



The Vale of Glamorgan Council

Corporate Plan

2006-2010



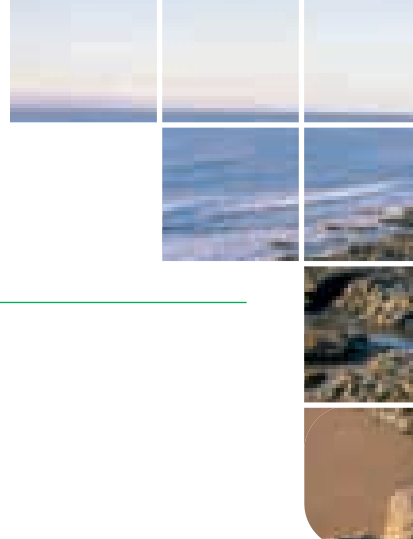
October 2006



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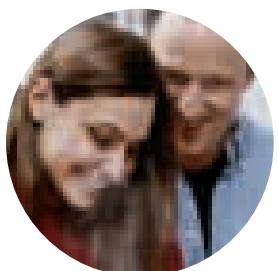
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● Preface

This is the Council's revised five year Corporate Plan. It has been reviewed mid-term between the Council elections in 2004 and 2008 and covers the period 2006 to 2010. A full re-appraisal of the Plan will be conducted after the local government elections in 2008.

One of the most challenging aspects of managing a Council is the coordination of its many and complex activities. The agenda is a complicated one as differing and often conflicting priorities have to be dealt with and decisions reached. Welsh Assembly Government and Regulators' expectations, Members' objectives, service demands, legislative requirements, community wishes, partner organisations' agendas all have to be addressed. At the same time the available resources have to be assessed and allocated.

The outcome of the process of engaging with all these issues is the Council's Corporate Plan, which sets out a programme of key actions over the medium term. It would be impractical to include the complete range of the Council's ongoing activities, important as these are. Therefore the Corporate Plan places emphasis on those key actions which will be undertaken over the next few years.

This Plan will be used as the framework for Service Plans and underpin the Council's budget. It reflects the Council's aspiration to continually improve the services it delivers to the local community and is fully integrated with the Council's forward financial planning process.



John Maitland Evans
Chief Executive



Councillor Jeffrey James
Leader of the Council



October 2006



• Our Corporate Plan

Introduction

The Council has a pivotal role in shaping the future of the Vale. This Plan sets out our vision for the future and identifies how we are to work with our partners to achieve this goal. The Corporate Plan, however, has to be prepared as part of an integrated planning process, the key elements of which, apart from the Corporate Plan itself, are the Community Strategy and the Councils Medium Term Financial Plan

The Community Strategy provides the long-term context for planning in the Vale of Glamorgan. It is much more than a Council document, with its aim of improving the quality of life of communities throughout the Vale. It gives a focus for joint working and planning between public agencies and the voluntary, business and community sectors. The current Strategy was agreed by the Vale of Glamorgan Partnership in 2003. It covers a ten year time-span and sets out a shared vision for the future of the Vale. The Community Strategy Action Plan, which covers the period 2004-2008, was approved by the Partnership in May 2004. The Action Plan is subject to annual monitoring and the Strategy itself will be fully reviewed in 2008 after the next Council elections.

The Corporate Plan sets out how the Council for its part will deliver the aims of the Community Strategy. In addition, however, it provides a focus on the Council's approach to Corporate Management and Community Leadership. The Council's Medium Term Financial Plan outlines how the Corporate Plan is to be funded.

The Context for Change

Local actions taken by the Council must be set against the all-Wales policies of the Welsh Assembly Government. **'Making the Connections'** was published in October 2004 and sets out the Assembly's vision for improving public services in Wales based on the four themes of:

- Putting the customer centre stage
- Working together as the Welsh public service
- Making the best of resources
- Engaging with the workforce



**OneVale
UnFro**

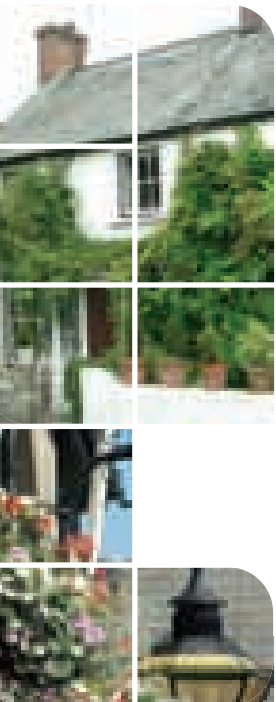
In response to the challenge of working together the ten Councils in South East Wales have formed the **'Connecting South East Wales Board'** comprising the Leader and Chief Executive of each local authority. Several initiatives have been supported by the Board and these are reflected in this Corporate Plan.

The Councils **OneVale** initiative is a programme of transformational change aimed at tackling the issues set out in the Making the Connections agenda. The essence of the OneVale programme is to put service users centre stage and allow them to interact with the Council in the way that suits them best. To that end a Contact Centre and a One-Stop-Shop will be opened at the Civic Offices in Barry. However, the OneVale programme is much more than opening a Contact Centre. It's about rethinking what the Council does and how it does it. Work processes throughout the Council will need to be analysed and changed so that we start from customer needs rather than our own convenience. Similarly, the systems we use will need replacing on order to cope with the new ways of working. New integrated ICT systems are

being purchased and the integration of systems and services throughout the Council will be key to the success of the programme.

The Welsh Assembly Government adopted **‘People, Places, Futures - The Wales Spatial Plan’** in November 2004. The role of the Wales Spatial Plan is to allow the development of policy which takes account of different challenges and opportunities across Wales and facilitate distinctive approaches being developed in different parts of Wales through collaboration between public sector agencies, local authorities and the private and voluntary sectors. The Wales Spatial Plan identifies six areas of Wales, one of which is the South East comprising ten local authorities including the Vale of Glamorgan. Six priority actions have been identified for South East Wales, namely:

- Developing an integrated transport system
- Agreeing on strategic development sites to promote regeneration across the area
- Collaboration on housing plans to reflect the interdependence of settlements across the area
- Identifying opportunities to strengthen the ‘knowledge economy’
- Reducing economic inactivity
- Adopting a regional approach to waste management



Sustainability is an increasingly important ingredient in the Council’s activities at all levels, from strategic planning and community leadership to service delivery. Sustainability in this context embodies the concept of living within environmental limits, but it extends beyond this in seeking to ensure a strong, healthy and just society, achieving a sustainable economy and promoting good governance.

Sustainability principles are increasingly featuring in specific guidance issued to Councils by WAG on key agendas such as the Wales Programme for Improvement and Making the Connections. The essential principles are as follows:

Living within environmental limits

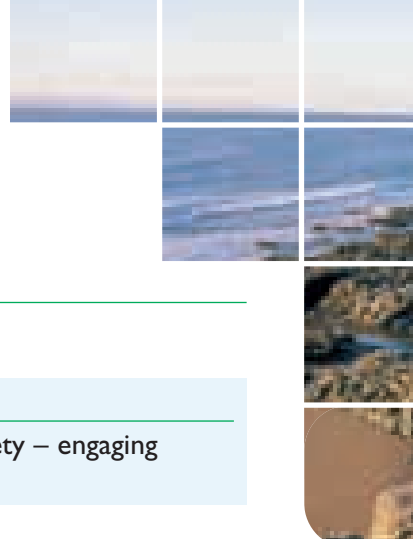
Respecting the limits of the planet’s environment, resources and biodiversity - to improve our environment and ensure that the natural resources needed for life are unimpaired and remain so for future generations.

Ensuring a strong, healthy and just society

Meeting the diverse needs of all people in the existing and in future communities, promoting personal well-being, social cohesion and inclusion, and creating equal opportunity.

Achieving a sustainable economy

Building a strong, stable and sustainable economy which provides prosperity and opportunities, and in which environmental and social costs fall on those who impose them (polluter pays), and efficient resource use is incentivised.



Promoting good governance

Actively promoting effective, participative systems of governance at all levels of society – engaging people’s creativity, energy and diversity.

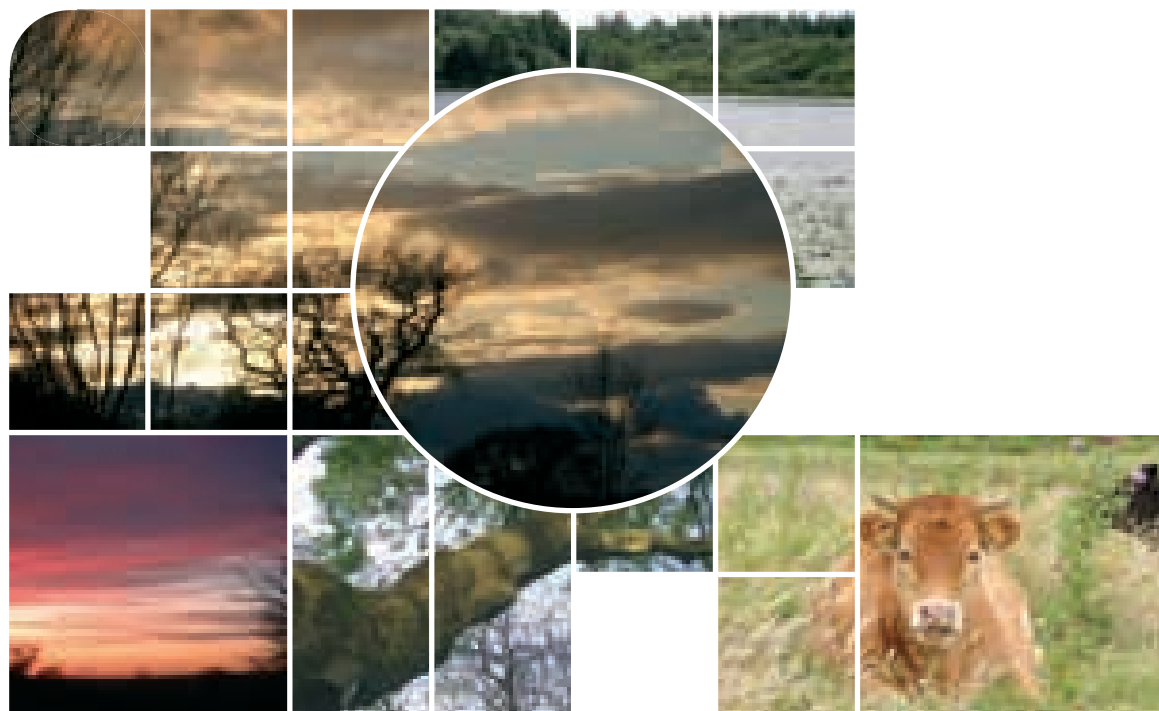
These four principles are reflected throughout this Plan in the practical actions the Council will be taking to deliver its Vision for the next five years.

Our Vision

The Vale of Glamorgan is comparatively wealthy and many of the residents enjoy a high standard of living. However, there are areas within the Vale which suffer from economic, environmental and social difficulties such as high unemployment, sub-standard housing, low educational achievement, child poverty, poor health and high levels of crime. We aim to target those areas for improvement while seeking to conserve and enhance the best features of the Vale so as to raise the quality of life for all who live in the area or visit it for work or recreation.

The Council's **Vision for the Vale** is a place:

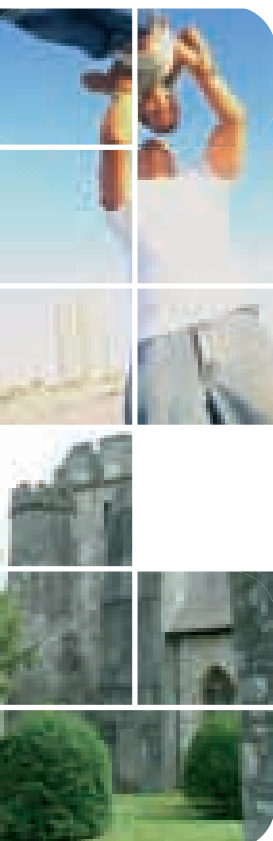
- that is safe, clean and attractive, where individuals and communities have opportunities to improve their health, prosperity, and well being and
- where there is a strong sense of community in which local groups and individuals have the capacity and incentive to make an effective contribution to the future of the area.



Our Culture

Culture is about people's ideas, beliefs, values, behaviour and ways of working. These factors determine how things are done within the organisation. Culture is fundamental to how we treat our customers, how we work with our external partners, and how, as individuals and within groups, we work together to achieve our shared aims. Our culture is reflected in the following **Core Values**:

- Place its customers at the centre of service delivery (**Customer Focus**).
- Conduct its business with integrity, ensuring that services are delivered in a transparent and accountable manner which is in the public interest (**Integrity**).
- Improve the delivery of its services, seeking innovative and effective ways to enhance quality while increasing their cost effectiveness (**Continuous Improvement**).
- Work in partnership with a wide variety of agencies and stakeholders, consulting and involving the community in decision-making and service delivery to ensure ownership of local issues (**Involvement**).
- Ensure that everyone in the Vale is able to obtain fair and equal access to services and receives equitable and consistent treatment in their dealings with the Council (**Fairness**).



We expect our culture to be evidenced by:

- Innovation and creativity
- Being confident and outward looking
- A “can do” attitude
- Individuals being accountable and taking full responsibility for their actions and learning from their experiences
- Trusting, motivating and empowering staff
- Recognising and celebrating excellent performance

We are determined to make this culture a reality by:

- Developing internal and external communications systems where information and views from staff and customers are freely exchanged and valued
- Attracting, developing and retaining excellent staff and recognising their contribution to the success of the Council
- Providing a supportive environment where colleagues can work together within and across services to deliver the agreed objectives of the Council
- Ensuring that the roles and responsibilities of elected members, managers and staff are clearly understood
- Regularly appraising the performance of managers and staff
- Fostering a management style that encourages innovation, creativity and commitment to customer excellence
- Developing strong team working
- Actively involving staff by seeking their views and opinions and providing feedback

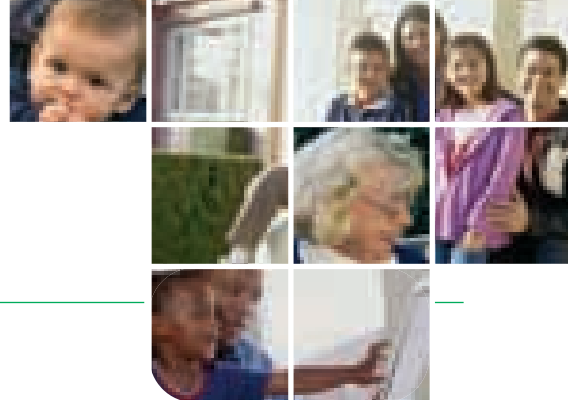
Corporate Priorities

In order to realise our Vision, this Corporate Plan sets out our **Corporate Priorities** which are supported by key **aims and targets** as contained in the Council's Improvement Plan or in the Council's Policy Agreement with the Welsh Assembly Government (Policy Agreement targets are identified in the Plan as 'PA'). The Plan details the key **actions** the Council intends taking to achieve these aims and targets together with the timetable (calendar years) for completion. The Policy Agreement is being reviewed and new targets are emerging. Where new targets have been agreed they are included in the Plan.

The remainder of the Corporate Plan addresses each Corporate Priority in turn. Many of the Council's services will contribute to achieving more than one of the priorities identified below, and it is important to recognise that the achievement of each priority will contribute in part to the achievement of others. Some themes such as sustainability, improving access to services, and the services for children and young people will inevitably cut across each of the key strategic priorities, which are:

- **Community Leadership**
- **Lifelong Learning**
- **Community Well Being**
- **The Environment**
- **Regeneration**
- **Corporate Resources**





● Community Leadership

Corporate Priority

'To work with partners from the voluntary, public, private and other sectors to deliver the shared vision for the future of the Vale and to ensure a coordinated approach to realising that vision!'

Aims

The Council will promote good governance, leading by example and with a clear ambition for the Vale. The Council will tackle those issues that matter most to local people with **customer focus** at the heart of the Council's service delivery. The Council will provide **political leadership** in representing and promoting the interests of the local community and all stakeholders. Central to the Council's community leadership role is the preparation of the Community Strategy, which sets out a shared vision for the Vale of Glamorgan over the next ten years, and an annually reviewed Action Plan for achieving that vision. Through the Community Strategy, and through **partnership working** generally, the Council will promote greater co-operation with other organisations that deliver services in the Vale in order jointly to achieve improvements for local communities. Through engaging effectively with local people the Council will enable them to influence decisions concerning the future of their communities. It will also promote and encourage **active citizenship and engagement**.

Key Targets

- Increase the percentage of the public who are satisfied with the standard of communication from the Council from 62% in 2005 to 75% by 2009.
- Maintain the percentage of citizens satisfied with the overall service provided by the Council at not less than the 2005 level of 74%.
- Increase the percentage of residents who feel they are able to influence decisions affecting their local area from 34% in 2005 to 40% by 2007. (PA)
- Maintain the percentage of citizens proud to be living in the Vale at not less than the 2005 level of 87%.

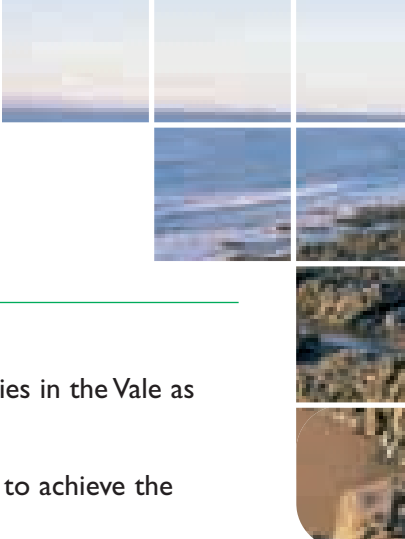
Actions

Customer Focus

CL1 Carry out annual representative public opinion surveys to assess the level of satisfaction with Council services. (2006-2010)

CL2 Publish single English and Welsh telephone numbers for all Council services and establish a Contact Centre to handle all calls. (2007)

CL3 Develop the Welsh language website. (2007)



CL4 Open a One-Stop-Shop in the Civic Offices, Barry (2007) and develop libraries in the Vale as 'mini' one-stop-shops. (2007-2010)

CL5 Develop the Council's web-site through a new content management system to achieve the Society of Information Technology Managers' 'Fully Transactional' standard. (2008)

CL6 Achieve level 4 of the Generic Equality Standard in Local Government by 2008 and level 5 by 2010. (PA)

Political Leadership

CL7 Undertake regular needs analyses and develop annual training programmes for Member development. (2006-2010)

CL8 Obtain the initial level of the Welsh Local Government Association Charter for Member Support and Development. (2007)

CL9 Establish a strategy for increasing voter registration. (2007)

CL10 Improve public engagement in the work programmes of the Cabinet and Scrutiny Committees through designing the agenda content to address issues of local interest and holding meetings at venues other than the Civic Offices. (2007-2010)

Partnership Working

CL11 In partnership with the Welsh Assembly Government, relevant local authorities and others, agree and implement the Wales Spatial Plan Area Development Framework and Action Plan for South East Wales. (2006-2010)

CL12 Play an active role on the Connecting South East Wales Board by developing operational partnerships with other Councils to promote shared service provision where appropriate. (2006-2010)

CL13 Coordinate the Council's obligations under the Civil Contingencies Act 2004 and, as a Category One responder, work with our Local Resilience Forum partners to ensure a multi-agency approach across the LRF region. (2007)

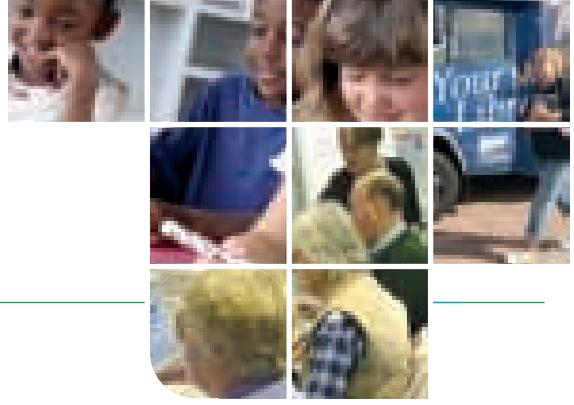
CL14 Review with partners the Community Strategy in the light of revised guidance from the Welsh Assembly Government. (2008)

Active Citizenship

CL15 Implement the External Communications Strategy to improve the level of satisfaction with the overall service provided by the Council and increase the number of residents satisfied with communications from the Council. (2006-2009)

CL16 Commemorate significant local people and events, promote local award schemes and participate in national award schemes to raise the public profile of the Council and awareness of its activities. (2006-2010)

CL17 Achieve Fair Trade Status. (2007)



● Lifelong Learning

Corporate Priority

'To provide high quality, accessible learning opportunities which meet the needs of learners of all ages and to develop and promote a culture of lifelong learning for all.'

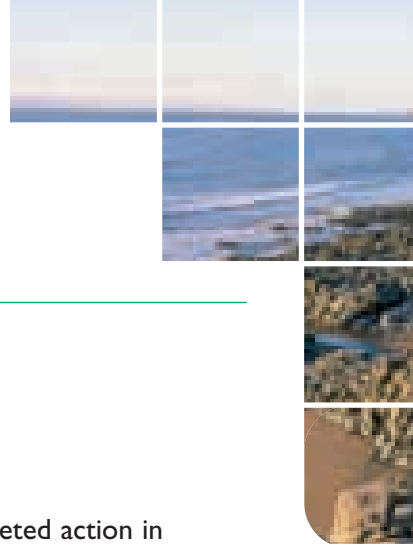
Aims

The Council recognises the importance of Education and Lifelong Learning to communities and as a priority which underpins the work of all Council services. It will work in partnership to enhance **school improvement** and opportunities for learning and by providing an **inclusive** system for all learners. Measures will be put into place to enhance the quality of **strategic planning** to ensure that available resources and facilities are directed to meet the identified needs of learners and the wider community. We will work in partnership with local schools, the voluntary sector, private training providers, local businesses and other agencies to promote a **lifelong learning** culture to widen participation in learning for the benefit of individuals, communities and the local economy.

Key Targets

- Increase the number of adult (16+) enrolments on accredited literacy, numeracy and IT learning opportunities from 2,168 in 2005 to 2,250 by 2007. (PA)
- Increase the percentage of attendance of those present or on approved educational activities in secondary school from 91.5% in 2005 to 92.1% by 2007. (PA)
- Maintain the percentage of 15/16 year olds leaving full time education without a recognised qualification at no more than 1% by 2007. (PA)
- Increase the percentage of the youth population aged 11-25 years who make contact with the Youth Service during the year from 22% in 2005 to 23% by 2007. (PA)
- Increase the number of visits to the Library web-site from 40,000 in 2005 to 50,000 in 2007. (PA)





Actions

School Improvement

LL1 Promote and support the development of the Welsh Language through targeted action in accordance with a revised Welsh Language Education Scheme. (2006-2008)

LL2 Promote and support the development of schools as key learning resources within the community, establishing at least one Community Focused Secondary School. (2006-2010)

LL3 Develop a range of curriculum pathways, clear progression routes and an appropriate range of qualifications to enhance choice and curriculum provision for 14-19 year old pupils. (2006-2009)

LL4 Develop an appropriate infrastructure for educational advice and support through the Connecting South East Wales Board. (2007)

LL5 Sustain and improve the quality of Early Years education through improved coordination with partnership agencies and development and implementation of “foundation phase” proposals. (2008)

Inclusion and Access

LL6 Promote the inclusion of Looked After Children in the school agenda and improve arrangements for monitoring educational achievement as part of Corporate Parenting responsibility. (2006)

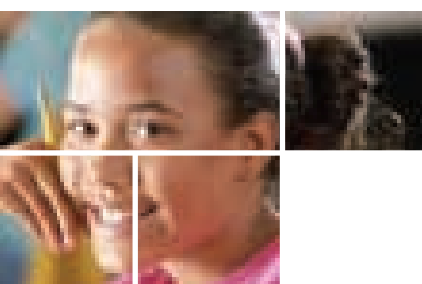
LL7 Review SEN provision and agree a development plan for pupils with Special Educational Needs [SEN] in partnership with schools. (2006-2007)

LL8 Promote racial equality in all schools through appropriate training and give guidance to schools on their duties under the Race Relations legislation, including recording of racial incidents. All schools to be encouraged to achieve “Schools against Racism” status. (2007)

Strategic Planning

LL9 In liaison with the Admissions Forum, effectively manage the demand for and supply of school places, subject to open consultation and based upon a coherent school admission arrangement as part of the revised Single Education Plan. (2006-2008)

LL10 Prepare proposals to enable effective implementation of the Children’s Act (2006) and the Single Education Plan. (2008)



LL11 Develop a strategy for full co-educational secondary provision in Barry as part of the School Investment Strategy. (2006-2009)

LL12 Develop a capital investment strategy for all schools based upon prioritised need, which is supported by a site strategy for each school and addresses secondary school needs at Cowbridge, Llantwit Major and St Cyres. (2006-2009)

LL13 Together with schools, develop a strategy for joint use and development of education facilities as part of the Community Focused School Strategy. (2007)

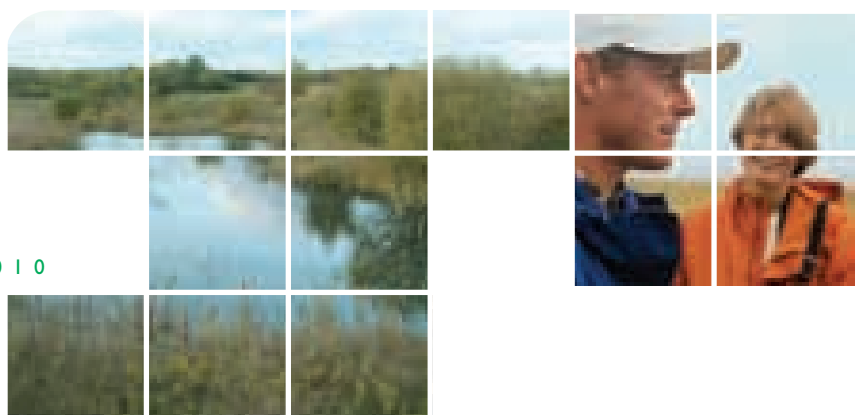
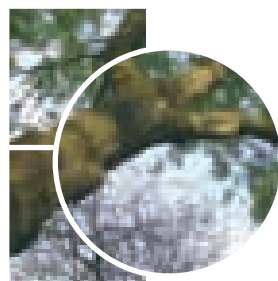
Lifelong Learning

LL14 Support the Vale Learning Network in the delivery, management and evaluation of projects that result in increased participation in adult and community based learning. (2007)

LL15 Establish and promote accessible training facilities which prepares young people and adults for employment and/or further work based learning, in partnership with other training providers including Barry College. (2008)

LL16 Extend youth service provision and outreach arrangements into areas of identified need in the Vale. (2008)

LL17 Implement a three year action plan that enables the continued development of the Library and Information Service in order to meet the obligations of the Public Library Standards Act. (2009)





● Community Well Being

Corporate Priority

'To promote a strong, healthy and just society by making the Vale a safe, and enjoyable place in which individuals, children and families can live their lives to their full potential.'

Aims

The Well-being of residents of the Vale of Glamorgan is of paramount importance. Within the limited resources available, the Council aims to create a **safe environment** where people feel more secure; to enable **vulnerable adults and their carers to live independently** wherever practicable and also to ensure that **good quality local housing** enhances the quality of life for residents. Safeguarding and promoting **the welfare of children and young people** is a key priority. During the period of the Plan, the Council will be faced with the delicate task of realigning service budgets to meet the needs of an increasingly elderly population. The Council will promote the **health and general well being of residents** through its own services, and will work in partnership with the Local Health Board, the NHS Trusts and the Vale Centre for Voluntary Services (VCVS) to join up services which encourage healthy lifestyles.

Key Targets

- Increase the rate of older people (aged 65 or over) helped to live at home per 1000 population aged 65 or over from 84.7 in 2004 to 86 in 2007. (PA)
- Reduce the rate of older people (aged 65 or over) whom the authority supports in residential care homes or nursing homes per 1000 population aged 65 or over from 31.2 in 2004 to 29 in 2007. (PA)
- Ensure the rate of delayed transfers of care for social care reasons per 1000 population aged 75 or over does not exceed 9 in 2007. (PA)
- Reduce the number of homeless families with children in bed and breakfast accommodation. (PA)
- Reduce the average length of time spent in temporary accommodation by all households. (PA)
- Maintain at 100% the percentage of first placements of Looked After Children during the year that began with a care plan in place. (PA)
- Ensure that 100% of Looked After Children have a plan for permanence at the due date by 2007. (PA)
- Reduce the percentage of children looked after at 31 March who have experienced one or more changes of school (which were not due to transitional arrangements or sixth form college) from 13.2% in 2005 to 10% by 2007. (PA)
- Increase the number of participants in the 'Active for Life' scheme from 330 in 2004 to 1035 in 2007. (PA)
- Increase the number of visits to swimming pools and sports centres per 1,000 population from 11,405 in 2005 to 11,800 in 2007.

Actions

A safe environment

CW1 Develop a Gambling Policy in accordance with the Gambling Act 2005. (2006)

CW2 Extend the Alleygate Initiative to reduce rear-lane crime and improve the local environment. (2006-10)

CW3 Prepare annual Food Law Enforcement Plans to ensure high standards of food safety for residents and visitors. (2006-2010)

CW4 Develop in partnership with the Police the neighbourhood policing initiative. (2007)

Vulnerable adults and their carers to live independently

CW5 Develop an Older People's Accommodation Strategy in partnership with Registered Social Landlords, the Vale Local Health Board, the independent sector and the Older People's Forum. (2007)

CW6 Develop and implement a Telecare Strategy to support independent living at home through the use of advanced technologies. (2008)

CW7 Deliver in partnership with the Local Health Board and NHS Trusts better integrated health and social care services, including the development and implementation of a joint commissioning strategy for intermediate, rehabilitative and long term care. (2008)

Good quality local housing

CW8 Implement the Supplementary Planning Guidance for Affordable Housing for all new housing developments in the Vale of Glamorgan. (2006)

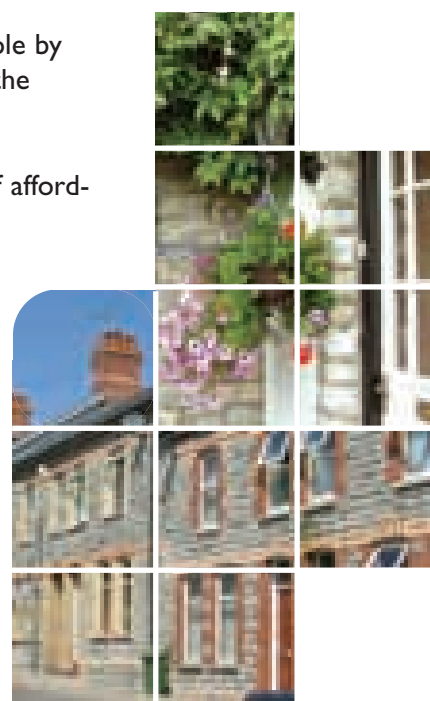
CW9 Develop a Housing Stock Asset Management and Investment Strategy to work towards the Welsh Housing Quality Standard. (2007)

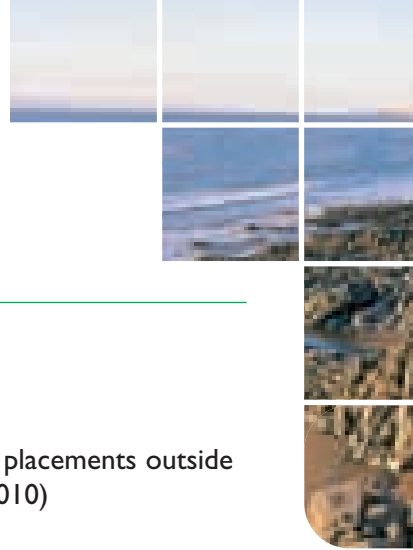
CW10 Reduce the use of bed and breakfast accommodation for homeless people by exploring the potential of leasing and market renting schemes and by improving the availability and quality of emergency accommodation. (2007)

CW11 Promote low cost home ownership initiatives and improve the supply of affordable rented accommodation in the public and private sectors. (2008)

CW12 Complete the housing improvements within the Penarth Housing Renewal Area. (2009)

CW13 Establish a housing and community renewal area for Barry. (2009)





The welfare of children and young people

CW14 Enhance the availability of local foster care provision and reduce residential placements outside the Vale of Glamorgan in accordance with the Council's Placement Strategy. (2006-2010)

CW15 Improve inter-agency child protection management by establishing the Integrated Children's System. (2007)

CW16 Support and implement the 'Regional Commissioning of Social Services' initiative promoted by the Connecting South East Wales Board. (2007)

CW17 Develop a regional recruitment agency for social workers in collaboration with other local authorities in South East Wales. (2007)

CW18 Implement the Family Support Strategy which will increase the proportion of vulnerable children enabled to live with their families or in their local community by early social care intervention. (2008)

Health and general well-being of residents

CW19 Review leisure facilities provision. (2006)

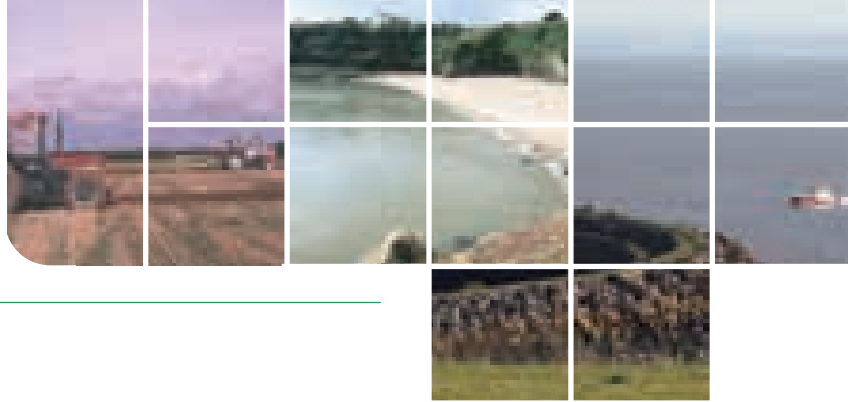
CW20 Promote healthier lifestyles through the 'Active for Life' scheme and seek additional external funding to allow the successful initiative to continue beyond 2007. (2006-2007)

CW21 Participate in the initiative proposed by the Connecting South East Wales Board to promote sports development in the region. (2007)

CW22 Promote the ban on smoking in public places to be introduced across Wales by providing effective education and enforcement. (2007)

CW23 Prepare and implement a physical activity plan for the Vale using the Sport, Art and Play Development team in consultation with community partners, including Community Associations. (2007-9)





● The Environment

Corporate Priority

'To achieve a quality environment through promotion and use of sustainable practices, and by making the best use of current and future resources.'

Aims

The Council will ensure that the Vale continues to have a rich and diverse local environment.

Conserving and enhancing the environment is a key role for the Council to ensure that people living, visiting and working in the Vale have access to a clean and high quality local environment, and that uniquely valuable urban and rural assets and biodiversity are protected from insensitive development, poor management and pollution. The Council will promote awareness of and facilitate access to the countryside for all, whilst being mindful of the need to protect and enhance sensitive areas. As a user of resources, **the Council will improve its waste and resource management** and will seek to **reduce the environmental impact of the Council and its services**. The prudent use of resources, and a willingness to consider alternative technologies will be key to the Council's future activities.

Key Targets

- Increase the percentage of people satisfied with street cleanliness standards from 66% in 2005 to 70% by 2007 and 74% by 2009.
- Increase the percentage of adults aged 60+ who hold a concessionary travel pass from 73.3% in 2005 to 85% in 2007 and 90% in 2009.
- Increase the percentage of planning applications dealt with within 8 weeks from 65% in 2005 to 70% by 2008.
- Increase the total length of footpaths and other rights of way in the countryside which are considered easy to use by the public from 64.6% in 2005 to 65% by 2007.
- Increase the percentage of total waste arising that is recycled or composted from 25.54% in 2005 to 35% in 2009. (PA)
- Reduce the percentage of total waste arising that is disposed of in land-fill sites from 70.8% in 2005 to 65% in 2009. (PA)
- Reduce the percentage of carbon dioxide emissions in the non-domestic public building stock by 6% between 2004 and 2007. (PA)
- Reduce energy use and carbon dioxide emissions in the housing stock by 14% by 2007 against the 1997 level. (PA)



Actions

Conserve and Enhance the Environment

- E1** Reduce fly tipping, litter and dog fouling by high profile enforcement against offenders. (2006-2010)
- E2** Prepare a Grounds Maintenance Strategy for the Council's open spaces, trees and play areas. (2007)
- E3** Develop a Noise Strategy and Action Plan. (2007)
- E4** Produce and implement a Rights of Way Improvement Plan to improve access to the countryside for all. (2007)
- E5** Develop a Coastal Strategy to provide for better management of the coastal environment, with particular reference to Llantwit Major Beach and its environs. (2007)
- E6** Achieve Green Flag status for at least four parks. (2008)
- E7** Progress initiatives with partner organisations to conserve and enhance biodiversity throughout the Vale. (2008)
- E8** Progress preparation of the Local Development Plan as a comprehensive framework to control development and promote sustainable growth within the Vale. (2010)

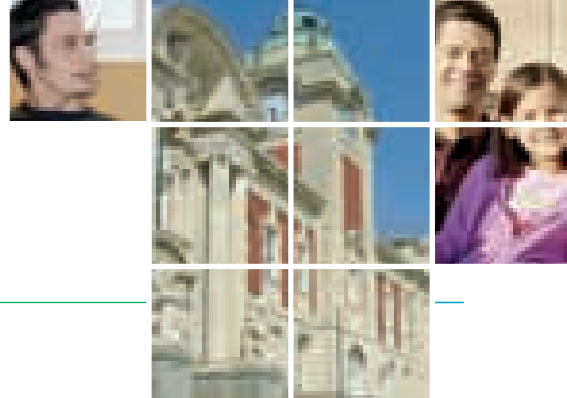
Improve Waste and Resource Management

- E9** Facilitate a regional solution to waste disposal through the Connecting South East Wales initiative. (2007)
- E10** Develop a Waste Resource Park at Atlantic Trading Estate, Barry. (2008)

Reduce the Environmental Impact of Council Activities

- E11** Promote the Ecoschools initiative, Safe Routes to Schools and local road safety and awareness schemes. (2007)
- E12** Implement a Green Travel Plan for the Council and its employees. (2008)
- E13** Further improve the environmental performance of Council vehicles by reducing the amount of carbon dioxide emitted by the fleet. (2008)
- E14** Prepare a 'planning gain' policy to ensure development produces appropriate community gains and benefits. (2008)
- E15** Obtain Green Dragon Level I across the whole of the Council to raise the awareness of environmental issues among staff and to reduce the Council's environmental footprint. (2010)





● Regeneration

Corporate Priority

'To encourage the development of a diversified and sustainable community and to work in partnership with others to promote community, environmental and economic regeneration.'

Aims

The Council will **encourage new investment** by focusing its efforts on **improving the local infrastructure**, and in particular the local transport system. Through the Council's emerging Local Development Plan it will promote the sustainable use of previously developed land. The Council will **support the local business community** to encourage local enterprise, as well as seeking to **develop and promote tourism in the Vale**. The Council will promote community, environmental and economic regeneration in areas of need. The Council will implement key **regeneration** projects and town centre improvements in partnership with the Welsh Assembly Government and other agencies including the Barry Regeneration Partnership Board and Creative Rural Communities.

Key Targets

- Reduce the vacancy rate for retail ground floor units in the Vale's main shopping centres from 11.5% in 2005 to 9% in 2009.
- Increase the number of visitors to the Vale from 3.5m in 2005 to 3.8m in 2009.
- Maintain the occupancy rate of Council workshops at no less than 90% in 2007.
- Increase the number of tourist brochure inquiries from 30,297 in 2005 to 34,000 in 2007.
- Increase the number of visitors to Dyffryn Gardens from 31,686 in 2005 to 40,000 in 2007.

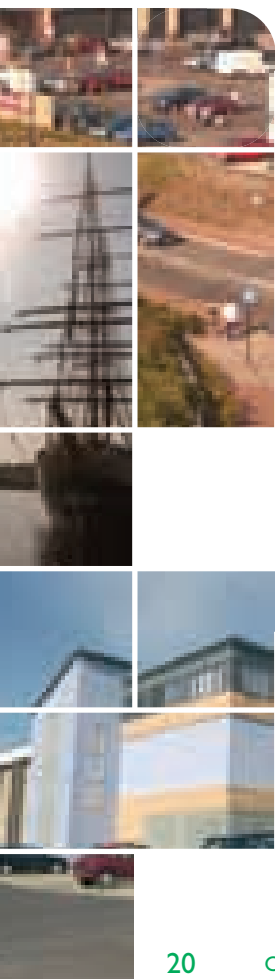
Actions

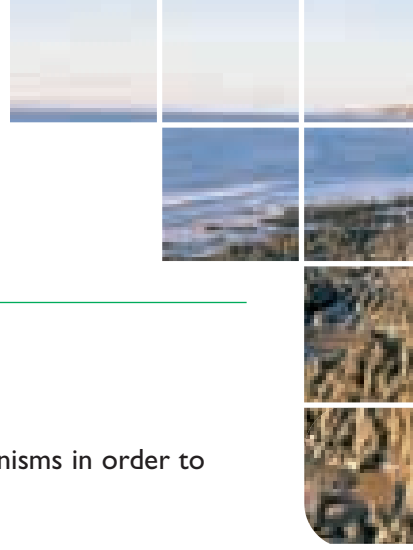
Investment in Infrastructure

R1 Undertake the necessary improvement works to maintain the value of the highway infrastructure asset. (2006-2010)

R2 Seek the commitment of the Welsh Assembly Government to fund new strategic roads (1) between Barry, Cardiff International Airport and the M4, and (2) between Cardiff Bay and Barry Waterfront. (2007)

R3 Procure a new road linking Barry Waterfront and Barry Island. (2007)





Supporting Local Business

R4 Maximise the use of the Vale of Glamorgan Business Club and other mechanisms in order to improve the Council's links with local businesses. (2006-2010)

R5 Work with the Welsh Assembly Government and other key partners to promote St Athan airfield as a centre for defence training excellence and aeronautic repair and maintenance. (2009)

Promoting Tourism

R6 Review options for the construction of the Penarth Headland Link. (2006)

R7 Refurbish Dyffryn Gardens and secure new uses for Dyffryn House compatible with its prominent location and listed status and promote the Gardens as a heritage attraction. (2007)

R8 Refurbish the Penarth Pier Pavilion as a focal point for visitor activity on the Penarth Sea Front. (2007)

R9 Implement a strategy for Tourism, Marketing and Events to broaden the Vale's appeal as a visitor destination, contribute to increased community self-confidence, and explore options for the improved delivery of marketing and publicity services. (2007)

Regeneration Policy and Implementation

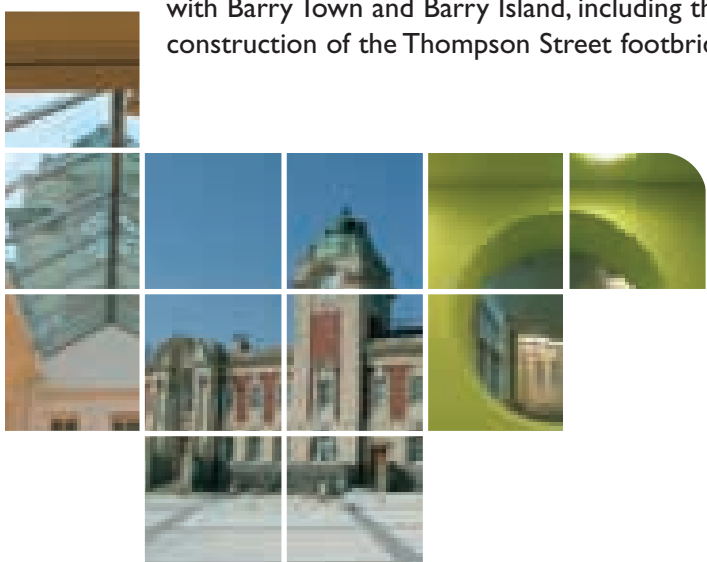
R10 Implement the Vision and Strategic Framework for Barry in conjunction with the Barry Regeneration Partnership Board. (2006-2010)

R11 Prepare an Economic Development Strategy for the Vale to incorporate key targets including economic activity, unemployment and land supply for businesses. (2007)

R12 Produce a town centre strategy for all centres in the Vale, to include parking and traffic management issues. (2007)

R13 Commence the development of the Penarth Heights site to support the regeneration of Penarth. (2007)

R14 Facilitate the redevelopment of the remaining parts of Barry Waterfront to integrate the area with Barry Town and Barry Island, including the development of a café/restaurant quarter and the construction of the Thompson Street footbridge. (2008)



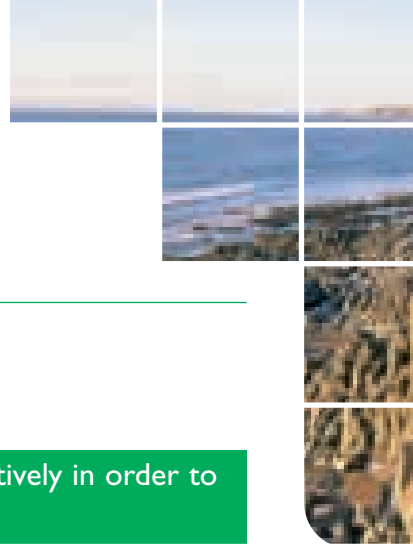
R15 Facilitate the redevelopment of the former Holiday Camp at Barry Island for use by the University of Wales Institute Cardiff (UWIC). (2008)

R16 Extend the improvements to the public realm at King Square to other parts of Holton Road. (2008)

R17 Facilitate innovative and sustainable initiatives from local communities as part of the Creative Rural Communities Partnership. (2009)

R18 Complete the development of the Innovation Quarter at Barry Waterfront. (2010)





● Corporate Resources

Corporate Priority

'To manage the Council's workforce, money, and assets efficiently and effectively in order to maximise its ability to achieve its aims in a sustainable manner.'

Aims

The Council will provide effective **corporate management** to continuously improve the use of its resources to improve its strategic objectives. We will develop and manage our workforce to enable staff to deliver and maintain Council's services to the highest possible standard. We will ensure that **monies** are directed and used in accordance with the Council's objectives. The Council will make the best use of its **assets** and will procure good, sustainable services and facilities by the most effective and efficient means. The Council will put **information and communications technology (ICT)** to its most effective use in order to deliver **OneVale and the Council's e-government strategy**.

Key Targets

- Identify efficiency savings of a total of £1.7million per year up to 2010.
- Reduce sickness absence from an average of 14.71 days per annum per employee in 2005 to 9.5 days by 2009.
- Increase the percentage of those interactions with the public which are capable of electronic service delivery that are being delivered using internet protocols or other paperless methods from 47 % in 2005 to 50% by 2007. (PA)

Actions

Corporate Management

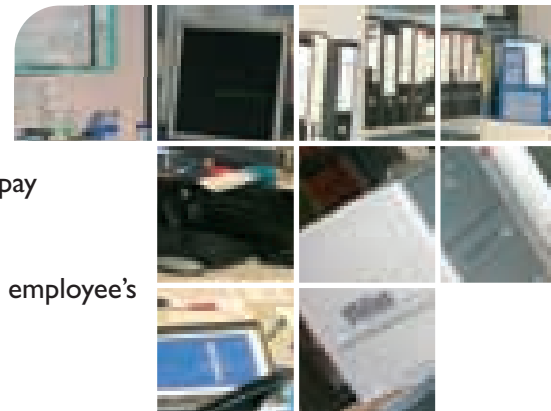
CR1 Draw up a Business Continuity plan to identify potential adverse impacts that threaten the Council as an organisation and provide a framework for an effective response in respect of critical services (2006) and non-critical services (2007)

CR2 Review the Freedom of Information Strategy. (2007)

People

CR3 Complete the Job Evaluation Programme and implement a new pay structure. (2007).

CR4 Undertake consultations with the Council's workforce to assess employee's perception of cultural change within the Council. (2007-2009)



CR5 Further develop and implement an Annual Programme for Staff Development to better equip the Council's workforce to deliver the Council's service improvement programme. (2007-2010)

CR6 Achieve and sustain the Platinum Corporate Health Standard to maintain and promote a safe and healthy workforce. (2008)

Money & Assets

CR7 Develop a model for the delivery of procurement functions including collaborative working and partnership arrangements with other public bodies. (2007)

CR8 Develop and implement a strategic programme of works to meet the requirements of the Disability Discrimination Act. (2007-2010)

OneVale (incorporating ICT and E-government)

CR9 Implement and develop the Information Strategy to underpin the OneVale strategy. (2006)

CR10 Develop and implement a training strategy for ICT skills in general and in particular to support the OneVale programme. (2007)

CR11 Implement a new financial management system. (2008)

CR12 Implement an Integrated Human Resources and Payroll System. (2009)