

Name of Committee:	Environment and Regeneration Scrutiny Committee
Date of Meeting:	<b>07/03/2019</b>
Relevant Scrutiny Committee:	Environment and Regeneration
Report Title:	<b>Quarter 3 (2018-19) Performance Report: An Environmentally Responsible &amp; Prosperous Vale</b>
Purpose of Report:	To present the performance results for quarter 3, 1st April-31st December 2018 for the Corporate Plan Well-being Outcome 2, 'An Environmentally Responsible & Prosperous Vale.'
Report Owner:	<b>Rob Thomas, Managing Director and Sponsoring Director for Well-being Outcome 2, 'An Environmentally Responsible &amp; Prosperous Vale'.</b>
Responsible Officer:	<b>Huw Isaac, Head of Performance and Development</b>
Elected Member and Officer Consultation:	The performance report applies to the whole authority. Quarterly performance reports covering the Corporate Plan Well-being Outcomes and Objectives along with an overall Corporate Health Report will be considered by relevant Scrutiny Committees and the Cabinet. Consultation has been undertaken with relevant Sponsoring Directors, Corporate Management Team, the Head of Performance & Development and the Operational Manager, Performance and Policy.
Policy Framework:	This is a matter for Executive decision by Cabinet.

Executive Summary:

- The performance report presents our progress at quarter 3 (1st April to 31st December 2018) towards achieving our Corporate Plan Well-being Outcomes for year 3 of the Corporate Plan 2016-20 as aligned to Well-being Outcome 2, ' An Environmentally Responsible & Prosperous Vale'.
- Overall, we have made good progress in delivering our Corporate Plan priorities in relation to the Well-being Outcome 2 Objectives of 'Promoting regeneration, economic growth and employment' and 'Promoting sustainable development and protecting our environment'. This has contributed to an overall green status for the Outcome at quarter 3 (Q3).
- 85% of planned activities aligned to an Environmentally Responsible & Prosperous Vale have been attributed a green performance status reflecting the progress made during the quarter. 13% of planned actions aligned to this Well-being Outcome have been attributed a red status and 2% an amber status. As a result, there is a need to progress the work around feasibility studies for bus, cycling and walking improvements, seeking opportunities to recruit volunteers for transport initiatives, delivering access improvements to the Murch, implementation of the Re:fit programme, the review of Taxi Licensing Policy, the introduction of dog offense Public Space Protection Orders and the identification of funding to improve the National Cycling Network Route 88.
- Of the 46 performance measures aligned to this Well-being outcome, 34 are annual measures and consequently these will be reported at the end of the year. 12 measures are reported quarterly with data having been received for 10 during quarter 3. A RAG status was applicable to 7 of the 10 indicators; 6 were attributed a green status and 1 an amber status. The remaining 3 were not attributed a RAG as we are in the process of establishing baselines.
- The report seeks elected members' consideration of Q3 performance results as aligned to Well-being Outcome 2 and the proposed remedial actions to address areas of identified underperformance and to tackle the key challenges identified. That upon consideration, the Committee refers their views and recommendations to Cabinet for their consideration and approval.

## **1. Recommendation**

- 1.1** That members consider performance results and progress towards achieving key outcomes in line with the Corporate Plan Well-being Outcome 2 – 'The Vale of Glamorgan has a strong and sustainable economy and the local environment is safeguarded for present and future generations'.
- 1.2** That members consider the remedial actions to be taken to address areas of underperformance and to tackle the key challenges identified, with their views and recommendations referred thereafter to Cabinet for their consideration and approval.

## **2. Reasons for Recommendations**

- 2.1** To ensure the Council clearly demonstrates the progress being made towards achieving its Corporate Plan Well-being Outcomes aimed at making a positive difference to the lives of Vale of Glamorgan citizens.

- 2.2** To ensure the Council is effectively assessing its performance in line with the requirement to secure continuous improvement outlined in the Local Government Measure (Wales) 2009 and reflecting the requirement of the Well-being of Future Generations (Wales) Act 2015 that it maximises its contribution to achieving the well-being goals for Wales.

### **3. Background**

- 3.1** The Council's Performance Management Framework is the mechanism through which our key priorities and targets are monitored and realised in order to secure continuous improvement.
- 3.2** As part of the review of its Performance Management Framework, the Council has adopted a Corporate Plan (2016-20) which reflects the requirements of the Well-being of Future Generations (Wales) Act 2015 and identifies 4 Well-being Outcomes and 8 Well-being Objectives for the Council.
- 3.3** Since May 2016, each Scrutiny Committee has received performance information linked with the Council's Well-being Outcome with which that Committee is aligned. In addition, Corporate Health priorities are considered by the Corporate Performance and Resources Scrutiny Committee. Work has also continued with Officers and the Member Working Group to further develop and enhance our Performance Management Framework arrangements and performance reporting in line with our duties as outlined in the WCFG (Wales) Act and the LGM with reference to the wider local government agenda.
- 3.4** In June 2018, consideration was given by the Member Working Group to proposed changes to the annual improvement planning and monitoring timetable and Members were supportive of the proposed simplified approach which will reduce the number of performance related reports that Scrutiny Committees considered as well as the level of duplication due to timing of reports. Group members were also supportive of the proposed report structures aimed at providing a more accessible view of performance. Cabinet subsequently endorsed the changes to the Council's annual improvement planning and monitoring timetable on 30th July 2018 (minute C378 refers).
- 3.5** The quarterly performance report focuses on our progress in delivering our key priorities as aligned to year 3 of the Corporate Plan 2016-20. It is intended to present the reader with a more accessible view of performance for the Well-being Outcome and draws together information from a wide range of sources. An additional overall Corporate Plan Summary Report provides an overview of the contribution to the national Well-being Goals and overall progress against the Corporate Plan's Well-being Objectives and Corporate Health. This overview has been designed for use by all elected members, Council staff and customers and will be appended to the Cabinet and Corporate Performance and Resources Scrutiny quarterly performance report. The Corporate Plan Summary Report is referenced in the Background Papers to this report.
- 3.6** The performance report is structured as follows:

**Section 1:** States the overall RAG status attributed to the Well-being Outcome.

- **Position Statement:** Provides an overall summary of performance in relation to the Well-being Outcome and highlights the main developments, achievements and challenges for the quarter.
- **Performance Snapshot:** Provides an overview for each Well-being Objective, describing the status of Corporate Plan actions and performance indicators. A RAG status is attributed to actions and measures under each Well-being Objective to reflect overall progress to date and contributes to the overall RAG status for the Well-being Outcome.
- **Performance Exceptions:** For ease of scrutiny, any actions or PIs attributed a Red status are presented here including a direction of travel and commentary on the performance.
- **Achievements:** Highlights the key achievements to date in delivering the intended outcomes for the Well-being Outcome.
- **Challenges:** Highlights the key challenges that are or could impact on achieving the intended outcomes for the Well-being Outcome.

**Section 2:** Corporate Health - Managing our Resources

- Provides a summary of the key issues relating to the use of resources and the impact on delivering improvement during the quarter. The focus is on key aspects relating to People, Finance, Assets, ICT, Customer Focus and Risk Management (both service level and corporate risks) contributing to the Well-being Outcome.

**Glossary:** Provides an explanation of the performance terms used within the report.

- The performance report uses the traffic light system, that is, a Red, Amber or Green (RAG) status and a Direction of Travel (DOT) to aid performance analysis.
- Progress is reported for all key performance indicators and actions by allocating a RAG performance status.
- The risk matrix defines the level of risk by translating impact/magnitude and Likelihood/Probability into an evaluated level of risk.

**Appendices:**

- **Appendix 1:** Provides, by Well-being Objective, detailed information relating to the Service Plan actions which have contributed to Corporate Plan actions.
- **Appendix 2:** Provides detailed performance indicator information linked to each Well-being Objective which show for our planned activities, how much we have done, how well we have performed and what difference this has made. It must be noted that any annual reported performance indicators that have been introduced in 2018 as part of the Council's revised Performance Management Framework will not have data available until end of year as this year will be used to establish baseline performance. A Not Available (N/A) status will be attributed to all such measures with commentary provided confirming this status. We will continue to develop our key measures within each Well-being Objective to ensure these most accurately reflect our Corporate Plan Well-being Outcomes.

- **Appendix 3:** Provides additional performance indicators which contribute to the Well-being Outcome but do not form part of the Corporate Plan basket of key performance indicators. These are made up of statutory and other national performance indicators.

#### 4. Key Issues for Consideration

- 4.1** An overall **GREEN** RAG status has been attributed to Well-being Outcome 2, 'An Environmentally Responsible and Prosperous Vale' to reflect the good progress made towards achieving improved outcomes for residents and our customers during the quarter.
- 4.2** At quarter 3, 52 (85%) of the 64 Service Plan actions attributed to this Well-being Outcome are on track to be delivered giving an overall Green performance status for actions.
- 4.3** Of the 46 performance measures aligned to this Well-being outcome, 34 are annual measures; consequently these will be reported at the end of the year. 12 measures are reported quarterly with data having been received for 10 during quarter 3. A RAG status was applicable to 7 of the 10 indicators; 6 were attributed a green status and 1 an amber status. The remaining 3 were not attributed a RAG as we are in the process of establishing baselines.
- 4.4** In relation to the objective 'promoting regeneration, economic growth and development', 90% (18/20) of actions are on track for delivery giving an overall green performance status reflecting the excellent progress made at Q3. 10% (2/20) of planned actions aligned to this objective have been attributed a red status and as a result there is a need to progress work in relation to the feasibility studies for bus, cycling and walking improvements.
- 4.5** 83% (34/41) of actions were attributed a green performance status in relation to the objective 'promoting sustainable development and protecting our environment'. 15% (6/41) of planned actions aligned to this objective have been attributed a red status and as a result there is a need to progress work in relation to the delivery of access improvements to the Murch, implementation of the Re:fit programme, the introduction of dog offense Public Space Protection Orders and the identification of funding to improve the National Cycling Network Route 88. The review of Taxi Licensing Policy has been delayed while we await further instruction from Welsh Government and the recruitment of volunteers for transport initiatives such as Greenlinks remains a challenge for the service.
- 4.6** All 16 of the PI's aligned to the objective, 'promoting sustainable development and protecting our environment' are annual indicators therefore will be reported at end of year. Of the 30 measures aligned to the objective, 'promoting sustainable development and protecting our environment', 6 were attributed a green performance status and 1 was attributed an amber status. A RAG status was not applicable to 23/30 measures. A detailed report outlining the progress this quarter towards achieving Well-being Outcome 2 is provided at **Appendix A**.
- 4.9** An overview of overall progress against the Corporate Plan Well-being Objectives and how this contributes to the national Well-being Goals is provided in the **Corporate Plan Summary Report**.

## **5. How do proposals evidence the Five Ways of Working and contribute to our Well-being Objectives?**

- 5.1** Performance Management is an intrinsic part of corporate governance and integrated business planning which underpins the delivery of the Council's Corporate Plan and its Well-being Outcomes. Our Corporate Plan has been structured around the Well-being of Future Generations (Wales) Act 2015, through the development of four Well-being Outcomes and eight Well-being Objectives. By aligning our Well-being Outcomes in the Corporate Plan with the Well-being Goals of the Act, this will enable us to better evidence our contribution to the Goals.
- 5.2** Performance reporting is an important vehicle for showing our progress, not only in terms of impacts across the national well-being goals through achievement of our well-being objectives but also in terms of the changes and improvements made in our approach to integrated planning.
- 5.3** The five ways of working are a key consideration in our corporate Performance Management Framework ensuring that we continue to focus on working differently and in an inclusive way to challenge why, what and how we respond to our key performance challenges.

## **6. Resources and Legal Considerations**

### **Financial**

- 6.1** There are no additional budgetary implications arising from this report, although underperformance in some areas may have a negative impact on external assessments of the Council and could put certain funding opportunities at risk.
- 6.2** The report includes information relating to the use of financial, asset, ICT and people resources and how these are being deployed to support the delivery of the Council's well-being outcomes.

### **Employment**

- 6.3** There are no direct workforce related implications associated with this report. However, there are a number of issues and risks contained within the performance report that if not effectively managed have the potential to impact on our staff establishment and performance overall. This may in turn impact adversely on achievement of key outcomes associated with this Well-being Outcome.

### **Legal (Including Equalities)**

- 6.4** The Local Government (Wales) Measure 2009 requires that the Council secure continuous improvement across the full range of local services for which it is responsible.
- 6.5** The Well-being of Future Generations (Wales) Act 2015 requires the Council to set and publish annual Well-being Objectives that maximise its contribution to

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achieving the Well-being goals for Wales and report its progress in meeting these.

## **7. Background Papers**

[Corporate Plan Summary Report \(Q3 2018/19\)](#)



**Our overall RAG status for 'An Environmentally Responsible and Prosperous Vale' is GREEN**

## 1.0 POSITION STATEMENT

We have made good progress in delivering our Corporate Plan priorities in relation to the Well-being Outcome 2 Objectives, 'Promoting regeneration, economic growth and employment' and 'Promoting sustainable development and protecting our environment'.

The majority, 85% of our Service Plan actions have been attributed a green RAG status at quarter 3 therefore were on track for completion at the end of the year. The remaining 15% consists of 9 actions, 8 of which were attributed a red status and one an amber status. Areas where progress has slipped this quarter include; work around feasibility studies for bus, cycling and walking improvements, seeking opportunities to recruit volunteers for transport initiatives, delivering access improvements to the Murch, implementation of the Re:fit programme, the review of Taxi Licensing Policy, the introduction of dog offense Public Space Protection Orders and the identification of funding to improve the National Cycling Network Route 88.

Of the 46 performance measures aligned to this Well-being outcome, 34 are annual measures and consequently these will be reported at the end of the year. 12 measures are reported quarterly with data having been received for 10 during quarter 3. A RAG status was applicable to 7 of the 10 indicators; 6 were attributed a green status and 1 an amber status. The remaining 3 were not attributed a RAG as we are in the process of establishing baselines.

## 1.1 PERFORMANCE SNAPSHOT

ACTIONS				
Our performance against the Service Plan actions is on track for delivery, giving us an overall <b>GREEN</b> RAG status for this outcome.				
Service Plan Actions Objective 3: Promoting regeneration, economic growth and employment				
			N/A	Total
			0	20
Objective 4: Promoting sustainable development and protecting our environment				
			N/A	Total
			3	44
Total for the Outcome				
			N/A	Total
			3	64

PERFORMANCE MEASURES				
Our performance against performance measures is on track, giving us on overall <b>GREEN</b> RAG Status against this outcome.				
Performance Measures Objective 3: Promoting regeneration, economic growth and employment				
			N/A	Total
			16	16
Objective 4: Promoting sustainable development and protecting our environment				
			N/A	Total
			23	30
Total for the Outcome				
			N/A	Total
			39	46

## 1.2 Objective 3: Promoting regeneration, economic growth and employment

All of the 11 indicators identified for Objective3, all are reported annually at end of year.

Corporate Plan Actions	Action		Direction of Travel compared to previous quarter status
	Service Plan Actions	Action Status	
<b>ER1:</b> Maximise economic growth, inward investment and employment opportunities through the Capital region and Cardiff Airport and St Athan Enterprise Zone. (2019/20)	5		
<b>ER2:</b> Develop opportunities for employment and training through new developments, regeneration schemes and the management of the Council's assets. (2019/20)	3		
<b>ER3:</b> Implement a comprehensive programme of regeneration across the Vale including: <ul style="list-style-type: none"> <li>• The Rural Local Development Strategy</li> <li>• Town Centres Framework</li> <li>• Penarth Esplanade</li> <li>• Barry Waterfront including the Barry Island Link Road</li> <li>• Links between Penarth Haven and the Town Centre. (2019/20)</li> </ul>	6		
<b>ER4:</b> Deliver transport improvement schemes associated with the Cardiff Capital Region Metro including bus prioritisation measures at Port Road and Cardiff Road. (2018/19)	2		
<b>ER5:</b> Implement Integrated Network and Active Travel Maps to provide residents and visitors with a comprehensive information resource to travel efficiently and safely. (2018/19)	1		
<b>ER6:</b> Support local businesses and increase the number of visitors to the Vale through the implementation of the Tourist Destination Management Plan and an annual programme of events and festivals. (2019/20)	3		

## 1.3 Objective 4: Promoting sustainable development and protecting our environment

Of the 30 indicators identified under Objective 4, 20 are reported annually and 10 quarterly. Of the 10 indicators where data was available at quarter 3, 7 could be attributed a RAG Status. 6 were attributed a Green status (CPM/018, CPM/023, CPM/021, CPM/020, CPM/158 & CPM/154), the remaining indicator was attributed an Amber performance status (CPM/015). Data was not available at the time of reporting for CPM/016, data was not provided for CPM/164.

Corporate Plan Actions	Action		Direction of Travel compared to previous quarter
	Service Plan Actions	Action Status	
<b>ER7:</b> Adopt and implement the LDP as a framework for sustainable development in the Vale of Glamorgan. (2016/17)	5		
<b>ER8:</b> Develop and adopt a Community Infrastructure Levy which uses developer contributions to improve community facilities. (2016/17)	1		
<b>ER9:</b> Implement a Local Transport Plan to improve accessibility, road safety, air quality and reduce congestion. (2019/20)	8		
<b>ER10:</b> Work with Welsh Government to deliver improvements to Five Mile Lane. (2018/19)	3		
<b>ER11:</b> Complete the National Cycling Network Route 88 to promote active travel and healthier lifestyles and reduce unnecessary vehicle travel, road congestion and pollution. (2017/18)	0	N/A	N/A
<b>ER12:</b> Improve accessibility to public transport for 16 to 18 year olds and 60 plus by promoting and increasing take up of Welsh Government Concessionary Travel Schemes.(2018/19)	2		
<b>ER13:</b> Deliver a co-ordinated approach to managing Barry Island. (2018/19)	1	N/A	N/A no update provided at quarter 3
<b>ER14:</b> Work with partners to continue the regeneration of Barry Island and promote the development of land at Nells Point for tourism and leisure purposes. (2018/19)	3		
<b>ER15:</b> Review and implement the Council's Carbon Management Plan and targets to reduce emissions from council buildings, street lighting and council vehicles. (2017/18)	8		
<b>ER16:</b> Develop and implement a Waste Reduction Strategy and remodel our waste management infrastructure to increase participation in recycling, reduce the growth of municipal waste and meet national targets. (2018/19)	10		
<b>ER17:</b> Value biodiversity and enhance and create habitats for important species. (2019/20)	1		
<b>ER18:</b> Minimise the risk and impact of flooding and coastal erosion via an effective Flood Management Plan, flood reduction measures and a Shoreline Management Plan. (2017/18)	2		
<b>ER19:</b> Achieve four National Beach Awards in recognition of the high standard of cleanliness, good facilities and attractiveness of our beaches. (2018/19)	0	All actions completed at quarter 1	N/A

## 1.4 PERFORMANCE EXCEPTIONS

### 1.4.1 Objective 3: Promoting regeneration, economic growth and employment

The table below highlights the actions attributed with a Red status and provides commentary on the performance.

**Corporate Plan Action ER003: Implement a comprehensive programme of regeneration across the Vale including: The Rural Local Development Strategy, Town Centres Framework, Penarth Esplanade, Barry Waterfront including the Barry Island Link Road, Links between Penarth Haven and the Town Centre.**

Service Plan Action	% complete	RAG Status	Direction of Travel	Commentary
<b>NS/A001 (VS/A002):</b> Further the feasibility study to get buses over the Cardiff Bay barrage, including further consideration of a Cosmeston Park and Ride facility.	25			<i>The completion date for this action is the 31/03/2019.</i> Consultants (Capita) have been appointed to carry out WelTAG 1 and 2 studies. The project is to be project managed by Arcadis consultant PM, Matthew Fry. These studies are due to be completed in quarter 4.

**Corporate Plan Action ER004: Deliver transport improvement schemes associated with the Cardiff Capital Region Metro including bus prioritisation measures at Port Road and Cardiff Road.**

Service Plan Action	% complete	RAG Status	Direction of Travel	Commentary
<b>NS/A003:</b> Progress additional modelling requirements to assist with the feasibility study for bus, cycling and walking improvements at Cardiff and Barry Road, Dinas Powys.	25			<i>The completion date for this action is the 31/03/2019.</i> This project has been delayed due to lack of resources and knowledge of the subject area but a tender is due out in the new year whereby a consultant will be appointed to undertake a number of feasibility and ecological studies relating to this project.

There were no measures that were attributed a Red status at quarter 3.

### 1.4.2 Objective 4: Promoting sustainable development and protecting our environment

The table below highlights the actions attributed with a Red status and provides commentary on the performance.

**Corporate Plan Action ER009: Implement a Local Transport Plan to improve accessibility, road safety, air quality and reduce congestion.**

Service Plan Action	% complete	RAG Status	Direction of Travel	Commentary
<b>NS/A009 (VS/A055):</b> Seek further opportunities to recruit volunteers for transport initiatives.	25			<i>The completion date for this action is the 31/03/2019.</i> The Community Transport Officer has attended volunteer fares and promoted the Greenlinks scheme with the aim of recruiting volunteer drivers. One driver was keen but as

				they had lived abroad for a period of time they were requested to get information from the embassy - this put them off taking up the position. Recruiting volunteers continues to be a problem for the service.
<b>NS/A049 (VS/A058):</b> Deliver access improvements to the Murch (via bridge).	50			<i>The completion date for this action is the 31/03/2019.</i> The procurement of design and construction services for the necessary demolition of the bridge is now due to take place in quarter 4 with budgets anticipated to be contractually committed and works commencing on site prior to the end of quarter 4.

**Corporate Plan Action ER012: Complete the National Cycling Network Route 88 to promote active travel and reduce unnecessary vehicle travel, road congestion and pollution.**

Service Plan Action	% complete	RAG Status	Direction of Travel	Commentary
<b>NS/A014:</b> Continue to identify funding to improve the National Cycling Network Route 88 as identified in Active Travel integrated networks maps.	50			<i>The completion date for this action is the 31/03/2019.</i> One officer has been dealing with Active Travel in quarter 3 and dedicating their time to investigate with schools requirements to get pupils to walk/cycle to and from school. In addition a number of meetings have taken place with schools to enable the team to know what bids to put together for Welsh Government funding. Bids are once again going into Welsh Government for funding to construct St Athan Active Travel improvements and Weycock Cross to Cardiff Airport.

**Corporate Plan Action ER015: Review and implement the Council's Carbon Management Plan and targets to reduce emissions from street lighting, council vehicles and council buildings.**

Service Plan Action	% complete	RAG Status	Direction of Travel	Commentary
<b>SRS/A011:</b> Review Taxi Licensing Policy across the region taking account of air quality plans and vehicle emission standards for licensed vehicles.	25			<i>The completion date for this action is the 31/03/2019.</i> Welsh Government have released a consultation document which proposes removing responsibility for taxi licensing from local government and forming a new JTA to operate and regulate across Wales. The work in Cardiff continues but any further progress on introducing standards will be halted until we have clarity on the legislative framework going forward. A response to the proposal is being formulated across the three Local

Service Plan Action	% complete	RAG Status	Direction of Travel	Commentary
				Authorities.
<b>FIT/A006:</b> Implement the Re:fit (energy efficiency improvement) programme across the Council and work with services to ensure they benefit from the scheme.	60			<i>The completion date for this action is the 31/03/2019.</i> Work has progressed well at Stanwell School but it is unlikely that all the phase 1 buildings will be completed by the end of the financial year. The contractor Asset Plus have programmed all the buildings for review early in 2019. Following approval of their recommended energy conservation measures the works will then be programmed to suit all parties.

**Corporate Plan Action ER016: Develop and implement a Waste Reduction Strategy and remodel our waste management infrastructure to increase participation in recycling, reduce the growth of municipal waste and meet national targets.**

Service Plan Action	% complete	RAG Status	Direction of Travel	Commentary
<b>NS/A028:</b> Introduce new Public Space Protection Orders (PSPO's) under the Anti-social Behaviour, Crime and Policing Act 2014 (ABCPA 2014) to enforce dog related offences i.e. dog fouling.	75			<i>The completion date for this action is the 31/12/2018.</i> The Cabinet report is being presented with the proposals for the implementation of Public Space Protection Orders (PSPO's) across the Vale in February 2019.

No measures were attributed a Red status at quarter 3.

## 1.5 OUR ACHIEVEMENTS

- The Council continues to work with the region to develop transport, infrastructure, business support, regeneration, planning and housing via the City Deal Business Plan and other regional documents and bodies such as the Cardiff Capital Region (CCR) Project Board, the regional plan for regeneration and a strategic development plan. During quarter 3, a thematic regional grant scheme for identified town centres has been developed by Rhondda Cynon Taf Council with support from the other 9 authorities for implementation in 2019/20. Work around the development of a regional forum to develop an SDP continues.
- During quarter 3, 276 statutory planning applications have been determined in addition to 25 Non-material Amendments (NMA), 27 Pre-Apps and 48 Tree Applications, bringing the overall total of applications determined to 376. 92% of all applications were determined within the agreed target timescales set by Welsh Government.
- Various regeneration projects across the Vale of Glamorgan continue to remain on track for completion and the relevant project boards ensure progress is being made in a timely fashion. This includes projects such as; Barry Gateway, Cowbridge Livestock market, Barry Island/Nells Point and the Penarth regeneration scheme. Project Boards have made key decisions in respect of a number of projects resulting in several achievements, for example the successful submission of a planning application in association with Cowbridge Cattle market, an exchange of contracts of the former toilet block at Nells Point, further marketing of Nells Point as a hotel site at a Welsh Government organised event in Cardiff and further and the proposed use of the Innovation Quarter at the Southern Development site by Cardiff and the Vale College.
- The Barry Business Improvement District (BID) feasibility study to investigate the potential to establish a Business Improvement District for Barry is progressing well. During quarter 3, a Town Centre Summit for Barry Town was held

to address the issues currently affecting Holton Road and strengthen working relations to support an improved retail environment for the future. Further partnership working is progressing well with the other town centres and their local businesses. The Town Centre Development Officer is actively working with each of the town retail/business groups to develop initiative to drive increased footfall into the town so that it continues to attract visitors.

- As of the 3rd September 2018, households in the Vale of Glamorgan were restricted to 2 bags of general waste per fortnight as part of the new Waste Reduction Strategy. As a result we have exceeded our recycling target of 37% this quarter with performance of 39.69% of collected waste having been recycled. Furthermore, 65.01% of municipal waste that we have collected has been prepared for re-use and/or recycled which means we have exceeded both our own target and the national recycling target of 58%.
- During quarter 3, we took 129 working days to clear the 84 fly tipping incidents reported to the Council. As a result, the average number of working days taken to clear fly-tipping incidents reported to the authority during the year was 1.66 days against a target of 3 days showing that our Waste Management service has successfully removed fly tipping within the target timescale while maintaining high performing levels of service.
- The Council's Carbon Management Plan was considered and approved by Cabinet on the 17<sup>th</sup> December 2018 and will contribute to improved levels of energy efficiency in buildings and equipment across the Council.
- The *interim* Waste Transfer Station (WTS) at Cowbridge is now operational and further work has been assigned to future proof the site to accommodate the proposed service changes (source separated recycling collections). Additionally the land at Atlantic Trading Estate (ATE) is at detailed design stage to complete the future infrastructure that is necessary for the Council.
- The project to convert 10,552 residential street lights in the Vale has been substantially completed with 67% of the Vale's 15,785 lights having been converted to date. Work to convert more difficult ornamental and bespoke units in residential areas is ongoing and we estimate there are a further 800/900 ornamental lanterns requiring conversion to LED, this work will carry forward into 2019/20. In addition to this, there is also a project running which is supported by Salix loan to convert all main road lights to LED. Completion of this project is expected towards the end of March 2020.
- The Big Fill initiative has continued to be delivered successfully in quarter 3 addressing residents' concerns by allowing them to report pothole problems and improving road surface and footway conditions within various Ward areas through the Vale. In quarter 3 the delivery of Big Fill was changed from the weekend to a Friday and Saturday morning to address noise concerns to local residents and to comply with standard construction working times with no impact on quality of service. The current schedule for locations, reporting deadline and repairs days is identified on the website at <http://www.valeofglamorgan.gov.uk/en/living/Roads/The-Big-Fill.aspx>
- Welsh Government funding has been received to continue work on the M4 J34 link to Cardiff Airport and the Council continues to work with Welsh Government on proposed investment projects within the Enterprise Zone such as the Aston Martin investment.
- The construction phase of the Five Mile Lane scheme continues to progress in accordance with the agreed programme and is on track for completion in Summer 2019. The Council's Employers Agent continues to successfully monitor and supervise the works in order to administer the NEC contract to manage risk and any additional costs which currently sits at under 1%.
- Works are continuing well and remain on track to deliver the programme of works identified under the Council's Highway Maintenance 3 year resurfacing plan 2018/2021.
- We have successfully prepared for climate change and challenges facing the Council's Winter Maintenance service specifically in relation to emergency snow clearance events. The proposed arrangements will enhance and add resilience to the Council's future winter service operations and emergency snow clearing capacity whilst allowing us to maintain our highways and allow safe travel through the Vale.

## 1.6 OUR CHALLENGES

- As an authority, we remain committed to achieving our savings and a balanced budget in spite of the difficulties and uncertainties encountered following the vote to leave the European Union (EU) and we have responded positively to both service demands and cost pressures by taking steps to reshape our services, maximise opportunities for income generation and working more collaboratively, locally, regionally and nationally. However, whilst we are putting in place realistic plans to ensure we are well placed to achieve our priorities and savings, it is clear that we will need to mitigate against the ongoing uncertainty in relation to external funding arrangements (exacerbated by Britain exiting the EU) and continue to secure pipeline funding from Welsh Government to develop and deliver key regeneration projects that reflect local needs and opportunities.
- Despite recent successes in recruiting volunteers for the Greenlinks Community Transport scheme, we continue to face challenges in recruiting and retaining volunteers. Whilst membership continues to grow, demand outweighs the supply due to lack of volunteer drivers.
- Whilst we continue to report success in this area, completion of the Council's 3 Year Road Surfacing Programme in order to comply with our legal duty to maintain the highways to a safe standard, remains a challenge for the Council. Associated risks linked to this programme include the potential for an increased number of accidents occurring and consequently insurance claims being brought against the Council. Successfully completing the programmed works for 2018/19 will reduce the level of reactive maintenance repairs and the potential for insurance claims however, this progress must be maintained for the remaining years of the Plan which will require a large investment of over £2 million each year to be found.
- A key challenge going forward is the ever increasing traffic growth within the Vale of Glamorgan, with particular emphasis on the Eastern Vale, resulting in increased pollution and impacts negatively on economic productivity.
- Rising energy costs for unmetered electricity supplies in relation to street lighting remains a key challenge for the Council given reducing budgets and the need to deliver significant savings as part of the Reshaping agenda.
- We are unable to review our Taxi Licensing Policy at present as Welsh Government have released a consultation document which proposes removing responsibility for taxi licensing from local government and forming a new JTA to operate and regulate across Wales. The work in Cardiff continues but any further progress on introducing standards will be halted until we have clarity on the legislative framework going forward. A response to the proposal is being formulated across the three Local Authorities.
- We continue to face delays regarding the progression of additional modelling requirements to assist with the feasibility study for bus, cycling and walking improvements at Cardiff and Barry Road, Dinas Powys. Delays have been caused due to a lack of resource and knowledge of the subject area but a tender is due out early 2019 whereby a consultant will be appointed to undertake a number of feasibility and ecological studies relating to this project.

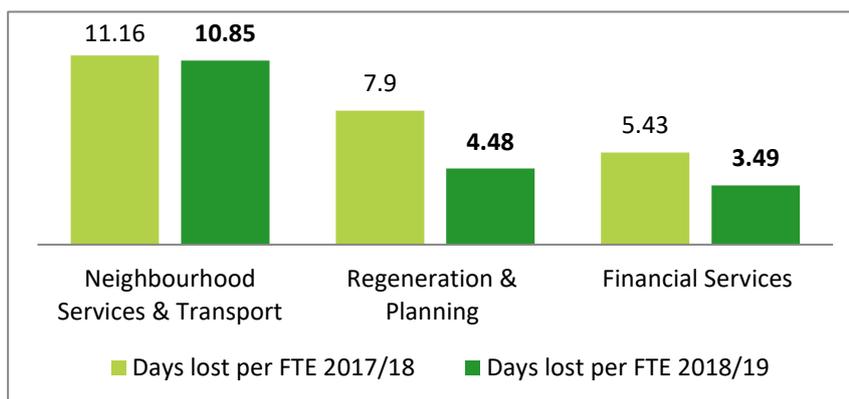
## 2.0 CORPORATE HEALTH: MANAGING OUR RESOURCES



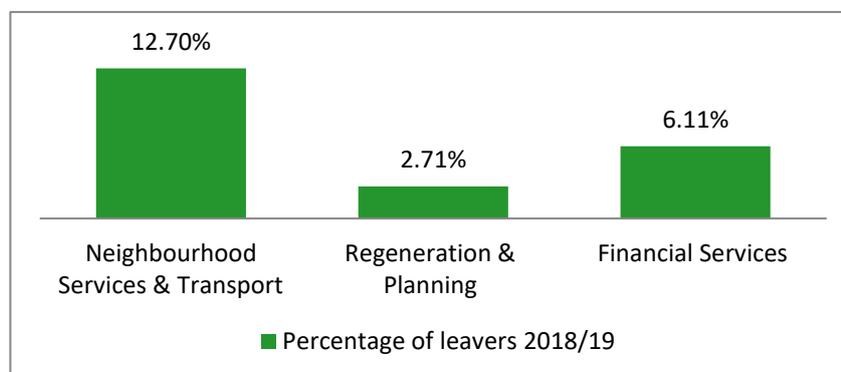
### 2.1 PEOPLE

We continue to monitor our performance in relation to absence management. Between Quarter 3 2017/18 and Quarter 3 2018/19 the number of days lost per full time equivalent (FTE) due to sickness decreased by 0.86 days. Sickness absence decreased from 7.18 working days lost in Quarter 3 in 2017/18 to 6.32 days in Quarter 3 2018/19.

The graph below shows sickness absence data for services contributing to this Well-being Outcome at quarter 3 for the past 2 years.



The total percentage turnover for services contributing to this Well-being Outcome during quarter 3 2018/19 can be seen in the chart below.



## 2.1 PEOPLE

The [sickness absence report](#) and [employee turnover report](#) provide a review of attendance management and staff turnover across all council services during 2018/19.

Career development continues to play an important role in staff retention across the Council. For example, within Regeneration and Planning services, the service have implemented succession planning initiatives which have included funding staff through day release educational courses and employing graduates undertaking professional qualifications. Apprentices have been appointed in the Building Control section and market forces supplements have been applied to key posts.

In house training opportunities are being fully exploited and where possible, external and regional training opportunities are also taken advantage of. Training provision through the City Region is also being considered.

We continue to focus on succession planning for critical posts to ensure we retain expertise within our services and have now filled our identified graduate and trainee posts within our Neighbourhood Services and Transport division (NS&T). This action will contribute towards the service's goal to reverse the ageing workforce profile within key areas.

There are currently several posts within Neighbourhood Services and Transport which we have found difficult to attract appropriately experience and qualified staff into. Where this is the case, there is now a need to consider market supplements and/or different grades to address the situation.

Our winter maintenance service is operating successfully with sufficient HGV drivers fully trained to maintain a three week operational rota for winter gritting. Winter gritting operations have successfully been undertaken when forecast road temperatures have dictated likely freezing conditions in order to maintain the critical parts of the local highway network in a safe condition. The working hours and training requirements of staff operating the service continues to be monitored to ensure compliance with working time directive and the Vale's winter maintenance manual.

All service areas continue to contribute to the Council's workforce plan and staff charter initiatives in relation to workforce development, succession planning, recruitment and retention.

## 2.2 FINANCIAL

On the 7<sup>th</sup> January 2019, Cabinet were advised of the progress relating to revenue expenditure for the period 1<sup>st</sup> April to 30<sup>th</sup> November 2018. Current forecasts for the services contributing to this Wellbeing Outcome are as follows:

- It is projected that Managing Director and Resources will outturn on target at year end.
- Neighbourhood Services & Transport is currently projected to out-turn on budget, however, there are some areas of concern and reserves will be utilised.
- Within the Waste Collection Service there is still pressure on employee and transport budgets due to downtime involved in travelling to Cardiff to dispose of waste. Some additional resource has also been required during the recent service change which introduced the 2 black bag limit for residual waste. There has however recently been an operational change to use a site within Cowbridge as a transfer station for some elements of waste. It is anticipated that this will decrease the level of downtime currently experienced. £200k had been set aside for 2018/19 within the Neighbourhood Services Reserve with an aim to offset this budget pressure. Due to an increase in treatment charges within the recycling market, primarily as a result of China's decision to reject elements of mixed recycling, there is also a pressure within the recycling treatment budget. Again funding had been set aside in reserves for 2018/19 to cover this pressure however this is only a one-off funding stream and a cost pressure has been submitted for 2019/20.
- The Reshaping Services savings target for Neighbourhood Services & Transport for 2018/19 is £951k. £375k of this saving relates to the remaining balance to be found from the recent restructure within NS&T. The restructure has been effective from 1st April 2018 however due to the timescales and notice periods required, some staff have remained in post longer than anticipated. This may have some effect on the level of savings achievable. It is envisaged that the full £951k saving will not be made in this financial year and a shortfall of £315k is being reported.

### Savings

As part of the Final Revenue Budget Proposals for 2018/19, a savings target of £6.298m was set for the Authority. It is currently projected that there will be a shortfall against the savings target of £724k. A saving of £700k has been allocated for 2018/19 for the Managing Director and Resources directorate however £600k has currently been identified for the year. Further work is being undertaken to identify additional savings and this shortfall may reduce by year end. It is anticipated that any shortfall at year end can be funded from savings elsewhere in the Directorate.

The Reshaping Services savings target for Neighbourhood and Transport Services for 2018/19 is £951k. £375k of this saving relates to the remaining balance to be found from the recent restructure within Neighbourhood Services. The restructure has been effective from 1st April 2018 however due to the timescales and notice periods required, some staff have remained in post longer than anticipated. This may have some effect on the level of savings achievable. It is envisaged that the full £951k saving will not be made in this financial year and a shortfall of £315k is being reported. Plans for the remainder of the savings are currently being developed and will be reported to Cabinet in due course however the Neighbourhood Services Reserve will be required to meet any remaining shortfall in savings at year end.

### Reshaping

At Q3, positive progress has been reported in relation to the Reshaping projects contributing to this Well-being Outcome with projects well underway. The 2 Reshaping projects associated with this Well-being Outcome (Transport programme and Neighbourhood Services) have reported an Amber status in January 2019.

## 2.3 ASSETS

Positive progress has been made during quarter 3 in relation to maximising our key asset priorities as follows:

During quarter 3, new environmentally friendly vehicles have been purchased via the Neighbourhood Replacement Fund. These new vehicles will replace older models which are beyond serviceable life. In addition, we have purchased 22 new recycling vehicles to meet the changing requirements of Neighbourhood services waste/recycling collection service.

The Big Fill initiative to tackle pothole problems across the Vale of Glamorgan continues to be delivered to schedule. The current schedule with areas, repair days and deadlines for reporting potholes can all be found on the Council's website at [www.valeofglamorgan.gov.uk/en/living/Roads/The-Big-Fill.aspx](http://www.valeofglamorgan.gov.uk/en/living/Roads/The-Big-Fill.aspx)

Contracts have exchanged on the former Goods Shed at the Innovation Quarter, Barry and a planning application was submitted by the developer during quarter 3 for the mixed use conversion of the local historic Goods shed and shop container village development. During January 2019, Cabinet approved the principle of a loan (funded from Welsh Government TRI) subject to due diligence. A planning application has also been submitted by the developer for an additional residential block subject to ongoing negotiations.

St Pauls Church, Penarth is being disposed to Newydd Housing Association. Having secured planning permission, the Registered Social Landlord (RSL) is currently aiming to be on site during 2019 delivering a mixed use development of affordable residential apartments and a community facility.

Exchange of contracts for the former toilet block at Nell's point took place during December 2018. A planning application from the preferred bidder is due early 2019.

Some projects have slipped during quarter 3. The disposal of the Eagleswell site, Llantwit Major is on hold because Housing Services have expressed an interest in appropriating the site from Education services. Additionally, Cemetery Road Park and Community Building scheme (Barry) has also slipped against the programme during quarter 3 but the contract award is now place and awaiting commencement of works.

The refurbishment of the BSC2 has been delayed while a review of the proposed set up is undertaken. The heating system on the first floor has also failed recently and therefore work will need to be undertaken to replace the system. This work is likely to carry forward into 2019/20 alongside improvement to the car park.

## 2.4 ICT

In line with our Digital Strategy we continue to work towards delivering our key ICT priorities for the year, contributing to improved services for residents and our customers. Departments are currently gearing up for the implementation of Windows 365 with the aim of improving mobile and remote working practices.

## 2.5 CUSTOMER

Ensuring good customer focus remains a key priority in delivering Council services and a number of planned improvement activities have been undertaken across the Council with this in mind.

A review of the results of the Public Space Protection Order (PSPO) public consultation was undertaken during the quarter and a further survey was considered necessary to assess the extent of dog fouling on sports pitches. The survey was conducted in Autumn 2018 by engaging a number of schools in the Barry area. A report will be presented to Cabinet during quarter 4 which will set out the findings of the consultation exercise and recommendations on a proposed Public Space Protection Order (PSPO) will be made at this time.

Our planned action to review all out of hours arrangements within Neighbourhood Services to ensure adequate availability of resources and operational needs of service and public are being adequately met, has slipped this quarter but meetings are expected to resume during quarter 3.

Due to staff shortages we have been unable to deliver regional Infection control workshops to tattooists and skin piercers as planned however further activity is planned for next quarter to ensure consistent compliance with infection control legislation and to prepare businesses for the special procedures requirements set out in the Public Health Bill.

As mentioned in the challenges section of this report, we have been unable to consult with the taxi trade on Taxi Licensing Policy due to the recent proposals made by Welsh Government who have released a consultation document proposing the removal of responsibility for taxi licensing from local government. A response to the proposal is being formulated across the three Local Authorities.

## 2.6 CORPORATE RISK

The most recent review of the Corporate Risk Register was used to inform this quarter's reports. As at quarter 3 there were four corporate risks aligned to this Well-being Outcome that relate to the Waste Management, Environmental Sustainability, Public Buildings Compliance and Safeguarding. Waste Management, Environmental Sustainability and Public Buildings Compliance were all attributed a medium risk level whilst Safeguarding has been attributed a medium/low risk.

In terms of forecast direction of travel, it is anticipated that all three risks will remain static with the exception of Waste Management which is expected to increase.

Risk Ref	Risk	Residual Risk Score			Direction of Travel <sup>1</sup>	Forecast Direction of Travel <sup>2</sup>	
		Likelihood	Impact	Total			
CR4	Waste Management	2	3	6 M			
CR7	Environmental Sustainability	2	3	6 M			
CR9	Public Buildings Compliance	2	3	6 (M)			
CR10	Safeguarding	1	3	3 (M/L)			

<sup>1</sup> **Direction of travel** compared residual risk score for the current quarter with the previous quarter to indicate whether the risk is increasing/decreasing or staying static.

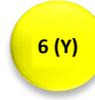
<sup>2</sup> **Forecast direction of travel** anticipates the future direction of the risk by taking into account factors that are likely to impact on it.

 risk is increasing,  risk is decreasing,  risk is remaining static

## 2.7 SERVICE PLANS RISKS

There are a total of 25 service risks that are aligned to this Well-being Outcome. Of these, 1 has a risk status of high, 4 are medium/high, 15 are medium risks, 4 are medium/low and 1 risk is low. The direction of travel for 21 service risks is anticipated to remain static over the coming months with the forecast direction of travel for the 4 service risks anticipated to increase.

The current status of Service Plan risks that have a bearing on this Outcome is summarised below.

Risk Description	Service Area	Status		Direction	Forecast Direction
Inability to maintain existing highway infrastructure and facilities leading to a reduction in service provision or increased claims.	Neighbourhood Services and Transport	Medium / High			
Inability to meet Welsh Government demands in respect of Statutory Transport and Waste Guidance relating to the Waste Blueprint and the Active Travel and Learner Travel Wales.	Neighbourhood Services and Transport	Medium			
Failure to meet national recycling targets.	Neighbourhood Services and Transport	Medium / Low			
Failure to meet legal duties in relation to the Flood and Water Management Act.	Neighbourhood Services and Transport	Medium			
Inability to maximise S106 contributions whilst having regard to the Community Infrastructure Levy (CIL) regulations and possible further changes to the legislation.	Regeneration and Planning	Medium			
Inability to deliver the Highway Asset Management Plan priorities due to limited resources.	Neighbourhood Services and Transport	Medium			
Increased pressure on limited resources as a consequence of increased areas of maintenance.	Neighbourhood Services and Transport	Medium			
Annually shrinking budgets will impact negatively on consistently achieving high standards of cleanliness of the local environment.	Neighbourhood Services and Transport	Medium			

Risk Description	Service Area	Status		Direction	Forecast Direction
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, renewal area, cultural, recreation and community schemes across the Vale. Also impacts negatively on sustainability of local businesses and jobs.	Regeneration and Planning	High			
Competition for scarce resources within the Council means that non statutory services have a higher risk of losing resources.	Regeneration and Planning	Medium /High			
Failure to manage the service's collaboration agenda effectively.	Regeneration and Planning	Medium			
Failure to secure sustainable development practice to mitigate the impact of climate change with respect to land planning and use.	Regeneration and Planning	Medium /Low			
Impact of regulatory and bureaucratic perception of the planning system and implications of Brexit, negatively impacting on investment and development.	Regeneration and Planning	Medium			
Downturn in the economy impacts on employment opportunities.	Regeneration and Planning	Medium			
Failure to identify and maximise potential income generation opportunities.	Regeneration and Planning	Medium			
Resource and reputational impact from decisions made on planning applications contrary to recommendation and subsequent appeal.	Regeneration and Planning	Medium			
Insufficient property, procurement, legal and ICT support staff to enable effective contract and grant delivery.	Neighbourhood Services and Transport	Medium			

Risk Description	Service Area	Status		Direction	Forecast Direction
Increasing transport and waste budget pressures as a result of new developments and an inability to deliver savings to both transport and waste management services.	Neighbourhood Services and Transport	Medium /High			
Decisions taken elsewhere in relation to external funding could impact on Council investment decisions on key regeneration projects including the Enterprise Zone, City deal, TRI programme.	Regeneration and Planning	Medium			
Brexit – Risk of loss of funding and grant schemes beyond 2020.	Regeneration and Planning	Medium			
Failure to meet the requirements of the forthcoming update to planning law in Wales.	Regeneration and Planning	Low			
Policy trigger points set out in the Local Development Plan monitoring framework are breached as part of the annual monitoring review.	Regeneration and Planning	Medium / Low			
Failure to obtain Waste and Transport Revenue and any necessary Capital Funding from Welsh Government including Leisure.	Neighbourhood Services and Transport	Medium			
Redesign of services result in structure/processes/technology that are unfit for purpose	Neighbourhood Services and Transport	Medium / Low			
Inability to maintain the long-term integrity of the highway infrastructure to an acceptable standard for citizens within limited resources.	Neighbourhood Services and Transport	Medium / High			

## GLOSSARY OF TERMS

### Well-being Outcome:

The relevant Well-being Outcome set by the Council and featured in the Corporate Plan 2016-20.

### Well-being Objective:

The relevant Well-being Objective set by the Council and featured in the Corporate Plan 2016-20.

### Population Level Performance Indicators:

These headline performance indicators demonstrate progress in achieving outcomes at the community level rather than the individual level. The Council will certainly contribute towards population indicators through its work, however, it does not have sole responsibility for them and delivering sustained improvement on these indicators will involve a wide range of organisations working effectively in partnership.

### Local Council Performance Indicators:

These are performance indicators which tell us how well we are delivering our services or activities and will identify how these contribute to the overall community-wide impact. The focus is on whether customers are better off as a result of what we do. In order to identify the most important performance measures to demonstrate our progress we need know: How much did we do? How well did we do it and; What difference have we made?

What difference have we made?	How well have we performed?	How much? (contextual data)
These performance measures will help us demonstrate whether customers in the Vale are better off. They will seek to measure the quantity/quality of change for the better for customers.	These performance indicators are qualitative and will be used to demonstrate how well the Council performed its activities.	These performance indicators are quantitative and will be used to measure how much and/or what the Council delivered.

### Overall RAG status

**Well-being Outcome Overall Status:** Provides an overall RAG health check showing our performance status against the Well-being Outcome. The RAG status is taken as a combined performance of all actions and performance measures aligned to the Outcome.

Measures and Actions (RAG)		Direction of Travel (DOT)		Overall (RAG) Status Outcome	
	Green: Combined total of 85% or more Green actions and measures		Performance has improved and has increased in a RAG status when compared to the last quarter		Green: indicates that we are well on track to deliver the key outcomes and PIs relating to the Objectives as set out in the Corporate Plan.
	Amber: Combined total of 50% - 84% Green actions and measures		Performance has remained the same RAG status when compared to the last quarter		Amber: indicates that at this stage, we are on target to deliver the Objectives but some aspects need to be addressed in order to ensure we remain on track to fully achieve the Outcome.
	Red: Combined total of less than 50% Green actions and measures		Performance has slipped and has decreased in a RAG status when compared to the last quarter		Red: indicates that at this stage, we are not on target to deliver key outcomes and PIs relating to the Objectives as set out in the Corporate Plan.

**Well-being Outcome Performance Snapshot Status:** Provides an overall RAG health check showing our performance status against the Well-being Outcome for actions and performance measures. The RAG status for each is taken as a combined performance of all actions or performance measures aligned to the Outcome.

Measures			Actions	Direction of Travel (DOT)		Overall (RAG) Status for Actions or Measures	
	Green: Combined total of 85% or more Green measures		Green: Combined total of 85% or more Green measures		Performance has improved and has increased in a RAG status when compared to the last quarter		Green: indicates that we are well on track to deliver the key outcomes and PIs relating to the Objectives as set out in the Corporate Plan.
	Amber: Combined total of 50% - 84% Green measures		Amber: Combined total of 50% - 84% Green measures		Performance has remained the same RAG status when compared to the last quarter		Amber: indicates that at this stage, we are on target to deliver the Objectives but some aspects need to be addressed in order to ensure we remain on track to fully achieve the Outcome.
	Red: Combined total of less than 50% Green measures		Red: Combined total of less than 50% Green measures		Performance has slipped and has decreased in a RAG status when compared to the last quarter		Red: indicates that at this stage, we are not on target to deliver key outcomes and PIs relating to the Objectives as set out in the Corporate Plan.

**Overall RAG status:**

Provides an overall RAG health check showing our performance status against the Well-being Objective.

Measures (RAG)		Direction of travel (DOT)		Actions (RAG)		Overall (RAG) status Objective	
	Performance is on or above target.		These performance indicators are qualitative and will be used to demonstrate how well the Council performed its activities.		Green: Action completed or on track to be completed in full by due date.		Green: indicates that we are well on track to deliver the key outcomes relating to the Objective as set out in the Corporate Plan.
	Amber: Performance is within 10% of target.		Performance has remained the same as the same quarter last year.		Amber: Minor delay but action is being taken to bring action back on track.		Amber: indicates that at this stage, we are on target to deliver the Objective but some aspects need to be addressed in order to ensure we remain on track to fully achieve the Objective.

<b>R</b>	Red: Performance missed target by more than 10%.		Performance has declined compared to the same quarter last year.	<b>R</b>	Red: Action has slipped with limited progress made and an explanation must be provided including any planned remedial action(s) and where appropriate a revised completion date.	<b>R</b>	Red: indicates that at this stage, we are not on target to deliver key outcomes relating to the Objective as set out in the Corporate Plan.
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## Service Plan Actions

NS: Neighbourhood Services & Transport	RP: Regeneration & Planning	FIT: Financial and ICT Services
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## RISK MATRIX

The **Inherent Risk** defines the risk score in a pre-control environment i.e. what the risk would look like (score) without any controls in place to manage the risk.

The **Residual Risk** can be defined as the subsequent risk score as a consequence of applying controls to mitigate this risk.

<b>Possible Impact or Magnitude of Risk</b>	<b>Catastrophic</b>	4 <i>MEDIUM</i>	8 MEDIUM/HIGH	12 HIGH	16 VERY HIGH
	<b>High</b>	3 <i>MEDIUM/LOW</i>	6 <i>MEDIUM</i>	9 MEDIUM/HIGH	12 HIGH
	<b>Medium</b>	2 LOW	4 <i>MEDIUM</i>	6 <i>MEDIUM</i>	8 MEDIUM/HIGH
	<b>Low</b>	1 VERY LOW	2 LOW	3 <i>MEDIUM/LOW</i>	4 <i>MEDIUM</i>
Low 1-2 Low/Medium 3 Medium 4-6 Medium/High 8-10 High 12-16		Very Unlikely	Possible	Probable	Almost Certain
<b>Likelihood/Probability of Risk Occurring</b>					

**Direction of travel** compares residual risk score for the current quarter with the previous quarter to indicate whether the risk is increasing/ decreasing or staying static.

**Forecast direction of travel** anticipates the future direction of the risk by taking into account factors that are likely to impact on it.

Risk Key

	Risk level <b>increased</b> at last review
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	Risk level <b>decreased</b> at last review
	Risk level <b>unchanged</b> at last review

## APPENDIX 1: Service Plan Actions

### Objective 3: Promoting regeneration, economic growth and employment

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
<b>ER001</b>				
LS/A003: Provide legal advice, guidance and support on legal matters in relation to Cardiff Airport and St Athan Enterprise Zone.	31/03/2019	75	Green	Throughout the year ongoing input from a Legal Services perspective will be provided when required i.e. on an ad-hoc basis. No advice on these matters has been sought from Legal Services during quarter 3.
LS/A013: Provide legal advice, guidance and support on legal matters in relation to the Capital region (Cardiff City Deal).	31/03/2019	75	Green	Following the execution of the Joint Working Agreement and the establishment of Cardiff Capital Region joint Cabinet input from a Monitoring Officer and Legal Services perspective is provided when required. No instructions were received in quarter 3.
RP/A054: Work in partnership with the Cardiff Capital Region to promote Cardiff Airport and the Enterprise Zone and utilise the Local Development Plan as a planning framework for positive land use.	31/03/2019	75	Green	The Council continues to work with Welsh Government on proposed investment projects at the Enterprise Zone such as the Aston Martin investment. Officers are investigating opportunities to remove planning barriers to economic development in this area by measures such as outline planning permissions, development briefs and local development orders.
RP/A055: Adopt the Cardiff airport and St Athan Enterprise Zone development framework as a development brief.	31/03/2019	75	Green	Work commenced on developing supplementary planning guidance (SPG) which is due to be reported in the Spring of 2019.
RP/A084: Progress work with our partners in relation to transport infrastructure, business support, regeneration, planning and housing, skills and innovation as part of the City Deal.	31/03/2019	75	Green	The Council will continue to work with the region to develop transport, infrastructure, business support, regeneration, planning and housing via the City Deal Business Plan and other regional documents and bodies such as the Cardiff Capital Region (CCR) Project Board, the regional plan for regeneration and a strategic development plan. This work is underway and will be developed. During quarter 3 a regional thematic regional grant scheme for identified town centres has been

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				developed by Rhondda Cynon Taf Council with support from the other 9 authorities for implementation in 2019/20. Work around the development of a regional forum to develop an SDP continues.
<b>ER002</b>				
HR/A008: Work with service departments and our partners to increase the numbers of 16-24 year old employees as a proportion of the wider workforce.	31/03/2019	75	Green	There is a continued focus on Apprenticeship recruitment although further collaborative working is needed to ensure that the 16-24 agenda is continually at the forefront of recruitment. We are continuing to develop the relationships with local education establishments (Cardiff University & Cardiff and Vale College) as well as independent Apprenticeship providers.
HR/A009: Work with the Department of Work & Pensions to provide a range of work placement/ work experience opportunities in the Council for volunteers in receipt of state benefits.	31/03/2019	75	Green	The scheme remains in place and we continue to receive details of potential candidates and placement opportunities. The Department of Work and Pensions (DWP) candidates continue to be engaged in HR under a temporary part time agency contract to undertake data input. In addition a further candidate started in HR Employee Services in December and Council Tax will be seeing candidates for potential placement with them in the New Year.
RP/A085: Exploit links between Communities for Work and regeneration/ investment projects to realise local employment opportunities.	31/03/2019	75	Green	As discussed in the last Quarter, a number of local and national Construction firms were involved in our Jobs Fair which took place within this quarter (05/10/2018). These businesses included; Lovell Construction, Willmott Dixon, Alun Griffiths Construction and Kier, some of whom are working on the 5 Mile Lane project. 510 local people attended the Jobs Fair with over 35 local and national employers also in attendance.  Also during this quarter Vale Communities for Work (CFW) facilitated 2 meetings with partners and the Contractors involved with the Vale's £144 Million 21st Century School's programme with a view to developing

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				the employability and Community Benefits aspect of the programme. CFW facilitated meetings on 10/10/2018 and 10/12 /2018 that included the successful contractors, Council staff, consultancy staff, Cardiff and Vale College, Glamorgan Voluntary Service (GVS) etc. This work will continue into the New Year.
<b>ER003</b>				
LS/A004: Provide legal advice, guidance and support on legal matters in relation to the Council's major regeneration projects.	31/03/2019	75	Green	The Monitoring Officer and a representative from Legal Services Property & Contract team are members of the Council's Strategic Projects Monitoring Group which oversees progress on the Council's major regeneration projects of particular note. Advice continued to be provided in Q3 as and when required in relation to the Innovation Quarter (IQ) Southern Development Site, Hood Road, Good Sheds disposal, Headland link, Eagleswell School disposal, Cowbridge livestock market, Barry Gateway regeneration and St Paul's Church disposal.
NS/A001 (VS/A002): Further the feasibility study to get buses over the Cardiff Bay barrage, including further consideration of a Cosmeston Park and Ride facility.	31/03/2019	25	Red	Consultants (Capita) have been appointed to carry out WelTAG 1 and 2 studies. The project is to be project managed by Arcadis consultant PM, Matthew Fry. These studies are due to be completed in quarter 4.
RP/A059: Continue to deliver the Rural Development Strategy.	31/03/2019	75	Green	The delivery of the Local development strategy remains on track with targets largely met for the entire programme. The Local Action Group will review the remaining funds as part of a workshop in quarter 4. The Welsh Government has yet to confirm any extension or additional funding for the programme.
RP/A086: Continue to strengthen our Town Centres through the Town Centres Framework.	31/03/2019	75	Green	Most projects are on track to be delivered. The Barry Business Improvement District (BID) feasibility study to investigate the potential to establish a Business Improvement District for Barry is progressing well. A Town Centre Summit for Barry Town was held to address

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				the issues currently affecting Holton Road and strengthen working relations to support an improved retail environment for the future. Further partnership working is progressing well with the other town centres and their local businesses. The Town Centre Development Officer is actively working with each of the town retail/business groups to develop initiative to drive increased footfall. A update against the Town Centres Framework action plan was reported to Cabinet on the 17 December 2018.
RP/A087: Progress regeneration projects across the Vale and deliver associated strategies.	31/03/2019	75	Green	Various projects across the Vale of Glamorgan remain on track and the relevant project boards ensure progress is being made in a timely fashion. This includes projects such as; Barry Gateway, Cowbridge Livestock market, Barry Island/Nells Point and Penarth Regeneration. Boards have made key decisions in respect of a number of projects, this has led to the submission of a planning application in association with Cowbridge Cattle market, an exchange of contracts of the former toilet block at Nells Point, further marketing of Nells Point as a hotel site at a Welsh Government organised event in Cardiff and further and the proposed use of the IQ Southern Development site by CAVC.
RP/A088: Complete the Penarth Gateway Regeneration Area.	31/12/2018	100	Green	Work on the 2nd phase Boundary wall scheme was completed prior to Christmas, this was ahead of the expected contract completion.
<b>ER004</b>				
NS/A002: Continue to deliver transport improvement schemes associated with the Cardiff Capital Region Metro including cycle infrastructure and bus stop improvements from Weycock Cross to Cardiff Airport.	31/03/2019	75	Green	Welsh Government funding has been received to continue work on the M4 J34 link to Cardiff Airport. Penarth headland link work has also progressed with Consultants appointed and undertaking WelTAG 1 and 2 work. Welsh Government funding of £145k (and £30k S106) is being used to upgrade bus stops/shelters on the A48 and other strategic sites.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
NS/A003: Progress additional modelling requirements to assist with the feasibility study for bus, cycling and walking improvements at Cardiff and Barry Road, Dinas Powys.	31/03/2019	25	Red	This project has been delayed due to lack of resources and knowledge of the subject area but a tender is due out in the new year whereby a consultant will be appointed to undertake a number of feasibility and ecological studies relating to this project.
<b>ER005</b>				
NS/A004: Implement Integrated Network and Active Travel Maps and continue to improve the Active Travel highway network.	31/03/2019	75	Green	S106 contributions continue to be used to improve Active Travel routes - highlights include Rhoose Active Travel improvement works and Ogmore by Sea footway improvements. In quarter 3 a bid was submitted again for the Active Travel route from Weycock Cross to the Airport but it was unsuccessful.
<b>ER006</b>				
RP/A029: Increase the number of innovative events which support the local economy and encourage existing events to be self-sustainable.	31/03/2019	75	Green	During this period 2 additional applications for the New Event Grant scheme were received, with 1 received direct funding to date – Pumpkins in the Park. The event, organised by Holton Road Traders with support from the Vale of Glamorgan Council and Barry Town Council aimed to and succeeded in raising footfall figures to the town centre. In addition to supporting Christmas events across all towns during this period, Barry Town Centre saw a revised Christmas programme; festive Christmas market over the course of the Christmas light switch on weekend and entertainment comprising live music and a cinema in the park on the Sunday, funded as part of the main Council events programme. The New Event Grant scheme continues to be actively promoted shortly via social media to help increase the number of applications received for new events.
RP/A064: Explore further opportunities for commercial partnerships on Council sites for the provision of tourism activities.	31/03/2019	75	Green	3 marketing exercises will now take place from January 2019 covering a range of opportunities.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
RP/A089: Revise and implement the Destination Management Plan.	31/12/2018	75	Green	The Destination Management Plan is on course to being delivered by the Destination Management Partnership. Activity is recorded against each of the 7 Key Priorities. The Tourism Officer continues to identify opportunities to work in partnership with others to maximise exposure of the Vale through Various means, including Rural Development Plan, regional working partnerships across South East Wales and through Visit Wales.

#### Objective 4: Promoting sustainable development and protecting our environment

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
<b>ER007</b>				
RP/A065: Adopt the Parking Standards SPG in 2018/19.	31/03/2019	75	Green	The draft Supplementary Planning Guidance (SPG) was approved by Cabinet before Christmas and is currently out to public consultation prior to its adoption.
RP/A067: Determine statutory applications under Planning and other relevant Acts in accordance with the Local Development Plan (unless material considerations indicate otherwise).	31/03/2019	75	Green	During quarter 3, 276 applications have been determined in addition to 25 Non-material Amendments (NMA), 27 Pre-Apps and 48 Tree Applications, bringing the overall total of applications determined to 376. 92% of all applications were determined within agreed target timescales set by Welsh Government.
RP/A090: Undertake an annual monitoring review of the Local Development Plan and utilise this as a Planning Framework.	31/10/2018	75	Green	The Local Development Plan (LDP) Monitoring against the Framework is completed on a monthly basis. The first Annual Monitoring Review (AMR) report is not due until October 2019.
RP/A091: Prepare and consult on the following Supplementary Planning Guidance: - Renewable Energy - Parking and Travel Plan	31/03/2019	80	Green	The remaining SPG (Renewable Energy, Tourism and Leisure Development and Parking Standards) were reported to Cabinet for approval for public consultation on 3 December 2018.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
- Tourism - Public Art - Trees and Development				
RP/A092: Continue a program of Planning Committee member training.	31/03/2019	75	Green	A member training session was provided to outline the scope and content of the draft supplementary planning guidance (SPG) that are currently out to public consultation.
<b>ER008</b>				
RP/A069: Take stock of likely legislation changes in Wales and the recent report into the Community Infrastructure Levy system and further use the Council's Planning obligation guidance to secure developer contributions to provide necessary infrastructure and improve community facilities.	31/03/2019	75	Green	Planning obligations Supplementary Planning Guidance (SPG) is used by the s106 Officer to provide support to case officers to ensure s106 contributions are maximised and thereafter effectively implemented. It is not considered appropriate at this stage to proceed with Community Infrastructure Levy (CIL) in the Vale. In quarter 3 a total of 5 agreements were signed equalling £179,031.20 bringing the cumulative total to 22 agreements and £3,275,031.20.
<b>ER009</b>				
NS/A005: Continue to deliver the 3 year highway resurfacing plan.	31/03/2019	75	Green	Works to deliver the Council's Highway Maintenance 3 year resurfacing plan 2018/2021 are continuing on programme with full spend of the allocated budget due for this financial year. To achieve this resurfacing work will continue through to end of quarter 4.
NS/A007: Deliver a comprehensive road safety education, training and publicity programme to vulnerable groups identified within the Welsh Government Road Safety Framework.	31/03/2019	75	Green	The Council's programme of road safety education and training is continuing with kerb craft and child pedestrian safety training ongoing to end of the financial year. It is planned to undertake motorbike training, bike safe and mega drive at RAF St Athan during quarter 4.
NS/A008 (VS/A011): Continue to extend the Greenlinks Community Transport Service.	31/03/2019	75	Green	The Greenlinks scheme continues to provide transport to residents in the Vale of Glamorgan. Unfortunately, there has been a loss of volunteers which has led to reduced service on certain days. However the scheme continues to run five days a week and provides those unable to access

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				regular public transport with a suitable alternative.
NS/A009 (VS/A055): Seek further opportunities to recruit volunteers for transport initiatives.	31/03/2019	25	Red	The Community Transport Officer has attended volunteer fares and promoted the Greenlinks scheme with the aim of recruiting volunteer drivers. One driver was keen but as they had lived abroad for a period of time they were requested to get information from the embassy - this put them off taking up the position. Recruiting volunteers continues to be a problem for the service.
NS/A010: Review Civil Parking enforcement arrangements with Bridgend in line with outcomes from the Parking Strategy review.	31/03/2019			This work is not due to commence until end of December 2018 or until a decision has been made on the progress of the draft Parking Strategy which was consulted on through August and September 2018.
NS/A011: Continue the Big Fill initiative for 2018/19.	31/03/2019	75	Green	The Big Fill initiative has continued to be delivered successfully in quarter 3 addressing residents' concerns by allowing them to report pothole problems and improving road surface and footway conditions within various Ward areas through the Vale. In quarter 3 the delivery of Big Fill was changed from the weekend to a Friday and Saturday morning to address noise concerns to local residents and to comply with standard construction working times with no impact on quality of service. The current schedule for locations, reporting deadline and repairs days is identified on the website at <a href="http://www.valeofglamorgan.gov.uk/en/living/Roads/The-Big-Fill.aspx">http://www.valeofglamorgan.gov.uk/en/living/Roads/The-Big-Fill.aspx</a> .
NS/A012: Deliver structural improvements to the Murch Field and Dinas Powys Library bridges.	31/03/2019	75	Green	The procurement of design and construction services for the necessary structural improvements is now due to take place in quarter 4 with budgets anticipated to be contractually committed and works commencing on site prior to the end of quarter 4.
NS/A049 (VS/A058): Deliver access improvements to the Murch (via bridge).	31/03/2019	50	Red	The procurement of design and construction services for the necessary demolition of the bridge is now due to take place in quarter 4 with budgets anticipated to be

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				contractually committed and works commencing on site prior to the end of quarter 4.
<b>ER010</b>				
LS/A006: Provide legal advice, guidance and support on legal matters in relation to Five Mile Lane.	31/03/2019	75	Green	This project is progressing and continuing legal advice and support is provided as and when required. The construction contract is well advanced. In CPO procedural terms, entry on to land has been secured, advance compensation payments are being made and the transfer of titles being progressed.
NS/A013 (VS/A012): Continue to deliver improvements to Five Mile Lane in partnership with Welsh Government.	31/03/2019	75	Green	The construction phase of the scheme continues to progress in accordance with the agreed programme and is due for completion in Summer 2019. The Council's Employers Agent continues to successfully monitor and supervise the works in order to administer the NEC contract to manage risk and any additional costs. The current additional cost under the contract remain less than 1% with an anticipated forecast total cost of 19% over the original tender cost.
RP/A070: Oversee the procurement and management of improvement works associated with Five Mile Lane.	31/03/2019	75	Green	Contracted works are proceeding in accordance with latest agreed programme.
<b>ER011</b>				
ER011: Improve accessibility to public transport for 16 to 18 year olds and 60 plus by promoting and increasing take up of Welsh Government Concessionary Travel Schemes. Works related to this Corporate Plan action were completed in the previous year as reported under VS/A013 in 2017/18 with opportunities sought throughout the year for S106 funding as and when it became available, these opportunities included signage scheme at Barry Waterfront to the town centre.				
<b>ER012</b>				
NS/A014: Continue to identify funding to improve the National Cycling Network Route 88 as identified in Active Travel integrated networks maps.	31/03/2019	50	Red	One officer has been dealing with Active Travel in quarter 3 and dedicating their time to investigate with schools requirements to get pupils to walk/cycle to and from school. In addition a number of meetings have taken place with schools to enable the team to know what bids to put together for Welsh Government funding. Bids are

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				once again going into Welsh Government for funding to construct St Athan Active Travel improvements and Weycock Cross to Cardiff Airport.
NS/A015 (VS/A014): Promote public transport concession schemes.	31/03/2019	75	Green	The Council continues to promote the scheme on digital platforms and all local bus services (including certain Greenlinks services) throughout the Vale of Glamorgan accept concessionary travel passes. Officers are working with Welsh Government on the card renewal and new guidance that will form the scheme post 2019.
<b>ER013</b>				
NS/A017 (VS/A060): Undertake an annual review of the beach huts policy.	31/01/2019			No update provided at quarter 3.
<b>ER014</b>				
LS/A007: Provide legal advice, guidance and support on legal matters in relation to regeneration of Barry Island.	31/03/2019	75	Green	Legal advice is provided when requested i.e. on an ad-hoc basis. Legal services are currently instructed in relation to the disposal of the Toilet Block at Nells Point and contracts were exchanged on this particular matter on the 20 December 2018.
RP/A093: Adopt and deliver the Barry Island Master Plan.	31/03/2019	75	Green	The Strategic Opportunities paper is being revised following the Welsh Government event in November and to pick up requirements for work on the MIMIM Dept Of Trade event in March 2019.
RP/A094: Progress the beneficial re-use of the Nell's Point site at Barry Island.	31/03/2019	75	Green	The Strategic Opportunities paper being revised following the Welsh Government event in November and to pick up requirements for work on the MIMIM Dept Of Trade event in March 2019. A detailed brief has been amended for the range of current events and general marketing.
<b>ER015</b>				
NS/A019 (VS/A061): Continue to implement conversion of non LED to LED lighting in residential areas.	31/03/2019	75	Green	The design and planning of the next phase of the project to convert the remaining 911 ornamental and bespoke street lighting lantern units within the Vale is currently ongoing with conversion works due to commence in quarter 4. Prior to commencing these works, it is

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				intended to liaise with and notify the individual Ward Members and any resident associations in specific areas where the works may materially impact the character of the current street lighting arrangements.
NS/A020 (VS/A019): Purchase new vehicles from the Neighbourhood Replacement Fund in line with current EU Environmental Standards including the ability to operate on biofuel.	31/03/2019	75	Green	During quarter 3, new environmentally friendly vehicles have been purchased via the Neighbourhood Replacement Fund. These new vehicles will replace older models which are beyond serviceable life. In addition to these purchased vehicles we have purchased 22 new recycling vehicles, 11 of the 22 vehicles will be delivered in the 4th quarter of the financial year. The new vehicles are being purchased to meet the changing requirements of Neighbourhood services waste/recycling collection service.
NS/A021 (VS/A020): Continue to explore the need for fleet and options for better usage.	31/03/2019	75	Green	We are continuing supporting services to analyse vehicle utilization via the vehicle management system and where possible vehicles are being replaced with a more suitable alternative or not being replaced at all.
SRS/A011: Review Taxi Licensing Policy across the region taking account of air quality plans and vehicle emission standards for licensed vehicles.	31/03/2019	25	Red	Welsh Government have released a consultation document which proposes removing responsibility for taxi licensing from local government and forming a new JTA to operate and regulate across Wales. The work in Cardiff continues but any further progress on introducing standards will be halted until we have clarity on the legislative framework going forward. A response to the proposal is being formulated across the three Local Authorities.
FIT/A004: Work with service departments to continue to decrease our energy costs and carbon emissions in public buildings.	31/03/2019	75	Green	Meetings have taken place with several schools on an individual basis, including Peterston Super Ely and St Cyres, with a view to encouraging and facilitating energy saving.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
FIT/A005 (FS/A005): Continue to meet our commitments under the CRC Energy Efficiency scheme and achieve annual certification.	31/03/2019	90	Green	The internal audit is due for completion in January 2019. The final piece of work to complete is the audit of the CRC evidence pack.
FIT/A006: Implement the Re:fit (energy efficiency improvement) programme across the Council and work with services to ensure they benefit from the scheme.	31/03/2019	60	Red	Work has progressed well at Stanwell School but it is unlikely that all the phase 1 buildings will be completed by the end of the financial year. The contractor Asset Plus have programmed all the buildings for review early in 2019. Following approval of their recommended energy conservation measures the works will then be programmed to suit all parties.
FIT/A008 (FS/A008): Implement Carbon Management Plan.	31/03/2019	100	Green	The Carbon Management Plan was report to Cabinet on 17th December 2018, where the plan was adopted.
<b>ER016</b>				
NS/A022 (VS/A022): Continue to exceed the national Recycling Target (58%).	31/03/2019	75	Green	Our 3 <sup>rd</sup> Quarter performance continues to exceed the current statutory recycling target of 58%.
NS/A023: Develop and implement a Waste Reduction Strategy.	31/03/2019	75	Green	The Council has secured capital funding from Welsh Government's Collaborative Change Programme. A part of this strategy was the implementation of restricted residual waste. As of the 3rd September 2018 households were restricted to 2 bags per fortnight. The roll out of the source segregated recycling scheme will commence in the rural vale in summer 2019. During the quarter we ordered 22 new vehicles in order to operate source segregation recycling.
NS/A024: Remodel our waste management infrastructure.	31/03/2019	100	Green	The interim Waste Transfer Station (WTS) at Cowbridge is now operational and further work has been assigned to future proof the site to accommodate the proposed service changes (source separated recycling collections). Additionally the land at Atlantic Trading Estate (ATE) is at detailed design stage to complete the future infrastructure that is necessary for the Council.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
NS/A025: Develop a 7 year Waste Management Plan (2018-25).	31/03/2019	75	Green	The waste strategy and service changes will be concluded in the last quarter so the development of the 7-year waste strategy can be concluded.
NS/A026: Bid for the annual Welsh Government Environment Grant to deliver improvements in the Council's waste management infrastructure.	01/03/2019			This work is not due to commence until Spring 2019.
NS/A027 (VS/A027): Review the provision of public conveniences to deliver a more cost efficient service.	31/03/2019	75	Green	Consultations regarding the proposed public convenience strategy have been made available via the Council's website and other media. Work on drafting the strategy is due to start in quarter 4.
NS/A028: Introduce new Public Space Protection Orders (PSPO's) under the Anti-social Behaviour, Crime and Policing Act 2014 (ABCPA 2014) to enforce dog related offences i.e. dog fouling.	31/12/2018	75	Red	The Cabinet report is being presented with the proposals for the implementation of Public Space Protection Orders (PSPO's) across the Vale in February 2019.
NS/A029 (VS/A066): Progress the development of a waste transfer station and rationalisation of existing operational depots (subject to Welsh Government Collaborative Change Programme funding).	31/03/2019	75	Green	The development of the waste transfer station is at the design stage. Ground investigations have commenced and the site has been enclosed with fencing. WRAP continue to support this project and the waste team continue to have fortnightly meetings with the Construction manager to oversee the development.
NS/A050 (VS/A062): Implement vehicle savings associated with waste management collection rounds.	31/03/2019	75	Green	There will be a reduction to waste vehicles (x2) implemented February 2019. These have been identified in the refuse and dry recycling collection service that will be concluded during quarter 4.
SRS/A024: Continue with the work related to Public Space Protection Orders (PSPO's) which will involve co-ordinating the consultation process to identify areas where nuisance/problems occur that are deemed detrimental to the local community quality of life, with a particular focus on dog control.	31/03/2019	75	Green	A review of results of the public consultation was undertaken this quarter. A further survey was considered necessary to assess the extent of dog fouling on sports pitches and was conducted in the Autumn 2018 by engaging some selective schools in the Barry area. A report with results of public consultation will be presented to Cabinet with recommendations on a

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				proposed Public Space Protection Order (PSPO) in quarter 4. The report will also be presented to Scrutiny committee.
<b>ER017</b>				
RP/A034: Deliver a programme of Biodiversity Projects funded by the Welsh Government single Environment Grant.	31/03/2019	75	Green	The first interim claim was submitted in October 2018. Works have progressed with the outstanding elements of the grant. 6 new interpretation boards have been designed and erected across the 3 sites i.e. Cosmeston, Porthkerry and the Heritage Coast. Woodland management works have been completed at Cogan wood Cosmeston, with work to begin at Porthkerry in January 2019. A new mini digger has been purchased and will be used to improve and maintain wetland habitats and waterways.
<b>ER018</b>				
NS/A030 (VS/A028): Monitor the changes in coastal waters and coastal erosion at Penarth in accordance with the Shoreline Management Plc.	31/03/2019	75	Green	The collection of wind, wave and tide data at Penarth Pier continues to be ongoing with equipment in-situ on site. The annual photographic and topographic monitoring of Penarth frontage is delayed due to weather and is now planned to take place in quarter 4 subject to appropriate weather conditions.
NS/A031: Complete the delivery of the Llanmaes Flood Alleviation Scheme.	31/12/2018	90	Amber	The construction of the attenuation pond as part of the Northern Access Road (NAR) continues to progress well. The cabinet report seeking appropriate delegations to progress detailed design and enter into land agreements for the next phase of the project will now be progressed in quarter 3. The final modelling of the catchment is nearing completion by consultants appointed to carry out NAR design via Welsh Government.
<b>ER019</b>				
Both actions (NS/A032 and NS/A033) identified under ER019 for 2018/19 have been completed at Q1 with Penarth Marina, Southerndown and Whitmore Bay maintaining and achieving Blue Flag awards for 2018. Both Jackson Bay and Cold Knap, Barry also successfully maintained Keep Wales Tidy Seaside Awards.				

## APPENDIX 2: Performance indicators

### Objective 3: Promoting regeneration, economic growth and employment

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
<b>Population Indicator</b>						
CPM/004: Rate of new active businesses per 10,000 working age population.	N/A	N/A	N/A	N/A	N/A	Annual well-being national indicator. To be reported at quarter 4.
CPM/095: Percentage of working population with no qualifications.	N/A	N/A	N/A	N/A	N/A	Annual well-being national indicator. To be reported at quarter 4.
CPM/137 (WO2/M001): Gross Value Added (GVA) per hour worked (relative to UK average).	N/A	N/A	N/A	N/A	N/A	Annual well-being national indicator. To be reported at quarter 4.
CPM/138 (WO2/M002): Percentage of people in employment who are on permanent contracts (or on temporary contracts and not seeking permanent employment) and who earn more than 2/3 of the UK median wage.	N/A	N/A	N/A	N/A	N/A	Annual well-being national indicator. To be reported at quarter 4.
CPM/139 (WO2/M004): Percentage of people in employment.	N/A	N/A	N/A	N/A	N/A	Annual well-being national indicator. To be reported at quarter 4.
<b>What difference have we made?</b>						
CPM/078: Average vacancy rate in the Vale's main town centres.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/087: Total number of visitors to the Vale of Glamorgan for tourism purposes (as measured by STEAM survey).	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/253: Total number of staying visitors to the Vale of Glamorgan for	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4. Establishing baseline.

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
tourism purposes (as measured by STEAM survey).						
CPM/254: The percentage of staying visitors to the Vale of Glamorgan for tourism purposes that have a serviced stay (this includes hotels, guest houses and B&Bs) (as measured by STEAM survey).	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4. Establishing baseline.
CPM/255: The percentage of staying visitors to the Vale of Glamorgan for tourism purposes that have a non-serviced serviced stay (this includes self-catering, C&C and alternative e.g. Shepherds Huts etc) (as measured by STEAM survey).	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4. Establishing baseline.
CPM/256: The percentage of staying visitors to the Vale of Glamorgan for tourism purposes that have a SFR stay (staying with friends or relatives) (as measured by STEAM survey).	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4. Establishing baseline.
CPM/257: The number of jobs created in the Vale of Glamorgan Enterprise Zone.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4. Establishing baseline.
<b>How well have we performed?</b>						
CPM/230: The Percentage of surveyed residents who consider our town centres including Barry, Penarth, Llantwit Major and Cowbridge to be attractive places to visit and shop.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
<b>How much have we done?</b>						
CPM/079: Number of facilitated visits to country parks and heritage coast.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/081: Number of communities/groups supported to lead on the	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
delivery of community projects.						
CPM/145: Number of visitors to Barry Island weekender events.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.

#### Objective 4: Promoting sustainable development and protecting our environment

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
<b>Population Indicator</b>						
CPM/146 (WO2/M005) (PAM/043): Kilograms of local authority municipal waste that is not reused, recycled or composted during the year per person.	N/A	119	N/A	N/A	N/A	This is a new measure that calculates the amount of waste not recycled. This waste is sent and used to produce energy and a small quantity to land fill. This figure represents per person.
CPM/147 (WO2/M006): Number of properties (homes and businesses) at medium or high risk of flooding from rivers and the sea.	N/A	N/A	N/A	N/A	N/A	Annual well-being national indicator. To be reported at quarter 4.
CPM/148 (WO2/M007): Area of healthy ecosystems in the Vale.	N/A	N/A	N/A	N/A	N/A	Annual well-being national indicator. To be reported at quarter 4.
CPM/149 (WO2/M008): Quality of the air we breathe: Levels of nitrogen dioxide (NO2) pollution in the air.	N/A	N/A	N/A	N/A	N/A	Annual well-being national indicator. To be reported at quarter 4.
<b>What difference have we made?</b>						
CPM/016: The percentage of reported fly tipping incidents which lead to enforcement activity.	8.61%	No data reported	10%	N/A	N/A	Awaiting external information.
CPM/018: Percentage of local authority collected municipal waste recycled.	64.22%	39.69%	37%	Green	↓	Due to an increase in recycling performance during Q3, we are exceeding our target of 37%
CPM/151: Percentage increase in mileage undertaken by Council pool car fleet.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/153: Percentage change (reduction) in carbon dioxide emissions in the non-domestic public building	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
stock.						
CPM/154: Percentage of Council street lights that are LED.	33.56%	66.85%	60%	Green	↑	The project to convert 10,552 residential street lights in the Vale has been substantially completed with 67% of the Vale's 15,785 lights having been converted to date. Work to convert more difficult ornamental and bespoke units in residential areas is ongoing and we estimate there are a further 800/900 ornamental lanterns requiring conversion to LED, this work will carry forward into 2019/20. In addition to this, there is also a project running which is supported by Salix loan to convert all main road lights to LED. Completion of this project is expected towards the end of March 2020.
<b>How well have we performed?</b>						
CPM/006: The percentage change in the average Display Energy Certificate (DEC) score within local authority public buildings over 1,000 square metres.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/013: The Cleanliness Index.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/014 (PAM/010): Percentage of highways inspected of a high or acceptable standard of cleanliness.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/015: Percentage of reported fly-tipping incidents cleared within 5 working days of the incident being reported.	100%	99.53%	100%	Amber	↓	All but one reported fly tipping incident were cleared within 5 working days this quarter. This is the result of the continued work by Neighbourhood Services coordinating works on behalf of all services which has improved our performance.
CPM/017: Percentage of adults 60+ who have a concessionary bus pass.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/020 (PAM/018): Percentage of all planning applications determined	91.54%	90.66%	90%	Green	↓	The department is extremely busy and are endeavouring to determine applications as quickly

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
within required time periods.						as possible within existing resources. During quarter 3, 254 of the 276 applications were determined within the required time periods.
CPM/021: The percentage of householder planning applications determined within 8 weeks or subject to Planning Performance Agreement or Extension of Time.	95.89%	94.78%	93%	Green	↓	The department is extremely busy and are endeavouring to determine applications as quickly as possible within existing resources. During quarter 3, 144 of the 150 householder planning applications were determined within agreed time scales.
CPM/023: The percentage of decisions made contrary to officer recommendation.	0%	0%	5%	Green	↔	No decisions were determined by the planning committee contrary to officer recommendation, mirroring performance in the same period in 2017/18.
CPM/031: Percentage of people satisfied with cleanliness standards.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/080: Percentage of customers satisfied with country parks.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/155: Satisfaction with public transport including a) accessibility and b) road safety.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/156 (PAM/019): Percentage of appeals against planning application decisions dismissed.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/158: Public satisfaction with facilities on Barry Island where they are rated as 'Good' or 'Excellent'.	95.19%	91.53%	90%	Green	↓	108 out of 118 respondents rated facilities as good or excellent. (36.4% of respondents reported it reached expectation / 41.5% reported it was better than expected/13.6% reported it far exceeded their expectation)
CPM/252: The percentage of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/238: Percentage of Dangerous Structures inspected within 1 working	N/A	100%	N/A	N/A	N/A	Establishing baseline. All dangerous structures reported to the council were inspected within 1

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
day of receipt.						working day of receipt.
CPM/239: Percentage of Listed Building applications determined within 8 weeks or subject to Planning Performance Agreement or Extension of Time.	N/A	62.5%	N/A	N/A	N/A	Establishing baseline. The Council still benefits from delegated authority to determine LBC's without reference to CADW and has a specialist conservation officer to deliver this service.
<b>How much have we done?</b>						
CPM/159: Number of m2 of Parks, Open Spaces & Highways land that has been sown with wildflowers or being maintained as a naturalised area.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/161: Value of investment levered into the Council that is dedicated to transport improvement schemes.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/164: Number of beach awards achieved.	6	No data reported	6	N/A	N/A	No data provided at quarter 3.
CPM/241: Amount of s106 money secured in the financial year.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4. Establishing baseline.
CPM/242: Amount of s106 money spent in the financial year.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4. Establishing baseline.

### APPENDIX 3 – Additional Performance Indicators (Well-being Outcome 2)

#### Objective 3: Promoting regeneration, economic growth and employment

No measures currently exist under this section.

#### Objective 4: Promoting sustainable development and protecting our environment

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
<b>Population Indicator</b>						
There are currently no additional national measures reported under this section.						
<b>What difference have we made?</b>						

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
PAM/030: The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated bio-wastes that are composted or treated biologically in another way.	64.22	65.01%	65%	Green	↑	In the third quarter the recycling performance has exceeded its target resulting in an overall position of 65% at the end of Qtr 3 after the difficulties in the second Qtr, we continues to exceed the statutory recycling rate of 58%.
<b>How well have we performed?</b>						
PAM/020: Percentage of principle A roads that are in in overall poor condition.	N/A	N/A	N/A	N/A	N/A	Annual national indicator. To be reported at quarter 4.
PAM/021: Percentage of principle B roads that are in overall poor condition.	N/A	N/A	N/A	N/A	N/A	Annual national indicator. To be reported at quarter 4.
PAM/022: Percentage of C roads that are in overall poor condition.	N/A	N/A	N/A	N/A	N/A	Annual national indicator. To be reported at quarter 4.
PAM/035: Average number of working days taken to clear fly-tipping incidents reported to the authority during the year.	N/A	1.66 days	3 days	Green	N/A	Establishing baseline. Waste Management has removed reported fly tipping within the target timescale and aims to maintain this high performing level of service. During quarter 3 it took 129 working days to clear the 84 fly tipping incidents.
<b>How much have we done?</b>						
There are currently no additional national measures reported under this section.						