

VALE of GLAMORGAN

Development Services Service Plan 2014/18



BRO MORGANNWG

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Development Services Plan 2014-18

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Service Overview – Development Services

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

The Directorate's broad functions are:

- to provide an integrated approach to land use and transport planning in the Vale, by progressing work on the Local Development Plan and managing new developments in a sustainable manner for the benefit of communities;
- to work with a range of individuals, organisations, businesses and other key stakeholders at a local, regional and national level to promote and support the development of sustainable communities across the Vale of Glamorgan and;
- to manage natural and other assets entrusted to the Council to maximise enjoyment by residents and visitors;
- to provide an integrated approach to the delivery of regulatory services so as to ensure that the Council meets its statutory duties to not only protect the environment and public health, but also the safety and personal wellbeing of all who live, work or visit the Vale of Glamorgan.

Our Service Plan for 2014-18

The Service Plan is a key component of the Vale of Glamorgan Council's planning framework. It supports the delivery of the Corporate Plan 2013-17 and ultimately the overarching Community Strategy as well as the delivery of the day to day business activities of the Council.

The Development Services Plan provides a four year overview of the Directorate's work and sets out how it contributes towards achieving the key outcomes and objectives as identified in the Corporate Plan 2013-17. It outlines what the Directorate is trying to achieve, why they are important, how they are to be achieved, how we will monitor progress and what success will look like.

The actions within the Service Plan will inform team plans and ultimately feed into personal objectives for individual members of staff via the Personal Development and Review System. The clear lines of responsibility, outcomes and targets at all levels will be monitored as part of the Council's performance monitoring arrangements.

Each year we will review the Plan and update it accordingly, ensuring we demonstrate continuous service improvement.

Our Service Outcomes and Objectives

Development Services have developed specific Directorate outcomes which link to corporate outcomes and objectives. These outcomes and objectives are critical in that they describe the improvements we will make across the whole of the directorate for the next four years.

In identifying our service outcomes and objectives we have reflected on what has been achieved in the previous year and listened to feedback from our external customers including our regulators and internal stakeholders and clients. We have also considered service risks including the implications of upcoming legislation on some of our services, the increasing demand for our services and the challenging financial environment which we are operating in.

The Directorate monitors performance against key indicators and objectives and regularly collects feedback from its customers. The following are examples of recent performance and how customer feedback is shaping the delivery of the service:

- Having consulted on a Deposit Local Development Plan during 2012, the Council resolved to work on a replacement Deposit Local Development Plan to take into account concerns raised with that earlier version. As a result, we consulted on the replacement Deposit Plan during November and December 2013. However, and to reflect concerns of our stakeholders, on this occasion we undertook pre-consultation engagement through 5 informal drop-in sessions during October, and these were attended by over 500 people. The aim was to provide as much information as possible to allow those with an interest in the Plan to respond to the subsequent statutory consultation. Some 1350 individuals have made comments to the Plan.
- We have consulted on a draft Framework for the Town Centres in the Vale of Glamorgan by engaging with traders and community organisations within Llantwit Major, Penarth, Barry and Cowbridge. The feedback received will allow us to adopt the Framework and work with partners in taking forward town centre issues, during what is a difficult economic and trading climate. To this end we have also recently appointed a Town Centres Development Officer who will work with businesses and traders to promote and improve our town centres.
- We have worked with local businesses, organisations and stakeholders in developing a £3.3 million regeneration scheme for Barry Island. Work is on site (February 2014) and is due to be completed in May 2014. In 2014, our work will focus on how we can progress our regeneration activity in Barry, given that we were unsuccessful in our application for future regeneration funding for Barry through the Welsh Government's Vibrant and Viable Places scheme.
- Alongside this, work in the Castleland Renewal Area has continued at pace. The Council is investing £1.5 million into the renewal area for the next 3 years, with Welsh Government funding taking the total sum available to over £3.5

million. We are currently considering how to best use this resource to target improvements to commercial areas within the renewal area, again in light of the unsuccessful Vibrant and Viable Places submission.

- We continue to play an active role on the Welsh Government Enterprise Zone established for St Athan and the Airport and a focus during 2014 and beyond will be on master-planning in partnership with Welsh Government and also seeking improvements to road access to the Enterprise Zone, again in discussion with Welsh Government.
- A new Communities First Cluster Board was established for Barry in 2013, and the focus in 2014 will be building links to deliver key projects in relation to health, prosperity and learning. The Welsh Government is also focussing on Communities First areas in relation to transport improvements and funding, as well as local regeneration projects. The focus of the Directorate will be on securing funding for such schemes during 2014 and beyond.
- Considerable progress was made during 2013 on enhancing the visitor experience at sites across the Vale, and this was the case at our two Country Parks at Porthkerry and Cosmeston with improvements to facilities and also to the medieval village. During 2014 we will be focussing on ways in which we can enhance visitor experiences at these sites with greater private sector involvement.
- We have commenced work on a Heritage Coast branding project, the aim being to increase visitor numbers and to enhance visitor satisfaction and ultimately create employment opportunities. This work will continue in 2014.
- 2013 was an extremely challenging year for bus service provision, particularly in the rural Vale with the withdrawal of a key rural bus service. In response, the Council has further developed its Greenlinks Community transport service which in January 2014 had 976 members, 62 group members and carries 600-650 passenger journeys per month using 3 vehicles. In 2014 a further vehicle is to be added to the Greenlinks fleet.
- A significant project during 2013 was the progression of collaboration with Cardiff and Bridgend Councils to deliver a shared service for Public Protection. Consultants have developed an operating model for consideration and this will be the focus of our efforts moving forward. The release of the Williams report in January 2014 may well have implications for this project and the progress made on this report may well have a significant bearing on other collaboration work.
- There are a number of initiatives from Welsh Government which will greatly impact on the service or have the potential to impact on the service in the next 2 to 3 years. By way of example:
 - The decision has already been made by Welsh Government to cease funding to the Regional Transport Consortia from April 2014, with contact now being made to local authorities direct. This will have a significant impact on how

the Council has engaged on transport issues at a regional level and will require a greater focus on engagement with WG officials and Ministers.

- The WG is currently consulting on the role of regional tourism partnerships, seeking views on a way forward for future working. One of the options is for WG to liaise directly with local authorities, and again this will have implications as to how the Council works with partners on tourism issues.
 - A new City region Board has been established for the Cardiff City region, and this Board will be charged with looking at key projects for the region. It is crucial that this Council can have key projects debated at this Board, in order for us to build on recent successes such as the regeneration of Barry Island and the designation of the Enterprise Zone.
 - The WG is currently consulting on a new Planning Bill for Wales, which may have a significant impact on the way the planning service is delivered locally.
 - WG has also consulted on a Housing Bill which will have a significant impact on the regulation of the private rented sector.
 - WG has introduced the Mobile Homes Act and is drafting and consulting on associated regulation that will alter the control of caravan parks located in the Vale.
 - We have responded successfully to the assisted Areas consultation undertaken by the Westminster Government and it looks increasingly likely that the St Athan and Cardiff Airport Enterprise Zone and the major employment site at Hensol (M4 Junction 34) will be included on the Assisted Area map for European funding.
- Finally, we are under extreme budget pressures, and for that reason we will be reviewing the staffing structure of the Directorate during the early part of 2014, with a view to realising budget savings but also sustaining a flexible, resilient and successful service.

Having considered the above opportunities and risks we have agreed the following service outcomes and objectives for 2014-15:

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

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

Objective 2: To promote a safe, fair, attractive and secure environment for residents, businesses and visitors through a range of activities.

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

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

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

Objective 5: To protect and preserve the Vale's unique environment by conserving and enhancing special places and mitigating the impact of development and investment.

Our contribution to corporate priorities 2014-2018

The Council's corporate Plan identifies eight priority areas. For each of these priority areas there are a number of objectives which inform our Directorate's key commitments and activities. Throughout the plan, each objective highlights service contribution to key corporate priorities and outlines service actions, resources, timescales and accountabilities which will ensure these priorities are achieved.

Last year, Development Services contributed towards delivering the following objectives from the Corporate Plan:

- We implemented a £3.3 million Regeneration project on Barry Island and this has improved the public realm, open spaces and key approaches to the Island and on the esplanade, providing a pleasant environment for residents, business owners and visitors. [R9]. The Scheme will continue into Spring 2014.
- Delivered and consulted on a Deposit Local Development Plan (R15)
- Significant progress was made in seeking a timetable for implementing a new road linking Barry with Barry Island. We are currently concluding terms and agreements relating to the timing of delivery of the road and work is due to commence on site in March 2014 [R4]
- All new proposals for developments were carefully considered to ensure the natural and built heritage of the Vale is not compromised. [E8]
- We worked with a number of contractors on Council projects to gain access to work opportunities. For example the Council delivers the Work Programme on behalf of the Department for Work and Pensions. We work with local investors on Council and private land to ensure that employment opportunities benefit local long term unemployed individuals, and in 2013 around 200 such people entered employment through this programme. (LS14)
- We implemented a road safety programme which proactively promoted the safer use of roads in order to reduce accidents and promote modal shift. Take up has been high, with 35 schools having signed up to the Junior Road Safety Officer scheme. We delivered an under 7 year old's programme in the form of Tufty in 27 schools and cycle training to 90% of Year 6 pupils. We jointly delivered the Road Runners Programme with the Youth Team and the private sector which involved two one day courses delivering pre driver training. We have engaged with Older Peoples Forums on Road Safety awareness [CPS2].
- Successful test purchasing operations were carried out over the Christmas and Halloween periods targeting hotspots for under-age drinking and under-age sales across the Vale. [CPS8].
- We consulted key stakeholders and held events in Barry, Penarth, Llantwit Major and Cowbridge on the framework for the future of the Vale's town centres. This

will enable us to work more effectively with our partners in taking forward town centre issues. [R10].

- We established a new Communities First Cluster Board in Barry, allowing the local community to take a lead role in regenerating itself (R9).
- Communities First has worked with schools to utilise the Pupil Deprivation Grant to provide targeted interventions focussing on science (LS5).
- Communities First has worked with partners to develop appropriate strategies for engaging with young people and reduce NEETs (LS16).
- Communities First has supported children in need and their families to engage positively with schools to improve attendance and attainment (CYP4).
- We delivered a £1.9 million programme for 2013/14 under the Rural Development Plan improving community facilities, developing tourism businesses and tourist information, delivering new footpaths and sections of the new National Cycle Network Route 88 (R13).
- We declared an additional HMO licensing scheme for the Castleland Renewal Area to help secure improvements to the quality of privately rented accommodation in the area. (H5)
- We invested £1.3 million in the Castleland Renewal Area and offered 327 home owners improvements to the front of their homes, with a take up by 97% owners. (R12)
- We secured additional funding from WG to offer approximately 250 home owners help with improving the energy efficiency of their homes. (H6)
- We secured £400,000 WG funding to offer loans to empty property owners to help them return the property to beneficial use. (H8)
- We delivered new shared cycle/pedestrian schemes in Barry, Rhoose and Penarth (R16) (CPS2)
- We implemented a summer season of events on Barry Island (R18).
- We delivered 5 x 60 activities in 8 secondary schools and Dragon Sport activities in 47 primary and special schools in conjunction with the Disability Sport Officer to ensure inclusive provision (HSCW2).
- We delivered a play programme which includes projects such as play schemes and “Pick ‘n’ Mix” in 15 schools (HSCW2).
- We continued to work with the developer progressing the £70m regeneration of Penarth Heights (R3).
- We continued to provide general project management support for the £74.7 million Schools Investment Programme (SIP) in collaboration with the Directorate of Learning and Skills including administering the SIP Board, coordinating business plan preparation and assisting with the identification of surplus land preparing to bring forward surplus sites for redevelopment with the aim being to facilitate their regeneration and raise capital for the programme (LS1).

Over the next four years the Directorate will take an active role in driving initiatives, policies and procedures to support the Corporate Plan key priorities of:

Learning and Skills

Corporate outcome: Citizens of the Vale of Glamorgan have the skills, knowledge and abilities required to maximise their opportunities.

Corporate Objective:

LS1 Implement the School Investment Programme including Penarth Learning Community, the phased remodelling of Llantwit Major High School, the expansion of Ysgol Dewi Sant and Ysgol Nant Talwg and schemes in relation to the Barry cluster of schools. (2017/18)

LS14 Develop links with existing and future regeneration projects and investment to provide access to good quality, sustainable training and employment opportunities. (2014/15)

Regeneration

Corporate outcome: The Vale of Glamorgan has a thriving economy supporting cohesive sustainable communities.

Corporate objective:

R1 Work with partners to enhance and regenerate the Penarth Esplanade, and ensure sustainable and convenient links with the Town Centre and Penarth Haven. (2016/17)

R2 Work with key partners in implementing proposals to refurbish Penarth Pier Pavilion (2013/14). Please note – this objective was concluded in 2013

R3 Work with the developer to progress the redevelopment of Penarth Heights. (2017/18)

R4 Work with the Barry Waterfront consortium to implement the proposals for the Barry Waterfront scheme including the provision of a new road to link to Barry Island. (2013/14)

R5 Develop in consultation with residents, businesses and the wider community a master plan for Barry Island, to include enhancements to the public realm and the use of land at Nells Point for leisure purposes. (2014/15)

R6 Work with our transport partners to promote and develop options to improve strategic highways and public transport improvements between Barry and Cardiff and the M4. (2013/14)

R7 Actively seek a new cinema for the town of Barry. (2015/16)

- R8** Support Welsh Government in administering the St. Athan and Airport Enterprise Zone to maximise investment and job creation. (2016/17)
- R9** Work with Welsh Government and partners to implement the BRA programme. (2013/14)
- R10** Produce and implement a framework for the future of the town centres of the Vale of Glamorgan to promote investment and improve their vitality and attractiveness. (2013/14)
- R11** Establish and implement a Barry Communities First Cluster to deliver improved health and wellbeing of people living in the Communities First area. (2013/14)
- R12** Implement the Castleland Renewal Area to improve the standard of housing and the local environment. (2016/17)
- R13** Complete the Rural Development Plan Rural Development Strategy by supporting schemes that promote the sustainability of rural communities. (2013/14)
- R14** Maximise the community benefits of new development through the effective use of planning obligations and develop a Community Infrastructure Levy to meet future infrastructure requirements in the Vale of Glamorgan. (2013/14)
- R15** Produce a sound Local Development Plan as a framework to shape and promote beneficial, appropriate and sustainable growth in the Vale. (2014/15)
- R16** Promote modal shift by implementing appropriate traffic management systems and improving sustainable transport infrastructure including the provision of footpaths, cycleways and bridleways to minimise the impact of congestion and maximise tourism and recreational opportunities (2016/17)
- R17** Work with partners to produce a Destination Action Plan to build on the Tourism Strategy and to maximise the role of the Vale as a visitor and tourism destination. (2014/15)
- R18** Explore with key partners opportunities for improving museum and cultural facilities in the Vale of Glamorgan.

Environment

Corporate outcome: Current and future generations of Vale residents and visitors enjoy the built and natural environments of the Vale of Glamorgan and actively protect and maintain them.

Corporate objective:

- E7** Review the local Biodiversity Action Plan and increase the number of ecological areas by promoting the growth of specific plant species to encourage insects and other wildlife. (2014/15)

- E8** Manage all new development in a sustainable manner to ensure the heritage of the Vale of Glamorgan is not compromised. (2016/17)

Housing

Corporate outcome: Vale of Glamorgan residents have access to affordable, good quality, suitable housing and housing advice and support.

Corporate objective:

- H4** Maximise the range and choice of sustainable, affordable housing delivered in line with planning requirements and through Social Housing Grant and other funding streams. (2016/17)
- H5** Facilitate the renewal of the private sector housing stock through a range of renewal and improvement initiatives. (2013/17)
- H6** Utilise funding opportunities to improve the energy efficiency of the housing stock and reduce fuel poverty. (2013/17)
- H8** Monitor and reduce the number of empty homes by promoting their return to use and implementation of the Empty Homes Strategy. (2013/14)
- H11** Assist people to live independently in their homes by reducing the time taken to deliver Disabled Facilities Grants and delivering the Accessible Homes Policy. (2013/17)

Health, Social Care and Wellbeing

Corporate outcome: Citizens of the Vale of Glamorgan are fit, healthy and have equality of outcomes and through appropriate support and safeguards, the most vulnerable members of our community maximise their life opportunities.

Corporate objective:

- HSCW1** Deliver a quality leisure service in partnership with Parkwood Community Leisure and other partners. (2013/14)
- HSCW2** Promote and support community facilities to offer a wide range of leisure and social activities helping to improve residents' health and wellbeing. (2014/15)
- HSCW4** Increase levels of physical activity and reduce rising levels of obesity by delivering the Local Authority Partnership Agreement and the Council's responsibilities in the Healthy Communities Food and Fitness Framework Action Plan. (2016/17)

Community and Public Safety

Corporate outcome: Residents and citizens of the Vale of Glamorgan feel safe and are safe within their community.

Corporate objective:

- CPS1** Increase the awareness of the Council's emergency planning arrangements to ensure that staff are prepared and contingency arrangements are in place in the event of an emergency incident. (2016/17)
- CPS2** Promote the safer use of roads and implement a programme of road safety measures to reduce accidents and promote modal shift. (2016/17)
- CPS3** Engage with schools, governing bodies and parents and produce a procedure for the provision of a School Crossing Patrol service to ensure the safety and wellbeing of children attending schools. (2013/14)
- CPS4** Implement a 'Prevent' Strategy to minimise the risk of terrorism. (2013/14)
- CPS5** Work with businesses to increase the percentage of businesses inspected achieving a food hygiene rating score of 3 or more. (2016/17)
- CPS6** Work with partners to tackle anti-social behaviour through targeted interventions and promoting community safety. (2014/15)
- CPS8** Work with partners to reduce under age drinking and increase the percentage of licensed premises tested for under-age sales. (2013/14)
- CPS9** Develop and implement a Council policy on domestic abuse to establish a set of occupational standards for employees and volunteers working in the domestic abuse field. (2013/14)
- CPS10** Work with partners to increase support and security for victims of domestic abuse and to increase the number of prevention programmes available for perpetrators. (2013/14)

Community Leadership

Corporate Outcome: Citizens of the Vale of Glamorgan can easily access efficiently managed services that are focused around their needs, have confidence in how decisions are made and are proud to live in the Vale.

Corporate Objective:

- CL14** Tackle child poverty by working with families in need to raise awareness of entitlements to welfare benefits and allowances and to facilitate

access to support services that help people into employment and training (2013/14)

Efficiencies and Savings 2014-2018

The Directorate has always strived to secure significant efficiency across all aspects of its business. During 2013/14 the service achieved all the planned budget savings. Key savings were achieved through doing things differently, and also through spending less by doing less in some areas. The Directorate regularly reviews its charging regime and schedules and the staffing structure to ensure that its structure is fit for purpose. During 2014, a full review of the service will be undertaken in order to build a sustainable and resilient structure for the challenges that lie ahead.

Savings can be mitigated whilst at the same time services improved by working more closely with the private sector. In our Country Parks for instance, income can be raised by allowing the private sector to deliver complementary services to residents and visitors, thereby improving the service at the same time. This remains an ongoing focus. Another example relates to Community Transport and subsidised bus services, where the use of S106 funding can mitigate and protect services that would otherwise be reduced as a result of budget pressures.

Development Services has been tasked with delivering the following savings over the next three years:

Department/ Service area	Annual Savings Target £000			Total
	2014/15	2015/16	2016/17	
Public Protection	345	100	0	445
Private Housing	29	0	30	59
Planning & Transportation	161	30	144	335
Leisure Services	457	210	79	746
Procurement	0	76	76	152
Additional Savings	0	262	146	408
Total Development Services	992	678	475	2,145

Appendix 4 provides a breakdown of these savings and identifies the service and potential HR implications associated with each saving. Equality Impact Assessments have been undertaken as appropriate and will continue to be undertaken as require.

Workforce Planning 2014-2018

A key driver for the Directorate over the next four years will be service collaboration. The challenge will be to contribute effectively to the regional and national agenda in the key areas of public protection, trading standards, transport, emergency planning and land use planning whilst maintaining 'business as usual' development services. However, as stated above, a key issue that has emerged recently relates to the Williams Commission report and how that is to taken forward. Depending on

decisions made at national government level, this will have a huge bearing on the scope of future collaboration within the service.

Collaboration will have implications for our workforce, both in terms of the employment outcomes of any service change but also in terms of the time invested in exploring the agenda with other stakeholders. It will be essential for the Directorate to position itself well to take advantage of the new working arrangements on transport funding, as a result of the WG decision to cease supporting regional transport consortia. The same may well apply to tourism, given the importance of tourist and visitor activity to the Vale of Glamorgan economy.

The need to develop flexibility in working arrangements will be important over the next four years as will our ability to maintain key skills and expertise, support our staff to work across traditional service boundaries and develop effective succession planning arrangements.

As a very public service, customers have come to expect a timely and responsive service and expectations are continuing to rise despite declining resources. In the future, the Development Services Directorate will have to manage increasing demand for services to many more people with rising expectations. We will manage this demand in the context of continuing reductions in resources available for Development Services.

The workforce requirements of the Directorate's service areas are set out fully in its workforce plans. These set out structural requirements, succession planning issues, employee profile and employee development issues.

Key developmental themes for the Directorate over the 2013-2018 period will include the continued development of wider management skills, use of ICT, customer service skills and the need to consider succession in order to ensure flexibility in delivering services and maintaining sustainability in the long term. Another important area of work will be the focus on grant funding and being able to successfully access grant funding to ensure that momentum gained through recent regeneration and transport activity is not lost.

Performance management will be encouraged through the Vale employee contract including effective personal development and reviews and effective supervision of staff. Models of good management practice will be emphasised through continued use of the Senior Management Development Programme.

At a time of budget pressure, the development of the skills required to manage is essential. Low cost training opportunities with other local authorities or professional institutes are regularly exploited and the Directorate is always looking for innovative approaches to training and development in order to maximise limited existing resources. Individuals' PDRs requirements will be achieved by attending such courses or regional meetings/special interest groups. Internal arrangements exist to disseminate the learning from these opportunities.

In areas where specialist knowledge is limited, such as minerals planning, work has been undertaken to utilise skills retained within other authorities, thereby providing resilience whilst working within reduced budgets.

The Directorate complies fully with corporate absence management policies and this is managed at operational management level. In general, levels of absence give no major cause for concern. The Planning and Transportation service lost 6.99 days per full time equivalent to sickness absence in 2012/13, in comparison with the corporate performance of 8.7 days. Public Protection recorded 3.47 days absence per full time equivalent in the same period against a target of 6 days. Leisure and Tourism reported an absence figure of 13.65 days per full equivalent against a target of 5 days. Targets have been missed primarily due to long term sickness. Within a small service area, any instance of long term sickness can drastically increase the overall figure.

Turnover of staff in Planning and Transportation, Public Protection and Leisure & Tourism for 2012/13 is 24.83%, 8.70% and 8.16% respectively against a corporate target of 9%. Planning and Transportation takes on trainee student planners on annual work based placements which impacts on the leavers figure. The figure also includes the departure of 3 employees whose temporary contracts ended and a further 14 who transferred over to The National Trust as part of the transfer of Dyffryn Trust. If these employees were excluded the figure would be 15%, which, whilst still high is closer to our annual target.

Our ICT Requirements 2014-2018

Continued investment and training in ICT is required in order to maintain standard levels of service and avoid obsolescence of systems and equipment used within the Directorate.

Within the Directorate Flare, GIS and Dataright systems are the main ICT applications used in handling service requests and proactive work. LaIPac is a new licensing software which is being commissioned by the service. Ongoing support and maintenance will be required by the Directorate to ensure all its ICT systems are fit for purpose. Over the last year, on-line and telephone banking systems have been introduced for planning and building regulation submissions and other services such as Greenlinks bookings, O.S. Maps and membership fees.

In recent years, staff numbers have reduced so working practices have been adapted to deliver service requirements more efficiently. More staff now work flexibly and there are some elements of mobile and home working. Some staff within the Directorate are provided with laptops and mobile phones enabling them to work flexibly whilst on site or from home and we participate in corporate arrangements which ensure our ICT hardware and software is regularly updated and necessary licenses maintained. In future the expansion of these work options may be constrained by the ability of ICT to support our processes away from the office.

As the Council further develops mobile working, further support and training will be needed in allowing initiatives to be introduced to facilitate more efficient mobile

working. Likewise as the Council takes forward a review of office accommodation, ICT support will be required.

Equalities 2014-18

We are committed to fairness in respect of equality and diversity and ensure that equality action planning is part of our normal day to day considerations, especially when designing new services or policies.

The Council has published a Strategic Equality Plan designed to enable it to fulfil its duties under the Equality Act 2010 and the Equality Act 2010 (Statutory Duties) (Wales) 2011. The Directorate has achieved level 4 of the Vale Equalities Scheme which contributes directly towards achieving objectives outlined in the Plan.

We recognise as a Directorate that both our workforce and customers come from a range of backgrounds and cultures. We also recognise that many people face different barriers to services and employment and as a service provider and employer we have a responsibility to address these barriers. Local people have a right to expect that public resources are used to deliver quality services that meet their diverse needs and that they will be treated fairly and with dignity and respect. Equality is an integral part of providing customer focused services and we are committed to promoting and valuing diversity and developing a culture where discrimination is not tolerated.

Examples of what the Directorate is doing to tailor services to needs of different communities include:

- Partnership approach to Communities First and Creative Rural Communities (CRC) with partnerships set up to be deliberately representative and have a direct input into policy formulation/ delivery of services. Community projects led by CRC have led to projects which have been delivered and to a significant increase in community capacity to act together and make real improvements.
- Community engagement during the preparation of the LDP.
- Use of ICT to enable web-based public access system for viewing, commenting on and tracking the progress of planning applications making it easier to access information and reducing the need to travel to view documents.
- Any proposals put forward as transformation changes are subject to equality impact assessments.
- Customer satisfaction undertaken to identify areas for service improvement.
- Consistent approach to handling of complaints especially in those areas which attract a high level of public interest e.g. controversial development proposals.
- Working closely with Parish and Town Councils to improve their understanding of planning matters ensuring they can fully participate in the process.
- Joint working with partners and other key stakeholders to ensure that public health and amenity is safeguarded in any development proposals.

- The expanding of the Greenlinks Community transport service to mitigate general service reductions in bus services and to ensure that the more vulnerable groups have access to services and facilities.
- The promotion of third party involvement in the Planning decision making process.
- Continued partnership with Disability Sport Wales to support a full-time Development Officer in the Vale of Glamorgan.
- The sports development team has achieved the Insport Ribbon Accreditation that demonstrates commitment to inclusive provision.
- We have also assisted twelve clubs to achieve Ribbon Insport Accreditation and one to achieve Bronze Accreditation.
- The sports development team has continued to focus on participation of women within sport with a dedicated programme of activities.

Corporate Plan Outcomes:

Citizens of the Vale of Glamorgan are healthy and have equality of outcomes and, through appropriate support and safeguards, the most vulnerable members of our community maximise their life opportunities.

The Vale of Glamorgan has a thriving economy supporting cohesive communities.

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

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

The following **Corporate Plan** priorities will be undertaken as part of this objective:

- HSCW1** Deliver a quality leisure service in partnership with Parkwood Community Leisure and other partners. (2013/14)
- HSCW2** Promote and support community facilities to offer a wide range of leisure and social activities helping to improve residents' health and wellbeing. (2014/15)
- HSCW4** Increase levels of physical activity and reduce rising levels of obesity by delivering the Local Authority Partnership Agreement and the Council's responsibilities in the Healthy Communities Food and Fitness Framework Action Plan. (2016/17)
- R18** Explore with key partners opportunities for improving museum and cultural facilities in the Vale of Glamorgan. (2016/17)

The context for this objective:

- The Council plays a key role in contributing towards improving health and wellbeing of residents, reducing obesity and decreasing pressure on health services.
- The Council has to meet specific Sport Wales national objectives using specific grants to promote a range of activities targeted all sections of the population to make them more active and promoting healthier lifestyles. The Vale of Glamorgan Plan for Sport includes key priorities to create inclusive, confident and healthy sporting communities in the Vale covering all abilities and age groups.
- Local events, play opportunities and the provision of quality community facilities are seen as essential ingredients by the Council in maintaining a good quality of life and building sustainable communities.
- Section 106 Legal Agreements enable the Council to mitigate against new developments by securing improvements in local facilities including play

facilities, open space and community facilities which increases opportunities for participation in cultural, sporting and recreational activities.

- Through regeneration projects we can invest in facilities to encourage active lifestyles in both residents and visitors.
- Local events and activities have the added benefit of increasing visitor numbers and boosting the local economy.

How are we doing?

- The Council entered into a partnership agreement with Parkwood Community leisure to operate the leisure centres which has reduced the cost and improved the quality of the leisure centre service.
- A number of works have been implemented within leisure centres, including new fitness suites, decoration of public areas and new ventilation and air handling systems.
- We planned and delivered a comprehensive summer events programme at Barry Island during the summer of 2013 which attracted approximately 30,000 visitors.
- We have planned a comprehensive events programme for 2014/15, which includes a mix of Council run events, local events and funding and support for events delivered by partners.
- We also assisted in delivering specific events and more local events within communities, such as events around Christmas and bonfire night.
- The Sport Plan (Local Authority partnership Agreement) sets out mechanisms for increasing opportunities for young people to engage in sport. During the first term of the new academic year (Sept-Dec 2013), 33.15% of young people in the Vale took part in 5 x 60 activities, This figure illustrates that we are already more than half way to achieving our target for the year for participation in 5x60 for secondary age pupils (53%) with two terms remaining. During the same period, there were 3,747 registrations in afterschool and community dragon sport activities, which represents a 15% increase on the figures recorded for Autumn 2012.
- The Council in partnership with Sport Wales invested £91,980 through 81 successful applications in community clubs through the community chest scheme, on coaching and equipment.
- 36 clubs/organisations within the Vale are registered with the Council as offering inclusive or disability specific sporting opportunities, however not all of them currently have disabled participants.
- 33 people representing 16 sports registered with the sports academy scheme.
- In the period up to 01/04/13-31/12/13, 1,265 referrals were made under the national exercise referral scheme. Of these, 48.77% took up their referral. Of those that took up their referral, 39.87% completed the programme.

- New play facilities were provided at various sites in Barry, including a complete refurbishment of the play area at Maslin park, Barry Island at a cost of circa £120,000.
- We provided support to 22 volunteer community associations who manage the Council's Community centres for local communities.
- We provided a range of play opportunities throughout the Vale of Glamorgan, including play schemes for disabled children. 661 children attended the play schemes in 2013 over Easter, the May half term, Summer and the October half term.
- Through the Communities First programme, we supported a new bike club as part of the Community Wellbeing project.
- We granted aided 18 community facilities and two new improved play areas through Creative Rural Communities.
- Creative Rural Communities also funded 3 new/improved public footpaths and created new sections of National Cycle Network Route 88 being rolled out over a number of years.
- Creative Rural Communities funded and supported 9 community grown food projects in the rural Vale.
- Through Communities First in Barry we delivered a Community Wellbeing Coaches project supporting over 800 people to lose weight, give up smoking and achieve healthier lifestyles.
- In 2012/13, a total of 3,193,500 people visited the Vale of Glamorgan for tourism purposes.
- For the period 01/04/13 – 31/12/13, the tourism service received 10,053 brochure enquiries in respect of tourist information and there were 141,481 web hits on the Council's tourism website.

Nationally,

- The Welsh Health Survey 2011/12 reported that 56% of adults in the Vale were overweight or obese, compared with a national average of 59% in Wales.
- 26% of children were classed as overweight or obese compared to 34% overall in Wales.
- The survey also highlighted that on average in Wales, 29% of adults reported being physically active on five or more days in the past week. Performance in the Vale matched the Welsh average.
- The percentage of adults who regularly participated in sport and active recreation in the Vale of Glamorgan in 2008/09 was 48%, around the same as 2004/05. Since 1998/99 the figures have fluctuated close to the Wales average. (Note: Active Adults Survey from which this data are derived has changed this year from a quota sample to a random probability sampling method, so comparisons with previous years cannot be made).

- The 2012/13 national school sport survey found that 44% of children and young people in the Vale participate in sport and physical activity at least 3 times a week. This was the 2nd highest performance in Wales in terms of participation.
- However, the overall percentage of pupils taking part in extracurricular sport in 2012/13 was below the 76% national average at 73% and a number of measures pertaining to children and young people's enjoyment of extracurricular sport and PE lessons were also below average.
- The 2012/13 Estyn inspection also highlighted weaknesses in arrangements for monitoring and evaluating the wellbeing of children and young people. More work is therefore required to use the school sport survey results diagnostically to improve participation and engagement in school based sport.
- There is a need to address identified weaknesses in data systems used to record and report participation levels in leisure and sporting activities in order to better reflect actual performance. A 2013 audit of existing systems by the Wales Audit Office concluded that the data reported for the national strategic indicator LCS002 (visits to leisure centres for the purpose of physical activity) could not be validated.

Key service risks to this objective include:

<i>Risk</i>	<i>Likelihood score</i>	<i>Impact score</i>	<i>How will it be managed?</i>
Loss of grants. Also the cyclical nature of funding streams impacts negatively on forward planning for various sporting, cultural, recreational and community schemes across the Vale.	3	4	Alternative ways of service delivery being considered including collaborative working with communities and third sector voluntary organisations in order to make services more sustainable in the long term.
Competition for scarce resources within the Council means that non statutory services have a higher risk of losing resources.	3	2	Need to consider alternative means of funding and whether certain services can be delivered in partnership or by others with Council support
Lack of buy in from community groups and volunteers needed to make services sustainable.	3	2	Given likely reduction in funding, buy in from community groups would be essential and would require support and guidance from the Council
Failure to manage the Collaboration agenda effectively	2	4	Need to ensure continued good working relationships with partners and that we regularly seek collaborative solutions at a time of budget pressures.

Political decisions beyond the Council.	3	2	Political decisions can often lead to a reduction in grant assistance or even withdrawal of grants. There would then be a need to examine alternative funding sources
Local government reorganisation may impact negatively on meeting community needs in relation to sports, culture and recreation.	3	2	The 'local' delivery will be diluted, and a move to larger Council's will require greater partnership working at a local level

Key sustainability issues relating to the delivery of this objective include:

<i>Sustainability Issue</i>	<i>How will it be managed?</i>
In the face of challenging financial times for Council services, the Council's 10 year leisure contract will provide some service stability for residents and customers.	Effective monitoring of Parkwood contract.
Empowering third sector voluntary organisations and volunteers is critical to increasing service resilience for non statutory service areas.	Provision of support and opportunities to empower communities to be proactive in promoting healthy and active lifestyles within their communities, including reducing non-essential car journeys. Work needs to be joined up with the health agenda and communities first programmes.
Local events and community activity can assist in sustaining cohesive communities and engender a community pride.	Working with communities to foster effective working links and to provide support and guidance as appropriate.

Key equality issues relating to the delivery of this objective include:

<i>Equality Issue</i>	<i>How will it be managed?</i>
Schemes and activities are targeted at increasing participation in all areas of the Vale population, with specific emphasis on under represented groups such as ethnic minority groups, the disabled, single family and low income households.	Ensure that information is available across many forms, including libraries, web site and mobile applications. Work with Communities First to increase participation. Work with clubs and organisations to continue to promote active participation in sport.

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

<i>Consultation undertaken 2013/14</i>	<i>Consultation planned 2014/15</i>
School Sports Survey	Welsh Language Play consultation
Play Sufficiency Audit	
Customer/ Business Satisfaction Surveys	Customer/Business Satisfaction surveys

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

<i>Collaboration undertaken 2013/14</i>	<i>Collaboration planned 2014/15</i>
Regulatory Services collaboration between Cardiff, Bridgend and the Vale	Ongoing Regulatory services collaboration between Cardiff, Bridgend and the Vale
Collaborated with RCT Council on delivery of Rights of Way improvements	Ongoing as 2013/14
Collaborated with several Councils on rural regeneration projects including community food and rural hubs.	Ongoing as 2013/14

What did we do in 2013-14?

- Successfully rolled out the School Sport Survey plan and the results of the information have been made available. The survey demonstrates that 44% of children and young people in the Vale participate in sport and physical activity at least 3 times a week, ranking us 2nd in Wales for levels of participation. We are using the data to plan future programmes, reducing barriers to participation
- A 'Coaches for the Future' scheme was established and 16 coaches are now active in the community. This helped develop our workforce and also to promote sustainable sport development within communities, increasing participation and interest.
- Our Leisure centres are operated by Parkwood Community Leisure on behalf of the Council, generating a saving in excess of £1.5m over previous budgets and resulting in improvements to facilities. An example includes significant investment in mechanical and electrical installations in our leisure centres.
- As a result of implementing the 2013/14 LAPA there has been positive impacts on participation numbers as well as a focus on training new and up skilling existing coaches and volunteers. In addition to the core projects of Disability Sport, Dragon Sport, Community Chest and free swimming, 10 other partnership projects are also being delivered including Saw dance, Coaches of the future, Badminton programme in schools, which has increased participation overall.
- Sport Wales has agreed our Plan for Sport 2014/15 which includes funding for additional projects for the coming year.
- Attracted new customers via the exercise referral scheme, helping residents with potential health concerns benefit from increased physical activity.

- Utilised the results of the Play Sufficiency Audit to inform service development aimed at increasing participation and sustainability of play schemes. By ensuring play facilities are fit for purpose, we are contributing towards improved health and wellbeing of young children in the Vale.
- The sway dance programme introduced by Parkwood and assisted by financial support from the Local Authority Partnership Agreement is attracting increasing numbers of children and young people.
- Penarth Pier Pavilion was opened as a completed project late in 2013 and is an appealing attraction for both visitors and residents.
- In an attempt to bring a new cinema to Barry, we have marketed sites and discussed options with cinema operators. To date this has not been successful, but this Corporate Plan action will be carried forward to 2014/15.
- Work has commenced on a Destination Action Plan aimed at maximising our tourism and visitor potential. This will be concluded during the first half of 2014.
- We ensured up-to-date information is readily available on the website and social media sites, thus attracting more visitors to the Vale.
- We worked with partners and visitor service providers to introduce a proactive approach to the provision of tourism information, both within the Vale and out of county to promote increased visitor numbers.
- A full range of events has been supported, planned and delivered throughout the year, including a full summer events programme at Barry Island and autumn and Christmas events including the Cowbridge Food Festival, various bonfire events and Christmas events. As a result residents are able to engage with and take pride in their local communities through choosing to attend a variety of well organised events. These events were very well attended helping to promote the Vale as a visitor destination.
- The new Alexandra Community centre was completed and opened in 2013 and support is being provided by the Council's Community Development officer in promoting and maximising its use.
- The need for play and community facilities is considered as part of all development proposals and new developments, ensuring adequate provision for communities which meet the needs of a growing population.
- Creative Rural Communities worked directly with local groups and individuals. The project focuses on building capacity in communities to address their own needs and aids investment in tourism and community infrastructure.
- A new Communities First Cluster was established covering around a third of the population of Barry, working with local communities to address their own needs.
- Established the first Tackling Poverty Small Fund scheme in Communities First, providing small grants to community groups.

What impact have these actions had?

- More children and young people are participating in sport and physical activity in the Vale.
- Coaches for the Future Scheme has helped develop our workforce and also to promote sustainable sport development within communities, increasing participation and interest.
- Our partnership with Parkwood has resulted in improvements in facilities and increased opportunities to participate in physical activity through a wide variety of activities. The partnership has generated a saving in excess of £1.5m over previous budgets.
- Communities are more resilient and participative in joint action.
- 661 children attended holiday play schemes during 2013.
- New community facilities within rural communities add to community cohesion.
- Our work in staging quality events and promoting the Vale as an attractive tourist destination continues to attract visitors. 30,000 visitors were attracted to the summer events programme at Barry island in 2013. Hits on our tourism website continue to increase. (203,620 in 2012/13 and 141,481 during the first three quarters in 2013/14)

What do we plan to do in 2014-15?

- Deliver a quality leisure service in partnership with Parkwood Community leisure and other partners. (HSCW1)
- Increase levels of physical activity and reduce rising levels of obesity by delivering the Local Authority Partnership Agreement 2014/15 and the Council's responsibilities in the Healthy Communities Food and Fitness Framework Action Plan. (HSCW4)
- Promote and support community facilities to offer a wide range of leisure and social activities helping to improve residents' health and well being.
- Ensure that Parkwood Leisure operate to the maximum benefit of children and young people. (CSDP)
- Work in partnership with communities, agencies and providers to deliver play and sport services and facilities within the Vale of Glamorgan.
- Promote, provide and support a range of events throughout the Vale of Glamorgan.

How will we know if we're achieving our objective?

- Increased numbers of children and young people participating in sport and physical activity in the Vale.
- Improved customer satisfaction with leisure services.
- Increased numbers are participating in the exercise referral scheme.
- Increased participation levels in play schemes.

- More successful events are being staged with high participation from residents and visitors.
- Grant funding is secured to roll major programmes forward.

The following measures will also help us monitor our progress:

- The percentage of people referred to the exercise referral scheme who take up their referral.
- The percentage of people who took up their referral to the exercise referral scheme who completed their programme.
- The percentage of people who completed the exercise referral scheme who feel that completion of the programme has improved their health & wellbeing.
- The number of visits to local authority sport and leisure centres during the year where the visitor will be participating in physical activity, per 1,000 population.
- Percentage of customers satisfied overall with Leisure Services.
- Number of registrations in afterschool and community dragon sports clubs.
- Percentage of children and young people taking part in the 5x60 scheme.
- Number of children attending play schemes.
- Number of different, regular groups using community centres.

What do we plan to do in 2015/18?

- Explore with key partners opportunities for improving museum and cultural facilities in the Vale of Glamorgan. (R17)
- Seek to extend Communities First programme in Barry beyond 2016.

Corporate Plan Outcomes:

Vale of Glamorgan residents have access to affordable, good quality suitable housing and housing advice and support.

Residents and citizens of the Vale of Glamorgan feel safe and are safe within their community.

The Vale of Glamorgan has a thriving economy supporting cohesive sustainable communities.

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

Objective 2: To promote a safe, fair, attractive and secure environment for residents, businesses and visitors through a range of activities.

The following **Corporate Plan** priorities will be undertaken as part of this objective:

- H4** Maximise the range and choice of sustainable, affordable housing delivered in line with planning requirements and through social housing grant and other funding streams. (2016/17)
- H5** Facilitate the renewal of private sector housing stock through a range of renewal and improvement initiatives. (2016/17)
- H6** Utilise opportunities to improve energy efficiency of the housing stock and reduce fuel poverty. (2016/17)
- H8** Monitor and reduce the number of empty homes by promoting their return to use and implementation of the Empty Homes Strategy. (2016/17)
- H11** Assist People to live independently in their homes by reducing the time taken to deliver Disabled Facilities Grants and delivering the Accessible Homes Policy. (2013/17)
- CPS1** Increase the awareness of the Council's emergency planning arrangements to ensure that staff are prepared and contingency arrangements are in place in the event of an emergency incident. (2016/17)
- CPS2** Promote the safer use of roads and implement a programme of road safety measures to reduce accidents and promote modal shift. (2016/17)
- CPS3** Engage with schools, governing bodies and parents and produce a procedure for the provision of School Crossing Patrol service to ensure the safety and wellbeing of children attending schools. (2013/14)
- CPS4** Implement a 'Prevent' Strategy to minimise the risk of terrorism. (2013/14)

- CPS5** Work with businesses to increase the percentage of businesses inspected achieving a food hygiene rating score of 3 or more. (2016/17)
- CPS6** Work with partners to tackle antisocial behaviour through targeted interventions and promoting community safety. (2014/15)
- CPS8** Work with partners to reduce under aged drinking and increase the percentage of licensed premises tested for under age sales. (2013/14)
- CPS9** Develop and implement a Council policy on domestic abuse to establish a set of occupational standards for employees and volunteers working in the domestic abuse field. (2013/14)
- CPS10** Work with partners to increase support and security for victims of domestic abuse and to increase the number of prevention programmes available for perpetrators. (2013/14)
- R12** Implement the Castleland Renewal Area to improve the standard of housing and the local environment. (2016/17)

The following **Improvement Objective** will also be undertaken this year as a part of this service objective:

- IO6** To reduce the time taken to deliver disabled facilities grants to children and young people and to adults.

The context for this objective:

- The Council has statutory obligations to protect the health, safety and wellbeing of residents at home, work and leisure.
- The Council has statutory obligations to protect the environment by preventing and reducing pollution.
- By administering disabled facilities grants and the accessible homes policy more people are able to remain living independently in their homes and within the community thus reducing cost on health services in the long term. This also contributes towards the Council's improvement objective (2014/15) to support more people towards independence.
- Safeguarding the environment and reducing noise and air pollution protects the health of residents and visitors to the Vale.
- Safe food impacts on health and supports the rural economy. A key priority of the Council is to ensure food produced and consumed in the Vale is safe to eat, fit for consumption and meets public expectations.
- Effective licensing of premises, individuals and vehicles contributes directly to the Council's commitment to improving the wellbeing of those that live, work and visit the Vale. This ensures the public is protected from harm, crime and disorder, public nuisance, and unsafe transport.

- There is a mutual duty on the Police Crime Commissioner and the Safer Vale Partnership to work together to create an environment where people can live, work and visit free of crime and disorder and the fear of crime.
- Housing renewal is fundamental to improving the standard of housing in the Vale. Under the Castleland renewal area scheme residents within the area have benefitted from improvements in their properties, local environment and facilities, contributing to their wellbeing.
- Housing is a fundamental need to support the health and wellbeing of Vale residents, safeguarding private rented sector tenants and people living in mobile homes from poor quality and managed property or sites is essential to meeting this need and protecting their health.
- Ensuring the reuse of the existing housing stock that has been empty for more than 6 months help meet the housing need in the Vale and helps reduce the demand for new development.
- Through the provision of a pest control service, the population of rodents and pests that have an impact on public health is controlled.
- The Road Traffic Act 1988 Section 39 requires the Council to carry out studies into the cause of accidents on roads in their area; take appropriate measures to prevent such accidents and provide road safety education, training and publicity for all ages and types of road user.
- The work of the Civil Protection Unit is underpinned by the Civil Contingencies Act 2004 and the control of Major Accident Hazard Regulations (COMAH) which places a duty on the Council to ensure it is prepared and able to deal with emergency or crisis situations. The aim being to mitigate the effects on the public and the environment.

How are we doing?

- In the first three quarters of 2013/14 in the Vale, there were:
 - 445 incidents of violence with injury, which was a 12% reduction on the same period in the previous year;
 - 831 incidents of criminal damage, which was a 5% reduction on the same period in the previous year;
 - 1461 incidents of domestic abuse, which was a 20% reduction on the same period in the previous year;
 - 92 incidents of serious sexual assault, which was a 33% increase on the same period in the previous year.
- In total, 6,469 crimes were recorded in the Vale of Glamorgan during the financial year 2012/13.
- 97% of service requests relating to food enforcement were responded to within target.
- 100% of food poisoning notifications were responded to within target.

- 100% of service requests relating to sanitation certificates and water sampling of potable water was responded to within target.
- We responded to 90% of requests for service from the public relating to noise pollution in residential areas, within 5 working days and resolved 94% of those requests within 120 days during 2013/14.
- We responded to 99% of requests for service from the public relating to poor housing within the private rented sector within 5 working days and resolved 97% of those requests within 90 days during 2013/14.
- In the first ¾ of 2013/14, 116 disabled adaptation grants were approved to support people to live as independently as possible at home.
- In the first ¾ of 2013/14, 56 empty properties were brought back into use where there had been intervention from the Council.
- In the first ¾ of 2013/14, 1201 requests for a pest control service were received, with 89% visited within our response time.

Nationally,

- The Vale of Glamorgan has a crime rate of 88 per cent of the average for Wales, according to 2012-13 figures. It has fallen steadily to just over half of the figure of ten years ago.
- The estimated number of individuals referred to alcohol treatment was lower than the Wales average in 2012/13.
- For the past 5 financial years (2008/09 – 2012/13) the Vale has inspected 100% of high risk businesses for trading standards, food hygiene, animal health and health and safety. In 2012/13, 5 other authorities matched this performance.
- In 2012/13:
 - 47% of new business were assessed for trading standards, which was the 14th highest performance in Wales and below the 55% average;
 - 82% of new businesses were assessed for food hygiene which was the 14th highest performance in Wales and below the 83% average;
 - 79% of new businesses were assessed for animal health, which was the 12th highest performance of the authorities who returned data, but above the Welsh average of 53%;
 - 58% of new businesses were assessed for health and safety, which was the 9th highest performance of the authorities who returned data, and above the Welsh average of 39%;
- In 2012/13, 83.03% of food establishments were classed as 'broadly compliant' with food hygiene standards. This placed us 19th in Wales and was below the 86.63% average.
- In 2012/13, it took on average 346 days to deliver a Disabled Facilities Grant (DFG) in the Vale. Whilst this was below the Welsh average of 271 days and

ranked 18th in Wales, the Vale has exhibited continued improvement over the last 5 years in this indicator (2008/09: 1,046 days, 2009/10: 802 days; 2010/11: 569 days, 2011/12: 399 days).

- Performance has continued to improve throughout the 2013/14 financial year. Figures at quarter 3 show it took an average of 282 days to deliver a DFG. This can be further divided as:
 - 446 days on average to deliver a DFG for children and young people;
 - 267 days on average to deliver a DFG for adults.
- During 2012/13, it took 22 days on average for the Council to deliver an adaptation to a private tenants not funded by the Disabled Facilities Grant. This was a top quartile performance, ranking 5th in Wales.
- In the Vale of Glamorgan (2009-11), the rate (per head of population) at which people were killed or seriously injured on roads was below the Wales average.
- The rate of additional affordable housing provision in the Vale of Glamorgan increased in 2012-13 but still remains below the Wales average.
- During 2012/13, 2.03% of empty properties across the Vale were returned to use following Council intervention. This was in the lower quartile performance, ranking 19th in Wales.

Key service risks to this objective include:

<i>Risk</i>	<i>Likelihood score</i>	<i>Impact score</i>	<i>How will it be managed?</i>
Competition for scarce resources within the Council means that even statutory services have an increased risk of reduced resources and as a consequence a timely service can no longer be guaranteed.	3	2	We will need to prioritise our intervention so that time and resources are targeted appropriately.
Political decisions beyond the Council can influence funding and priorities.	3	2	We will need to react to changing circumstances, whilst at the same time ensuring that statutory services continue to be delivered.
Local government reorganisation may impact negatively on meeting community and specific local needs in relation to health, safety and wellbeing.	3	2	The local dimension will be lost. Need to ensure local working relationships are maintained on a sound footing.

Partnership working at risk due to reduced grants and reduction in joint working on community safety initiatives.	3	2	Need to focus on key partnerships and involvement of all sectors, so that momentum is gained.
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Key sustainability issues relating to the delivery of this objective include:

<i>Sustainability Issue</i>	<i>How will it be managed?</i>
Fair and consistent regulation will provide confidence to the public and businesses, thereby ensuring businesses and the local economy can be sustained for the benefit of the community.	The Council has an Enforcement Policy which clearly states how it will use its enforcement powers, including when prosecution will be considered.
Community safety initiatives can help build sustainable communities, where residents feel safe and have a pride in their home environment.	The Community Safety Team will continue to implement community safety initiatives and engage with the community.

Key equalities issues relating to the delivery of this objective include:

<i>Equality Issue</i>	<i>How will it be managed?</i>
Failure to engage hard to reach groups	Co-ordinate a Deaf PACT meeting

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

<i>Consultation undertaken 2013/14</i>	<i>Consultation planned 2014/15</i>
PACT meetings (Partnerships and Community Together)	PACT Meetings (Partnerships and Community Together)
Engagement with communities on various community safety issues, for example Anti Social Behaviour, Domestic Abuse, Substance Misuses etc.	Engagement with communities on various community safety issues.

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

<i>Collaboration undertaken 2013/14</i>	<i>Collaboration planned 2014/15</i>
Domestic Abuse Service User Group in collaboration with Cardiff.	Domestic Abuse Service User Group in collaboration with Cardiff.
Joint Area planning Boarding collaboration with Cardiff to implement a	Joint Area planning Boarding collaboration with Cardiff to implement a joint response

What did we do in 2013-14?

- Introduced a 24 hrs Council wide dangerous structures service.
- Re-launched a Safety at Sports Ground policy and procedures and have widely circulated this.
- We provided timely and accurate advice, information and education to consumers on consumer rights and fair practices.
- Worked proactively with local businesses and consumers to ensure they operate within a fair, safe and just environment.
- Delivered service priorities as outlined in our Health and Safety Enforcement Plan 2013-14.
- We worked proactively with Vale food businesses in order to ensure a high number of them achieve a food hygiene rating score of 3 or more.
- Delivered the Food Law Enforcement Plan 2013-14. 100% of high risk food hygiene premises were inspected, ensuring public safety in food establishments.
- Minimised infectious disease entry to the UK by providing an effective response from Vessels for Ship Sanitation Certificates and water sampling of portable water.
- We ensured more residents live in homes that meet their needs. Adaptations that residents need were delivered in a timely manner, with an average delivery time in 2013/14 of 326 days.
- Maximised funding opportunities available to us to ensure residents homes are more energy efficient, thus helping to reduce fuel costs.
- Implemented additional Houses in Multiple Occupation (HMO) licensing within the Castleland Renewal Area.
- Achieved a reduction in noise pollution in residential areas improving the quality of life for residents achieved by responding to 90% of requests for service from the public within 5 working days and resolving 94% of those requests within 120 days during 2013/14.
- We ensured the Council has a fit for purpose Emergency plan in place. As part this work, we secured arrangements to coordinate the response to emergency incidents and mitigate the effects on the wider community, thereby improving public safety. We also improved staff awareness of the Council's emergency planning arrangements ensuring relevant staff are capable of effectively implementing emergency plans, should the situation arise.
- Promoted the safer use of roads and implemented a programme of road safety measures to reduce accidents and encouraged travel by means other than the private car. We targeted our road safety initiatives towards protecting vulnerable road users.

- We commenced work to implement a 'Prevent' Strategy to minimise the risk of terrorism.
- Working with our partners, we tackled anti-social behaviour through targeted interventions and promoting community safety.
- Worked with partners to reduce under age drinking and increased the percentage of licensed premises tested for under-age sales.
- Started work on establishing a set of occupational standards for employees and volunteers working in the domestic abuse field.
- Worked with partners to increase support and security for victims of domestic abuse and increased the number of prevention programmes available for perpetrators.
- We worked with communities and schools to help children and young people acquire the necessary skills to become safe pedestrians. We also promoted the benefits to children and young people of walking and cycling to school.
- Worked with the Police and Crime Commissioner to improve multi-agency working with the overall aim of effectively reducing crime and anti-social behaviour. We addressed our crime and disorder priorities through intelligence led analysis.
- Worked with substance misuse service providers to develop educational programmes for young people contributing to more young people becoming knowledgeable about the potential impacts of substance misuse.
- Worked with our most prolific offenders to steer them away from crime, especially serious acquisitive crime. At the same time, we ensured victims of crime were effectively supported in order to deal with the impact of the crime committed against them.
- Delivered the 'working together to reduce harm' strategy to help reduce the harm that substance misuse has on individuals, families and the community.
- Implemented the alcohol strategy to reduce the harm caused by alcohol.
- Reviewed the anti-social behaviour policy to ensure that it is more victim focused.
- Developed and implemented the Lalpac licensing software system which has enabled more efficient data handling and improved use of resources.
- Developed and delivered training for Licensing Committee elected members ensuring they are well informed and offer effective scrutiny of licensing decisions.
- Ensured the Council's Business Continuity arrangements are fit for purpose.
- Ensured issues relating to fly grazing were addressed in an efficient and timely fashion by establishing appropriate arrangements.
- Designed and developed a new approach to Rest Centre planning, including working with the Voluntary sector. This will ensure suitable rest centres are identified to aid response procedures in the event of an emergency and secure public safety.

- Delivered Emergency Planning training to Vale of Glamorgan elected members, ensuring they are well informed in relation to emergency planning work and are able to offer effective scrutiny and challenge on behalf of the general public.
- Implemented a programme of works in the Castleland Renewal Area to improve the standard of housing and the local environment.
- Through the Social Housing Grant and other funding streams we worked to maximise the range and choice of sustainable, affordable housing delivered in line with planning requirements.
- Facilitated the renewal of the private sector housing stock through a range of renewal and improvement initiatives.
- We secured improvements to the private rented sector.
- We offered WG funded Houses into Homes loans to facilitate the return of empty properties back into beneficial use.
- We delivered a pest control service that included free treatment of public health pests within homes.
- We declared an Air Quality Management Area in Windsor Road, Penarth to begin to address the quality of air in the road and reduce pollution.

What impact have these actions had?

- 93.3% of customers are satisfied overall with the performance of regulatory services; this includes food safety, health and safety, pollution, private sector housing, pest control, dog warden, licensing and trading standards services.
- Improved physical conditions and management of HMOs in Castleland Renewal Area by licensing 25% of eligible properties in the area during 2013/14 following implementation of scheme on 1st July 2013.
- Through the Castleland renewal scheme, more residents live in housing that is fit for purpose and within healthy and safe environments.
- More residents live in houses fit for purpose via delivering the Private Sector Housing Renewal Policy.
- A framework contract will enable adaptation works to be undertaken more efficiently improving the quality of life for residents in their homes and helping to reduce adaptation delivery times to 326 days during 2013/14.
- 94.12% of customers are satisfied with the disabled facilities grant service.
- 87.96% of people who have received assistance in the Renewal Area feel the assistance has improved their living conditions.
- 90.20% of people who have received a disabled facilities grant feel the assistance has made them safer and more independent in their own home.
- Regrettably, despite road safety initiatives fatalities have gone up from 2 to 4 in the Vale of Glamorgan (2012 and 2013 figures).

- There is increased awareness of road safety with high take up of training opportunities by the vulnerable groups targeted.
- Overall there was a reduction of 24% in anti-social behaviour incidents from 2011/12 to 2012/13 in the Vale of Glamorgan.
- In 2012/13, 160 Test Purchase operations were carried out in the Vale, with 6 failures. This is a positive result compared to 2011/12 when 14% of premises tested made sales to underage volunteers.
- Improved knowledge within the Council of issues relating to the management and identification of domestic abuse.
- Reduction in levels of reported incidents of domestic abuse. 1461 incidents of domestic abuse were reported, which was a 20% reduction on the same period in the previous year.
- Victims of domestic abuse are able to access effective support systems.
- Increase in number of children walking and cycling to school. More children and young people have the necessary skills to become safe pedestrians.
- Crime and Disorder and the fear of crime continue to fall in the Vale. A fifth (19.0%) of the Vale of Glamorgan's respondents perceive there to be no crime in their local area with an additional 15.4% of residents stating that there is less crime in their local area. However, 12.1% of respondents said that there has been more crime over the last 12 months. This is slightly more than the perception last year (11.3%).
- Reduction in recorded crime in the Vale ensuring a safer environment. There was a 0.9% reduction in recorded crime during 2012/13 compared to 2011/12
- Effective support mechanisms enable the rehabilitation of offenders. The number of prolific offenders deselected due to positive rehabilitation was 4 during 2011/12 this increased to 5 during 2012/13.

What do we plan to do in 2014-15?

- Utilise funding opportunities to improve the energy efficiency of the housing stock and reduce fuel poverty. (H6)
- Monitor and reduce the number of empty homes by promoting their return to use and implementation of the Empty Homes Strategy. (H8)
- Assist people to live independently in their homes by reducing the time taken to deliver Disabled Facilities Grants and delivering the Accessible Homes Policy. (H11)
- Increase awareness of the Council's emergency planning arrangements to ensure that staff are prepared and contingency arrangements are in place in the event of an emergency incident. (CPS1)
- Promote the safer use of roads and implement a programme of road safety measures to reduce accidents and promote modal shift. (CPS2)

- Engage with schools, Governing Bodies and parents and produce a procedure for the provision of a School Crossing Patrol service to ensure the safety and wellbeing of children attending schools. (CPS3)
- Implement a 'Prevent' Strategy to minimise the risk of terrorism. (CPS4)
- Work with partners to tackle anti-social behaviour through targeted interventions and promoting community safety. (CPS6)
- Work with partners to reduce under age drinking and increase the percentage of licensed premises tested for under-age sales. (CPS8)
- Continue to implement the Council Policy on domestic abuse, establishing a set of occupational standards for employees and volunteers working in the domestic abuse field. (CPS6)
- Work with partners to increase support and security for victims of domestic abuse and to increase the number of prevention programmes available for perpetrators. (CPS10)
- Increase the number of safe routes to school and further develop child pedestrian and cycling training for schools.
- Work with businesses to increase the percentage of businesses inspected achieving a food hygiene rating score of 3 or more. (CPS5)
- Implement the Castleland Renewal Area to improve the standard of housing and the local environment. (R12)
- Increase the number of safe routes to school and further develop child pedestrian and cycling training for schools (CSDP)
- Maximise the range and choice of sustainable affordable housing delivered in line with planning requirements and through social housing grant and other funding streams. (M4)
- Facilitate the renewal of the private sector housing stock through a range of renewal and improvement initiatives. (H5)
- Secure improvement in the private rented sector by working with landlords, but where necessary taking enforcement to improve the quality of the accommodation available to let in the Vale.
- Implement the new Mobile Homes (Wales) Act and licence Mobile Home parks in the Vale.
- Develop an action plan to begin to address the quality of the air in Windsor Road, Penarth.

How will we know if we're achieving our objective?

- Increased opportunities and number of residents able to access funding to make their homes more energy efficient, thus helping to reduce fuel costs.
- At least 10 empty properties are returned back into good use, reducing the impact of empty properties.

- Adaptations that residents need are delivered in a timely manner, further reducing the time taken to complete works.
- Customers are satisfied with DFG works.
- Staff are well informed in relation to emergency planning work.
- Reduction in number of road accidents.
- Reduction in road casualties.
- Increase in the number of children and young people walking and cycling to school.
- Reduction in recorded crime.
- Reduction in the number of anti-social behaviour incidents.
- Reduction in incidents of under age drinking.
- Reduction in levels of reported incidents of domestic abuse
- Victims of domestic abuse are able to access effective support systems.
- Increase in number of Vale businesses achieving a food hygiene rating score of 3 or more.

The following measures will also help us monitor our progress:

- The percentage of dwellings that have taken up offer of assistance to improve their property under the facelift programme.
- The percentage of known licensable HMOs in the Castleland Scheme are licensed.
- The percentage of customers satisfied with the disabled facilities grant service.
- The average number of calendar days taken to deliver a Disabled Facilities Grant through the Council's agency Service.
- The percentage of people who have received assistance in the Renewal Area who feel the assistance has improved their living conditions.
- The percentage of people who have received a disabled facilities grant and feel the assistance has made them safer and more independent in their own home.
- Percentage of customers overall, satisfied with Regulatory Services.
- The average number of calendar days taken to deliver a non-agency Disabled Facilities Grant.
- The average number of calendar days taken from OT 1st Contact to Recommendation in the delivery of a Disabled Facilities Grant.
- The average number of calendar days taken from Enquiry to Approval in the delivery of a Disabled Facilities Grant.
- The average number of calendar days taken from Approval to Certified in the delivery of a Disabled Facilities Grant.

- The average Disabled Facilities Grant amount.
- The average number of calendar days taken to deliver low cost adaptation works in private dwellings where the Disabled Facilities Grant process is not used.
- The average number of calendar days taken to deliver a Disabled Facilities Grant for children and young people.
- The average number of calendar days taken to deliver a Disabled Facilities Grant for adults.
- The number of crimes recorded in the Vale of Glamorgan throughout the year.
- The percentage of all domestic abuse incidents which are repeat offences.
- The percentage of high risk businesses that were liable to a programmed inspection that were inspected, for: Food Hygiene, Trading Standards and Animal health.
- The percentage of new businesses identified which were subject to a risk assessment visit or returned a self-assessment questionnaire during the year, for: Food Hygiene, Trading Standards and Animal health.
- The percentage of food establishments which are 'broadly compliant' with food hygiene standards.
- 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.

What do we plan to do in 2105/18?

- Continue to utilise available funding opportunities to improve the energy efficiency of the housing stock and reduce fuel poverty.
- Continue to Monitor and reduce the number of empty homes by promoting their return to use and implementation of the Empty Homes Strategy.
- Continue to facilitate the renewal of private sector housing stock through a range of renewal and improvement initiatives.

Corporate Plan Outcomes:

The Vale of Glamorgan has a thriving economy supporting cohesive communities.

Citizens of the Vale of Glamorgan have the skills, knowledge and abilities required to maximise their opportunities.

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

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

The following **Corporate Plan** priorities will be undertaken as part of this objective:

- R1** Work with partners to enhance and regenerate Penarth Esplanade, and ensure sustainable and convenient links with the town centre and Penarth Haven. (2016/17)
- R3** Work with the developer to progress the redevelopment of Penarth Heights. (2017/18)
- R4** Work with the Barry waterfront consortium to implement the proposals for the Barry Waterfront scheme including the provision of a new road link to Barry Island.
- R5** Develop in consultation with residents, businesses and the wider community a master plan for Barry Island, to include enhancements to the public realm and the use of land at Nells Point for leisure purposes. (2014/15)
- R7** Actively seek a new cinema for the town of Barry. (2015/16)
- R8** Support Welsh Government in administering the St. Athan and Airport Enterprise Zone to maximise investment and job creation. (2016/17)
- R9** Work with Welsh Government and partners to implement the Barry Regeneration Area Programme (2013/14)
- R10** Plan and implement a framework for the future of the town centres of the Vale of Glamorgan to promote investment and improve their vitality and attractiveness. (2013/14)
- R11** Establish and implement a Barry Communities First Cluster to deliver improved health and well being of people living in the Communities First area. (2013/14)
- R13** Complete the existing Rural Development Plan and promote a new Rural Development Plan. (2013/14)

- R15** Produce a sound Local Development Plan as a framework to shape and promote beneficial, appropriate and sustainable growth in the Vale. (2014/15)
- R17** Work with partners to produce a Destination Action Plan to build on the Tourism Strategy and to maximise the role of the Vale as a visitor and tourism destination. (2014/15)
- CL14** Tackle child poverty by working with families in need to raise awareness of entitlements to welfare benefits and allowances and to facilitate access to support services that help people into employment and training (2013/14)
- LS1** Implement the School Investment Programme including Penarth Learning Community, the phased remodelling of Llantwit Major High School, the expansion of Ysgol Dewi Sant and Ysgol Nant Talwg and schemes in relation to the Barry cluster of schools. (2017/18)

The following **Improvement Objectives** will also be undertaken this year as a part of this service objective:

- IO1** To improve employability of local people by facilitating learning opportunities, vocational and employment skills.
- IO4** To support and enhance the town centres of the Vale of Glamorgan for the benefit of residents, visitors and businesses.

The following **Outcome Agreement** priority will be undertaken as part of this objective:

- OA1** Supporting the local economy.

The context for this objective:

- Economic activity promotes health and wellbeing and contributes towards cohesive and sustainable communities.
- There is a need to increase spend from visitors and businesses which in turn helps create jobs and contributes towards economic growth and prosperity.
- There is a need to reduce out-commuting for employment and leisure, thereby reducing congestion on our strategic routes.
- Targeted intervention for long term and youth unemployment is a priority for the Council.
- Sustainable regeneration through Creative Rural Communities is a key priority for the Council, working alongside communities and organisations to strengthen community cohesion, invest in local facilities, diversify the local economy and expand employment opportunities.
- The regeneration of our urban environments is fundamental to increasing a range and choice of good quality housing and sustaining and improving our town centres.

- The presence of the St Athan and Cardiff Airport Enterprise Zone within the Council's area represents an opportunity for inward investment that needs to be maximised.
- The Local Development Plan will set a framework for future employment sites and business development in the Vale of Glamorgan.
- The development of the Renishaw site at Hensol represents a key opportunity to support the wider South Wales economy.

How are we doing?

- In 2012/13, a total of 3,193,500 people visited the Vale of Glamorgan for tourism purposes.
- For the period 01/04/13 – 31/12/13, the tourism service received 10,053 brochure enquiries in respect of tourist information and there were 141,481 web hits on the Council's tourism website.
- Vacancy rate for retail units in the Vale's main town centres in 2012/13 were as follows:
 - Upper Holton Road, Barry – 13.9%
 - Barry Town Centre, Holton Road – 10%
 - Cowbridge – 2%
 - Windsor Road, Penarth – 2.5%
 - Broad Street/High Street, Barry – 11.10%
 - Llantwit Major – 2.6%
- Figures for 2011 show that approximately 29,500 people commute out of the Vale for work, whilst 17,400 commute into the authority.
- 100 Communities First clients completed employment related courses during 2013/14 with a target of 150 set for 2014/15.
- 80 Work Programme clients completed employment related courses
- 70 rural tourism businesses were advised during 2013/14 to date.
- 200 Work Programme clients were supported to secure employment during 2013/14.
- 12 Communities First clients were supported to secure employment during 2013/14.
- 20 local people were supported to gain training and employment through targeted recruited and training in Council construction projects.

Nationally,

- The average gross weekly earnings of workers in Cardiff, Newport and the Vale was £559.20 in 2012. The average for Wales was £520.70.
- For the year ended 30 September 2013, approximately 5,300 working aged people were unemployed in the Vale. The unemployment rate was approximately 9.0%, compared with a Welsh average of 8.5%.

- 73.3% of the working aged population were in employment, compared with a 70.2% average for Wales.
- The rate of economic inactivity in the working aged population (excluding students) was 16.2%, compared with a Welsh average of 18.8%.
- The number of people claiming out of work benefits in the Vale in May 2013 was 8,710. This equates to a rate of approximately 11.1% of the population aged 16-64. This was the 6th lowest rate nationally and the average rate for Wales was 14.0%.
- For the year ending 31 December 2012, 17.6% of households in the Vale were classed as 'workless', which means that all of the people aged 16-64 living in the household are either unemployed or inactive. This was the 4th lowest proportion of all authorities in Wales. Across Wales, 21.5% of households were classed as workless.
- The percentage of working age adults with no qualifications has gradually fallen since 2001, being 3 to 7 percentage points below the Welsh average, making it one of the 5 lowest rates amongst the local authorities in 2012.

Key service risks to this objective include:

<i>Risk</i>	<i>Likelihood score</i>	<i>Impact score</i>	<i>How will it be managed?</i>
Grant fallout. Limited and cyclical nature of funding streams impacts negatively on sustainability of local businesses and jobs. The lack of regeneration funding beyond April 2014 and the absence of any significant alternative funding sources	4	3	This has already been experienced, by virtue of the conclusion of the Regeneration Area status for Barry. The Council is producing a delivery plan for future regeneration activity. The Council has already placed an expression of interest to form a Local Action group under the new Rural Development Plan for Wales which would allow access to future grant if successful.
Competition from other local employment and retail centres with wider access to government grants.	4	3	This represents the current position. The Council has recently responded to consultation on Assisted Areas, with success to date.
The negative perception of Barry.	3	2	We are working to dispel the negative perceptions, with some success through marketing, events and regeneration work.

Lack of a range in choice of housing.	2	3	Viability has not been as significant an issue in the Vale as elsewhere. That said, we continue to negotiate with developers on issues of housing supply.
The delay in progressing the LDP through to adoption, and as a result the uncertainty within the development industry.	3	2	In mitigation, the Council is working to ensure a 5 year supply of housing land.
Climate change (link to corporate risk)	3	4	Need to scrutinise new developments, ensuring that development that is not sustainable is resisted.
Collaboration (link to corporate risk)	3	2	Work with partners and neighbouring authorities to ensure that we do not compete for investment and growth.
Project Management; Failure to reuse and develop our sites.	1	3	Dedicate Project Management Unit in place to oversee key corporate and important regeneration and economic development projects.
Decreasing amount of capital funding due to budget pressures and competition for resources.	2	2	Continue to bid for grant funding opportunities as they arise. Secure viable S106/ 278 agreements and infrastructure as part of new development sites.
The negative perception of the planning system, which is regularly viewed as stifling investment.	3	3	Promotion and raising the profile of the work of the Planning and Transportation Service through presentations to key groups. Encourage pre application discussions. Work with developers such as house builders to bring forward important investment schemes

Key sustainability issues relating to delivering this objective include:

<i>Sustainability Issue</i>	<i>How will it be managed?</i>
Increasing congestion on the strategic routes in and around the Vale of Glamorgan.	Development and delivery of the Infrastructure Plan as part of the LDP process. Securing money via S106/CIL and grants to deliver projects to encourage more sustainable travel and to improve the through flow of traffic.
The pressure to develop inappropriate sites for development purposes with the	Adopt an LDP which delivers appropriate infrastructure improvements which match

resultant traffic, landscape and other impacts.	development impacts. Where sites for development are allowed at appeal secure appropriate planning obligations to mitigate against adverse effects.
Delays in the LDP adoption process will mean that the weight to be afforded to sustainability criteria is not as significant as it ought to be.	Fully resource and prioritise the speedy adoption of the LDP. Ensure development management processes embrace the contents of the emerging sustainable development policies within the LDP and also national planning guidance

Key equalities issues relating to delivering this objective include:

<i>Equality Issue</i>	<i>How will it be managed?</i>
Equality of access to jobs training, transport, education/ and skills.	Ensuring public transport to key work locations is maintained and where possible enhanced by working effectively with commercial transport providers. By publicising travel options to all groups.

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

<i>Consultation undertaken 2013/14</i>	<i>Consultation planned 2014/15</i>
Pre consultation and Consultation Local Development Plan Deposit Draft events held in October and November 2013.	Consultation on alternative sites promoted into the LDP and further consultation on focussed changes in the LDP.
A House builders forum on the LDP held in January 2014	House builders' forum to be repeated in 2014/15.

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

<i>Collaboration undertaken 2013/14</i>	<i>Collaboration planned 2014/15</i>
A member of the Sewta	Continued collaboration with the south east Wales transport authorities.
A member of SEWSPG working with Cardiff Council in respect of public and schools transport.	A member of SEWSPG working with Cardiff transport in respect of public and school transport

What did we do in 2013-14?

- Work continued on the Local Development Plan with the completion of various stages during 2013/14. This will progress through to early 2017. A

replacement Deposit Local Development Plan was completed and reported to Council in October.

- Undertook pre-consultation briefings during October on the replacement Deposit LDP. This was in advance of formal consultation in November and December.
- We completed the statutory six week consultation on the replacement deposit LDP during November and December 2013 following pre-consultation. As a next stage of the LDP process, residents and interested parties will also be consulted on alternative site submissions on the LDP during Spring 2014
- We offered a project management service across the Council and led on a number of projects relating to schools, regeneration and surplus land.
- We agreed a timescale for the construction of the new road connecting Barry to the Island. The work will take place over the next 18 months.
- The public realm, open spaces and key approaches to the Island and on the Esplanade have been regenerated and provide a pleasant environment for residents, business owners and visitors. This scheme will continue into spring 2014.
- The Nells Point land holding was marketed, providing opportunities for redevelopment however, response was poor and the site remains in the ownership of the Council. Options will now be taken forward within a master planning exercise.
- Opportunities were taken to work in partnership with businesses and neighbouring authorities as part of Capital Wales'. We submitted a collaborative bid for Assisted Area status with Cardiff and Newport Councils.
- Penarth Pier Pavilion was opened as a completed project late in 2013 and is an appealing attraction for both visitors and residents.
- The framework for Town Centres in the Vale was completed during 2013 with a series of engagement and involvement sessions. The focus will now turn to implementation.
- We supported Welsh Government in administering the St Athan and Cardiff Airport Enterprise Zone.
- We worked with the consortium to bring forward the Barry Waterfront scheme, with particular emphasis on negotiations for a new road link to the island and the approval of several planning applications for residential development.
- We commenced discussions with partners to explore options for the regeneration of Penarth esplanade and submitted a grant application for funding in January 2014. This will continue into 2014-18.
- We submitted a bid for Vibrant and Viable Welsh Government support in 2013 to continue regeneration activity in Barry beyond 2014. Unfortunately the bid was not successful and the focus is now on alternative mechanisms to ensure momentum is not lost.
- We have worked on the next round of Rural Development Plan funding to take forward rural regeneration beyond 2014.

- We have sought new and additional sources of funding and have used S106 finance as well as grant assistance from other organisations to enable us to continue urban and rural regeneration into the future. We will continue to submit funding bids to the Coastal Communities fund and the Heritage Lottery.
- We engaged with businesses to allow them to contribute to the policy direction of the Council in terms of regeneration, business support.
- The training and work programme unit was restructured during 2013 to ensure that it was fit for purpose. By integrating our employment training programme and regeneration activity we have been able to maximise opportunities to work and training while contributing to regeneration projects in the Vale of Glamorgan. The service is working efficiently and achieving excellent results.
- During the year we also worked with prospective developers to maximise employment opportunities through training and access to work.
- We responded to consultation on European funding during 2013 and in the early part of 2014 and were successful in obtaining assisted area status for elements of the Vale of Glamorgan.
- The Barry Communities First Cluster was established during 2013 and now operates with a Board and has established a programme that helps residents in identified areas of need to improve their health, wellbeing and quality of life.
- We have worked with Welsh Government in regenerating Barry/Barry Island through the Regeneration Area programme, the aim being to make Barry an appealing place to visit, attracting both residents of the Vale and tourists, as well as providing a base for investment and job creation.
- Residents have continued to become actively involved in the future of their communities through the Rural Development Plan. Innovative projects and ideas will continue to benefit the long term social and economic wellbeing in the rural Vale.

What impact have these actions had?

- Increased training related opportunities for residents through regeneration schemes.
- Helped long term unemployed people into work.
- We have maximised opportunities for resources to be available to us to enable us to continue urban and rural regeneration into the future for the benefit of Vale businesses, residents and visitors.
- The public realm, open spaces and key approaches to the Island and on the Esplanade have been regenerated and provide a pleasant environment for residents, business owners and visitors.
- The Draft Assisted Areas map includes critical sites with opportunities for major business investment and job creation.

What do we plan to do in 2014-15?

- Progress the redevelopment of the Barry Island funfair site.

- Continue to deliver the development of the Innovation Quarter mixed use master plan in Barry Waterfront.
- Develop in consultation with residents, businesses and the wider community a Master Plan for Barry Island, to include enhancements to the Public Realm and the use of land at Nells Point for leisure purposes.
- Implement a Barry Communities First Cluster to deliver improved health and wellbeing of people living in the Communities First area. (R11)
- Develop links with existing and future Regeneration Projects and investment to provide access to good quality, sustainable training and employment opportunities.
- Convert the potential of major developments into real employment opportunities for local people and communities.
- Produce a sound Local Development Plan as a framework to shape and promote beneficial, appropriate and sustainable growth in the Vale.
- Work with partners to enhance and regenerate the Penarth Esplanade, and ensure sustainable and convenient links with the Town Centre and Penarth Haven.
- Support Welsh Government in administering the St Athan and Airport Enterprise Zone to maximise investment and job creation.
- Work with the Barry Waterfront Consortium to implement the proposals for the Barry Waterfront scheme including the provision of a new road to link to Barry Island.
- Continue to work with the developer to further progress the redevelopment of Penarth Heights.
- Continue to provide project management support for the Council's Schools Investment Programme including bringing forward surplus sites for redevelopment to facilitate their regeneration and raise capital receipts for the programme.
- Exploit assets which are investment opportunities in partnership with the private sector, such as Cardiff Airport Business Park.
- Work with partners to build on the legacy of the Barry Regeneration Area Programme by promoting further regeneration in the town.
- Implement actions contained within the framework for the future of the Town Centres of the Vale of Glamorgan to promote investment and improve their vitality and attractiveness.(R10)
- Conclude the implement the £3.3m Regeneration Project on Barry Island to improve public realm, open spaces and key approaches to the Esplanade.
- Complete the existing Rural Development Plan and promote a new Rural Development Plan. (R13)
- Work with partners to produce a Destination Action Plan to build on the Tourism Strategy and to maximise the role of the Vale as a visitor and tourism destination. (R17)

- Actively seek a new cinema for the town of Barry. (R7)
- Progress the re-use of the Barry Island Tourist Information Centre building.
- Support long term unemployed people into employment through mentoring, training and job search assistance.
- Provide additional support to unemployed people in Communities First areas including confidence building, CV and interview skills training, job fairs.
- Seek resources to deliver traffic management improvement in High Street/ Broad Street, Barry.
- Deliver a commercial improvement area/development programme in central Barry and in Upper Holton Road.
- Work with Welsh Government and partners to implement the Barry Regeneration Area programme. (R9)
- Seek resources to deliver further public realm improvements in central Barry.

How will we know if we're achieving our objective?

- Revise and redevelopment of surplus sites and previously developed land.
- Increased employment and training related opportunities through regeneration schemes.
- There is better access to Barry Island.
- New companies invest in the Enterprise Zone or elsewhere, providing employment for local people.
- Work concludes on the Penarth Heights development resulting in an improved environment for residents. A variety of new housing is available, including 20% affordable housing.
- Increased resident participation in the future of their town centres.
- New cinema located in Barry.

The following measures will also help us monitor our progress:

- Total number of visitors to the Vale of Glamorgan for tourism purposes (as measured by STEAM survey)
- The number of unemployed people we help directly secure employment through the Work Programme and Communities First.
- Survival rates of businesses in managed workspace by Vale of Glamorgan Council.
- Average percentage vacancy rate for retail units in main Vale shopping centres.
- Percentage vacancy rate for retail units in upper Holton Road, Barry. Barry Town Centre, Holton Road, Cowbridge, Windsor Road, Penarth, Broad Street/High Street, Barry and Llantwit Major.

- Percentage of surveyed residents who consider our town centres to be attractive places to visit and shop.

What do we plan to do in 2015/18?

- Conclude the work on the Local Development Plan.
- Support Welsh Government in administering the St. Athan and Airport Enterprise Zone to maximise investment and job creation.
- Work with the developer to progress the redevelopment of Penarth Heights.
- Conclude the development of the Innovation Quarter in Barry.
- Implement a new Rural Development Plan programme. (R13)
- Work with partners to increase apprenticeships provided by the council and our partners and provide additional work experience placements helping people of all ages to develop their skills and secure employment. (CL15)

Corporate Plan Outcome:

The Vale of Glamorgan has a thriving economy supporting cohesive sustainable communities.

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

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

The following **Corporate Plan** priorities will be undertaken as part of this objective:

- R6** Work with our transport partners to promote and develop options to improve strategic highway and public transport improvements between Barry and Cardiff and the M4. (2013/14)
- R16** Promote modal shift by implementing appropriate traffic management systems and improving sustainable transport infrastructure including the provision of footpaths, cycleways and bridleways to minimise the impact of congestion and maximise tourism and recreational opportunities. (2016/17)

The context for this objective:

- The promotion of a sustainable, safe and integrated transport system for the Vale of Glamorgan is a priority for the Council. The Council recognises that it is critical that in planning for beneficial economic development, regeneration and growth, full regard is paid to the ability of transport infrastructure to cope with that growth, or alternatively how infrastructure can be improved so that impacts are mitigated.
- The Council has a number of statutory obligations in relation to development and management of highways, the provision of school transport and the Active Travel Measure.
- The growth in commuting and increase in car ownership has resulted in increasing congestion within communities in the Vale as well as on key routes to and from the Vale. The strategy of the LDP seeks to provide for growth in areas that are sustainable in terms of proximity to services, but also in terms of access to a range and choice of modes of travel including bus, rail, walking and cycling.
- There is a need to reduce inequalities in access across the Vale.
- Until April 2014, the context has resulted in an increased emphasis on addressing the region's transportation needs via collaboration with all South East Wales local authorities, public transport operators and other key stakeholders. However, from April 2014 the WG has announced that it will not be funding consortia but will be working directly with local authorities.
- Costs of providing bus travel are increasing and there is a corresponding decrease in budgets available. When coupled with a reduction in grants for supported bus travel, the Council has to consider alternative, more innovative ways of providing public transport.

- To this end, the Council has recently considered ways of increasing the emphasis on the Greenlinks Community Transport service, with particular emphasis on the rural Vale of Glamorgan.
- Likewise, Welsh Government has recently announced that it is to work in partnership with the Council in trialling a new innovative demand responsive rural bus service.
- Road safety education and the provision of a school crossing patrol service is not a statutory service, but is nevertheless highly valued.

How are we doing?

- We produced a replacement Deposit Draft Local Development Plan which involved a full and thorough consideration of infrastructure requirements to support future development of the Vale of Glamorgan.
- We administered the Concessionary Pass scheme in the Vale of Glamorgan.
- During the period 01/04/13 – 31/12/13, there were 5,357 journeys made on the Council's Greenlinks Community Transport service. The Council subsidised the service at a rate of £9.26 per single passenger journey made.
- We commenced work on the Gileston relief road in partnership with WG and with WG financial support.

Nationally,

- In 2012/13, 79.4% of adults aged 60+ held a concessionary bus pass. The average for Wales was 84.8%.
- The cost of subsidised local bus services in the Vale equated to £5.65 per Vale resident during 2012/13, compared with a Welsh average of £6.95 per resident.
- 65.6% of bus stops in the Vale display current bus time table information, compared to 57.9% of bus stops nationally.
- In 2012/13, 28.90 casualties were reported per 100,000 vehicle kilometres of all roads. This was the 8th lowest figure in Wales and the all Wales average was 32.
- 78% of the targeted school year completed off-road cycle training, and 50.1% completed on-road cycle training during 2012/13, compared with averages of 30.9% and 21.2% respectively, for the authorities in Wales who submitted data.
- In the 2012/13 national survey for Wales, the average satisfaction rate amongst respondents in the Vale in relation to their satisfaction with the transport system in Wales, was 5.6 on a scale of 1-10. The average satisfaction rate was higher in 19 authorities and the Wales average was 6.

Key service risks to this objective include:

<i>Risk</i>	<i>Likelihood score</i>	<i>Impact score</i>	<i>How will it be managed?</i>
Sustainability of concessionary travel provision in light of funding reductions.	4	2	There is likely to be increasing pressures on budgets, resulting in less viable services. We will need to consider priorities and also alternative services, such as community transport and alternative funding such as S106 funding.
Lack of local and government investment in sustainable transport systems.	2	3	Although Active Travel is a Government commitment, grants are reducing. There will be a need to priorities and also seek alternative funding.
Grant fall out resulting in limited funding available for Council to spend on transport schemes.	3	4	This could have a major impact on scheme delivery and services such as road safety.
Increase in accidents.	2	4	Consider counter measures, such as traffic regulation.
Failing to manage the collaboration agenda effectively.	4	1	WG intends to work directly with individual Council's from April 2014, although the reputation of the Vale should stand us in good stead.
Lack of available stock (trains and buses) and cost of fuel.	3	2	Lack of available operators is being minimised by use of Community transport.
Transport function not sufficiently integrated within the Council.	1	2	Transport is already integrated into land use planning and this is a matter that will be considered further under current Directorate review.

Key sustainability issues relating to the delivery of this objective include:

<i>Sustainability Issue</i>	<i>How will it be managed?</i>
Impact of construction including pollution and impact on wildlife.	Site Management measures and mitigating techniques.
Falling Accessibility across the Vale.	Increased use of community transport.

Key equalities issues relating to the delivery of this objective **include:**

<i>Equality Issue</i>	<i>How will it be managed?</i>
DDA obligations on transport systems. Improving physical access to transport e.g. buses and trains, community transport.	By working with the transport operators to ensure compliance with the relevant legislation and to seek funding for improvements to transport infrastructure

	such as raised kerbs at bus stops.
Accessibility – Addressing areas of the Vale without transport due to budget pressures.	To continue to offer the Greenlinks accessible bus service to all Vale of Glamorgan residents.

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

<i>Consultation undertaken 2013/14</i>	<i>Consultation planned 2014/15</i>
Llandough and Penarth 20mph zones.	Further consultation to be undertaken in respect of a proposed 20mph scheme for Llandough.
Railway walk active travel scheme, Penarth.	Consultation and engagement in respect of improvements to Five Mile Lane.

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

<i>Collaboration undertaken 2013/14</i>	<i>Collaboration planned 2014/15</i>
South East Wales Transport alliance (Sewta) and various working groups	Liaison with the 10 south east Wales transport authorities and the City Region Board.

What did we do in 2013-14?

- Implemented a number of initiatives which helped improve the Vale's transport infrastructure including the provision of the Railway Walk Active Travel Scheme in Penarth and other walking and cycling improvements including NCN88.
- We completed a park and ride area to the south of the Barry Dock station which is well used.
- An ad hoc review of bus services has been undertaken in view of service reductions.
- Our role in the South East Wales Transport Alliance (Sewta) and various other working groups has raised the profile of transport priorities of the Vale of Glamorgan and has ensured funding is received for implementing priority actions.
- We continue to contribute to the ongoing development of collaboration in transport through responding to Welsh Government initiatives.
- We effectively administered the Welsh Government's Concessionary Fares scheme.

- Produced public transport information in booklet and electronic format to meet all needs
- Expanded community transport by creating new hybrid routes to allow for an 'on-demand' service within areas of the rural Vale. This allows the gaps in provision to be filled as a result of reductions in supported services.
- Explored options for the Greenlinks service post March 2014 and reported future funding options to ensure that Greenlinks can continue to play a major role in serving the least accessible areas of the Vale of Glamorgan in future years.
- Gave assurance in 2013/14 of financial support to other Community Transport Operators in the Vale to enable continuation of services.
- Elements of the National Cycle Network 88 have been completed within certain communities thereby encouraging the increase in use of cycling paths in rural Vale.
- Created a shared walking and cycling route along Railway Walk, Penarth enabling safe travel in an area designated for their use along the entire length of railway walk. This allows for an excellent commuting alternative to the car.
- Completed the cycle path between Penarth Marina and Penarth Heights during 2013 and is now a key connection for commuters and leisure cyclists.
- Work has commenced on reviewing the travel plan with consultation with staff undertaken during February 2104.
- Enhancements to infrastructure and sustainable transport measures are made possible as a result of S106 contributions. In the first three quarters of 2013/14 £69,978.84 has been received and set aside for sustainable transport measures via S106 obligations.
- Residents' views were sought to inform plans for 20mph zones in Penarth and Llandough. Work is now progressing on designing a scheme for Llandough, whilst a scheme for Penarth is not currently progressing.
- Work on Gileston – Old Mill Relief road commenced during the first week in February 2014. It is anticipated that the scheme will be concluded next year.
- The Council was a member of the Airport Task Force, which has subsequently ceased following the WG taking ownership of the Airport.

What impact have these actions had?

- Improved road facilities for the benefit of residents and visitors, including new bus stops Kassel Kerbs on the A48 corridor, several stretches of new shared pedestrian, cycleways and areas where paving has been improved to aid pedestrian movements. Pedestrians and cyclists are able to travel safely in areas designated for their use. These improvements allow for excellent commuting alternatives to the car.
- Residents and visitors have easy access to public transport information in a format that is suitable for their needs.

- Improved accessibility for residents in the rural Vale, as a result of improvements in cycling and also a sustainable community transport initiative.

What do we plan to do in 2014-15?

- Support and extend Community transport throughout the Vale of Glamorgan in light of increasing budget pressures on supported bus routes.
- Work with Welsh Government in trialling a new rural bus initiative within the Vale of Glamorgan.
- Progress further elements of the National Cycle network and links within the Vale of Glamorgan.
- Progress options for the delivery of a 20 mph zone for Llandough village.
- Progress the Gileston-Old Mill relief Road.
- Progress options for improvements to Five Mile Lane.
- Identify options in partnership with WG to enable improved strategic access to Barry and the Enterprise Zone.
- Provide more Park and ride spaces at Barry Dock Railway Station, real time information on platforms, a comprehensive network of cycle routes and a review of supported bus services.

How will we know if we're achieving our objective?

- More sustainable community transport. Community Transport assists with accessible passenger movements to compensate for reduced bus services.
- New rural bus services launched to improve accessibility for residents to facilities, work and services.
- Increased and safer use of cycleways across the Vale, with benefits in terms of health and traffic congestion.
- Safer, more direct route along the B4265. Improved access to Barry from the St. Athan enterprise Zone.
- Increased numbers of residents and visitors use sustainable transport, with a resultant decrease in car users.
- Increased use of public transport, walking and cycling leading to healthier residents and less congestion.
- Improved accessibility to Barry and on strategic routes.

The following measures will also help us monitor our progress:

- The average cost subsidy per single passenger journey on the Greenlinks Community Transport Service.
- The percentage of people satisfied with public transport information.

- Kilometres of additional on-road cycle path provided during the year.
- Kilometres of additional off-road cycle path provided during the year.

What do we plan to do in 2015/18?

- Work with our transport partners to promote and develop options to improve strategic highway and public transport improvements between Barry and Cardiff and the M4. (R6)
- Promote modal shift by implementing appropriate traffic management systems and improving sustainable transport infrastructure including the provision of footpaths, cycleways and bridleways to minimise the impact of congestion and maximise tourism and recreational opportunities. (R16)

Corporate Plan Outcomes:

Current and future generations of Vale residents and visitors enjoy the built and natural environments of the Vale of Glamorgan and actively protect and maintain them.

The Vale of Glamorgan has a thriving economy supporting cohesive sustainable communities.

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

Objective 5: To protect and preserve the Vale's unique environment by conserving and enhancing special places and by mitigating the impact of development and investment.

The following **Corporate Plan** priorities will be undertaken as part of this objective:

- E7** Review the local Biodiversity Action Plan and increase the number of ecological areas by promoting the growth of specific plant species to encourage insects and other wildlife. (2014/15)
- E8** Manage all new development in a sustainable manner to ensure the heritage of the Vale of Glamorgan is not compromised. (2016/17)
- R14** Maximise the community benefits of new development through the effective use of planning obligations and develop a Community Infrastructure Levy to meet infrastructure requirements in the Vale of Glamorgan. (2013/14)

The context for this objective:

- It is a priority of the Council to maximise beneficial development within the Vale. Land Use planning has a fundamental role to play in securing sustainable, beneficial and appropriate development in the public interest. Under the Planning and Compulsory Purchase Act 2004, the Council must produce a Local Development Plan to enable appropriate, sustainable development whilst preserving and protecting interests of acknowledged importance.
- The Council is able to use section 106 agreements to facilitate development that might otherwise not occur for example affordable housing, education provision, suitable transport, highway improvements, enhancements to public open spaces and improvements to community facilities.
- Under the Natural Environment and Rural Communities Act 2006 the Council is obliged to consider the implications for biodiversity in all its activities, ensuring negative impacts are minimised.
- The Council also plays a key role in ensuring that building proposals are designed and carried out in accordance with standards set out in the building regulations and approved documents.

- The development management system takes into account a range of national and local policies and an array of material considerations when determining whether development proposals should proceed.
- There are a number of designations within the Vale of Glamorgan including 38 Conservation Areas, 740 listed buildings, 26 sites of Special Scientific Interest, as well as local landscape designations.

How are we doing?

- There is national policy and guidance that needs to be considered when determining all proposals for new development.
- During 2012/13, 177 facilitated educational visits to Vale country parks and the heritage coast took place.
- In the first three quarters of 2013/14 a total of 794 applications were determined and out of those 722 were approved. 36.67% of planning applications for major development; 63.92% for minor development and 91.90% for householder development were determined within 8 weeks. 81.27% of enforcement cases were resolved within 12 weeks of receipt.
- In 2012/13 overall the Council received 1182 planning applications determined 943 applications and of these dealt with nearly 78% of all planning applications within 8 weeks.

Nationally,

- During 2012/13, 92.7% of planning applications were approved in the Vale, compared with a national average of 90.5%.
- 68.9% of appeals against planning application decisions and enforcement notices upheld the authority's original decision during 2012/13, which was higher than the Welsh average figure of 61.1%.
- The Vale determined 66.7% of minor planning applications within 8 weeks in 2012/13, compared with a Welsh average performance of 61.5%.
- 86.8% of householder application were determined within 8 weeks in the Vale, compared to 83.3% overall in Wales.
- In 2012/13, 75.2% of planning enforcement cases were resolved during the year within 12 weeks which was the 6th highest performance in Wales and above the average of 65.1%.
- 65% of additional housing units provided during 2012/13 were classed as affordable. This compared favourably against a Welsh average of 45%.
- 65.82% of additional housing units provided during 2012/13 were built on previously developed land. This was in line with the Welsh average performance of 65.90%.
- In 2012/13, 62% of public rights of way were classed as being 'easy to use'. This was the 7th lowest performance in Wales, but was above the Welsh average of 54%.

Key service risks to this objective include:

<i>Risk</i>	<i>Likelihood score</i>	<i>Impact score</i>	<i>How will it be managed?</i>
Loss of grants. Also the cyclical nature of funding streams impacts negatively on forward planning for various countryside management operations, such as rights of way, heritage and biodiversity activity.	3	4	Alternative ways of service delivery being considered including collaborative working with communities and third sector voluntary organisations in order to make improvements and build on momentum.
Competition for scarce resources within the Council means that non statutory services have a higher risk of losing resources.	3	2	Need to consider alternative means of funding and whether certain services can be delivered in partnership or by others with Council support.
Lack of buy in from community groups and volunteers needed to make services sustainable.	3	2	Given likely reduction in funding, buy in from community groups and volunteer groups would be essential and would require support and guidance from the Council.
Failure to manage the Collaboration agenda effectively	2	4	Need to ensure continued good working relationships with partners and that we regularly seek collaborative solutions at a time of budget pressures. Difficult on local and site specific issues relating to countryside sites.
Political decisions beyond the Council.	3	2	Political decisions can often lead to a reduction in grant assistance or even withdrawal of grants. There would then be a need to examine alternative funding sources.
Local government reorganisation may impact negatively on meeting community needs in relation to sports, culture and recreation.	3	2	The 'local' delivery will be diluted, and a move to larger Council's will require greater partnership working at a local level.

Key sustainability issues relating to the delivery of this objective include:

<i>Sustainability Issue</i>	<i>How will it be managed?</i>
Ensuring all new buildings are sustainable in terms of design and construction	The requirements of the Planning and Building Control regulatory systems
Promoting renewable energy where possible	Working to ensure that any application for renewable energy is considered swiftly and in accordance with the Welsh Government guidance and support for such schemes
Balancing the needs of visitors against the need to conserve and protect interests of ecological and national importance.	Careful land and site management including setting of priorities in key sites and services.

Key equalities issues relating to the delivery of this objective include:

<i>Equality Issue</i>	<i>How will it be managed?</i>
Ensuring access to a range of information and advice to all sectors of the community.	Use of a range of methods, including web-based and paper-based information.

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

<i>Consultation undertaken 2013/14</i>	<i>Consultation planned 2014/15</i>
Individual consultation on all proposals for new development as a statutory requirement.	Individual consultation on all proposals for new development as a statutory requirement.

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

<i>Collaboration undertaken 2013/14</i>	<i>Collaboration planned 2014/15</i>
Minerals planning advice provision – advice received from Carmarthen County Council through partnership working.	Continue with Minerals service advice in partnership with Carmarthen County Council.
Working through LABC to undertake partnership schemes with Welsh and English Councils where the Vale of Glamorgan manages the submission of plans and details of development	Continue to work with LABC on partnership schemes.

What did we do in 2013-14?

- Minimised the impact of new development on existing communities and secured funding to improve infrastructure and facilities. In the first three quarters of 2013/14 we obtained £144,816.84 of S106 funding towards a range of community facilities including schools, Art, open space enhancements and sustainable transport. This is in addition to 'in kind' improvements and contributions to mitigate new developments.
- We assessed every major planning application (10+ dwellings) and negotiated for appropriate community facilities in accordance with the Planning Obligations SPG.
- The Perfect Pitch camping trial was well received and advice and guidance has subsequently been offered to partners, resulting in two trial sites benefitting from permanent planning permission. On-going advice and potential financial support is being offered to farmers in terms of diversification into camping.
- We provided a comprehensive project management service to other departments so that development can be managed in an appropriate and effective manner.
- We continue to ensure that due regard is given to the Council's Conservation Area Management Plans when making decisions relating to projects and new proposals.
- In implementing the development management system we continue to ensure that the Vale's heritage is respected and protected.
- Implemented the Local Biodiversity Action Plan and continued to proactively promote the growth of specific plant species to encourage insect and other wildlife.
- New interpretation was installed at Cosmeston Medieval Village and opened to the public 30th June 2013.
- The Awards for Wildlife Competition was completed in 2013 and awards are to be presented at the Vale show in August 2014.
- Further improvements to the Wales Coast path were undertaken with grant aid resulting in improved experience for visitors as well as enhanced network for local communities.
- We continue to engage with Town and Community Councils and agents so that they can contribute to service improvements and be kept apprised of developments in the planning process.
- We continue to promote our 'One App' electronic system for online planning submissions.
- Increased income generated from the provision of pre-application advice during the year has assisted in sustaining the service.
- We dealt with all proposals for new development in a consistent and timely manner as a consequence of providing a development management team approach to our customers.

- Comprehensive member development is at the heart of the service, leading to defensible and sustainable planning decisions.
- A Cosmeston Medieval trust was established during 2013, and the Council agreed to enter into a Memorandum of Understanding. However the Trust has since dissolved and it is understood that this is in part due to the improvements made to the Village by the Council.
- We are monitoring equalities data of the people accessing our services and this informs provision ensuring all members of the community have equal access to our services.
- Increased the amount of information available on-line and more residents are using the website as a first point of contact when seeking information about the service. There is a greater level of customer satisfaction as a result of being able to access free information in a timely manner.
- The percentage of online consultation responses is continually increasing and we continue to promote this method with key stakeholders.

What impact have these actions had?

- Enhanced coastal path network for the benefit of residents and visitors. Legal order and agreements have been progressed at 5 locations covering 3km of path during the first three quarters of 2013/14. In the final quarter surface improvements have been undertaken on two sites affecting 600m of path in addition to storm damage repairs to 1.5km of path.
- Greater level of customer satisfaction as a result of being able to access free and up to date information online. From 1st April 2013 to 31 December 2013 there have been 41,429 hits on the planning register.
- Increased use of online submissions. In 2012/13 over 40% of planning applications were submitted on line (474). In the first three quarters of 2013/14 the figure stands at 44.7%
- Successfully negotiated with developers for appropriate community facilities in accordance with the Planning Obligations SPG. An example would be the provision of an adizone fitness area on Barry Island which was funded by the development of flats at Jacksons Quay on the Waterfront

What do we plan to do in 2014-15?

- Manage all new development in a sustainable manner to ensure the heritage of the Vale of Glamorgan is not compromised.
- Maximise the community benefits of new development through effective use of planning obligations and develop a Community Infrastructure levy to meet future infrastructure requirements in the Vale of Glamorgan.
- Introduce a scheme that allows objectors and applicants to directly address the Planning committee.

- Continue implementation of the Local Biodiversity Action Plan and increase the number of ecological areas by promoting the growth of specific plant species to encourage insects and other wildlife.
- Review and have regard to the Council's Conservation Area Management Plans when determining planning applications.
- Deliver a full programme of member training on land use and transportation planning.
- Deliver an Agents and Town and Community Council forum on all Planning and Transportation matters.
- Review the delivery of the Council's Countryside service to improve the tourism and visitor experience and increase income and other economic spin offs.
- Complete the interpretation, branding and sense of place projects for the Glamorgan Heritage Coast.

How will we know if we're achieving our objective?

- The impact of new development on existing communities is minimised, with funding secured to improve local facilities.
- New development is integrated into communities.
- Appropriate procedures in place for Objectors and Applicants to be heard.
- Improved customers with perception of the Planning system.
- High take up of member development ensures informed and defensible decisions.

The following measures will also help us monitor our progress:

- Percentage of building control 'full plan' applications checked within 15 working days during the year.
- The percentage of 'full plan' applications approved first time.
- The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year.
- Number of facilitated visits to country parks and Heritage Coast.
- The percentage of inspections of processes with Environmental Permits completed in accordance with statutory guidance.
- The percentage of total length of Rights of Way which are easy to use by members of the public.
- The percentage of applications for development determined during the year that were approved.
- The percentage of planning applications for major development determined during the year within 8 weeks.

- The percentage of minor planning applications determined during the year within 8 weeks.
- The percentage of householder planning applications determined during the year within 8 weeks.
- The percentage of all other planning applications determined during the year within 8 weeks.
- The percentage of all applications subject to Environmental Impact Assessment (EIA) determined within 16 weeks.
- The percentage of enforcement cases resolved during the year within 12 weeks of receipt.
- Percentage of planning applications and building control applications submitted online.
- Number of web hits on the planning register.

What do we plan to do in 2015/18?

- Continue to maximise the community benefits of new development through effective use of planning obligations and develop a Community Infrastructure levy to meet future infrastructure requirements in the Vale of Glamorgan.
- Manage all new development in a sustainable manner to ensure the heritage of the Vale of Glamorgan is not compromised.
- Further develop commercial partnerships in the Countryside Service to enhance visitor experiences and increase income.

Development Services Action Plan

Outcome 1:	Residents of the Vale live in safe, healthy, prosperous and sustainable communities.
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Objective 1:		To promote participation in a diverse range of sporting, cultural, recreational and community interests and activities.					
Ref.	During 2014-15 we plan to:	Success criteria	High , medium or low priority	Officer responsible for achieving this action	Start Date	Finish Date	How will the work be resourced?
DS/A081	Explore with key partners opportunities for improving museum and cultural facilities in the Vale of Glamorgan.	Residents appreciate and engage with the Vale's culture and history. The Vale attracts an increased number of visitors.	M	Dave Knevett	1/4/14	31/3/17	0.05 FTE within existing budgets
DS/A007 HSCW1	Deliver a quality leisure service in partnership with Parkwood Community leisure and other partners	Residents and visitors will have access to a wide range of leisure services that are well maintained.	H	Dave Knevett	1/4/14	31/3/17	0.5 FTE
DS/A008 HSCW4	Increase levels of physical activity and reduce rising levels of obesity by delivering the Local Authority Partnership Agreement and the Council's responsibilities in the Healthy Communities	Residents are healthy and fit. They exercise regularly and they understand how to take care of their health.	H	Dave Knevett	1/4/14	31/3/16	1 FTE with additional support and funding via Sport Wales

	Food and Fitness Framework Action Plan.						
DS/A056 HSCW2	Promote and support community facilities to offer a wide range of leisure and social activities helping to improve residents' health and well being.	Residents within all communities have access to varied social and leisure facilities and are able to participate in activities that boost health and well being.	M	Dave Knevett	1/4/14	31/3/15	1FTE
DS/A057 CSDP	Ensure that Parkwood Leisure operate to the maximum benefit of children and young people.	Leisure Centres remain accessible and provide a range and choice of activities for young people, promoting healthier lifestyles and increased physical activity.	H	Dave Knevett	1/4/14	31/3/15	0.5 FTE
DS/A159	Work in partnership with communities, agencies and providers to deliver play and sport services and facilities within the Vale of Glamorgan.	Play and sport facilities are provided, despite budget pressures.	H	Karen Davies	1/4/14	31/3/15	8.5 FTE and additional resources and input from partners
DS/A160	Promote, provide and support a range of events throughout the Vale of Glamorgan	Local events engender pride in communities and support local businesses. Larger events increase visitor numbers and profile of visitor destinations.	H	Claire Evans/ Sarah Jones	1/4/14	31/3/15	1.2 FTE plus resources from existing budgets & from external partners as feasible.
DS/A161	Seek to extend the	Communities First	M	Bob Guy	1/4/15	31/3/17	0.25 FTE.

	Communities First programme in Barry beyond 2016	programme extended in Barry. Support for communities and individuals.					
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Outcome 1:	Residents of the Vale live in safe, healthy, prosperous and sustainable communities.
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Objective 2:		To promote a safe, fair, attractive and secure environment for residents, businesses and visitors through a range of activities.					
Ref.	During 2014-15 we plan to:	Success criteria	High , medium or low priority	Officer responsible for achieving this action	Start Date	Finish Date	How will the work be resourced?
DS/A022 CPS1	Increase the awareness of the Council's emergency planning arrangements to ensure that staff are prepared and contingency arrangements are in place in the event of an emergency incident.	Staff are capable of effectively implementing emergency plans, should the situation arise.	H	Debbie Spargo	1/4/14	31/3/17	Within CPU work programme, use of external trainer to supplement this.

DS/A023 CPS2	Promote the safer use of roads and implement a programme of road safety measures to reduce accidents and promote modal shift.	The number of road accidents is greatly decreased. Increased awareness of road safety and increased propensity to travel by means other than the private car.	H	Clare Cameron	1/4/14	31/3/17	Initiatives delivered via W.G funding. 1 FTE
DS/A024 CPS3	Engage with schools, Governing Bodies and parents and produce a procedure for the provision of a School Crossing Patrol service to ensure the safety and wellbeing of children attending schools.	Children cross roads safely, with the help of a crossing patrol, when travelling to or from school. Children are aware of how to cross the road safely.	H	Clare Cameron	1/4/14	31/3/15	0.5 FTE
DS/A025 CPS4	Implement a 'Prevent' Strategy to minimise the risk of terrorism.	The risk of terrorist activities in the Vale is mitigated.	H	Debbie Gibbs	1/4/14	31/3/15	Existing externally funded post
DS/A026 CPS6	Work with partners to tackle anti-social behaviour through targeted interventions and promoting community safety.	Residents are and feel safe in their homes and when out in the Vale. The number of anti-social behaviour incidents is significantly decreased.	H	Debbie Gibbs	1/4/14	31/3/15	1 FTE – Externally Funded Post

DS/A027 CPS8	Work with partners to reduce underage drinking and increase the percentage of licensed premises tested for underage sales.	Underage drinking is significantly reduced. Licensed premises enforce the drinking age law.	H	Debbie Gibbs	1/4/14	31/4/15	1.5 FTE
DS/A028 CPS9	Develop and implement a Council Policy on domestic abuse to establish a set of occupational standards for employees and volunteers working in the domestic abuse field.	Improved knowledge within the Council of issues relating to the management and identification of domestic abuse	H	Debbie Gibbs	1/4/14	31/3/15	0.5 FTE externally funded post
DS/A029 CPS10	Work with partners to increase support and security for victims of domestic abuse and to increase the number of prevention programmes available for perpetrators.	Reduced levels of domestic abuse in the Vale help to improve public safety. Victims of domestic abuse are able to access effective support systems.	M	Debbie Gibbs	1/4/14	31/3/15	0.25 FTE externally funded post

DS/A030 CSDP	Increase the number of safe routes to school and further develop child pedestrian and cycling training for schools.	Increase in number of children walking and cycling to school. Children and young people acquire the necessary skills to become safe pedestrians. Children are healthier, and there is a reduction in road casualties.	M	Clare Cameron	1/4/14	31/3/15	2 FTE and with external grant funding or Planning Obligation contributions
DS/A009 CPS5	Work with businesses to increase the percentage of businesses inspected achieving a food hygiene rating score of 3 or more.	A high number of Vale businesses achieve a food hygiene rating score of 3 or more.	H	Marie Wakeham	1/4/14	31/3/17	0.1 FTE with food standards agency funding
DS/A004 H6	Utilise funding opportunities to improve the energy efficiency of the housing stock and reduce fuel poverty.	Residents' homes are more energy efficient that help reduce fuel costs This will be achieved by submitting Arbed funding bids and seeking funding opportunities through ECO and Green Deal.	H	Dave Powell	1/4/14	31/3/17	0.05 FTE. Grant funding

DS/A006 H11 IO WAO/IP1&2/ DFG/2011/12	Assist people to live independently in their homes by reducing the time taken to deliver Disabled Facilities Grants and delivering the Accessible Homes Policy. -Implement a framework contract for contractors who will undertake adaptation works for applicants using the council's agency service. - Review change in application processes to ensure change has positive impact on customer service and delivery performance.	Residents live in homes that meet their needs. The adaptations that residents need are delivered in a timely manner, with an average delivery time in 2013/14 of 326 days.	H	Elen Probert	1/4/14	31/3/17	Capital funding Disabled Adaptations. Completed by DFG team (7 FTE)
			H	Elen Probert	1/4/14	31/3/15	As above

DS/A005 H8	Monitor and reduce the number of empty homes by promoting their return to use and implementation of the Empty Homes Strategy.	Return 10 empty properties back into good use and reduce the impact of empty properties on the neighbourhood by implementing the Empty Property Action Plan.	H	Elen Probert	1/4/14	31/3/17	Capital funding via Welsh Government Houses to Home Scheme Work completed by Empty Property Officer with support (1.2 FTE)
DS/A001 R12	Implement the Castleland Renewal Area to improve the standard of housing and the local environment.	Residents live in a healthy and safe environment and have access to housing that is fit for purpose.	H	Elen Probert	1/4/10	31/3/17	Capital funding from WG and VoG Council. Implemented by renewal area team (3.5 FTE)
DS/A003 H5	Facilitate the renewal of the private sector housing stock through a range of renewal and improvement initiatives.	Residents live in houses fit for purpose by delivering the Private Sector Housing Renewal Policy.	H	Elen Probert	1/4/14	31/3/17	Capital funding for Renewal Areas and Disabled Adaptations. Work completed by Renewal Area, DFG and EH Housing teams (17.2 FTE)

DS/A002 H4	Maximise the range and choice of sustainable affordable housing delivered in line with planning requirements and through social housing grant and other funding streams.	Residents live in homes that are affordable and fit for purpose.	H	Emma Reed	1/4/14	31/3/17	Via LDP and through planning decisions and grant funding where applicable
DS/A162	Secure improvement in the private rented sector by working with landlords, but where necessary taking enforcement to improve the quality of the accommodation available to let in the Vale.	Tenants within the private rented sector live in homes that are fit for purpose.	H	Elen Probert	1/4/14	31/3/15	0.5FTE
DS/A163	Implement the new Mobile Homes (Wales) Act and licence Mobile Home parks in the Vale.	A Vale licensing regime for mobile home sites is established.	M	Alun Billinghamurst	1/4/14	31/3/15	0.25FTE
DS/A164	Develop an action plan to begin to address the quality of the air in Windsor Road, Penarth.	Plan addresses required improvements to improve air quality.	H	Alun Billinghamurst	1/4/14	31/3/15	0.25FTE

Outcome 1:	Residents of the Vale live in safe, healthy, prosperous and sustainable communities.
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Objective 3:		To facilitate and promote investment in the local economy to secure sustainable economic growth and improve employment opportunities.					
Ref.	During 2014-15 we plan to:	Success criteria	High , medium or low priority	Officer responsible for achieving this action	Start Date	Finish Date	How will the work be resourced?
DS/A065 R11 IO	Establish and implement a Barry Communities First Cluster to deliver improved health and wellbeing of people living in the Communities First area.	The Communities First programme helps residents in identified areas of need to improve their health, wellbeing and quality of life.	H	Bob Guy	1/4/14	31/3/15	With funding awarded via W.G. Management costs also funded.
DS/A067 LS14 IO	Develop links with existing and future Regeneration Projects and investment to provide access to good quality, sustainable training and employment opportunities.	Residents have the ability to maximise their opportunities while contributing to regeneration projects in the Vale of Glamorgan.	H	Emma Smith	1/4/14	31/3/15	1.0 FTE
DS/A069 CSDP	Convert the potential of major developments into real employment opportunities for local people and communities.	Increased employment for local people within the Vale.	H	Bob Guy	1/4/14	31/3/15	Working within the new Business and Employment structure

DS/A078 R15	Produce a sound Local Development Plan as a framework to shape and promote beneficial, appropriate and sustainable growth in the Vale.	Planning decisions made on a sound policy basis. Document provides focus for investors. Land used in a sustainable manner.	H	Emma Reed	1/4/14	31/12/16	Via existing LDP budget and within staff structure. Consultant and legal input required at various key stages. (5 FTE)
DS/A082 R1	Work with partners to enhance and regenerate the Penarth Esplanade, and ensure sustainable and convenient links with the Town Centre and Penarth Haven.	The economy in Penarth is stimulated, supporting local businesses and residents.	M	John Dent	1/4/14	31/3/17	Feasibility money set aside in capital programme for 2014/15 and 2015/16. Money to be sought from other additional sources, such as S106 legal agreements.
DS/A083 R8	Support Welsh Government in administering the St Athan and Airport Enterprise Zone to maximise investment and job creation.	New companies invest in the Enterprise Zone, providing employment for local people.	H	Rob Thomas	1/4/14	31/3/17	0.25 FTE.

DS/A084 R4	Work with the Barry Waterfront Consortium to implement the proposals for the Barry Waterfront scheme including the provision of a new road to link to Barry Island.	Barry Waterfront is regenerated, improving the environment and the local economy. There is better access to Barry Island.	M	Marcus Goldsworthy	1/4/14	31/4/15	To be fulfilled within existing structure and resources
DS/A087 R3	Work with the developer to progress the redevelopment of Penarth Heights.	The development results in an improved environment for residents. A variety of new housing will be available, including 20% affordable housing.	L	Mark White	1/4/14	31/3/17	0.25 FTE staffing costs-met via budget
DS/A088 R5	Develop in consultation with residents, businesses and the wider community a Master Plan for Barry Island, to include enhancements to the public realm and the use of land at Nells Point for leisure purposes.	A document is in place which will inform and guide future land use and investment decisions for Barry Island.	M	John Dent	1/4/14	31/3/15	To be funded and produced within existing budgets 0.3 FTE

DS/A089 CSDP	Work collaboratively with neighbouring local authorities to promote 'Capital Wales' as a region for business investment.	Increased investment and employment opportunities.	M	Claire Evans	1/4/14	31/3/15	0.3 FTE staff time
DS/A165 CL14	Tackle child poverty by working with families in need to raise awareness of entitlements to welfare benefits and allowances and to facilitate access to support services that help people into employment and training.	Economic growth and improved employment opportunities.	M	Bob Guy	1/4/14	31/3/15	Within existing budgets/resources (0.25FTE)
DS/A090 CSDP	Exploit assets which are investment opportunities in partnership with the private sector, such as Cardiff Airport Business Park.	Economic growth and improved employment opportunities.	M	Bob Guy	1/4/14	31/3/15	Within existing budgets/resources (0.25 FTE)
DS/A109 R9 IO	Seek to progress the redevelopment of the Barry Island funfair site.	Site redeveloped with new facilities for visitors and residents as well as job opportunities.	M	Rob Thomas	1/4/13	31/3/15	0.25 FTE from within staffing structure

DS/A166 R9 IO	Work with partners to build on the legacy of the Barry Regeneration Area Programme by promoting further regeneration in the town.	Barry is an appealing place to visit, attracting both residents of the Vale and tourists.	H	Rob Thomas	1/4/14	31/3/15	Within existing structures. 2.5 FTE
DS/A167 R10 IO	Work with key stakeholders to Implement the framework for the future of Town Centres of the Vale of Glamorgan to promote investment and improve their vitality and attractiveness.	Rejuvenated town centres, offering businesses, residents & visitors an improved shopping environment.	H	Bob Guy	1/4/14	31/3/15	Financial requirements to be costed Staffing resource of 1.0 FTE
DS/A168	Conclude the implement the £3.3m Regeneration Project on Barry Island to improve public realm, open spaces and key approaches to the Esplanade.	The public realm, open spaces and key approaches to the Island provide a pleasant environment for residents, business owners and visitors.	H	John Dent	1/4/14	31/8/15	1 FTE within structure and external consultants. Grant funding via B.R.A.
DS/A169	Continue the development of the Innovation Quarter in Barry.	IQ provides a range of quality developments which benefit local companies/residents.	M	Mark White	1/4/14	31/3/16	0.5 FTE – project management input

DS/A068 R13 IO	Complete the existing Rural Development Plan and promote a new Rural Development Plan.	Residents continue to be actively involved in the future of their communities. Innovative projects and ideas benefit the long term social and economic wellbeing in the rural Vale.	H	Phil Chappell	1/4/13	31/12/14	8 FTE (externally funded)
DS/A080 R17 IO	Work with partners to produce a Destination Action Plan to build on the Tourism Strategy and to maximise the role of the Vale as a visitor and tourism destination.	The Vale has a positive image as an attractive destination.	H	Claire Evans	1/4/14	31/3/15	1 FTE. To be progressed within existing budgets
DS/A079 R7	Actively seek a new cinema for the town of Barry.	Residents have access to and make good use of a cinema without travelling out of the county.	H	Rob Thomas	1/4/14	31/3/15	Via existing staffing budgets 0.25 FTE
DS/A170	Progress the re-use of the Barry Island Tourist Information Centre building.	Maximum use of council asset.	H	Rob Thomas/ Claire Evans	1/4/14	31/3/15	1 FTE. To be progressed within existing budgets

DS/A171	Continue to provide project management support for the Council's Schools investment Programme including bringing forward surplus sites for redevelopment.	Regeneration facilitated. Reuse of surplus sites capital receipts	H	Mark White	1/4/14	31/3/15	0.25FTE
DS/A172 IO	Support long term unemployed people into employment through mentoring, training and job search assistance.	Improved employability of participants.	H	Bob Guy	1/4/14	31/3/15	Within existing budgets/resources
DS/A173 IO	Provide additional support to unemployed people in Communities First areas including confidence building, CV and interview skills training, job fairs.	Improved employability of participants.	H	Bob Guy	1/4/14	31/3/15	Grant funded at 100%
DS/A174 IO	Deliver a commercial improvement area/ development programme in central Barry including Upper Holton Road.	Rejuvenated town centres, offering businesses, residents & visitors an improved shopping environment.	H	Bob Guy	1/4/14	31/3/15	Financial requirements to be costed Staffing resource of 0.25 FTE

DS/A175 IO	Seek resources to deliver further public realm improvements in central Barry.	Success enables improvements in the public realm for the benefit of residents and visitors.	H	Bob Guy	1/4/14	31/3/15	Financial requirements to be costed Staffing resource of 0.5 FTE
DS/A176 IO	Work with stakeholders on joint action for town centres, including place boards and exploration of business improvement districts.	Increased vitality and viability of town centres. Rejuvenated town centres, offering businesses, residents & visitors an improved shopping environment.	H	Bob Guy	1/4/14	31/3/15	Financial requirements to be costed Staffing resource of 1.0 FTE
DS/A177 IO	Seek resources to deliver traffic management improvements in High Street/ Broad Street, Barry.	Rejuvenated town centres, offering businesses, residents & visitors and improved shopping environment.	H	Bob Guy	1/4/14	31/3/15	Financial requirements to be costed Staffing resource of 0.25 FTE

Outcome 2:	Development within the Vale is sustainable and the environment is protected and enhanced for current and future generations.
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Objective 4:		To promote integrated and sustainable transport systems for the Vale.					
Ref.	During 2014-15 we plan to:	Success criteria	High , medium or low priority	Officer responsible for achieving this action	Start Date	Finish Date	How will the work be resourced?
DS/A125 R6	Work with our transport partners to promote and develop options to improve strategic highway and public transport improvements between Barry and Cardiff and the M4	Improved links aid accessibility to Barry and on strategic routes. Congestion eased to the benefit of all road users, including investors and potential investors.	H	Emma Reed	1/4/14	31/3/17	Solely reliant on external funding and investment decisions taken by WG

DS/A126 R16	Promote modal shift by implementing appropriate traffic management systems and improving sustainable transport infrastructure including the provision of footpaths, cycleways and bridleways to minimise the impact of congestion and maximise tourism and recreational opportunities	Increased numbers of residents and visitors who use sustainable transport, with the resultant decrease in car users. Healthier residents and less congested roads.	H	Emma Reed	1/4/14	31/3/17	1 FTE with reliance on grant funding or financial contributions via S106 planning obligations
DS/A127 CSDP	Provide more Park and ride spaces at Barry Dock Railway Station, real time information on platforms, a comprehensive network of cycle routes and a review of supported bus services	Reduction in carbon and traffic emissions. Increase in use of public transport, walking and cycling. Healthier residents and less congestion.	M	John Dent/ Emma Reed	1/4/14	31/3/17	External grant funding
DS/A178	Support and extend Community transport throughout the Vale of Glamorgan in light of increasing budget pressures on supported bus routes	Community Transport assists with passenger movements to compensate for reduced bus services	H	Enfys Griffiths	1/4/14	31/3/15	1 FTE and with resources from S106 contributions related to sustainable transport

DS/A179	Work with Welsh Government in trialling a new rural bus initiative within the Vale of Glamorgan.	New rural bus services launched to improve accessibility for residents to facilities, work and services.	H	Emma Reed	1/4/14	31/3/15	0.5 FTE and in partnership with WG
DS/A180	Progress further elements of the National Cycle network and links within the Vale of Glamorgan.	Increased and safer use of cycling across the Vale, with benefits in terms of health and traffic congestion.	M	John Dent/ Clare Cameron	1/4/14	31/3/15	0.5 FTE and with grant and S 106 funding
DS/A181	Progress options for the delivery of a 20 mph zone for Llandough village.	Slower speeds-less accidents and improved community well being.	M	John Dent	1/4/14	31/3/15	0.25 FTE and with funding levered via S106 funding
DS/A145	Progress the Gileston-Old Mill relief Road.	Safer, more direct route along the B4265. Improved access to Barry from the St Athan enterprise Zone	H	Emma Reed	1/4/14	31/3/15	Within existing funding commitments
DS/A182	Progress options for improvements to Five Mile Lane.	Options worked up in partnership with WG to enable improved strategic access to Barry and the Enterprise Zone	H	Rob Thomas Emma Reed Miles Punter	1/4/14	31/3/15	0.25 FTE in partnership with WG

DS/A183	Identify options in partnership with WG to enable improved strategic access to Barry and the Enterprise Zone.	Options worked up in partnership with WG. Access enhanced.	H	Rob Thomas/Emma Reed	1/4/14	31/3/16	0.25 FTE in partnership with WG.
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Outcome 2:	Development within the Vale is sustainable and the environment is protected and enhanced for current and future generations.
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Objective 5:		To protect and preserve the Vale's unique environment by conserving and enhancing special places and mitigating the impact of development and investment.					
Ref.	During 2014-15 we plan to:	Success criteria	High , medium or low priority	Officer responsible for achieving this action	Start Date	Finish Date	How will the work be resourced?
DS/A115 E8	Manage all new development in a sustainable manner to ensure the heritage of the Vale of Glamorgan is not compromised.	The Vale's heritage is respected and protected.	H	Rob Thomas	1/4/13	31/3/17	Within existing structure and working practices

DS/A110 R14	Maximise the community benefits of new development through effective use of planning obligations and develop a Community Infrastructure levy to meet future infrastructure requirements in the Vale of Glamorgan	The impact of new development on existing communities is minimised, with funding being available to secure improvements to facilities. New development is integrated into communities	H	Victoria Robinson	1/4/14	31/12/16	LDP budget and staff resources of 1.5 FTE
DS/A151 CL6	Introduce a scheme that allows objectors and applicants to directly address the Planning committee.	Objectors and applicants have the right to be heard. Customer satisfaction is increased, as is the perception of the Planning system	H	Rob Thomas	1/4/14	30/9/14	From existing budgets and Democratic services support
DS/A184	Deliver a full programme of member training on land use and transportation planning.	Member development is at the heart of the service, promoting informed and defensible decisions.	H	Marcus Goldsworthy	1/4/14	31/3/15	Within existing budgets and 0.1 FTE
DS/A185	Deliver an Agents and Town and Community Council forum on all Planning and Transportation matters.	Stakeholders can inform service improvements.	M	Marcus Goldsworthy /Emma Reed	1/4/14	31/3/15	Within existing budgets and 0.1 FTE

DS/A114 E7	Continue the implementation of the Local Biodiversity Action Plan and increase the number of ecological areas by promoting the growth of specific plant species to encourage insects and other wildlife.	Biodiversity is maintained and enhanced wherever possible.	H	Bob Guy	1/4/14	31/3/15	Within existing budgets and staffing structure (0.5 FTE)
DS/A116 CSDP	Review and have regard to the Council's Conservation Area Management Plans when determining planning applications.	The character and unique qualities of the vale's conservation areas are preserved and enhanced.	H	Marcus Goldsworthy	1/4/14	31/3/15	Within existing staff structure and work practices
DS/A186	Review the delivery of the Council's Countryside service to improve the tourism and visitor experience and increase income and other economic spin offs.	Tourism and visitor experience is enhanced and local businesses benefit from greater footfall and return visits. Council benefits from potential investment by private sector.	H	Bob Guy	1/4/14	31/3/15	0.5 FTE

DS/A187	Complete the interpretation, branding and sense of place project for the Heritage Coast.	Visitors to the Heritage Coast increase and visitor satisfaction is high. Residents and local businesses benefit from a stimulated economy.	M	Bob Guy	1/4/14	31/3/15	1 FTE and with external funding
DS/A188	Further develop commercial partnerships in the Countryside Service to enhance visitor experiences and increase income.	Increased visitor satisfaction as a result of a range and choice of activity and experiences. Increased income and benefits to business.	H	Bob Guy	1/4/14	31/3/18	0.5% FTE in partnership with private and third sector.

Development Services Workforce Plan 2014/18

	Actions	Outcomes	Milestones	By When	Lead	Resources
1.	Finalise the reorganisation of staff accommodation within Dock office.	Staff operating in new accommodation by May 2014	Options finalised and moves concluded by May 2014	May 2014	Rob Thomas	Corporate Support
2.	Potential Grant Fall out across a range of service areas.	Many services are delivered via external funding. Grant fallout would result in loss of service delivery in key areas.	Dependent on grant decisions taken elsewhere within national government and partner organisations	Not known at present. Decisions made at start of each financial year.	Rob Thomas/ Management team	Engagement with HR and Trade Unions as necessary
3.	Resourcing key work areas	Ability to deal with key work areas and projects, such as Corporate projects, Tourism, LDP and regeneration	Assessed and evaluated at each budget setting round.	On-going	Rob Thomas	Corporate and financial support as necessary
4.	Directorate Services staffing review	Directorate structure fit for purpose, sustainable and able to deliver priorities.	Review to be concluded-Spring 2014. Implementation to follow	June 2014	Rob Thomas/ Reuben Bergman	Human resources support as necessary
5.	Resilience and flexibility	Ability to work flexibly across projects and disciplines.	Multipurpose teams and job descriptions and a willing staff base.	As part of 4. above	Rob Thomas	Human resource support and TU engagement
6.	Maximise grant take-up and actively seek new grant funding	Funding streams maximised	Work in key priority areas progressed	Ongoing	Management team	Financial and legal advice

7.	Review and reorganise the Countryside service to increase flexibility and efficiency.	Flexible use of all resources Increased commercial partnerships	Formal consultation underway April	Conclude early summer 2014	Bob Guy	Existing Management
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Development Services Performance Indicators 2014/15

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

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

PI Ref	PI Description	Performance 2012/13	Wales Average 2012/13	Performance 2013/14	Wales Average 2013/14	Target 2013/14	Target 2014/15
DS/M006a	The percentage of people referred to the exercise referral scheme who take up their referral.	-	-	48.71%	-	Establish baseline	50.00%
DS/M006b	The percentage of people who took up their referral to the exercise referral scheme who completed the programme.	-	-	40.00%	-	Establish Baseline	40.00%
LCS/002b	The number of visits to local authority sport and leisure centres during the year where the visitor will be participating in physical activity, per 1,000 population.	7,048	8,864	6,544	-	7,200	6,600
DS/M013	Percentage of customers satisfied overall with Leisure Services.	94%	-	-	-	95%	96%
DS/M014	Number of registrations in afterschool and community dragon sports clubs.	-	-	7,143	-	Establish Baseline	10,850
DS/M015	Percentage of children and young people taking part in the 5x60 scheme	-	-	42.00%	-	Establish Baseline	53.00%

PI Ref	PI Description	Performance 2012/13	Wales Average 2012/13	Performance 2013/14	Wales Average 2013/14	Target 2013/14	Target 2014/15
DS/M016	Number of children attending play schemes.	-	-	745	-	Establish Baseline	745
DS/M017	Number of different, regular groups using community centres.	-	-	194	-	Establish Baseline	194
DS/M035	The number of sports clubs which offer either inclusive or specific disability opportunities.	-	-	36	-	Establish Baseline	43
NEW	The percentage of people who completed the exercise referral scheme who feel that completion of the programme has improved their health & wellbeing.	-	-	-	-	-	Establish Baseline

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

Objective 2: To promote a safe, fair and secure environment for residents, businesses and visitors through a range of activities.

PI Ref	PI Description	Performance 2012/13	Wales Average 2012/13	Performance 2013/14	Wales Average 2013/14	Target 2013/14	Target 2014/15
DS/M001	The percentage of dwellings that have taken up offer of assistance to improve their property under the facelift programme.	98.53%	-	96.64%	-	99%	97%
DS/M002	The percentage of known HMOs licensed in the area.	100%	-	10.20%	-	25.00%	15.00%

PI Ref	PI Description	Performance 2012/13	Wales Average 2012/13	Performance 2013/14	Wales Average 2013/14	Target 2013/14	Target 2014/15
DS/M003	The percentage of customers satisfied with the disabled facilities grant service.	94.12%	-	100.00%	-	95.00%	80.00%
DS/M004	The percentage of people who have received assistance in the Renewal Area who feel the assistance has improved their living conditions.	87.96%	-	81.18%	-	88.00%	88.00%
DS/M005	The percentage of people who have received a disabled facilities grant and feel the assistance has made them safer and more independent in their own home.	90.20%	-	97.73%	-	90.00%	90.00%
DS/M007	Percentage of customers overall, satisfied with Regulatory Services.	93.30%	-	88.80%	-	90.00%	90.00%
PSR/002	The average number of calendar days taken to deliver a Disabled Facilities Grant.	346 days	271 days	284 days	-	326 days	250 days
DS/M008a	The average number of calendar days taken to deliver a Disabled Facilities Grant through the Council's agency Service.	330 days	-	292 days	-	326 days	250 days
DS/M008b	The average number of calendar days taken to deliver a non-agency Disabled Facilities Grant.	429 days	-	234 days	-	400 days	300 days
DS/M009a	The average number of calendar days taken from OT 1st Contact Recommendation in the delivery of a Disabled Facilities Grant.	115 days	-	81 days	-	60 days	75 days

PI Ref	PI Description	Performance 2012/13	Wales Average 2012/13	Performance 2013/14	Wales Average 2013/14	Target 2013/14	Target 2014/15
DS/M009b	The average number of calendar days taken from Enquiry to Approval in the delivery of a Disabled Facilities Grant.	142 days	-	113 days	-	130 days	100 days
DS/M009c	The average number of calendar days taken from Approval to Certified in the delivery of a Disabled Facilities Grant.	111 days	-	79 days	-	110 days	75 days
DS/M010	The average Disabled Facilities Grant amount.	£9,151.24	-	£7,396.84	-	£8,500	£7,500
PSR/006	The average number of calendar days taken to deliver low cost adaptation works in private dwellings where the Disabled Facilities Grant process is not used.	22 days	40 days	59 days	-	Not Set	
PSR/009a	The average number of calendar days taken to deliver a Disabled Facilities Grant for children and young people.	454 days	359 days	440 days	-	510 days	350 days
PSR/009b	The average number of calendar days taken to deliver a Disabled Facilities Grant for adults.	337 days	268 days	272 days	-	321 days	245 days
DS/M011	The number of crimes recorded in the Vale of Glamorgan throughout the year.	6,469	-	6,219	-	Not set	Not set
DS/M012	The percentage of all domestic abuse incidents which are repeat offences.	22.30%	-	19.00%	-	Not set	Not set
PPN/001ii	The percentage of high risk businesses that were liable to a programmed inspection that were inspected, for food hygiene.	100%	99%	100%	-	100%	100%

PI Ref	PI Description	Performance 2012/13	Wales Average 2012/13	Performance 2013/14	Wales Average 2013/14	Target 2013/14	Target 2014/15
PPN/001iii	The percentage of high risk businesses that were liable to a programmed inspection that were inspected, for animal health.	100%	100%	100%	-	100%	100%
PPN/008ii	The percentage of new businesses identified which were subject to a risk assessment visit or returned a self-assessment questionnaire during the year, for: Food Hygiene.	82%	83%	94%	-	90%	94%
PPN/008iii	The percentage of new businesses identified which were subject to a risk assessment visit or returned a self-assessment questionnaire during the year, for: Animal Health.	79%	53%	92%	-	90%	100%
PPN/009	The percentage of food establishments which are 'broadly compliant' with food hygiene standards.	83.03%	86.63%	85.29%	-	85.00%	85.00%
PSR/004	The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority.	2.03%	5.11%	49.15%	-	2.50%	42.00%
PPN/001i	The percentage of high risk businesses that were liable to a programmed inspection that were inspected, for trading Standards.	100%	96%	100%	-	100%	100%

PI Ref	PI Description	Performance 2012/13	Wales Average 2012/13	Performance 2013/14	Wales Average 2013/14	Target 2013/14	Target 2014/15
PPN/008i	The percentage of new businesses identified which were subject to a risk assessment visit or returned a self-assessment questionnaire during the year, for: Trading Standards.	47%	55%	54%	-	48%	60%

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

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

PI Ref	PI Description	Performance 2012/13	Wales Average 2012/13	Performance 2013/14	Wales Average 2013/14	Target 2013/14	Target 2014/15
DS/M019	Total number of visitors to the Vale of Glamorgan for tourism purposes (as measured by STEAM survey).	3,193,500	-	3,742,000	-	3,300,000	3,500,000
DS/M020	Survival rates of businesses in managed workspace by Vale of Glamorgan Council.	Data not submitted	-	100%		Not set	90%
DS/M021	Average percentage vacancy rate for retail units in main Vale shopping centres.	-	-	-	-	Not set	7.8%
DS/M022a	Percentage vacancy rate for retail units in upper Holton Road, Barry.	-	-	-	-	Not set	12.00%

PI Ref	PI Description	Performance 2012/13	Wales Average 2012/13	Performance 2013/14	Wales Average 2013/14	Target 2013/14	Target 2014/15
DS/M022b	Percentage vacancy rate for retail units in Barry Town Centre, Holton Road.	-	-	-	-	Not set	9.00%
DS/M022c	Percentage vacancy rate for retail units in Cowbridge.	-	-	-	-	Not set	2.50%
DS/M022d	Percentage vacancy rate for retail units in Windsor Road, Penarth.	-	-	-	-	Not set	2.50%
DS/M022e	Percentage vacancy rate for retail units in Broad Street/High Street, Barry.	-	-	-	-	Not set	10.80%
DS/M022f	Percentage vacancy rate for retail units in Llantwit Major.	-	-	-	-	Not set	2.50%
DS/M034	Number of members of the Vale's online business forum.	-	-	260	-	Establish baseline	300
New	Percentage of surveyed residents who consider our town centres to be attractive places to visit and shop.	-	-	-	-	-	Establish baseline

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

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

PI Ref	PI Description	Performance 2012/13	Wales Average 2012/13	Performance 2013/14	Wales Average 2013/14	Target 2013/14	Target 2014/15
DS/M027	The average cost subsidy per single	-	-	£9.04	-	Establish	£8.00

PI Ref	PI Description	Performance 2012/13	Wales Average 2012/13	Performance 2013/14	Wales Average 2013/14	Target 2013/14	Target 2014/15
	passenger journey on the Greenlinks Community Transport Service.					baseline	
DS/M028	The percentage of people satisfied with public transport information.	-	-	-	-	Establish baseline	70.00%
DS/M029a	Kilometres of additional on-road cycle path provided during the year.	-	-	0.23km	-	Establish baseline	0.5km
DS/M029b	Kilometres of additional off-road cycle path provided during the year.	-	-	2.91km	-	Establish baseline	3km
THS/007	The percentage of adults aged 60+ who hold a concessionary bus pass.	79.4%	84.8%	80.4%	-	80.0%	80.0%

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

Objective 5: Development within the Vale is sustainable and the environment is protected and enhanced for current and future generations.

PI Ref	PI Description	Performance 2012/13	Wales Average 2012/13	Performance 2013/14	Wales Average 2013/14	Target 2013/14	Target 2014/15
BCT/004	Percentage of building control 'full plan' applications checked within 15 working days during the year.	97.6%	91.9%	99.2%	-	95.0%	95.0%
BCT/007	The percentage of 'full plan' applications approved first time.	99.1%	95.0%	99.2%	-	95.0%	95.0%

PI Ref	PI Description	Performance 2012/13	Wales Average 2012/13	Performance 2013/14	Wales Average 2013/14	Target 2013/14	Target 2014/15
PLA/006b	The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year.	65%	45%	31%	-	30%	30%
DS/M024	Number of facilitated visits to country parks and heritage coast.	177	-	212	-	230	220
DS/M025	Percentage of customer satisfaction with country parks.	-	-	-	-	-	Establish baseline
DS/M026	The percentage of inspections of processes with Environmental Permits completed in accordance with guidance.	100%	-	100%	-	100%	100%
CMT/001	The percentage of total length of Rights of Way which are easy to use by members of the public.	62%	54%	69%		63%	64%
PLA/002 (DM1)	The percentage of applications for development determined during the year that were approved.	92.7%	90.5%	90.6%	-	90.0%	90.0%
DM2a	The percentage of planning applications for major development determined during the year within 8 weeks.	-	-	31.43%	-	Establish baseline	20.00%
PLA/004b	The percentage of minor planning applications determined during the year within 8 weeks.	66.7%	61.5%	66.7%	-	67.0%	67.0%
PLA/004c	The percentage of householder planning applications determined during the year within 8 weeks.	86.8%	83.3%	91.7%	-	87.0%	88.0%

PI Ref	PI Description	Performance 2012/13	Wales Average 2012/13	Performance 2013/14	Wales Average 2013/14	Target 2013/14	Target 2014/15
PLA/004e	The percentage of all applications subject to Environmental Impact Assessment (EIA) determined within 16 weeks.	0.0%	25.0%	None received	-	20.0%	20.0%
PLA/005	The percentage of enforcement cases resolved during the year within 12 weeks of receipt.	75.2%	65.1%	80.9%	-	76.0%	76.0%
DS/M031	Number of web hits on the Council's tourism website.	203,620	-	184,976		210,000	185,000
DS/M032a	Percentage of planning applications submitted online	-	-	45.69%	-	Establish Baseline	40.00%
DS/M032b	Percentage of building control applications submitted online.	-	-	10.33%	-	Establish Baseline	10.00%

Development Services Savings

Ref No.	Title of Saving	Description of Saving	Service Implications and Mitigating Actions	HR Implications	Saving		
					14/15	15/16	16/17
					£'000	£'000	£'000
<u>Public Protection</u>							
D1	Public Safety Reconfiguration.	Public Safety structure rationalised.	Reduced management resilience. Work loads will need to be reviewed.	Reconfiguration consultation	20	0	0
D2	Public Protection Collaboration.	Shared Service with Cardiff and Bridgend on Public Protection services.	Should provide for more resilience. Saving is calculated on full year and implementation now likely to be delayed. Any shortfall can be covered by the Public Protection reserve in 2014/15.	Dependent on Collaboration Arrangements.	315	100	0
D3	General Supplies & Services.	General savings across departmental Budgets.	Possible reduction in flexibility.	None	10	0	0
<u>Total Public Protection</u>					345	100	0
<u>Private Housing</u>							
D4	Reorganisation /Rationalisation of	Review of structure	Will require increase in efficiency in order to	To be determined as	29	0	0

	Division		avoid reductions in service/ redundancies.	part of review.			
D15	Disabled Facility Grants	Reduce staffing levels	Could reduce resilience but to mitigate schemes will be prioritised.	Change to contracts	0	0	30
<u>Total Private Housing</u>					29	0	30
<u>Planning & Transportation</u>							
D5	Support and Technical Support Review	The support, administration and technical support function to be reviewed across the Directorate. Need to review options for the best means of service delivery.	Currently only part centralised, with remaining support tin teams - will need further review to consider whether there is merit to bring all functions together across Directorate with potential savings, but with added resilience. This will also provide an opportunity to consider implications as a result of WG Planning Improvement grant fallout.	To be determined as part of review.	46	0	0
D6	Planning Enforcement and Appeals Unit	Planning Enforcement and Appeals unit – Service review.	Could to a less responsive service with more complaints as service takes longer to	To be determined as part of review.	40	0	0

			provide so will seek to streamline procedures to mitigate				
D7	Review of Transport Function	Restructure of function	Would only be easily practical with an associated reduction in functions (see saving below)	Not known at this stage – to be determined as part of review.	20	0	0
D8	Supported Bus Services and Fee Paying School Transport on Supported Buses.	Change in method and funding of meeting local transport need.	Generation of alternative funding to support community transport provision as well as public transport services. Utilisation of S106 planning obligation funding to support existing and additional community transport coverage and to supplement the budget for public transport services.	None but will need full bus service review.	40	30	0
D9	Transport Surveys	Cease transport survey service	Projects pay for surveys as necessary.	Not using Temporary surveyors.	15	0	0
D16	Reorganisation /rationalisation of Division	Review of structure including options for collaboration	Will require increase in efficiency in order to avoid reductions in service.	To be determined as part of review	0	0	94

D17	Further cut backs in support	The saving described above could be taken further, to generate further savings	Delivery of services would take far longer.	As above, although increased job losses	0	0	50
<u>Total Planning & Transportation</u>					161	30	144
<u>Leisure</u>							
D10	Review of Service Delivery	Service delivery rationalisation through ongoing restructuring and through collaboration with other Local Authorities.	Will require increase in efficiency in order to avoid reductions in service.	Not known at this stage	13	0	0
D11	Leisure Centre Partnership - Additional Savings	Working in partnership with Parkwood to deliver further savings	Partnering with Parkwood to deliver Leisure centre service and achieve savings over and above the existing £1 million target	None-already implemented	277	210	60
D12	Review Countryside Function	Review delivery of Countryside Management to seek more flexible working and increased resilience including Coed Cymru service.	Potential for complaints. Review would also consider charging options and alternatives available.	To be determined	25	0	19
D13	Support and Technical Support Review	The support, administration and technical support function to be reviewed across the			7	0	0

		Directorate. Need to review options for the best means of service delivery.					
D14	Dyffryn Gardens	Reduction in budget as a result of transfer to National Trust.			135	0	0
<u>Total Leisure Services</u>					457	210	79
D18	Procurement	Procurement savings for whole Directorate	Savings to be made from better prices and demand management for supplies and services.	None	0	76	76
D19	Savings	Additional savings target	Specific savings to be identified for Medium Term Financial Plan.	Dependant on specific saving	0	262	146
<u>TOTAL DEVELOPMENT SERVICES</u>					992	678	475