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Delivering our vision for the Vale of Glamorgan



Strong Communities
with a Bright
Future

VALE of GLAMORGAN COUNCIL SERVICE PLAN

2018-2022

Service Area	Regeneration and Planning
Head of Service	Marcus Goldsworthy
Director	Rob Thomas
Cabinet Member	Cllr. Jonathan Bird Cabinet Member for Regeneration and Planning
Scrutiny Committee	Environment and Regeneration Homes and Safe Communities Learning and Culture

1. Introduction

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

1.1 About our Service – Regeneration and Planning

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

Our broad functions are:

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

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

1.2 The Purpose of Our Service Plan

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

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

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

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

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

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

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

Developing Our Plan

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

- The Directorate's Annual Self-Assessment 2017/19 which provides an overall position statement for the year based on specific issues relating to performance, customer experience, and the use of resources (workforce, financial, ICT and assets);
- Our revenue budget including planned service savings and efficiencies and the implementation of the Council's Reshaping Services Change Programme;
- The availability of internal Capital budget as well as external funding sources;
- The Development Management Annual Performance Review required to be submitted by Welsh Government along with quarterly surveys is also used to assess performances of the Department having regard to other Welsh Councils.

1.3 How We Work - Sustainable Development

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

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

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

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

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

2. Our Corporate Plan Priorities for 2018-22

2.1 Corporate Plan Priorities

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

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

Well-being Outcome/Scrutiny Committee	Well-being Objective	Ref	Action
WO2: An Environmentally Responsible and Prosperous Vale (E&R)	O3: Promoting regeneration, economic growth and employment	ER6	Support local businesses and increase the number of visitors to the Vale through the implementation of the Tourist Destination Management Plan and an annual programme of events and festivals (2019/20).
WO2: An Environmentally Responsible and Prosperous Vale (E&R)	O4: Promoting sustainable development and protecting our environment	ER7	Adopt and implement the Local Development Plan as a framework for sustainable development in the Vale of Glamorgan (2016/17).
WO2: An Environmentally Responsible and Prosperous Vale (E&R)	O4: Promoting sustainable development and protecting our environment	ER8	Develop and adopt a Community Infrastructure Levy which uses developer contributions to provide necessary infrastructure and community facilities (2016/17).
WO2: An Environmentally Responsible and Prosperous Vale (E&R)	O4: Promoting sustainable development and protecting our environment	ER10	Work with Welsh Government to deliver improvements to Five Mile Lane
WO2: An Environmentally Responsible and Prosperous Wales (E&R)	O4: Promoting sustainable development and protecting our environment	ER14	Work with partners to continue the regeneration of Barry Island and promote the development of land at Nells Point for tourism and leisure purposes (2018/19).
WO2: An Environmentally Responsible and Prosperous Vale (E&R)	O4: Promoting sustainable development and protecting our environment	ER17	Implement the Local Biodiversity Action Plan and enhance and protect habitats for important species through the Natural Environment and Communities Act and the land use planning system.
WO3: An Aspirational and Culturally Vibrant Vale. (L&C)	O6: Valuing culture and diversity	AC10	Improve our knowledge of the diverse needs of the community, so that groups of people protected under the Equality Act 2010 can better access Council services. (2019/20)
WO3: An Aspirational and Culturally Vibrant Vale (Learning and (L&C)	O6: Valuing culture and diversity	AC12	Implementing the Welsh Language Standards to improve access to services and information. (2019/20)
WO3: An Aspirational and Culturally Vibrant Vale (L&C)	O6: Valuing culture and diversity	AC16	Protect, preserve and where possible enhance the built, natural and cultural heritage of the Vale of Glamorgan (2019/20).

2.2. Integrated Planning Priorities

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

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

3. The Year Ahead (2018-19)

3.1. Our Annual Service Priorities for 2018-19

During 2018-19 our service will undertake the actions outlined below to contribute to Year 3 of the Corporate Plan Well-being Outcomes and Objectives.

Well-being Outcome/Scrutiny Committee	Well-being Objective	Ref	Action	During 2018/19 we will:
WO1: An Inclusive and Safe Vale (H&SC)	O1: Reducing Poverty and Social Exclusion	IS004	Work through the Creative Rural Communities partnership to involve the local community in the delivery of services with the aim of reducing rural poverty (2019/20).	Support communities to access resources and develop their capacity towards improving and running community assets.
WO1: An Inclusive and Safe Vale (H&SC)	O1: Reducing Poverty and Social Exclusion	IS005	Implement a range of projects to tackle poverty through the Vibrant and Viable Places Scheme in Barry (2016/17).	Implement the replacement for the Communities First programme; Legacy and Communities for Work Plus. Deliver the replacement for the Vibrant Viable Places program; Targeted Regeneration Investment.
WO1: An inclusive and Safe Vale (H&SC)	O2: Providing decent homes and safe communities	IS009	Provide appropriate accommodation and support	Continue to deliver the Disabled Facilities Grants service for private

Well-being Outcome/Scrutiny Committee	Well-being Objective	Ref	Action	During 2018/19 we will:
			services for particular vulnerable groups (2019/20).	housing.
WO1: An Inclusive and Safe Vale (H&SC)	O2: Providing decent homes and safe communities	IS010	Implement a range of initiatives to facilitate new, and to improve the quality of private sector rented accommodation (2019/20).	Continue to review our existing support arrangements in place for householders and landlords to improve private housing and make vacant properties available. Provide loan products to householders and landlords to improve private housing and make vacant properties available as houses.
WO1: An Inclusive and Safe Vale (H&SC)	O2: Providing decent homes and safe communities	IS011	Increase the number of sustainable, affordable homes (2019/20).	Secure through planning permission, at least 30% of affordable new housing. Work with the Cardiff Capital Region to increase supply of affordable housing in the Vale of Glamorgan.
WO1: An Inclusive and Safe Vale (H&SC)	O2: Providing decent homes and safe communities	IS015	Complete the Castleland Area Renewal Scheme to improve the standard of housing and the local environment (2016/17).	Evaluate the Castleland Renewal Area. Identify and initiate a new regeneration/ renewal area.
WO2: An Environmentally Responsible and Prosperous Vale (E&R)	O3: Promoting regeneration, economic growth and employment	ER1	Maximise economic growth, inward investment and employment opportunities through the Capital region and Cardiff Airport and St Athan Enterprise Zone (2019/20).	Work in partnership with the Cardiff Capital Region to promote Cardiff Airport and the Enterprise Zone and utilise the Local Development Plan as a planning framework for positive land use. Progress work with our partners in relation to

Well-being Outcome/Scrutiny Committee	Well-being Objective	Ref	Action	During 2018/19 we will:
				transport infrastructure, business support, regeneration, planning and housing, skills and innovation as part of the City Deal (CCR).
WO2: An Environmentally Responsible and Prosperous Vale (E&R)	O3: Promoting regeneration, economic growth and employment	ER2	Develop opportunities for employment and training through new developments, regeneration schemes and the management of the Council's assets (2019/20).	Exploit links between Communities for Work and regeneration/ investment projects to realise local employment opportunities.
WO2: An Environmentally Responsible and Prosperous Vale (E&R)	O3: Promoting regeneration, economic growth and employment	ER3	Implement a comprehensive programme of regeneration across the Vale including: - • The Rural Local Development Strategy • Town Centres Framework • Penarth Esplanade • Barry Waterfront including the Barry Island Link Road • Links between Penarth Haven and the Town Centre. (2019/20)	Continue to deliver the Rural Local Development Strategy. - Continue to strengthen our Town Centres through the Town Centres Framework. - Progress regeneration projects across the Vale and deliver associated strategies. - Complete the Penarth Gateway Regeneration Area. - Complete Open Space improvement works to North Penarth.
WO2: An Environmentally Responsible and Prosperous Vale (E&R)	O3: Promoting regeneration, economic growth and employment	ER6	Support local businesses and increase the number of visitors to the Vale through the implementation of the Tourist Destination	Increase the number of innovative events which support the local economy and encourage existing events to be self-sustainable. - Revise and implement

Well-being Outcome/Scrutiny Committee	Well-being Objective	Ref	Action	During 2018/19 we will:
			<p>Management Plan and an annual programme of events and festivals (2019/20).</p>	<p>the Destination Management Plan.</p> <p>-</p> <p>Explore further opportunities for commercial partnerships on Council sites for the provision of tourism activities.</p>
<p>WO2: An Environmentally Responsible and Prosperous Vale (E&R)</p>	<p>04: Promoting sustainable development and protecting our environment</p>	<p>ER7</p>	<p>Adopt and implement the Local Development Plan as a framework for sustainable development in the Vale of Glamorgan (2016/17).</p>	<p>Undertake an annual monitoring review of the Local Development Plan and utilise this as a Planning Framework.</p> <p>-</p> <p>To prepare and consult on the following Supplementary Planning Guidance:</p> <ul style="list-style-type: none"> • Renewable Energy • Parking and Travel Plan • Tourism • Public Art • Trees and Development <p>-</p> <p>Determine statutory applications under Planning and other relevant Acts in accordance with the Local Development Plan (unless material considerations indicate otherwise).</p> <p>-</p> <p>Continue a program of Planning Committee member training.</p>
<p>WO2: An Environmentally Responsible and Prosperous Vale (E&R)</p>	<p>04: Promoting sustainable development and protecting our environment</p>	<p>ER8</p>	<p>Develop and adopt a Community Infrastructure Levy which uses developer contributions to provide necessary infrastructure and community facilities</p>	<p>Take stock of likely legislation changes in Wales and the recent report into the Community Infrastructure Levy system and further use the Planning obligation guidance to secure developer</p>

Well-being Outcome/Scrutiny Committee	Well-being Objective	Ref	Action	During 2018/19 we will:
			(2016/17).	contributions to provide necessary infrastructure and improve community facilities.
WO2: An Environmentally Responsible and Prosperous Vale (E&R)	O4: Promoting sustainable development and protecting our environment	ER10	Work with Welsh Government to deliver improvements to Five Mile Lane	Oversee the procurement and management of improvement works associated with Five Mile Lane.
WO2: An Environmentally Responsible and Prosperous Wales (E&R)	O4: Promoting sustainable development and protecting our environment	ER14	Work with partners to continue the regeneration of Barry Island and promote the development of land at Nells Point for tourism and leisure purposes (2018/19).	Adopt and deliver the Barry Island Master Plan. - Progress the beneficial re-use of the Nell's Point site at Barry Island.
WO2: An Environmentally Responsible and Prosperous Vale (E&R)	O4: Promoting sustainable development and protecting our environment	ER17	Implement the Local Biodiversity Action Plan and enhance and protect habitats for important species through the Natural Environment and Communities Act and the land use planning system. (2019/20).	Deliver a programme of Biodiversity Projects funded by the Welsh Government's Single Environment Grant. - - -
WO3: An Aspirational and Culturally Vibrant Vale. (L&C)	O6: Valuing culture and diversity	AG10	Improve our knowledge of the diverse needs of the community, so that groups of people protected under the Equality Act 2010 can better access Council services. (2019/20)	Improve equality monitoring data to enable more informed decisions about service delivery. - Identify a site for Gypsy and Travellers. -
WO3: An Aspirational and Culturally Vibrant Vale (L&C)	O6: Valuing culture and diversity	AG12	Implementing the Welsh Language Standards to improve access to services and information. (2019/20)	Translate the updated Vale of Glamorgan Planning Guide.
WO3: An	O6: Valuing culture	AG16	Protect, preserve	Protect and enhance the

Well-being Outcome/Scrutiny Committee	Well-being Objective	Ref	Action	During 2018/19 we will:
Aspirational and Culturally Vibrant Vale (L&C)	and diversity		and where possible enhance the built, natural and cultural heritage of the Vale of Glamorgan (2019/20).	built, natural and cultural heritage of the Vale of Glamorgan through development management decisions. - Continue to promote excellence in construction through the LABC awards.
WO4: An Active and Healthy Vale (HL&SC)	O7: Encouraging and promoting active and healthy lifestyles	AH06	Achieve Green Flag status for 7 parks as a mark of excellence, demonstrating good amenities and community involvement in the parks.	Apply for 2 Green Flag awards at Cosmeston Country Park and Porthkerry Country Park.

Ref	Action	During 2018/19 we will:
CP1	Deliver the Council's transformational change programme, Reshaping Services, to enable it to meet the future needs of citizens of the Vale of Glamorgan within the context of unprecedented financial challenges (2019/20).	<ul style="list-style-type: none"> Contribute to delivering service efficiencies and savings to support the Council's Reshaping Services Programme. Further explore options to maximise income generation within the service.
CP2	Align the workforce plan to the Reshaping Services strategy ensuring staff have the necessary skills and training to adapt to the changes in how services are planned and delivered (2017/18).	<ul style="list-style-type: none"> Review and strengthen the performance management and support arrangements in relation to sickness absence within the service. Deliver our key workforce development priorities for the coming year as outlined in Appendix B.

Appendix A contains the detailed plan which outlines the actions we will undertake in the coming year to deliver our Year 3 (2018/19) priorities for the Corporate Plan.

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

3.2. Managing Our Resources to Deliver Our Priorities

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

Integrated Planning

We are committed to maximising the use of our resources so that we can deliver sustainable and cost effective services that best meet people’s needs. For 2018-19, we have identified a series of ‘enabling actions’ that will support us to deliver our priorities for Year 3 of the Corporate Plan and contribute towards the Corporate Plan Well-being Outcomes.

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

Workforce Development

Key Service Statistics 2016/17						
Average headcount 2016/17	FTE 2016/17	Average days sick		Average days sickness per FTE	Turnover (no of leavers)	#itsaboutme completion rate (%)
		Long term	Short term			
110.5	99.87	3.75	1.77	5.52	16 (14.48%)	95%

During 2016/17 95% of #itsaboutme appraisals were completed by the Regeneration and Planning Service.

The key workforce issues impacting on the service are as follows:

- Managing sickness absence rates will be an area of development within the service area. Based on current data at Q2, 2017, 9.92 days per FTE have been lost to sickness absence which is an increase on the same period last year (3.54 FTE). This figure is higher than the directorate target of 5.8 FTE and above the corporate target of 8.9 FTE. Unfortunately the Department has had a number of incidences of long term sickness due in the main to chronic illness which is very difficult to control.
- The Regeneration & Planning workforce has remained fairly static, with fairly low levels of turnover. As at September 2017, the service had an establishment of 109 FTEs compared to 107 FTEs at the same time period in 2016. Through continuing to focus our efforts on succession planning and encouraging the cross-skilling across teams we can continue to ensure there is resilience within the workforce.
- As at September 2017 the age profile of the service was as follows: [3% (65+); 19% (55-64); 30% (45-54); 23% (35-44); 19% (25-34) and 6% (16-24)] and therefore a good mix of age ranges across the service. To ensure succession planning for the future, we have recognised the need to recruit more 16-24 year olds and we are investigating apprenticeship opportunities.
- There continues to be a need to focus on developing skillsets within the division that enables us to effectively support the change management process of the Reshaping Services agenda.

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

Our key workforce development priorities for the coming year are:

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

ICT

In line with corporate direction we continue to use ICT to work smarter and more flexibly through exploring new ways of working digitally and investing in new technologies. Our ICT priorities for 2018/19 outlined below reflect our continuing commitment to working smarter and more flexibly in line with the Council's Digital Strategy.

- We will continue to develop opportunities for innovative ICT based technical mobile working practices including remote and out of office working.
- Implement the alternative option for FLARE.
- Working towards a paperless office.

Finance

The estimated base budget for our service area for 2018/19 is £3,525,000 and the planned improvement activities for 2018/19 focus on delivering the in-year savings identified for the service. The service also faces cost pressures in 2018/19 totalling £88,000 in relation to enhancing the commercial opportunities in our Country Parks. Over the following two years, we are also required to deliver further savings which are outlined below.

Scheme	2018/19 (£000)	2019/20 (£000)	Total (£000)
Efficient and effective procurement of goods and services	57	0	57
Total	57	0	57

In addition, the Regeneration & Planning Service will also be contributing to the delivery of general policy and council-wide savings. For 2018/19 these are:

- Review of the Procurement (Reshaping Tranche 3)- £1m
- Income and Commercial Opportunities (Reshaping Tranche 3)- £550k
- Digital Strategy (Reshaping Tranche 3) – £250k
- Establishment Review (Reshaping Tranche 3) – £250k
- Minimum Revenue Provision – £1.5m

The proposed Capital Programme schemes for 2018/19 to 2020/21 are listed below:

Regeneration and Planning	2018/19		2019/20		2020/21	
	Net	Gross	Net	Gross	Net	Gross
	£000	£000	£000	£000	£000	£000
Regeneration and Planning						
Barry Regeneration Partnership Project Fund	300	300	300	300	300	300
Five Mile Lane	0	14,751	0	40	0	40
S106 Funding						
Maes Dyfan Open Space Improvements	0	36	0	0	0	0
Total Regeneration & Planning	300	15,087	300	340	300	340
Private Sector Housing						
Disabled Facilities Grants	1,000	1,000	1,000	1,000	1,000	1,000
Capital Bids 2018/19						
Additional Disabled Facilities Grants	150	150	150	150	150	150
Total Private Sector Housing	1,150	1,150	1,150	1,150	1,150	1,150
Resources 2017/18						
Capital Bids						
Housing Regeneration Area	300	300	300	300	0	0
Building Strong Communities Fund (CASH Grants)	30	30	30	30	30	30
Total Resources Capital Bids	330	330	330	330	30	30

Assets

In line with the Corporate Strategy, we are focussing on ensuring the suitability and sufficiency of our assets to meet service and corporate objectives by targeting any underperforming assets; reducing the amount of accommodation used to deliver services; and identifying opportunities to provide multiple service delivery from an asset (co-location). Our key areas of focus for 2018/19 are:

- Development of opportunities for income generation at key sites such as country parks.
- The letting of BSC2.
- To progress the disposal of Southern development site at Barry Waterfront and the former Goods shed site at the Waterfront.
- Moving forward discussions with partners such as Health and private land owners on the Barry Town centre Gateway project.
- Progress with the identification of land opportunities at Cardiff Airport.
- Disposal of the Nells point toilet block site at Barry Island.
- Determine the future of 198 Holton Rd, former renewal office.
- Progress the sale of the Flat Holm project vessel, Lewis Alexander.

Procurement

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

Our significant procurement projects for the coming year are:

- ~~Identify and purchase an appropriate site for Gypsy Travellers.~~
- Continue to use Section 106 funds to procure improvements to services such as schools, parks and public transport.
- ~~A4226 Five Mile Lane Road Improvement Scheme.~~
- Cemetery Road Park and Community Building scheme Barry.
- Barry Town Centre Gateway Regeneration Project.
- Innovation Quarter Mixed Use Regeneration Project, Barry Waterfront.
- St Cyres Lower School, Dinas Powis, Mixed Use (Housing and Community Uses). Development Land Disposal Project.
- Eagleswell site, Llantwit Major, Housing Development Land Disposal Project.
- Cowbridge Livestock Market Mixed Use Regeneration Project.
- St Paul's Church Mixed Use (Community Facility and Affordable Homes) Land Disposal Project.

Consultation and Engagement

We proactively engage with our key stakeholders with a particular focus on our key partners, residents and internal client departments. Highlighted below are our planned activities for the coming year.

Consultation activity planned for 2018/19	Brief description of the purpose of the consultation
Disabled Facilities Grants Survey 2018/19.	Annual Survey - to identify customer views in relation to the delivery of Disabled Facility Grants which will inform service improvements.
Joint Housing Land Availability Study (JHLA) 2018/19.	Annual study to identify the housing land supply in the Vale of Glamorgan in accordance with the requirements of Planning Policy Wales.
Survey of visitors to Barry island 2018.	Annual survey to identify customer satisfaction and experience at Barry Island.
Surveys of users of country parks and the Glamorgan Heritage Coast Visitor Centre.	Continuous survey to identify customer satisfaction with our country parks and the Glamorgan Heritage Coast Visitor Centre.
Draft Supplementary Planning Guidance Consultation (January 2018).	Draft SPG has been prepared, including Biodiversity, Conversion of Rural Buildings, Household and Residential Development, and Minerals Safeguarding Areas. After being reported to Cabinet, a 6 week public consultation period will be undertaken inviting comments from interested parties. Member briefing session will also be held for all Members. Comments will be taken into account before finalising the SPG. Once adopted they will be material consideration in the determination of planning applications and appeals.
Quality of Development Management service.	An email survey of users of the Development Management Service is undertaken every year on behalf of POSW so that performance can be measured against all LPAs in Wales.
Statutory consultation on planning applications.	Neighbours, Statutory Consultees and others are notified of new planning applications and invited to make comments on development proposals. The purpose is to accord with the legislative requirements for consultation on planning applications.
Local consultation around regeneration projects throughout the	The purpose of the consultation is to secure local information to guide regeneration proposals and ensure community inclusion.

Consultation activity planned for 2018/19	Brief description of the purpose of the consultation
Vale of Glamorgan.	
Penarth Gateway/Windsor Road Regeneration.	To establish satisfaction levels with the completion of works associated with the Penarth Gateway/Windsor Road renewal scheme.

Collaboration and Partnerships



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





Collaboration and specific activity Planned 2018/19	Brief description of purpose and intended outcomes from the collaboration.	Governance arrangements and details of partners.
Collaboration with several local authorities on coastal access project. -	To deliver improvements to Wales' coastal path, reducing specialist staff to one shared officer. Cost reductions and shared expertise.	Staff resources for the ongoing development of the Wales Coast Path shared across several local authorities in S E Wales, coordinated by Natural Resources Wales.
Collaboration on various strands of Cardiff Capital City Region.	Ensure the Vale of Glamorgan's interests are considered at a wider regional level through participation in regional discussions on regeneration, tourism, planning and business support/economic development and inform forward planning on investment such as through the regional Destination Investment Programme for the visitor economy.	In the process of being developed.
Continue with minerals service advice in partnership with Carmarthen Council.	Service sustainability and savings.	Work as part of Regional Aggregate Working Party (RAWP).
Continue to work with LABC on partnership schemes. -	Building Control continues to be self financing and a profitable service providing services within South East Wales and beyond.	All Local Authorities in South East Wales and beyond.
Collaboration with local traders, Town and Community Councils and other stakeholders within the Vale's town centres to make the centres attractive to visitors.	To improve the Vale of Glamorgan's town centres, making them an attractive place to visit.	Varies from formal teams to ad hoc collaboration such as events.
Creative Rural Communities.	Board of local individuals empowered to make decisions to address the needs of their own communities.	Formal board with terms of reference and a memorandum of understanding agreed with




Collaboration and specific activity Planned 2018/19	Brief description of purpose and intended outcomes from the collaboration.	Governance arrangements and details of partners.
		the Council to establish working parameters, including local residents, businesses and community representatives.
Tourism Collaboration with the private sector	Management of tourism destinations and promotion to visitors.	Structured collaboration with businesses to promote the Vale as a tourism destination, such as an Ambassador scheme and tourist information points in private premises. - Formal Destination Management partnership including representatives of tourism businesses.
Local Access Forum	Statutory advisory body on Rights of Way and access issues.	Formal body comprising individuals interested in access matters.
South East Wales Strategic Planning Group (SEWSPG)	Provides a regional voice with relation to Strategic and Statutory plan making.	Joint working group of South East Wales planning Authorities.
Planning Officers Society Wales (POSW)	POSW seeks to provide consistency, aid best practice and raise quality across all the Welsh Planning Authorities.	All Wales meeting of Heads of Planning.
Strategic Housing Forum	The purpose of the forum is to develop a joined-up and coordinated approach to developing affordable housing and related services which meet the identified housing needs of the Vale.	Council representative from Housing and Planning and four partnered Registered Social Landlords: Wales and West Housing Association, Newydd Housing Association, United Welsh Housing Association and Hafod Housing Association.





Risk Evaluation



Highlighted below are our key risks as a service over the coming year. In addition to our service specific risks, there are a number of corporate level risks which impact on our service and these are identified below. In identifying these risks we have also shown how we are managing them.



Risk Description	Residual Risk		Mitigating controls	Forecast direction of travel
	Likelihood	Impact		
CR1: Reshaping Services				
Political & Legislative: Political and legislative repercussions of failing to provide priority/statutory services.	2	2	<p>Effective challenge is in place to identify project work with a mixed economy model approach to Reshaping approved.</p> <p>Tranche 3 projects of a corporate nature lessen the impact on front line services.</p> <p>Risk management processes are embedded into project management to identify and mitigate the impacts on service users.</p>	
Resources: Failure to maximise and mobilise our existing resources in terms of skillsets, technology and assets to deliver the Reshaping Programme and make financial savings.	1	2	<p>Management Development Programme and Competency Framework aligned with the requirements of the Reshaping Programme. An Organisational Development Work stream is in place to support the programme.</p> <p>An Organisational Development Work stream is in place to support the programme.</p> <p>Programme Board and Manager in places with project team resources considered for each project.</p> <p>Business cases developed for all projects and guidance in place.</p> <p>Management Development Programme and Competency Framework aligned with the requirements of the programme and an organisational work stream is in place to support the programme.</p>	



Risk Description	Residual Risk		Mitigating controls	Forecast direction of travel
	Likelihood	Impact		
<p>Service Delivery & Wellbeing: Failure to effectively engage and communicate with our partners and service user to identify new ways of working and maximise opportunities to deliver alternative service models that best meet the diverse needs of the local community.</p>	2	2	<p>Business cases consider non-financial implications of any proposed changes.</p> <p>Equality Impact Assessments embedded within the overall programme's management approach.</p> <p>Communications and engagement activities inform project development.</p>	
<p>Reputation: Reputational damage as a result of failing to deliver the Reshaping programme's aims and objectives and the negative criticism this could attract from both residents and our external regulators.</p>	2	2	<p>Risk management contained within project documentation.</p> <p>Regular updates to Cabinet and Programme Board on status of the programme.</p> <p>Consultation on the Council's budget annually includes questions relating to the approach being taken on Reshaping Services.</p> <p>Programme Board includes representatives of partners.</p>	
CR6: Workforce				
<p>Political & Legislative: Political and legislative repercussions of failing to implement the Council's Workforce Plan and the ability to ensure our workforce needs are met in the future.</p>	2	2	<p>CMT/Cabinet receive regular reports on a range of HR issues and developments across service areas.</p> <p>Robust performance management arrangements in place across the service.</p>	
<p>Resources: Inability to anticipate and plan future workforce needs and to recruit and retain suitably qualified staff and leaders with the appropriate skills in the right areas to deliver services effectively.</p>	2	2	<p>Management Development Programme and Competency Framework is supporting our managers to up skill and enhance succession planning.</p> <p>Developed a Staff Engagement Strategy and launched an effective staff engagement programme.</p> <p>Managers are supported</p>	



Risk Description	Residual Risk		Mitigating controls	Forecast direction of travel
	Likelihood	Impact		
			<p>through the management of change through training and ongoing advice from HR Officers.</p> <p>Improvements made to workforce planning processes.</p> <p>Leadership Café established to support succession planning and leadership development across the Council.</p> <p>Workforce Planning delivered with a focus on alternative service delivery and workforce implications.</p>	
<p>Service Delivery & Wellbeing: Inability to anticipate and plan for workforce needs and manage and support organisational change in order to deliver sustainable services both now and in the future.</p>	1	1	<p>Workforce planning is delivered with a focus on alternative service delivery and workforce implications.</p>	
<p>Reputation: Negative perception of the Council amongst citizens as an employer impacting on our recruitment and retention rates across the service.</p>	2	2	<p>New Staff Charter has been launched.</p> <p>Development of the Staff Engagement Strategy and launched an effective staff engagement programme.</p> <p>Recruitment adverts promote the Council as an equal opportunities employer.</p>	
CP7: Information Security				
<p>Political & Legislative: Political and legislative repercussions as a result of failing to put in place effective information security safeguards.</p>	2	2	<p>DPA/ICT Code of Conduct in place together with Access to Information Procedures that is signed for by all staff and Members.</p> <p>Online training made available to staff on DPA and an introduction to their</p>	





Risk Description	Residual Risk		Mitigating controls	Forecast direction of travel
	Likelihood	Impact		
			information security responsibilities. A project plan has been developed to prepare for compliance with the General Data Protection Regulation.	
Resource: Failure to implement adequate ICT management systems and the financial cost associated with data breaches and/or cyber-attacks.	2	2	Implementation of new security software (Veronis and Clear Swift) to give us improved data security. Secure e-mail solution in place. Use of encrypted laptops. Nominated systems administrators and system audit trails/admin logs maintained. Regular penetration testing of systems.	
Service Delivery & Wellbeing: Loss of data impacting on the delivery of key services and the impact of a data breach on our service users and their ability to access our services readily.	2	2	Robust Information Security and Governance Framework is in place. Information Sharing Protocols in place with our key partners.	
Reputation: Loss of confidence and trust by the public as a result of data breaches and the lack of credibility and criticism from our external regulators and the Information Commissioner this would attract.	2	2	We always gain consent for recording and sharing information. We publish and highlight through our fair data processing statements how personal information/data we collect on individuals is used, stored and shared.	
CR8: Environmental Sustainability				
Political & Legislative: Political and legislative repercussions of failing to meet legal duties and statutory requirements.	2	3	Supplementary planning guidance on sustainable development in new builds is in place. Development Management – ensuring decisions on new development proposals have	


Risk Description	Residual Risk		Mitigating controls	Forecast direction of travel
	Likelihood	Impact		
			<p>regard to sustainability.</p> <p>The adopted Local Development Plan provides a framework to shape sustainable development and the process includes Sustainability Appraisal (incorporating Strategic Environmental Assessment)</p> <p>Insight Board</p> <p>Submit bids to Welsh Government for any Environment Grants to implement environmental and countryside programmes locally.</p> <p>The Corporate Plan 2016-20 sets out our priorities relevant to promoting and enhancing sustainability. Implementation of the requirements of the Environment Act 2016.</p>	
<p>Resources: Increased pressure on limited resources may impact negatively on achieving high standards and statutory targets.</p>	3	2	<p>Space Programme and Asset Management Strategy Insight Board</p> <p>Automatic meter readings for utilities for all Vale owned buildings.</p> <p>Bids to Welsh Government for an Environment Grant submitted annually to implement environmental and countryside programmes locally.</p> <p>Explored opportunities to access funding via the City Deal. The City Deal footprint provides opportunities for local services regionally.</p>	
<p>Service Delivery & Well-being: Failure to deliver</p>	2	2	Sustainable procurement outlined in procurement	





Risk Description	Residual Risk		Mitigating controls	Forecast direction of travel
	Likelihood	Impact		
key plans/schemes and achieve statutory targets which would have a detrimental impact on the environment and citizens of the Vale.			<p>guideline documents.</p> <p>BREEAM standard for major projects e.g. schools/ Extracare.</p> <p>Local Biodiversity Plan.</p>	
Reputation: Failure to comply with legal duties associated targets would have a detrimental impact on resident's perception of the Council's ability to tackle climate change and would attract criticism from our external regulators and Welsh Government.	2	4	<p>Work closely with businesses to raise awareness of sustainability initiatives and to launch campaigns.</p> <p>Production of an up to date planning guide for use by the public to raise their awareness of planning policy and decision making processes.</p>	
CR10: Corporate Building Compliance				
Political & Legislative: Political and legislative repercussions of failing to meet our statutory responsibilities in relation to Public Building compliance associated with health and safety legislation.	2	4	<p>Identification and prioritisation of key risks associated with building compliance.</p> <p>Governance arrangements established: Project Sponsor, Project Board and Team in place. Project Sponsor is the Director of Environment & Housing Services and Project Manager is the Head of Housing & Building Services. Project Board meets bi-monthly. Corporate Building Compliance Project team established which meets monthly, and comprises officers from across the Council with building compliance responsibilities.</p> <p>GAP analysis undertaken on Council's building compliance by MSS consultancy and the findings of the review is being used to inform the Council's revised</p>	





Risk Description	Residual Risk		Mitigating controls	Forecast direction of travel
	Likelihood	Impact		
			approach. The new approach also responds to the WAOs proposal for improvement in relation to asset management (Corporate Assessment 2016).	
Resources: Failure to put in place appropriate systems, processes and resources in order to monitor building compliance and address any shortfalls in compliance, this also applies to the contracting out/commissioning of services to be delivered by a Third Party provider.	2	2	<p>Corporate Asset Management Plan in place, and reviewed annually. Asset renewal funding is prioritised to address areas of highest risk.</p> <p>Compliance database (IPF) in place and updated as at September 2017.</p> <p>Compliance Manager is in post and progressing the permanent appointment of compliance staff who will have responsibility for collecting and updating compliance data on IPF to ensure the Council has up to date centrally held data in line with legislative requirements.</p> <p>IPF 'read only' access has been investigated and will be rolled out to corporate building managers / duty holders including the necessary training required for these staff to access the data concerning their building(s). This will progress following site visits in January.</p>	
Service Delivery & Wellbeing: Risk of injury/harm to service users.	2	4	E-form being developed and will be rolled out in January 2018 to enable managers with building compliance responsibilities that is 'duty holders' to send required data electronically to Compliance team.	






Risk Description	Residual Risk		Mitigating controls	Forecast direction of travel
	Likelihood	Impact		
			IPF 'read only' access has been investigated in relation to building compliance and will be rolled out to corporate building managers / duty holders including the necessary training required for these staff to access the data concerning their building(s). This will progress following site visits in January 2018.	
Reputation: Erosion of public confidence and trust in the Council as a result of a compliance failure that would damage its reputation and attract negative criticism from Welsh Government our regulators.	2	4	<p>Governance arrangements established to ensure Council meets its statutory obligations.</p> <p>Ensuring adequate resources are in place to maintain up to date compliance data which is now centrally held within the Council.</p> <p>Working with all building managers/ duty holders to ensure they are aware of their responsibilities.</p>	
CR11: Safeguarding				
Political & Legislative: Political and legislative repercussions of failing to meet our statutory responsibilities where people are at risk of neglect/abuse and as a consequence our safeguarding procedures are deemed insufficient and ineffective	1	1	<p>The Council has a Corporate Safeguarding Policy in Place.</p> <p>Mandatory safeguarding, child protection and Safer Recruitment training provided to staff as well as training on the Council's Corporate Safeguarding Policy.</p> <p>Work with the Council's Corporate Safeguarding Steering Group.</p>	



Risk Description	Residual Risk		Mitigating controls	Forecast direction of travel
	Likelihood	Impact		
Resources: Failure to comply with the corporate safeguarding requirements especially in relation to recruitment and staff training.	1	1	<p>Safer Recruitment Policy requires checks on staff working with children and young people are carried out.</p> <p>Referral of Safeguarding Concerns procedure in place.</p> <p>Staff Supervision Policy in place with regular monitoring of quality and practice of those staff.</p> <p>We have a Local Authority Designated Officer who is accountable for safeguarding and the protection of children and young people and adults in accordance with safeguarding requirements.</p>	
Service Delivery & Wellbeing: Failure to put in place appropriate safeguards for children and young people and adults resulting in potential harm/injury.	1	2	<p>Ensure that protection, fieldwork and contracting services work together to protect vulnerable people and take timely and appropriate action.</p> <p>Information Sharing protocols are in place and used appropriately.</p>	
Reputation: Erosion of public confidence and trust in the Council as a result of a Safeguarding incident that would damage its reputation and attract negative criticism from our regulators.	1	4	<p>Information Sharing protocols are in place and used appropriately.</p>	
CR14: Contract Management				
Political & Legislative: Political and legislative repercussions for breaching the Council's procurement procedures and/or EU Tendering thresholds which puts the service/Council at risk of	1	2	<p>Situation with regard to the finalisation of contracts reported to CMT on monthly basis.</p> <p>Updates regarding contract monitoring and management are considered by Audit</p>	

Risk Description	Residual Risk		Mitigating controls	Forecast direction of travel
	Likelihood	Impact		
challenge.			<p>Committee.</p> <p>Commissioning arm within Resource Management and Safeguarding provides clear and consistent advice and support on contract management.</p>	
<p>Resources: Failure to challenge poor contractual performance and the impact this has on the ability to deliver cost-effective services that meet service user/customer need.</p>	1	2	<p>Situation with regard to the finalisation of contracts reported to CMT on monthly basis.</p> <p>Successfully utilise the Provider Performance Protocol to enable us to address areas of poor performance with providers and taking corrective action where required.</p> <p>Commissioning arm within Resource Management and Safeguarding provides clear and consistent advice and support on contract management.</p> <p>Revised Procurement Code of Practice published on StaffNet.</p> <p>Procurement pages on the StaffNet updated with key processes highlighted for all staff.</p> <p>More detailed training and discussions taken place in services where staff undertake more procurement activity.</p> <p>Training in relation to Procurement and Contract Management delivered to staff in March 2017 Procurement Code of Practice updated, reviewed</p>	

Risk Description	Residual Risk		Mitigating controls	Forecast direction of travel
	Likelihood	Impact		
			via Insight Board and CMT.	
Service Delivery & Wellbeing: Failure of service arrangement due to poor management/lapse of contract impacts on the ability of the Council to continue to provide priority services.	1	2	Service performance requirements included in contract documentation. Successfully utilise the Provider Performance Protocol to enable us to address areas of poor performance with providers and taking corrective action where required.	
Reputation: Reputational damage due to poor management/lapse of contact arrangement.	1	4	Service performance requirements included in contract documentation.	
Service Level Risks				
Loss and reduction of external grants. The cyclical and short term nature of funding streams impacts negatively on forward planning for a significant number of service areas including countryside management operations, renewal area, cultural, recreation and community schemes across the Vale. Also impacts negatively on sustainability of local businesses and jobs.	4	3	Alternative ways of service delivery being considered as appropriate including collaborative working with communities and third sector voluntary organisations to make services more sustainable in the long term. Option of service cessation considered where necessary. New income options to be considered and fees/charges subject to regular review to reflect real cost recovery.	
Competition for scarce resources within the Council means that non statutory services have a higher risk of losing resources.	3	3	Alternative means of funding being considered and whether certain services can be delivered in partnership or by others with Council support. Option of service cessation being considered where necessary.	

Risk Description	Residual Risk		Mitigating controls	Forecast direction of travel
	Likelihood	Impact		
Failure to manage the service's collaboration agenda effectively.	2	2	Ensure continued good working relationships with partners whilst proactively seeking viable collaborative solutions at a time of budget pressures. For example, progressing the City Deal.	
Policy trigger points set out in the Local Development Plan monitoring framework are breached as part of the annual monitoring review.	1	3	Preparation and development of Supplementary Planning Guidance. Determination of planning applications in accordance with the LDP. Using the LDP to robustly defend decisions regarding any appeal to PINS. Regular member training to ensure the decisions of Planning Committee are made in accordance with the LDP.	
Inability to maximise S106 contributions whilst having regard to the Community Infrastructure Levy (CIL) regulations and possible further changes to the legislation.	2	3	In mitigation, the Council is carefully wording s106 legal agreements to ensure compliance with CIL Regulations to prevent pooling restriction impeding delivery of community infrastructure in advance of adopting CIL. Supplementary Planning Guidance using district valuer to assess development viability on planning opportunities.	
Failure to secure sustainable development practice to mitigate the impact of climate change with respect to land planning and use.	1	3	Continue to scrutinise new developments, ensuring that development that is not sustainable is resisted.	

Risk Description	Residual Risk		Mitigating controls	Forecast direction of travel
	Likelihood	Impact		
Impact of regulatory and bureaucratic perception of the planning system and implications of Brexit, negatively impacting on investment and development.	2	2	Promote and raise the profile of the work of the Regeneration and Planning Service through presentations to key groups. Working with the South East Wales Planning Officer Society of Wales to promote a positive planning agenda. Work jointly with the Welsh Government and the CCR to overcome any potential barriers to investment and development.	
Downturn in the economy impacts on employment opportunities.	2	3	Continue working in partnership with businesses and other key stakeholders. Ensure planning decisions are made quickly. Use a proactive approach to regeneration through partnership working and supporting land owners and developers. Maximise benefits and opportunities for regeneration and employment via the CCR.	
Failure to identify and maximise potential income generation opportunities.	2	3	Regular engagement with stakeholders in the process and briefings with members on potential income opportunities and issues. Undertake public consultation of proposed income generation opportunities.	
Resource and reputational impact from decisions made on planning applications contrary to recommendation and subsequent appeal.	2	2	Training delivered for members and regular briefings.	
Decisions taken elsewhere in relation to external funding could impact on Council investment decisions on key regeneration projects including the Enterprise	2	3	Work with Welsh Government, businesses and developers to seek to minimise the impacts of delays and or changes imposed by external agencies on external	

Risk Description	Residual Risk		Mitigating controls	Forecast direction of travel
	Likelihood	Impact		
Zone, City deal, TRI programme.			funding. This includes managing the wind down of Communities first and preparing a list of projects for submission through Welsh government's pipeline process in 2017/18.	
Brexit – Risk of loss of funding and grant schemes beyond 2020.	2	3	Early planning in attempt to influence policy. Explore innovative means of identifying new resources.	
Failure to meet the requirements of the forthcoming update to planning law in Wales.	1	2	Council will engage in the process of consultation and modernisation of legislation to ensure risk is minimised.	

Appendix C details the risk evaluation scores for our service specific risks and those corporate level risks which impact on the service.

Regeneration and Planning Action Plan 2018/19

Well-being Outcome 1: An Inclusive and Safe Vale	Objective 1: Reducing poverty and social exclusion
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Well-being Goals	A Resilient Wales	A Healthier Wales	A More Equal Wales	A Wales of Cohesive Communities	A Wales of Vibrant Culture & Thriving Welsh Language	A Prosperous Wales	A Globally Responsible Wales
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Our Ways of Working	Long Term	Integrated	Involving	Collaborative	Preventing
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Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
IS004	Support communities to access resources and develop their capacity towards improving and running community assets.	Increase in community-led regeneration projects, schemes and management of assets and greater resilience within communities	N/A	Bob Guy	April 2018	March 2019	Existing resources
IS005	Implement the replacement for the Communities First programme; Legacy and Communities for Work Plus.	WG approved Delivery Plan outcomes delivered in accordance with Delivery Plan.	N/A	Bob Guy	April 2018	March 2019	WG grant
IS005	Deliver the replacement for the Vibrant Viable Places program; Targeted Regeneration Investment.	Application for funding submitted to WG and approved. Project delivered in accordance with approval.	N/A	Bob Guy	April 2018	March 2019	Existing resources

Well-being Outcome 1: An Inclusive and Safe Vale

Objective 2: Providing decent homes and safe communities

Well-being Goals	A Resilient Wales	A Healthier Wales	A More Equal Wales	A Wales of Cohesive Communities	A Wales of Vibrant Culture & Thriving Welsh Language	A Prosperous Wales	A Globally Responsible Wales
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Our Ways of Working	Long term	Integrated	Involving	Collaborative	Preventing
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Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
IS009	Continue to deliver the Disabled Facilities Grants service for private housing.	There is a timely and efficient delivery of the DFG service with high levels of satisfaction and independence reported.	Average number of calendar days to deliver a DFG and to children and young people and adults. Satisfaction with DFG. Percentage of service users who receive DFG that feel safer and more independent.	Bob Guy	April 2018	March 2019	Existing resources

Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
IS010	Continue to review our existing support arrangements in place for householders and landlords to improve private housing and make vacant properties available.	Improve the quality of private housing stock and bring vacant properties back into use as homes.	N/A	Bob Guy	April 2018	September 2018	Existing resources
IS010	Provide loan products to householders and landlords to improve private housing and make vacant properties available as houses.	Improve the quality of private housing stock and bring vacant properties back into use as homes.	Percentage of private sector dwellings vacant for more than 6 months at 1 st April that were returned to occupation during the year as a result of direct action by the local authority	Bob Guy	April 2018	March 2019	Existing resources

Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
IS011	Secure through planning permission, at least 30% of affordable new housing.	Increase levels, range and choice of affordable housing available to families.	Number of additional affordable housing units granted permission during the year as a percentage of all additional housing units provided during the year. (New KPI)	Victoria Robinson	April 2018	March 2019	Existing resources
IS011	Work with the Cardiff Capital Region to increase supply of affordable housing in the Vale of Glamorgan.	Increase levels, range and choice of affordable housing available to families.	Number of additional affordable housing units approved during the year as a percentage of all additional housing units approved during the year.	Victoria Robinson	April 2018	March 2019	Existing resources
IS015	Evaluate the Castleland Renewal Area.	Improvements in the fabric and appearance of properties and greater confidence in the area.	N/A	Bob Guy	April 2018	March 2019	Existing resources

Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
IS015	Identify and initiate a new regeneration/renewal area	Renewal Area work initiated to enhance local housing, community and the environment.	N/A	Bob Guy	April 2018	March 2019	Existing resources

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

Objective 3: Promoting regeneration, economic growth and employment.

Well-being Goals	A Resilient Wales	A Healthier Wales	A More Equal Wales	A Wales of Cohesive Communities	A Wales of Vibrant Culture & Thriving Welsh Language	A Prosperous Wales	A Globally Responsible Wales
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Our Ways of Working	Long Term	Integrated	Involving	Collaborative	Preventing
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Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
ER1	Work in partnership with the Cardiff Capital Region to promote Cardiff Airport and the Enterprise Zone and utilise the Local Development Plan as a planning framework for positive land use.	Greater interest and investment in the Enterprise zone and job creation.	N/A	Bob Guy	April 2018	March 2019	Existing resources
ER1	Progress work with our partners in relation to transport infrastructure, business support, regeneration, planning and housing, skills and innovation as part of the City Deal (CCR).	Maximise opportunities to increase the supply of affordable housing, and promoting Cardiff Airport and the St Athan Enterprise Zone and increasing apprenticeship opportunities.	N/A	Marcus Goldsworthy	April 2018	March 2019	Existing Resources
ER2	Exploit links between Communities for Work and regeneration/ investment projects to realise local employment opportunities.	Local people gain employment.	N/A	Bob Guy	April 2018	March 2019	Existing resources

Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
ER3	Continue to deliver the Rural Local Development Strategy.	Co-ordinate effective delivery of rural regeneration projects.	N/A	Bob Guy	April 2018	March 2019	Existing resources
ER3	Continue to strengthen our Town Centres through the Town Centres Framework.	Town Centres are rejuvenated to ensure they remain attractive and viable locations for retailers.	Average vacancy rate for retail floor space in main Vale shopping centres. Percentage of residents who feel Town Centres are attractive places to visit.	Bob Guy	April 2018	March 2019	Existing resources
ER3	Progress regeneration projects across the Vale and deliver associated strategies.	Effective regeneration of key areas that promotes further investment and creation of employment opportunities.	N/A	Marcus Goldsworthy	April 2018	March 2019	Existing resources
ER3	Complete the Penarth Gateway Regeneration Area.	Completion to external works to properties in Windsor Road.	N/A	Bob Guy	April 2018	December 2018	Existing resources
ER3	Complete Open Space improvement works to North Penarth.	Improved play and multi-use sports facilities developed in North Penarth.	N/A	Bob Guy	April 2018	September 2018	Existing resources

Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
ER6	Increase the number of innovative events which support the local economy and encourage existing events to be self-sustainable.	Deliver a variety of events that promote and enhance the local economy that are self-sustainable.	N/A	Bob Guy	April 2018	March 2019	Existing resources
ER6	Revise and implement the Destination Management Plan.	Destination Management Plan is fit for purpose and enables the Vale to become the 'Go to' destination for tourism.	N/A	Bob Guy/Nia Hollins	April 2018	March 2019	Existing resources
ER6	Explore further opportunities for commercial partnerships on Council sites for the provision of tourism activities.	Commercial opportunities lead to more tourism related activities and increased revenue for the Council.	N/A	Bob Guy	April 2018	March 2019	Existing resources

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

Objective 4: Promoting sustainable development and protecting our environment

Well-being Goals	A Resilient Wales	A Healthier Wales	A More Equal Wales	A Wales of Cohesive Communities	A Wales of Vibrant Culture & Thriving Welsh Language	A Prosperous Wales	A Globally Responsible Wales
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Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
ER7	Undertake an annual monitoring review of the Local Development Plan and utilise this as a Planning Framework.	AMR report submitted to WG in October 2018.	N/A	Marcus Goldsworthy/Victoria Robinson	April 2018	October 2018	Existing resources
ER7	To prepare and consult on the following Supplementary Planning Guidance: Renewable Energy Parking and Travel Plan Tourism Public Art Trees and Development	Supplementary Planning Guidance (SPG) is prepared and public consultation is undertaken. - SPG is adopted.	N/A	Victoria Robinson	April 2018	March 2019	Existing resources
ER7	Determine statutory applications under Planning and other relevant Acts in accordance with the Local Development Plan (unless material considerations indicate otherwise).	Applications are determined in accordance with statutory guidelines.	% of a) all b) householder planning applications determined within 8 % decisions made contrary to officer recommendation	Victoria Robinson	April 2018	March 2019	Existing resources

Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
ER7	Continue a program of Planning Committee member training. -	Members receive effective training with regard to the planning process.	N/A	Victoria Robinson	April 2018	March 2019	Existing resources.
ER8	Take stock of likely legislation changes in Wales and the recent report into the Community Infrastructure Levy system and further use the Planning obligation guidance to secure developer contributions to provide necessary infrastructure and improve community facilities. -	We enhance and improve community facilities through maximising use of developer contributions.	N/A	Victoria Robinson	April 2018	March 2019	Existing resources.

Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
ER10/F	Oversee the procurement and management of improvement works associated with Five Mile Lane.	Improve the safety and infrastructure of Five Mile Lane.	N/A	Marcus Goldsworthy	April 2018	March 2019	Existing resources
ER14	Adopt and deliver the Barry Island Master Plan.	Master Plan adopted.	N/A	Marcus Goldsworthy/ John Dent	April 2018	March 2019	Existing resources
ER14	Progress the beneficial re-use of the Nell's Point site at Barry Island.	Site marketed and developers identified.	N/A	Marcus Goldsworthy/ John Dent	April 2018	March 2019	Existing resources
ER17	Deliver a programme of Biodiversity Projects funded by the Welsh Government's Single Environment Grant.	Programme delivered that enhances the biodiversity of the Vale/supports the creation of new habitats.	N/A	Bob Guy	April 2018	March 2019	Existing resources

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

Well-being Goals	A Resilient Wales	A Healthier Wales	A More Equal Wales	A Wales of Cohesive Communities	A Wales of Vibrant Culture & Thriving Welsh Language	A Prosperous Wales	A Globally Responsible Wales
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Our Ways of Working	Long Term	Integrated	Involving	Collaborative	Preventing
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Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
AC10	Improve equality monitoring data to enable more informed decisions about service delivery.	Accurate and timely data to inform proposals and decisions about service delivery.	N/A	Marcus Goldsworthy	April 2018	March 2019	Existing resources
AC10	Identify a site for Gypsy and Travellers.	Appropriate site for Gypsy and Travellers is identified and planning permission is sought.	N/A	Victoria Robinson	April 2018	March 2019	Existing resources
AC12	Translate the updated Vale of Glamorgan Planning Guide.	Improved access to services and information. Document translated and published.	N/A	Victoria Robinson	April 2018	March 2019	Existing resources
AC16	Protect and enhance the built, natural and cultural heritage of the Vale of Glamorgan through development management decisions.	Planning decisions complement and enhance the built, natural and cultural heritage of the Vale of Glamorgan.	Listed Building consents.	Victoria Robinson	April 2018	March 2019	Existing resources
AC16	Continue to promote excellence in construction through the LABC awards.	Recognition at the annual Building Regulation Awards.	N/A	Charlie Hunter	April 2018	March 2019	Existing resources

Well-being Outcome 4: An Active and Healthy Vale

Objective 7: Encouraging and promoting active and healthy lifestyles

Well-being Goals	A Resilient Wales	A Healthier Wales	A More Equal Wales	A Wales of Cohesive Communities	A Wales of Vibrant Culture & Thriving Welsh Language	A Prosperous Wales	A Globally Responsible Wales
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Our ways of working	Long term	Integrated	Involving	Collaborative	Preventing
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Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
AH6	Apply for 2 Green Flag awards at Cosmeston Country Park and Porthkerry Country Park.	Maintain the high quality of parks provision in the Vale of Glamorgan.	CPM/197: No of Green Flag parks.	Bob Guy - -	01/04/2018	31/07/2018	Existing resources.

Integrated Planning

Our Ways of Working	Long Term	Integrated	Involving	Collaborative	Preventing
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Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
CP1/F	Contribute to delivering service efficiencies and savings to support the Council's Reshaping Services Programme.	Successful delivery of the Council's transformational change programme.	N/A	Marcus Goldsworthy	April 2018	March 2019	Existing resources
CP1/F	Further explore options to maximise income generation within the service.	Income generation opportunities are implemented.	N/A	Marcus Goldsworthy	April 2018	March 2019	Existing resources
CP2/W	Review and strengthen the performance management arrangements in relation to sickness absence with the service.	Reduction in sickness absence rates in line with the 2018/19 targets.	Number days/shifts lost due to sickness absence.	Marcus Goldsworthy	April 2018	March 2019	Existing resources
W	Develop capacity within specialist areas in order to increase service resilience.	Capacity developed in specialist areas.	N/A	Marcus Goldsworthy	April 2018	March 2019	Existing resources
W	Implement succession planning initiatives to address hard to recruit service areas within the service with an emphasis on developing career pathways.	Enhance staff progression and retention within the service.	N/A	Marcus Goldsworthy	April 2018	March 2019	Existing resources
W	Develop managers' skills to increase resilience and flexibility and to lead teams through future changes that will be required.	Manager skills are developed via training courses.	N/A	Marcus Goldsworthy	April 2018	March 2019	Existing resources

Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
W	Identify the critical posts to the business as well as areas where recruitment difficulties exist in order to explore options to target recruitment.	Critical posts identified and options explored to recruit.	N/A	Marcus Goldsworthy	April 2018	March 2019	Existing resources
W	Consider the opportunities for regional working to improve resilience and skill sets.	Skilled, resilient workforce.	N/A	Marcus Goldsworthy	April 2018	March 2019	Existing resources
W	Investigate apprenticeship opportunities.	Work with HR (Training Manager) to secure new apprenticeships.	N/A	Marcus Goldsworthy	April 2018	March 2019	Existing resources
ICT	Continue to develop opportunities for innovative ICT based technical mobile working practices including remote and out of office working.	Mobile working is operational across the service	N/A	Marcus Goldsworthy	April 2018	March 2019	Existing resources
A	Complete the refurbishment of BSC 2 to let remaining space to support regeneration and increase income.	Business supported to remain in the Vale of Glamorgan.	N/A	Bob Guy	April 2018	March 2019	Existing resources
A	Oversee the disposal/sale of the former Flat Holm project vessel.	Income generation and reduction of overheads.	N/A	Marcus Goldsworthy	April 2018	March 2019	Existing resources
A&P	Progress the disposal of the Innovation Quarter Southern development site at Barry Waterfront.	Exchange site contracts.	N/A	Mark White	April 2018	March 2019	Existing resources
A&P	Progress the disposal of the former goods shed site at the Innovation Quarter / Barry Waterfront.	Exchange sale contracts.	N/A	Mark White	April 2017	March 2020	Existing resources

Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
A	Determine the future of 198 Holton Rd, former renewal office.	Efficient use of building resources.	N/A	Bob Guy	April 2018	March 2019	Existing resources
P	Complete the Cemetery Road Park and Community Building scheme (Barry).	Community Building complete and leased to Barry Town Council.	N/A	John Dent	April 2018	August 2019	Existing resources
P&A	Complete the Barry Town Centre Gateway Regeneration Project.	Complete feasibility and Master Planning.	N/A	Mark White	April 2018	March 2019	WG Grant Aid and existing resources
P&A	Disposal of St Cyres Lower School, Dinas Powis, Mixed Use (Housing and Community Uses).	Disposal of land in accordance with the Development Land Disposal Project and legal completion of sale of land.	N/A	Mark White	April 2018	March 2019	Existing resources
P	Disposal of Eagleswell site, Llantwit Major, Housing Development Land Disposal Project.	Disposal of land in accordance with the Development Land Disposal Project and exchange sale contracts.	N/A	Mark White	April 2018	March 2019	Existing resources
P	Deliver the Cowbridge Livestock Market Mixed Use Regeneration Project.	(a) Lease land to VMCE for Exchange (Market Hall): (b) Enter into License with Charter Trust (for demolition of non-operational cattle pens/Town Wall repairs) (c) Market main site as development opportunity.	N/A	Mark White	April 2018	March 2019	Existing resources

Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
P	Disposal of St Paul's Church Mixed Use (Community Facility and Affordable Homes).	Disposal of land in accordance with the Development Land Disposal Project and exchange sale contracts with Newydd.	N/A	Mark White	April 2018	March 2019	Existing resources
A&P	Disposal of former toilet block Nell's Point	Complete site disposal contract.	N/A	John Dent	April 2018	March 2019	Existing resources
A&P	Complete the marketing and disposal of a number of land parcels at Nell's Point.	Complete site disposal contracts.	N/A	John Dent	April 2018	March 2019	Existing resources
P	Complete the A4226 Five Mile Lane Road Improvement scheme.	Meet programme for delivery.	N/A	John Dent	April 2018	August 2019	Existing resources
P	Deliver the projects as set out in the Penarth Heights S106 Strategy.	Seek approval from the Project Board for the Strategy document. Seek approval of the strategy from the funder, Crest Nicholson. Form appropriate teams and commence implementation of the various projects outlined with the strategy document	N/A	John Dent	April 2018	March 2020	Existing resources

Appendix C

Risk Evaluation Scoring

Corporate Risks

Category	Inherent Risk			Effectiveness of controls			Residual Risk		
	Likelihood	Impact	Total	Likelihood	Impact	Total	Likelihood	Impact	Total
CR1: Reshaping Services									
Political & Legislative	3	3	9	2	2	4	1	2	2
Resources	3	3	9	3	2	6	2	2	4
Service Delivery & Well-being	3	3	9	2	2	4	2	2	4
Reputation	3	3	9	2	2	4	2	2	4
Average risk score	3	3	9	2	2	4	2	2	4 (Medium)
CR6: Workforce									
Political & Legislative	3	3	9	2	2	4	2	2	4
Resources	3	3	9	2	2	4	2	2	4
Service Delivery & Well-being	2	2	4	2	2	4	1	1	1
Reputation	3	3	9	2	2	4	2	2	4
Average Risk Score	3	3	9	2	2	4	2	2	4 (Medium)
CR7: Information Security									
Political & Legislative	4	3	12	2	2	4	2	2	4
Resources	4	3	12	2	2	4	2	2	4
Service Delivery & Well-being	4	4	16	2	2	4	2	2	4
Reputation	4	3	12	2	2	4	2	2	4
Average risk score	4	3	12	2	2	4	2	2	4 (Medium)
CR8: Environmental Sustainability									
Political & Legislative	3	3	9	2	1	2	2	3	6
Resources	3	4	12	1	2	2	3	2	6
Service Delivery & Well-being	3	3	9	2	2	4	2	2	4
Reputation	3	4	12	2	1	2	2	4	8
Average risk score	3	4	12	2	2	4	2	3	6 (Medium)
CR10: Corporate Building Compliance									
Political & Legislative	3	4	12	2	1	2	2	4	8
Resources	3	4	12	2	2	4	2	2	4




Category	Inherent Risk			Effectiveness of controls			Residual Risk		
	Likelihood	Impact	Total	Likelihood	Impact	Total	Likelihood	Impact	Total
Service Delivery & Well-being	3	4	12	2	1	2	2	4	8
Reputation	3	4	12	2	1	2	2	4	8
Average risk score	3	4	12	2	1	2	2	4	8 (Medium/High)
CR11: Safeguarding									
Political & Legislative	2	3	6	3	2	6	1	2	2
Resources	3	3	9	3	2	6	1	2	2
Service Delivery & Well-being	3	3	9	3	2	6	1	2	2
Reputation	2	4	8	3	1	3	1	4	4
Average risk score	3	3	9	3	2	6	1	3	3 (Medium/Low)
CR14: Contract Management									
Political & Legislative	3	3	9	3	2	6	1	2	2
Resources	3	3	9	3	2	6	1	2	2
Service Delivery & Well-being	2	3	6	2	2	4	1	2	2
Reputation	3	4	12	3	1	3	1	4	4
Average risk score	3	3	9	2	2	4	1	3	3 (Medium/Low)

Service Based Risks

Risk	Inherent Risk			Residual Risk		
	Likelihood	Impact	Total	Likelihood	Impact	Total
SR1: Loss and reduction of external grants. The cyclical and short term nature of funding streams impacts negatively on forward planning for a significant number of service areas including countryside management operations, renewal area, cultural, recreation and community schemes across the Vale. Also impacts negatively on sustainability	4	3	12	4	3	12 High

Risk	Inherent Risk			Residual Risk		
	Likelihood	Impact	Total	Likelihood	Impact	Total
of local businesses and jobs.						
SR2: Competition for scarce resources within the Council means that non statutory services have a higher risk of losing resources.	3	3	9	3	3	9 Medium/High
SR3: Failure to manage the service's collaboration agenda effectively.	2	2	4	2	2	4 Medium
SR4: Policy trigger points set out in the Local Development Plan monitoring framework are breached as part of the annual monitoring review.	1	3	3	1	3	3 Medium
SR5: Inability to maximise S106 contributions whilst having regard to the Community Infrastructure Levy (CIL) regulations and possible further changes to the legislation.	2	3	6	2	3	6 Medium
SR6: Failure to secure sustainable development practice to mitigate the impact of climate change with respect to land planning and use.	1	3	3	1	3	3 Medium
SR7: Impact of regulatory and bureaucratic perception of the planning system and implications of Brexit, negatively impacting on investment and development.	2	2	4	2	2	4 Medium
SR8: Downturn in the economy impacts on employment opportunities.	3	3	9	2	3	6 Medium
SR9: Failure to identify and maximise potential income generation opportunities	2	3	6	2	3	6 Medium
SR10: Resource and reputational impact from decisions made on	2	2	4	2	2	4 Medium

Risk	Inherent Risk			Residual Risk		
	Likelihood	Impact	Total	Likelihood	Impact	Total
planning applications contrary to recommendation and subsequent appeal.						
SR11: Decisions taken elsewhere in relation to external funding could impact on Council investment decisions on key regeneration projects including the Enterprise Zone, City deal, TRI programme.	2	3	6	2	3	6 Medium
SR12: Brexit – Risk of loss of funding and grant schemes beyond 2020.	2	3	6	2	3	6 Medium
Sr13: Failure to meet the requirements of the forthcoming update to planning law in Wales.	1	2	2	1	2	2 Low

Scoring risks	
Likelihood score	Refers to how likely it is that the risk will occur, that is, the probability of the risk happening. The scoring ranges between 1 and 4, with 1 being very unlikely, 2 - possible, 3 - probable and 4 being almost certain to happen or has already happened.
Impact score	Refers to what the impact would be if the risk occurred. Again the scoring ranges between 1 and 4, with 1 being low, 2 - medium, 3 - high and 4 being catastrophic. Impact would include things such as financial costs, public wellbeing, environmental/ social impact, damage to reputation, health and safety etc.
Inherent Risk	This is the risk score in a pre-control environment
Residual Risk	Remaining risk score after controls have been applied. Shows impact of controls.
Current controls	This is a control score that provides an indication of the effectiveness of the controls at managing the risk.
Forecast Direction of Travel	Anticipates the future direction of travel of the risk by taking into account factors that are likely to impact on it. Risk increasing  Risk is decreasing  Risk remaining static 

Risk Matrix

Impact or Magnitud	Catastrophic	4 MEDIUM	8 MEDIUM/HIGH	12 HIGH	16 VERY HIGH
	High	3 MEDIUM/LOW	6 MEDIUM	9 MEDIUM/HIGH	12 HIGH

	Medium	2 LOW	4 MEDIUM	6 MEDIUM	8 MEDIUM/HIGH
	Low	1 VERY LOW	2 LOW	3 MEDIUM/LOW	4 MEDIUM
Low 1-2 Low/Medium 3 Medium 4-6 Medium/High 8-10 High 12-16		Very Unlikely	Possible	Probable	Almost Certain
		Likelihood/Probability of Risk Occurring			

Effectiveness of Controls Score

Score	Effectiveness of Control
0	Very Low control of the risk
1	Low control of the risk
2	Medium control of the risk
3	High control of the risk
4	Very high control of the risk