

# Strong Communities with a Bright Future



VALE of GLAMORGAN COUNCIL  
CORPORATE PLAN

2016-2020



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## ○ INTRODUCTION from the Leader



It gives me great pleasure to introduce this four year Corporate Plan for the Vale of Glamorgan Council which sets out our 'vision' for the future...

### **'Strong communities with a bright future'**

By working with local communities and our partners, I am confident that we can deliver this vision. In doing so, we can continue to make the Vale of Glamorgan a place we are all proud of, where people choose to live, do business and enjoy visiting, where there are opportunities for all ages and where everyone feels valued and has a bright future.

I am acutely aware of the times in which we live. We are facing unprecedented challenges with continuing year-on-year reductions in Council funding and the impact this has on the services we deliver. At the same time the Council is dealing with increasing expectations and demands on services. This makes planning for the long term extremely challenging, particularly as the future of public services is so uncertain.

These challenges are not just for this Council, but for everyone in the public and voluntary sectors across Wales. At the same time we realise that many of our citizens are also facing difficult times. People are working hard to support their families, caring for the young and the old within our communities and they expect and deserve good services which meet their needs.

Despite delivering savings approaching £35 million since 2010, we have continued to provide priority services that meet local needs. In 2014/15 the Vale of Glamorgan Council was the top performing Council in Wales according to figures published by Data Unit Wales. This is a testament to our staff, our positive attitude and excellent working relationships with partners across the region. We are proud of these achievements and we will continue to work hard to ensure that the people of the Vale of Glamorgan receive some of the very best services in Wales.

We are confident that we can deliver the programme of actions contained in this plan and make a positive difference to the lives of local people. In drafting the plan we have listened to our residents, staff and partners, learnt from past performance and set out to be ambitious about our future.

Although change is needed we will sustain priority services and continue to work with partners, listen to what our citizens tell us about the services they value and use this to help shape the way in which we work.

I believe that this plan gives a clear message that as a Council, we will continue to serve our local communities and to improve local well-being, now and into the future.

A handwritten signature in black ink that reads "Neil Moore".

Cllr. Neil Moore  
Leader of the Vale of Glamorgan Council

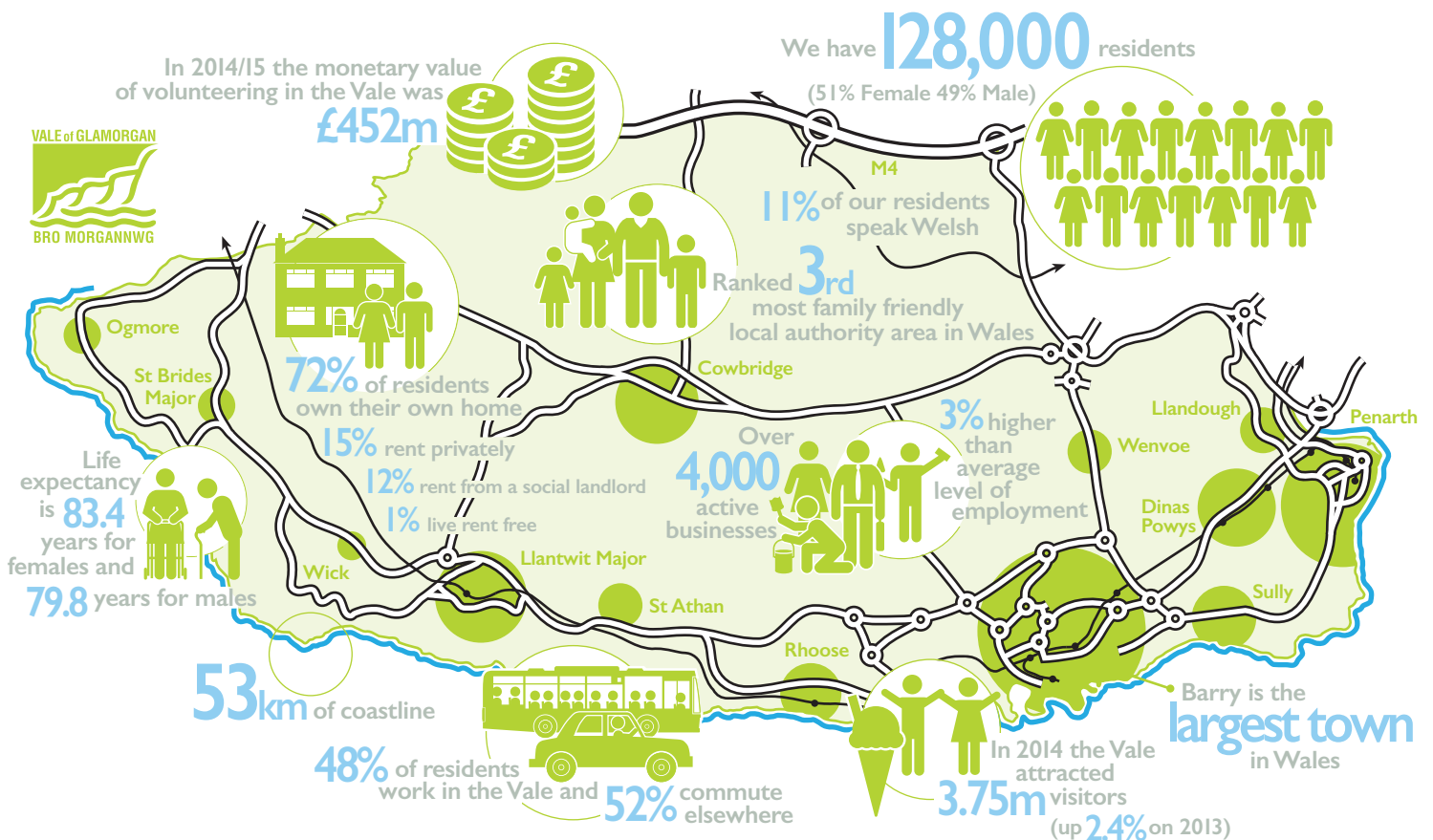


## THE VALE OF GLAMORGAN and OUR COUNCIL

The Vale of Glamorgan Council serves one of Wales' most diverse local authority areas. It contains areas that are attractive, vibrant and thriving. Much of the county is characterised by rolling countryside, coastal communities, seaside resorts, busy market towns and rural villages. The area also benefits from good road and rail links and Cardiff Airport, the national airport for Wales. The area's distinctive and unique character is one which the Council is working hard to protect and where possible enhance. There are however areas of poverty and deprivation and the Council is working with local communities and other partners to ensure that the needs of different communities are understood and are met, so that all citizens can look forward to a bright future.

A wide range of regeneration and community projects across the Vale are helping to improve people's quality of life and to attract investment. This includes the regeneration of urban areas such as Barry and also Creative Rural Communities projects, which work to improve the sustainability of our rural communities and economy. These projects will contribute to the long term well-being of residents now and in the future. The Vale of Glamorgan has many assets in the form of its communities, an active third sector, businesses and the natural environment.

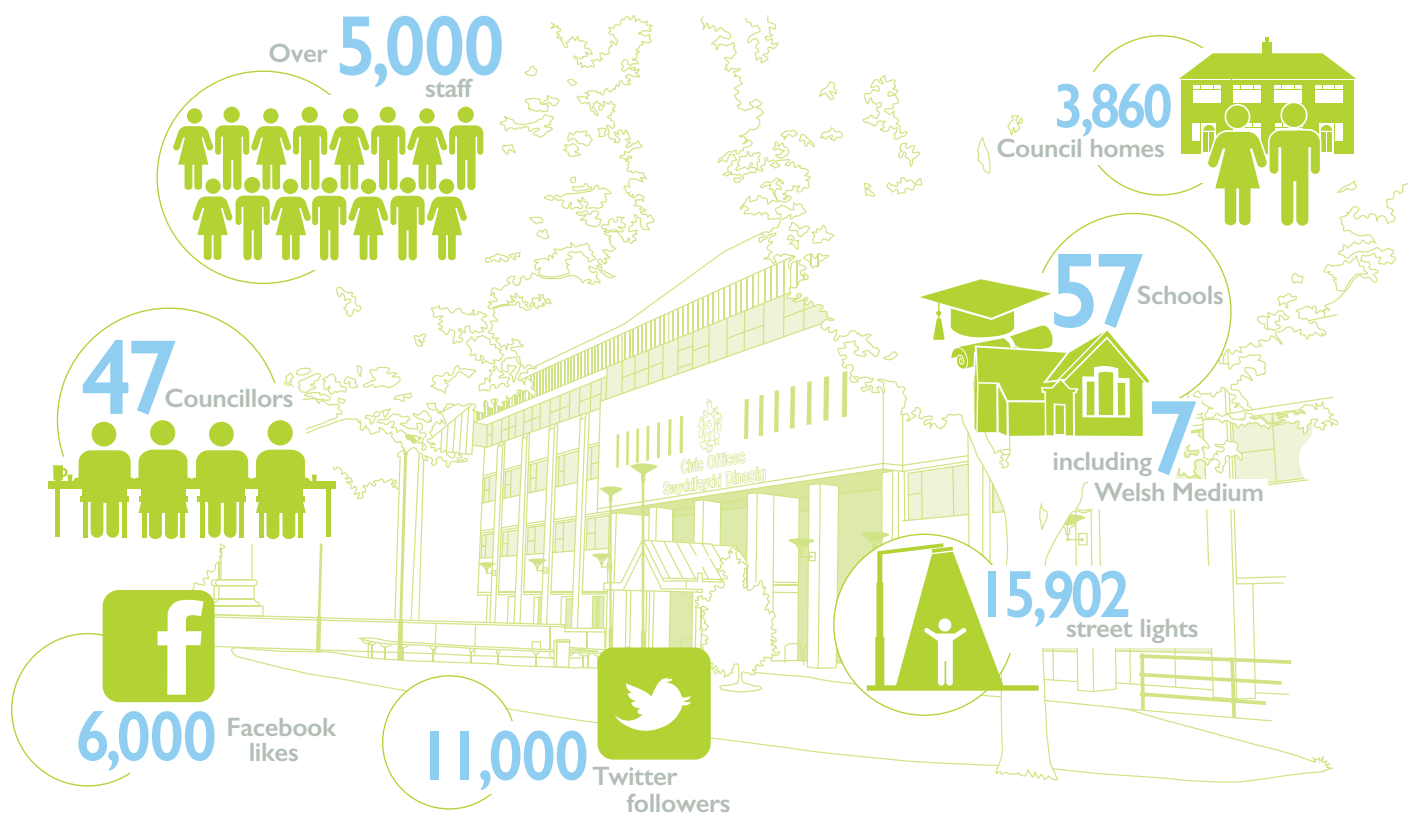
This plan sets out the activities we will undertake to ensure the best possible outlook for our citizens and communities, during increasingly challenging times. In delivering our vision of the Vale 'strong communities with a bright future' we will be mindful of the short, medium and long term challenges and the need to work with partners and the local community.



Elected members and staff are proud to serve our local communities and work with them to promote the Vale of Glamorgan and its many attributes, whilst at the same time maintaining priority local services. The Council provides a wide range of services including schools, waste management, social care and planning, and elected members and staff work together to ensure services are provided to a high standard and meet the needs of our customers.



## KEY FACTS ABOUT THE COUNCIL



The Cabinet is made up of the Leader of the Council and five other councillors and uses its Executive Powers to make most of the Council's decisions on services, functions and corporate management, including plans and strategies. Some key matters, such as setting the budget, remain a matter for Council to decide.

Scrutinising these decisions is also a key part of the Council's political structure and plays an important role in ensuring that the Council's services are delivered effectively, efficiently and in the interests of residents and those who work or visit the Vale of Glamorgan. Scrutiny Committees are able to influence decisions that are taken by the Cabinet and to ensure that the views and needs of the community are taken into account.

## ○ OUR VISION for the VALE OF GLAMORGAN



The Council has a strong vision for the future of the Vale of Glamorgan. Our vision guides us in how we plan, deliver and review our services. Our vision for the Vale of Glamorgan is:

### **‘Strong communities with a bright future’**

In 2014/15 we were the top performing Council in Wales according to figures published by Data Unit Wales. This is an achievement we are justifiably proud of and puts us in a strong position to tackle the challenges and opportunities of future years. Following an appraisal by the Wales Audit Office of the Council’s work for the period 2014-15, the Auditor General for Wales said that “the Vale of Glamorgan Council continues to perform well and manage its finances effectively and its forward planning arrangements and track record suggest that it is well placed to secure improvement”. In January 2016 the Council also received a very positive report from Estyn. Very good performance was judged to have been made in improving the rigour and level of challenge provided to schools about their performance and quality of leadership and in ensuring that planning for improvement is thorough and consistent. The CSSIW Annual Report for 2014-15 which was published in October 2015 also recognised that the Council continues to be strong in leading on partnerships providing integrated health and social care services. The report highlights that early intervention and preventative strategies in adult and children’s services remain a priority and there is good evidence to show progress in this area.

We are confident that we can deliver our vision and are committed to building on our strengths to ensure that residents have a bright future and are proud to be part of their local community. We recognise the need to continue to listen to our citizens and partners and to embrace innovation in order to maintain priority local services and deliver our vision. We have initiated an ambitious transformational change programme, Reshaping Services to address these issues. This will be even more important during a time of severe budget pressures and growing demands for services. The Corporate Plan sets out how we will deliver our vision over the next four years, in the face of these increasing challenges.



## OUR VALUES



In developing our Corporate Plan we have considered the values that are needed to underpin the work of elected members and staff. Our values describe the professional behaviours that will contribute to the Council's ability to adapt to future demand and deliver the actions contained in this plan and achieve our vision of strong communities with a bright future.



Our values have been informed by a series of workshops with staff from across the Council and by responses to the consultation on the plan. They are also consistent with the five ways of working which underpin the sustainable development principle and are central to the Well-being of Future Generations Act - in terms of looking to the long term, taking an integrated approach, involving and working in a collaborative way. Our values will also support a greater focus on prevention as we work to deliver our vision.

The values will be built in to our Personal Development Review processes and Member Development programme. This will ensure that everyone understands their role and the importance of taking pride in our work, being open and working together to achieve our ambitions.





## DEVELOPING the CORPORATE PLAN

In developing the new Corporate Plan we have considered:

- our achievements in delivering the previous Corporate Plan
- local needs
- available resources
- what staff are telling us
- the views of partners and residents
- the importance of working in partnership
- the requirements of the Well-being of Future Generations (Wales) Act 2015

Our priorities have been set in the context of available resources and the significant challenges facing public services but also reflect a willingness to embrace innovative ideas and new ways of working. We have been keen to embrace the Well-being of Future Generations Act and have revised our corporate planning arrangements to reflect our new duties and commitment to promoting sustainable development. We have been pro-active and taken these steps ahead of the requirements of the Act.

We are confident that the Corporate Plan sets out a robust programme of activity for the next four years which will enable us to deliver our priorities and recognises the short, medium and longer term needs of the Vale.

## Our Achievements

Detailed overleaf are a range of achievements delivered through our most recent Corporate Plan.

Our achievements have helped to lay the strong foundations for delivering our well-being outcomes and helped inform our well-being objectives which provide a framework for this plan. Our well-being outcomes are:

- An Inclusive and Safe Vale
- An Environmentally Responsible and Prosperous Vale
- An Aspirational and Culturally Vibrant Vale
- An Active and Healthy Vale

The delivery of these outcomes will be supported by a review of some of our core activities to enhance our approach to integrated planning.



98%

customer satisfaction with the C1V service



...over £60m

invested in improving our school buildings... and ...all schools inspected by Estyn during 2014/15 rated good or excellent



Award winning

Penarth Learning Community

Penarth Learning Community 2014/15 rated good or excellent



Five parks awarded Green Flag status



elected a Youth Mayor and Youth Cabinet



The Council's play team were ranked

1st

in Wales for partnership in play activities by Sport Wales in 2014



C1V App launched



99% of pupils achieved A\*- E grades in GCSE exams (WJEC 2015)

# OUR ACHIEVEMENTS

Successful Asset Transfers...



Penarth Pier Pier of the Year 2014 Wales' Special Place 2014



Dyffryn House Wales' Special Place 2015

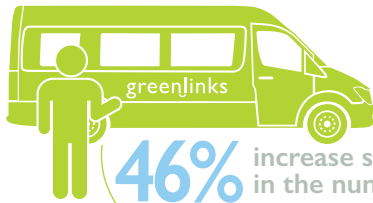


£3.97m

investment through Creative Rural Communities



New mobile library service launched in 2014



46% increase since 2013 in the number of passengers using the Greenlinks Community Transport Service



top performing Council in Wales



Award winning regeneration programme for Barry Island

£2.9m



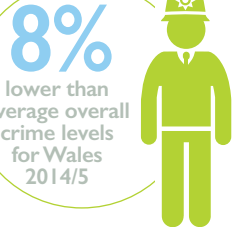
650 tonne reduction in CO2 emissions through more efficient street lighting



2014/15 30% improvement on delivery times for Disabled Facility Grants as a result



249 households switched energy provider through the CYD Cymru scheme saving an average per household of £213



8% lower than average overall crime levels for Wales 2014/5



95% of housing stock had works that meet the Welsh Housing Quality Standard completed

96% of customers felt safer and more independent in their homes

Rate of Delayed Transfers of Care reduced from

8.17 2013/14

4.55 2014/15

## Understanding Local Needs



Overall the Vale of Glamorgan is comparatively wealthy and many residents enjoy a high standard of living in a safe and attractive environment. However there are areas in the Vale of Glamorgan which suffer from significant disadvantage, including high unemployment, reduced healthy life expectancy, low educational achievement and higher levels of crime. In 2014 the Vale Local Service Board commissioned a report<sup>1</sup> from the Local Government Data Unit regarding poverty in the Vale. This report concluded that what stands out most is “*the distinct geographic divide between the most deprived areas in the Vale of Glamorgan, such as those in the south east of the county, and the least deprived such as those in the north and west*”. We are working closely with partners including South Wales Police, Glamorgan Voluntary Services and the Cardiff and Vale UHB to address these issues and to improve well-being. The Council also recognises the importance of further raising standards in education and our ambition is to ensure that education outcomes are the best in Wales, matching those of the most successful authorities in England with similar socio-economic profiles.

We recognise that the changing demographics in the Vale of Glamorgan will significantly affect the demand for our services. The trend of an ageing population across Wales is particularly challenging in the Vale of Glamorgan, where it is predicted that the number of over 65s will increase by 36.4% by 2030. It is also predicted that the number of over 85s in the Vale of Glamorgan will increase by 79% in the same period. This will clearly place further demand on social care services and other services such as housing. When coupled with a decrease in the working age population by 5.1% over the same time period, this will place significant demands on services and the funding available to deliver them.

We remain committed to ensuring that everyone in the Vale of Glamorgan is able to obtain fair and equal access to services and employment. We will engage with people to understand their needs and prioritise services accordingly. The Council's Strategic Equality Plan includes a number of objectives developed through engagement and consultation to ensure we are fulfilling our duties in respect of the Equality Act 2010 and the public sector equality duty, including the specific duties for Wales.

In developing the plan we have been mindful of future trends including economic change, demographic change, energy and climate change as well as technological changes that will impact upon the Vale of Glamorgan. The development of our well-being objectives has been informed by these future trends as well as a range of local needs to ensure that we have the right objectives for the Vale of Glamorgan. The objectives range from reducing poverty to promoting active and healthy lifestyles, and reflect our priorities for the area and the needs of local communities and people of all ages.



<sup>1</sup> Local Government Data Unit Tackling Poverty Report 2015



## Making the most of our Resources

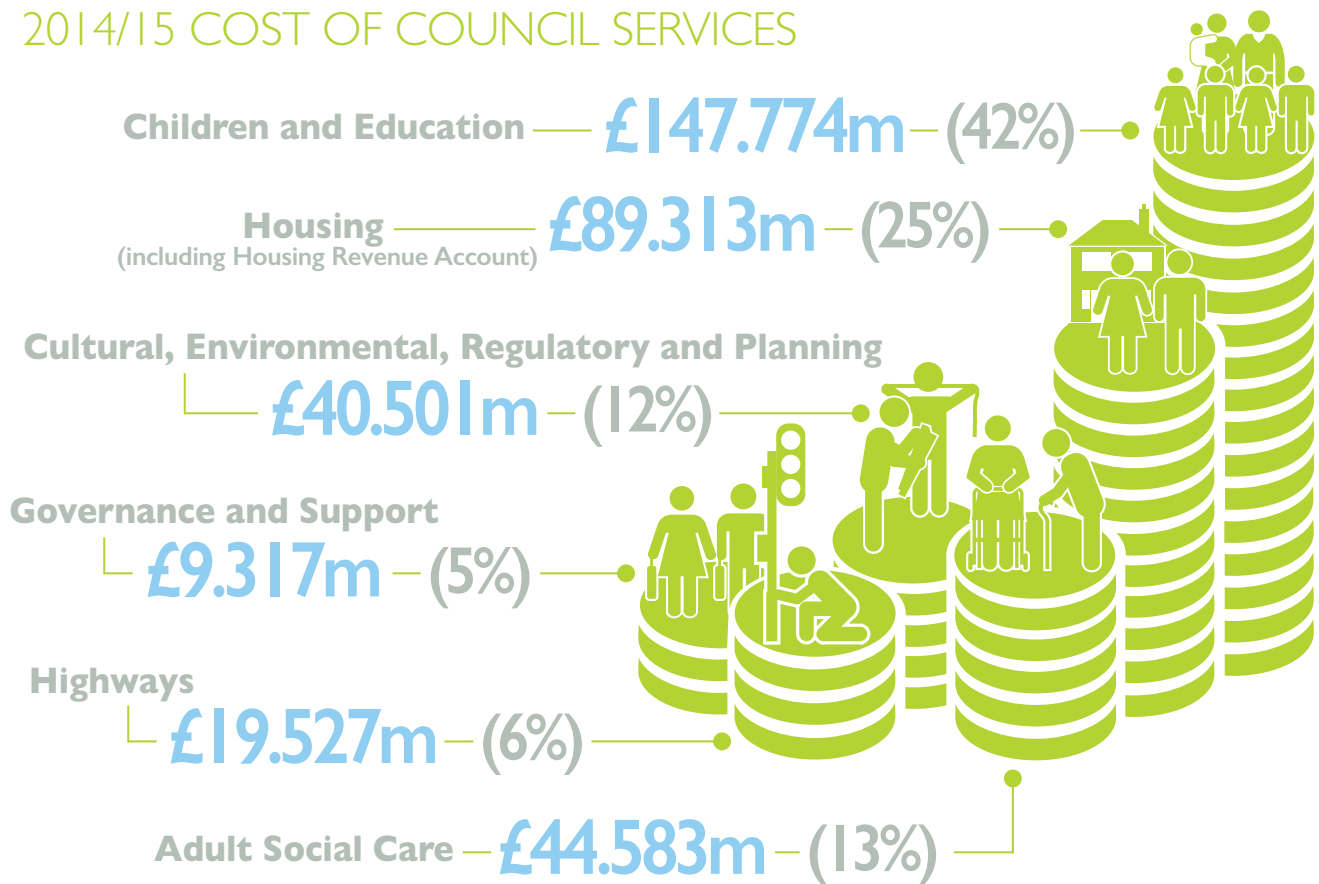
This Corporate Plan has been developed during a time of significant and sustained pressure on public finances. The Westminster Government's 2010 Comprehensive Spending Review heralded a marked reduction in the level of funding to be provided by the Welsh Government to Councils. The June 2013 Spending Review, provided detailed spending plans for 2015/16 only, with the outcome being a continuation of austerity measures in the public sector for 2015/16 and the foreseeable future. As a result, between 2010/11 and 2015/16 the Council has delivered savings approaching £35m.

## WHERE THE COUNCIL'S MONEY COMES FROM



The Corporate Plan has been developed alongside the Council's Medium Term Financial Plan (MTFP). The MTFP sets out how the Council is forecasting its future financial position and the actions it will take to ensure a balanced budget. The MTFP describes how it is assumed that the current downward trend in local government funding will continue. The Council is therefore planning for a range of challenging financial settlements from 2016 onwards. The Council has identified that failure to prepare for further funding reductions now could have far greater consequences for service delivery in the future.

## 2014/15 COST OF COUNCIL SERVICES



In developing the actions contained in the Corporate Plan, consideration has been given to the ability to fund each commitment. A range of funding sources will be accessed to support the plan's delivery. However, as with the financial climate generally, there is significant uncertainty which may affect the ability to deliver some actions, and the financial viability of actions will be monitored throughout the duration of the plan.

## WHAT THE COUNCIL'S MONEY IS SPENT ON





## Engaging with Our Employees

The hard work and engagement of staff across the Council will continue to play a key part in the delivery of the Corporate Plan and the successful transformation of services. A staff engagement programme has been important in sharing the challenges of the next few years and developing a new workforce contract based on strong communications, the setting out of clear expectations and the sharing of organisational values. This approach will be complemented by the close and supportive relationships with our recognised trades unions and the development of clear workforce planning strategies.



## Listening to our Partners and Residents

The Council has a strong tradition of effective engagement with its stakeholders and understands that ongoing consultation and engagement is essential when setting its priorities. The consultation on the Corporate Plan has been undertaken alongside consultation on our budget proposals, and the results of this consultation have informed the final plan. The plan has also been informed by the wide range of engagement and consultation undertaken throughout the year, and this has maximised the opportunities for stakeholders to influence the shape of the plan.

The Council undertakes a Public Opinion Survey every other year and the results of this survey have been integral to the development of our programme of activity for 2016-20. In addition the Council utilises 'Vale Viewpoint' which is a Citizens Forum established through the Vale Local Service Board. The Council also supports the Vale 50+ Strategy Forum, Youth Forum and Equalities Forum and these forums provide effective engagement on a range of issues. Cabinet also regularly holds meetings in the local community enabling residents to put questions to Cabinet members and attend meetings within their community.



## Working in Partnership

In 2016 the Vale of Glamorgan Local Service Board will be replaced with a new Public Services Board which will include senior representatives from the key public sector organisations in the Vale of Glamorgan and the Voluntary Sector. In 2018 the Public Services Board will publish a local well-being plan and this will be informed by a local well-being assessment. The Local Service Board previously agreed a Community Strategy for 2011-21 and an accompanying Delivery Plan 2014-18. This Corporate Plan reflects the priorities within these documents and work undertaken for the most recent Unified Needs Assessment in 2013. The Local Service Board priority of tackling poverty is a strong theme within the new Corporate Plan in terms of preventing poverty, helping people in to work and mitigating the effects of poverty. As part of the annual review of the Corporate Plan we will consider the findings of the well-being assessment in 2017 and the new well-being plan in 2018.

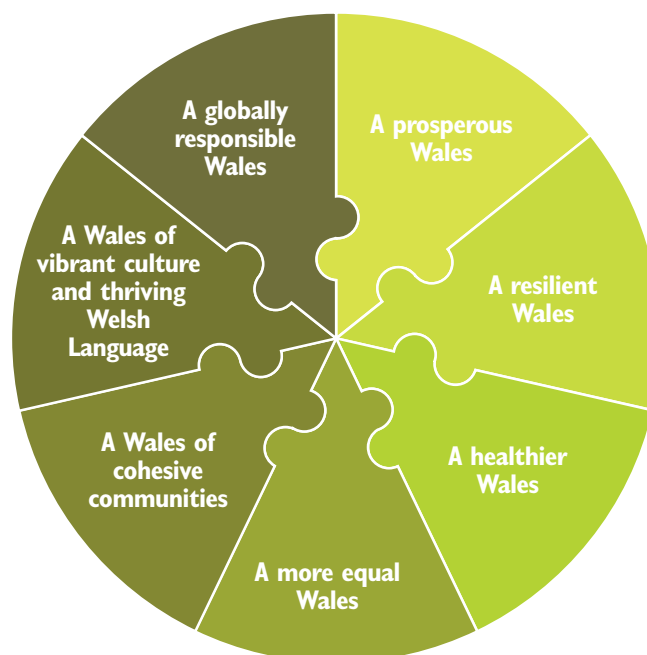


## Promoting Well-being



We have welcomed our duties under the Well-being of Future Generations (Wales) Act 2015. The Council has worked with Welsh Government and other organisations as an ‘early adopter’ of the Act. This has provided us with the opportunity to inform the development and implementation of the Act and to consider how we will meet our new responsibilities.

The aim of the Act is to improve 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. To make sure relevant bodies are all working towards the same vision, the Act puts in place seven well-being goals.



The Act also 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”.*

In developing this Plan we have continued to challenge ourselves and have reflected on the following ways of working which are consistent with our current approach. We recognise that there is always room for improvement and are confident that we have the foundations in place to enable us to promote sustainable development:

- 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. We are also investing in the infrastructure of the Vale of Glamorgan and supporting regeneration across the area.
- Taking an **integrated** approach - for us this means thinking about the needs of our customers and working with our partners. An example of such an approach is our work to provide better and more accessible health and social care services.



- **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. An example of such an approach is through engaging with local communities as part of the Creative Rural Communities programme.
- 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. An example of such an approach is the delivery of the joint Regulatory Service with Cardiff and Bridgend Councils.
- 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 and research to inform our priorities. An example of this includes the Tackling Poverty Report commissioned from the Local Government Data Unit and published in 2015.

We have embraced the need to change how we work. We are building on our knowledge and experience and the strong relationships we have with all our partners – our customers, local communities and other service providers. It is critical that we plan for the future, not just for the next five years but in the longer term, for example, the next ten and twenty five years. It is also vital that we balance immediate needs with the needs of future generations to ensure that we have strong, resilient communities and efficient, local services both now and in the future.

Our Corporate Plan is based around four well-being outcomes which provide a framework for the plan together with eight well-being objectives. These outcomes and objectives have been developed through a series of workshops with elected members and staff. The objectives have been considered by all of the Council's scrutiny committees and as part of the wider consultation on the draft plan and budget. We are confident that they will help us contribute to the seven well-being goals as detailed in the Act.

This plan does not represent a 'business as usual' approach but is a step change in how we approach corporate planning and the need to work differently. By adopting a more cross-cutting approach, expressed through well-being objectives that multiple service areas will contribute towards, we will strengthen our ability to work as 'one council' in delivering our priority outcomes. Our Reshaping Services Strategy is an example of how the Council is changing and how we are exploring a range of options to sustain and improve service delivery now and in to the future.





## ○ RESHAPING OUR SERVICES

In response to the challenging financial climate, the Council has developed a strategy for transformational change called Reshaping Services. Recognising the unprecedented financial challenges facing the Council, the proactive strategy seeks to reshape the way in which we work in order to mitigate the effect of the impact of cuts and assist in continuing to provide priority services.



The Council acknowledges that a strategy that consists solely of incremental cuts to budgets will simply lead to a steady decline in the quality and availability of public services, dissatisfaction among those who use the service and poor staff morale. For these reasons, the Reshaping Services programme seeks to identify alternative ways of delivering services which provide better outcomes for citizens and/or more efficient means of delivery.

An innovative change programme has been embarked upon that reaches across every council department and involves us systematically reviewing all services to identify the potential to work more efficiently and effectively.

Supporting all of the Reshaping Services projects are staff, managers and elected members who are developing new skills and an understanding of working differently to support the Council and our partners in meeting these challenges. The

Council's management team invited all staff to briefing sessions in 2015 to engage them in the programme and involve them in how the Council reshapes itself to meet current and future challenges. This work has directly fed into the development of the Council's revised vision, updated values and is continuing to contribute to the way in which we are developing as an organisation.

As part of the first phase of service-based reviews, work is underway in a number of areas. These include the Shared Regulatory Service with Bridgend and Cardiff Councils that delivers increased resilience, access to specialist skills and financial savings by adopting a regional approach to service delivery. Work is also underway to review the way in which library, catering and Additional Learning Needs services operate and to identify the appropriate future models that will help secure the ongoing sustainability of services with changing patterns of demand. Changes are also being made to the way in which the Council operates, including a significant rationalisation of office accommodation and the adoption of smarter working practices to drive savings and improve productivity.

Reshaping Services also involves work that cuts across all Council departments and seeks to exploit the synergies between departments and the economies of scale presented by tackling issues corporately. For example, projects are underway to improve the level of income that is generated by the Council, to consider the way grant funding is used and distributed and how demand is managed for services. The Council is also recognising the value of the contribution that Town and Community Councils and the voluntary sector have to play; there is a project dedicated to developing these relationships and working in partnership on specific projects, including community asset transfers.





## ○ DELIVERING OUR VISION

We have agreed an ambitious programme for the next four years to achieve our well-being outcomes and meet our objectives. In delivering this exciting programme with our partners we are confident that we can reshape our services to deliver our vision for the Vale. Our four well-being outcomes provide the framework for our programme of activity.

### ● **An Inclusive and Safe Vale** - Citizens of the Vale of Glamorgan have a good quality of life and feel part of the local community.

Evidence highlights that across the Vale of Glamorgan there are pockets of deprivation and that quality of life and opportunities can vary significantly. In delivering this outcome we will be working to ensure that residents and visitors feel safe and part of the local community. Tackling poverty has been a priority for the Local Service Board and it is envisaged that the new Public Services Board will continue to prioritise this area of work. The Council will be undertaking a range of activities to support this work. This will include work as part of the Communities First programme in Barry and initiatives to tackle rural poverty and financial and digital exclusion. A key factor in contributing to people's sense of well-being is having a decent home and feeling safe within the community. This has been agreed as one of the Council's well-being objectives and work will be undertaken to improve access to and the quality of housing available as well as promoting community safety. The Council has retained the management of its housing stock and will continue to work with other housing providers to ensure that residents have access to quality homes in the Vale.

### ● **An Environmentally Responsible and Prosperous Vale** - The Vale of Glamorgan has a strong and sustainable economy and the local environment is safeguarded for present and future generations.

There is a strong track record of successful regeneration projects in the Vale of Glamorgan and the Council will continue to work with partners to implement a programme of regeneration across the Vale. One of our objectives is to promote regeneration, economic growth and employment and this will support the Welsh Government and local partnership priority to help people in to work. This will include working with a range of partners to identify what skills are needed and how we can maximise opportunities for job creation. It will also include our work across the region as part of the Cardiff Capital Region. We recognise and value the unique environment in which we live and our aim is to protect our environment for future generations whilst enjoying its beauty and diversity.

### ● **An Aspirational and Culturally Vibrant Vale** - All Vale of Glamorgan citizens have opportunities to achieve their full potential.

Although pupils in our schools obtain high levels of achievement our ambition is that education outcomes are the best in Wales and match those of the most successful authorities in England with similar socio-economic profiles. We recognise that we must support the diverse needs of our young people and promote their well-being so they can fulfil their potential. We have prioritised the need to raise standards of achievement as one of our well-being objectives. We are proud of the Vale of Glamorgan and our place in Wales and that the use of the Welsh language is growing in the Vale. We respect and value diversity within our communities and recognise the importance of promoting equality of opportunity. We also appreciate our unique heritage and culture and the importance for people of all ages to enjoy a range of activities and to have the opportunities to be creative. We have therefore identified valuing culture and diversity as one of our eight well-being objectives.

**An Active and Healthy Vale** - Residents of the Vale of Glamorgan lead healthy lives and vulnerable people are protected and supported.

We recognise the importance of prevention and early intervention to improve and maintain well-being and to help tackle health inequalities. We have also recognised the importance of early years services to give people the best start in life. Similarly we understand that as people get older they have different needs. We are working with partners to improve health and social care services to ensure that where possible our services are more joined up and put the needs of the customer first. This continues the work already being undertaken with partners across Cardiff and the Vale and will make a significant difference to the well-being of some of our most vulnerable residents, their families and carers. It is important that we safeguard our most vulnerable residents whilst also ensuring that residents of all ages have opportunities to participate in a range of leisure and physical activities.

These outcomes set out the key priorities for the Council. It is however important to emphasise that this plan should not be viewed in isolation and does not attempt to cover all of our services and activities. The Council will continue to undertake many other activities which will contribute to the well-being goals. In addition to the activities detailed under the well-being outcomes a number of actions have been agreed which are part of our approach to integrated planning and are detailed in the 'making it happen' section of the plan. This plan has been produced at a time of significant financial challenge and change within the public sector and takes in to account the current funding environment. Consequently, there is an awareness of the likely need to adapt to ongoing changes during the lifetime of the plan.

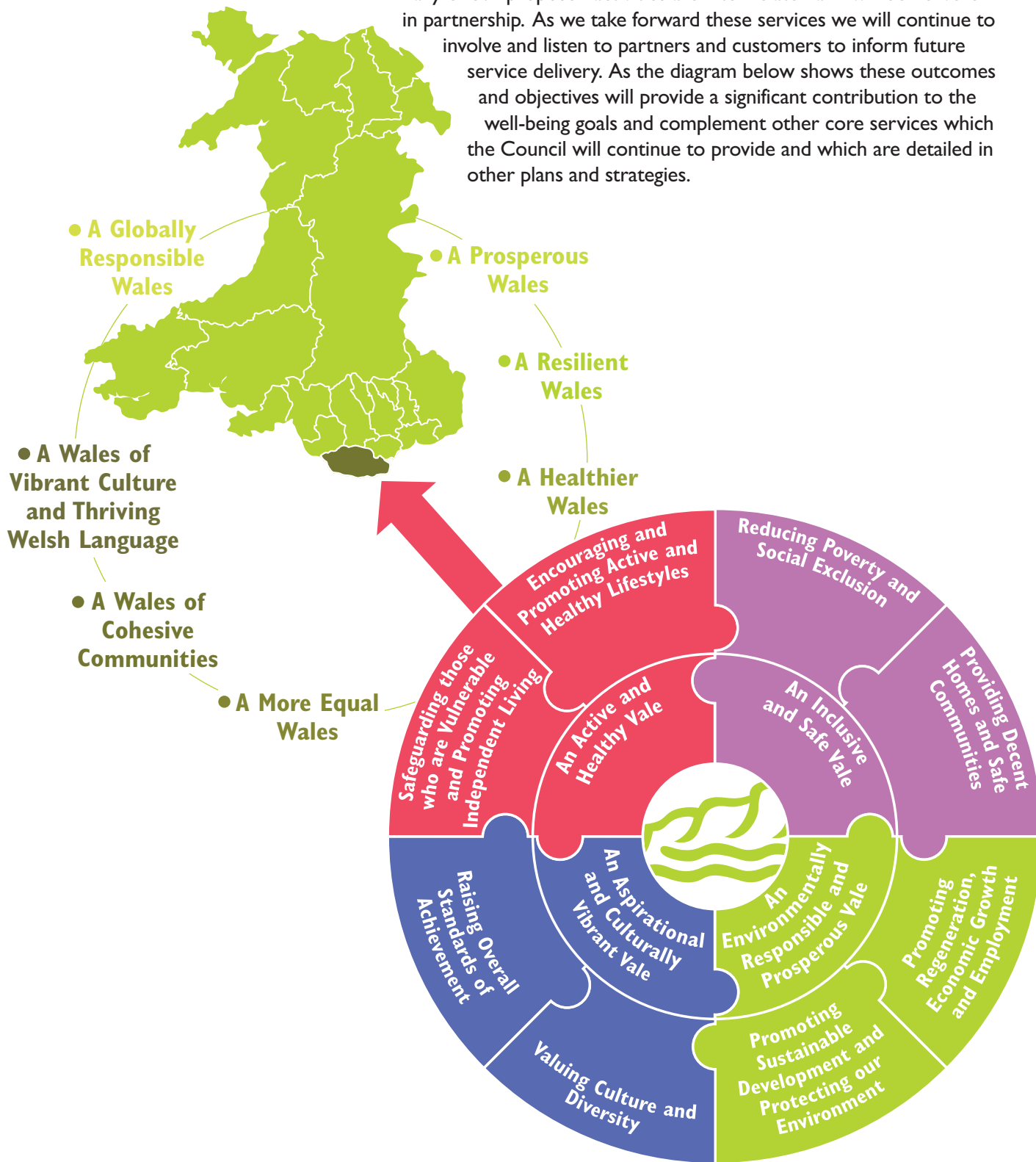
The plan sets out clearly our priorities and demonstrates our commitment to improving social, economic, environmental and cultural well-being and promoting sustainable development. Each of our objectives will contribute to more than one goal and reflect the agreed priorities of the Council. The primary relationship between each objective and the well-being goals is detailed alongside the actions emphasising the cross cutting nature of our well-being objectives. Based upon these priorities, more information will be detailed in service plans and other strategic documents regarding our contribution to the well-being goals.

Our objectives have been chosen because they reflect what the Council is working to achieve and address immediate issues as well as having longer term benefits. In delivering these objectives we will contribute to the seven Well-being Goals and ensure that the needs of people of all ages and future generations are at the forefront of service delivery.

Our eight objectives complement each other and highlight our priorities for the Vale of Glamorgan. In delivering these objectives we will be working to tackle poverty and inequalities ensuring that people have access to housing and feel safe in their communities. We will also be improving opportunities for employment and improving educational outcomes for people of all ages. We recognise that our environment and our communities are two of the most important assets in the Vale of Glamorgan and we will be working with partners to protect our environment and to respect the diverse culture of the Vale. Finally we will be promoting healthy and active lifestyles and helping people maintain their independence whilst safeguarding the most vulnerable within our communities.

## How our WELL-BEING OBJECTIVES and OUTCOMES contribute to the WELL-BEING GOALS for WALES

Many of our proposed activities are inter-related and will be delivered in partnership. As we take forward these services we will continue to involve and listen to partners and customers to inform future service delivery. As the diagram below shows these outcomes and objectives will provide a significant contribution to the well-being goals and complement other core services which the Council will continue to provide and which are detailed in other plans and strategies.



## Well-being Outcome 1: An inclusive and safe Vale

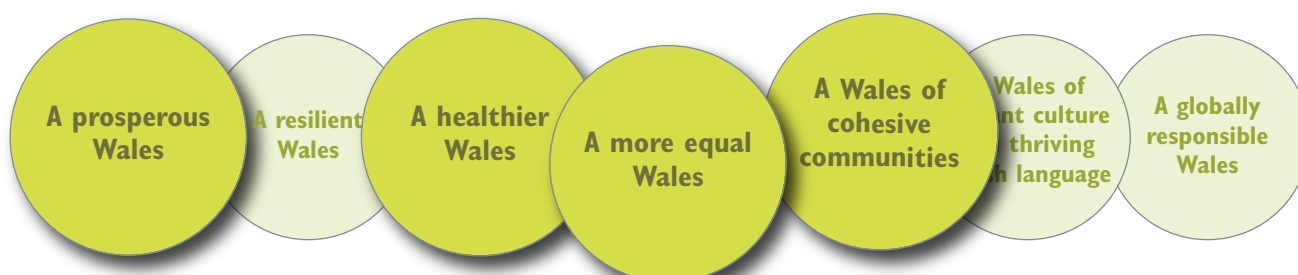
Citizens of the Vale of Glamorgan have a good quality of life and feel part of the local community.

### Objective 1: Reducing poverty and social exclusion.

ACTION	DUE DATE
Develop and deliver a Digital Inclusion Strategy to increase access to digital technology and improve digital skills.	2018/19
Work with partners to deliver the Financial Inclusion Strategy and enable residents in and out of work to overcome barriers to financial inclusion by improving access to services, advice and support.	2017/18
Provide information and support to residents affected by Welfare Reform and raise awareness of staff and partners about the impact of the changes.	2017/18
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
Implement a range of projects to prevent and tackle poverty through the Vibrant and Viable Places Scheme in Barry.	2016/17
Align relevant activities associated with Families First, Flying Start, Communities First and Supporting People programmes to maximise opportunities across all programmes.	2018/19



This objective contributes to the following Well-being Goals:



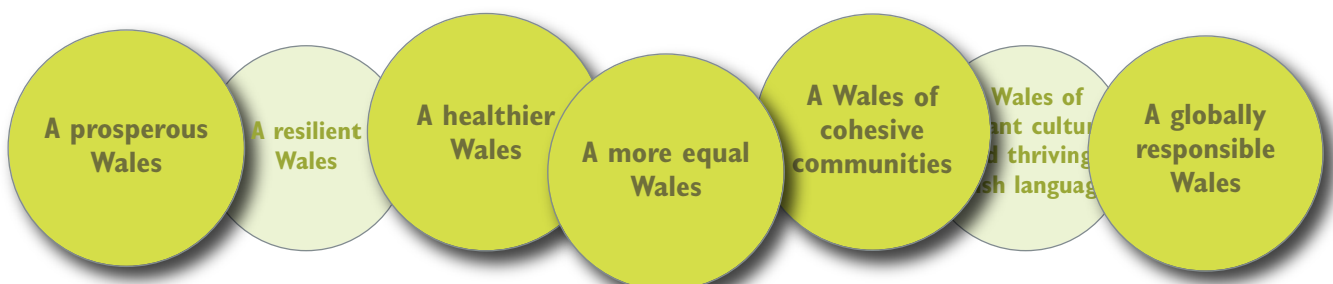
## Well-being Outcome 1: An inclusive and safe Vale

### Objective 2: Providing decent homes and safe communities.

ACTION	DUE DATE
Complete the delivery of the Council House Improvement Programme by 2017.	2016/17
Work with partners to instigate a new council house building programme.	2016/17
Provide appropriate accommodation and support services for particular vulnerable groups.	2019/20
Implement a range of initiatives to facilitate new and to improve the quality of private sector rented accommodation.	2019/20
Increase the number of sustainable, affordable homes.	2019/20
Introduce a rapid response system to protect vulnerable people from the activities of rogue traders.	2016/17
Work with the Police and Crime Commissioner to pilot a new approach to supporting victims of domestic violence.	2016/17
Prevent and tackle incidents of anti-social behaviour including implementing restorative justice approaches for young people.	2019/20
Complete the Castleland Area Renewal Scheme to improve the standard of housing and the local environment.	2016/17
Work with partners to implement a new Community Safety Strategy.	2016/20



This objective contributes to the following Well-being Goals:



## Well-being Outcome 2: An environmentally responsible and prosperous Vale

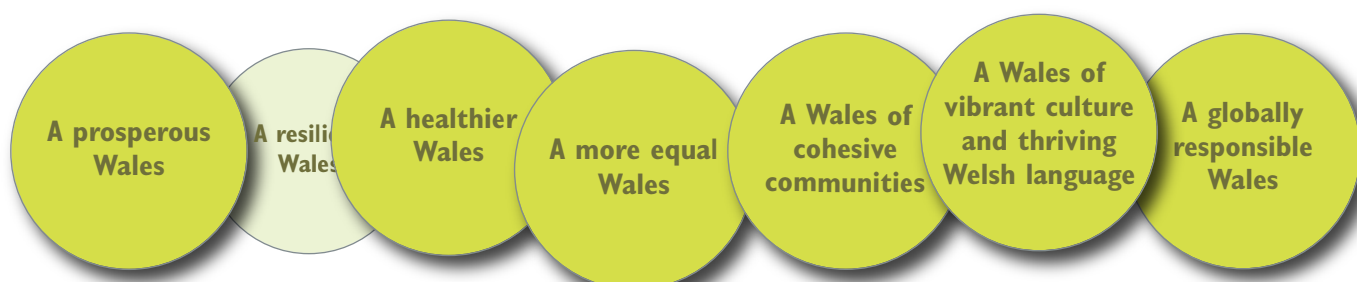
The Vale of Glamorgan has a strong and sustainable economy and the local environment is safeguarded for present and future generations.

### Objective 3: Promoting regeneration, economic growth and employment.

ACTION	DUE DATE
Maximise economic growth, inward investment and employment opportunities through, the Capital City Region and Cardiff Airport and St Athan Enterprise Zone.	2019/20
Develop opportunities for employment and training through new developments, regeneration schemes and the management of the Council's assets.	2019/20
Implement a comprehensive programme of regeneration across the Vale including: <ul style="list-style-type: none"> <li>• The Rural Local Development Strategy</li> <li>• Town Centres Framework</li> <li>• Penarth Esplanade</li> <li>• Barry Waterfront including the Barry Island Link Road</li> <li>• Links between Penarth Haven and the Town Centre</li> </ul>	2019/20
Deliver transport improvement schemes associated with the Cardiff Capital Region Metro including bus prioritisation measures at Port Road and Cardiff Road.	2018/19
Implement Integrated Network and Active Travel Maps to provide residents and visitors with a comprehensive information resource to travel efficiently and safely.	2018/19
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



This objective contributes to the following Well-being Goals:

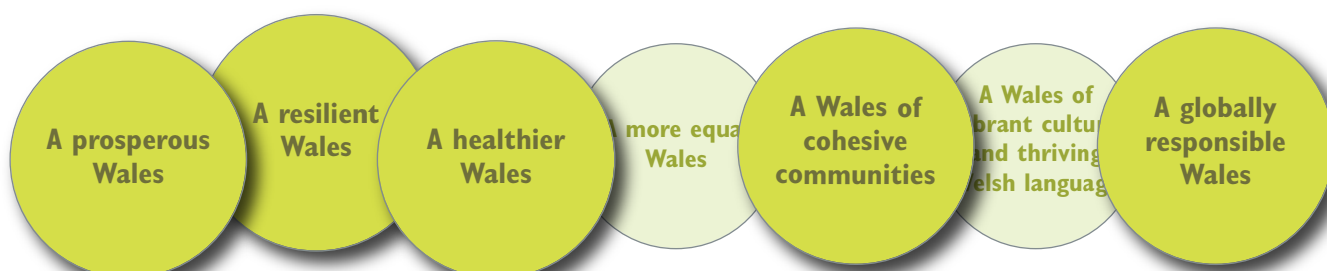


## Well-being Outcome 2: An environmentally responsible and prosperous Vale

### Objective 4: Promoting sustainable development and protecting our environment.

ACTION	DUE DATE
Adopt and implement the Local Development Plan as a framework for sustainable development in the Vale of Glamorgan.	2016/17
Develop and adopt a Community Infrastructure Levy which uses developer contributions to improve community facilities.	2016/17
Implement a Local Transport Plan to improve accessibility, road safety, air quality and reduce congestion.	2019/20
Work with Welsh Government to deliver improvements to Five Mile Lane.	2018/19
Improve accessibility to public transport for 16 to 18 year olds and 60 plus by promoting and increasing take up of Welsh Government Concessionary Travel Schemes.	2018/19
Complete the National Cycling Network Route 88 to promote active travel and reduce unnecessary vehicle travel, road congestion and pollution.	2017/18
Deliver a co-ordinated approach to managing the Barry Island resort.	2018/19
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
Review and implement the Council's Carbon Management Plan and targets to reduce emissions from street lighting, council vehicles and council buildings.	2017/18
Develop and implement a Waste Reduction Strategy and remodel our waste management infrastructure to increase participation in recycling, reduce the growth of municipal waste and meet national targets.	2018/19
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
Minimise the risk and impact of flooding and coastal erosion via an effective Flood Risk Management Plan, flood reduction measures and a Shoreline Management Plan.	2017/18
Achieve four National Beach Awards in recognition of the high standard of cleanliness, good facilities and attractiveness of our beaches.	2018/19

This objective contributes to the following Well-being Goals:



## Well-being Outcome 3: An Aspirational and Culturally Vibrant Vale

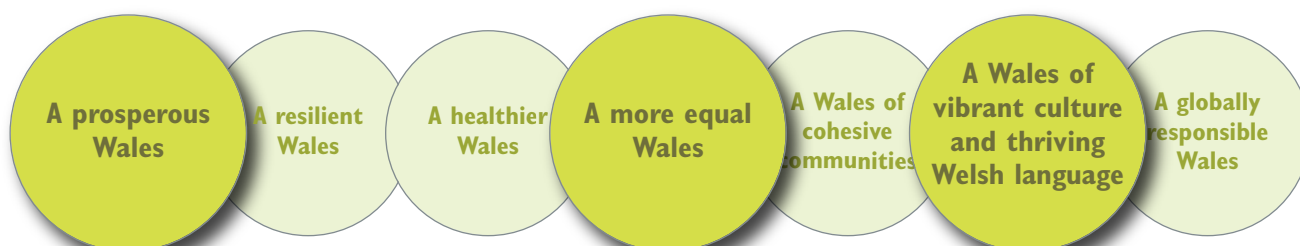
All Vale of Glamorgan citizens have opportunities to achieve their full potential.

### Objective 5: Raising overall standards of achievement.

ACTION	DUE DATE
Improve standards of achievement for pupils through sharing excellence between schools and the targeting of resources.	2019/20
Secure improved outcomes for groups of learners at risk of underachievement, such as those entitled to free school meals.	2017/18
Increase the learning opportunities for disadvantaged individuals and vulnerable families.	2018/19
Reduce the number of young people not in education, employment or training.	2019/20
Improve outcomes for post 16 learners through greater cooperation between schools, training providers and businesses.	2017/18
Implement the Youth Service National Outcomes Framework to ensure young people (11-25) can access quality youth support services.	2017/18
Secure aspirational outcomes for learners with additional learning needs through early intervention and effective collaboration in line with the proposed Additional Learning Needs Bill.	2017/18
Progress the school modernisation programme by completing the new Llantwit Major Learning Community and the development of proposals for secondary school provision in Barry.	2017/18
Develop a new school modernisation programme in readiness for the next 21st century schools funding due to commence in 2019/20.	2019/20



This objective contributes to the following Well-being Goals:





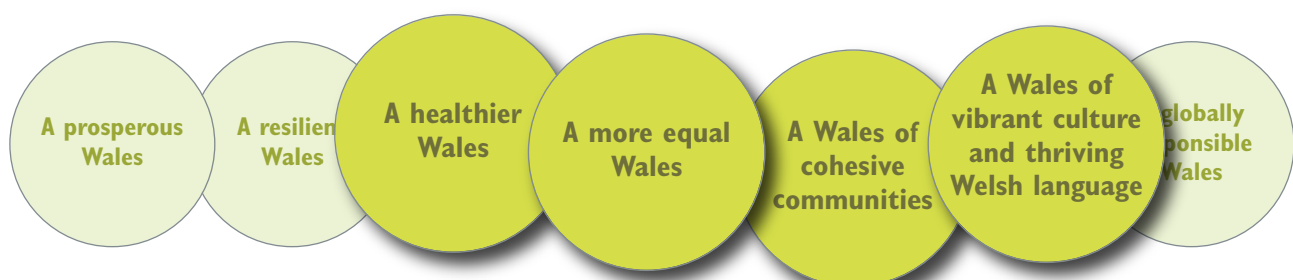
## Well-being Outcome 3: An Aspirational and Culturally Vibrant Vale

### Objective 6: Valuing culture and diversity.

ACTION	DUE DATE
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
Work with partners to promote the use of the Welsh language.	2019/20
Implement the Welsh Language Standards to improve access to services and information.	2019/20
Work with community partners to deliver a vibrant and diverse library service.	2017/18
Establish an Education and Arts Hub within the Central Library in Barry.	2017/18
Review and implement the Vale Arts Strategy with an increased focus on marketing and regional working.	2018/19
Protect, preserve and where possible enhance the built, natural and cultural heritage of the Vale of Glamorgan.	2019/20



This objective contributes to the following Well-being Goals:



## Well-being Outcome 4: An Active and Healthy Vale

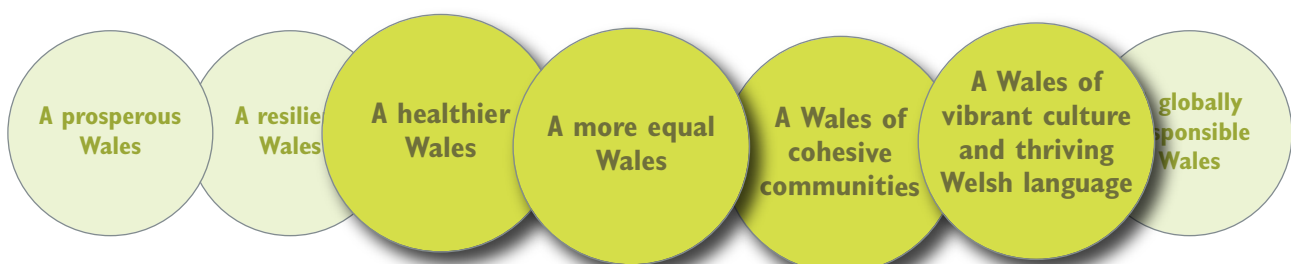
Residents of the Vale of Glamorgan lead healthy lives and vulnerable people are protected and supported.

### Objective 7: Encouraging and promoting active and healthy lifestyles.

ACTION	DUE DATE
Work in partnership to deliver a range of activities through our leisure and community facilities and parks to increase levels of participation and physical activity.	2019/20
Work with partners to deliver the Cardiff and Vale Substance Misuse Commissioning Strategy 2013-2018, providing support, information and effective interventions.	2017/18
Work in partnership to deliver a comprehensive play programme that improves the well-being of children and their families.	2019/20
Provide and promote a range of early years services including information and support for parents, access to childcare and learning opportunities to recognise the benefits of early development in achieving better outcomes for young people and their families.	2019/20
Work with the Cardiff and Vale Health and Well-being Board to undertake a range of actions to prevent and tackle obesity and encourage healthy eating and healthier lifestyles.	2019/20
Achieve Green Flag status for 7 parks as a mark of excellence, demonstrating good amenities and community involvement in the parks.	2017/18



This objective contributes to the following Well-being Goals:

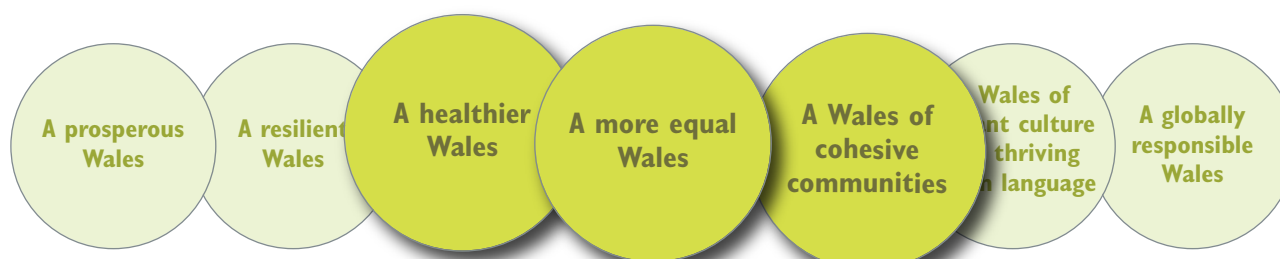


## Well-being Outcome 4: An Active and Healthy Vale

### Objective 8: Safeguarding those who are vulnerable and promoting independent living.

ACTION	DUE DATE
Implement new ways of working in light of the Social Services Well-being (Wales) Act with a particular focus on the priority workstreams of: <ul style="list-style-type: none"> <li>• provision of information</li> <li>• advice and assistance services</li> <li>• eligibility/assessment of need</li> <li>• planning and promotion of preventative services</li> <li>• workforce</li> <li>• performance measures</li> </ul>	2016/17
Improve access to health and social care services by improving the speed, simplicity and choice of how to access services.	2018/19
Work with partners to progress the integration of adult social care and community health services.	2018/19
Explore options for single integrated ICT systems and integrated budgets across the Cardiff and Vale region for social care.	2018/19
Develop and implement a corporate policy on safeguarding to provide a clear strategic direction and lines of accountability across the council.	2016/17
Minimise delays in transfers of care and discharge from hospital through improved co-ordination of services and the delivery of the Accommodations Solutions Service.	2017/18
Review accommodation with care options for older people and develop our commissioning strategy for future years.	2016/17
Work with partners through the Cardiff and Vale Local Safeguarding Children's Board to develop a Child Sexual Exploitation Strategy.	2016/17
Improve procedures with providers of nursing, residential and domiciliary care providers to enable early intervention and prevent the escalation of incidents.	2017/18
Undertake an annual programme of targeted inspections at premises undertaking commercial activities that affect vulnerable people (for example, care homes and food establishments in schools).	2019/20

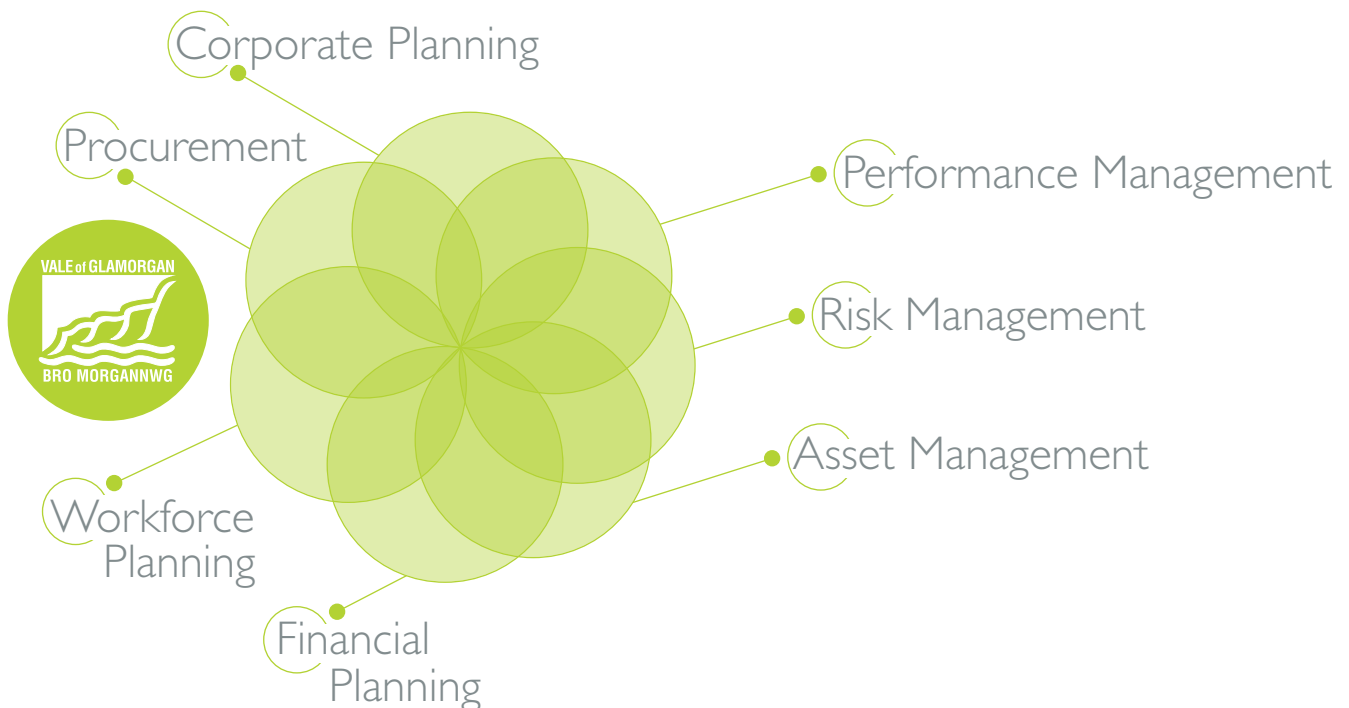
This objective contributes to the following Well-being Goals:





## ○ MAKING IT HAPPEN

Delivery of our priorities is reliant on us having robust corporate governance arrangements in place. These corporate governance arrangements are set out in our strategic planning framework. The framework describes how our strategies, plans and processes work together and how they are monitored and scrutinised. As part of our response to the Well-being of Future Generations (Wales) Act we have begun work on reviewing our corporate processes and strategies. Through strong leadership we have promoted a culture of joint working and promoted the links between relevant policies and strategies that form an integrated approach to corporate planning. The synergies between these plans reflect a refreshed and open approach that show a respect and understanding across services and professions. These will be particularly important when seeking to deliver ambitious actions during challenging times. There is a recognition that an integrated and more inclusive approach is the best way to plan and deliver services for the future and makes sense to customers, staff and elected members.



Our resilience and ability to deliver our objectives is therefore grounded in our robust corporate governance and an integrated approach to corporate planning. Our corporate policies and processes will support the delivery of our vision and promote the economic, social, environmental and cultural well-being of the Vale of Glamorgan.

## Integrated Planning

We are committed to delivering sustainable, cost-effective, services that meet people's needs and maximise the use of our resources. Enabling this are a number of actions to improve integrated planning which will involve changes at the very heart of the organisation.



ACTION	DUE DATE
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
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
Review and challenge the Council's approach to financial planning including the capital programme to ensure a long term view is balanced with the need to address immediate priorities.	2016/17
Work with partners to undertake a well-being assessment which will inform the Public Services Board's well-being objectives and Well-being Plan.	2016/17
Co-ordinate work across the Council to ensure consultation and engagement activities are effective and give residents a meaningful voice.	2019/20
Review the Council's performance management framework and put in place a new performance management system, taking account of the Well-being of Future Generations (Wales) Act indicators and milestones.	2016/17
Review the current arrangements to support effective scrutiny and facilitate more robust challenge and improved accountability.	2016/17
Develop a new Performance Development Review System for staff which reflects the new Corporate Plan and which links corporate, service and individual objectives and targets and reflects the Council's values.	2016/17
Review our approach to risk management with reference to the well-being goals and our duties under the Well-being of Future Generations (Wales) Act.	2016/17
Review the procurement strategy and associated documentation to ensure they reflect the Wales Procurement Policy Statement and promote sustainable development.	2016/17
Produce a Corporate Asset Management Plan every three years and report progress annually in respect of set targets in order to achieve the optimum use of our property assets, including community benefits.	2018/19



## ○ MONITORING the PLAN and EVALUATING PROGRESS

To support the delivery and scrutiny of our cross-cutting well-being outcomes and objectives in the Corporate Plan, we have taken the opportunity to review our approach to performance management.

To provide effective leadership and oversight of the delivery of each of the well-being outcomes, a sponsoring Director has been allocated responsibility and will take the lead in ensuring that actions are being progressed.

- **An inclusive and Safe Vale** - Director of Environment and Housing
- **An Environmentally Responsible and Prosperous Vale** - Managing Director
- **An Aspirational and Culturally Vibrant Vale** - Director of Learning and Skills
- **An Active and Healthy Vale** - Director of Social Services

The reporting arrangements are also being reviewed, with the move towards monitoring the Corporate Plan quarterly by an overall “Corporate Health” report. Informed by data brought together from the Council’s service areas, this report will be supplemented by specific reports for each of the four well-being outcomes and provide an overview for elected members and service users of the progress being made in delivering those outcomes.

A number of measures have been identified for each well-being outcome. The measures reflect the range of services being provided across the Council to deliver the well-being outcomes and together illustrate the way in which we will consider the progress made to deliver the outcomes of the plan. Targets will be set for each measure. Completion of the actions detailed within this plan and the monitoring of our targets will enable us to demonstrate how we are achieving our objectives and contributing to the national well-being goals.

Progress against the ‘Safe and Inclusive Vale’ well-being outcome will be measured by a range of indicators including relative income poverty, internet usage, community safety and affordable housing. To demonstrate the progress being made in the well-being outcome ‘An Environmentally Responsible and Prosperous Vale’, measures used will include waste and recycling targets, the attractiveness of our town centres, training opportunities linked to regeneration and economic development.

Measuring and monitoring the progress made in the well-being outcome ‘An Aspirational and Culturally Vibrant Vale’ will be informed by data relating to the educational attainment of our pupils, the number of 16-18 year olds not in education, training or employment, library services and the availability of Welsh Language services. Progress in achieving the ‘Active and Healthy Vale’ well-being outcome will be demonstrated by a range of measures that include participation rates in sporting activity, levels of obesity, numbers accessing drug/alcohol services and the outcomes from re-ablement services in terms of people regaining independence.

A number of measures have also been identified to report progress on our integrated planning actions. These will include staff absence rates, customer satisfaction, budgetary information, savings targets, and information relating to the use of assets and technology. The complete set of measures will reflect the

cross-cutting nature of the plan, bringing together the activity of multiple departments to contribute towards achieving each well-being outcome.



Scrutiny arrangements will also be reviewed to support effective scrutiny of the cross-cutting Corporate Plan actions and to ensure elected members and officers are being held to account with regards to delivering the Council's agreed priorities. Service plans will continue to identify the contributions made by individual service areas to the Council's priorities and the way in which resources are managed to achieve these actions and support services. This approach will continue to be applied to team plans and individual performance development reviews.

Monitoring the Corporate Plan will also inform our Annual Report which will provide an opportunity to review our well-being objectives and ensure the Plan remains fit for purpose. This exercise will be particularly critical in 2018 following the publication of the new Public Services Board's well-being assessment and subsequent well-being plan.

## ○ WELL-BEING STATEMENT

The following pages provide an overview of the Corporate Plan and set out our statement of well-being. These pages bring together our vision and values, our well-being objectives and what has informed them. The full details of how these objectives will be delivered and the contribution to the well-being goals is described in detail within the body of the plan. The importance of effective engagement, working in partnership and exploring new ways of working through our Reshaping Services programme are also detailed within the plan and provide a full account of how we are working to improve local well-being and contribute to the national well-being goals.



# VALE of GLAMORGAN COUNCIL CORPORATE PLAN



We have agreed a new vision for the Vale of Glamorgan and the Corporate Plan 2016-20 sets out how we will work towards the delivery of this vision and the promotion of well-being.

## OUR VISION:

# 'Strong communities with a bright future'



## OUR VALUES:

### ● AMBITIOUS

Forward thinking, embracing new ways 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 serve our communities and to be part of the Vale of Glamorgan Council.

## How we will improve well-being

### ● An inclusive and Safe Vale

- Reducing poverty and social exclusion.
- Providing decent homes and safe communities.

### ● An Environmentally Responsible and Prosperous Vale

- Promoting regeneration, economic growth and employment.
- Promoting sustainable development and protecting our environment.

### ● An Aspirational and Culturally Vibrant Vale

- Raising overall standards of achievement.
- Valuing culture and diversity.

### ● An Active and Healthy Vale

- Encouraging and promoting active and healthy lifestyles.
- Safeguarding those who are vulnerable and promoting independent living.

## Why we think this is important

- Across the Vale of Glamorgan there are pockets of deprivation; quality of life and opportunities can vary significantly.
- Tackling poverty is a priority for the Council and our partners.
- We will be working to ensure that residents and visitors feel safe and part of the local community.

- Helping people into work is a priority and there is a strong track record of successful regeneration projects in the Vale.
- We will work with partners to further invest in our local communities.
- We want to maximise our location within the South East Wales region.
- We respect and value the unique environment in which we live.

- Our ambition is that education outcomes are the best in Wales and match those of the most successful authorities in England with similar socio-economic profiles.
- We respect and value our heritage and the diversity within our communities and recognises the importance of promoting equality of opportunity and the Welsh language.

- We recognise the importance of prevention and early intervention to improve and maintain well-being and to promote independent and healthy living.
- We have a responsibility to safeguard our vulnerable residents and we will continue to work with partners to improve the well-being of our most vulnerable residents, their families and carers.

## The way that we work...

- INTEGRATION
- COLLABORATION
- INVOLVEMENT
- PREVENTION
- LONG TERM



# VALE of GLAMORGAN COUNCIL CORPORATE PLAN



## What shaped our priorities



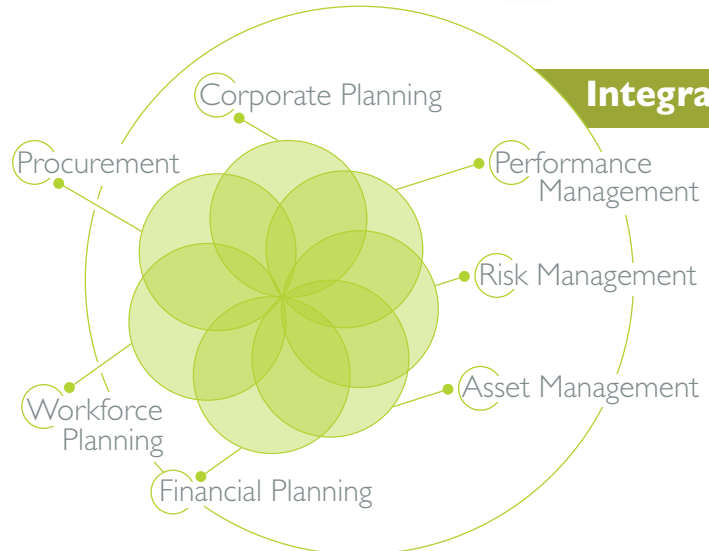
## WHERE THE COUNCIL'S MONEY COMES FROM



## WHAT THE COUNCIL'S MONEY IS SPENT ON



## Integrated planning is a key factor for success...

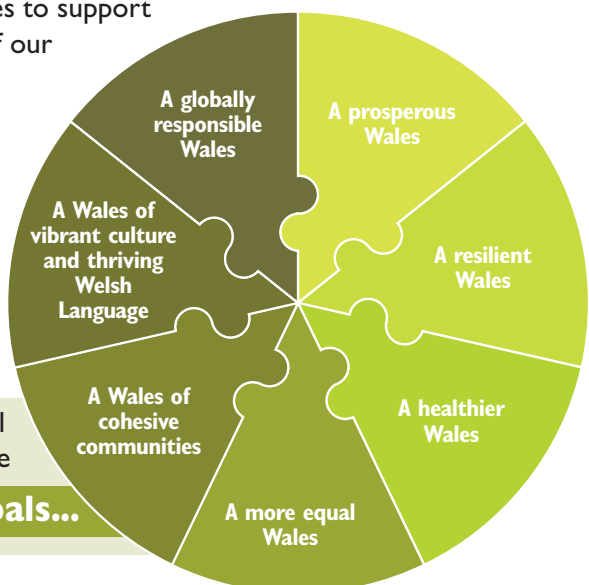


...by improving our approach to corporate planning we have put in place robust policies and procedures to support the delivery of our priorities.

## When will we achieve our objectives and how will we know?

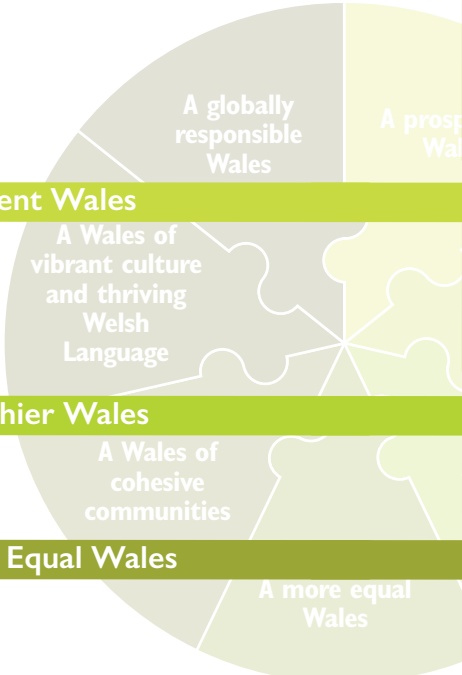
The plan runs from 2016-20 and each year we will produce an Annual Report showing what we have achieved, areas of concern and how we have contributed to the national well-being goals.

## National well-being goals...





## APPENDIX I WELL-BEING GOALS

GOAL	DESCRIPTION of the GOAL
 <p><b>A Prosperous Wales</b></p>	<p>An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.</p>
<p><b>A Resilient Wales</b></p>	<p>A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>
<p><b>A Healthier Wales</b></p>	<p>A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>
<p><b>A More Equal Wales</b></p>	<p>A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).</p>
<p><b>A Wales of Cohesive Communities</b></p>	<p>Attractive, viable, safe and well-connected communities.</p>
<p><b>A Wales of Vibrant Culture and Thriving Welsh Language</b></p>	<p>A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>
<p><b>A Globally Responsible Wales</b></p>	<p>A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p>



## ○ FIND OUT MORE about the COUNCIL

There are many ways to find more information about the Council and its services:

### ● Do it Online - Visit our website

There are a number of tasks you can now carry out online, these include online payments, setting up a direct debit, reporting a pothole and renewing a library book. Visit our website:

[www.valeofglamorgan.gov.uk](http://www.valeofglamorgan.gov.uk)

### ● News and Updates - directly to your inbox

You can subscribe to Vale Connect and keep up to date with news and events and other updates. Sign up via the Vale of Glamorgan Council website.

### ● Download 'Contact1Vale' mobile app

Spotted a problem or need to let us know about something? Download the Contact1Vale App to report your issues directly to the Vale of Glamorgan Council. Have local news, events and information at your finger tips.



### ● Social media

Keep up to date with all the latest news, events and information from the Vale of Glamorgan Council.

[@vogcouncil](https://twitter.com/vogcouncil) ...for news and updates

[@contactonevale](https://twitter.com/contactonevale) ...for customer service enquiries

[Vale of Glamorgan Life](https://www.facebook.com/ValeofGlamorganLife) ...Facebook



### ● Contact Centre (C1V)

If you have a query about any council services or would like a copy of this plan in Welsh please contact us via C1V by emailing [c1v@valeofglamorgan.gov.uk](mailto:c1v@valeofglamorgan.gov.uk) or calling on 01446 700111.

You can ask for this document in other formats. For example, in a larger font, or on different colour paper.



strong communities with a bright future



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01446 700111 [www.valeofglamorgan.gov.uk](http://www.valeofglamorgan.gov.uk)