

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 What we do – 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. We 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. We continue to work towards implementing the LEADER strand of the Wales Rural Development Plan 2014-2020, the management of renewal areas, delivering disabled facilities grants to help people stay in their homes and live comfortably wherever possible, and administering Welsh Government funded programmes aimed at improving the prosperity, health and learning of residents who live in specific areas.
- 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 support good management of the countryside and coastal areas in the Vale of Glamorgan by looking after our unique natural assets which include two 'Green Flag' country 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 coming year and how we will manage our resources to deliver them. 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 service
- **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 that 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 Service Plan is 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 Regeneration Annual Self-Assessment, 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, procurement and assets);

- Our 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.

1.4 How We Work - Sustainable Development

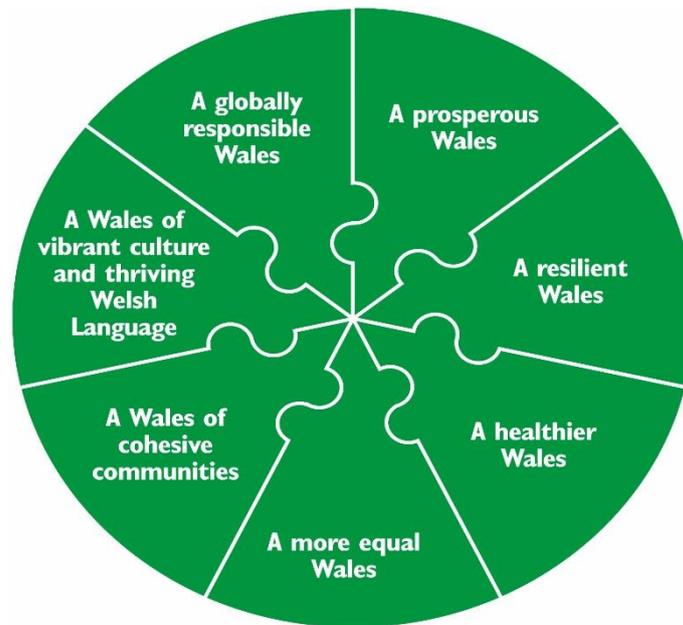
The Well-being of Future Generations (Wales) Act puts in place a 'sustainable development principle' which tells organisations how to go about meeting their duty under the Act:

"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. The chart below shows that Regeneration and Transport Services contributes to all seven Well-being Goals as defined in the Act. Our contribution is set out in more detail in our action plan at Appendix A.



2. Our Challenges in 2019/20

The Regeneration and Planning Service continues to face unprecedented pressures. The continued pace and scale of the changes demanded of public sector organisations in recent years poses a significant risk to both the Service and the Council in achieving its Well-being Outcomes. If these challenges are left unchecked this could affect our ability to secure continuous improvement, our contribution to the Corporate Plan Well-being Outcomes and ultimately impact on our ability to achieve meaningful outcomes for Vale of Glamorgan citizens.

It is clear that we will have to live with budgetary pressures for some time and, so in order to continue to provide services to our customers at an acceptable standard we are considering alternative models of service delivery where appropriate. At the same time, we continue to manage a reduced workforce in some areas and the consequent impact of the loss of experience and knowledge within the Service. Outlined below are the key challenges we face in the coming year:

- To achieve £142,000 of savings during 2019/20 will be a challenge for us because of the continuing increase in work load in all areas, but in particular in the Development Management team. This has been compounded by new and more complicated legislation and the failure once again of Welsh Government to increase the fees for planning applications to a level which at least matches inflation (the last increase in planning fees was in 2015). In addition in other areas such as Country Parks there have been delays in implementing income generating activities which have been beyond the control of the Section and which have also impacted on the ability to deliver further savings. The Regeneration and Planning service will continue to focus on income generation as a way of delivering savings, given the heavy reliance on staff in all areas and the likely inability to deliver statutory services, particularly in Planning if further reductions are made to staffing levels. **(CP1)**
- As an authority, we remain committed to achieving our savings and a balanced budget in spite of the difficulties and uncertainties encountered following the vote to leave the European Union (EU) and we have responded positively to both service demands and cost pressures by taking steps to reshape our services, maximise opportunities for income generation and working more collaboratively, locally, regionally and nationally. However, whilst we are putting in place realistic plans to ensure we achieve our priorities and savings, it is clear that we will need to mitigate against the ongoing uncertainty in relation to external funding arrangements (exacerbated by Britain exiting

the EU) and continue to secure pipeline funding from Welsh Government to develop and deliver key regeneration projects that reflect local needs and opportunities. **(ER003)**

- One of our challenges will be helping to addressing the issues facing shopping centres in the Vale and how we help minimise vacancies to improve the location's viability. Going forward, we will be supporting Holton Road and High Street traders to explore the development of a Business Improvement District and, if a successful ballot is held, support the implementation of the BID. **(ER003)**
- Uncertainty remains over the future of the Rural Community Development Fund administered by Welsh Government. Whilst all current committed Rural Development Plan funding for Wales has been guaranteed by the UK government, which includes £2.2 million for the LEADER programme operated by the Vale Council, future allocations of any replacement funding for Economic Development or rural funding remain unclear and will be heavily influenced by Westminster Policy. The circumstances around BREXIT may change after the BREXIT withdrawal deal goes to Parliament in March 2019. **(IS004)**
- Maintaining the average time taken to deliver a Disabled Facilities Grant (DFG) in light of previous changes to the way in which information is measured (dictated by Welsh Government) has affected our performance in recent years. Previously, recorded delivery time started at referral to the DFG team and this has now been changed with times being recorded from first contact with the Council which may be via the Contact Centre (C1V). The clients' needs are required to be assessed and this process sometimes takes considerable time before referral to the DFG team because it may include exploring other solutions such as care packages prior to ultimately referring to the DFG team. Our performance has fallen from 188 days in 2017/18 to 193 days in quarter 2 of 2018/19. Processes continue to be reviewed in an attempt to reduce average delivery times, including a pilot of a new triage stage at the start of the DFG process, which appears to be beneficial. **(IS009)**
- Whilst progress in relation to the Cardiff Capital Region (City Deal) is positive, we need to ensure that going forward the interests of the Vale of Glamorgan continue to be effectively promoted. Of particular relevance is the need to promote the Airport and St. Athan as centres for economic growth and job creation, improving strategic access to the Vale, increasing the supply of affordable housing and broader economic development. **(ER001)**
- Adoption of the Cardiff Airport Master Plan as Supplementary Planning Guidance (SPG) was delayed to reflect additional work commissioned by Welsh Government in consultation with the Council and the Airport to fully master plan the Airport and Enterprise Zone opportunities. Once the Master Plan has been agreed this will be developed and taken through the SPG process accordingly. **(ER001)**
- The Planning system continues to experience legislative change (consolidation of the Planning Acts). The Vale of Glamorgan recognises the important role the Planning service has in re-invigorating the economy and communities to ensure that economic growth and regeneration lead to sustainable growth in the local economy while protecting and improving both the urban and rural features of the Vale of Glamorgan which ultimately make it one of the best places to live in Wales. **(ER001)**
- Capacity to address the issue of **empty homes** in the Vale of Glamorgan and their re-use; and securing the appropriate and necessary resources. (IS011)
- Improving and sustaining good performance across all Council services whilst managing customer expectations in a climate of diminishing resources.
- Maintaining our focus on effectively managing sickness absence in line with corporate policy.
- There continues to be a need to focus on developing skillsets within the division that enables us to effectively support the change management process of the Reshaping services agenda and ensure resilience within the workforce.
- The management of a number of projects affecting children, young people and the unemployed under the single flexible funding grant from April 2019 (Communities For Work and Legacy funding) will be a challenge for us due to the complexities of bringing together teams from three different

directorates into one funding stream and identifying priorities across a broad range of services within a single grant. (IS005)

- Dealing with the fallout of the loss of the single environment grant in respect of biodiversity work. **(ER017)**
- Ensuring the Vale of Glamorgan secures its share of regional funding for regeneration (including the Targeted Regional Investment Programme) in the context of diminishing support from Welsh Government and the impact of BREXIT. **(IS005/ER3)**
- Developing sensitive income generation opportunities in the context of opposition experienced to date to projects chosen for implementation.
- Adapting the service to reflect the loss of Communities for Work Plus/Legacy funding for employability support in the context of the new ‘flexible funding’ Children and Communities grant requiring greater integration with other family and children’s services **(IS005)**.

3. Our Corporate Plan Priorities for 2019/20

3.1 Corporate Plan Priorities

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	2019/20 Activities
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.	Support communities to access resources and develop their capacity towards improving and running community assets.
	O1: Reducing poverty and social exclusion	IS005	Implement a range of projects to tackle poverty through the Vibrant and Viable Places Scheme in Barry. <i>(VVP finished at end of 2017/18 and has been replaced by Targeted Regeneration Investment (TRI) which runs until 2020/21).</i>	Deliver the replacement for the Vibrant & Viable Places program; Targeted Regeneration Investment.
	O2: Providing decent homes and safe communities	IS009	Provide appropriate accommodation and support services for particular vulnerable groups.	Continue to deliver the Disabled Facilities Grants service for private housing.
	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.	Continue to support householders and landlords to improve private housing and make vacant

				properties available including the provision of loan products.
	O2: Providing decent homes and safe communities	IS011	Increase the number of sustainable, affordable homes.	Secure through planning permission, at least 30% of affordable new housing.
	O2: Providing decent homes and safe communities	IS015	Complete the Castleland Area Renewal Scheme to improve the standard of housing and the local environment. <i>(Castleland Renewal Area completed in 2017/18. New housing Regeneration Areas have been identified which will provide wider economic benefits).</i>	Deliver and review the new regeneration / renewal areas.
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 City Region and Cardiff Airport and St Athan Enterprise Zone.	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. Develop Supplementary Planning Guidance for the Airport Master Plan. Progress work with our partners in relation to transport infrastructure, business support, regeneration, planning and housing, skills and innovation as part of the City Deal (CCR).
	O3: Promoting regeneration, economic	ER2	Develop opportunities for employment and training through new developments,	Develop opportunities for regeneration /

	growth and employment		regeneration schemes and the management of the Council's assets.	<p>investment projects to realise local employment opportunities.</p> <p>Explore the development of a Business Improvement District and, if a successful ballot is held, support traders in the implementation of the BID.</p> <p>Establishment and implementation of the regional thematic property grants for 2019/20 and ongoing delivery of the Barry gateway and Innovation Quarter project.</p> <p>Work with Cardiff and Vale College to bring forward a new site for college.</p>
	O3: Promoting regeneration, economic growth and employment	ER3	<p>Implement a comprehensive programme of regeneration across the Vale including:</p> <ul style="list-style-type: none"> • The Rural Local Development Strategy • Town Centres Framework • Penarth Esplanade • Barry Waterfront including the Barry Island Link Road. (<i>Link road now complete</i>). • Links between Penarth Haven and the Town Centre. (<i>Section 106 spend - Penarth Heights</i>). 	<p>Continue to deliver the Rural Local Development Strategy.</p> <p>Continue to strengthen our Town Centres including through the Town Centres Framework.</p> <p>Progress regeneration projects across the Vale and deliver associated strategies.</p> <p>Complete the Barry Town Centre Gateway Regeneration Project.</p>

				Deliver the projects as set out in the Penarth Heights S106 Strategy.
	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.	<p>Increase the number of innovative events which support the local economy and encourage existing events to be self-sustainable.</p> <p>Implement the Destination Management Plan.</p> <p>Deliver a range of improvements to the Wales Coastal path in the Vale.</p> <p>Explore further opportunities for commercial partnerships on Council sites for the provision of tourism activities.</p>
	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.	<p>Undertake an annual monitoring review of the Local Development Plan and utilise this as a Planning Framework.</p> <p>Prepare and consult on relevant Supplementary Planning Guidance.</p> <p>Determine statutory applications under Planning and other relevant Acts in accordance with the Local Development Plan (unless material considerations indicate otherwise).</p>

				Continue a program of Planning Committee member training. Work with Planning Officers Society Wales and WLGA to ensure a satisfactory review of planning law.
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. <i>Future of CIL legislatively uncertain in Wales and focus remains on implementation of the Councils S106 policies.</i>	Secure developer contributions through section 106 of the Planning Act to provide necessary infrastructure and improve community facilities.
	O4: Promoting sustainable development and protecting our environment	ER10	Work with Welsh Government to deliver improvements to Five Mile Lane.	Oversee the delivery of improvement works associated with Five Mile Lane.
	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.	Adopt and deliver the Barry Island strategic marketing plan. Progress the beneficial re-use of the Nell's Point site at Barry Island. Dispose of the former Public Conveniences block at Nell's Point. Complete the marketing and disposal of a number of land parcels at Nell's Point.
	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.	Enhance and protect local biodiversity and habitats through the Communities Act and land use planning system.

				Coordinate delivery and report on corporate actions against the Biodiversity Forward Plan.
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.	Identify the needs going forwards for Gypsy's and Travellers in the Vale of Glamorgan.
	O6: Valuing culture and diversity	AC12	Implementing the Welsh Language Standards to improve access to services and information.	Translate the Annual Planning Report.
	O6: Valuing culture and diversity	AC16	Protect, preserve and where possible enhance the built, natural and cultural heritage of the Vale of Glamorgan.	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.
WO4: An Active and Healthy Vale (HL&SC)	O7: Encouraging and promoting active and healthy lifestyles	AH06	Achieve Green Flags status for 7 parks as a mark of excellence, demonstrating good amenities and community involvement in the parks.	Apply for 2 Green Flag awards at Cosmeston Country Park and Porthkerry Country Park.

3.2. 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 priority 'enabling actions' that will support us in delivering the key outcomes identified in our Corporate Plan. The key areas of focus will be:

Ref	Action	2019/20 Activities
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.	Contribute to delivering service efficiencies and savings to support the Council's Reshaping Services Programme. Further explore options to maximise income generation within the service.

Ref	Action	2019/20 Activities
		<p>Work with the reshaping team to develop opportunities to maximise income and savings while trying to maintain the service as part of tranche 4 of the programme.</p> <p>Continue to develop opportunities for innovative ICT based technical mobile working practices including remote and out of office working based around the roll out of office 365 in line with the Digital Vale programme.</p> <p>Progress the disposal of the Innovation Quarter Southern development site at Barry Waterfront.</p> <p>Disposal of Eagleswell site, Llantwit Major, Housing Development Land Disposal Project.</p> <p>Deliver the Cowbridge Livestock Market Mixed Use Regeneration Project.</p> <p>Work with Welsh Government and Welsh Local Government Association to maximise opportunities for new grant sources post BREXIT.</p>
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.	<p>Review and strengthen the performance management arrangements in relation to sickness absence with the service.</p> <p>Explore options for succession planning within hard to recruit areas in Regeneration Services through the development of career pathways.</p> <p>Ensure staff are supported to develop the broad skillset required to support new ways of working in a variety of contexts and settings.</p> <p>Implement succession planning initiatives to address hard to recruit service areas within the service with an emphasis on developing career pathways.</p> <p>Continue to enhance the Management Development Programme in Regeneration Services so that current and future managers are equipped with the skills required to manage services of the future.</p> <p>Identify the critical posts to the business as well as areas where recruitment difficulties exist in order to explore options to target recruitment.</p> <p>Consider the opportunities for regional working to improve resilience and skill sets.</p>

[Appendix A](#) contains the detailed activity plan which outlines the actions we will undertake in the coming year to deliver our 2019/20 priorities for the Corporate Plan. It also contains planned activity that the service will be undertaking during the year to address identified challenges which do not link to a corporate plan action but contributes towards a Corporate Plan Well-being Objective and Outcome overall.

[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.

3.3. 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 2019/20, we have identified a series of ‘enabling actions’ that will support us to deliver our priorities for Year 4 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 2017/18						
Average headcount 2017/18	Average FTE 2017/18	Average days sick		Average days sickness per FTE	Turnover (no of leavers)	#itsaboutme completion rate (%)
		Long term	Short term			
108	97.32	7.50	2.36	9.86	11 (10.19%)	100

During 2017/18, 100% of #itsaboutme staff appraisals were completed mirroring our performance last year. At December 2018/19, 100% of staff appraisals have been completed for the year.

The key workforce issues impacting on the service are:

- Regeneration & Planning Services lost 9.86 days per full time employee (FTE) due to sickness during 2017/18 which is almost double when compared with the previous year (5.52 per FTE). This performance missed the annual Council sickness target for 2017/18 which was 8.90 FTE and the Directorate target which was 5.80 FTE. Unfortunately the Department has had a number of incidences of long term sickness and one-off operations and rehabilitation which is very difficult to control.
- As at quarter 2, 2018, the total days / shifts lost due to sickness was 3.80 FTE. This is an improvement when compared to the same period last year (4.96 FTE).
- The Regeneration & Planning workforce has remained fairly static, with fairly low levels of turnover. As at 2017/18, there were 11 leavers compared to 16 in 2016/17. Through continuing to focus our efforts on succession planning and encouraging the cross-skilling across teams we can continue to ensure there is resilience within the workforce. Turnover has continued improve more recently. At Q2, 2018 turnover rates decreased to 3.74% in the first 6 months of 2018/19 when compared to 5.48% in the same period the previous year.

- As at September 2018 the age profile of the service was as follows: [3% (65+); 20% (55-64); 28% (45-54); 26% (35-44); 14% (25-34) and 9% (16-24)] and therefore a good mix of age ranges across the service. To ensure succession planning for the future, we have recognised the need to recruit more 16-24 year olds and maximised apprenticeship opportunities (two posts).
- We continue to focus on developing skillsets within the division to enable us to effectively support the change management process of the Reshaping Services agenda.

It is important that we continue to maintain and develop the workforce to meet future service needs, both in terms of the numbers employed and the skills and competencies required of those employees. It remains a priority for the Regeneration and Planning Service to continue to support staff development and succession planning despite the pressures of budget and staffing reductions. Our key workforce development priorities for the coming year are:

- Focus on succession planning 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 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 long term 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 continue to use ICT to work smarter and more flexibly through exploring new ways of working digitally and investing in new technologies. Our ICT priorities for 2019/20 are outlined below reflect our continuing commitment to working smarter and more flexibly in line with the Council's Digital Strategy.

The key ICT issues impacting on the service are:

- Need to support effectively remote working (Windows 365)
- Lack of effectiveness of the Oracle CRM system both in terms of user interface and efficiency.
- Failure to provide effective emails to staff phones (Bring Your Own Device).
- Poor display systems web casting facilities in the Council chamber.
- Training for staff on ICT.
- Network limitations

Our key areas of focus for 2019/20 are:

- We will continue to develop opportunities for innovative ICT based technical mobile working practices including remote and out of office working based around the roll out of office 365.
- Working towards a paperless office.
- Effective management of emails for staff (due to extremely high volume).

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. With any type of partnership work there can be a number of challenges that may impact on our service area for example:

- An inability to effectively engage partners to meet their commitments (financial) associated with delivering our key collaborative arrangements.
- Expectations of partners may be at with the Council's priorities and transformation agenda.
- Inability to deliver key collaborative projects due to a lack of agreement on a consensual way forward.
- Regionalised approaches could impact negatively on local service delivery.

Highlighted below are our planned activities for the coming year.

Name of collaboration	Brief description of the purpose and intended outcomes from the partnership/ collaborative activity	Planned activity for 2019/20
Collaboration with several local authorities on coastal access project co-ordinated by Natural Resources Wales (Coastal Access Implementation Plan).	To deliver improvements to Wales' coastal path, reducing specialist staff to one shared officer. Cost reductions and shared expertise.	Deliver a range of improvements to the Wales Coast path in the Vale.
Collaboration on various strands of Cardiff Capital City Region.	Ensure the Vale of Glamorgan's interests are considered at a wider regional level through participation in regional discussions on regeneration, tourism, planning and business support/economic development and inform forward planning on investment such as through the regional Destination Investment Plan for the visitor economy.	Focus will be on housing delivery, regeneration, economic development, transport, tourism and planning.
Creative Rural Communities.	Board of local individuals empowered to make decisions to address the needs of their own communities.	Continue to Deliver the Rural Local Development Strategy and prepare for the potential end of the RDP programme.
Local Access Forum.	Statutory advisory body on Rights of Way and access issues.	Support the establishment of a further 3 year term Forum.
South East Wales Strategic Planning Group (SEWSPG).	Provides a regional voice with relation to Strategic and Statutory plan making.	Continue to attend and develop regional working.
Planning Officers Society Wales (POSW).	POSW seeks to provide consistency, aid best practice and raise quality across all the Welsh Planning Authorities.	Continue to attend and develop relationships with the other 25 planning authorities and support the

Name of collaboration	Brief description of the purpose and intended outcomes from the partnership/ collaborative activity	Planned activity for 2019/20
		society through appointment to key officer roles (secretary).
Strategic Housing Forum.	The purpose of the forum is to develop a joined-up and coordinated approach to developing affordable housing and related services which meet the identified housing needs of the Vale.	Continue to support the forum through attendance of officers.
Destination Management Partnership.	Management of local visitor economy	Implement the actions set out in the current Destination Management Plan (DMP).
Collaboration with local traders, Town and Community Councils and other stakeholders within the Vale's town centres.	To support the Vale of Glamorgan's town centres, making them an attractive place to visit.	Deliver the actions identified in the Town Centres Framework. Explore the potential of a Business Improvement District for Barry.
Continue to work with Local Authority Building Control and other Councils on partnership schemes.	Building Control continues to be self-financing and a profitable service providing services within South East Wales and beyond.	Delivering partnership working with other authorities.
Continue to work in partnership with Carmarthen Council to deliver the minerals service.	Service sustainability and savings.	Using Carmarthen Councils expertise for mineral advice and monitoring of existing quarries etc.
Collaboration with other South East Wales Local Planning Authority's on Local Development Plan preparation in those areas.	Income generation, resilience building and retention of knowledge and expertise within the SE Wales Area.	Support South East Wales Authorities with evidence base for their plan reviews.
Working with the 9 other Authorities in the Cardiff Capital Region to deliver regional regeneration initiatives as part of the Targeted Regeneration Investment (TRI) programme.	Delivery of regional regeneration through access to the funds set aside by WG for the delivery of this programme.	Establishment and implementation of the regional thematic property grants for 2019/20 and ongoing delivery of the Barry gateway and Innovation Quarter project.
Business development support for local business.	Joint delivery and marketing with Business Wales and Development Banc of Wales.	Series of business events to support local small and medium-sized enterprises and start-ups.
Working with Cardiff Airport, Welsh Government, local land owners and Cardiff and Vale College.	Maximising the potential of the Airport and associated Enterprise Zone.	Develop Supplementary Planning Guidance for the Airport Master Plan.

Name of collaboration	Brief description of the purpose and intended outcomes from the partnership/ collaborative activity	Planned activity for 2019/20
		<p>Work with Cardiff and Vale College (CAVC) to bring forward new site for college.</p> <p>Continue to work with all landowners and the Cardiff Capital Region to develop the Enterprise Zone.</p>

Consultation and Engagement

We proactively engage with our key stakeholders with a particular focus on our key partners, residents, and internal client departments to inform delivery of cost-effective and sustainable Council services into the longer term. Our annual programme of consultation for 2019/20 includes: Disabled Facilities Grants Survey, Joint Housing Land Availability Study, survey of visitors to Barry Island, country parks and the Glamorgan Heritage Coast Visitor Centre, Draft Supplementary Guidance consultation, statutory consultation on planning applications, customer satisfaction survey for users of the planning application service and local consultation around regeneration projects throughout the Vale of Glamorgan.

Further details on the above consultations including the key findings and outcomes will be available in the Engagement Hub.

Finance

The estimated base budget for Regeneration for 2019/20 is £2,033k with a further £965k for Development Management and £380k for Private Housing; a total of £3,378,000.

Our proposed savings are £29k for Regeneration, £110k for Development Management and £3k for Private Housing. A total of £142,000. Our planned improvement activities for 2019/20 focus on delivering the in-year savings identified for the service and are detailed below.

Regeneration

Third Party Spend Savings from external procurement - £25k
 Digital Employee - Hybrid Mail Savings from reduced postage due to hybrid mail - £1k
 Fees and Charges Inflationary uplift across appropriate fees and charges - £3k
Total Regeneration - £29k

Development Management

Planning Income (Income from various initiatives in Planning department) -£39k
 General Efficiencies General budget review - £60k
 Third Party Spend Savings from external procurement - £11k
Total Development Management - £110k

Private Housing

Third Party Spend Savings from external procurement £3k
Total Private Housing £3k

The service also faces a number of cost pressures in 2019/20 for example £9,000k towards Microsoft Licences, a pressure that has been apportioned across all services in the Council during 2019/20; and

£50,000 City Deal Debt. In addition the service also faces pressures in respect of the essential maintenance of buildings such as the VEC, BSc2 and other buildings such as a transformer station next to Barry station. Other cost pressures exist around the provision of services such as the Empty Homes Post and the on-going maintenance in the Country parks and the medieval village.

Risk Evaluation

Identifying and analysing the risks to our service is a fundamental aspect of understanding what could hinder our performance as a Council and our ability to meet our priorities as set out in the Corporate Plan. Risks can be categorised according to four risk themes: legislative/political, resources, service delivery and well-being and reputation.

Outlined below is a summary of key risks that pose a threat to our service. Some of the risks identified may be specific to service delivery whereas other risks can be aligned to a corporate risk. Where this is the case, these are identified within the table.

For risks that require further mitigation, actions have been identified and planned for delivery in 2019/20. Not all risks will necessitate a mitigating activity as they will already be effectively managed through current controls, already in place.

Risk description	Link to Corporate Risk (Yes/No)	Residual Risk (as at April 19)			Forecast direction of travel	Mitigating actions planned for 2019/20
		L	I	R		
Failure to meet savings targets and identify new ways of working to maximise opportunities and deliver alternative service models associated with the Reshaping Programme.	CR1: Reshaping Services	2	3	6		Work with the reshaping team to develop opportunities to maximise income and savings while trying to maintain the service as part of tranche 4 of the programme.
Failure to effectively maximise and mobilise our existing workforce to deliver our service priorities and deliver sustainable services both now and in the future.	CR5: Workforce	1	2	2		<p>Explore options for succession planning within hard to recruit areas in Regeneration Services. through the development of career pathways.</p> <p>Ensure staff are supported to develop the broad skillset required to support new ways of working in a variety of contexts and settings.</p> <p>Continue to enhance the Management Development Programme in Regeneration Services so that current and future managers are equipped with the skills required to manage services of the future.</p>
Failure to implement adequate ICT management system and financial cost associated with data breaches /	CR6: Information Security	1	3	3		No further mitigating actions identified.

Risk description	Link to Corporate Risk (Yes/No)	Residual Risk (as at April 19)			Forecast direction of travel	Mitigating actions planned for 2019/20
		L	I	R		
cyber-attacks and the wider impact on service delivery.						
Failure to mitigate against climate change.	CR7: Environmental Sustainability	1	3	3		Undertake an annual monitoring review of the Local Development Plan.
Failure to put in place adequate quality assurance mechanisms to safeguard our citizens and assure that we are managing building compliance issues in relation to both our Council owned assets and those of our Third Party providers.	CR9: Public Buildings Compliance	1	3	3		No further mitigating actions identified.
Failure to put in place appropriate safeguards for children and young people and adults and meet our responsibilities for responding to situations effectively where people are 'at risk' of neglect or abuse.	CR10: Safeguarding	1	3	3		No further mitigating actions identified.
RP/SR001 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		4	3	12		Work with Welsh Government and Welsh Local Government Association to maximise opportunities for new grant sources post BREXIT.

Risk description	Link to Corporate Risk (Yes/No)	Residual Risk (as at April 19)			Forecast direction of travel	Mitigating actions planned for 2019/20
		L	I	R		
sustainability of local businesses and jobs.						
RP/SR002 Competition for scarce resources within the Council means that non statutory services have a higher risk of losing resources.	CR1	3	3	9	↔	Work with the reshaping team to develop opportunities to maximise income and savings while trying to maintain the service as part of tranche 4 of the programme.
RP/SR003 Failure to manage the service's collaboration agenda effectively.		2	2	4	↔	Review whether sufficient resources are dedicated to the City Deal programme including internal communications.
RP/SR004 Policy trigger points set out in the Local Development Plan monitoring framework are breached as part of the annual monitoring review.	CR7	2	2	4	↔	Undertake an annual monitoring review of the LDP.
RP/SR005 Impact of regulatory and bureaucratic perception of the planning system and implications of Brexit, negatively impacting on investment and development.		2	2	4	↔	Regeneration and Planning teams work in an integrated way to maximise economic investment.
RP/SR006 Failure to meet the requirements of the forthcoming update to planning law in Wales.		1	2	2	↔	Work with Planning Officers Society Wales and WLGA to ensure a satisfactory review of planning law.

The mitigating actions aligned to our risks identified above are included in our action plan at [Appendix A](#) and [Appendix B](#) to ensure the on-going monitoring of corporate and service level risks.

Risk Key

Scoring 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.

Scoring risks	
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.
Inherent Risk	This is the risk score in a pre-control environment
Residual Risk	Remaining risk score after controls have been applied. Shows impact of controls.
Current controls	This is a control score that provides an indication of the effectiveness of the controls at managing the risk.
Forecast Direction of Travel	Anticipates the future direction of travel of the risk by taking into account factors that are likely to impact on it. Risk increasing  Risk is decreasing  Risk remaining static 

Risk Matrix

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

Regeneration and Planning Action Plan 2019/20

Well-being Outcome 1: An Inclusive and Safe Vale	Objective 1: Reducing poverty and social exclusion
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Well-being Goals	A Resilient Wales (RW)	A Healthier Wales (HW)	A More Equal Wales (EW)	A Wales of Cohesive Communities (WCC)	A Wales of Vibrant Culture & Thriving Welsh Language (VCWL)	A Prosperous Wales (PW)	A Globally Responsible Wales (GRW)
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Our Ways of Working	Long Term (LT)	Integrated (I)	Involving (IV)	Collaborative (C)	Preventing (P)
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Ref	Action	Outcome & Key Milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
IS004 RP/A045	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.	Increases resilience and supports stronger, more cohesive communities.	This is a collaborative project seeking to empower communities to address their own long term needs and prevent decline in community assets.	01/04/2019 – 31/03/2020	Existing resources / OM Regeneration
IS005 RP/A082	Deliver the replacement for the Vibrant & Viable Places program; Targeted Regeneration Investment.	Applications for funding submitted to WG and approved. Project implemented in accordance with approval.	Contributes to prosperity and cohesive communities	This is a very collaborative and integrated project seeking to ensure a sustainable local economy in the long term.	01/04/2019 – 31/03/2020	Existing resources / OM Regeneration

Well-being Outcome 1: An Inclusive and Safe Vale	Objective 2: Providing decent homes and safe communities
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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
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Our Ways of Working	Long term	Integrated	Involving	Collaborative	Preventing
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Ref	Action	Outcome & Key Milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
IS009 RP/A004	Continue to deliver 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.	Contributes to a more Equal Wales by facilitating independent living for disabled residents.	This action seeks to address the needs of clients with disabilities, providing for their long term needs, preventing them from losing independence and preventing additional demands on resources in the long term.	01/04/2019 – 31/03/2020	Existing resources / OM Regeneration
IS010 RP/A097	Continue to support householders and landlords to improve private housing and make vacant properties available including the provision of loan products.	Improve the quality of private housing stock and bring vacant properties back into use as homes.	Contributes to a healthier living environment and equality of access to good quality housing.	This action is a collaboration between the Council and property owners, seeking to use the housing stock efficiently and prevent issues arising from a shortage of homes.	01/04/2019 – 31/03/2020	Existing resources / OM Regeneration

Ref	Action	Outcome & Key Milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
IS011 RP/A006	Secure, through planning permission, at least 30% of affordable new housing.	Increase levels, range and choice of affordable housing available to families.	Contributes to a healthier living environment and equality of access to good quality housing.	This a long term, integrated approach, involving both the private and public sectors working collaboratively to deliver much needed housing and preventing a shortage of supply.	01/04/2019 – 31/03/2020	Existing resources / Victoria Robinson
IS015 RP/A098	Deliver and review new housing regeneration / renewal areas to improve the standard of housing and local environment.	Regeneration Area work initiated to enhance local housing, community and the environment, and support the local economy	Contributes to health via housing quality, resilient communities and a prosperous Wales.	This action is a collaboration between the Council and property owners, seeking to improve the housing stock, prevent issues arising from a shortage of homes, and support the health of the local economy in the long term.	01/04/2019 – 31/03/2020	Existing resources / OM Regeneration

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
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Our Ways of Working	Long Term	Integrated	Involving	Collaborative	Preventing
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Ref	Action	Outcome & Key Milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
ER001 RP/A054	Work in partnership with the Cardiff Capital Region to promote Cardiff Airport and the Enterprise Zone and utilise the Local Development Plan as a planning framework for positive land use.	Greater interest and investment in the Enterprise zone and job creation.	A more prosperous Wales.	Regeneration aims to prevent long term decline in the local economy. CCR is a collaborative project.	01/04/2019 – 31/03/2020	Existing resources / OM Regeneration
ER001 RP/A099	Develop Supplementary Planning Guidance for the Airport Master Plan.	SPG is developed and produced and is both consulted upon and adopted by the Council.	A more prosperous Wales.	Collaboration, long term planning,	01/04/2019 – 31/03/2020	Existing Resources/ Victoria Robinson

Ref	Action	Outcome & Key Milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
ER001 RP/A084	Progress work with our partners in relation to transport infrastructure, business support, regeneration, planning and housing, skills and innovation as part of the City Deal (CCR).	Maximise opportunities to increase the supply of affordable housing, and promoting Cardiff Airport and the St Athan Enterprise Zone and increasing apprenticeship opportunities.	Facilitates a more prosperous Wales, more resilient and cohesive communities, a healthier Wales and a more Equal Wales.	This is a collaborative project with 9 neighbouring authorities. Improvements to properties will be carried out in partnership with landowners and will seek to prevent economic decline and achieve sustainable town centre as part of an integrated regional strategy.	01/04/2019 – 31/03/2020	Existing Resources / Marcus Goldsworthy
ER001 RP/A100	Deliver a series of business events to support local small and medium-sized enterprises and start-ups.	Events delivered including in partnership with key stakeholders such as Business Wales and the Development Bank for Wales.	Many events are collaborative with other service providers. They seek to support a healthy long term economy.	Collaborative and involving.	01/04/2019 – 31/03/2020	Existing resources/ OM Regeneration
ER002 RP/A101	Develop opportunities for regeneration / investment projects to realise local employment opportunities.	Local people gain employment.	A more prosperous Wales and a more equal Wales through access to employment.	Regeneration aims to prevent long term decline in the local economy. Ensuring local people gain employment from such prevents long term deprivation issues.	01/04/2019 – 31/03/2020	Existing resources / OM Regeneration

Ref	Action	Outcome & Key Milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
ER002 RP/A102	Explore the development of a Business Improvement District and, if a successful ballot is held, support traders in the implementation of the BID.	BID feasibility established and progressed to ballot if appropriate.	A more prosperous Wales. A more resilient Wales.	Regeneration aims to prevent long term decline in the local economy.	01/04/2019 – 31/03/2020	Existing resources / OM Regeneration
ER002 RP/A103	Establish and implement the regional thematic property grants for 2019/20 and ongoing delivery of the Barry Gateway and Innovation Quarter project.	Funding under TRI secured, projects all established and implemented.	A more prosperous and resilient Wales.	This is a collaborative project with 9 neighbouring authorities. Improvements to properties will be carried out in partnership with landowners and will seek to prevent economic decline and achieve sustainable town centre as part of an integrated regional strategy.	01/04/2019 – 31/03/2020	Existing Resources/Marcus Goldsworthy
ER002 RP/A104	Work with Cardiff and Vale College to bring forward a new site for college.	Opportunity for improved education facility and substantial investment in the Vale identified.	A more prosperous Wales. A more resilient Wales.	Regeneration aims to prevent long term decline in the local economy. This is a collaborative project with the College. Improved skills will support long term improvements in opportunities for local residents.	01/04/2019 – 31/03/2020	Existing Resources/ Mark White

Ref	Action	Outcome & Key Milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
ER003 RP/A059	Continue to deliver the Rural Local Development Strategy.	Co-ordinate effective delivery of rural regeneration projects.	Facilitates a more prosperous Wales, more resilient and cohesive communities, a globally responsible Wales a healthier Wales and a more Equal Wales.	Regeneration aims to prevent long term decline in the local economy. This project is highly collaborative and involves an empowered board of community members.	01/04/2019 – 31/03/2020	Existing resources / OM Regeneration
ER003 RP/A086	Continue to strengthen our Town Centres including through the Town Centres Framework.	Town Centres are rejuvenated to ensure they remain attractive and viable locations for retailers.	A more prosperous Wales. A more resilient Wales.	Regeneration aims to prevent long term decline in the local economy.	01/04/2019 – 31/03/2020	Existing resources / OM Regeneration
ER003 RP/A087	Progress regeneration projects across the Vale and deliver associated strategies.	Effective regeneration of key areas that promotes further investment and creation of employment opportunities.	Facilitates a more prosperous Wales, more resilient and cohesive communities, a globally responsible Wales a healthier Wales and a more Equal Wales	Regeneration aims to prevent long term decline in the local economy through an integrated approach with both Welsh Government and other partners and working collaboratively to maximise impacts	01/04/2019 – 31/03/2020	Existing resources / Marcus Goldsworthy

Ref	Action	Outcome & Key Milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
ER003 RP/A105	Complete the Barry Town Centre Gateway Regeneration Project.	Complete feasibility and Master Planning.	Facilitates a more prosperous and resilient Wales.	Regeneration aims to prevent long term decline in the local economy. This project is collaborative with a range of landowners.	01/04/2019 – 31/03/2020	WG Grant Aid and existing resources/ Marcus Goldsworthy/Mark White
ER003 RP/A106	Deliver the projects as set out in the Penarth Heights S106 Strategy.	Seek approval from the Project Board for the Strategy document. Seek approval of the strategy from the funder, Crest Nicholson. Form appropriate teams and commence implementation of the various projects outlined with the strategy document	A more prosperous and resilient Wales.	Regeneration aims to prevent long term decline in the local economy.	01/04/2019 – 31/03/2020	Existing resources / John Dent
ER006 RP/A029	Increase the number of innovative events which support the local economy and encourage existing events to be self-sustainable.	Facilitate a variety of events that promote and enhance the local economy that are self-sustainable in the medium term	A more prosperous Wales and more cohesive communities. Supports the Welsh Language.	This project aims to prevent long term decline in the local economy, and to increase long term sustainability of the events programme. Events are delivered collaboratively with the local community.	01/04/2019 – 31/03/2020	Existing resources / OM Regeneration

Ref	Action	Outcome & Key Milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
ER006 RP/A107	Implement the Destination Management Plan.	Actions identified in the plan for 2019/20 implemented in partnership with stakeholders in the visitor economy.	Facilitates a more prosperous and resilient Wales.	Regeneration aims to prevent long term decline in the local economy. This action involves stakeholders working collaboratively towards a common plan.	01/04/2019 – 31/03/2020	Existing resources / OM Regeneration /
ER006 RP/A108	Deliver a range of improvements to the Wales Coastal path in the Vale.	Physical improvements and legal processes complete for all schemes approved by Welsh Government for the year.	A more prosperous, resilient and healthier Wales.	Good quality facilities will encourage greater use. Increased outdoor activity generates long term health benefits. Tourism will prevent long term decline in the local economy.	01/04/2019 – 31/03/2020	Existing resources / OM Regeneration
ER006 RP/A064	Explore further opportunities for commercial partnerships on Council sites for the provision of tourism activities.	Commercial opportunities implemented leading to more tourism related activities and increased revenue for the Council.	A more prosperous and resilient Wales.	This action aims to prevent long term decline in local facilities which provide opportunities for both outdoor activity and employment through tourism.	01/04/2019 – 31/03/2020	Existing resources OM Regeneration

Well-being Outcome 2: An Environmentally Responsible and Prosperous Vale	Objective 4: Promoting sustainable development and protecting our environment
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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
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Ref	Action	Outcome & Key Milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
ER007 CR7 RP/A09 0	Undertake an annual monitoring review of the Local Development Plan and utilise this as a Planning Framework.	AMR report to be submitted to WG in October 2019.	A globally responsible Wales which is prosperous and resilient.	This a long term, integrated approach, involving working collaboratively to deliver suitable results through the Planning process	01/04/2019-31/10/19	Existing resources/ Marcus Goldsworthy/ Victoria Robinson
ER007 RP/A10 9	Prepare and consult on relevant Supplementary Planning Guidance.	Supplementary Planning Guidance is prepared and public consultation is undertaken. SPG is adopted.	A globally responsible Wales which is prosperous and resilient.	This a long term, integrated approach, involving working collaboratively to deliver suitable results through the Planning process	01/04/2019 – 31/03/2020	Existing resources Victoria Robinson
ER007 RP/A06 7	Determine statutory applications under Planning and other relevant Acts in accordance with the Local Development Plan (unless	Applications are determined in accordance with statutory guidelines.	A globally responsible Wales which is prosperous and resilient.	This a long term, integrated approach, involving working collaboratively to deliver	01/04/2019 – 31/03/2020	Existing resources Victoria Robinson

Ref	Action	Outcome & Key Milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
	material considerations indicate otherwise).			suitable results through the Planning process		
ER007 RP/A0 92	Continue a program of Planning Committee member training.	Members receive effective training with regard to the planning process.	A resilient Wales which is prosperous, healthier and cohesive.	This a long term, integrated approach, involving working collaboratively to ensure Councillors are informed and aware of how to deliver suitable results through the Planning process.	01/04/2019 – 31/03/2020	Existing Resources/ Victoria Robinson
ER007 RP/SR 006 RP/A10 10	Work with Planning Officers Society Wales and WLGA to ensure a satisfactory review of planning law.	The views of the members of POSW and WLGA are successfully communicated to WG as part of the process	Collaboration, long term planning.	This is a long term, integrated approach, involving working collaboratively.	01/04/2019 – 31/03/2020	Existing Resources/ Victoria Robinson
ER008 RP/A10 11	Secure developer contributions through section 106 of the Planning Act to provide necessary infrastructure and improve community facilities.	Community facilities are enhanced and improved through maximising use of developer contributions.	A globally responsible Wales which is prosperous and resilient.	This is a long term, integrated approach, involving working collaboratively to deliver social and economic benefits for the residents of the Vale through the Planning process.	01/04/2019 – 31/03/2020	Existing resources / Victoria Robinson

Ref	Action	Outcome & Key Milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
ER010 RP/A10 12	Oversee the delivery of improvement works associated with Five Mile Lane.	New road is opened and available for use by traffic.	A more prosperous Wales.	Regeneration aims to prevent long term decline in the local economy.	01/04/2019 – 31/03/2020	Existing resources / John Dent
ER014 RP/A1 013	Adopt and deliver the Barry Island strategic marketing plan.	Plan adopted and sites marketed.	A more prosperous Wales.	Regeneration aims to prevent long term decline in the local economy.	01/04/2019 – 31/03/2020	Marcus Goldsworthy/John Dent
ER014 RP/A0 94	Progress the beneficial re-use of the Nell's Point site at Barry Island.	Site marketed and developers identified.	A more prosperous Wales.	Regeneration aims to prevent long term decline in the local economy.	01/04/2019 – 31/03/2020	Existing resources /Marcus Goldsworthy/John Dent
ER014 RP/A10 14	Dispose of the former toilet block Nell's Point.	Complete site disposal contract.	Regeneration aims to prevent long term decline in the local economy.	Regeneration aims to prevent long term decline in the local economy.	01/04/2019 – 31/03/2020	Existing resources / John Dent
ER014 RP/A10 15	Complete the marketing and disposal of a number of land parcels at Nell's Point.	Complete site disposal contracts.	A more prosperous Wales.	Regeneration aims to prevent long term decline in the local economy.	01/04/2019 – 31/03/2020	Existing resources / John Dent
ER017 RP/A1 016	Enhance and protect local biodiversity and habitats through the Communities Act and land use planning system.	Habitats and biodiversity protected in accordance with the SPG.	A globally responsible Wales and a more Resilient Wales.	This action entirely focusses on long term sustainability.	01/04/2019 – 31/03/2020	Existing resources OM Regeneration / Victoria Robinson

Ref	Action	Outcome & Key Milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
ER017 RP/A1 017	Coordinate delivery and report on corporate actions against the Biodiversity Forward Plan.	Biodiversity actions implemented and a progress report published at the end of 2019.	A globally responsible and more Resilient Wales.	This action entirely focusses on long term sustainability.	01/04/2019 – 31/03/2020	Existing resources. OM Regeneration

Well-being Outcome 3: An Aspirational and Culturally Vibrant Vale	Objective 6: Valuing culture and diversity
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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
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Our Ways of Working	Long Term	Integrated	Involving	Collaborative	Preventing
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Ref	Action	Outcome & Key Milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
AC010 RP/A1018	Identify the needs going forwards for Gypsy's and Travellers in the Vale of Glamorgan.	Continue liaison with Gypsy and Travellers to identify and provide for needs	A resilient Wales which is prosperous, healthier and cohesive.	This a long term, integrated approach, involving working collaboratively with WG, Housing travellers and residents to deliver suitable results through the Planning and Housing process	01/04/2019 – 31/03/2020	Existing resources/ Victoria Robinson

Ref	Action	Outcome & Key Milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
AC012 RP/A1019	Translate the Annual Planning Report.	Document translated and published.	A Wales of vibrant Culture and thriving Welsh language and a cohesive Wales.	This a long term, integrated approach, to deliver suitable results through the Planning process	01/04/2019 – 31/03/2020	Existing resources/ Victoria Robinson
AC016 RP/A038	Protect and enhance the built, natural and cultural heritage of the Vale of Glamorgan through development management decisions.	Planning decisions complement and enhance the built, natural and cultural heritage of the Vale of Glamorgan.	A prosperous resilient, vibrant, cohesive and healthier Wales.	This a long term, integrated approach, involving working collaboratively to deliver positive results through the Planning process	01/04/2019 – 31/03/2020	Existing resources/ Victoria Robinson
AC16 RP/A080	Continue to promote excellence in construction through the LABC awards.	Recognition at the annual Building Regulation Awards.	A prosperous resilient, vibrant, cohesive and healthier Wales.	This a long term, integrated approach, involving working collaboratively to deliver positive results through the Building Regulations service	01/04/2019 – 31/03/2020	Existing resources / Charlie Hunter

Well-being Outcome 4: An Active and Healthy Vale	Objective 7: Encouraging and promoting active and healthy lifestyles
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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
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Our ways of working	Long term	Integrated	Involving	Collaborative	Preventing
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Ref	Action	Outcome & Key Milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
AH006 RP/A 096	Apply for 2 Green Flag awards at Cosmeston Country Park and Porthkerry Country Park.	Maintain the high quality of parks provision in the Vale of Glamorgan and maintain status as Green Flag holders.	A more prosperous Wales, a healthier Wales and a globally responsible Wales.	Good quality parks will encourage greater use Increased outdoor activity will generate long term health benefits. Tourism will prevent long term decline in the local economy.	01/04/2019 - 31/07/2020	Existing resources / OM Regeneration

Integrated Planning

Our Ways of Working	Long Term (LT)	Integrated (I)	Involving (IV)	Collaborative (C)	Preventing (P)
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Ref	Action	Outcome & Key Milestone 2019/20	Integration with the 5 Ways of Working	Start / Finish Date	Responsible Officer / Resources required
CP1/F RP/F017	Contribute to delivering service efficiencies and savings to support the Council's Reshaping Services Programme.	Successful delivery of the Council's transformational change programme.	Savings seek to ensure long term sustainability.	01/04/2019 – 31/03/2020	Existing resources / Marcus Goldsworthy
CP1/F RP/F018	Further explore options to maximise income generation within the service.	Income generation opportunities are identified and implemented.	There is a long term need to identify savings and this action will prevent long term resource issues arising.	01/04/2019 – 31/03/2020	Existing resources / Marcus Goldsworthy
CP1 CR1 RP/F049	Work with the reshaping team to develop opportunities to maximise income and savings while trying to maintain the service as part of tranche 4 of the programme.	Reshaping opportunities are identified as part of the tranche 4 process and implemented.	There is a long term need to identify savings and this collaborative action will prevent long term resource issues arising.	01/04/2019 – 31/03/2020	Existing resources / Marcus Goldsworthy
CP1/ ICT RP/IT050	Continue to develop opportunities for innovative ICT based technical mobile working practices including remote and out of office working based around the roll out of office 365 in line with the Digital Vale programme.	Mobile working is operational across the service	Long term planning.	01/04/2019 – 31/03/2020	Existing resources / Marcus Goldsworthy

Ref	Action	Outcome & Key Milestone 2019/20	Integration with the 5 Ways of Working	Start / Finish Date	Responsible Officer / Resources required
CP1 A/P RP/AM036	Progress the disposal of the Innovation Quarter Southern development site at Barry Waterfront.	Exchange site contracts.	Regeneration aims to prevent long term decline in the local economy.	01/04/2019 – 31/03/2020	Existing resources / Mark White
CP1 / P RP/AM042	Disposal of Eagleswell site, Llantwit Major, Housing Development Land Disposal Project.	Disposal of land in accordance with the Development Land Disposal Project and exchange sale contracts.	Collaboration with the private sector, long term planning of site.	01/04/2019 – 31/03/2020	Existing resources / Mark White
CP1 / P RP/F051	Deliver the Cowbridge Livestock Market Mixed Use Regeneration Project.	(a) Lease land to VMCE for Exchange (Market Hall): (b) Enter into License with Charter Trust (for demolition of non-operational cattle pens/Town Wall repairs) (c) Market main site as development opportunity.	Collaboration, long term planning, preventing decline.	01/04/2019 – 31/03/2020	Existing resources / Mark White
CP2/W RP/W002	Review and strengthen the performance management arrangements in relation to sickness absence with the service.	Reduction in sickness absence rates in line with the 2018/19 targets.	This action aims to prevent long term issues in respect of Council resources.	01/04/2019 – 31/03/2020	Existing resources / Marcus Goldsworthy
CP2 CR5 RP/W052	Explore options for succession planning within hard to recruit areas in Regeneration Services through the development of career pathways.	Strong internal candidates available for vacant posts.	This is long term planning of the workforce.	01/04/2019 – 31/03/2020	Existing resources / Marcus Goldsworthy
CP2 CR5 RP/W053	Ensure staff are supported to develop the broad skillset required to support new ways of working in a variety of contexts and settings.	Staff have skills which benefit the Council's long term service aspirations	This is long term planning of the workforce.	01/04/2019 – 31/03/2020	Existing resources / Marcus Goldsworthy

Ref	Action	Outcome & Key Milestone 2019/20	Integration with the 5 Ways of Working	Start / Finish Date	Responsible Officer / Resources required
CP2 RP/W030	Implement succession planning initiatives to address hard to recruit service areas within the service with an emphasis on developing career pathways.	Enhance staff progression and retention within the service.	This is long term planning of the workforce to prevent future issues arising.	01/04/2019 – 31/03/2020	Existing resources / Marcus Goldsworthy
CP2 CR5 RP/W054	Continue to enhance the Management Development Programme in Regeneration Services so that current and future managers are equipped with the skills required to manage services of the future.	Manager skills are developed via training courses.	This is long term planning of the workforce to prevent future issues arising.	01/04/2019 – 31/03/2020	Existing resources / Marcus Goldsworthy
CP2/W RP/W032	Identify the critical posts to the business as well as areas where recruitment difficulties exist in order to explore options to target recruitment.	Critical posts identified and options explored to recruit.	This is long term planning of the workforce to prevent future issues arising.	01/04/2019 – 31/03/2020	Existing resources / Marcus Goldsworthy
CP2/W RP/W033	Consider the opportunities for regional working to improve resilience and skill sets.	Skilled, resilient workforce.	Regional working is by its nature collaborative.	01/04/2019 – 31/03/2020	Existing resources / Marcus Goldsworthy
CP1 RP/F055 RP/SR005	Work with Welsh Government and Welsh Local Government Association to maximise opportunities for new grant sources post BREXIT.	UK and Welsh Government grant sources identified and exploited to benefit the Vale to the maximum, including the new Shared Prosperity Fund.	This action seeks to prevent long term resource issues arising.	01/04/2019 – 31/03/2020	Existing Resources / Marcus Goldsworthy