Ref</b>	<b>Action</b>	<b>Success criteria</b>	<b>High/Medium/Low priority</b>	<b>Officer responsible</b>	<b>Start date</b>	<b>Finish date</b>	<b>Resources required</b>
DS/A002 (CP/H4)	Maximise the range and choice of sustainable, affordable housing delivered in line with planning requirements and through Social Housing Grant and other funding streams.	Residents have access to a range and choice of dwellings that are affordable and fit for purpose.  Affordable houses are delivered in areas of greatest needs.	High	Elen Probert	1/4/15	31/3/16	Via LDP and through planning decisions and grant funding where applicable
DS/A191	Develop and implement the new collaborative structure to deliver Regulatory Services in Bridgend Cardiff and the Vale of Glamorgan.	Shared provision secures long term service sustainability for regulatory services.  Improved service delivery and economies of scale through shared resources offering a resilient and flexible service.  Public satisfaction remains high.	High	Alan Billinghamurst	1/4/15	31/3/16	2 FTE with financial support from the collaboration fund (WG)

<b>Objective 2: To promote healthy and sustainable communities to ensure individuals achieve their potential.</b>							
<b>Ref</b>	<b>Action</b>	<b>Success criteria</b>	<b>High/Medium/Low priority</b>	<b>Officer responsible</b>	<b>Start date</b>	<b>Finish date</b>	<b>Resources required</b>
DS/A192	Work with partners in a campaign to target rogue traders and highlight the dangers of consenting to have work carried out by cold callers.	Intelligence led operations successfully target rogue trader operations in the Vale, hampering their offending patterns.  Greater awareness amongst residents of rogue traders and their patterns of offending.	Medium	Alun Billinghamurst	1/4/15	31/3/16	0.5 FTE
DS/A009 (CPS5)	Work with businesses to increase the percentage of businesses inspected achieving a food hygiene rating score of 3 or more.	Increase in take up of food hygiene training.  Increase in the number of businesses achieving a food hygiene rating score of 3 or more.	High	Marie Wakeham	1/4/15	31/3/16	0.1 FTE with food standards agency funding
(CP/CPS3) (DS/A024)	Engage with schools, Governing bodies and parents to establish a procedure for the provision of a School Crossing Patrol services to ensure safety and wellbeing of children attending schools.	Children cross roads safely, with the help of a crossing patrol, when travelling to or from school. Children are aware of how to cross roads safely, thereby reducing accidents.	High	Clare Cameron	1/4/15	31/3/16	0.5 FTE

<b>Objective 3: To facilitate and promote investment of the local economy in order to secure sustainable economic growth and improve employment opportunities.</b>							
<b>Ref</b>	<b>Action</b>	<b>Success criteria</b>	<b>High/Medium/Low priority</b>	<b>Officer responsible</b>	<b>Start date</b>	<b>Finish date</b>	<b>Resources required</b>
DS/A078 (CP/R15)	Produce a sound Local Development Plan as a framework to shape and promote beneficial, appropriate and sustainable growth in the Vale.	Planning decisions made on sound policy basis. LDP provides focus for investors and ensures land is used in a sustainable manner.	High	Emma Reed	1/4/15	31/3/16	5 FTEs Via existing LDP budget and within staff structure. Consultant and legal input required at various key stages
DS/A171 (CP/LS1)	Provide project management support for the Council's Schools Investment Programme including bringing forward surplus sites for redevelopment.	Planned projects completed to schedule and to budget in line with SIP programme.  Fit for purpose learning facilities.	High	Mark White	1/4/15	31/3/16	0.25FTE
DS/A087 (CP/R3)	Work with the developer to progress the redevelopment of Penarth Heights.	Development results in an improved environment for residents. Provision of affordable housing. The completion of the regeneration of a previously developed site.	High	Mark White	1/4/15	31/3/16	0.25 FTE staffing costs- met via budget

<b>improve employment opportunities.</b>							
<b>Ref</b>	<b>Action</b>	<b>Success criteria</b>	<b>High/Medium/Low priority</b>	<b>Officer responsible</b>	<b>Start date</b>	<b>Finish date</b>	<b>Resources required</b>
DS/A084	Work with Barry Waterfront Consortium to implement the proposals for the Barry Waterfront scheme.	Improved public realm and the provision of a range and choice of housing, new retail stores, a new school and community facilities in a highly sustainable location on a previously developed site.  The scheme provides a boost to the local economy and brings forward a second access to Barry Island.	Medium	Marcus Goldsworthy			To be undertaken within existing structure and resources.
DS/A193	Work in partnership to provide access to good quality, sustainable training and employment opportunities.	Improved employability and increased job opportunities for participants.  Reduced unemployment rates.	Medium	Emma Smith	1/4/15	31/3/16	1.0 FTE

**Objective 3: To facilitate and promote investment of the local economy in order to secure sustainable economic growth and improve employment opportunities.**

Ref	Action	Success criteria	High/Medium/Low priority	Officer responsible	Start date	Finish date	Resources required
DS/A082 (CP/R1)	Work with partners to enhance and regenerate the Penarth Esplanade, and ensure sustainable and convenient links with the Town Centre and Penarth Haven.	Improved access to the Esplanade and improved links with the town centre which results in Local businesses being supported, stimulating the economy.  Improved public realm enhancements result in increased visitor numbers and visitor satisfaction.	Low	John Dent	1/4/15	31/3/17	Feasibility money set aside in capital programme for 2014/15 and 2015/16. Money to be sought from other additional sources, such as S106 legal agreements.
DS/A088 (CP/R5)	Develop in consultation with residents, businesses and the wider community a master plan for Barry Island, to include enhancements to the public realm and the use of land at Nell's Point for leisure purposes.	Comprehensive masterplan which informs and guides future land use and investment decisions for Barry Island to the benefit of residents and visitors.  Key sites such as Nell's Point, the Funfair site and the Old Harbour are considered in a strategic manner.	Medium	John Dent	1/4/15	31/3/16	To be funded and produced within existing budgets 0.3 FTE

**Objective 3: To facilitate and promote investment of the local economy in order to secure sustainable economic growth and improve employment opportunities.**

Ref	Action	Success criteria	High/Medium/Low priority	Officer responsible	Start date	Finish date	Resources required
DS/A079 (CP/R7)	Actively seek a new cinema for the town of Barry.	Residents have access to modern cinema facilities without having to travel out of county.	High	Rob Thomas	1/4/15	31/3/16	Via existing staffing budgets 0.25 FTE
DS/A083 (CP/R8)	Support Welsh Government in administering the St. Athan and Airport Enterprise Zone to maximise investment and job creation.	New companies invest in the EZ, increasing employment opportunities for local people.	High	Rob Thomas	1/4/15	31/3/16	0.25 FTE
DS/A068	Deliver a rural development plan for 2015/16 supporting schemes that promote the sustainability of rural communities.	Residents continue to be actively involved in the future of their communities. Innovative ideas benefit the long term social and economic wellbeing of rural Vale communities.	High	Bob Guy	1/4/15	31/3/16	8 FTE (externally funded)
DS/A194 (IO3)	Deliver improvements to the Vale's town centres via the Council's adopted framework.	Increased vitality of the Vale's town centres, offering businesses, residents and visitors an improved environment. Development of Penarth Business District.	High	Bob Guy	1/4/15	31/3/16	Financial requirements to be costed. Staffing resource of 1 FTE

**Objective 3: To facilitate and promote investment of the local economy in order to secure sustainable economic growth and improve employment opportunities.**

Ref	Action	Success criteria	High/Medium/Low priority	Officer responsible	Start date	Finish date	Resources required
DS/A195 (CP/R4)	Work with Partners to promote further regeneration work in Barry.	Increased vitality of Barry's town centres, offering businesses, residents and visitors an improved environment.	High	Bob Guy	1/4/15	31/3/16	Within existing structures. 2.5 FTE
DS/A196	Implement agreed Tackling Poverty Initiatives in Barry, through the WG's Tackling Poverty Fund.	Agreed 3 year Tackling Poverty initiatives fully implemented resulting in physical improvements within Barry, improved housing stock and enhanced areas of open space within the most deprived communities.	High	Bob Guy	1/4/15	31/3/16	0.5 FTEs with grant funding from WG and 25% match funding from the Council
DS/A197	Work with partners to actively promote the Vale as a visitor and tourist destination via the Tourism Strategy and Destination Action Plan.	Increased vitality of Barry's town centres, the Island and communities offering businesses, residents and visitors an improved environment.	High	Dave Knevett	1/4/15	31/3/16	1 FTE with funding secured from various external sources

<b>Objective 4: To promote integrated and safe and sustainable road transport systems for the Vale.</b>							
<b>Ref</b>	<b>Action</b>	<b>Success criteria</b>	<b>High/Medium/Low priority</b>	<b>Officer responsible</b>	<b>Start date</b>	<b>Finish date</b>	<b>Resources required</b>
DS/A125 (CP/R6)	Work with transport partners to promote and develop options to improve strategic highways and public transport improvements.	Improved links aid accessibility to Barry and on strategic routes.	High	Emma Reed	1/4/15	31/3/16	Solely reliant on external funding and investment decisions taken by WG
DS/A126	Promote modal shift by implementing appropriate traffic management systems and improving sustainable transport infrastructure including the provision of footpaths, cycleways and bridleways to minimise the impact of congestion and maximise tourism and recreational opportunities.	Increased numbers of residents and visitors who use sustainable transport, with resultant decreased in care users.	High	Emma Reed	1/4/15	31/3/16	FTE with reliance on grant funding or financial contributions via S106 planning obligations
DS/A178	Support and extend community transport throughout the Vale in light of increasing budget pressures on supported bus routes.	Improved passenger movements to compensate for reduced bus services.	High	Enfys Griffiths	1/4/15	31/3/16	1 FTE plus resources from s106 contributions related to sustainable transport

<b>Objective 4: To promote integrated and safe and sustainable road transport systems for the Vale.</b>							
<b>Ref</b>	<b>Action</b>	<b>Success criteria</b>	<b>High/Medium/ Low priority</b>	<b>Officer responsible</b>	<b>Start date</b>	<b>Finish date</b>	<b>Resources required</b>
(DS/A182)	Progress options for improvement of Five Mile Lane.	Options worked up in partnership with WG to enable improved strategic access to Barry and the Enterprise Zone.	High	Emma Reed Miles Punter	1/4/15	31/3/16	
DS/A181	Progress the delivery of a 20mph zone for Llandough village.	Slower speeds resulting in fewer accidents.	Medium	John Dent	1/4/15	31/3/16	0.25 FTE with funding levered via S106 funding

<b>Objective 5: To protect, promote and preserve the Vale's unique environment by conserving and enhancing special places.</b>							
<b>Ref</b>	<b>Action</b>	<b>Success criteria</b>	<b>High/Medium/Low priority</b>	<b>Officer responsible</b>	<b>Start date</b>	<b>Finish date</b>	<b>Resources required</b>
DS/A115 (CP/E8)	Manage all new development in a sustainable manner to ensure the heritage of the Vale of Glamorgan is not compromised.	Effective planning land use processes and procedures ensure the Vale's heritage is respected and protected.	High	Rob Thomas	1/4/15	31/3/16	Within existing structure and working practices
DS/A184	Deliver a full programme of member training on land use and transportation planning.	Member development contributes towards informed and defensible planning decisions. Increased take up of training.	High	Marcus Goldsworthy	1/4/15	31/3/16	0.1 FTE within existing budgets
DS/A110 (CP/R14)	Maximise the community benefits of new development through the effective use of planning obligations and continue to develop a Community Infrastructure Levy to meet future infrastructure requirements in the Vale.	New development is integrated into communities, consequently impact is minimised. Funding secured through planning process ensures improved facilities for the Vale's communities.	High	Victoria Robinson	1/4/15	31/3/16	LDP budget and staff resources of 1.5 FTE
DS/A114	Continue to implement the Local Biodiversity Action Plan.	Biodiversity maintained and enhanced wherever possible.	High	Bob Guy	1/4/15	31/3/16	Within existing budgets and staffing structure (0.5 FTE)
DS/A116	Review the Council's Conservation Area Management Plans.	Character and unique qualities of the Vale's conservation areas are preserved and enhanced.	High	Marcus Goldsworthy	1/4/15	31/3/16	Within existing staff structure and work practices

## Appendix 2: Development Services Performance Indicators 2015/16

Please note that the direction of travel compares 2014/15 performance with the previous year's performance (2013/14) for all Local measures. National measures will be compared with the 2014/15 Welsh Average performance, available in August 2015.

### Outcome 1: Residents of the Vale live in safe, healthy, prosperous and sustainable communities

#### Objective 1: To promote participation in a diverse range of sporting, cultural, recreational and community interests and activities.

PI Ref	PI Description	Target 2013/14	Performance 2013/14	Wales Average 2013/14	Target 2014/15	Performance 2014/15	Wales Average 2014/15	Direction of travel	Target 2015/16
DS/M036	The percentage of people who completed the exercise referral scheme who feel that completion of the programme has improved their Health & Wellbeing								100.00%
LCS/002 (NSI)	The number of visits to local authority sport and leisure centres during the year where the visitor will be participating in physical activity, per 1,000 population	7,200.00	6,544.31	8,954.00	6,600.00	6,256.48			6,400.00
DS/M013	Percentage of customers overall satisfied with leisure services	95.00%	95.00%		96.00%	83.00%		↓	Biennial survey
DS/M014	Number of registrations in afterschool and community dragon		7,143.00		10,850.00	11,686.00		↑	11,858.00

PI Ref	PI Description	Target 2013/14	Performance 2013/14	Wales Average 2013/14	Target 2014/15	Performance 2014/15	Wales Average 2014/15	Direction of travel	Target 2015/16
	sports clubs during the academic year 2014-2015.								

PI Ref	PI Description	Target 2013/14	Performance 2013/14	Wales Average 2013/14	Target 2014/15	Performance 2014/15	Wales Average 2014/15	Direction of travel	Target 2015/16
DS/M015	Total number of participations by Sports Wales.		42.00%		53.00%	48.00%		↑	45,009 (new definition)
DS/M016	Number of children attending play schemes		745.00		745.00	814.00		↑	750.00
DS/M017	Number of different, regular groups using community centres		194.00		194.00	198.00		↑	200.00
DS/M046 (OA1)	Number of visitors to Council led or supported events.	90,000	100,000.00		100,000.00	115,980.00		↑	115,980
DS/M035	Number of sport clubs which offer either inclusive or disability opportunities		36.00		43.00	43.00		↑	45.00

**Outcome 1: Residents of the Vale live in safe, healthy, prosperous and sustainable communities.**

**Objective 2: To promote safe, healthy and sustainable communities for residents and businesses.**

PI Ref	PI Description	Target 2013/14	Performance 2013/14	Wales Average 2013/14	Target 2014/15	Performance 2014/15	Wales Average 2014/15	Direction of travel	Target 2015/16
DS/M002	The percentage of known HMOs in the area.	25.00%	10.20%		15.00%	22.81%		↑	40.00%
DS/M003	The percentage of customers satisfied with the disabled facilities grant service.	95.00%	100.00%		80.00%	98.73%		↓	95.00%
DS/M005	The percentage of people who have received a disabled facilities grant and feel the assistance has made them safer and more independent in their own home	90.00%	97.73%		80.00%	96.30%		↓	90.00%

PI Ref	PI Description	Target 2013/14	Performance 2013/14	Wales Average 2013/14	Target 2014/15	Performance 2014/15	Wales Average 2014/15	Direction of travel	Target 2015/16
PSR/002 (OA3)	The average number of calendar days taken to deliver a Disabled facilities Grant.	326.00	283.75	239.00	250.00	198.61			195.00
PSR/004	The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation	2.50%	49.15%	9.23%	42.00%	17.61%			10.00%

PI Ref	PI Description	Target 2013/14	Performance 2013/14	Wales Average 2013/14	Target 2014/15	Performance 2014/15	Wales Average 2014/15	Direction of travel	Target 2015/16
	during the year through direct action by the local authority.								
DS/M038 (OA1)	Number of Communities First Clients completing employment-related courses.	100.00	89.00		150.00	217.00		↑	150.00
DS/M043 (OA1)	Number of Communities First clients entering employment.	12.00	14.00		24.00	90.00		↑	24.00
DS/M044 (OA1)	Number of Communities First clients who report feeling more confident about seeking employment.	70.00	137.00		135.00	317.00		↑	135.00

PI Ref	PI Description	Target 2013/14	Performance 2013/14	Wales Average 2013/14	Target 2014/15	Performance 2014/15	Wales Average 2014/15	Direction of travel	Target 2015/16
DS/MO 08a	The average number of calendar days taken to deliver a Disabled Facilities Grant through the Council's agency Service. (Public Protection)	326.00	292.14		250.00	196.56		↑	195.00
DS/MO 08b	The average number of calendar days taken to deliver a non-agency Disabled Facilities Grant. (Public Protection)	400.00	233.84		300.00	213.94		↑	210.00
DS/MO 09a	The average number of calendar days taken from OT 1st Contact Recommendation in the delivery of a Disabled Facilities Grant. (Public Protection)	60.00	81.38		75.00	53.80		↑	53.00
DS/MO 09b	The average number of calendar days taken from Enquiry to Approval in the delivery of a Disabled Facilities Grant. (Public Protection)	130.00	112.97		100.00	74.41		↑	72.00
DS/MO 09c	The average number of calendar days taken from Approval to Certified in the delivery of a Disabled Facilities Grant. (Public Protection)	110.00	79.05		75.00	62.87		↑	62.00

PI Ref	PI Description	Target 2013/14	Performance 2013/14	Wales Average 2013/14	Target 2014/15	Performance 2014/15	Wales Average 2014/15	Direction of travel	Target 2015/16
PSR/006	The average number of calendar days taken to deliver low cost adaptation works in private dwellings where the Disabled Facilities Grant process is not used.		58.61 Average number of calendar days taken to deliver low cost adaptation works in private dwellings where the Disabled Facilities Grant process is not used.	58.00		61.91			61.00
PSR/009a	The average number of calendar days taken to deliver a Disabled Facilities Grant for children and young people.	510.00	440.11	316.00	350.00	197.80			195.00
PSR/009b	The average number of calendar days taken to deliver a Disabled Facilities Grant for adults.	321.00	272.31	236.00	245.00	198.66			195.00

PI Ref	PI Description	Target 2013/14	Performance 2013/14	Wales Average 2013/14	Target 2014/15	Performance 2014/15	Wales Average 2014/15	Direction of travel	Target 2015/16
PLA/006b (NSI)	The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year.	30.00%	31.33%	37.00%	30.00%	35.48%			Pre-populated from Affordable Housing return
DS/M007	Percentage of customers overall, satisfied with Regulatory Services. (Public Protection)	90.00%	88.80%		90.00%	90.40%		↑	90.00%
PPN/001ii	The percentage of high risk businesses that were liable to a programmed inspection that were inspected, for food hygiene. (Public Protection)	100.00%	100.00%	97.00%	100.00%	100.00%			100.00%
PPN/001iii	The percentage of high risk businesses that were liable to a programmed inspection that were inspected, for animal health. (Public Protection)	100.00%	100.00%	96.00%	100.00%	100.00%			100.00%
PPN/008ii	The percentage of new businesses identified which were subject to a risk assessment visit or returned a self-assessment questionnaire during	90.00%	94.12%	92.00%	94.00%	94.02%			95.00%

PI Ref	PI Description	Target 2013/14	Performance 2013/14	Wales Average 2013/14	Target 2014/15	Performance 2014/15	Wales Average 2014/15	Direction of travel	Target 2015/16
	the year, for: food hygiene. (Public Protection)								
PPN/008iii	The percentage of new businesses identified which were subject to a risk assessment visit or returned a self-assessment questionnaire during the year, for animal health. (Public Protection)	90.00%	91.67%	61.00%	100.00%	100.00%			100.00%
PPN/009	The percentage of food establishments which are 'broadly compliant' with food hygiene standards. (Public Protection)	85.00%	85.29%	90.33%	85.00%	90.73%			91.00%
PPN/001i	The percentage of high risk businesses that were liable to a programmed inspection that were inspected, for trading standards. (Public Protection)	100.00%	100.00%	99.00%	100.00%	100.00%			100.00%
PPN/008i	The percentage of new businesses identified which were subject to a risk assessment visit or returned a self-assessment questionnaire during the year, for: trading standards. (Public Protection)	48.00%	53.89%	60.00%	60.00%	75.29%			75.00%

**Outcome 1: Residents of the Vale live in safe, healthy, prosperous and sustainable communities**

**Objective 3: To facilitate and promote investment in the local economy in order to secure sustainable economic growth and improve employment opportunities.**

PI Ref	PI Description	Target 2013/14	Performance 2013/14	Wales Average 2013/14	Target 2014/15	Performance 2014/15	Wales Average 2014/15	Direction of travel	Target 2015/16
DS/M019 (OA1)	Total number of visitors to the Vale of Glamorgan for tourism purposes (as measured by the STEAM survey)	3,300,000.00	3,742,000.00		3,500,000.00	3,663,000.00		↓	3,220,000.00
DS/M031	Number of web hits on the Council's tourism website.	210,000.00	184,976.00		185,000.00	378,999.00		↑	380,000.00
DS/M021 (IO3)	Average percentage vacancy rate for retail floor space in main Vale shopping centres.				7.80%	9.60%			8.00%
DS/M022b (IO3)	Percentage vacancy rate for retail floor space in Barry Town Centre, Holton Road.				9.00%	8.66%			8.50%
DS/M022c (IO3)	Percentage vacancy rate for retail floor space in Cowbridge.				2.50%	8.03%			5.00%

PI Ref	PI Description	Target 2013/14	Performance 2013/14	Wales Average 2013/14	Target 2014/15	Performance 2014/15	Wales Average 2014/15	Direction of travel	Target 2015/16
DS/M022d (IO3)	Percentage vacancy rate for retail floor space in Windsor Road, Penarth.				2.50%	4.18%			3.50%
DS/M022e (IO3)	Percentage vacancy rate for retail floor space in Broad Street/High Street, Barry.				10.80%	9.92%			9.00%
DS/M022f (IO3)	Percentage vacancy rate for retail floor space in Llantwit Major.				2.50%	3.21%			3.00%
DS/M034	Number of members of the Vale's online business forum.		260.00		300.00	312.00		↑	350.00
DS/M037 (IO3)	The percentage of surveyed residents who consider our town centres to be attractive places to visit and shop.					75.93%			Biennial survey
DS/M039 (OA1)	Number of Work Programme clients completing employment related courses.	80.00	90.00		80.00	103.00		↑	80.00
DS/M045 (OA1)	Number of farming diversification projects supported.	5.00	5.00		5.00	13.00		↑	0.00
DS/M042 (OA1)	Number of Work Programme clients securing employment.	200.00	219.00		160.00	163.00		↓	160.00

PI Ref	PI Description	Target 2013/14	Performance 2013/14	Wales Average 2013/14	Target 2014/15	Performance 2014/15	Wales Average 2014/15	Direction of travel	Target 2015/16
DS/M040 (IO3)	Number of blocks in Upper Holton Road offered grant support for improvement.				4.00	10.00			1.00
DS/M041 (IO3)	Percentage of residents who consider the town centre of Barry to be good or excellent in respect of overall attractiveness.					76.00%			Biennial survey
DS/M047 (OA1)	Number of rural tourism businesses advised.	70.00	76.00		30.00	70.00		↓	0.00 Programme ended
DS/M048 (OA1)	Number of new products/services supported to be launched in the rural Vale.	6.00	14.00		6.00	27.00		↑	0.00 Programme ended.

**Outcome 2: Development within the Vale is sustainable and the environment is protected and enhanced for current and future generations**

**Objective 4: To promote integrated and sustainable transport systems for the Vale**

PI Ref	PI Description	Target 2013/14	Performance 2013/14	Wales Average 2013/14	Target 2014/15	Performance 2014/15	Wales Average 2014/15	Direction of travel	Target 2015/16
DS/M027	The average cost subsidy per single passenger journey on the Greenlinks Community Transport Service.		£9.04		£8.00	£9.40		↑	£8.00
DS/M028	The percentage of people satisfied with public transport information.				70.00%	61.00%			65.00%
DS/M029a	Kilometres of additional on-road cycle path provided during the year.		0.23km		0.50km	25.10km		↑	2.00km
DS/M029b	Kilometres of additional off-road cycle path provided during the year.		2.91km		3.00km	1.79km		↓	2.00km
THS/007 (NSI)	The percentage of adults aged 60 who hold a concessionary bus pass.	80.00%	80.39%	84.30%	80.00%	82.37%			82.00%

**Outcome 2: Development within the Vale is sustainable and the environment is protected and enhanced for current and future generations**

**Objective 5: To protect, promote and preserve the Vale's unique environment by conserving and enhancing special places.**

PI Ref	PI Description	Target 2013/14	Performance 2013/14	Wales Average 2013/14	Target 2014/15	Performance 2014/15	Wales Average 2014/15	Direction of travel	Target 2015/16
BCT/004	Percentage of building control 'full plan' applications checked within 15 working days during the year.	95.00%	99.20%	93.60%	95.00%	93.22%			95.00%
BCT/007	The percentage of 'full plan' applications approved first time.	95.00%	99.20%	97.00%	95.00%	100.00%			99.00%

PI Ref	PI Description	Target 2013/14	Performance 2013/14	Wales Average 2013/14	Target 2014/15	Performance 2014/15	Wales Average 2014/15	Direction of travel	Target 2015/16
DS/M032a	Percentage of planning applications submitted online.		45.69%		40.00%	54.20%		↑	45.00%
DS/M032b	Percentage of building control applications submitted online.		10.33%		10.00%	13.70%		↑	14.00%
DS/M024	Number of facilitated visits to country parks and heritage coast.	230.00	212.00		220.00	221.00		↑	225.00
DS/M025	Percentage customer satisfaction with country parks.					99.18%			Biennial survey

PI Ref	PI Description	Target 2013/14	Performance 2013/14	Wales Average 2013/14	Target 2014/15	Performance 2014/15	Wales Average 2014/15	Direction of travel	Target 2015/16
DS/M026	The percentage of inspections of processes with Environmental Permits completed in accordance with statutory guidance.	100.00%	100.00%		100.00%	100.00%			100.00%
CMT/001	The percentage of total length Rights of Way which are easy to use by members of the public.	63.00%	68.94%	69.00%	64.00%	62.54%			65.00%
DS/M049	The percentage of planning applications determined within 8 weeks.							New indicator	80.00%
DS/M050	The percentage of minor applications determined within 8 weeks.							New indicator	70.00%
DS/M051	The percentage of householder planning applications determined within 8 weeks.							New indicator	88.00%
DS/M052	The percentage of decisions made contrary to officer recommendation.							New indicator	10.00%

## Appendix 3: Development Services Workforce Plan 2015/19

Ref	Actions	Outcomes	Milestones	Lead Officer	By when	Resources required
1	Potential Grant Fall out across a range of service areas.	Many services are delivered via external funding. Grant fallout would result in loss of service delivery in key areas.	<ul style="list-style-type: none"> <li>Dependent on grant decisions taken elsewhere within national government and partner organisations.</li> </ul>	Rob Thomas/ Management Team	Not known at present. Decisions made at start of each financial year.	Engagement with HR and Trade Unions as necessary. Redundancy/severance costs may apply.
2	Resourcing key work areas	Ability to deal with key work areas and projects, such as Corporate projects, Tourism, LDP and regeneration.	<ul style="list-style-type: none"> <li>Assessed and evaluated at each budget setting round.</li> </ul>	Rob Thomas	On-going	Corporate and financial support as necessary.
3	Staffing review in response to the Reshaping Services programme	Directorate structure fit for purpose, sustainable and able to deliver priorities.	<ul style="list-style-type: none"> <li>Review to be concluded-Spring 2015. Implementation to follow.</li> </ul>	Rob Thomas/ Reuben Bergman	June 2015	Human resources support as necessary.
4	Resilience and flexibility	Ability to work flexibly across projects and disciplines.	<ul style="list-style-type: none"> <li>Multipurpose teams and job descriptions and a willing staff base.</li> </ul>	Rob Thomas/ Management Team	As part of 3 above	Human resource support and TU engagement.

Ref	Actions	Outcomes	Milestones	Lead Officer	By when	Resources required
5	Maximise grant take-up and actively seek new grant funding	Funding streams maximised.	<ul style="list-style-type: none"> <li>• Work in key priority areas progressed.</li> </ul>	Management Team	Ongoing	Financial and legal advice
6	Implement ICT required to meet the changing needs of the services	Ability to work flexibly, in a mobile and remote manner.	<ul style="list-style-type: none"> <li>• Commitment secured from ICT</li> <li>• Improved skillset to use new technology.</li> </ul>	Management Team	Ongoing	Corporate support needed

## Appendix 4: Development Services Savings

Title of saving	Description of saving	Saving		
		15/16 £000	16/17 £000	17/18 £000
<b><u>Private Housing</u></b>				
Disabled Facility Grants	Review staffing structure	0	30	0
Council tax reduction scheme	Budget realignment	121	0	0
<b><u>Total Private Housing</u></b>		<b>121</b>	<b>30</b>	<b>0</b>
<b><u>Planning &amp; Transportation</u></b>				
Reorganisation /Rationalisation of Division	Review of structure including options for collaboration	0	144	0
Development Control	Review Development Control structure	35	60	0
Transport Review	Savings resulting from a review of the management of transport	0	190	22
Procurement	Procurement savings for service	60	60	0
Supported Bus Services and fee paying school transport on supported buses	Change in method and funding of meeting local transport need	30	0	0
Building Control	Review Building Control structure	10	0	0
Planning Related Fee Increases	Review pre-application fees and extension of pre-application fees to households	70	0	0
Car Mileage	Changes to Car Mileage scheme	7	0	0
Reshaping Services - Tranche 1	Planning	0	100	0
<b><u>Total Planning &amp; Transportation</u></b>		<b>212</b>	<b>554</b>	<b>22</b>

Title of saving	Description of saving	Saving		
		15/16 £000	16/17 £000	17/18 £000
<b><u>Leisure</u></b>				
Review Countryside Function	Review delivery of Countryside Service to seek more flexible working and options for generating additional income	30	34	0
Leisure Centre Partnership	Savings imbedded in existing contract	210	60	0
Procurement	Procurement savings for service	9	9	0
Review Directorate	General review to yield additional savings	66	66	0
Sport Initiatives and Grant Funded Provision	Review to rationalise the service provision in line with grant funding available	31	0	0
Leisure & Tourism Structure	Review of Leisure & Tourism structure	32	0	0
Car Parking at Country Parks	Rationalise parking charges at country parks	60	0	0
Dyffryn Saving	Cease annual reimbursement into fund	345	0	0
Energy	Review of energy costs	149	0	0
Car Mileage	Changes to Car Mileage scheme	66	0	0
<b><u>Total Leisure Services</u></b>		<b>935</b>	<b>169</b>	<b>0</b>

Title of saving	Description of saving	Saving		
		15/16 £000	16/17 £000	17/18 £000
<b><u>Economic Development</u></b>				
Vale Enterprise Centre Workshops & Business Service Centre	Increase in rental income	20	33	0
Remodel Business Support/ Employment Training Services	Review the Employment Training Service	0	48	0
Procurement	Procurement savings for service	7	7	0
Car Mileage	Changes to Car Mileage scheme	1	0	0
Reshaping Services - Tranche 1	Effectiveness of Spend (Economic Development )	0	50	0
<b><u>Total Economic Development</u></b>		<b>28</b>	<b>138</b>	<b>0</b>
<b><u>Public Protection</u></b>				
Regulatory Services Collaboration	Shared service with Cardiff and Bridgend for Regulatory Services	100	0	0
Car Mileage	Changes to Car Mileage scheme	5	0	0
Licensing	Pre application charge for licensing	10	0	0
<b><u>Total Public Protection</u></b>		<b>115</b>	<b>0</b>	<b>0</b>
<b><u>TOTAL DEVELOPMENT SERVICES</u></b>		<b>1,411</b>	<b>891</b>	<b>22</b>