

THE VALE OF GLAMORGAN COUNCIL

WORKING TOGETHER  
FOR A BRIGHTER FUTURE

# CORPORATE PLAN 2020-2025

# INTRODUCTION

It is with a great deal of pride that we introduce the Council's Corporate Plan for 2020-2025 – *'Working together for a brighter future'*.

Councils play a pivotal role in ensuring essential services reach every member of our society and this Plan sets out an ambitious agenda for the Vale of Glamorgan Council for the next five years. In delivering this Plan and building on what we have already achieved we are confident we can successfully deliver the Council's vision of – *'Strong Communities with a Bright Future'*

In this Plan we present four new well-being objectives that we believe complement each other and collectively will contribute towards the seven national well-being goals. This Plan sets out why we have chosen these objectives and how we will achieve them. Our four new well-being objectives are:

- To work with and for our communities
- To support learning, employment and sustainable economic growth
- To support people at home and in their community
- To respect, enhance and enjoy our environment

In 2016, we set out four well-being outcomes we want to achieve.

- We want a Vale that is:
- Inclusive & Safe
  - Environmentally Responsible & Prosperous
  - Aspirational & Culturally Vibrant
  - Active & Healthy

“It is only by working together, listening and respecting each other that we can successfully meet the many challenges facing our communities and public services today. This Plan has a particularly strong emphasis on collaboration and working in partnership. This partnership working is wide ranging, including working with families, children and young people, our partners in health, the Police and the Fire service as well as other public sector bodies, the third sector, Town and Community Councils and our communities.”

The Vale of Glamorgan is a diverse area comprising very different communities with different aspirations, needs and concerns. Our Plan sets out how the Council will work to meet those needs, address concerns and help people of all ages to achieve their aspirations. Whether you live or work in one of our towns or in one of our more rural communities, we will continue to strive to make life better and to play our part in addressing local, national and global issues.

The Council provides a multitude of services, ranging from education to environmental protection, housing and the issuing of birth certificates, to planning and highways maintenance. We recognise how important these services are to the people of the Vale of Glamorgan and that these services may need to change during the lifetime of this Plan. In planning for any change, however, we will engage with you about why we need to change, what change may look like, the options and opportunities as well as the reasons behind any decisions we take.

In line with our duties under the Well-being of Future Generations Act we are committed to looking much more to the long term and will work hard to leave a sustainable legacy for our future generations. We will focus on taking preventative actions and involve you in what we do, while listening to your ideas, views and concerns. We will continue to work in partnership, recognising the benefits this brings and the importance of joining up services around peoples' needs.

Since 2013, the Vale of Glamorgan Council has been the top performing local authority in Wales. This is a result of us taking an innovative and resourceful approach to the way we work and testament to our communities, the Council's staff, elected members and the partnerships we have invested in.

Now is the time for a step change in the way we work. We are open to new ideas and ways of working at a time when the demands placed on the Council will continue to grow. To bring together this Plan, we have listened to what residents have told us, looked at the opportunities available for doing things differently and considered how we can work more regionally and with others. We are grateful to those who have taken the time to work with us to develop this Plan and who have helped shape what we believe is an ambitious programme of action which will improve well-being across the Vale. The Plan is the next step towards improving the lives of those we are here to serve. We are confident that if staff, elected members, the community and all those with a stake in the Vale continue to work together we can ensure we all achieve Strong Communities with a Bright Future.

  
Cllr. Neil Moore  
Leader of the  
Vale of Glamorgan Council

  
Rob Thomas  
Managing Director of the  
Vale of Glamorgan Council

# SHAPING THE FUTURE

In 2016 the Council agreed four well-being outcomes and eight well-being objectives. These provided the framework for our Corporate Plan 2016-20 and for how the Council would deliver its vision and contribute to the national well-being goals.

Over the past four years the Council has continued to deliver quality services and to improve the social, cultural, economic and environmental well-being of the Vale of Glamorgan. We have positively embraced our duties under the Well-being of Future Generations Act and embedded the five ways of working across the Council.



Each year the Council publishes an Annual Report which provides a detailed analysis of our performance against all our objectives in the previous year.

Detailed below are some examples of the positive difference we have made and why we can be genuinely proud of the services we deliver.

## Involvement



In line with our organisational values we are more open and involve residents, customers and partners in the decisions we make. An excellent example of this is how we engaged with pupils, parents, staff and the wider community about transforming secondary school education in Barry. We needed to put in place arrangements for the future of secondary education in the area and due to the feedback we received on our initial proposals we developed a new way forward which formed the basis of further extensive consultation which directly informed the changes we made.

## Integration



We are taking a much more integrated approach to how we work recognising that services need to fit together and contribute to a range of outcomes. This includes understanding and being proud of our corporate parenting role and ensuring all services understand and fulfil their responsibility to improve the well-being and opportunities of children who are or have been in care. This is reflected in our 'Strategy for Children who need Care and Support' which was developed with partners and includes a young person's version of the plan.

## Long term



One of the biggest challenges is to successfully understand and plan for the long term. Our approach to waste management reflects the need to think long term about the impact of our activities on the environment and the services, infrastructure and behaviour change needed to ensure that we manage our waste effectively in the Vale of Glamorgan. Changes in how waste is collected for recycling follows extensive engagement and consultation and will enable the Council to increase the amount of waste that can be recycled. As part of the implementation of these changes we have recognised the need to work closely with local residents.

## Prevention



If we are to meet the diverse needs of our local communities it is vital that we have a better understanding of the root causes of issues and how to prevent them. For example, the security of having a home which is safe, affordable and in good condition is a significant factor in ensuring our physical and mental well-being. Good housing is important for our health, the environment and for sustainable communities. In order to meet local housing need the Council has embarked on an ambitious house building programme to provide quality, accessible and affordable homes.

**“ We have successfully delivered against the eight well-being objectives agreed in 2016. In developing the Plan for 2020-25 it is clear from our engagement with partners, the public, elected members and staff that we now need new objectives. Our new objectives are detailed later in the Plan and reflect the progress made since 2016 and the challenges we face in 2020 and beyond. ”**

## Collaboration



The Council recognises the importance of collaboration and that by working in partnership we can achieve more and deliver better services. The Council continues to work with the Cardiff and Vale University Health Board, Cardiff Council and the Third Sector to improve health and social care services. The Regional Partnership Board has been successful in accessing funding to support a range of projects to improve services and better meet the needs of our most vulnerable residents. One project that illustrates the benefits of a collaborative approach is the Bay Unit at Ty Dyfan. The unit was opened in 2016 and enables people to be discharged earlier from hospital while still receiving care and support before returning home. The unit's success equates to c.£500k reduced expenditure on long term community care packages as a result of people being successfully reabled.

Our approach in developing all of these services and bringing about the necessary changes to ensure they are fit for the future also demonstrates how we have contributed to the seven national well-being goals. Improving our schools, building affordable homes, giving our children the best start in life, minimising waste and working in partnership to support our most vulnerable residents represents just some of what the Council has done over the past four years to contribute to the national well-being goals and our local well-being outcomes. These examples and the following achievements demonstrate how we have delivered against our well-being outcomes in the 2016-2020 Corporate Plan.



# KEY ACHIEVEMENTS

## An Inclusive and Safe Vale

Since 2016, 2,259 homes have been built in the Vale of Glamorgan of which 594 (26%) were affordable.

Since 2015/16, the Council has brought 76 empty homes in the private sector back into use and is leading the way in Wales.

Since 2017 the Strong Communities Fund has awarded over £500k to community groups delivering projects worth in excess of £1.4 million.

In 2019, 364 council tenants donated 1,339 hours of their time to volunteer in their local communities as part of our time banking scheme.

We have launched a Domestic Abuse, Assessment and Referral Co-ordination (DAARC) service where partners work together to provide the services people need in a more co-ordinated way.



  
**£500**  
 THOUSAND  
*Awarded through the  
 Strong Communities Fund*

## An Environmentally Responsible and Prosperous Vale

The Council has worked in partnership to invest in and promote the Vale as a tourist destination. Since 2015 visits to Barry Island alone have grown by nearly 10%, with visitors to the Vale contributing £250 million annually to the local economy.

Since 2016 over £24.6 million has been secured to enhance facilities, infrastructure and services close to new housing developments.

Our carbon footprint has shrunk by 35% by converting street lights to LED and investing in energy saving in our offices, a reduction of 4,278 tonnes in just 3 years.

Our recycling performance has continued to improve and by 2018/19, 67.1% of waste was recycled and 43.69% (of the 67.1%) was used to generate power for over 3000 homes.

We no longer use pesticides in any of our 10 Green Flag Parks (including 2 Country Parks) and 3 feature parks and have increased wildflower and naturalised areas by 45,900m<sup>2</sup>.



  
**67.1%**  
 PERCENTAGE  
*Waste recycled*

## An Aspirational and Culturally Vibrant Vale

Vale school pupils have consistently achieved excellent outcomes at all levels, and we have the highest percentage of young people who progress into further education, training or employment in Wales.

Since 2016 more than £69 million has been invested in improving our school buildings and building new schools.

Consistently all children in our care leave school or college with an approved qualification

The Council has created an additional 630 Welsh medium primary school places including the investment of £5.81 million in two new Welsh medium primary schools. This is at a time when the number of Welsh speakers of all ages continues to increase.

Vale libraries have been transformed and there are now 4 Council run libraries working with 5 libraries run by community groups. These groups of volunteers have secured additional funding and increased the facilities within libraries.



  
**£69**  
 MILLION  
*Invested in school buildings*

## An Active and Healthy Vale

In 2019 more than 3,000 families had access to Family Fun Days and events which have encouraged family engagement and promoted low cost / no cost sport, physical activity and play opportunities to encourage healthy lifestyles.

We have increased participation in sports and this includes over 1,500 participants in our Women and Girls on the Move project and the Mental Wellbeing project.

Each year more than 80 disabled children are provided with an individualised service so they can access play provision during the school holidays via the Families First Holiday Club, which also provides respite services for families.

We have invested over £400k in enhancing the décor, layout and facilities in our residential care homes to improve the environment for those living with dementia.

We have enabled and supported people with learning disabilities to take control of how they spend time in the community, accessing local facilities and growing their confidence.



  
**3,000**  
 FAMILIES  
*Accessed family fun days*

# THE VALE OF GLAMORGAN AND OUR COUNCIL

Taking account of these responsibilities and the resources the Council has available to it, has been integral to the development of this Plan.

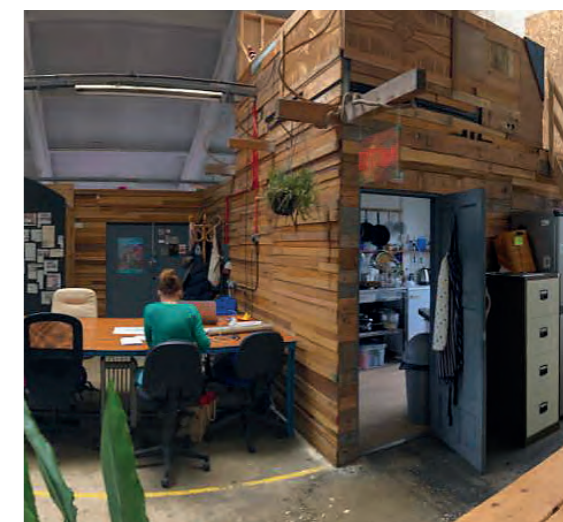
The following information about the local area, the local population and the Council provides some of the context for what we need to achieve and the resources available to deliver our priorities. This data is drawn from a range of external sources including, the Office for National Statistics, Data Cymru and Stats Wales.



The world is changing rapidly and the context for this Plan is significantly different to where we were in 2016. Globally, nationally and locally the drivers that effect how and what we do and the expectations of those around us are changing. In developing this Plan we have been mindful of future trends around the economy, demographics, technology and climate change.

What remains steadfast is the need for the Council to engage with the community and plan for the future, to work with our partners and embrace change. However, we must also consider how our actions and decisions will affect future generations. The Vale is blessed with a diverse environment which brings with it many challenges. We have a responsibility to take care of and preserve our wonderful natural environment, our culture and our heritage.

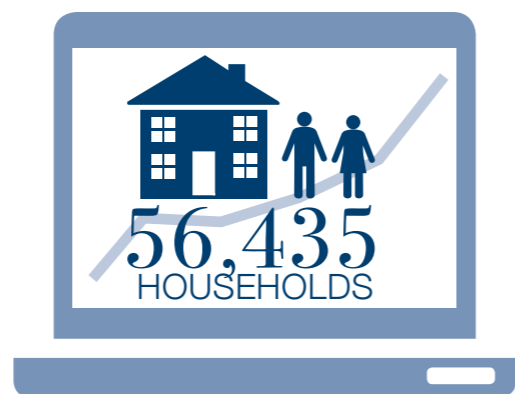
Opportunities and experiences vary across the Vale of Glamorgan with people living in some areas experiencing disadvantage and deprivation. In addition to this we have an ageing population and we need to ensure that services can meet the changing needs of the population as they grow older. We need to think about what services we provide and how we provide them. We must consider the diverse needs of the population whether that be due to age, ethnicity, health, financial circumstance or one of the many other reasons that can affect what services and support people need.



## Population & Households

The figures below provide an overview of how the local population is changing.

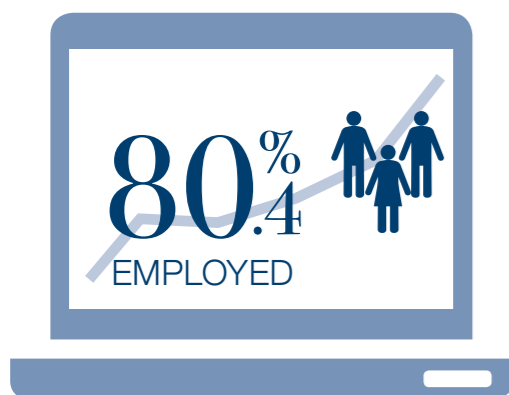
- The population of the Vale of Glamorgan continues to grow with, 132,165 people now estimated to live here.
- There are estimated to be 56,435 households in the Vale of Glamorgan.
- By 2039 it is estimated that 17% of the population will be aged between 0-15, a 3% fall from today's population.
- Based on population principal projections, it is estimated that by 2039, 11% of the Vale's population will be aged 80 and over; a 6% growth from today's population.



## Economic Well-being

Housing and employment are significant factors for economic well-being.

- 1,150 homes were granted planning permission in 2018/19.
- In 2018 31,900 Vale residents lived and worked in the Vale. 31,200 residents commuted out of the Vale for work, of which 22,200 residents commuted to Cardiff for work.
- 9,000 people commute into the Vale from outside of the Vale for work; with the highest proportion, 1,400 of these coming from Bridgend.
- 52.1% of Vale residents who are employed work in major group 1-3 positions. This includes Managers, Directors and Senior Officials, Professional Occupations and Associate Professional & Technical Occupations.

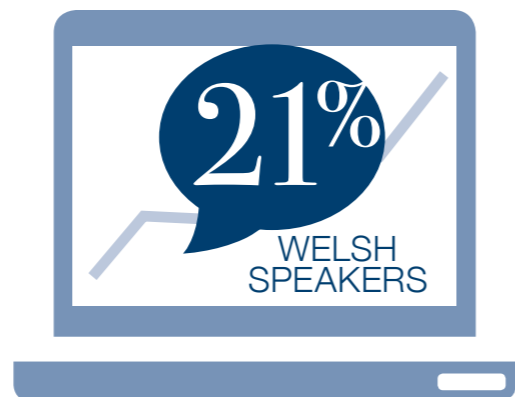


- 8% (10,573) of people are estimated to be living in employment deprivation which is lower than the Welsh average.
- 80.4% of the working age population are in employment, 3.4% are unemployed.
- The percentage of people employed is higher than the Welsh average of 73.1%.

## Cultural Well-being

The information below provides some insight into cultural well-being in the Vale.

- In the 2018 Public Opinion Survey over 98% of residents reported they were very or fairly satisfied with the Vale as a place to live.
- In 2018, the total number of visitors to the Vale of Glamorgan increased by 2.4% to 4.26 million visitors. Of these visitors, 3.66 million were day visitors.
- It is estimated that 3% of the total population of the Vale is from a non-white ethnic background.
- It is estimated that 21% of people are Welsh speakers.



## Social Well-being

The figures below show the range of issues that can affect the social well-being of individuals and communities which are relevant to many Council services.

- In the Vale 16% of school aged pupils have an Additional Learning Need (ALN). The largest ALN groups are children and young people with learning difficulties.
- Based on population projections, it is estimated that by 2035, 1,097 people aged 18 and over will be receiving residential services from the Local Authority.
- It is estimated that by 2035 3,311 of the Vale's population aged 65 and over will have dementia.
- 76% of people report feeling safe in their local area, higher than the Welsh average of 73%.
- The Vale of Glamorgan has the lowest rate of childhood obesity in Wales at 7.1% as recorded by the Childhood Measurement Programme. The highest rates are observed in areas of higher deprivation.
- The Vale of Glamorgan has the highest percentage of adults (16+) drinking above national guidelines in Wales. It is estimated that 25.5% of adults in the Vale drink above national guidelines compared to the national average of 19.1%.
- 13% of people (17,181) are estimated to be living in income deprivation – below the Welsh average.
- Real differences can be observed between areas, in some more deprived areas it is estimated that 38% of people are living in income deprivation.
- For some more deprived areas it is estimated that 53% of children are living in poverty.

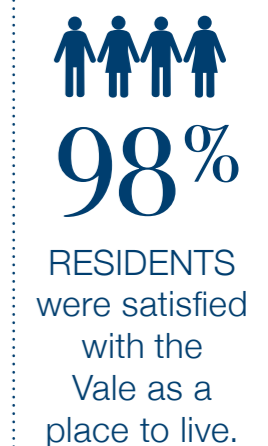


## Environmental Well-being

The environment is one of our greatest assets and the information below shows how important it is for the Council to consider its impact on the environment.



- There are 27 Sites of Specific Scientific Interest across the Vale of Glamorgan.
- There are 25 Green Flag park and community areas in the Vale of Glamorgan.
- There is 53km of coastline including 23 kilometres of Glamorgan Heritage Coast.
- The Vale has higher levels of CO2 emissions per resident, 8.80 tonnes, than the Welsh average of 8.00 tonnes.
- The levels of air pollution are steadily falling including levels of nitrogen dioxide.



# OUR COUNCIL

To support the services we deliver the Council relies on a skilled workforce that includes teachers, engineers and social workers.

**74%** In the 2018 Staff Survey, 74% of respondents reported they were proud to work for the Council and 70% said they would recommend the Council as a place to work.

**47** councillors

There are 47 elected councillors including the Cabinet, made-up of the Leader of the Council and six other councillors.

There are 57 schools across the Vale of Glamorgan, including 7 Welsh Medium schools.

**5000** staff

In total the Council employs over 5,000 staff, including those employed in schools.

**3829** Council Homes

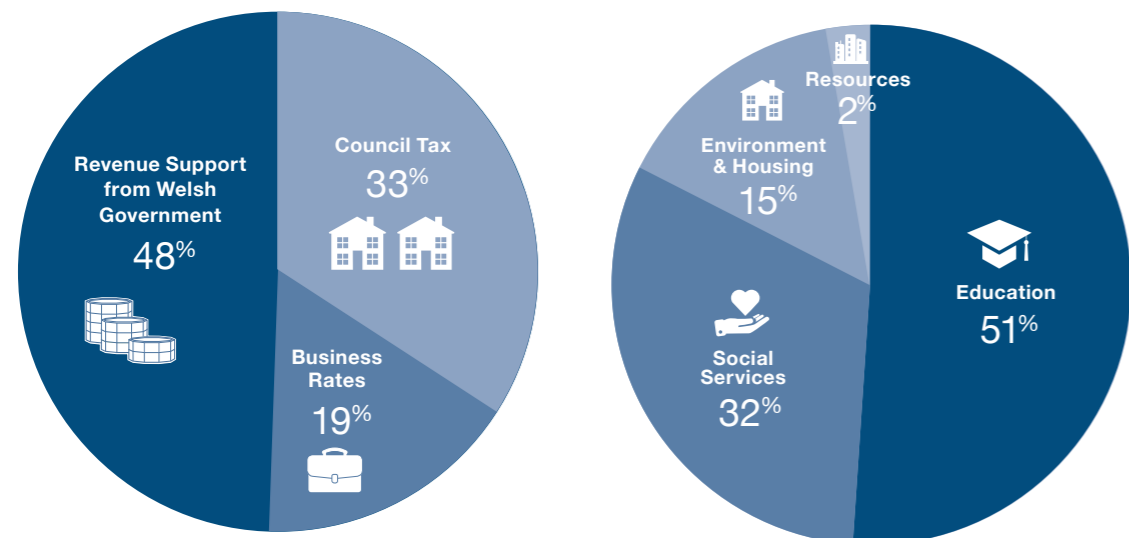
The Council has 3,829 Council homes.

The Corporate Plan has been developed alongside the Council's Medium Term Financial Plan (MTFP). The MTFP sets out projections of how much funding the Council may have available to it and the needs of services to be funded.

Since 2010/11, the Council has successfully delivered £55million in revenue savings, managed increased demand for our services and remained Wales' top performing local authority for the past five years, with high levels of customer satisfaction. This is over a time when the real-terms funding available from Welsh Government also reduced.

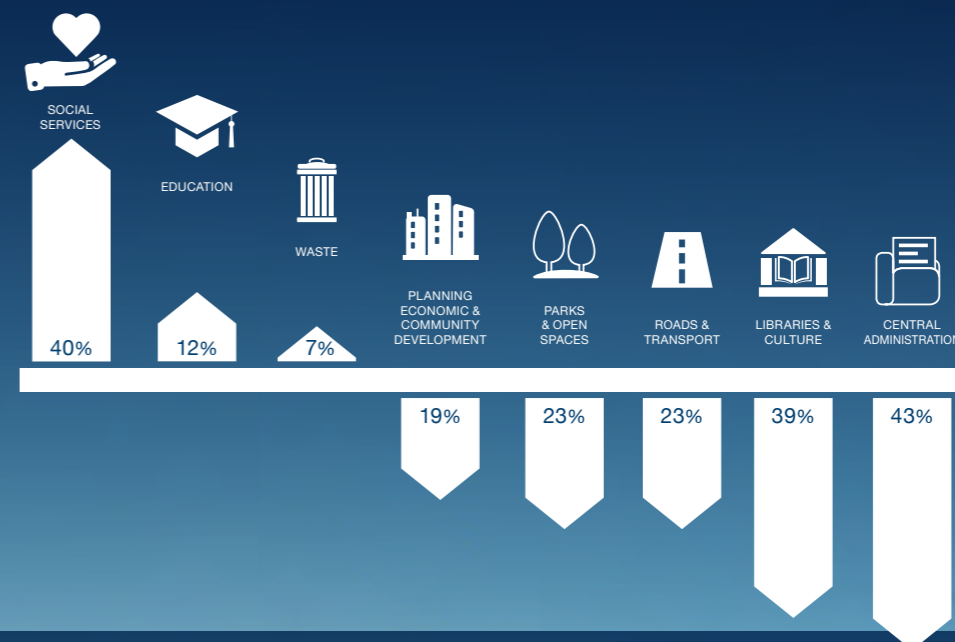
The Council's total revenue budget for 2019/20 is £226.077 million. This is funded from Welsh Government, Council Tax and Business Rates:

In 2019/20 our budget was split across the following areas to deliver frontline services.



Since 2010/11 the way in which our budget has been allocated has changed as difficult decisions have needed to be taken about the services the Council needs to prioritise. The Council expenditure on Social Services has increased by 40%, education by 12% and on central administration it has reduced by 43%.

It is clear that the public sector will go through a period of massive change over the next five years.



How we work, what is expected of us and the level of resource available to us will be subject to many changes. Our duty is to ensure that we continue to deliver services to the most vulnerable members of our community, that young people have the best start in life and that the Vale is safe, clean and an area where people still want to live, work and visit. The objectives and actions detailed in this Plan provide the framework for our activities over the next five years, working with and for our local communities to meet their diverse needs and aspirations.



# DELIVERING STRONG COMMUNITIES WITH A BRIGHT FUTURE

This new Plan shows how we will work to achieve our vision of strong communities with a bright future, meeting our well-being outcomes and delivering four new well-being objectives over the next five years.

## Our Values

Our achievements in delivering the previous Plan have been possible because of the dedication and professionalism of our staff. When we launched our Corporate Plan in 2016, we embarked upon an ambitious programme of staff engagement around our four new values. These describe our professional behaviours and are reflected in how we deliver our services. They form part of the Staff Charter that was introduced at the same time as our Corporate Plan and which sets out the expectations the Council has from its employees, and what staff can expect from the Council.

Our values are embedded across the organisation and have been instrumental in ensuring that the Council has achieved the commitments in the previous Corporate Plan. They have also made a significant difference to the culture of the organisation and how we all work together. Through our organisational development work, we have improved appraisal arrangements, provided innovative new learning opportunities, reinvigorated our reward and recognition processes and revamped internal communications to ensure we work as 'one Council'. High levels of staff engagement and satisfaction have regularly been achieved over the past few years as a result of the work we have done.



“ Our values are another example of how the Well-being of Future Generations Act has been an enabler of wide-reaching change in the way the Council works. The values complement the five ways of working introduced by the Act and show how we are acting ‘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. ”

## Developing our Plan

In recent years the Council has gone through a number of significant changes and will continue to rise to the challenge of being a modern, forward looking organisation. In the past four years we have taken a key role in many different partnerships ranging from Safer Vale to the Regional Partnership Board, the Cardiff Capital Region and the Vale Public Services Board. These partnerships cover many different services, involve a range of partners and cover varying geographical areas, some are specific to the Vale of Glamorgan and others cover a larger area across South East Wales. Our commitment to partnership working reflects our understanding that in order to provide better services we must work with a range of organisations. Through effective partnership working we have seen improvements to health and social care services, housing support, community safety, employment and transport as well as education opportunities for people of all ages. We will continue to work with our partners and continue to improve our services.

Our Staff Charter was a response to the need to improve staff engagement and staff well-being. We have implemented a major programme of service transformation through the Reshaping Services Programme including establishing our own catering company and developing a neighbourhood approach for our waste and street cleaning services. As a result of these changes the culture of the organisation is changing as we adapt to the challenges that face the public sector and the communities we serve.

We will continue to build on these strong foundations to successfully deliver our Plan for 2020-25.

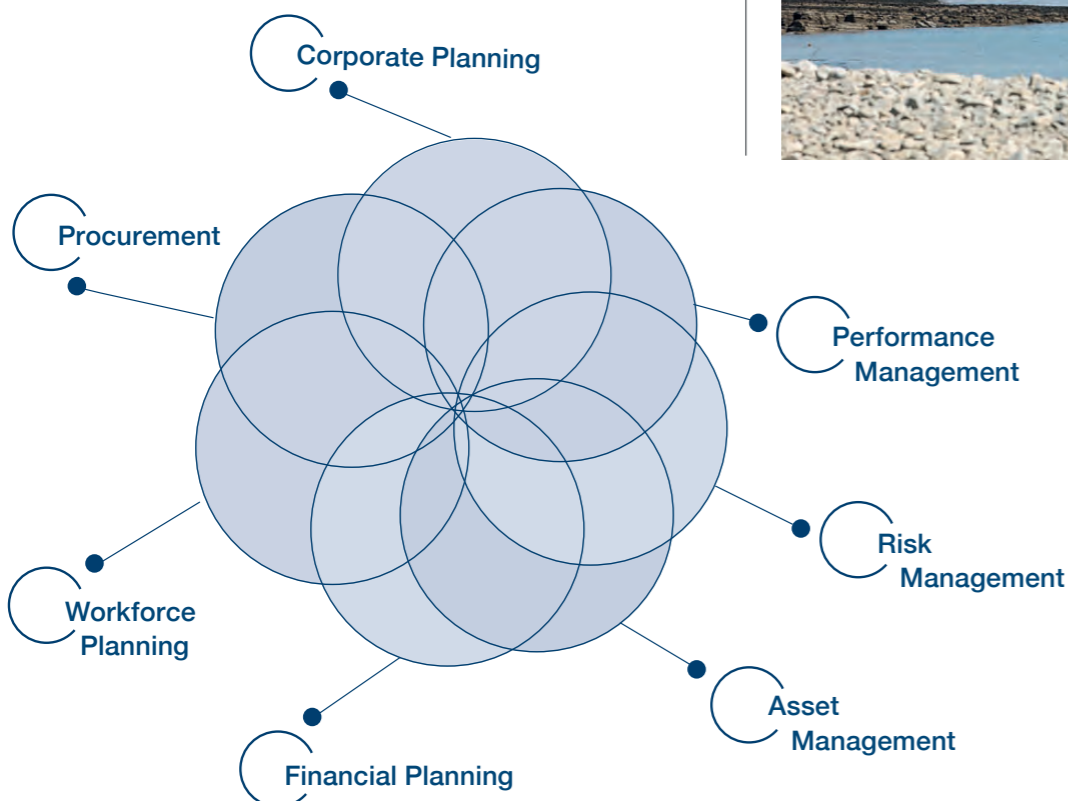
## IN DEVELOPING THIS CORPORATE PLAN AND OUR PRIORITIES FOR THE NEXT FIVE YEARS WE HAVE CONSIDERED:





We are making significant progress in transforming how we work whilst maintaining a high standard of service delivery. We have brought together our business planning arrangements under the Insight Board which considers asset management, workforce, risk, performance, financial planning and many other corporate issues in an integrated way. The Vale of Glamorgan Council of 2020 is very different to the Council of 2016. This has been an evolutionary process rather than one of radical change. Change is owned by elected members and staff and is responsive to feedback from our customers, partners and regulators.

The process of developing this Corporate Plan has built on how the organisation has changed and how we have embraced our duties under the Well-being of Future Generations Act. The Act has encapsulated much of the change that was at an early stage within the Council but has advanced it and helped to embed it within the organisation. We have been grateful for the guidance, advice and toolkits offered by the Future Generations Commissioner, the Welsh Language Commissioner, the Older Peoples Commissioner, the Children's Commissioner and the Equalities and Human Rights Commissioner.



# OUR WELL-BEING OBJECTIVES

We have four new well-being objectives

- 1 To work with and for our communities
- 2 To support learning, employment and sustainable economic growth
- 3 To support people at home and in their community
- 4 To respect, enhance and enjoy our environment

We have moved towards a smaller number of objectives which together form a cohesive package of activity to deliver each of our local well-being outcomes and maximise our contribution to delivering the national well-being goals in an increasingly integrated way. Each objective will contribute to multiple goals and although under each objective we have set out a number of specific actions we also recognise that many of our stated actions will deliver a range of outcomes reflecting the links between health, culture the environment and economic well-being.

For example, in supporting the development and well-being of our staff we will be considering staff volunteering opportunities and also our commitments as signatories to the PSB Staff Healthy Travel Charter as well as a strategy that focuses on staff well-being and opportunities for training and development. In taking forward this activity we will be contributing to our work on climate change, considering our impact on the environment and also how the environment contributes to mental and physical well-being. We will also be encouraging staff to be healthy, to get involved in the local community and to consider the benefits of cultural and other leisure activities.

Each of the objectives and activities set out in this Plan have many different aspects to them and this will be expanded on in our annual reports and updates on progress through the year. Under our objective 'to support people at home and in their community' we have included an action 'promote leisure, art and cultural activities which meet a diverse range of needs'. There are actions throughout the plan that also fit with this work. For example, supporting and promoting volunteering will include work to support cultural activities. Employment, tourism and economic growth are also linked to leisure and culture in the area and it is important that we do not overlook how different services and activities fit together. We are also very aware that being involved in different cultural activities and ensuring that there are a diverse range of local opportunities can make a significant difference to people's physical and mental well-being and help to tackle loneliness and isolation.

“ These new objectives reflect the progress made by the Council in recent years, align to the Public Services Board's well-being objectives and provide a framework for improving well-being in the Vale over the next five years. This section of the Plan sets out the steps that will be taken to deliver our objectives over the next five years. More detail about how these objectives will be delivered will be contained in an Annual Delivery Plan which will be published each Spring. These actions will be translated into actions detailed in Service and Team Plans across the Council. ”

We have identified a number of actions that we will take over the next five years, many of which will contribute to the achievement of more than one of our objectives. This reflects the progress we have made as an organisation in taking a much more integrated approach to how we plan and work together to deliver our services.

This section provides more information about each of our well-being objectives, why we have chosen them, what we are seeking to achieve and the activities to deliver them.

# ACHIEVING: OBJECTIVE 1

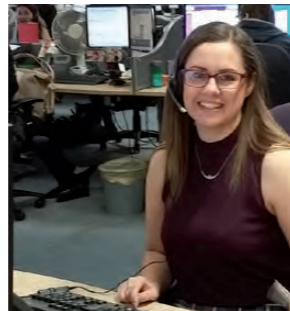
# OBJECTIVE 1

## WORK WITH AND FOR OUR COMMUNITIES

In order to successfully deliver our vision for Strong Communities with a Bright Future we need to be resilient, innovative and responsive to the needs of our customers. We cannot be an organisation that stands still.

The activities we will undertake to deliver our objective to work with and for our communities reflect the importance of effective involvement, communication and engagement to understand and respond to the diverse needs of the community.

In taking forward this objective we will be mindful of the different needs and aspirations of people of all ages and from all areas of the Vale. We understand that to be an effective organisation we need to be a responsible employer and that our staff are our greatest asset and that our Councillors need to be supported to represent their communities.



“ We are a modern and forward-looking Council which embraces innovation and works in partnership to ensure services meet the needs of our residents and local communities. We are committed to meeting the needs of the current generation and to leaving a positive legacy for future generations. ”



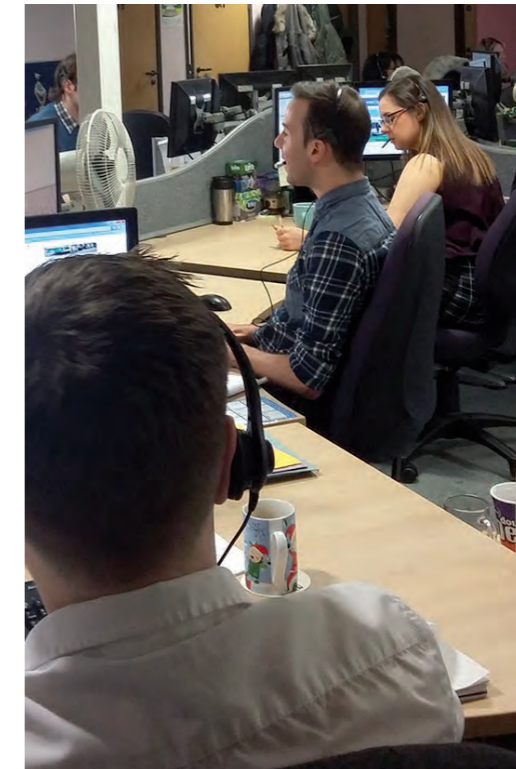
## WORK WITH AND FOR OUR COMMUNITIES ACTIONS WE WILL TAKE

**1** Improve how we involve, engage and communicate with others about our work and decisions.

**2** Work innovatively, using technology, resources and our assets to transform our services so they are sustainable for the future.

**3** Develop our strong culture of good customer service aligned to the Council's values of being ambitious, open, together and proud.

**4** Promote equality of opportunity and work with the community to ensure we are responsive to the diverse needs of our customers.



**5** Promote the use of the Welsh Language and contribute to the Welsh Government target of 1 million Welsh speakers by 2050.

**6** Support the development & well-being of our staff and recognise their contribution to the work of the Council.

**7** Ensure we have robust governance and scrutiny arrangements in place and support our elected members to fulfil their roles.



# ACHIEVING: OBJECTIVE 2

← Reception  
Derbynfa

# OBJECTIVE 2

## SUPPORT LEARNING, EMPLOYMENT AND SUSTAINABLE ECONOMIC GROWTH

We recognise that for many the best route out of poverty or financial difficulties is through employment and we will work with a range of partners to promote economic growth for the area. The activities that will be undertaken to deliver our objective to support learning, employment and sustainable economic growth recognise the importance of providing appropriate learning and development opportunities for people of all ages. We will invest in our schools, prioritise pupil well-being and support people to achieve their best.



“ We are a Council that understands the importance of a well-educated and skilled population, supporting people of all ages to develop and learn. We are committed to encouraging people’s ambitions and to ensuring that individuals and communities are able to prosper and achieve their best. ”



## SUPPORT LEARNING, EMPLOYMENT AND SUSTAINABLE ECONOMIC GROWTH ACTIONS WE WILL TAKE

- 1 Ensure there is appropriate access to quality **early years, nursery and education provision** enabling people to achieve their best possible outcomes whatever their age. 
- 2 Invest in our schools to provide the right learning environment for the 21st century and facilities which benefit the wider community.
- 3 Work with schools, families and others to improve the services and support for those with **additional learning needs**. 
- 4 Work with education, training providers, businesses and other agencies to provide a range of **advice, support & training opportunities** which improve people’s skills and readiness for work. 
- 5 Work with partners to ensure people can access appropriate **money advice, information & debt support** relating to housing, benefits, education training and employment.
- 6 Support and promote **volunteering and community learning** recognising the range of benefits to individuals and the community. 
- 7 Work as part of the **Cardiff Capital Region** to progress strategic planning and transport initiatives and promote sustainable economic growth and employment.
- 8 Support **economic growth** through regeneration, improved infrastructure and support for town centres, tourism and industry. 

# ACHIEVING: OBJECTIVE 3

## OBJECTIVE 3

### SUPPORT PEOPLE AT HOME AND IN THEIR COMMUNITY

Our objective to support people at home and in their community recognises that people need to feel safe and have confidence that advice, care and support are available when they need it. We recognise the importance of prevention and early intervention to improve and maintain well-being and to tackle health inequalities. We will build on the strong partnership arrangements in place across health and social care services and also recognise the vital role housing has in peoples' well-being.

The Council will continue to promote active and healthy choices through leisure and cultural activities; support and encourage people to take public transport and to walk and cycle having a positive impact on their health and the environment. In addition to encouraging people to move more, we will also work with partners to encourage people to think about the food they eat and how it can impact on their health and well-being.

“ We are a pro-active Council that works in partnership to maximise people’s physical and mental well-being to ensure they are safe at home and in the community and are able to make choices that support their overall well-being. We are a Council which ensures people have the necessary advice, care and support when they need it. ”



### SUPPORT PEOPLE AT HOME & IN THEIR COMMUNITY ACTIONS WE WILL TAKE

- 1 Encourage & support people of all ages to have **active and healthy lifestyles** to improve and maintain their physical and mental well-being. 
- 2 Provide more opportunities for everyday **cycling and walking** and work with our partners to develop a range of **travel** options to encourage people out of their cars. 
- 3 Promote **leisure, art and cultural** activities which meet a diverse range of needs. 
- 4 Work in partnership to provide more **seamless health and social care** services. 
- 5 Provide care and support to **children and families in need** which reflects their individual strengths and circumstances. 
- 6 Provide person-centred care and support to **adults in need**. 
- 7 Work with our partners to ensure timely and appropriate **mental health & emotional well-being** support. 
- 8 Undertake our **safe-guarding** duties to protect people from harm. 
- 9 Work in partnership to develop **cohesive communities** and promote **community safety**. 
- 10 Keep people safe through strong and resilient **emergency planning** and **regulatory services** which protect the public, consumers and business. 
- 11 Increase the supply of **good quality, accessible & affordable housing** by working in partnership to address housing need. 
- 12 Provide **housing advice and support** to prevent **homelessness**. 

# ACHIEVING: OBJECTIVE 4

# OBJECTIVE 4

## RESPECT, ENHANCE AND ENJOY OUR ENVIRONMENT

How we live our lives and how we deliver services has an impact on the environment and it is important that we work together to respect, enhance and enjoy our environment.



The environment is one of our greatest assets and we have a duty to protect and enhance it for future generations. Health and well-being are inextricably linked with the environment, including opportunities for physical activity in our parks, countryside and coast. We also believe it is important to enjoy where we live and to make the most of living and working in such a beautiful area as the Vale.

We will take steps to minimise our negative impact on the environment and to influence others to follow our lead and consider how their actions may impact the natural and built environment. We will encourage residents, visitors and business to minimise waste, reduce carbon emissions and to consider how their actions may contribute to pollution.

We want the Vale to be attractive and welcoming to all so people can enjoy our parks, towns, countryside and coastal areas.



“ We are a Council which sets ambitious standards for ourselves, partners and communities. We understand how our environment contributes to individual, community and global well-being. We are committed to protecting and enhancing our environment to ensure we can all be proud of the legacy we will leave for future generations. ”

## RESPECT, ENHANCE AND ENJOY OUR ENVIRONMENT ACTIONS WE WILL TAKE

**1** Work to reduce the organisation's **carbon emissions** to net zero before 2030 and encourage others to follow our lead as part of minimising the negative impact of our activities on the environment.



**2** Work with and empower community groups and other partners to sustain **local facilities** including public toilets, libraries, parks, play areas and community centres.



**3** Protect, preserve and where possible enhance our **natural and built environment and cultural heritage**.



**4** Work with the community and partners to ensure the **local environment** is clean, attractive and well managed.



**5** Work with the community, developers and others to ensure that new **developments** are **sustainable** and that developers mitigate their impacts, integrate with local communities and provide necessary infrastructure.

**6** Provide effective **waste management** services and work with our residents, partners and business to minimise waste and its impact on the environment.



**7** Minimise **pollution** recognising the detrimental impact it may have on the environment and people's well-being.



**8** Work to reduce the impact of **erosion, flooding and pollution** on our coastal areas and watercourses.



# DELIVERING OUR OBJECTIVES



## AND MONITORING PROGRESS

This Plan has been developed following extensive engagement which has informed our new well-being objectives. We have also responded to feedback and are taking a new approach to corporate planning by producing an Annual Delivery Plan each year to accompany the overarching five-year plan.

An Annual Delivery Plan will be published each Spring and detail the key activities that will be undertaken to deliver on the commitments in the Corporate Plan. This will directly inform annual Service Plans and form the basis for annual performance measures and targets.

The Council has a robust and well-respected performance management framework. The Leader of the Council with Cabinet and the Council's Corporate Management Team will continue to monitor performance and ensure progress against the four well-being

objectives. The Council's Scrutiny committees will regularly scrutinise performance to ensure that the Council is delivering its vision and the necessary outcomes to improve local well-being. The Corporate Plan should therefore be considered alongside the Annual Delivery Plan and also annual Service Plans which provide more detail about specific actions and how performance will be monitored.

### VISION AND VALUES



# THE WELL-BEING OF FUTURE GENERATIONS ACT

Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales...

by acting in accordance with the sustainable development principle, aimed at achieving the well-being goals.

The Council has embraced the Well-being of Future Generations (Wales) Act 2015 and as detailed earlier in the Plan there has been considerable change in how the Council works. We will also set out an ambitious programme of activity for the next five years which will be described in more detail in the accompanying Annual Delivery Plan.

The aim of the Well-being of Future Generations Act is to improve the social, economic, environmental and cultural well-being of Wales. The Act has already had a significant impact in Wales and has made public bodies including the Council 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 and a sustainable development principle.








#### Sustainable Development Principle

The Act puts in place a 'sustainable development principle' which tells organisations how to go about meeting their duty under the Act:

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






## NATIONAL WELL-BEING GOALS

The table below details the seven national well-being goals which the Council must maximise its contribution to:

 <b>A prosperous Wales</b>	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.
 <b>A Resilient Wales</b>	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).
 <b>A Healthier Wales</b>	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.
 <b>A More Equal Wales</b>	A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).
 <b>A Wales of Cohesive Communities</b>	Attractive, viable, safe and well-connected communities.
 <b>A Wales of Vibrant Culture and Thriving Welsh Language</b>	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.
 <b>A Globally Responsible Wales</b>	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.

## FIVE WAYS OF WORKING

By embedding the five ways of working the Council is working in a more sustainable way. The five ways of working as detailed in the Act are:

 <b>LOOKING TO THE LONG TERM</b>	The intended effect of the long-term requirement is that you are aware of, and address, the well-being of current and future generations whilst addressing the needs of the people you currently serve.
 <b>TAKING AN INTEGRATED APPROACH</b>	The purpose of taking an integrated approach is to ensure that you recognise the interdependence that exists between the seven well-being goals and on your well-being objectives. Only an approach that makes the connections between, and effectively integrates economic, social, environmental and cultural challenges, will maximise each public body's contribution to achieving the well-being goals. This can also identify opportunities to simplify arrangements.
 <b>INVOLVING PEOPLE</b>	Effective involvement of people and communities is at the heart of improving well-being currently and in the future. It recognises the importance of involving people in decisions that affect them.
 <b>COLLABORATING WITH OTHERS</b>	The purpose of taking a collaborative approach is to recognise the different roles that public bodies play in tackling long-term challenges, and to ensure actions by public bodies are complementary therefore maximising their collective impact.
 <b>PREVENTION</b>	Understanding the underlying causes of the problems people and communities face can help us find different solutions, intervene early and prevent problems from getting worse or arising in the future. But this is not just about addressing problems – it is about finding enabling solutions and early interventions at the right time to make progress in achieving the well-being goals.



**GLOSSARY**

**Additional Learning Needs** - The term 'additional learning needs' refers to children and young people with learning, physical or sensory needs that make it harder to learn than most children of the same age. <https://www.dewis.wales/additional-learning-needs-cyp>

**Affordable Housing** - The definition of affordable housing for the purposes of the planning system is outlined in the Welsh Government Technical Advice Note 2 (usually referred to as TAN 2). The definition applies to housing where there are secure mechanisms in place to ensure that it is accessible to those who cannot afford market housing, both on first occupation and for subsequent occupiers. It includes social rented housing owned by local authorities and Registered Social Landlords and intermediate housing where prices or rents are above those of social rents but below market housing prices or rents.

**Annual Delivery Plan** - This plan will be published each Spring and detail the actions that will be undertaken over a twelve-month period to deliver the well-being objectives and commitments in the Corporate Plan.

**Annual Service Plans** - Service Plans are the key planning documents for the Council and provide a self-assessment for each service area. Service Plans set out the key aims and objectives relevant to each service area. [https://www.valeofglamorgan.gov.uk/en/our\\_council/achieving\\_our\\_vision/Service-Plans.aspx](https://www.valeofglamorgan.gov.uk/en/our_council/achieving_our_vision/Service-Plans.aspx)

**Cabinet** - The Cabinet is made up of the Leader of the Council and six 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. [https://www.valeofglamorgan.gov.uk/en/our\\_council/Council-Structure/Cabinet/Cabinet.aspx](https://www.valeofglamorgan.gov.uk/en/our_council/Council-Structure/Cabinet/Cabinet.aspx)

**Cardiff Capital Region** - The Cardiff Capital Region (CCR) City Deal is a programme agreed in 2016 between the UK Government, the Welsh Government and the ten local authorities in South East Wales to bring about significant economic growth in the region through investment, upskilling, and improved physical and digital connectivity. <https://www.cardiffcapitalregion.wales/>

**Collaboration** - In the context of the Well-being of Future Generations Act this means working with any other person, organisation or different parts of the Council working together to meet our well-being objectives

**Integration** - In the context of the Well-being of Future Generations Act this means considering how our well-being objectives may impact upon each of the national well-being goals, on our other objectives, or on the objectives of other public bodies.

**Public Services Board** - Public Services Boards were established as part of the Well-being of Future Generations Act. Our Vale/Ein Bro - The Vale of Glamorgan Public Services Board (PSB) brings together senior leaders from public and third sector organisations across the Vale of Glamorgan to work in partnership for a better future and the PSB's priorities are set out in the Vale Well-being Plan. <https://www.valepsb.wales/en/Home.aspx>

**Regional Partnership Board** - The Cardiff and Vale of Glamorgan Integrated Health & Social Care Partnership has been established under the direction of a Regional Partnership Board (RPB) as part of the requirements of the Social Services and Well-being (Wales) - Act 2014. The purpose is to manage and develop services to secure better joint working between local health boards, local authorities and the third sector; and to ensure effective services, care and support that best meet the needs of our population. <http://www.cvihsc.co.uk/>

**Scrutiny** - Scrutiny is 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 in or visit the Vale of Glamorgan. Scrutiny Committees are made up of Councillors who are not on the Cabinet. These Committees are able to influence decisions that are taken by the Cabinet and provide an effective mechanism for challenge to ensure that the views and needs of the community are taken into account. [https://www.valeofglamorgan.gov.uk/en/our\\_council/Council-Structure/scrutiny/scrutiny.aspx](https://www.valeofglamorgan.gov.uk/en/our_council/Council-Structure/scrutiny/scrutiny.aspx)

### Sites of Specific Scientific Interest

- A Site of Special Scientific Interest (SSSI) is a formal conservation designation. It usually describes an area that is of particular interest to science due to the rare species of fauna or flora it contains. SSSIs often contain important habitats such as grasslands, parkland and woodland. Some even contain ancient woodland and ancient trees. They are areas which have a high conservation value and need to be protected.



# Working Together for a Brighter Future

For more info...

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

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