

1. Introduction

The Regeneration and Planning Service forms part of the Resources Directorate. The Directorate also provides a range of support services including Human Resources, Legal Services and Finance.

1.1 About our Service – Regeneration and Planning

The Regeneration and Planning Service seeks to manage new developments, secure investment and regeneration activity and promote the Vale of Glamorgan as a visitor destination. We aim to promote sustainable and appropriate new development and to make a real difference through regeneration activity by providing people with access to employment, facilities and the opportunity to improve their quality of life.

Our broad functions are:

- **Building Control** administers and enforces Building Regulations to safeguard the health and safety of people in and around buildings and to ensure sustainable energy efficient development.
- **Development Management, including the Planning Policy and Conservation and Design teams** prepare and maintain the Councils statutory Development Plan and manage the development and use of land and buildings in the public interest to ensure that development takes place in accordance with the Plan. The team also provides advice and information to developers and members of the public on a range of national and local planning matters; deal with planning appeals and the enforcement of planning and heritage legislation.
- Through **Urban and Rural Regeneration** activity we strive to make a real difference to residents of the Vale of Glamorgan. This includes providing opportunities for economic growth, job creation and community well-being. It also includes implementing the LEADER strand of the Wales Rural Development Plan 2014-2020, the management of renewal areas, disabled facilities grants and administering Welsh Government funded programmes aimed at improving the prosperity, health and learning of residents who live in specific areas including Barry Communities First. Although this programme is being closed by Welsh Government at the end of 2017/18 the Communities for Work programme is due to be expanded in 2018/19 and will aim to help those adults furthest away from the labour market into employment. The Council will prepare for this in 2017/18. We also strive to build capacity in communities to regenerate themselves and provide sustainably for their own needs and provide incentives for increasing and improving the housing stock.
- The **Project Management Unit** provides an overall managed service for the delivery of major projects across multiple service areas.
- **The Countryside Service** acts to enhance and effectively manage the countryside and coastal areas in the Vale of Glamorgan by looking after our unique natural assets which include two county parks and the Glamorgan Heritage Coast Project. We also seek to promote the public enjoyment and understanding of the countryside and work with others to improve our physical environment. This team includes Public Rights of Way, Ecology/Biodiversity and landscape design.
- **Tourism and Marketing** seeks to support the local tourism industry and promote tourism, which is recognised as an important source of new jobs, enabling economic diversification, protecting the local heritage and environment, and providing benefits to the local community. The Team

seeks to create an attractive tourism destination with a positive image for the Vale of Glamorgan, capitalising on the Heritage Coast and the proximity to Cardiff, encouraging sustainable development and quality facilities to enrich the experience for visitors and residents and promote the Vale of Glamorgan as a major stay and day visitor destination for tourists in the area.

1.2 The Purpose of Our Service Plan

This plan identifies how we will contribute towards achieving the Council’s vision – ‘**Strong Communities with a bright future**’.

Our service plan outlines our key priorities for the next four years and how we will manage our resources to deliver these. The plan gives an overview of our service, what we aim to achieve, why this is important, how we will achieve it, how we will monitor progress and what success will look like.

It is important that as a Council we have shared values and our service is committed to delivering its priorities within the context of the Council’s core values:

- **Ambitious:** Forward thinking, embracing new styles of working and investing in our future.
- **Open:** Open to different ideas and being accountable for the decisions we take.
- **Together:** Working together as a team that engages with our customers and partners, respects diversity and is committed to quality services.
- **Proud:** Proud of the Vale of Glamorgan: proud to service our communities and to be part of the Vale of Glamorgan Council.

Our Council’s priorities are contained in the Corporate Plan 2016-20 and are expressed as well-being outcomes and objectives. These have been decided upon following consultation with key stakeholders including citizens of the Vale of Glamorgan. Our well-being outcomes and objectives are:

Well-Being Outcome	An Inclusive and Safe Vale	An Environmentally Responsible and Prosperous Vale	An Aspirational and Culturally Vibrant Vale	An Active and Healthy Vale
Well-Being Objective	Reducing poverty and social exclusion	Promoting regeneration, economic growth and employment.	Raising overall standards of achievement.	Encouraging and promoting active and healthy lifestyles.
Well-Being Objective	Providing decent homes and safe communities	Promoting sustainable development and protecting our environment.	Valuing culture and diversity	Safeguarding those who are vulnerable and promoting independent living.

The well-being objectives illustrate the contribution Council services will make to achieving the Well-being Goals for Wales. The Well-being Goals have been established to ensure all relevant bodies in Wales are working towards the same vision as part of the Well-Being of Future Generations (Wales) Act 2015. The Act is about improving the social, economic, environmental and cultural well-being of Wales. The Act is intended to make public bodies think more about the long-term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach. The contribution our service will make to the well-being goals is highlighted throughout our service plan.

Developing Our Plan

Our planned actions are set for one financial year and are informed by and reflects the environment within which our service operates. As well as contributing to the well-being outcomes and objectives from our Corporate Plan, our service has taken the following into consideration when drafting our plan:

- The Directorate's Annual Self-Assessment 2016-17 which provides an overall position statement for the year based on specific issues relating to performance, customer experience, and the use of resources (workforce, financial, ICT and assets);
- Our revenue budget including planned service savings and efficiencies and the implementation of the Council's Reshaping Services Change Programme;
- The availability of internal Capital budget as well as external funding sources;
- The Development Management Annual Performance Review required to be submitted by Welsh Government along with quarterly surveys is also used to assess performances of the Department having regard to other Welsh Councils.

1.3 How We Work - Sustainable Development

The Well-being of Future Generations (Wales) Act puts in place a 'sustainable development principle' which tells organisations how to go about meeting their duty under the Act:

"You must act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs, by taking account of the sustainable development principle".

The sustainable development principle means considering how actions are taken to support continuous improvement by:

- Looking to the **long term** – for us this means planning for the future and taking a strategic approach to ensure services are sustainable and that we understand the future need and demand for services.
- Taking an **integrated** approach – for us this means thinking about the needs of our customers and working with our partners.
- **Involving** the population in decisions – for us this means engaging with our residents and customers, including the business community and ensuring that we are listening to a wide range of views to inform our thinking.
- Working in a **collaborative** way – for us this means recognising we can achieve more and deliver better services by working as part of a team, for example by working with the Third Sector, Town and Community Councils and neighbouring authorities.
- Understanding the root causes of issues and **preventing** them – for us this means being proactive in our thinking and understanding the need to tackle problems at source for example by undertaking needs assessments to inform our priorities.

In response our Corporate Plan 2016-20 has reflected on the ways of working ensuring that it is consistent with our approach to planning for the future. These considerations are also reflected in the actions we will take as a service to deliver the Council's priorities.

2. Our Corporate Plan Priorities for 2017-21

2.1 Corporate Plan Priorities

Over the next four years the Regeneration and Planning Service will take the actions outlined below to contribute to the Corporate Well-being Outcomes and Objectives.

Well-being Outcome/Scrutiny Committee	Well-being Objective	Ref	Action
WO1: An Inclusive and Safe Vale (H&SC)	O1: Reducing Poverty and Social Exclusion	IS004	Work through the Creative Rural Communities partnership to involve the local community in the delivery of services with the aim of reducing rural poverty (2019/20).
WO1: An Inclusive and Safe Vale (H&SC)	O1: Reducing Poverty and Social Exclusion	IS005	Implement a range of projects to tackle poverty through the Vibrant and Viable Places Scheme in Barry (2016/17).
WO1: An inclusive and Safe Vale (H&SC)	O2: Providing decent homes and safe communities	IS009	Provide appropriate accommodation and support services for particular vulnerable groups (2019/20).
WO1: An Inclusive and Safe Vale (H&SC)	O2: Providing decent homes and safe communities	IS010	Implement a range of initiatives to facilitate new, and to improve the quality of private sector rented accommodation (2019/20).
WO1: An Inclusive and Safe Vale (H&SC)	O2: Providing decent homes and safe communities	IS011	Increase the number of sustainable, affordable homes (2019/20).
WO1: An Inclusive and Safe Vale (H&SC)	O2: Providing decent homes and safe communities	IS015	Complete the Castleland Area Renewal Scheme to improve the standard of housing and the local environment (2016/17).
WO2: An Environmentally Responsible and Prosperous Vale (E&R)	O3: Promoting regeneration, economic growth and employment	ER1	Maximise economic growth, inward investment and employment opportunities through the Capital region and Cardiff Airport and St Athan Enterprise Zone (2019/20).
WO2: An Environmentally Responsible and Prosperous Vale (E&R)	O3: Promoting regeneration, economic growth and employment	ER2	Develop opportunities for employment and training through new developments, regeneration schemes and the management of the Council's assets (2019/20).
WO2: An Environmentally Responsible and Prosperous Vale (E&R)	O3: Promoting regeneration, economic growth and employment	ER3	Implement a comprehensive programme of regeneration across the Vale including: <ul style="list-style-type: none"> ● 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.(2019/20)
WO2: An Environmentally Responsible and Prosperous Vale (E&R)	O3: Promoting regeneration, economic growth and employment	ER6	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).

Well-being Outcome/Scrutiny Committee	Well-being Objective	Ref	Action
WO2: An Environmentally Responsible and Prosperous Vale (E&R)	O4: Promoting sustainable development and protecting our environment	ER7	Adopt and implement the Local Development Plan as a framework for sustainable development in the Vale of Glamorgan (2016/17).
WO2: An Environmentally Responsible and Prosperous Vale (E&R)	O4: Promoting sustainable development and protecting our environment	ER8	Develop and adopt a Community Infrastructure Levy which uses developer contributions to provide necessary infrastructure and community facilities (2016/17).
WO2: An Environmentally Responsible and Prosperous Vale (E&R)	O4: Promoting sustainable development and protecting our environment	ER10	Work with Welsh Government to deliver improvements to Five Mile Lane
WO2: An Environmentally Responsible and Prosperous Wales (E&R)	O4: Promoting sustainable development and protecting our environment	ER14	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).
WO2: An Environmentally Responsible and Prosperous Vale (E&R)	O4: Promoting sustainable development and protecting our environment	ER17	Implement the Local Biodiversity Action Plan and enhance and protect habitats for important species through the Natural Environment and Communities Act and the land use planning system.
WO3: An Aspirational and Culturally Vibrant Vale (L&C)	O5: Raising overall standards of achievement	AC04	Reduce the number of young people not in education, employment or training (2019/20).
WO3: An Aspirational and Culturally Vibrant Vale. (L&C)	O6: Valuing culture and diversity	AC10	Improve our knowledge of the diverse needs of the community, so that groups of people protected under the Equality Act 2010 can better access Council services. (2019/20)
WO3: An Aspirational and Culturally Vibrant Vale (Learning and L&C)	O6: Valuing culture and diversity	AC12	Implementing the Welsh Language Standards to improve access to services and information. (2019/20)
WO3: An Aspirational and Culturally Vibrant Vale (L&C)	O6: Valuing culture and diversity	AC16	Protect, preserve and where possible enhance the built, natural and cultural heritage of the Vale of Glamorgan (2019/20).

2.2. Integrated Planning Priorities

Our service is committed to maximising the use of resources so that we can deliver sustainable and cost effective services that best meet people's needs. In order to achieve this, we have identified a series of priorities 'enabling actions' that will support us in delivering the key outcomes identified in our Corporate Plan. The key areas of focus for our service over the next four years will be:

Ref	Action
CP1	Deliver the Council's transformational change programme, Reshaping Services, to enable it to meet the future needs of citizens of the Vale of Glamorgan within the context of unprecedented financial challenges (2019/20).
CP2	Align the workforce plan to the Reshaping Services strategy ensuring staff have the necessary skills and training to adapt to the changes in how services are planned and delivered (2017/18).

3. The Year Ahead (2017-18)

3.1. Our Annual Service Priorities for 2017-18

During 2017-18 our service will undertake the actions outlined below to contribute to Year 2 of the Corporate Plan Well-being Outcomes and Objectives.

Well-being Outcome/Scrutiny Committee	Well-being Objective	Ref	Action	During 2017/18 we will:
WO1: An Inclusive and Safe Vale (H&SC)	O1: Reducing Poverty and Social Exclusion	IS004	Work through the Creative Rural Communities partnership to involve the local community in the delivery of services with the aim of reducing rural poverty (2019/20).	Roll out the use of the community mapping toolkit to clearly identify the needs of communities. Support communities to access resources and develop capacity towards improving and running community assets.
WO1: An Inclusive and Safe Vale (H&SC)	O1: Reducing Poverty and Social Exclusion	IS005	Implement a range of projects to tackle poverty through the Vibrant and Viable Places Scheme in Barry (2016/17).	Deliver the final year of Communities First and seek to prepare to implement the new Communities for Work Programme across the Council area in 2018/19. Develop projects for submission to the VVP Pipeline process in advance of a replacement programme in 2018/19.
WO1: An inclusive and Safe Vale (H&SC)	O2: Providing decent homes and safe communities	IS009	Provide appropriate accommodation and support services for particular vulnerable groups (2019/20).	Delivery of the Disabled Facilities grants service for private housing.

Well-being Outcome/Scrutiny Committee	Well-being Objective	Ref	Action	During 2017/18 we will:
				Develop collaboration with partners i.e. Housing and Registered Social Landlords with regard to adaptations.
WO1: An Inclusive and Safe Vale (H&SC)	O2: Providing decent homes and safe communities	IS010	Implement a range of initiatives to facilitate new, and to improve the quality of private sector rented accommodation (2019/20).	Provide loan products to householders and landlords to improve private housing and make vacant properties available as houses. Review support given to householders and landlords to improve private housing and help make vacant properties available as houses.
WO1: An Inclusive and Safe Vale (H&SC)	O2: Providing decent homes and safe communities	IS011	Increase the number of sustainable, affordable homes (2019/20).	Secure through planning permissions granted at least 30% of new housing to be affordable Adopt an Affordable Housing Supplementary Planning Guidance alongside the Local Development Plan. Work with the Cardiff Capital Region to increase the supply of affordable housing in the Vale of Glamorgan.
WO1: An Inclusive and Safe Vale (H&SC)	O2: Providing decent homes and safe communities	IS015	Complete the Castleland Area Renewal Scheme to improve the standard of housing and the local environment (2016/17).	Evaluate the Castleland Renewal Area. Identify and initiate a new regeneration / renewal area.
WO2: An Environmentally Responsible and Prosperous Vale (E&R)	O3: Promoting regeneration, economic growth and employment	ER1	Maximise economic growth, inward investment and employment opportunities through the Capital region and Cardiff	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

Well-being Outcome/Scrutiny Committee	Well-being Objective	Ref	Action	During 2017/18 we will:
			Airport and St Athan Enterprise Zone (2019/20).	positive land use. Adopt the Cardiff airport and St Athan Enterprise Zone development framework as a development brief.
WO2: An Environmentally Responsible and Prosperous Vale (E&R)	O3: Promoting regeneration, economic growth and employment	ER2	Develop opportunities for employment and training through new developments, regeneration schemes and the management of the Council's assets (2019/20).	Promote new employment opportunities through a positive land use planning framework in the Local Development Plan. Exploit links between Communities for Work and regeneration/investment projects to realise local employment opportunities.
WO2: An Environmentally Responsible and Prosperous Vale (E&R)	O3: Promoting regeneration, economic growth and employment	ER3	Implement a comprehensive programme of regeneration across the Vale including: <ul style="list-style-type: none"> • 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. (2019/20)	Work with the Welsh Government to deliver a Pipeline of projects in 2017/18 while awaiting a replacement Vibrant and Viable Places programme in 2018/19. Continue to deliver the Rural Local Development Strategy. Continue to implement the Town Centres Framework. Continue to progress regeneration projects across the Vale. Complete the works on North Penarth Open Space Improvements (The Dingle, Paget Road, Plassey Square and Cogan Leisure).
WO2: An Environmentally Responsible and Prosperous Vale (E&R)	O3: Promoting regeneration, economic growth and employment	ER6	Support local businesses and increase the number of visitors to the Vale through the	Increase the number of new innovative events which support the local economy and encourage existing events to become

Well-being Outcome/Scrutiny Committee	Well-being Objective	Ref	Action	During 2017/18 we will:
			implementation of the Tourist Destination Management Plan and an annual programme of events and festivals (2019/20).	<p>more sustainable.</p> <p>Review Destination Management Plan in partnership with stakeholders.</p> <p>Explore further opportunities for commercial partnerships on Council sites for the provision of tourism activities.</p>
WO2: An Environmentally Responsible and Prosperous Vale (E&R)	O4: Promoting sustainable development and protecting our environment	ER7	Adopt and implement the Local Development Plan as a framework for sustainable development in the Vale of Glamorgan (2016/17).	<p>Progress the Local Development Plan to adoption as a framework for sustainable development in the Vale of Glamorgan.</p> <p>Adopt the following Supplementary Planning Guidance in 2017/18: Affordable Housing Parking Standards</p> <p>To prepare and consult on the following Supplementary Planning Guidance Renewable Energy Householder design Conversion of Rural Buildings Public Art Trees and Development Minerals</p> <p>Determine statutory applications under Planning and other relevant acts in accordance with the development plan unless material considerations indicate otherwise.</p> <p>Implement a program of Planning Committee member training.</p>

Well-being Outcome/Scrutiny Committee	Well-being Objective	Ref	Action	During 2017/18 we will:
		ER8	Develop and adopt a Community Infrastructure Levy which uses developer contributions to provide necessary infrastructure and community facilities (2016/17).	Take stock of likely legislation changes in Wales and the recent report into the CIL system and further develop the Council's Planning obligation guidance to secure developer contributions to provide necessary infrastructure and improve community facilities.
WO2: An Environmentally Responsible and Prosperous Vale (E&R)	O4: Promoting sustainable development and protecting our environment	ER10	Work with Welsh Government to deliver improvements to Five Mile Lane	Oversee the procurement and management of improvement works associated with 5 Mile Lane
WO2: An Environmentally Responsible and Prosperous Wales (E&R)	O4: Promoting sustainable development and protecting our environment	ER14	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).	Deliver a co-ordinated approach in support of the Council's policies and plans for tourism regeneration and employment. Take forward Barry Island Master Planning including exploring the beneficial re-use of the Nell's Point site including the disused toilet block, Barry Island
WO2: An Environmentally Responsible and Prosperous Vale (E&R)	O4: Promoting sustainable development and protecting our environment	ER17	Implement the Local Biodiversity Action Plan and enhance and protect habitats for important species through the Natural Environment and Communities Act and the land use planning system. (2019/20).	Adopt the Biodiversity SPG for use in planning decisions. Deliver a programme of Biodiversity Projects funded by the new Welsh Government single Environment Grant.
WO3: An Aspirational and Culturally Vibrant Vale (L&C)	O5: Raising overall standards of achievement	AC04	Reduce the number of young people not in education, employment or training (2019/20).	Work with CCR to increase opportunities for apprenticeships. Prepare to expand the Communities for Work Programme across the Vale of Glamorgan in April 2018.

Well-being Outcome/Scrutiny Committee	Well-being Objective	Ref	Action	During 2017/18 we will:
WO3: An Aspirational and Culturally Vibrant Vale. (L&C)	O6: Valuing culture and diversity	AC10	Improve our knowledge of the diverse needs of the community, so that groups of people protected under the Equality Act 2010 can better access Council services. (2019/20)	Improve equality monitoring data to enable more informed decisions about service delivery. Identify a site for Gypsy and Travellers in consultation with the Gypsy Traveller Group.
WO3: An Aspirational and Culturally Vibrant Vale (L&C)	O6: Valuing culture and diversity	AC12	Implementing the Welsh Language Standards to improve access to services and information. (2019/20)	Undertake a translation of the LDP and SPG. Translate the updated Vale of Glamorgan Planning Guide. Translate the Annual Performance Review for WG.
WO3: An Aspirational and Culturally Vibrant Vale (L&C)	O6: Valuing culture and diversity	AC16	Protect, preserve and where possible enhance the built, natural and cultural heritage of the Vale of Glamorgan (2019/20).	Protect and enhance the built, natural and cultural heritage of the Vale of Glamorgan through development management decisions. Continue to promote excellence in construction through the LABC awards.

Ref	Action	During 2017/18 we will:
CP1	Deliver the Council's transformational change programme, Reshaping Services, to enable it to meet the future needs of citizens of the Vale of Glamorgan within the context of unprecedented financial challenges (2019/20).	<ul style="list-style-type: none"> • (£100,000 Reshaping savings target has been achieved for 2016/17). • Further explore options to maximise income generation within the service.
CP2	Align the workforce plan to the Reshaping Services strategy ensuring staff have the necessary skills and training to adapt to the changes in how services are planned and delivered (2017/18).	<ul style="list-style-type: none"> • Review and strengthen the performance management and support arrangements in relation to sickness absence within the service. • Deliver our key workforce development priorities for the coming year as outlined in Appendix B (WRP1 – WRP6).

Appendix A contains the detailed plan which outlines the actions we will undertake in the coming year to deliver our Year 2 (2017/18) priorities for the Corporate Plan.

Appendix B outlines the ‘enabling’ actions we will undertake to maximise the use of our resources to enable us to deliver our priorities for the same year.

3.2. Managing Our Resources to Deliver Our Priorities

The following sets out how we will manage our resources to achieve the actions in our Service Plan and support our service.

Integrated Planning

We are committed to maximising the use of our resources so that we can deliver sustainable and cost effective services that best meet people’s needs. For 2017-18, we have identified a series of ‘enabling actions’ that will support us to deliver our priorities for Year 2 of the Corporate Plan and contribute towards the Corporate Plan Well-being Outcomes.

This section provides a summary of these actions, outlining how we will use our resources (including our workforce, ICT, finance, assets and customer insight) and manage identified risks in order to deliver planned improvement

Workforce Development

Key Service Statistics 2015/16						
Average headcount 2015/16	FTE 2015/16	Average days sick		Average days sickness per FTE	Turnover (no of leavers)	#itsaboutme completion rate (%)
		Long term	Short term			
109.5	101.75	2.44	2.83	5.27	19 (17.35%)	74

The above figures provide only an indicative reflection of the workforce due to the recent changes made to council structures.

At December 2016 81% of #itsaboutmes appraisals were completed for the Regeneration and Planning Service. The completion of all appraisals was slightly delayed due to sickness and the continuing uncertainty regarding the future of Communities First.

During 2016/17, the average days sickness absence per full time equivalent has improved with the service reporting a quarter 3 performance of 2.97 days compared to 4.33 days during the same period last year. In line with corporate direction, we will continue to review and strengthen the performance management and support arrangements in relation to sickness absence within the service.

Staff turnover for the service increased slightly during quarter 3 from 11.4% in 2015/16 to 13.95% in 2016/17. This performance is above that of the whole Council at 8.13%. The 13.95% reported for quarter 3 in 2016/17 can be broken down to 11.1% voluntary leavers and 2.79% involuntary. This breakdown is slightly different to during the same period last year where there were less voluntary leavers (6.14%) but a higher percentage of involuntary leavers (5.26%).

It is important that we continue to maintain and develop the workforce necessary to meet future service needs both in terms of the numbers employed and the skills and competency required of those employees.

The key issues currently impacting on the service are:

- Sustaining a resilient workforce remains a challenge for the service, as we continue to experience issues with recruitment and retention especially in relation to Building Control .

Although, our salaries for are comparable with other local authorities, retention of staff and their skill set becomes an issue when there are far more competitive salaries available in the Private Sector. There needs to be some consideration of using the Market Forces supplement for more specialist 'hard to recruit' posts that are critical to the business.

- Difficulty in attracting qualified Planners. The growth of the private sector and the attraction of higher salaries has reduced the pool of experienced/qualified planners that are interested in working for the Council.
- Interest in some regeneration positions has declined, due to more competitive salaries that are available in the private sector.
- Work is required explore the issues around recruitment to identify the posts affected and better understand the barriers to recruitment.
- In light of the Reshaping Services agenda the working environment has changed and as a result there needs to also be a focus more on developing a broader skillset amongst our workforce rather than focusing on the specialist skills of a small number of individuals.
- There is no staged approach for progression to enable staff to further develop their skills and enhance their career progression within the Council. In order to retain the skills of both trainees and qualified staff/specialists in the future we need to develop a more attractive career pathway.
- Through adopting a performance management approach to dealing with sickness absence we are able to effectively review and manage sickness in a tailored way.

Therefore, our key workforce development priorities for the coming year are to:

- Develop capacity within specialist areas in order to increase service resilience
- Implement succession planning initiatives to address hard to recruit service areas within the service with an emphasis on developing career pathways.
- Ensure staff are supported to develop the broad skillset required to support new ways of working, including regional working in a variety of contexts and settings.
- Develop managers' skills to increase resilience and flexibility and to lead teams through future changes that will be required.
- Continue to focus on reducing sickness absence rates across the service through effective application of the Corporate Absence Management Policy.
- Identify the critical posts to the business as well as areas where recruitment difficulties exist in order to explore options to target recruitment more effectively and recruit to vacant positions.
- Consider the opportunities for regional working to improve resilience and skill sets.

ICT

In line with Corporate direction we aim to use ICT to work smarter and more flexibly. Our significant projects for the coming year are:

- Continue to develop opportunities for innovative ICT based technical mobile working practices.
- ~~Roll out reduced licence option for using FLARE and consider an alternative software provider for Disabled Facilities Grants (DFG) and empty property loan administration in 2018.~~

Finance

The base budget for our service area for 2017/18 is £3,050,000 and the planned improvement activities for 2017/18 focus on delivering the in-year savings identified for the service. However, over the following three years, we are also required to deliver further savings which are outlined below.

Scheme	2017/18 (£000)	2018/19 (£000)	Total (£000)
Savings resulting from a review of the management of transport	2	0	2
Total	2	0	2

The proposed Capital Programme schemes for 2017/18 to 2019/20 are listed below:

Regeneration and Planning	2017/18		2018/19		2019/20	
	Net £000	Gross £000	Net £000	Gross £000	Net £000	Gross £000
Regeneration and Planning						
Barry Regeneration Partnership Project Fund	239	239	300	300	300	300
Penarth Pier Pavilion- PACL grant	70	70	0	0	0	0
Five Mile Lane	0	17,024	0	2,107	0	40
Regeneration and Planning Slippage						
Marketing and disposal of the Innovation Quarter	44	44	0	0	0	0
Skills Centre	279	279	0	0	0	0
High Street/Broad Street Traffic Management	240	240	0	0	0	0
S106 slippage						
Fferm Goch Public Open Space	0	47	0	0	0	0
Maendy Pedestrian Sustainable Transport Improvements	0	80	0	0	0	0
Lighting scheme for zig zag path	0	37	0	0	0	0
Capital Bids						
Nells Point former toilet block	155	155	0	0	0	0
Barry regeneration continuation of Nells Point	100	100	0	0	0	0
Private Sector Housing						
Disabled Facilities Grants	1,350	1,350	1,000	1,000	1,000	1,000
Private Sector Housing Slippage						
Castleland Renewal Area	72	72	0	0	0	0
Capital Bids						
Housing regeneration area	150	150	300	300	300	300
Total	2,699	19,887	1,600	3,707	1,600	1,640

Assets

In line with the Corporate Strategy, we are focussing on ensuring the suitability and sufficiency of our assets to meet service and corporate objectives by targeting any underperforming assets; reducing the amount of accommodation used to deliver services; and identifying opportunities to provide multiple service delivery from an asset (co-location). Our key areas of focus for 2017/18 are:

- Seek to transfer or reuse the Barry Renewal Office (198 Holton Road) to reduce overheads
- Optimise the use of the former Skills Centre at Barry Waterfront Innovation Quarter, by completing refurbishment of BSC 2 to let remaining space to support regeneration and increase income.
- Seeking to maximise our income from existing assets.
- Sale of the former Flat Holm project vessel.

Procurement

In line with corporate guidance we are committed to promoting effective procurement using innovative, sustainable and modern practices to deliver value for money and contribute to the achievement of corporate well-being outcomes. Our significant projects for the coming year are:

- ~~5 Mile Lane road improvements.~~
- Development of a Gypsy and Traveller site.

Consultation and Engagement

Consultation Activity Planned 2017/18	Brief Description of the Purpose of the Consultation
Community Mapping for the Creative Rural Communities.	To work with communities to roll out a toolkit and consult with residents to map assets and opportunities to support delivery of regeneration projects.
Castleland Renewal Scheme	To establish satisfaction levels with the completion of works associated with the Castleland renewal scheme.
Suite of Supplementary Planning Guidance associated with the Local Development Plan (SPG)	To provide a detailed suite of supporting planning guidance alongside the LDP. Consultation must be undertaken to add material weight in the planning process to this guidance.
Disabled Facilities Grant Survey and Focus Group	To establish customer satisfaction levels with the DFG service and identify areas of service improvement.
Ongoing surveys of users of country parks and the Glamorgan Heritage Coast Visitor Centre	To identify customer satisfaction with parks and the Glamorgan Heritage Coast Project.
Surveys of visitors to Barry island	To identify customer and visitor satisfaction with the management of Barry island as a visitor destination
Statutory consultation on planning applications	Consultation necessary to ensure compliance with planning legislation.
Planning customer feedback survey	Survey undertaken on behalf of the Council by WLGA

Collaboration and Partnerships

We continue to explore and promote opportunities for working collaboratively locally and regionally in order to deliver improved services for customers and deliver savings. Highlighted below are our planned activities for the coming year.

Activity Planned 2017/18	Brief Description of the Purpose and intended outcomes from the Partnership/ Collaborative Activity	Governance Arrangements and Details of Partners
Collaboration with several local authorities on coastal access project.	To deliver improvements to Wales' coastal path, reducing specialist staff to one shared officer. Cost reductions and shared expertise.	Staff resources for the ongoing development of the Wales Coast Path shared across several local authorities in S E Wales, coordinated by Natural Resources Wales.
Collaboration on various strands of Cardiff Capital City Region.	Ensure Vale of Glamorgan interests are considered at the wider regional level.	In the process of being developed, following the agreement of the Vale of Glamorgan to enter the deal.
Continue with minerals service advice in partnership with Carmarthen Council.	Service sustainability and savings.	Work as part of Regional Aggregate Working Party (RAWP).
Continue to work with LABC on partnership schemes.	Building Control continues to be self-financing and a profitable service providing services within South East Wales and beyond.	All Local Authorities in South East Wales and beyond.
Collaboration with local traders, Town and Community Councils and other stakeholders within the Vale's town centres to make the centres attractive to visitors.	To improve the Vale of Glamorgan's town centres, making them an attractive place to visit.	Varies from formal teams to ad hoc collaboration such as events.
Creative Rural Communities and Communities First Partnerships.	Board of local individuals empowered to make decisions to address the needs of their own communities.	Formal boards with terms of reference and a memorandum of understanding agreed with the Council to establish working parameters, including local residents, businesses and community representatives.
Tourism Collaboration with the private sector	Management of tourism destinations and promotion to visitors.	Structured collaboration with businesses to promote the Vale as a tourism destination, such as an Ambassador scheme and tourist information points in private premises. Formal Destination Management partnership including representatives of tourism businesses.
Local Access Forum	Statutory advisory body on Rights of Way and access issues.	Formal body comprising individuals interested in access matters.
South East Wales Strategic Planning Group (SEWSPG)	Provides a regional voice with relation to Strategic and Statutory plan making.	Joint working group of South East Wales planning Authorities.

Activity Planned 2017/18	Brief Description of the Purpose and intended outcomes from the Partnership/ Collaborative Activity	Governance Arrangements and Details of Partners
Planning Officers Society Wales (POSW)	POSW seeks to provide consistency, aid best practice and raise quality across all the Welsh Planning Authorities.	All Wales meeting of Heads of Planning.
Cardiff Capital Region City Deal	Group of 10 Local Authorities including Cardiff which seek to secure an additional £1.2 billion of funding via Welsh and Central Government to deliver a regional improvement in Gross Domestic Product (GDP), regeneration and transport goals.	To be formally agreed by the Leaders of 10 Local Authorities in 17/18.

Risk Evaluation

Highlighted below are our key risks as a service over the coming year. In identifying these risks we have also shown how we plan to manage them.

Risk	Likelihood Score	Impact Score	Mitigating controls
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.	4	3	Alternative ways of service delivery being considered as appropriate including collaborative working with communities and third sector voluntary organisations to make services more sustainable in the long term. Option of service cessation considered where necessary. New income options to be considered.
Competition for scarce resources within the Council means that non statutory services have a higher risk of losing resources.	3	3	Alternative means of funding being considered and whether certain services can be delivered in partnership or by others with Council support. Option of service cessation being considered where necessary.
Failure to manage the service's collaboration agenda effectively.	2	2	Ensure continued good working relationships with partners whilst proactively seeking viable collaborative solutions at a time of budget pressures. For example, progressing the City Deal
Failure to adopt the LDP, results in uncertainty within the development industry potentially impacting on delivery of housing.	2	2	In mitigation, the Council is working to ensure a 5 year supply of housing land and ensuring that new proposals for sustainable and beneficial developments are progressed efficiently. Work closely with all partners to ensure LDP is adopted following the inspectors report.

Risk	Likelihood Score	Impact Score	Mitigating controls
Inability to maximise S106 contributions whilst having regard to the Community Infrastructure Levy (CIL) regulations and possible further changes to the legislation.	2	3	In mitigation, the Council is carefully wording s106 legal agreements to ensure compliance with CIL Regulations to prevent pooling restriction impeding delivery of community infrastructure in advance of adopting CIL. Supplementary Planning Guidance using district valuer to assess development viability on planning opportunities.
Failure to secure sustainable development practice to mitigate the impact of climate change with respect to land planning and use.	1	3	Continue to scrutinise new developments, ensuring that development that is not sustainable is resisted.
Impact of regulatory and bureaucratic perception of the planning system and implications of Brexit, negatively impacting on investment and development.	2	2	Promote and raise the profile of the work of the Regeneration and Planning Service through presentations to key groups. Working with the South East Wales Planning Officer Society of Wales to promote a positive planning agenda. Work jointly with the Welsh Government and the CCR to overcome any potential barriers to investment and development.
Downturn in the economy impacts on employment opportunities.	3	3	Continue working in partnership with businesses and other key stakeholders. Ensure planning decisions are made quickly. Use a proactive approach to regeneration through partnership working and supporting land owners and developers. Maximise benefits and opportunities for regeneration and employment via the CCR.
Failure to identify and maximise potential income generation opportunities	2	3	Regular engagement with stakeholders in the process and briefings with members on potential income opportunities and issues. Undertake public consultation of proposed income generation opportunities.
Resource and reputational impact from decisions made on planning applications contrary to recommendation and subsequent appeal	2	2	Training delivered for members and regular briefings.

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

Regeneration and Planning Action Plan 2017/18

Well-being Outcome 1: An Inclusive and Safe Vale	Objective 1: Reducing poverty and social exclusion
---	---

Well-being Goals	A Resilient Wales	A Healthier Wales	A More Equal Wales	A Wales of Cohesive Communities	A Wales of Vibrant Culture & Thriving Welsh Language	A Prosperous Wales	A Globally Responsible Wales
-------------------------	-------------------	-------------------	--------------------	---------------------------------	--	--------------------	------------------------------

Our Ways of Working	Long Term	Integrated	Involving	Collaborative	Preventing
---------------------	-----------	------------	-----------	---------------	------------

Ref	Action	Outcome & Key milestone 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
IS004	Roll out the use of the community mapping toolkit to clearly identify the needs of communities.	Communities are supported to successfully map assets and opportunities to support delivery of regeneration projects.	N/A	Bob Guy	April 2017	March 2018	Existing resources
IS004	Support communities to access resources and develop their capacity towards improving and running community assets.	Increase in community-led regeneration projects, schemes and management of assets and greater resilience within communities	N/A	Bob Guy	April 2017	March 2018	Existing resources
IS005	Deliver the final year of Communities First and seek to prepare to implement the new Communities for Work Programme across the Council area in 18/19.	We effectively manage Communities First Projects and mitigate any detrimental impact from the end of the programme. Develop the Communities for Work Programme into a Vale wide service in 2018/19.	N/A	Bob Guy	April 2017	March 2018	Existing resources

Ref	Action	Outcome & Key milestone 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
IS005	Develop projects for submission to the Vibrant and Viable Places programme Pipeline process in advance of a replacement programme in 2018/19.	Projects identified and funding secured	N/A	Bob Guy	April 2017	March 2018	Existing resources

Well-being Outcome 1: An Inclusive and Safe Vale	Objective 2: Providing decent homes and safe communities
---	---

Well-being Goals	A Resilient Wales	A Healthier Wales	A More Equal Wales	A Wales of Cohesive Communities	A Wales of Vibrant Culture & Thriving Welsh Language	A Prosperous Wales	A Globally Responsible Wales
-------------------------	-------------------	-------------------	--------------------	---------------------------------	--	--------------------	------------------------------

Our Ways of Working	Long term	Integrated	Involving	Collaborative	Preventing
---------------------	-----------	------------	-----------	---------------	------------

Ref	Action	Outcome & Key milestone 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
IS009	Delivery of the Disabled Facilities grants service for private housing.	There is a timely and efficient delivery of the DFG service with high levels of satisfaction and independence reported.	Average number of calendar days to deliver a DFG and to children and young people and adults. Satisfaction with DFG. Percentage of service users who receive DFG that feel safer and more independent.	Bob Guy	April 2017	March 2018	Existing resources
IS009	Develop collaboration with partners i.e. Housing and Registered Social Landlords with regard to adaptations.	There is a timely and efficient delivery of adaptations with high levels of satisfaction and independence reported.	N/A	Bob Guy	April 2017	March 2018	Existing resources

Ref	Action	Outcome & Key milestone 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
IS010	Review support provided to householders and landlords to improve private housing and make vacant properties available	Improve the quality of private housing stock and bring vacant properties back into use as homes.	N/A	Bob Guy	April 2017	March 2018	Existing resources
IS010	Provide loan products to householders and landlords to improve private housing and make vacant properties available as houses.	Improve the quality of private housing stock and bring vacant properties back into use as homes.	Percentage of private sector dwellings vacant for more than 6 months at 1 st April that were returned to occupation during the year as a result of direct action by the local authority	Bob Guy	April 2017	March 2018	Existing resources
IS011	Secure through planning permission, at least 30% of new housing to be affordable.	Increase levels, range and choice of affordable housing available to families.	Number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year.	Victoria Robinson	April 2017	March 2018	Existing resources

Ref	Action	Outcome & Key milestone 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
IS011	Adopt an Affordable Housing Supplementary Planning Guidance alongside the Local Development Plan.	Increase levels, range and choice of affordable housing available to families.	Number of additional affordable housing units approved during the year as a percentage of all additional housing units approved during the year.	Victoria Robinson	April 2017	March 2018	Existing resources
IS011	Work with the Cardiff Capital Region to increase supply of affordable housing in the Vale of Glamorgan	Increase levels, range and choice of affordable housing available to families.	Number of additional affordable housing units approved during the year as a percentage of all additional housing units approved during the year.	Victoria Robinson	April 2017	March 2018	Existing resources
IS015	Evaluate the Castleland Renewal Area.	Improvements in the fabric and appearance of properties and greater confidence in the area.	N/A	Bob Guy	April 2017	March 2018	Existing resources
IS015	Identify and initiate a new regeneration/renewal area	Renewal Area work initiated to enhance local housing, community and the environment.	N/A	Bob Guy	April 2017	March 2018	Existing resources

Well-being Outcome 2: An Environmentally Responsible and Prosperous Vale

Objective 3: Promoting regeneration, economic growth and employment.

Well-being Goals	A Resilient Wales	A Healthier Wales	A More Equal Wales	A Wales of Cohesive Communities	A Wales of Vibrant Culture & Thriving Welsh Language	A Prosperous Wales	A Globally Responsible Wales
------------------	-------------------	-------------------	--------------------	---------------------------------	--	--------------------	------------------------------

Our Ways of Working	Long Term	Integrated	Involving	Collaborative	Preventing
---------------------	-----------	------------	-----------	---------------	------------

Ref	Action	Outcome & Key milestone 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
ER1	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.	Greater interest and investment in the Enterprise zone and job creation.	N/A	Victoria Robinson	April 2017	March 2018	Existing resources
ER1	Adopt the Cardiff airport and St Athan Enterprise Zone development framework as a development brief.	Development brief adopted	N/A	Victoria Robinson	April 2017	March 2018	Existing resources

Ref	Action	Outcome & Key milestone 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
ER2	Promote new employment opportunities by utilising the Local Development Plan as a planning framework for positive land use.	Greater investment and job creation.	N/A	Victoria Robinson	April 2017	March 2018	Existing resources
ER2	Exploit links between Communities for Work and regeneration/investment projects to realise local employment opportunities.	Local people gain employment	N/A	Bob Guy	April 2017	March 2018	Existing resources
ER3	Work with the Welsh Government to deliver a Pipeline of projects in 2017/18 while awaiting a replacement Vibrant and Viable Places programme in 2018/19.	Identification of viable regeneration projects.	N/A	Bob Guy	April 2017	March 2018	Existing resources
ER3	Continue to deliver the Rural Development Strategy.	Co-ordinate effective delivery of rural regeneration projects.	N/A	Bob Guy	April 2017	March 2018	Existing resources

Ref	Action	Outcome & Key milestone 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
ER3	Continue to deliver the Town Centres Framework	Town Centres are rejuvenated to ensure they remain attractive and viable locations for retailers.	Average vacancy rate for retail floor space in main Vale shopping centres. Percentage of residents who feel Town Centres are attractive places to visit.	Bob Guy	April 2017	March 2018	Existing resources
ER3	Progress regeneration projects across the Vale of Glamorgan.	Effective regeneration of key areas that promotes further investment and creation of employment opportunities.	N/A	Marcus Goldsworthy	April 2017	March 2018	Existing resources
ER3	Complete Open Space improvement works to North Penarth	Improved play and multi-use sports facilities developed in North Penarth.	N/A	Bob Guy	April 2017	March 2018	Existing resources
ER6	Increase the number of innovative events which support the local economy and encourage existing events to be self-sustainable.	Deliver a variety of events that promote and enhance the local economy that are self-sustainable	N/A	Bob Guy	April 2017	March 2018	Existing resources

Ref	Action	Outcome & Key milestone 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
ER6	Undertake a review of the Destination Management Plan with stakeholders	Revised Destination Management Plan is fit for purpose and enables the Vale to become the 'Go to' destination for tourism.	N/A	Bob Guy/Nia Hollins	April 2017	March 2018	Existing resources
ER6	Explore further opportunities for commercial partnerships on Council sites for the provision of tourism activities.	Commercial opportunities lead to more tourism related activities and increased revenue for the Council	N/A	Bob Guy	April 2017	March 2018	Existing resources

Well-being Outcome 2: An Environmentally Responsible and Prosperous Vale

Objective 4: Promoting sustainable development and protecting our environment

Well-being Goals	A Resilient Wales	A Healthier Wales	A More Equal Wales	A Wales of Cohesive Communities	A Wales of Vibrant Culture & Thriving Welsh Language	A Prosperous Wales	A Globally Responsible Wales
-------------------------	--------------------------	--------------------------	--------------------	--	--	---------------------------	-------------------------------------

Ref	Action	Outcome & Key milestone 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
ER7	Progress the Local Development Plan to adoption as a framework for sustainable development in the Vale of Glamorgan	Adoption of the Local Development Plan following receipt of the Inspector's report	N/A	Marcus Goldsworthy/Victoria Robinson	April 2017	December 2017	Existing resources
ER7	Adopt the following SPG in 17/18 Planning obligations Affordable Housing Parking Standards	SPG is adopted as guidance in Development Management	N/A	Victoria Robinson	April 2017	March 2018	Existing resources
ER7	To prepare and consult on the following Supplementary Planning Guidance (SPG) Renewable Energy Householder design Conversion of Rural Buildings Public Art Trees and Development Mineral	Supplementary Planning Guidance is prepared and consultation is undertaken	N/A	Victoria Robinson	April 2017	March 2018	Existing resources

Ref	Action	Outcome & Key milestone 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
ER7	Determine statutory applications under Planning and other relevant acts in accordance with the development plan unless material considerations indicate otherwise.	Applications are determined in accordance with statutory guidelines	Percentage of a) all b) householder planning applications determined within 8 Percentage decisions made contrary to officer recommendation	Victoria Robinson	April 2017	March 2018	Existing resources
ER7	Implement a program of Planning Committee member training.	Members receive effective training with regard to the planning process	N/A	Victoria Robinson	April 2017	March 2018	Existing resources
ER8	Take stock of likely legislation changes in Wales and the recent report into the Community Infrastructure Levy system and further develop the Council's Planning obligation guidance to secure developer contributions to provide necessary infrastructure and improve community facilities	We enhance and improve community facilities through maximising use of developer contributions via the Community Infrastructure Levy or Section 106.	N/A	Victoria Robinson	April 2017	March 2018	Existing resources.

Ref	Action	Outcome & Key milestone 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
ER10/F	Oversee the procurement and management of improvement works associated with Five Mile Lane	Improve the safety and infrastructure of Five Mile Lane.	N/A	Marcus Goldsworthy	April 2017	March 2018	Existing resources
ER13	Deliver a co-ordinated approach in support of the Council's policies and plans for tourism regeneration and employment.	Investment in the regeneration of Barry Island continues and tourism opportunities increase in line with Council Policies and Plans.	N/A	Bob Guy	April 2017	March 2018	Existing resources
ER14	Take forward Barry Island Master Planning exploring the beneficial re-use of the Nell's Point site including the disused toilet block, Barry Island	Master Plan delivered and Barry Island regeneration completed. Increased visitor footfall and enhanced visitor satisfaction.	N/A	Marcus Goldsworthy/ John Dent	April 2017	March 2018	Existing resources
ER17	Adopt the Biodiversity Supplementary Planning Guidance for use in planning decisions.	Planning decisions complement the enhancement of biodiversity in the Vale of Glamorgan	N/A	Victoria Robinsen	April 2017	March 2018	Existing resources

Ref	Action	Outcome &Key milestone 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
ER17	Deliver a programme of Biodiversity Projects funded by the new Welsh Government's Single Environment Grant	Programme delivered that enhances the biodiversity of the Vale and supports the creation of new habitats.	N/A	Bob Guy	April 2017	March 2018	Existing resources

Well-being Outcome 3: An Aspirational and Culturally Vibrant Vale	Objective 5: Raising overall standards of achievement.
--	---

Well-being Goals	A Resilient Wales	A Healthier Wales	A More Equal Wales	A Wales of Cohesive Communities	A Wales of Vibrant Culture & Thriving Welsh Language	A Prosperous Wales	A Globally Responsible Wales
-------------------------	-------------------	-------------------	---------------------------	---------------------------------	---	---------------------------	------------------------------

Our Ways of Working	Long Term	Integrated	Involving	Collaborative	Preventing
----------------------------	-----------	------------	-----------	---------------	------------

Ref	Action	Outcome & Key milestone 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
AC04	Work with Cardiff Capital Region to increase opportunities for apprenticeships	Increased the number of apprenticeship opportunities and reduce the number of young not in education, training or employment.	N/A	Bob Guy	April 2017	March 2018	Existing resources
AC04	Prepare to expand the Communities for Work Programme across the Vale of Glamorgan in April 2018.	Programme is ready to be delivered Vale wide in 18/19	N/A	Bob Guy	April 2017	March 2018	Existing resources

Well-being Outcome 3: An Aspirational and Culturally Vibrant Vale	Objective 6: Valuing culture and diversity
--	---

Well-being Goals	A Resilient Wales	A Healthier Wales	A More Equal Wales	A Wales of Cohesive Communities	A Wales of Vibrant Culture & Thriving Welsh Language	A Prosperous Wales	A Globally Responsible Wales
-------------------------	--------------------------	--------------------------	---------------------------	--	--	--------------------	------------------------------

Our Ways of Working	Long Term	Integrated	Involving	Collaborative	Preventing
---------------------	-----------	------------	-----------	---------------	------------

Ref	Action	Outcome &Key milestone 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
AC10	Improve equality monitoring data to enable more informed decisions about service delivery	Accurate and timely data to inform proposals and decisions about service delivery.	N/A	Marcus Goldsworthy	April 2017	March 2018	Existing resources
AC10/F	Identify a site for Gypsy and Travellers in consultation with the Gypsy Traveller Group.	Appropriate site for Gypsy and Travellers is identified and planning permission is sought.	N/A	Victoria Robinson	April 2017	March 2018	Existing resources
AC12	Undertake translation of the Local Development Plan and associated Supplementary Planning Guidance documents	We comply with the Welsh Language Standards	N/A	Victoria Robinson	April 2017	March 2018	Existing resources
AC12	Translate the updated Vale of Glamorgan Planning Guide.	Document translated and published	N/A	Victoria Robinson	April 2017	March 2018	Existing resources

Ref	Action	Outcome & Key milestone 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
AC12	Translate the Annual Performance Review for Welsh Government.	Document translated and published	N/A				
AC16	Protect and enhance the built, natural and cultural heritage of the Vale of Glamorgan through development management decisions.	Planning decisions complements and enhances the built, natural and cultural heritage of the Vale of Glamorgan	Listed Building consents	Victoria Robinson	April 2017	March 2018	Existing resources
AC16	Continue to promote excellence in construction through the LABC awards	Building Regulation Awards are held annually	N/A	Charlie Hunter	April 2017	March 2018	Existing resources

Appendix B

Integrated Planning

Our Ways of Working	Long Term	Integrated	Involving	Collaborative	Preventing
---------------------	-----------	------------	-----------	---------------	------------

Ref	Action	Outcome & Key milestone 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
F	Contribute to delivering service efficiencies and savings as part of the Reshaping Services Programme.	Successful delivery of the Council's transformational change programme.	N/A	Marcus Goldsworthy	April 2017	March 2018	Existing resources
F	Further explore options to maximise income generation within the service.	Income generation opportunities are implemented.	N/A	Marcus Goldsworthy	April 2017	March 2018	Existing resources
W	Review and strengthen the performance management arrangements in relation to sickness absence with the service.	Reduction in sickness absence rates in line with the 2017/18 targets.	Number days/shifts lost due to sickness absence.	Marcus Goldsworthy	April 2017	March 2018	Existing resources
W	Explore options for addressing recruitment deficit for critical posts.	Effective recruitment to specialist critical posts.	N/A	Marcus Goldsworthy	April 2017	March 2018	Existing resources

Ref	Action	Outcome & Key milestone 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
W	Invest in training across the service in response to the #itsaboutme appraisals	Enhance staff progression and retention within the service	N/A	Marcus Goldsworthy	April 2017	March 2018	Existing resources
W	Continue roll out of succession planning for critical posts across the Council.	Enhance staff progression and retention within the service	N/A	Marcus Goldsworthy	April 2017	March 2018	Existing resources
W	Work with the Corporate Projects Officer for Recruitment and Retention to improve our engagement and networking with higher education providers and explore more creative methods of recruitment for 'hard to recruit' posts.	We increase the number of applicants for 'hard to recruit' posts.	N/A	Marcus Goldsworthy	April 2017	March 2018	Existing resources
W	Explore opportunities for the development of a Career Progression Pathway for hard to recruit/retain posts.	Effective targeted recruitment of trainees and improved career pathways in place to retain staff.	N/A	Marcus Goldsworthy	April 2017	March 2018	Existing resources
ICT	Roll out opportunities to utilise SMART technology to enhance mobile working	Mobile working is operational across the service	N/A	Marcus Goldsworthy	April 2017	March 2018	Existing resources

Ref	Action	Outcome & Key milestone 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
ICT	Implement a reduced licence option for using FLARE in relation to the Disabled Facilities Grant and empty property loan scheme and consider a replacement system for the 2018/19 financial year.	Continuation of FLARE as our preferred system for administration and monitoring of DFGs and the empty property loan scheme. Reduction in costs associated with operating the FLARE system.	N/A	Fiona Lambert	April 2017	March 2018	Existing resources
A	Complete disposal/sale of Barry Renewal office (198 Holton Road)	Income generation and reduction of overheads.	N/A	Bob Guy	April 2017	March 2018	Existing resources
A	Complete refurbishment of BSC2 to let remaining office space (formerly the Skills Centre).	Income generation and reduction of overheads.	N/A	Bob Guy	April 2017	March 2018	Existing resources
A	Oversee the disposal/sale of the former Flat Holm project vessel	Income generation and reduction of overheads.	N/A	Marcus Goldsworthy	April 2017	March 2018	Existing resources