



# Vale of Glamorgan Council

## Service Plan 2016-2020

**Delivering our vision for the Vale of Glamorgan**  
**‘Strong communities with a bright future’**

<b>Service Area</b>	<b>Regeneration and Planning</b>
<b>Head of Service</b>	<b>Marcus Goldsworthy</b> Head of Regeneration and Planning
<b>Director</b>	<b>Rob Thomas</b> Managing Director
<b>Cabinet Member</b>	<b>Cllr. Lis Burnett</b> Cabinet Member – Regeneration
<b>Date</b>	10 May 2016

## 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. 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.

## 1.3 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 2015-16 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.

## 2. Our Priorities for 2016-20

### 2.1 Corporate Plan Priorities

Our service will take the actions outlined below to contribute to the Well-being outcomes and objectives detailed in the Corporate Plan.

Well-being Outcome	Well-being Objective	Ref	Action	During 2016/17 we will:
WO1: An Inclusive and Safe Vale	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).	Start a programme of community mapping to clearly identify the needs of rural communities.  Support rural communities to access resources and develop capacity towards improving and running community assets.
WO1: An Inclusive and Safe Vale	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 a further year of Communities First and implement the new Communities for Work Programme.
WO1: An inclusive and Safe Vale	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 Grant service for Private Sector accommodation.
WO1: An Inclusive and	O2: Providing decent homes and safe	IS010	Implement a range of initiatives to facilitate	Provide loan products to householders and

Safe Vale	communities		new, and to improve the quality of private sector rented accommodation (2019/20).	landlords to improve private housing and make vacant properties available as houses.
WO1: An Inclusive and Safe Vale	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  Prepare Affordable Housing Supplementary Planning Guidance for adoption.
WO1: An Inclusive and Safe Vale	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).	Finish the block renewal contracts for Upper Holton Road.  Agree and implement the final year of the Programme, Public Realm works to round off the project.
WO2: An Environmentally Responsible and Prosperous Vale	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).	Promote the Cardiff Airport and St Athan Enterprise Zone through a positive land use planning framework in the LDP.
WO2: An Environmentally Responsible and Prosperous Vale	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 LDP.  Strengthen links between Communities First and regeneration/investment projects to realise local employment.

<p>WO2: An Environmentally Responsible and Prosperous Vale</p>	<p>O3: Promoting regeneration, economic growth and employment</p>	<p>ER3</p>	<p>Implement a comprehensive programme of regeneration across the Vale including:</p> <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.</li> </ul> <p>(2019/20)</p>	<p>Deliver the final year of the Vibrant and Viable Places Tackling Poverty Programme.</p> <p>Continue to deliver the Rural Local Development Strategy.</p> <p>Implement the Town Centres Framework.</p> <p>The Project Management Unit will take forward projects as follows:</p> <ul style="list-style-type: none"> <li>• Barry Island Causeway</li> <li>• Barry Island master planning</li> <li>• Nell's Point marketing</li> <li>• St Pauls, Penarth</li> <li>• Cowbridge Cattle Market</li> <li>• Innovation Quarter</li> <li>• Penarth Heights completion</li> <li>• Barry Waterfront consortium co-ordination</li> <li>• A scheme to enhance Penarth Esplanade</li> </ul> <p>Complete the works on North Penarth Open Space Improvements (The Dingle, Paget Road, Plassey Square and Cogan Leisure).</p>
<p>WO2: An Environmentally Responsible and Prosperous Vale</p>	<p>O3: Promoting regeneration, economic growth and employment</p>	<p>ER6</p>	<p>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).</p>	<p>Increase the number of new innovative events which support the local economy and encourage existing events to become more sustainable.</p>

WO2: An Environmentally Responsible and Prosperous Vale	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).	Progress the Local Development Plan to adoption as a framework for sustainable development in the Vale of Glamorgan.
WO2: An Environmentally Responsible and Prosperous Vale	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).	Develop and adopt a Community Infrastructure Levy which uses developer contributions to improve community facilities.
WO2: An Environmentally Responsible and Prosperous Wales	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).	Delivering a co-ordinated approach to service delivery at Barry Island in support of the Council's policies and plans for tourism regeneration and employment.
WO2: An Environmentally Responsible and Prosperous Vale	O4: Promoting sustainable development and protecting our environment	ER17	Value biodiversity and enhance and create habitats for important species (2019/20).	Prepare revised 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	O5: Raising overall standards of achievement	AC02	Secure improved outcomes for groups of learners at risk of underachievement, such as those entitled to free school meals (2017/18).	Support children through the transition from Primary to Secondary School in eligible areas of the Communities First initiative.
WO3: An Aspirational and Culturally Vibrant Vale	O5: Raising overall standards of achievement	AC03	Increase the learning opportunities for disadvantaged individuals and vulnerable families (2018/19).	Promote additional support in terms of learning opportunities for youngsters in eligible areas via the Communities First initiative.

WO3: An Aspirational and Culturally Vibrant Vale	O5: Raising overall standards of achievement	AC04	Reduce the number of young people not in education, employment or training (2019/20).	Work with Schools and other agencies via Communities First initiatives to support skills and motivation to reduce the number of young people not in education, employment or training.
WO3: An Aspirational and Culturally Vibrant Vale	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.

**Appendix A** contains the detailed plan which illustrates the actions we will undertake in the coming year to deliver our priorities. The action plan includes information relating to the way we will measure performance against our targets and the resources we will deploy.

## 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 will be:

Ref	Action	During 2016/17 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"> <li>• (£100,000 Reshaping savings target has been achieved for 2016/17).</li> <li>• Continue to look for opportunities to contribute towards the Reshaping Programme.</li> </ul>
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"> <li>• Review and strengthen the performance management and support arrangements in relation to sickness absence within the service.</li> <li>• Deliver our key workforce development priorities for the coming year as outlined in Appendix B (WRP1 – WRP6).</li> </ul>

**Appendix B** contains the detailed plan which illustrates the enabling actions we will undertake in the coming year to deliver our priorities. The action plan includes information relating to how we will maximise our key resources through integrated planning in order to achieve our priorities.

### 3. How We Work & Our Resources

---

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

#### 3.1 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.

These considerations are reflected in the actions we will take as a service to deliver the Council’s priorities.

#### 3.2 Integrated Planning – Managing Our Resources

The following provides a summary of the key priorities for the coming year. The following information has been taken from existing reports including our Workforce Plan 2016-20, sickness absence and staff turnover reports, budget reports and the service Asset Management Plan.

##### Workforce Development

Key Service Statistics – 2014/15							
	Average headcount 2014/15	FTE 2014/15	Average days sick		Average days sickness per FTE	Turnover (no of leavers)	PDR completion rate (%)
			Long term	Short term			
Development Services support	22.5	21.05	4.78	5.83	10.62	3	70%

Planning & Transport including Leisure Services	157.5	122.77	4.35	2.28	6.63	28	90%
---	-------	--------	------	------	------	----	-----

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

During 2015/16, 89.2% of Personal Development Reviews (PDR) were completed for the Regeneration and Planning service and the average days' sickness absence per full time equivalent was 5.27 days against a target of 7.5 days. 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.

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.

Our key workforce development priorities for the coming year are:

- Developing capacity within specialist areas in order to increase service resilience;
- Implementing succession planning initiatives to address hard to recruit service areas within the service;
- Ensuring 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.

## 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:

- Developing opportunities for innovative ICT based technical mobile working practices.
- Explore alternative to FLARE for Disabled Facilities Grants (DFG) and empty property loan administration.

## Finance

The budget for our service area is £3,426,000.

Over the following three years, the service is required to deliver the following savings:

Scheme	2016/17 (£000)	2017/18 (£000)	2018/19 (£000)	Total (£000)
Vale Enterprise Centre Workshops & Business Service Centre	33	0	0	33
Remodel Business Support/ Employment Training Services	48	0	0	48
Procurement savings	10	0	0	10
Review of Countryside Services	34	0	0	34

General review of service expenditure	45	0	0	45
Review of car mileage	12	0	0	12
Reshaping Services – T1 (Economic Development)	50	0	0	50
Disabled Facilities Grant	30	0	0	30
Review of Private Housing car mileage	9	0	0	9
Reorganisation/ Rationalisation of Development Management	95	0	0	95
Review of Development Control	60	0	0	60
Development Management procurement savings	3	0	0	3
Development management car mileage	15	0	0	15
Reshaping Services T1 – Planning	100	0	0	100
<b>Total</b>	<b>544</b>	<b>2</b>	<b>0</b>	<b>546</b>

*Italicised figures indicate savings targets that have been set for the whole directorate in which this service area is based.*

The capital budget for 2016/17 totals £9.08 million (including Section 106 committed expenditure). Major capital schemes include:

- The Barry Regeneration partnership Project Fund : £93,000
- Barry Regeneration Partnership and Vibrant and Viable Places : £544k
- Disabled Facilities Grants: £1,300,000
- Barry and Penarth Renewal Areas: £1.3m

### 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 2016/17 are as follows:

- Procurement of Building control vehicles
- Seeking to increase occupation of the Vale Enterprise Centre
- Discontinuing Council occupation of the BSC with a view to letting all space to support regeneration and increase income.
- Considering the future of the former Skills Centre at the Barry Waterfront Innovation Quarter.

### 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 as follows:

- Building Control Vehicles – to deliver a cost effective service by reducing revenue costs.
- 5 Mile Lane road improvements.

## Consultation and Engagement

Consultation Activity Planned 2016/17	Brief Description of the Purpose of the Consultation
Disabled Facilities Grants Survey and focus group	Customer views inform service improvements.
Individual consultation on all proposals for new development as a statutory requirement	To ensure compliance with the statutory requirements of the planning system and to ensure that views and opinions are considered when assessing new proposals for development.
Annual Barry Regeneration conference	To examine the emerging challenges and opportunities for Barry and its communities.
Quality of Development Management service	To explore views and options to inform service improvement undertaken on Council's behalf by WLGA.
Joint Housing Land Availability (JHLA) Study.	To examine emerging challenges and opportunities to improve housing availability in the Vale.
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.
Local Development Plan – Matters Arising Changes Consultation	To ensure compliance with the statutory requirements of the LDP preparation and to ensure that views and opinions are considered when preparing for the adoption of the LDP.
New surveys of visitors to Barry island	To identify customer and visitor satisfaction with the management of Barry island as a visitor destination

## 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 2016/17	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.
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 Directors of Environment and Regeneration (SEWDER)	Joint working group of Directors of Environment and Regeneration which seeks to deliver a regional response to regeneration and economic development issues.	Coordination of work through groups representing officers of all 10 SE Wales authorities plus other agencies on: <ul style="list-style-type: none"> <li>• Business support</li> <li>• Destination management</li> <li>• Regeneration.</li> </ul>
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.
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.
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.	Yet to be formally agreed by the Leaders of 10 Local Authorities.

## 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.	2	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.	2	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.	1	1	Ensure continued good working relationships with partners whilst proactively seeking viable collaborative solutions at a time of budget pressures.
Delays in progressing the LDP through to adoption, results in uncertainty within the development industry potentially impacting on delivery of housing.	3	2	In mitigation, the Council is working to ensure a 5 year supply of housing land and ensuring that new proposals for sustainable and beneficial developments are progressed efficiently.
Delays in progressing the adoption of Community Infrastructure Levy Regulations (CIL) results in the failure to secure developer contributions for community infrastructure.	2	3	In mitigation, the Council is seeking to progress CIL adoption as soon as possible and 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.
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.

The regulatory and bureaucratic negative perception of the planning system, impacting negatively on investment and development.	1	2	Promote and raise the profile of the work of the Regeneration and Planning Service through presentations to key groups.
Further downturn in the economy impacts on employment opportunities.	2	3	Continue working in partnership with businesses and other key stakeholders. Ensure planning decisions are made quickly. Use a proactive approach to regeneration through facilitating discussions with land owners and developers.
Failure to engage regionally due to lack of resources and capacity.	2	3	Ensure active role in city region debate and all matters relating to collaboration. Consider re-prioritisation of internal resources.

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

**Appendix B** contains the detailed plan which illustrates the enabling actions we will undertake in the coming year to deliver our priorities. The action plan includes information relating to how we will maximise our key resources through integrated planning in order to achieve our priorities.

## Regeneration and Planning Action Plan 2016/17

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

<b>Well-being Goals</b>	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 Milestones 2016/17	KPI (where relevant)	Officer Responsible	Start Date	Finish Date	Resources Required
<b>IS004</b>	Develop a programme of community mapping to clearly identify the needs of rural communities.	Community mapping clearly identifies the needs of rural communities and allows focussed interventions for regeneration and support.	NA	BG/PC	April 2016	March 2017	Within existing resources.
<b>IS004</b>	Support rural communities to access resources and develop capacity towards improving and running community assets.	Increased take up and success of community based projects, schemes and management of assets. Greater resilience within communities.	NA	BG/PC	April 2016	March 2017	Within existing resources.

IS005	Deliver a further year of Communities First and implement the new Communities for Work Programme.	Communities First programme delivers improved work prospects and increased employment opportunities for residents.	DS-M043- Number of Communities First clients entering employment.  DS-M044 - Number of Communities First clients who report feeling more confident about seeking employment. (OA1)	BG/CD	April 2016	March 2017	Within existing resources.
-------	---	--	--	-------	------------	------------	----------------------------

Our Ways of Working

Long term

Integrated

Involving

Collaborative

Preventing

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

Ref	Action	Outcome & key Milestones 2016/17	KPI (where relevant)	Officer Responsible	Start Date	Finish Date	Resources Required
<b>IS009</b>	Deliver the Disabled Facilities Grant service for Private Sector accommodation.	Timely and efficient delivery of the Disabled Facilities Grant service for Private Sector accommodation.	PSR002 - The average number of calendar days taken to deliver a Disabled Facilities Grant. PSR009a - The average number of calendar days taken to deliver a Disabled Facilities Grant for children and young people. PSR009b - The average number of calendar days taken to deliver a Disabled Facilities Grant for adults. DS-M003 - The percentage of customers satisfied with the Disabled Facilities Grant service DS-M005 - The percentage of people who have received a DFG who feel the assistance has made them safer and more independent in their own home.	BG/EP	April 2016	March 2017	Within existing resources.

Ref	Action	Outcome & key Milestones 2016/17	KPI (where relevant)	Officer Responsible	Start Date	Finish Date	Resources Required
IS010	Provide loan products to householders and landlords to improve private housing and secure the re-use of vacant properties for housing.	Improvements to private housing stock and reduction in numbers of vacant properties. .	PSR004 - The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority.	BG/EP	April 2016	March 2017	Within existing resources.
IS011	Secure through planning permissions, at least 30% of new housing to be affordable.	Increased levels and range and choice of affordable housing available for families in need of new housing.	WG SD Indicator 3. The number of dwellings granted planning permission during the quarter (new PI for 2016/17).	VR/SDB	April 2016	On-going	Within existing resources.
IS011	Prepare Affordable Housing Supplementary Planning Guidance for adoption.	Increased levels and range and choice of affordable housing available for families in need of new housing	NA	VR	September 2016	March 2017	Within existing resources.
IS015	Complete the block renewal contracts for Upper Holton Road.	Improvements in the fabric and appearance of properties and greater confidence in the area.	NA	BG/EP	April 2016	March 2017	Within existing resources.
IS015	Agree and implement public realm enhancement works as part of the final year of the Castleland Housing Renewal Programme Public Realm works.	Public realm works agreed and implemented, with corresponding improvements in public areas.	NA	BG/EP	April 2016	March 2017	Within 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 Milestones 2016/17	KPI (where relevant)	Officer Responsible	Start Date	Finish Date	Resources Required
ER01	Promote the Cardiff Airport and St Athan Enterprise Zone through a positive land use planning framework in the LDP.	Greater interest in the Enterprise Zone, with greater prospects of new and improved job creation	No. of commercial applications determined within the Enterprise Zone (new PI)	VR	April 2016	On-going	Within existing resources.
ER02	Promote new employment opportunities through a positive land use planning framework in the LDP.	Greater prospects of new and improved job creation.	DS-M050 – The percentage of minor applications determined within 8 weeks.  The percentage of major applications determined within 8 weeks (new PI).	VR	April 2016	March 2017	Within existing resources.
ER02	Strengthen links between Communities First and regeneration/ investment projects to realise local employment.	Improved job opportunities for all residents within Communities First areas		BG/CD	April 2016	March 2017	Within existing resources.
ER03	Prepare a fully coordinated proposal to meet the next phase of Welsh Government Regeneration funding for Barry	Once criteria announced for next phase of funding, proposals are prepared and submitted to WG for approval and schemes move forward to implementation	21	MG/BG	May 2016	ongoing	Within existing resources.

<b>ER03</b>	Deliver the final year of the Vibrant and Viable Places Tackling Poverty Programme.	Regeneration of Barry Parks and Broad Street public realm to improve opportunities for health and activity and the confidence and vibrancy of Broad Street	NA	BG/EP	April 2016	March 2017	Welsh Government grant.
<b>ER03</b>	Continue to deliver the Rural Local Development Strategy.	Regeneration projects delivered, business and communities supported	NA	BG/PC	April 2016	March 2017	Within existing resources.
<b>ER03</b>	Develop the former Skill Centre at Barry Waterfront, Innovation Quarter.	New BSC 2 is developed to provide suitable accommodation for new business to develop and flourish	NA	BG/MG	June 2016	on-going	Within existing resources.
<b>ER03</b>	Manage the delivery of the Barry Island Causeway scheme to conclusion.	Causeway improvements delivered and greater use of the route for walking and cycling	NA	JD	April 2016	March 2017	Within existing resources.
<b>ER03</b>	Take forward Barry Island master planning.	Master plan delivered and Barry Island regeneration completed. Increased visitor footfall and enhanced satisfaction of visitors	NA	JD	April 2016	On-going	Within existing resources.

<b>ER03</b>	Implement the Town Centres Framework.	<p>Town Centres are supported and developed to ensure that the key retail and leisure function is maintained.</p> <p>Town centres are attractive and viable places for retailers operators and the public who use them</p>	<p>DS-M021 – Average percentage vacancy rate for retail floor space in main Vale shopping centres.</p> <p>DS-M022b – Percentage vacancy rate for retail floor space in Barry Town Centre, Holton Road.</p> <p>DS-M022c – Percentage vacancy rate for retail floor space in Cowbridge.</p> <p>DS-M022d – Percentage vacancy rate for retail floor space in Windsor Road, Penarth.</p> <p>DS-M022e – Percentage vacancy rate for retail floor space in Broad Street/High Street, Barry.</p> <p>DS-M022f – Percentage vacancy rate for retail floor space in Llantwit Major.</p> <p>DS-M037 – The percentage of surveyed residents who consider our town centres to be attractive places to visit and shop.</p>	BG/EP	April 2016	March 2017	Within existing resources.
<b>ER03</b>	Progress the taking forward of the beneficial re-use of the Nell's Point site, Barry Island.	Scheme brought forward and delivered, to add to the offer for residents and visitors on the Island	NA	JD	April 2016	On-going	Within existing resources.

<b>ER03</b>	Conclude and develop a scheme for the re-use of the St Pauls Church site, Penarth	beneficial future community led uses to support residents in the area.	NA	MW	April 2016	On-going	Within existing resources.
<b>ER03</b>	Progress the re-use and regeneration of the Cowbridge Cattle Market project.	Site redeveloped, additional car parking provided to support the Town centre and community based scheme delivered to add to the offer within the town.	NA	MW	April 2016	On-going	Within existing resources.
<b>ER03</b>	Progress the remaining elements in the delivery of the Innovation Quarter.	Regeneration of Barry Waterfront and development of business and leisure uses to increase employment opportunities	NA	MW	April 2016	Ongoing	Within existing resources.
<b>ER03</b>	Work towards the completion of the Penarth Heights project.	Range and choice of housing delivered.	NA	MW	April 2016	March 2017	Within existing resources.
<b>ER03</b>	Coordinate and manage the remaining and on-going work to redevelop Barry Waterfront.	Providing support to the Barry Waterfront Consortium to help them complete Barry Island Link Road And the remaining development. Houses and employment opportunities contribute to on-going regeneration	NA	JD	April 2016	March 2017	Within existing resources.
<b>ER03</b>	Manage strategic development projects for other Council service areas.	Key projects delivered on time and within budget in accordance with the project management toolkit		JD/MW	April 2016	On-going	Within existing resources.

<b>ER03</b>	Prepare and consider the feasibility of a scheme to enhance Penarth Esplanade.	Scheme prepared and funding sources considered for improvements to the esplanade to support its role as a visitor destination	N/A	JD	April 2016	March 2017	Within existing resources.
<b>ER03</b>	Deliver the works to North Penarth Open Space Improvements. (The Dingle, Paget Road, Plassey Square and Cogan Leisure).	Improvement of Penarth parks and open spaces	N/A	GP/BG	April 2016	March 2017	Within existing resources.
<b>ER06</b>	Increase the number of new innovative events which support the local economy and encourage existing events to become more sustainable.	<p>Explore the opportunity at Dunraven Bay Southerndown as a new potential event venue.</p> <p>Promote The Heritage Coast as a location for commercial activities supporting tourism.</p> <p>Subject to funding, promote the Vale of Glamorgan as part of a regional project to the travel trade.</p> <p>Explore, through Creative Rural Communities, dog friendly tourism as a new market for exploitation.</p> <p>Identify tourism product development and marketing projects in</p>	<p>DS-M019 - Total number of visitors to the Vale of Glamorgan for tourism purposes (as measured by the STEAM survey).</p> <p>DS-M024 - Number of facilitated visits to country parks and heritage coast.</p> <p>DS-M025 - Percentage customer satisfaction with country parks.</p> <p>Percentage customer satisfaction with Heritage Coast.</p>	<p>BG</p> <p>BG</p> <p>NH</p> <p>PC</p> <p>NH</p>	<p>April 2016</p> <p>April 2016</p> <p>April 2016</p> <p>April 2016</p> <p>April 2016</p>	<p>March 2017</p> <p>March 2017</p> <p>March 2017</p> <p>March 2017</p> <p>March 2017</p>	<p>Within existing resources.</p>

		<p>advance of the Year of Legends 2017, and seek funding for implementation.</p> <p>Complete the next phase of the Heritage Coast Interpretation Strategy, iconic gateway features and outstanding signage and interpretation.</p> <p>Explore opportunities to work in partnership with the Private Sector to establish new outdoor activities at Country Parks.</p>		<p>SP</p> <p>BG</p>	<p>April 2016</p> <p>April 2016</p>	<p>March 2017</p> <p>March 2017</p>	<p>Within existing resources.</p> <p>Within existing resources.</p>
--	--	--	--	---------------------	-------------------------------------	-------------------------------------	---

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

<b>Our Ways of Working</b>	<b>Long Term</b>	<b>Integrated</b>	<b>Involving</b>	<b>Collaborative</b>	<b>Preventing</b>
----------------------------	------------------	-------------------	------------------	----------------------	-------------------

Ref	Action	Outcome & key milestones 2016/17	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
<b>ER07</b>	Progress the Local Development Plan (LDP) to adoption as a framework for sustainable development in the Vale of Glamorgan.	Present the Council's case at the LDP Inquiry.	NA	VR	1 <sup>st</sup> November 2016	31 <sup>st</sup> December 2016	Within existing resources.
		Prepare any additional evidence needed to support the LDP	NA	VR	1 <sup>st</sup> April 2016	31 <sup>st</sup> July 2016	Within existing resources.
		Publish and consult on Matters Arising Changes from the LDP Inquiry.	NA	VR	31 <sup>st</sup> September 2016	31 <sup>st</sup> October 2016	Within existing resources.
<b>ER08</b>	Develop and adopt a Community Infrastructure Levy which uses developer contributions to improve community facilities.	Prepare a viability appraisal for CIL.		VR	01.04.16	2018	Within existing resources.
		Finalise the Infrastructure List for CIL.		VR	01.04.16	2018	Within existing resources.
		Consult on the proposed CIL.		VR	1 <sup>st</sup> April 2016	2018	Within existing resources.

Ref	Action	Outcome & key milestones 2016/17	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
ER14	Delivering a co-ordinated approach to service delivery at Barry Island in support of the Council's policies and plans for tourism regeneration and employment.	Work with Coastal Management to maximise the benefits of the Barry Island Beach Huts.		BG	April 2016	March 2017	Within existing resources.
		Implement new/refurbished tourist information points.		BG	April 2016	March 2017	Within existing resources.
		Strengthen the Events Programme.		BG	April 2016	March 2017	Within existing resources.
		Undertake a local surveys to assess the public's view of Barry Island as a destination					
ER17	Prepare revised Biodiversity SPG.	Prepare draft Biodiversity SPG for consultation.	NA	VR/ED	April 2016	March 2017	Within existing resources.
ER17	Deliver a programme of Biodiversity Projects funded by the new Welsh Government single Environment Grant.	Programme delivered and ecological interests supported	NA	BG/ED	April 2016	March 2017	Welsh Government single Environment Grant.

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

<b>Well-being Goals</b>	A Resilient Wales	A Healthier Wales	<b>A More Equal Wales</b>	A Wales of Cohesive Communities	<b>A Wales of Vibrant Culture &amp; Thriving Welsh Language</b>	<b>A Prosperous Wales</b>	A Globally Responsible Wales
-------------------------	-------------------	-------------------	---------------------------	---------------------------------	---	---------------------------	------------------------------

<b>Our Ways of Working</b>	Long Term	Integrated	Involving	Collaborative	Preventing
----------------------------	-----------	------------	-----------	---------------	------------

Ref	Action	Outcome & key milestones 2016/17	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
<b>AC02</b>	Communities First to support children through the transition from Primary to Secondary School in eligible areas.	Support provided through the programme and educational outcomes improved		BG/CD	April 2016	March 2017	Within existing resources (WG grant).
<b>AC03</b>	Promote additional support in terms of learning opportunities for youngsters in eligible areas via the Communities First initiative.	Learning opportunities improved outcomes.		BG/CD	April 2016	March 2017	Within existing resources (WG grant).
<b>AC04</b>	Communities First to work with Schools and other agencies to support skills and motivation in order to reduce the number of young people not in education, employment or training.	Targeted support provided contributes to reduction in NEET levels.		BG/CD	April 2016	March 2017	Within existing resources (WG grant).

**Well-being Outcome 3: An Aspirational and Culturally Vibrant Vale**

**Objective 6: Valuing culture and diversity**

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

<b>Our Ways of Working</b>	<b>Long Term</b>	<b>Integrated</b>	<b>Involving</b>	<b>Collaborative</b>	<b>Preventing</b>
----------------------------	------------------	-------------------	------------------	----------------------	-------------------

Ref	Action	Outcome & key milestones 2016/17	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
<b>AC16</b>	Protect and enhance the built, natural and cultural heritage of the Vale of Glamorgan through development management decisions.	Built, natural and cultural heritage protected.	<p>BCT004 - Percentage of building control 'full plan' applications checked within 15 working days during the year.</p> <p>BCT007 - The percentage of 'full plan' applications approved first time.</p> <p>DS-M049 - The percentage of planning applications determined within 8 weeks.</p> <p>DS-M051 - The percentage of householder planning applications determined within 8 weeks.</p> <p>DS-M052 - The percentage of decisions made contrary to officer recommendation.</p> <p>CMT001 - The percentage of total length of Rights of Way which are easy to use by members of the public.</p>	VR	April 2016	March 2017	Within existing resources.

## Integrated Planning

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

Ref	Action	Outcome & key milestones 2016/17	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
CP1	Continue to look for opportunities to contribute towards the Reshaping Programme.	Deliver the Council's transformational change programme. Realise savings and ensure services are sustainable in the long term.		MG	April 2016	March 2017	Existing resources
CP2	Review and strengthen the performance management arrangements in relation to sickness absence with the service.	Reduction in sickness absence rates in line with 2016/17 targets. Greater efficiency.	No. of days/shifts lost due to sickness absence (RS/M009)	MG	April 2016	March 2017	Officer time/ within existing service resources.
WRP1	Ensure wider use of Trainees; look at how to attract graduates or to support staff to gain the qualifications while in a Trainee post.	Wider pool of prospective employees to draw from and increased loyalty from appointees.  Increase in number of applicants for jobs.		VR	April 2016	March 2017	Officer time/ within existing service resources.

Ref	Action	Outcome & Key Milestones 2016/17	KPI (where relevant)	Officer Responsible	Start Date	Finish Date	Resources Required
WRP2	Changes to Person Specification documents – consider wider range of degrees, using ‘or equivalent’.	Wider pool of prospective employees to draw from.  Increase in number of applicants for jobs.		BG	April 2016	March 2017	Officer time/ within existing service resources.
WRP3	Consider allowing Team Leaders to move posts within the planning service to increase resistance and flexibility.	Increased knowledge base, higher level of engagement in job, increased job satisfaction  Retention of senior staff and progression of staff internally into senior management posts.		MG	April 2016	March 2017	Officer time/ within existing service resources.
WRP4	Reinvest income into training to allow existing staff to develop.	Increased knowledge base, higher level of engagement in job, increased job satisfaction.  Retention of staff and progression of staff internally.		VR/BG/MG	April 2016	March 2017	Officer time/ within existing service resources.
WRP5	Support people to undertake top-up qualifications.	Increased knowledge base, higher level of engagement in job, increased job satisfaction.  Retention of staff and progression of staff internally.		VR/BG/MG	April 2016	March 2017	Officer time/ within existing service resources.
WRP6	Implement succession Planning.	Ensuring that there are internal candidates		VR/BG/MG	April 2016	March 2017	Officer time/ within existing service

		<p>suitable to progress into management within the Council.</p> <p>Retention of senior staff and progression of staff internally into senior management posts.</p>					resources.
<b>FRP1</b>	Monitor the delivery of capital projects.	<p>To ensure that slippage is minimal in regard to capital projects.</p> <p>Quarterly monitoring through the Council's Accountant.</p>		MG/BG/JD/MW/VR	01.04.16	31.03.17	Within budget.
<b>PRP1</b>	Purchase vehicles for use by Building Control.	<p>Reduced costs.</p> <p>Purchase of vehicles.</p>		VR	April 2016	March 2017	Building Control Trading Account.
<b>AMRP 1</b>	Develop the former Skill Centre at Barry Waterfront, Innovation Quarter.	<p>Creation of BSC2.</p> <p>Increased opportunities for new and growing business. Improved employment opportunities.</p>		BG	April 2016	Ongoing	Existing resources.
<b>ITRP1</b>	Develop Building Control and Development Management and mobile working.	<p>Staff are mobile and more efficient through effective implementation of mobile working system.</p>		MG	April 2016	March 2017	Existing resources.
<b>ITRP2</b>	Explore alternative to FLARE for DFG's and empty property loan administration.	<p>Suitable system identified.</p> <p>Implementation of a suitable system to drive forward greater efficiency.</p>		MG	April 2016	March 2017	Existing resources.

Ref	Action	Outcome & key milestones 2016/17	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
CRP1	Work with neighbouring authorities, Welsh Government and commercial partners to deliver the City Deal project.	Progress with documentation to implement City Deal and formal signing of City Deal.		MG	April 2016	March 2017	Existing resources.
RRP1	Ensure planning applications for residential development are processed as quickly as possible to ensure the Council maintains a 5 year supply of housing.	Five year housing supply is maintained. Range and choice of housing for residents.	Joint Housing land availability study (annual).	VR	1 <sup>st</sup> April 2016	31 <sup>st</sup> March 2017	Existing resources
RRP2	Seek to prevent the pooling of Section 106 contributions with the Community Infrastructure Levy (CIL) Regulations.	Monitoring of Section 106 contributions.		VR	1 <sup>st</sup> April 2016	31 <sup>st</sup> March 2017	Existing resources
AC10	Improve equality monitoring data so that services can make more informed decisions about service delivery	Accurate and timely data which informs proposals and decisions about service delivery.  Key milestones: - Service collects and analyses data for use in EIAs and service improvements. - More data included in EIAs to inform decisions.		Marcus Goldsworthy	1 <sup>st</sup> April 2016	31 <sup>st</sup> March 2017	Officer time/ within existing service resources

