

In setting your milestones/targets please consider 5 ways of working -

Department	Service Unit	Council Objective	Steps towards Council Objective	Current activity/Action Insert performance when appropriate (Measures identified as corporate are already populated)	Milestone (Target if linked to a Performance Measure)	Long Term – How is your Service taking the long term into account? How is it not, how could it do better?	Prevention – How is your Service taking prevention approach? How is it not, how could it do better?	Integration – How is your Service considering the impact of its actions? How is it not, how could it do better?	Collaboration – How does your Service collaborate internally and externally? How is it not, how could it collaborate better?	Involvement – How does your Service involve users and partners? How does it not, how could it do better?	Gaps/Opportunities – Are there any which need to be addressed?	Risks – identify the risks which need to be addressed/managed?	Responsible Officer	Comment
Place	RGN	Transforming our economy & Infrastructure	Adopt the Local Development Plan that supports the regeneration of Swansea and promotes sustainable communities	Independent Examination of LDP by Planning Inspectorate	Adoption of LDP Jan 19	The LDP will set out the Council's policies for the development, use and protection of land until 2025, including promotion of	The plan includes various policies relating to prevention of impacts on communities, including climate	The LDP has been subject of a Sustainability Appraisal (incorporating a Strategic	Preparation of the LDP has involved collaboration with other departments and external organisations/partners	Preparation of the LDP has involved extensive public and stakeholder consultation at all stages of plan production.	All existing SPG will need to be reviewed following adoption of the LDP	Need for urgent turnaround of public consultation on matters arising changes from LDP Hearing sessions which are not due to finish until	Paul Meller	LDP adopted February 2019
Place	RGN	Transforming our economy & Infrastructure	Promote the Green Economy, including renewable energy (such as SCEES, Tidal Lagoon) providing energy security, climate change mitigation and economic and employment benefits.	Independent Examination of LDP by Planning Inspectorate	Adoption of LDP Jan 19	LDP policy to 2025 sets out policies for tackling climate change mitigation, renewable and low carbon energy developments and district heating and cooling schemes as well as supporting associated employment opportunities	LDP policies seek to mitigate the adverse effects of climate change, adapt to its implications, develop resilience and deal with Green Energy proposals	The LDP has been subject of a Sustainability Appraisal (incorporating a Strategic Environmental Assessment, Health Impact Assessment and Linguistic Impact Assessment), as well as an Equalities Impact Assessment	Consultation with all relevant Council departments/ services, statutory consultees and interested parties to identify site constraints and opportunities and address any matters arising	Engaged with a range of internal and external stakeholders and working in partnership on a variety of related projects	SCEES no longer dealt with by Regeneration Service	Central Government support for Tidal Lagoon project not transpiring	Paul Meller	LDP adopted February 2019
Place	RGN	Transforming our economy & Infrastructure	Management of the Rights of Way Network	Review of Rights of Way Improvement Plan (ROWIP)- publication and consultation	Mar-19	the necessary measures needed to maintain, improve and where possible extend the RoW network. A new ROWIP is currently being prepared which will cover the period to 2028	ROWIP Action Plan monitoring seeks to ensure there is no reduction in the percentage of the network that is classified as 'easy to use' which would otherwise impact on health and well being	measurably improved access to the RoW network, the extent of the Coast Path and access to the countryside. It also considers the impact on well-being objectives, local tourism, etc.	internal and external partners on the preparation of the ROWIP and associated Action Plan targets to ensure it supports and is supported by other relevant plans and strategies and their objectives. Through	Currently involved with a range of internal and external stakeholders, including volunteers, working in partnership on a variety of related projects	Cwm Ivy. A walking route around the Gower coastline is highlighted in tourism literature as one of the reasons to visit the area - however there has been a significant breach in this route at Cwm Ivy for the past two years. The Council has identified	Loss/reduction of external funding	Paul Meller	ROWIP reviewed and consultation scheduled to be undertaken late 2019
Place	RGN	Transforming our economy & Infrastructure	Promote biodiversity and protect Swansea's green spaces, including parks for recreation and play, to promote health and wellbeing	Green Infrastructure (GI) Workshops held - strategy to be drafted	Adoption of draft City Centre Green Infrastructure (GI) Strategy Mar 19	Green infrastructure is seen as the catalyst for improving well being of future generations. LDP policies seek to increase provision of and accessibility to open space over the	Policies in the current UDP and emerging LDP seek to prevent the loss of accessible greenspace and formal play space in the interests of promoting health and well being.	Making better use of green infrastructure can lead to significantly reduced costs for the Council whilst promoting the health and well being of residents, visitors	A GI Strategy is being prepared in collaboration with NRW. The Council is also working jointly with internal and external partners, e.g. together with NPT and	Currently involved with a range of internal and external stakeholders, including volunteer members of the public and third sector, and working in partnership on a	Build greater awareness of the importance of greenspace and ecological advice generally to ensure it is fully taken into account across the Authority in all plans, strategies and	Disposal/loss of natural assets/resources without full appreciation of the benefits these natural resources provide for free and the true long term cost of their loss which outweighs short	Paul Meller	Draft GI Strategy due for consultation Oct/Nov 2019
Place	RGN	Transforming our economy & Infrastructure	Support and Deliver an ecosystem approach to natural resource management	Continue to deliver grant funded projects and site specific management plans	Management plans implemented and grant outcomes delivered Mar 19	values and seeks to manage Ecosystem services for the long term in its various long-term plans and strategies. However ecosystem resilience will only be improved when its benefits are more fully understood	Policies in the LDP and emerging Corporate Biodiversity Action Plan seek to prevent the loss of land and trees that provide the means of mitigating the effects of climate change at the local level	management of natural resources can significantly reduce costs for the Council whilst promoting the health and well being of residents, visitors and workers alike. Better management of natural resources will	Currently collaborating with a range of internal and external stakeholders and working in partnership on a variety of related projects	Currently involved with a range of internal and external stakeholders, including volunteer members of the public and the third sector, working in partnership on a variety of related projects	Wider biodiversity training and education within the Council.	Disposal/loss of natural assets/resources without full appreciation of the benefits these natural resources provide for free and the true long term cost of their loss which outweighs short term capital gain	Paul Meller	Site specific projects undertaken around County. Ongoing work

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Place	RGN	Transforming our economy & Infrastructure	Progress strategic housing and mixed development sites to meet housing need and provide employment.	Independent Examination of LDP by Planning Inspectorate	Adoption of LDP Jan 19	identifies 12 strategic housing and mixed use development sites to meet housing needs and provide employment opportunities over the period to 2025 and beyond. Master planning of these areas is being progressed alongside	All consequential matters arising from the development of these sites are taken into consideration from the outset and appropriate mitigation measures built in , e.g. traffic management, flood risk , open space provision for health and well being , etc	subject of a Sustainability Appraisal (incorporating a Strategic Environmental Assessment, Health Impact Assessment and Linguistic Impact Assessment), as well as an Equalities Impact Assessment which has	relevant Council departments/ Services, statutory consultees and interested parties to identify site constraints and opportunities and address any matters arising. There has been engagement and collaboration with site promoters and	Preparation of the LDP has involved extensive public and stakeholder consultation at all stages of plan production.	Scale of development proposed provides greater scope for negotiating s106 contributions and levels of affordable housing provision	Site promoters/landowners do not bring sites forward for development	Paul Meller	LDP adopted February 2019. Applications submitted for 6 strategic sites. Planning permission granted for 2 mixed development sites and resolution already granted to approve 2 strategic residential sites.	
Place	RGN	Transforming our economy & Infrastructure	Deliver the AONB Management Plan Action Plan	Achieve Action Plan Targets	Mar-19	out the long-term aims and objectives for the management of the AONB. Current grant funded projects have a minimum 10 year delivery/maintenance legacy. The Action Plan is in the process of being reviewed to meet the objectives of LDP policy to 2025	By supporting communities to embed sustainable development in the AONB. Specific grant funding is available from the Welsh Government for SD initiatives	The Plan seeks measurably improved access to the natural environment of the AONB and improvement to the built and natural environment and complements the LDP	have been commissioned and delivered or are in the process of being delivered in partnership with a wide range of external organisations and through inter-service collaboration, e.g. the Gower Landscape	Preparation of the Plan has involved extensive public and stakeholder consultation throughout its production.	Review Action Plan targets to better align with external funding opportunities. More collaborative working in the implementation of the Future Landscapes Wales Programme	Loss/reduction of external grant funding	Paul Meller	Action Plan reviewed June 2019 and on target to deliver agreed actions over period to 2022	
Place	RGN	Transforming our economy & Infrastructure	Give priority to providing an affordable housing solution in rural areas.	Independent Examination of LDP by Planning Inspectorate	Adoption of LDP Jan 19	specifically identifies rural exception sites for local needs affordable housing in preference to open	Policy seeks to restrict opportunities for unrestricted open market housing which drives up property prices and gives	The rural exception policy seeks to support the LDP's strategy of creating more sustainable communities. It is	through collaboration with the Council's Housing Enabling Officer and RSLs in the identification of those in need of affordable	Preparation of the LDP has involved extensive public and stakeholder consultation at all stages of plan production.	More detailed local housing needs assessments for rural areas	Maintaining binding legal agreements to ensure the affordability benefits are retained in perpetuity for successive occupiers	Paul Meller	LDP adopted February 2019. 156 Affordable housing sites delivered across the County	
Place	RGN	Transformation & future Council development	Work towards financial sustainability.	Develop a commercial plan to generate new income	Develop a plan for restructuring of Land Charges.									Ryan Thomas	Land Charges project delivered April 2019 forming a core Land Charges Team within the Planning Service.
Place	RGN	Transforming our economy & infrastructure	Provide an efficient and transparent planning service	EP28 The percentage of all planning applications determined within 8 weeks		All applications are determined in accordance with the provisions and sustainability objectives of the Development Plan unless material considerations indicate otherwise.	Delivering the right development in the right places in accordance with the provisions of the Development Plan.	All applications are determined in accordance with the provisions of the Development Plan unless material considerations indicate otherwise.	Consult internally and externally with statutory consultees in accordance with statutory requirements on all planning applications.	Consult with the public in accordance with statutory requirements on all planning applications.	Service delivery options are under review as part of Commissioning with a view to facilitating more efficient ways of working and cost savings.	The UDP is time expired pending the adoption of the LDP.		Ryan Thomas	Milestone met with 90% of applications determined within 8 weeks during 2018/19
Place	RGN	Transforming our economy & infrastructure	Provide an efficient and transparent planning service	EC2 The percentage of all major applications with an economic imperative that are approved.		All applications are determined in accordance with the provisions and sustainability objectives of the	Delivering the right development in the right places in accordance with the provisions of the Development Plan.	All applications are determined in accordance with the provisions of the Development Plan unless material	Consult internally and externally with statutory consultees in accordance with statutory requirements on all	Consult with the public in accordance with statutory requirements on all planning applications.	Service delivery options are under review as part of Commissioning with a view to facilitating more efficient ways of working and cost savings.	The UDP is time expired pending the adoption of the LDP.		Ryan Thomas	90% of applications with X% of applications with an economic imperative approved during 2018/19.