



Vale of Glamorgan Council

Place Directorate Plan 2025/26

Delivering our vision for the Vale of Glamorgan

‘Working Together for brighter future.’

Director	Marcus Goldsworthy, Director of Place
Cabinet Member	Cllr L. Burnett, Cllr B. Brooks, Cllr. R. Sivagnanam Cabinet Portfolio

1. Who we are and what we do

The service is delivered through two related and constituent parts: Regeneration, Project Management Unit (PMU), and Sustainable Development.

1.1 What we do – Regeneration

The service seeks to secure new investment, regeneration projects and funding. It also promotes the County and supports communities and businesses to lead on their own priorities. We aim to promote sustainable and appropriate new development and to make a real difference through regeneration activity by providing people with access to employment, facilities and the opportunity to improve their quality of life.

Broad functions are:

- **Economy & Neighbourhood Regeneration** team is a team of ten. The team is responsible within the Council for driving growth, facilitating inward investment and improving economic wellbeing. The team support sector specific, start-up and growth businesses, through partnership working, by providing grant assistance and by providing a variety of business spaces. Through employer links, job creation and the future skills agenda are also part of their work. They lead on Town Centre development and support the placemaking agenda. Local Area Energy Planning is a recent addition to their work. The team lead on project development for funding applications before implementation is handed over to the PMU. Empty property and private sector housing is a function within the team, proactively delivering a range of schemes to property owners and residents, to support bringing residential and commercial units back into use. Schemes include improvements to energy efficiency in homes, targeted empty property commercial grants and enabling property conversions through loans and grants.
- **Creative Communities** is a team of twelve, dedicated to supporting communities, working with residents and organisations to determine priorities, make action plans, and seek funding with a focus on regeneration, co-production, collaboration and innovation, driven by communities. They also manage extensive funding programmes such as the £18.5m Shared Prosperity Funding in the Vale. They Lead on the placemaking plans across the Council and coordinate input from all service areas to ensure the Council is fulfilling its obligations as a signatory of the Placemaking Charter for Wales. Placemaking involves working collaboratively across sectors and disciplines to comprehensively consider the future development of distinctive and vibrant places. The team works across the Council and with partners

to maximise the potential that both internal and external funding streams can make to the development of the four towns in the Vale. It also coordinates the external funding forum for the Council.

- **Tourism and Events team** is a team of four that seeks to support the local visitor economy, events and filming. The team also leads on corporate events across the County coordinate filming activities within the Council. Destination management plans also fall within this service area, and they seek to support other services within the Council to ensure that the visitor experience is as good as possible.
- **The Barry Partnership** is a new function of regeneration overseeing investment of £20m of Uk Government Funding and supporting an independent community led partnership for the town. This will be delivered over the next ten years.

1.2. What we do - Project Management Unit

The Project Management Unit (PMU) is made up of four project managers from a variety of professional backgrounds including Town Planning, regeneration and engineering. The role of the unit is to provide a corporate project management support service, focused on helping departments across the Council deliver wide-ranging regeneration, land development and other projects.

Broad functions are:

- The PMU works with Council departments and other key stakeholders from the public and private sectors, setting up multi disciplined project teams tailored to deliver land development, regeneration and other projects. Projects can vary in size and complexity and in the spirit of the Council's project management guidelines are delivered from inception through to project completion.
- Established in 2004, examples of projects completed or advanced include The Innovation Quarter Joint Venture, File Mile Lane, Penarth Heights, Barry Town Hall and Library, Eastern Promenade enhancements, St Pauls Church Penarth etc. Examples of Current projects at varying stages include:
 - Barry Mole, Marina and Docks Office projects
 - Barry Western Gateway project
 - Airport Business Park (VOGC development land)
 - Penarth Older Persons Housing with Care Complex
 - Advanced Technology Centre and Barry Waterfront Campus
 - Plus facilitating feasibility work, site assessments and other projects for Directorates.

1.3 What we do – Sustainable Development

The Sustainable Development Service area seeks to manage new developments and contribute towards/enable regeneration activity and promotion the Vale of Glamorgan as a visitor destination. We aim to promote sustainable development in the appropriate locations, contribute towards placemaking and make a real difference by providing people with access to employment, facilities, and the opportunities to improve their quality of life.

Broad functions are:

- **Building Control** administers and enforces Building Regulations to safeguard the health and safety of people in and around buildings and to ensure sustainable energy efficient development.
- **Development Management**, including Conservation and Design, and Planning Policy teams prepare and maintain the Council's statutory Development Plan and manage the development and use of land and buildings in the public interest to ensure that development takes place in accordance with the Plan. The team also provides advice and information to developers and members of the public on a range of national and local planning matters, deal with planning appeals and the enforcement of planning and heritage legislation.
- Working alongside the Regeneration team, we strive to make a real difference to residents of the Vale of Glamorgan. This includes providing opportunities for economic growth, job creation and community well-being. The prosperity and health of our Town Centres is a planning and regeneration priority and is a key aim of the Welsh Government. We strive to build capacity in communities to regenerate themselves and provide sustainably for their own needs. We support the delivery of the empty home's strategy and associated schemes.
- **The Countryside Service** acts to enhance and support good management of the countryside and coastal areas in the Vale of Glamorgan by looking after our unique natural assets which include country parks and the Glamorgan Heritage Coast Project. We also seek to promote the public enjoyment and understanding of the countryside and work with others to improve our physical environment. This team includes Public Rights of Way, Ecology/Biodiversity and landscape design. It also leads on the Local Nature Partnership for the Vale of Glamorgan and the development of a regional cycling and bridleway network.

Climate Change- through the decisions we make, we seek to support and develop the Council's Project Zero agenda and ensure that we look to a greener future for development. Addressing the climate and nature emergencies is central to all that we do.

2. The Purpose of our Directorate Plan

This Directorate Plan provides a framework for action to support delivery of the Council’s overarching vision, ambition and well-being objectives, as articulated in its approved Corporate Plan 2025-30. The Plan sets out the activities and areas for improvement the Directorate will focus on in the coming year that will contribute towards delivery of the Council’s annual commitments for 2025/26 as aligned to the Corporate Plan Well-being Objectives 2025-30.

Directorate Plan Summary				
Delivering our vision for the Vale of Glamorgan “Working together for a brighter future”				
The Well-being Objectives in our Corporate Plan Directorate				
WO1: Creating Great Places to Live, Work and Visit	WO2: Respecting and Celebrating the Environment	WO3: Giving Everyone a Good start in Life	WO4: Supporting and Protecting Those who Need Us	WO5: Being the Best Council We Can Be
The Corporate Plan outcomes our Directorate contributes towards:				
<ul style="list-style-type: none"> • People are more empowered and feel connected to their communities. • Residents tell us they have a sense of pride in their communities. • People are easily able to access local facilities and services. • People can access good employment opportunities within the Vale and wider region. • Services and systems connect e.g. transport, health, business and housing supporting people’s needs, the environment and the local economy. • People feel safe in the Vale. • The Vale is a great place to live and grow old and is recognised as being Age Friendly • There are more businesses in the Vale employing local people. • The third and social enterprise sectors are thriving and working in partnership with the Council. • Residents and visitors are able to access a range of arts, leisure and cultural opportunities. 	<ul style="list-style-type: none"> • The Council is recognised as a leading Council in its work to tackle the climate and nature emergencies. • The Council reduces its carbon emissions and is a net zero organisation. • People have access to good quality parks, and other green spaces and safe and clean bathing waters. • People are proud of the Vale as a clean and green county. • The Council and the community work together to protect and enhance our green spaces, improve biodiversity and reduce carbon emissions. 	<ul style="list-style-type: none"> • Reduction in child poverty • Children and young people feel engaged and that they have a voice about the services and decisions that matter to them. • Children and young people tell us that they are satisfied with the Vale as a place to live and feel connected to communities. • Become a child friendly organisation. 	<ul style="list-style-type: none"> • People can access the services and support they need local to them in their communities. • People can access preventative services and support and avoid reaching crisis point. • The Vale is a County of Sanctuary • Fewer people suffer from loneliness and isolation. • People have access to good quality, healthy food every day and food poverty is reduced. 	<ul style="list-style-type: none"> • We are a customer focused organisation. • Services are responsive, flexible and respect different needs. • Residents feel listened to and that the Council provides quality services and value for money. • Residents report a sense of pride in the Vale and value local facilities and services. • Residents have a better understanding of the role of elected members and how decisions are made. • The Council has strong partnership arrangements in place to provide services in the best way possible • We have robust and transparent financial management systems and processes across the organisation and are successful at attracting investment and grants. • We are judged to have robust systems and management practices in place to support the work of the Council.

- There are a range of volunteering and other opportunities for people to get involved in their communities.

- Recruitment and retention of a quality workforce – our people - which reflects the local community.

The Way That We Work



Long term



Prevention



Integration



Collaboration



Involvement

Looking to the **long term** – for us this means being aware of the well-being of current and future generations whilst addressing the needs of those we currently serve.

Understanding the underlying causes of issues and **preventing** them – for us this means being proactive in our thinking and understanding the need to tackle problems at source.

Taking an **integrated** approach – for us this means recognising the interdependence that exists between the 7 well-being goals and our well-being objectives.

Working in a **collaborative** way – for us this means recognising the different roles that public bodies play in tackling long term challenges.

Involving the population in decisions – for us this means effective involvement of people and communities is at the heart of improving well-being currently and in the future.

3. Managing our resources to deliver our Priorities

3.1 Our Financial Position

Budget and Savings for 2025/26

The Place Directorate's service delivery is supported by an estimated base budget of **£3.074 million** for 2025/26. This includes funding awarded for pay pressures of £106,000, no additional funding was awarded for the Directorate's inflationary and other service cost pressures for the same period. Additionally, the directorate is committed to delivering **£238,000** worth of in-year savings identified for the period 2025/26.

3.2 Reshaping Programme Priorities, Directorate Efficiency Savings, Income Targets and other Service Improvement Opportunities

For the foreseeable future, the Council is required to reduce budgetary spend significantly in addition to a number of challenging service savings that have yet to be fully achieved. The Directorate will continue to undertake service reviews to identify areas where efficiencies can be realised leading to a reduction in expenditure or an increase in income generation as appropriate. Our efficiency savings including income targets where appropriate, for this year are detailed in the table below.

As part of the Reshaping Programme, we need to develop new ways of working to ensure we continue to provide high quality services fit for the future. During 2025/26 we will be progressing the projects outlined in the table below. Alongside these reshaping commitments, we have also identified other opportunities that we will take forward within the Directorate's services to further improve the economy, efficiency and effectiveness of the services we provide. Whilst some of these may not necessarily have savings targets identified, some expected outcomes are detailed in the table below.

Key to delivering transformation, efficiency and other directorate improvement and savings targets are our workforce and physical and digital assets. Our workforce is our primary resource, and our objectives are only achievable through the hard work, flexibility and resilience, which our staff consistently demonstrates. It is therefore vital to continue to support this through effective structures, processes and practices including staff well-being, development opportunities and succession planning despite the pressures of budget and staffing reduction. This will enable us to manage the challenges and changes we face in a flexible and sustainable manner. We will continue to focus on reducing and where possible removing bureaucracy and utilising economies of scale to help support key changes and new ways of working. The Reshaping, Efficiency and

other Directorate Service Improvement Opportunities outlined in the table below reflect the key areas of focus in the coming year in relation to our workforce, physical and digital assets, and have been informed by the findings in our current Annual Directorate Self-Assessment (2023/24).

Reshaping and Efficiency Savings, Income Targets and Other Service Improvement Opportunities 2025/26.

Service area	Saving Proposal	Lead officer	Impact on residents/ Service users	Equality Impact Assessment	Saving Category	2025/26 proposed. £000's	2026/27 Proposed £000's
Regeneration	Vacant Post review	Phil Chappell	N	Y	Tactical	63	-
Regeneration	Focus on income from business support	Phil Chappell	N	Y	Tactical	15	-
Regeneration	Revisit operating models for BSC & Engine room	Phil Chappell	N	Y	TOM - Other	-	10
Regeneration	Additional Income commercial lease income	Phil Chappell	N	Y	TOM - Other	20	10
Sustainable Development	Planning income target – WG fees increase	Ian Robinson	Y	Y	TOM - Income	70	-
Sustainable Development	New planning income opportunities – new products	Ian Robinson	Y	Y	TOM - Income	20	-
Sustainable Development	Fee increases in both Planning and building control	Ian Robinson	Y	Y	Tactical	10	-
Sustainable Development	Public rights of way regionalisation	Ian Robinson	Y	Y	Service - Transform	-	20
Sustainable Development	Country Park leisure commercialisation	Ian Robinson	Y	Y	TOM - Income	40	-

Service area	Saving Proposal	Lead officer	Impact on residents/ Service users	Equality Impact Assessment	Saving Category	2025/26 proposed. £000's	2026/27 Proposed £000's
Total Savings						238	40

3.3 Engagement & Insight

The Directorate's services proactively engage with key stakeholders including our key partners, customers, communities, and internal client departments to inform the planning and delivery of cost-effective and sustainable Council services. In line with the Council's commitment to demonstrate that we are a Council that listens and responds to residents' and community needs, we will be progressing an annual programme of engagement for 2025/26 which has been informed by the findings in our current Annual Directorate Self-Assessment (2023/24). Further details on these engagement activities including the key findings and outcomes will be available on the Participate Vale online hub throughout the year as and when activities are completed.

What we will engage on in 2025/26	Purpose of the engagement activity	Alignment to DSA areas for future focus	When this will happen (Q1/Q2/Q3/Q4)
Replacement Local Development Plan	To ensure that all key Stakeholders views inform the Replacement Local Development Plan which will provide an up to date picture of development opportunities in the Vale, setting out which types of development will and will not be permitted and in which locations.	Develop engagement and consultation activities, undertaking good quality placemaking and reaching diverse groups whole making the most of the opportunities presented through digital tools. Enhance the use of data and insight to support long-term decision making regarding our workforce and make better use of digital technology to ensure efficiencies.	All Quarters
Placemaking Plans	To ensure that the ideas emerging from plans have a clear evidence base and that	Develop engagement and consultation activities, undertaking good quality	All Quarters

What we will engage on in 2025/26	Purpose of the engagement activity	Alignment to DSA areas for future focus	When this will happen (Q1/Q2/Q3/Q4)
	<p>residents, organisations and businesses are a meaningful part of the development process. Projects from within the plans will be led by a variety of different organisations.</p>	<p>placemaking and reaching diverse groups and different ages, while making the most of the opportunities presented through digital tools.</p> <p>Enhance the use of data and insight to support long-term decision making regarding our workforce and make better use of digital technology to ensure efficiencies.</p>	
<p>Plan for Neighbourhoods - Barry</p>	<p>To ensure that the 10-year vision and strategy for the Partnership has a strong evidence base and that residents are a meaningful part of the development process.</p>	<p>Develop engagement and consultation activities, undertaking good quality placemaking and reaching diverse groups while making the most of the opportunities presented through digital tools.</p> <p>Enhance the use of data and insight to support long-term decision making regarding our workforce and make better use of digital technology to ensure efficiencies.</p>	<p>All Quarters</p>

3.4 Our Key Risks

The management of risk is everyone’s responsibility. Through assurance provided as part of business-as-usual activity, the Directorate continues to monitor, manage and report on risks across its services including contributing to mitigating corporate risks. The Directorate’s services work with key partners and stakeholders including communities and the wider public and third sectors where appropriate to mitigate identified and emerging service risks sustainably. Our key Directorate risks and proposed mitigating actions are detailed below.

What is the risk?	Risk Evaluation			How are we going to mitigate this?
	likelihood	Impact	Residual	
Corporate Risks				
CR9: Delivery of Major Regeneration Projects	2	2	4 (M)	<ul style="list-style-type: none"> • Projects to have regard to principles of the Placemaking Charter for Wales in their development and design. They should also form part of Placemaking plans. Adopt a prudent long term planning approach for the use of Place reserves with a view to maximising levered funding with particular regard to opportunities from Welsh and UK Government, including Levelling Up, Transforming Towns. • Implement governance structures with regards to the investment plan, asset management, enterprise zone, placemaking, Levelling Up and other funding. • Promote the Non-Treasury Investment Strategy and work to develop the pipeline with the Finance Team. • Work to deliver the Barry Making Waves Levelling Up projects. • Provide the secretariat function for the new Barry Partnership. Administer the Towns Fund on behalf of the Partnership awarded by UK Government.

What is the risk?	Risk Evaluation			How are we going to mitigate this?
	likelihood	Impact	Residual	
				<ul style="list-style-type: none"> Work with UK & Welsh Governments and Cardiff Capital Region to secure funding to deliver regeneration and business support projects and programmes.
Directorate Risks				
RS/DR1: Loss or reduction of funding streams impacts negatively on forward planning for a significant number of service areas including countryside management operations, economy, cultural, recreation and community schemes. The impact will also negatively affect the sustainability of local businesses and jobs across the Vale.	3	3	9	Use of UK Government funding such as Shared Prosperity Funding (SPF) has mitigated the loss of other funding, however SPF ends in 2026 and there is no indication of what will replace this. Bids have been submitted for Transforming Towns Funding from WG but have yet to be confirmed.
RS/DR2: Competition for scarce resources within the Council means that non statutory services have a higher risk of losing resources.	3	3	9	Use of external funding for regeneration and Planning becoming essential- Planning Fee increase from Welsh Government (WG) now essential to maintain the service.
RS/DR3: Failure to manage the service's collaboration agenda effectively.	3	3	9	<p>Continue to work with Community and Town Councils on Placemaking and Cardiff Capital Region (CCR) in respect of regional issues.</p> <p>Work across departments via internal placemaking group.</p> <p>Integrate the pipeline work of housing and transport into the work of the new town level place boards.</p>

What is the risk?	Risk Evaluation			How are we going to mitigate this?
	likelihood	Impact	Residual	
				Develop golden thread placemaking training in partnership with Organisation Development & Learning to embed across Council.
RS/DR4: Inability to recruit and retain suitably qualified and experienced staff particularly in Planning and regeneration as well as other business critical areas due to market forces and skills shortages, impacting on service resilience and capacity to deliver services/projects/schemes.	3	3	9	<p>Increased Planning Fees will allow us to plan for the future with access to apprenticeship, training and much needed funding.</p> <p>We have developed close links with Cardiff University over many years and have successfully attracted student who are studying for Planning degrees to undertake a year out. This has provided a steady flow of new recruits. We are also looking at possible apprenticeship and in work placements as well as training opportunities to develop existing staff. The proposed rise in /planning fees should support this process.</p>
RS/DR5: Failure to access new funds due to limited resources to complete bid processes.	2	2	4	Sufficient staff resources required to access the external funding that is already available and ensure that this is used effectively.
RS/DR6: Downturn in the economy, the cost of living crisis and inflationary pressures limits our ability to deliver projects, create jobs in the Vale and attract new investment.	3	4	12	<p>Through external funding opportunities, essential in terms of regeneration and economic growth.</p> <p>Support towns to thrive via good placemaking and early wins in 2025/26</p>
RS/DR7: Uncertainty around longer term UK & Welsh Government funding of regeneration and levelling up. Budgetary constraints could severely limit the support and funds provided by Welsh Government for the	3	3	9	<p>SPF and Transforming Towns now extended until at least 2026 – issues will be relevant next year.</p> <p>Ensure that solutions offer value for money and that we innovate to find / deliver them.</p>

What is the risk?	Risk Evaluation			How are we going to mitigate this?
	likelihood	Impact	Residual	
replacement scheme to Transforming Towns.				Feed into the dialogue around the post transition year funding arrangements with WLGA, UK Govt and Welsh Govt.
SD/DR8: Loss or reduction of funding streams (including S106 / planning obligations) impacts negatively on forward planning for a significant number of service areas including countryside management operations, Education, affordable housing, sustainable transport, cultural, recreation and community schemes.	3	4	12	Replacement Local Development Plan (RLDP) will allocate new housing and commercial development sites which should continue to bring in S106 contributions.
SD/DR9: Impact of regulatory complexity and bureaucratic perception of the planning system and implications negatively impacting on investment and development.	2	2	4	Speed of planning decisions will be improved if planning fee increase is agreed by WG.
SD/DR10: Failure of Welsh Government to regularly update planning fee to ensure that they reflect the actual cost of providing and support the service.	4	3	12	Failure to agree and increase in fees will significantly impact upon the performance of the Planning Service
SD/DR11: Failure to adhere to RLDP Delivery Agreement, for example due to lack of political or WG support, or objections to sites from statutory consultees.	1	4	4	Delivery Plan should ensure we meet timescales.

4.0 What we will do in 2025/26: (Directorate Action Plan)

Ref	Corporate Plan Action	Directorate Plan Action (What will we do in 2025/26?)	Key milestones (What are the key steps?)	Expected outcomes (What difference will this make?)	Officer responsible	Resources required /budget implications	Alignment to CP Well-being Objective	Corporate /Directorate risk mitigation
CP/1	Implement placemaking plans across our four towns and apply the principles of placemaking across all our activities ensuring a strong emphasis on local need and community voice.	PD/A01: Completion and oversight of 4 individual Placemaking plans and the associated management boards .	Adoption of 4 plans for the towns of Vale of Glamorgan Encourage other areas of the Council to embed placemaking in their thinking.	The placemaking plans provide all the councils, residents, businesses and investors with an integrated framework for the strategic development of the towns. A pipeline of projects	Phil Chappell	Existing resources and support from WG funding	Creating Great Places to Live, Work and Visit	DR1
CP/1	Implement placemaking plans across our four towns and apply the principles of placemaking across all our activities ensuring a strong emphasis on local need	PD/A02: Access a mix of external funding to enable placemaking plan pipeline projects to be delivered.	Delivery milestones against projects – spend on profile.	Placemaking plans will be launched in this year. Some Visible quick wins are expected subject to funding	Phil Chappell	Existing resources and support from WG funding	Creating Great Places to Live, Work and Visit	DR1

Ref	Corporate Plan Action	Directorate Plan Action (What will we do in 2025/26?)	Key milestones (What are the key steps?)	Expected outcomes (What difference will this make?)	Officer responsible	Resources required /budget implications	Alignment to CP Well-being Objective	Corporate /Directorate risk mitigation
	and community voice.							
CP/1	Implement placemaking plans across our four towns and apply the principles of placemaking across all our activities ensuring a strong emphasis on local need and community voice.	PD/A03: Establish new governance structures for regeneration in 2025.	Place boards first meet April 2025	Placemaking plans will be approved by Town Councils and the Vale Council.	Phil Chappell	Existing resources and support from WG funding	Creating Great Places to Live, Work and Visit	DR1

Ref	Corporate Plan Action	Directorate Plan Action (What will we do in 2025/26?)	Key milestones (What are the key steps?)	Expected outcomes (What difference will this make?)	Officer responsible	Resources required /budget implications	Alignment to CP Well-being Objective	Corporate /Directorate risk mitigation
CP/4	Deliver a Replacement Local Development Plan which balances the need for sustainable growth, the nature and climate emergencies, and the social and cultural needs of the Vale of Glamorgan.	PD/A04: Progress to Deposit stage of Replacement Local development Plan (RLDP)- to include sustainable growth allocations and incorporate Net Zero policies for all new dwellings.	Conclude drafting of Deposit plan. Consult upon Deposit plan and report to Council for approval.	Delivery of the Deposit Draft LDP for consultation. Provide stakeholders with a framework for growth for the next 15 years and a basis for positive carbon outcomes from new building.	Ian Robinson	Existing resources	Creating Great Places to Live, Work and Visit	DR11
CP/2	Deliver a programme of investment and regeneration in Barry through the Barry Making Waves, Levelling Up, Plan for Neighbourhoods	PD/A05: Support the work of the Barry partnership as part of the Plan for Neighbourhoods, including provision of Secretariat support.	Barry Partnership commences capacity building work around the revised themes of the Plan for Neighbourhoods Programme. Transforming Towns Funding	Work will commence bringing together residents businesses and groups under the themes of the Barry Partnership. Capacity building will take place and projects will emerge. Some	Phil Chappell Mererid Velios	Any additional resources required will be drawn from the various funding packages.	Creating Great Places to Live, Work and Visit	DR2

Ref	Corporate Plan Action	Directorate Plan Action (What will we do in 2025/26?)	Key milestones (What are the key steps?)	Expected outcomes (What difference will this make?)	Officer responsible	Resources required /budget implications	Alignment to CP Well-being Objective	Corporate /Directorate risk mitigation
	and Transforming Town Programmes		<p>applications approved April 2025</p> <p>Project delivery plan for Barry Making Waves is agreed and is extended to March 2028 with key milestones identified for 25/6</p> <p>Project Management Unit implement Levelling Up Funding / Western Gateway and other placemaking projects in towns.</p>	funding will be allocated to these projects.				
CP/3	Support investment including the Sustainable Communities	PD/A06: Continue to work with employers and other partners such as Welsh and UK	Sustainable growth in employment across key sites in	Key projects are delivered within programme deadlines.	Phil Chappell / PMU	Existing resources (PMU)	Creating Great Places to Live, Work and Visit	DR6

Ref	Corporate Plan Action	Directorate Plan Action (What will we do in 2025/26?)	Key milestones (What are the key steps?)	Expected outcomes (What difference will this make?)	Officer responsible	Resources required /budget implications	Alignment to CP Well-being Objective	Corporate /Directorate risk mitigation
	for Learning programme, the former Aberthaw Power Station, Bro Tathan and Cardiff Airport Enterprise Zone, to encourage economic growth across the Vale.	Government, CCR, and Town Councils to support the implementation of key projects.	the Vale of Glamorgan.					
CP/6	Increase the supply of good quality, accessible and affordable housing.	PD/A07: Increase the supply of good quality, accessible and affordable housing in the areas of need, by maximising opportunities through the planning system and by working in partnership with housing colleagues.	Positive outcomes for affordable housing schemes and securing policy compliant AH on market housing schemes. Contribute to WG/POSW work on unlocking AH delivery.	An increased, high quality supply of affordable housing, which makes a positive contribution to the Housing crisis.	Ian Robinson (Liam Jones / Vic Morgan / Lucy Butler / Fiona Lambert)	Existing resources	Creating Great Places to Live, Work and Visit	DR8

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CP/8	Work with the voluntary and social enterprise sectors, valuing their role in delivering services and supporting residents in their communities.	PD/A08: Involve Voluntary and Social enterprise sectors in the development of the 4 placemaking plans.	Delivery of 4 placemaking plans	All sectors are involved in the design and implementation of the placemaking plans.	Phil Chappell/ Nicola Sumner Smith	Existing resources (supported by funding from WG)	Creating Great Places to Live, Work and Visit	
CP/8	Work with the voluntary and social enterprise sectors, valuing their role in delivering services and supporting residents in their communities.	PD/A09: Deliver the Strong Communities Grant Fund in 2025.	Grant fund promoted, applications assessed and awards granted in a timely way.	Voluntary sector access funding via the fund.	Phil Chappell/ Nicola Sumner Smith	Existing resources (supported by funding from WG)	Creating Great Places to Live, Work and Visit	
CP/12	Develop and implement new planning policies to support delivery of the 2050 target and	PD/A10: Draft Net Zero Housing policies, to be included within Deposit RLDP and secure approval for	Draft Deposit Plan. Consult and achieve Council approval, to	Clear policy basis established and evidenced for delivery of NZ dwellings.	Ian Robinson (Vic Morgan)	Existing resources	Creating Great Places to Live, Work and Visit	DR3

Ref	Corporate Plan Action	Directorate Plan Action (What will we do in 2025/26?)	Key milestones (What are the key steps?)	Expected outcomes (What difference will this make?)	Officer responsible	Resources required /budget implications	Alignment to CP Well-being Objective	Corporate /Directorate risk mitigation
	reduce emissions associated with new developments and housing.	this policy approach from Council.	enable progression to plan examination.					
CP/17	Increase biodiversity and improve our green infrastructure (GI) and respect for the natural world within urban and rural areas.	PD/A11: Secure Green Infrastructure /biodiversity enhancements on all developments where appropriate and progress work towards Council wide GI action planning.	Corporate agreement of how to deliver and support GI action planning for all service areas. Support the provision of Biodiversity/GI enhancements on all developments through the planning process. Secure 3:1 replacement planting in accordance with PPW and updated SPG.	Increased green infrastructure and ecological capacity, making a positive impact on addressing climate and nature emergencies.	Ian Robinson (Vic Morgan /Steve Pickering)	Development of strategy supported through existing resources. Implementation support yet to be determined.	Respecting and Celebrating the Environment	DR11
CP/17	Increase biodiversity and improve our	PD/A12: Develop and report the	Promotion of the work of the partnership.	Increased awareness of the importance of nature and increased	Ian Robinson (Steve Pickering)	LNP funding	Respecting and Celebrating	DR11

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	green infrastructure (GI) and respect for the natural world within urban and rural areas.	work of the Local Nature Partnership	Reporting impact and achievements.	involvement from the community and partner organisations			the Environment	
CP/13	Deliver the Local Area Energy Plan (LAEP) and encourage and support investment in the renewable energy infrastructure as part of our work towards the 2050 target to reduce emissions.	PD/A13: Recruit LAEP officer for 3 years to bring together stakeholders to deliver LAEP.	Businesses and communities are working together to implement the plan.	Projects begin to emerge, and funding is accessed. E.g. Local Heat Networks.	Phil Chappell / Natasha Davies	Support required through the SPF and PZ reserve for new role	Respecting and Celebrating the Environment	DR8
CP/20	Deliver a Food Strategy for the Vale and work with local food producers and the agricultural sector to	PD/A14: Support local food supply chains and other projects such as the agri-hub via the team's Food and Farming Officer.	Feasibility work is completed on elements of the agri-hub. Veg for schools project brings	Local suppliers are able to access opportunities via local supply chains. Further work is undertaken on the next	Phil Chappell/ Natasha Davies	Existing resources supported by SPF and PZ reserves.	Respecting and Celebrating the Environment	DR5

Ref	Corporate Plan Action	Directorate Plan Action (What will we do in 2025/26?)	Key milestones (What are the key steps?)	Expected outcomes (What difference will this make?)	Officer responsible	Resources required /budget implications	Alignment to CP Well-being Objective	Corporate /Directorate risk mitigation
	support local supply chains and actions which underpin the sustainability of our rural communities.		local farmers on board.	stages of the proposed Agri Hub.				
CP/29	Develop and improve links between schools, colleges, universities and business to ensure people have the right skills to access current and future employment opportunities.	PD/A15: Establish a Business Skills Partnership for the Vale of Glamorgan utilising various funding streams such as SPF.	Partnership meets quarterly during 2025/2026	Business Skills Strategy Developed	Phil Chappell Natasha Davies	Development of new resources through grant funding and use of reserved.	Giving Everyone a Good Start in Life	DR3
CP/37	Deliver an integrated programme of work to prevent and tackle poverty with a	PD/A16: Develop effective mechanisms and facilitate discussions between users and	Findings of events fed back to PSB and service providers.	Priorities and projects begin to emerge in 2025/26. Changes are made to services as a direct result of this work.	Phil Chappell Mererid Velios/Nicola Sumner Smith	Existing resources supported jointly by SPF and corporately	Supporting and Protecting Those Who Need Us	

Ref	Corporate Plan Action	Directorate Plan Action (What will we do in 2025/26?)	Key milestones (What are the key steps?)	Expected outcomes (What difference will this make?)	Officer responsible	Resources required /budget implications	Alignment to CP Well-being Objective	Corporate /Directorate risk mitigation
	particular focus on our most deprived communities.	service providers linked to the work of the PSB, Barry Partnership and Placemaking plans.	Integrated approach to projects in Barry.	More communities and businesses engage in the process and begin to lead on their own priorities and projects.				
CP/41	Transform our services and how we work to better meet the needs of the community make the best use of our resources.	PD/A17: Undertake all actions identified in the Place budget savings and reshaping services plans.	Focus on income generation, including at Country Parks, Planning fees and in terms of our business building offers	Services are transformed with a focus on income generation and working towards full cost recovery.	Marcus Goldsworthy	Existing resources and SPF	Supporting and Protecting Those Who Need Us	DR3
CP/49	Use the Council's buildings and sites to support service transformation, innovation and increased community use.	PD/A18: Explore options for a dedicated role within Regeneration to support the asset transfer process and liaise with external partners and internal departments.	Funding identified for 3 year post.	Council begins working with community led organisations around supporting the transfer of assets.	Phil Chappell/Ian Robinson	Existing resources and SPF	Being the Best Council We Can Be	DR3
CP/49	Use the Council's buildings and	PD/A19: Undertake further feasibility work on Country	Delivery of new leisure offer in	Further leisure opportunities are provided in facilities	Phil Chappell/Ian Robinson	Existing resources and SPF	Being the Best Council We Can Be	DR3

Ref	Corporate Plan Action	Directorate Plan Action (What will we do in 2025/26?)	Key milestones (What are the key steps?)	Expected outcomes (What difference will this make?)	Officer responsible	Resources required /budget implications	Alignment to CP Well-being Objective	Corporate /Directorate risk mitigation
	sites to support service transformation, innovation and increased community use.	parks for leisure activities for residents and visitors.	Cosmeston Country Park.	such as Country Parks in partnership.				

5.0 How we will measure success: Directorate Key Performance Indicators and Targets

Successful delivery of the Directorate Plan will be monitored and measured in various ways including regular reporting of progress on planned activities and projects; through reviewing the experience of citizens, workforce and stakeholders; and through performance reporting including progress on the following key performance indicators. The Directorate will monitor performance quarterly to ensure that we remain focused on our priorities and can promptly deal with underperformance wherever necessary.

Performance Measures	Current Performance 2023/24 (or Q3 2024/25 if quarterly reported PI)	Target 2025/26	Reporting Frequency	Alignment to CP Well-being Objectives	Indicator Type
CPM/053/ Corporate Plan Measure: Average and individual vacancy rates in the Vale's main town centres: (a) Barry (b) Penarth (c) Llantwit Major (d) Cowbridge	10.9% overall (2023/24) Holton Road: 19.4% High/Broad St: 13.6% Penarth: 7.26% Llantwit Major: 3.92% Cowbridge: 10.56% Welsh Avg.: 16.5%	10.9% Data Cymru agreeing new methodology for calculating vacancy across Wales.	Annual	Creating Great Places to Live, Work and Visit	Service Outcome
CPM/162: Total energy output capacity (MW) granted planning permissions (including Development of National Significance) for renewable and low carbon energy development during the	7.3MW (not including DNS figures) (2023/24)	Target not applicable	Annual	Respecting and Celebrating the Environment	Service Outcome

Performance Measures	Current Performance 2023/24 (or Q3 2024/25 if quarterly reported PI)	Target 2025/26	Reporting Frequency	Alignment to CP Well-being Objectives	Indicator Type
year (only recorded where schemes produce at least 1MW as per WG guidelines).					
Number of individuals engaged as part of the placemaking process.	1100 (Q3 2024/25)	400 To reflect higher level as part of plan x 4 development	Annual	Creating Great Places to Live, Work and Visit	Citizen Perspective
CPM/133: Number of local Businesses advised in relation to funding, business planning and new start-ups.	615 (2023/24)	150 Reflecting budget reduction	Annual	Creating Great Places to Live, Work and Visit	Citizen Perspective
CPM/144: Number of Businesses financially supported.	68 (2023/24) Bus Dev: 32 Shopfront: 29 Startup: 7	23 Reflecting budget reduction Bus Dev: 3 Shopfront: 10 Startup: 10	Annual	Creating Great Places to Live, Work and Visit	Service Outcome

Performance Measures	Current Performance 2023/24 (or Q3 2024/25 if quarterly reported PI)	Target 2025/26	Reporting Frequency	Alignment to CP Well-being Objectives	Indicator Type
CPM/143: Number of community led organisations advised.	80 (Q3 2024/25)	40 Reflecting budget reduction	Annual	Creating Great Places to Live, Work and Visit	Service Outcome
CPM/135: Number of community organisations financially supported	55 30 Direct 25 GVS small	35 Reflecting budget reduction	Annual	Creating Great Places to Live, Work and Visit	Service Outcome
New PI 2025/26: % increase in number of staying visitors	New PI for 2025/26	2% increase on 2023 figure of 590k staying visitors	Annual	Creating Great Places to Live, Work and Visit	Service Outcome
New PI 2025/26: % increase in the Economic impact of tourism	New PI for 2025/26	2% increase on 2023 figure of £329.89 M to the economy 2024 target of 601,800 80336.48 M	Annual	Creating Great Places to Live, Work and Visit	Service Outcome
New PI 2025/26: Placemaking – Number of towns with up to date Place plans	New PI for 2025/26	4 plans produced	Annual	Creating Great Places to Live, Work and Visit	Service Outcome

Performance Measures	Current Performance 2023/24 (or Q3 2024/25 if quarterly reported PI)	Target 2025/26	Reporting Frequency	Alignment to CP Well-being Objectives	Indicator Type
CPM/249 (EMH0001): The % of private sector dwellings that have been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action from the local authority	New PI for 2024/25	10%	Annual	Creating Great Places to Live, Work and Visit	Service Outcome
CPM/250 (EMH0002): The % of private sector dwellings that have been vacant for more than 12 months at 1 April that were returned to occupation during the year through direct action from the local authority	New PI for 2024/25	10%	Annual	Creating Great Places to Live, Work and Visit	Service Outcome
CPM/305: Number of additional dwellings created as a result of bringing empty properties back into use.	5	6	Annual	Creating Great Places to Live, Work and Visit	Service Outcome
New PI 2025/26: Number of trees planted per year by the Countryside Service.	New PI for 2025/26	Establish baseline	Annual	Respecting and Celebrating the Environment	Service Outcome
CPM/105: % of Dangerous structures inspected within 1 working day of receipt.	100%	100%	Quarterly	Respecting and Celebrating the Environment	Service Outcome
New PI 2025/26: Average number of days taken to vet building control plans	New PI for 2025/26	Establish baseline	Quarterly	Respecting and Celebrating the Environment	Service Outcome

Performance Measures	Current Performance 2023/24 (or Q3 2024/25 if quarterly reported PI)	Target 2025/26	Reporting Frequency	Alignment to CP Well-being Objectives	Indicator Type
New PI 2025/26: Average number of days taken to consult on demolition applications	New PI for 2025/26	Establish baseline	Quarterly	Respecting and Celebrating the Environment	Service Outcome
CPM/052: % of householder planning applications determined within 8 weeks or subject to Planning Performance Agreement or Extension of Time	96.4% (Q3 2024/25)	96%	Quarterly	Respecting and Celebrating the Environment	Service Outcome
CPM/061: % of all planning applications determined within 8 weeks or subject to Planning Performance Agreement or Extension of Time.	94.1% (Q3 2024/25)	93%	Quarterly	Respecting and Celebrating the Environment	Service Outcome
CPM/89: % of additional affordable housing units granted planning permission during the year as a percentage of all additional housing units granted planning permission during the year.	58.75% (2023/24)	35%	Annual	Respecting and Celebrating the Environment	Service Outcome
CPM159: The area of public open space (ha) which would be lost as a result of development granted planning permission during the year	0.13 Ha (2023/24)	N/A Reporting purposes only	Annual	Respecting and Celebrating the Environment	Service Outcome
CPM160: The area of public open space (ha) which would be gained as a result of development granted planning permission during the year.	0 (2023/24)	N/A Reporting purposes only	Annual	Respecting and Celebrating the Environment	Service Outcome

Performance Measures	Current Performance 2023/24 (or Q3 2024/25 if quarterly reported PI)	Target 2025/26	Reporting Frequency	Alignment to CP Well-being Objectives	Indicator Type
CPM161: Number of planning permissions granted for renewable and low carbon energy development during the year.	2 (2023/24)	N/A Reporting purposes only	Annual	Respecting and Celebrating the Environment	Service Outcome
CPM163: The area of land (ha) granted planning permission for new development on previously developed land during the year.	10.325 Ha (2023/24)	N/A Reporting purposes only	Annual	Respecting and Celebrating the Environment	Service Outcome
CPM164: The area of land (ha) granted planning permission for new development on greenfield land during the year.	1.121 Ha (2023/24)	N/A Reporting purposes only	Annual	Respecting and Celebrating the Environment	Service Outcome
CPM/193/Corporate Plan Measure: Amount of Public realm / green infrastructure improved / created.	19 + 11941m2 from ND (2023/24)	N/A Reporting purposes only	Annual	Respecting and Celebrating the Environment	Service Outcome