

Vale of Glamorgan Council

Draft Corporate Plan

2025–2030



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Section 1 - Foreword

This draft Corporate Plan 2025-30 represents a new and exciting chapter for the Council.

We have set out an ambitious programme of work to deliver our vision of **Strong Communities with a Bright Future** and to achieve our new objectives:

- Creating great places to live, work and visit
- Respecting and celebrating the environment
- Giving everyone a good start in life
- Supporting and protecting those who need us
- Being the best Council we can be

We are proud of what has been achieved through the delivery of the Corporate Plan 2020-25 and we are confident that the commitments detailed in this draft plan will deliver for the Vale of Glamorgan. The Council has embarked on a programme of transformation and by reshaping how we work we will be stronger and more able to respond to the significant challenges facing our communities and the organisation.

In developing this new Corporate Plan we have listened to what our residents have told us, we have considered our performance and where we know improvements are needed. We have also taken the opportunity to reflect on how the Council needs to change.

The Council continues to face a number of significant challenges. Commitments in the previous Corporate Plan were delivered despite the impact of the Covid-19 pandemic, increased global conflict and ongoing financial challenges. As an organisation we must look ahead and plan for the future whilst ensuring we are still meeting the needs of the present. We need to understand our impact on the environment and how we balance the different needs of our communities. We must consider the long-term needs of the area whilst also responding to the more immediate challenges of today. We must think about what will be important for the next generation and beyond.

In delivering this Plan we will be in a better position to meet both the immediate and longer term needs of the area and our communities. In this Plan we have set out the importance of engaging with and involving our residents and of listening to the concerns and ideas of people of all ages. The commitments in this Plan are in response to many of the issues raised through engagement and consultation with our residents. We are listening.

In delivering our Corporate Plan we will strengthen the connections between people and places ensuring people's needs and aspirations are integral to everything we do. This is included in our Plan with an emphasis on the importance placemaking has across all of the Council's activities. There will be an increased emphasis on community participation


and collaboration as we work together to develop distinctive and vibrant places, improve services, empower our communities and support more community focused schools.

In delivering all of our objectives we will be taking action to prevent and tackle poverty and to address inequalities. We will build on the good work already in place, which includes employment advice and support, housing and money advice, food insecurity and a range of community projects, many involving our schools. We will strive to ensure that people know how and where to access help and that no one goes hungry or without shelter. The Vale is a County of Sanctuary and for me that means being a place of sanctuary for all – long time and new residents, old and young. We are a Council that is here for everyone and every community.

Our promise to you is that every part of the Council will work as a team to deliver the commitments in this Plan and to make everyone proud of the people and places that are the very heart of the Vale of Glamorgan.



Councillor Lis Burnett – Leader, Vale of Glamorgan Council



Rob Thomas – Chief Executive, Vale of Glamorgan Council

Section 2 - Delivering for our Communities

This Plan sets out five new Objectives for the Council and how they will be delivered. The commitments included describe how we will work to deliver our vision for the Vale of Glamorgan and meet the needs of our local communities.

In this section we provide more information about the Council and the Vale of Glamorgan and also detail some of the achievements in delivering our 2020-25 Corporate Plan.

The Vale of Glamorgan Council – key facts and figures

The Council is a complex organisation providing a diverse range of services and with many statutory responsibilities. Below are some key facts about the Council. More information about how we work, our performance and all our services is available on the [Council website](#).

- 54 Councillors represent 134,733 residents across 24 wards
- There are 8 cabinet members including the Council Leader
- 5,324 staff work across all our services including in our schools
- Our diverse workforce includes teachers, social workers, emergency planners, engineers, librarians, cleaners, accountants and many other essential roles
- We have 53 schools including 7 Welsh Medium Schools and 1 special school.
- A total of 23,071 pupils attending our schools (pupil census)
- Over 1,000 pupils with a first language other than English or Welsh.
- 3,327 adults are supported through our social care services.
- The Council provides 3,972 homes at social rent across the Vale.
- We manage over 1 million km of highways, 53km of coastline and 586 kms of public rights of way.
- We manage a total of 190 hectares of land at Porthkerry Country Park and Cosmeston Lakes Country Park consisting of woodland, meadow, hedgerow, streams, lakes, reedbeds and coastal shoreline. This is in addition to our many other parks across the Vale.

In developing this Plan we are mindful of the resources available, the expectations, aspirations and needs of residents. We also know that we need to be sure that the decisions we make now also take account of the needs of our future generations. This generation needs to be proud of the legacy it leaves.

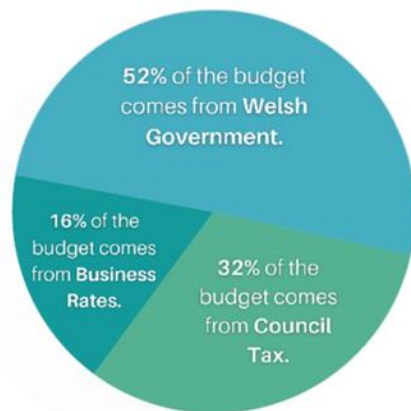
The Council's financial position continues to be a significant challenge in the current climate where there is a continuing increase in demand for services, increased complexity for those who need our support the most, and high costs of service delivery. Like many, our financial challenges are greatly impacted by elements outside of our

control such as the increasing cost pressures associated with inflation affecting the rising cost of food, construction materials, energy costs and staff wages.

Each year the Council has to set a budget and prioritise how its resources will be used. Every year the Council is also required to make savings and as part of the 2024/25 budget setting the Council has successfully identified £7.7 million in revenue savings which we are working to implement. Since 2015/16 the Council has identified a total of £46.5 million in savings.

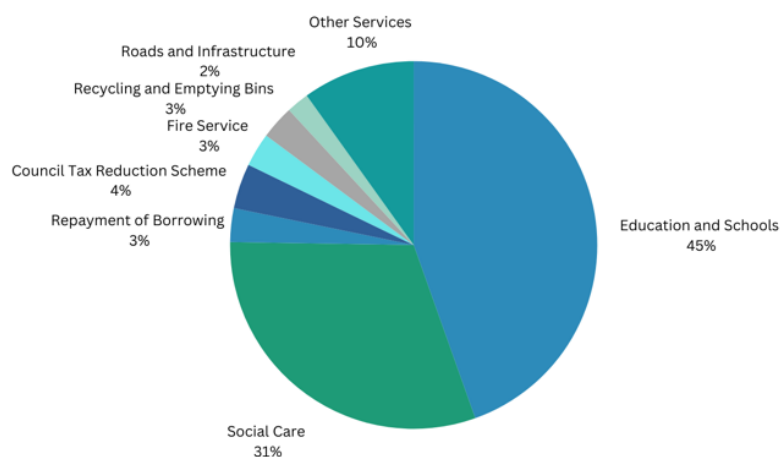
The Council's total revenue budget for 2024/25 is £308.861million and this is funded from Welsh Government, Council Tax and Business Rates. The Council also receives some additional funding in the form of different grants.

Sources of revenue budget:



Since 2020 the Council has significantly increased expenditure on education and social services and together these two areas make up 76% of the Council's budget. More information about how the budget is split across different services in 2024/25 is provided below.

Budget Allocation:



The Council also has a capital programme each year and since 1st April 2020 the Council has spent £449.171m (including projected spend of £134.989m for 2024/25) on the Capital Programme. Over this period there has been £33.48m General Capital Funding from Welsh Government and the annual allocation has remained roughly the same throughout the period. This is a reduction in real terms as it has not been increasing year on year in line with inflation and the current cost of living. This has added to the challenges facing the Council and the need to maintain our schools, highways and other buildings and physical assets ensuring they are safe and fit for purpose.

The Council will continue to ensure that services providing support to the most vulnerable will be prioritised and continue to operate as effectively as possible. One of our new Well-being Objectives is 'Being the Best Council We Can Be' and this recognises the need for the organisation to change, to be resilient and to deliver for our residents and communities.

The Vale of Glamorgan – it's People and Places

The Vale population continues to grow and change. Throughout this Plan we set out some of the key data that is shaping our work.

- The population has grown by 6% in the last ten years to 134,733 people.
- Since 2014 the number of people aged 65 and over has grown by 17%.
- Since 2014 the population aged 0-5 has grown by 5%.
- The Vale of Glamorgan is one of only four Local Authority areas in Wales to see an increase from 2011 in the number of people able to speak, read or write Welsh - 13.3% people aged 3 and over were able to speak, read or write Welsh in the Vale of Glamorgan.
- The percentage of people in receipt of unemployment related support at 3.4% in July 2024 remains higher than the 2.6% measured pre-pandemic.
- Through the [Wales Index of Multiple Deprivation \(WIMD\)](#) 2019, 3 Lower Super Output Areas (LSOAs) were ranked in the top 10% most deprived areas in Wales.
- There is an established gap in healthy life expectancy between the most and least deprived areas of the Vale of Glamorgan. This has been measured at 19.3 years for females and 17.9 years for males.
- Housing costs in the Vale of Glamorgan have risen significantly, having the second highest average house price in Wales and the third highest average rent in Wales.
- Individual Carbon dioxide emissions in the Vale of Glamorgan have been consistently above the Welsh average but have shown a year-on-year fall.

Key Achievements 2020-25

In 2020 we published our 2020-25 Corporate Plan. Here we show just some examples of the achievements which demonstrate the breadth of activity undertaken by the Council, the range of services we deliver, our dedication to improving services and our ambition.

Objective One: To work with and for our communities

- In 2023 we undertook our **biggest ever resident survey, Let's Talk About Life in the Vale** which received more than 4,000 responses.
- To shape plans to transform towns with the local community **we have engaged with over 1,700 people** to date across Llantwit Major, Cowbridge, Penarth and Barry through the Placemaking Project.
- We have invested in our online activities and provided a way for over **1 million enquiries to be raised digitally**, saving time for our residents and delivering in the channel of their choice.
- **Provided support to thousands of vulnerable households** - more than 35,000 residents have been issued with £150 Cost of Living Support payments, £825,000 paid through our local discretionary scheme and over 500 households supported through the Alternative Fuel Payments.
- We are one of the **Top 100 Inclusive Employers for 2024 recognised by Stonewall and awarded Silver Trailblazer Status by Race Equality Matters.**
- **Almost 4,000 learners** through the **Learn Welsh for Adults programme** studied Welsh between 2019/20 and 2023/24.

Objective Two: To support learning, employment and sustainable economic growth

- **Investment in community focused schools within the Pencoedre Learning Community Cluster** has seen £238,261 from Welsh Government committed to support families.
- **Free school** meals have been offered to all pupils from reception to year six faster than the Welsh Government target.
- **Attracted significant government funding** with over £55 million secured to invest in the Vale of Glamorgan to support regeneration, places and businesses.
- **Supported 502 individuals into employment** through Communities for Work (CFW) since 2020 **and engaged with over 2,000 residents** to assist them in gaining experience and employment.
- **Resurfaced almost 278,000m² of carriageway since 2020/21**, investing over £5.8 million to improve the condition of roads and help prevent future problems.
- Helped to develop and improve access to **local public transport** and provided over £7.6 million to support local bus services since 2020/21.

Objective Three: To support people at home and in their community

- Since 2020, **158 new Council homes have been delivered** and all Council housing stock is 100% compliant with Welsh Housing Quality Standards 1 (WHQS 1).
- Developed **local residential accommodation for children and young people** in partnership with the third sector meaning our children looked after can live closer to where they are from.
- Reduced the **average number of days taken to place at home (domiciliary) care packages** from **22** days to **3** days.
- Since April 2020, **233 Disabled Facilities Grants** have been delivered with an average of 98% agreeing that the work carried out enables them to live in their property more safely and independently.
- Developed a **new Independent Living Policy and Discretionary Adaptation Grant** which does not involve means testing and will be open to more residents.
- Became the fourth local authority area in Wales to achieve **Age Friendly Community Status**, awarded by the World Health Organisation in October 2023.
- **Joined the City of Sanctuary Local Authority Network in March 2023** showing our work to create a culture of welcome, inclusion and empowerment for people seeking sanctuary.

Objective Four: To respect, enhance and enjoy our environment

- **South Point Primary School** in Rhose opened in March 2022 as the **first net zero school in Wales, followed by 3 more** net zero carbon in operation schools by November 2023.
- **Utilised just over £1 million in grant funding through the Restore the Thaw Landscape Project** planting 12,154 trees and with plans to reintroduce 2 wildlife species and create 141 small nests/refugia in year one.
- The total Section 106 income between 2020/21 and 2023/24 is **£13,147,457.35** which includes an income from Section 106 education of **£10,074,895.03**.
- **Since 2020, over £18.7 million has been spent on Section 106 schemes**, with Section 106 contributions supporting enhancements to public transport, walking and cycling networks, new school places, public open space and public art enhancements.
- **Transformed the way we support our communities to recycle** - since 2017/18 **our recycling rate has increased from 63.2% to 70.35%**, exceeding the statutory recycling rates set by Welsh Government.
- The introduction and investment in a fully source separated recycling collection method has helped **increase the amount of waste being recycled** and substantially improved the quality of the material which, in addition to its sale

value being in excess of £1.5m per annum, ensures it is **sustainability recycled in the UK** wherever possible.

- By changing our service, we have **supported a reduction in the amount of black bag waste collected from our residents** by 27.25% from 24,684 tonnes in 2018/19 to 17,878 tonnes in 2023/24.

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Section 3 - A Plan for the Future

Developing a new Plan

We have considered our long-term vision for the Vale, thinking about what the Vale of Glamorgan will look like for future generations and ensuring we are a Council that is delivering now but is also mindful of its responsibilities to future generations.

We have considered a range of information to help shape our plans for the next five years including:

- What our residents have told us
- The views and priorities of our partners
- Data about the local area and our communities including the Census 2021 and the Well-being Assessment 2022
- Our statutory duties
- Our achievements in delivering the previous Corporate Plan and the performance of our services
- Advice and recommendations from our regulators and inspectors
- Placemaking principles
- The resources available to us
- Best Practice and research
- Our [Strategic Equality Plan](#)
- Advice and support from the Future Generations Commissioner's office and other Commissioners and organisations

In developing the Council's new five year plan we have considered what the immediate challenges are and what are the longer term challenges. We have focused on the needs and aspirations of the people who live, work and visit the Vale and what we want the Vale to look like in 5, 25 and 75 years time.

To help us do this we have worked with a number of organisations including the Future Generations Commissioner's Office. We have listened to what our residents have told us, challenged ourselves to think about what we want the Vale of Glamorgan to look like for our children as they grow up and what their needs and aspirations will be. We have considered our communities, values and relationships; including with our environment, the connections between people and place, the opportunities presented by new technologies, and how the world is changing.

Listening to Our Residents

According to our 'Lets Talk about Life in the Vale' residents survey 2023, 60% of respondents stated that they are either very or fairly satisfied with the Vale of Glamorgan as a place to live, and 80% would recommend the Vale of Glamorgan as a place to live.

When asked about their key concerns, 78% of residents said that they were very or fairly concerned by the cost-of-living crisis. A higher percentage of residents from more deprived areas were very concerned by the cost-of-living crisis. 68% of respondents were either very or fairly concerned with the climate emergency and 65% were either very or fairly concerned with the nature emergency. Respondents were also very or fairly concerned about services and support for older people and services and support for young people.

In terms of service priorities people ranked the following as the five most important to them:

1. Easily access care and healthcare services when my family or I need them.
2. Live in a neighbourhood that is clean and tidy.
3. Buy or rent a good quality home.
4. Access to regular recycling and waste collections.
5. Enjoy the natural environment.

The results of the survey also told us that more work needs to be done in how we explain our work, public perception of our work, the value of this work, and to engage residents in decision making.

The Vale Youth Service run a range of consultation activities throughout the year to hear from young people on the topics and issues that matter to them. During January to March 2024, young people in the Vale took part in Make Your Mark Consultation – the largest national consultation for young people aged 11-18 facilitated by UK Youth Parliament. 4,837 young people in the Vale took part in the exercise and key priorities identified were health and wellbeing, culture media and sport, and jobs, economy and benefits.

A significant amount of engagement has also been undertaken as part of our Age Friendly work, findings from the Age Friendly Vale Draft Action Plan consultation (June - August 2024) gathered insight from 11 community feedback events in local venues and 135 responses to the survey provided insights into key priorities. In addition, feedback has also been gathered from the Council's Sheltered Housing Forum and Vale 50+ Strategy Forum. This feedback highlighted particular priorities on access to health services, challenges with transport and communication linked to digital exclusion, awareness of support and social connection.

It is clear from the results of these activities that different groups of residents can have very different experiences of life in the Vale of Glamorgan and very different priorities as a result. This is most clear when looking at different age groups. In this plan we have sought to balance the interests of different groups and ensure we will deliver improvements both for those people who need our services today and those who will need them in 2030.

Consultation undertaken for the review of the Local Development Plan and as part of our Placemaking work also provides opportunities for communities to become more involved in shaping the area where they live and to being more empowered to participate in their community.

Our resources, data and the views of our residents gathered through a range of channels have been instrumental in shaping this Plan. We have also identified three specific challenges that will cut across all that we do. They are: poverty, the climate and nature emergencies and inequalities and we are mindful of the connections between these challenges and the impact often on our most vulnerable residents.

Poverty

Life experiences are not the same across the Vale of Glamorgan. The lives and well-being of too many people continue to be affected by financial hardship, poorer health outcomes, crime and disorder and an unequal exposure to environmental risk. Poverty means not being able to sufficiently heat your home, pay your housing costs, or buy essentials such as food and clothes. It can lead to exclusion and discrimination. To achieve a decent standard of living, we need security and stability in our lives. This means secure housing, a reliable income, and support when things get difficult. There are a number of measures that can be used to define poverty and our aim is to ensure everyone can afford the essentials and a decent standard of living.

The Vale of Glamorgan contains some of the most deprived areas in Wales as measured by the [Welsh Index of Multiple Deprivation \(WIMD\)](#). Although experiences of poverty are not exclusive to these areas, the measures of life included in WIMD highlight the inequities in life outcomes arising from experiences of poverty. The pandemic and the cost-of-living crisis have cast a long shadow, their impact has been felt most significantly by those experiencing poverty; while for some the pressures associated with these crises have pushed them to new experiences of deprivation. Poverty can impact people across their lives and can touch all aspects of people's lives from our relationship with food, our educational attainment, to our health outcomes.

The Council already undertakes a significant amount of work to tackle poverty, for example through our housing, benefits and advice and employment services and through our schools. We are also working through the Public Services Board to focus work in three of our most deprived communities, which are all in Barry. In addition, the significant funding from UK Government that will be invested in Barry in the coming years will be delivered in partnership and this has the opportunity to make a real difference.

As part of our work to deliver all the Objectives in this Plan we have included actions that will specifically seek to prevent and tackle poverty in the Vale of Glamorgan. In Section 6 these strands are brought together to demonstrate the range of work that will be undertaken by the Council and partners to prevent and tackle poverty.

It will be critical to the success of this Plan to address and prevent the unacceptable differences in life experiences arising from poverty.

The Climate and Nature Emergencies

It is widely accepted that human activity has caused the earth's atmosphere, oceans and land to warm. As a result, we are now experiencing more frequent and hazardous weather events which in-turn are impacting our natural environment, our lives, and in particular the lives of the most vulnerable. In 2019, in response to this evidence, the Council along with many others declared a climate emergency and in 2021, a nature emergency. These declarations recognise the need to change our behaviour to address the growing risks arising from our changing climate, to not do so would have disastrous consequences for communities across the Vale of Glamorgan and wider.

Our commitment to address these emergencies is captured through [Project Zero](#) which lays out the steps we will take to reduce our organisational carbon emissions to net-zero by 2030, to work towards a net-zero Vale of Glamorgan by 2050 and to consider our impact on the environment. Through Project Zero we continue to make progress in tackling the climate and nature emergencies across a number of key areas including land management, waste management, active travel infrastructure and the decarbonisation of our buildings.

We recognise, however, that there is a great deal that must be done to respond to these emergencies. We need to build momentum in our work and make difficult choices if we are to achieve the target of net zero by 2030 and protect the natural environment across the Vale. We continue to work with our partners through the Public Services Board and the Cardiff Capital Region to progress climate and nature work, and this will be essential to our progress.

We have strengthened our commitments in this Corporate Plan by including a new Objective focused on respecting and celebrating our environment and across all of our activities we will consider their impact on the environment and nature.

Inequalities

We will continue to work with our communities and partners to address inequities and promote equality of opportunity.

The Vale of Glamorgan is becoming a more diverse area, made-up of different communities who have different experiences. The Vale of Glamorgan is also an area with a large and growing ageing population.

Some residents experience inequities that have an impact across their lives, whether these be differences in experiences because of, for example, their age, sex, disability, ethnicity, religion or a sexual orientation. These inequities can be compounded where there is an intersection of characteristics, such as sex and religion or race and sexual orientation. Similarly, some residents may be disadvantaged by their experiences of deprivation.

Through this Corporate Plan and the Strategic Equality Plan the Council has reaffirmed its commitment to not only ensuring that services are accessible to all residents, but that we go beyond this to ensure equality of access to those who may have experienced or may be susceptible to experiencing inequity in their access to services. This commitment is also reflected in our promotion of the Welsh language. The Vale is one of the only areas in Wales to have seen a growth in the number of Welsh speakers and we will continue to support this growth through our [Welsh Language Promotion Strategy](#) and [Welsh in Education Strategic Plan](#).

We will continue to undertake Equality Impact Assessments to ensure that we understand the impact new policies and services may have and what changes may be needed to ensure equity and equality. We will also ensure that we further develop our learning from peoples' lived experience of inequality and its impacts. We will use our data and the results of our engagement and consultation to ensure that we better understand the diverse needs of our communities, including our school communities.

The Vale of Glamorgan has been awarded Age Friendly Status from the World Health Organisation and has joined the City of Sanctuary UK Local Authority Network to work towards formal County of Sanctuary status. Our schools are leading on work to address inequalities with a number of schools recognised as Schools of Sanctuary or working toward this award. Many of our schools have taken part in anti-racist action research project for schools and Anti-Racist Action Research Learning Day to facilitate learning and good practice.

The Council has also been recognised as a Race Equality Matters Silver Trailblazer, a Stonewall Diversity Champion with a Silver award for its Workplace Equality Index submission and in the Top 100 employers in 2024 and a Disability Confident Employer. We support staff networks for race and for LGBTQI+ staff and allies, with an emerging one focusing on disability.

In delivering our commitments across all our objectives, we will strive to provide equality of opportunity and to tackle inequities.

Changing how we Work

The Council we are today is not the same as we were 5 or 10 years ago and the way we provide services and how we work has evolved and will continue to evolve. This is vital because of the financial challenges we face but also in recognition of our changing environment, technological advances and the changing needs of our communities. This can only be achieved by working with our communities and a range of organisations and by being open to doing things differently, learning from our experiences and the knowledge and experience of others.

This is an opportunity for us to build a Council for the future that we can all be proud of.

Our vision is still for ***Strong Communities with a Bright Future*** and our values remain:

- Ambitious
- Open
- Together
- Proud

These values together with the national Well-being Goals and the five ways of working are at the heart of what we do. The five ways of working - Involvement, Prevention, Collaboration, Long-term, and Integration are evident across all our objectives and have been integral to how we have developed our plan.

We need to increasingly work in different ways, to be more innovative and collaborative, to evolve and to deliver our objectives.

- Creating great places to live, work and visit
- Respecting and celebrating the environment
- Giving everyone a good start in life
- Supporting and protecting those who need us
- Being the best Council we can be

We have discussed these new objectives with partners, stakeholders and the public and are confident that these are the right objectives for the next five years. In delivering them we will be able to bring together a range of activities to deliver better outcomes for our communities, make changes and improvements where they are most needed and meet our most critical challenges. We are working with communities to develop greater community resilience, drawing on their strengths and assets, and empowering them as we consider the future.

Much of our work delivers multiple outcomes and involves a number of services and organisations. We have identified four areas of work that are integral to how we will work in

the future and that cut across all that we do. They will be central to how we transform what we do and how we do it - ensuring that we can better meet the needs of our communities. These areas of work are all connected. Our Reshaping Programme requires us to work in partnership and to better understand the needs of our communities, placemaking is built on strong engagement with communities and partnership working. All of these are also critical to us meeting challenges around poverty, climate change and the nature emergency and tackling inequalities.

Involving our communities – providing opportunities to participate, be involved in and shape the work of the Council.

Together with the commitment to understand more about the Vale of Glamorgan's communities, the Council is committed to continuing to improve how we engage and involve residents and stakeholders, and to listening and learning from the feedback received. The work already being undertaken as part of the approach to community focused schools is one example of successfully working with and listening to the community.

The Council recognises the importance of working together with Vale citizens and our communities to identify, shape and deliver sustainable community-led solutions to meet our key challenges for the long term. This commitment to engagement is set out in the [Public Participation Strategy](#), which captures the multi-faceted approach to engagement work taken by the Council, including the use of social media, community connectors and face-to-face engagement.

We recognise that the more we involve our communities and engage with them, the more we can understand different needs and aspirations. We recognise that there are opportunities through different events, cultural activities and community groups to reach more people and to provide more opportunities for people to get involved.

The Let's Talk About Life in the Vale survey, developed with Data Cymru in 2023, will be undertaken every other year and has been recognised as best practice with the approach adopted by other Local Authorities. We will be repeating this survey during the lifetime of this Plan and recognise the value of undertaking such a large-scale exercise.

The results of the Let's Talk survey demonstrated a need to do more to build trust with residents, communicate more about the work being undertaken and to ensure that residents feel they are being listened to. Let's Talk forms part of our wider commitment of continuing to engage with, listen to, and learn from our residents. We recognise that only through clearly explaining our work and through listening to our residents will we ensure that we are delivering our services to the high standards that our residents expect and rely upon. As we will need to make changes to how we deliver services it is important that these are consulted on and that we explain why and how decisions are reached and the impact of those changes. This dialogue will lead to a better understanding about concerns from residents and others and the reasons why changes are necessary.

In addition to the high level exercises like Let's Talk and Make your Mark already in place, we will continue to refine how we undertake community level engagement on, for example, Section 106 projects to ensure those closest to our facilities/services always have a voice in shaping them.

Throughout this Plan is our commitment to involve, engage, listen and act.

Placemaking – creating good quality areas to live, focusing on the environment, the people that live in and use these spaces and the quality of life that comes from the interaction of people and their surroundings.

Fostering community engagement, enhancing local identity, and driving economic growth is central to successful placemaking. By revitalising underused areas into vibrant, inclusive spaces, placemaking promotes social cohesion and attracts investment. Well-designed spaces, transport links, and housing all support sustainable development, environmental responsibility, and reduced carbon footprints - ultimately creating resilient and attractive communities.

In May 2023, the Council became a signatory of the Placemaking Wales Charter, making a commitment to develop [Placemaking Plans for Barry, Penarth, Cowbridge and Llantwit Major](#). In addition to developing these plans the Council is embedding placemaking across its activities for the benefit of all areas.

Through placemaking we are taking a holistic review of places to understand what matters most to local communities and how public spaces can be further enhanced to improve people's well-being. We are taking forward placemaking through six key principles:

- **People and Community** – local communities are involved in the development of proposals. The needs, aspirations, health and well-being of all people are considered.
- **Location** – places grow and develop in a way that uses land efficiently, supports and enhances places ensuring that they are well connected.
- **Movement** – walking, cycling and public transport are prioritised to provide a choice of transport modes.
- **Mix of Uses** – places have a range of purposes providing opportunities for community development, local business growth and access to jobs, services and facilities via walking, cycling or public transport.
- **Public Realm** – streets and public spaces are well defined, welcoming, safe and inclusive with a distinct identity.
- **Identity** – the positive, distinctive qualities of places, their heritage, culture, language, built and natural physical attributes are identified and responded to.

The Placemaking Plans produced for the four Vale towns will outline potential schemes and projects reflective of the evidence and data gathered through engagement. The

learning from the initial placemaking work and the placemaking principles will inform engagement and community development across the Council.

The Replacement Local Development Plan (LDP) will also provide a strategic planning framework that will contain a placemaking vision at its heart. It will put placemaking as a key development principle at all scales. Specifically, it will recognise that delivering good quality, well connected places has a key role to play in supporting well-being, and enhancing people's physical and mental health.

Through the embedding of the placemaking principles in our work, we will ensure that the needs and aspirations of communities in the Vale are reflected, and that the development of places is sustainable with well-being at its core.

Working in Partnership – a commitment to working with others to improve the well-being of our residents, recognising we are stronger when we work together.

There are excellent partnership arrangements in place with public and third sector organisations that enable services to be delivered to residents. Whether through involvement in statutory partnerships such as the Vale of Glamorgan Public Services Board (PSB) and the Cardiff and Vale Regional Partnership Board (RPB), our work with the Vale of Glamorgan's 26 Town and Community Councils or with third sector and volunteer organisations. Much of our work is reliant upon effective partnership working, for example with the Section 16 Forum focusing on social care, the Barry Partnership and work across the South East Wales region as part of the Cardiff Capital Region.

The significant challenges faced by the Council mean that the delivery of many of the ambitions and actions set out in this Plan will be reliant on the continuation of these effective partnerships. We are committed to continuing to work with existing and new partners to improve lives across the Vale of Glamorgan. This includes work undertaken through our schools with the wider community, working with Social Enterprises and businesses for the benefit of the Vale of Glamorgan.

Our commitment to working together with others is encapsulated in our 'working together for a bright future' statement. This sets out the ways of working, principles and ambitions that our partners can expect from us. If we are to deliver this Plan and our ambitions for the Vale we need strong partnership arrangements and relationships built on trust and openness.

Reshaping Programme – transforming to ensure the Council can continue to deliver, improve and innovate for residents and staff.

The Council continues to face significant challenges to the delivery of its services, increasing pressures on schools and social care services, the cost-of-living crisis and a continued rise in demand for services have placed pressure on service delivery. To ensure the Council is able to respond to these demands and is in a position to meet the challenges of the next five years the Reshaping Programme will deliver five interrelated themes of work:

- **Target Operating Model** – articulates the organisation we need to be by the end of the decade, including how we use our assets, generate income, support our colleagues and develop our culture.
- **Service Transformation** - to transform services in relation to how we deliver and improve outcomes. Thinking innovatively about different ways to approach service delivery, we will prioritise supporting our communities by putting them at the heart of designing the way services are delivered.
- **Strengthening Communities** - what we can do as enablers and facilitators rather than direct providers, and what this change means for our relationships with partners.
- **Economic Resilience** - to ensure our place-based approach is effective through creating jobs and better jobs and maximising the potential of our places.
- **Digital** – ensuring digital innovation is at the heart of what we do and secures efficiency across the board.

Through the Reshaping Programme, the Council is exploring innovative and alternative models for delivering services, collaborative opportunities, and working with the community to ensure the sustainability of the services our residents rely upon.

As part of our work to transform services and improve the resident experience, we will be exploring a range of digital solutions. Digital innovation will be at the centre of the enhancement of our services and will enable us to become a more responsive, adaptable, and forward-thinking organisation. The digitisation of services is essential to meet future challenges, but this will not be to the exclusion of those who are not digitally able. We recognise that for some people and some services it is important to speak to someone and we will ensure that there are a range of options to meet different needs.

We will build on our learning from delivery of successful projects such as the [Big Fresh](#) catering company and our community libraries to continue to deliver high-quality services. The future delivery of Council services will require us to continue to develop and change our ways of working, and although this will not be an easy process, it is one we are committed to in order to continue to provide services for our residents, particularly those who are most vulnerable.

Section 4 - Working Together for a Brighter Future

We are ambitious for the future and this Plan sets out what we will deliver over the next five years. The Council benefits from established partnership arrangements and is open and committed to developing new ones as we recognise that when we work together, our impact is greater. As a Council we are committed to fostering excellent relationships with our partners and building on the strong foundations already in place. We want to create an environment where we are open to new ideas and innovative solutions. This means encouraging and welcoming others to use their lived experiences, varied skillsets and knowledge of the Vale and to work in partnership to design services and improve outcomes for all.

The statement below outlines what organisations can expect when working with the Council.

Our Commitment to those Working with us

Our vision '**Strong Communities with a Bright Future**' is the Council's ambition to create a Vale of Glamorgan with strong, happy and healthy communities, where every member of our community feels valued, supported and able to live their life to the full. We want to work closely with our communities and to create and foster good relationships with all community partners. This includes third sector organisations, community groups, town and community councils, social enterprises, public bodies and businesses.

Our values are **open, together, ambitious and proud** and we are committed to ensuring that these are reflected in how we work with others.

Open

In working with the Council, you can expect us to:

- Be open and honest, providing opportunities for you to be involved in the decision-making process at different stages – and for your voice to be heard in what we do and the way we do it.
- Provide you with plenty of time and different ways to offer feedback when we engage and consult on Council plans.
- Be open about what is and isn't possible and explain the reasons why.
- Share with you clear and timely information, for example, on available grant aid and opportunities for commissioned work, providing you with easy-to-follow guidance and wherever possible advance notice of opportunities.
- Clearly outline our expectations around monitoring, timeframes and eligibility, ensuring these are fair and where possible mindful of your organisation's resources.

Together

In working with the Council, you can expect us to:

- Recognise we can achieve more by working with others and we want to ensure you have confidence in working with us.
- Provide a range of opportunities for you to be represented on different committees and forums.
- Promote volunteering opportunities and initiatives, recognising the positive impacts volunteers have on our communities.
- Maximise our funding and resources through partnership working.
- Encourage evidence-based decisions which clearly demonstrate need.

Ambitious

In working with the Council, you can expect us to:

- Embed placemaking across our activities to ensure a strong focus on both people and place.
- Be forward-thinking and keen to engage with lots of different organisations to solve problems and maximise opportunities.
- Be responsive to your ideas and concerns, with easy and clear contact points in our departments.
- Encourage communities to be involved in operating assets and services locally.

Proud

In working with the Council, you can expect us to:

- Respect our diverse communities.
- Offer equality of opportunity and ensure that equity and fairness are at the heart of what we do and how we do it.
- Celebrate our Welsh heritage and culture.
- Understand the distinct strengths and diverse nature of our partners.
- Work with you to enjoy, enhance and be proud of our area and its natural environment.
- Forge new relationships and new ways of working.

By working together, we will transform how services are provided in line with the Well-being of Future Generations Act and ensure we are all proud of our legacy.

Section 5 – Our Well-being Objectives

All of our services will contribute to our Well-being Objectives and to delivering the vision set out in the Corporate Plan.

For each objective we show key data to explain why this objective is relevant, the outcomes we are aiming to achieve over the next five years and the actions we will be taking. We are ambitious to make a difference and will develop high level measures that will be used to help capture progress in delivering our objectives and associated commitments. It is expected that these measures will continue to develop as the Plan is delivered over the next five years.

It is important for us to take forward the work in our Corporate Plan holistically and to consider all the outcomes and all the actions detailed together throughout the plan. Together they set out the direction for the Council over the next five years and beyond.

The Corporate Plan will be supported by a range of annual plans that will set out each year what the focus will be for different services as well as a range of partnership and subject specific plans which will cover multiple years. This includes, for example, the PSB Well-being Plan, the Climate Challenge Plan, the Strategic Equality Plan, the Safer Vale Strategy, the Waste Management Strategy and the Regional Partnership Board's Area Plan. To assist with understanding how all the various plans might contribute to the various objectives we have provided further details of relevant plans for each objective.

The actions and plans detailed form an integrated programme of work to ensure we have strong communities with a bright future. These activities will also form part of our work to prevent and tackle poverty. As part of the development of the Plan we considered how the activities described in each Objective will contribute to work to tackle poverty.

Well-being Objective 1 - Creating Great Places to Live, Work and Visit

We are committed to making the most of the opportunities available from significant investment and regeneration in Barry, as well as the work around placemaking. We are committed to working in partnership to make the Vale a safe place and delivering a replacement Local Development Plan. We know that leisure, arts and culture enrich well-being and we will make the best use of funding and different options for their delivery. Making sure there are homes for those who need them is a key commitment for the Council and we'll focus on accessibility, affordability, quality and environmental impact in how these are delivered.

Why we have chosen this Objective

We know that the Vale is already a great place but we know there are also a number of challenges because:

- Through Let's Talk, 59.6% of respondents answered that they were very or fairly satisfied with the Vale as a place to live – we want this figure to be higher.
- In March 2024, 76.8% people were in employment, higher than the Welsh average of 73.5%, but we are aware of variations in opportunities and levels of earnings.
- In the last year to June 2024, the average house price in the Vale had risen by 6.8% to an average price of £301,000; higher than the 1.8% rise in Wales.
- Similarly, the average monthly private rental cost had risen by 9.5% to an average of £879; £131 a month, more expensive than the Welsh average.
- In 2023, 65.3 crimes were recorded per 1,000 people in the Vale of Glamorgan, the second lowest number of crimes in the South Wales Police Area but crime remains a concern for some residents.
- In 2022/23, 69% of adults were reported to meet the physical activity guidelines, significantly higher than the 55.4% across Wales, but with potential to be higher.
- In 2022/23, 76.6% of working age adults and 57.9% of older people in the Vale of Glamorgan were recorded as being in good health and this is an area for continuing focus.

Our ambition – the outcomes we want to see by 2030

- People are more empowered and feel connected to their communities.
- Residents tell us they have a sense of pride in their communities.
- People are easily able to access local facilities and services.
- People can access good employment opportunities within the Vale and wider region.

- Services and systems connect e.g. transport, health, business and housing supporting people's needs, the environment and the local economy.
- People are able to access good quality and affordable housing.
- People feel safe in the Vale.
- The Vale is a great place to live and grow old and is recognised as being Age Friendly.
- People are more active and have healthier lifestyles with better physical and mental well-being.
- There are more businesses in the Vale employing local people.
- The third and social enterprise sectors are thriving and working in partnership with the Council.
- Residents and visitors are able to access a range of arts, leisure and cultural opportunities.
- There are a range of volunteering and other opportunities for people to get involved in their communities.

To make this happen we will work with the community and our partners to:

1. Apply the principles of placemaking across all our activities ensuring a strong emphasis on local need and the voice of the community.
2. Deliver a Replacement Local Development Plan which balances the need for sustainable growth, the nature and climate emergencies, and the social and cultural needs of the Vale of Glamorgan.
3. Deliver a programme of major investment to secure the long-term regeneration of Barry with a strong focus on partnership working and placemaking.
4. Support the development of the Cardiff Capital Region Energy site (formerly Aberthaw Power Station) and the Bro Tathan and Cardiff Airport Enterprise Zone as key economic growth areas for the Vale of Glamorgan and wider region.
5. Increase the supply of good quality, accessible and affordable housing.
6. Ensure our streets, roads and neighbourhood environments are clean, well managed and maintained and encourage everyone to take pride in their local area.
7. Improve community safety with a specific focus on tackling anti-social behaviour and ensuring people feel safe at home and in the community.
8. Make sure there are affordable and accessible ways for people to participate in leisure, play, sport, cultural and heritage activities.
9. Create an environment for businesses to invest and thrive in the Vale.
10. Work with the voluntary and social enterprise sectors, valuing their role in delivering services and supporting residents in their communities.

Key Measures – How we’ll know if we are delivering

These will be developed as part of the consultation on the draft Plan and will be published in the final Plan.

Delivery of the following Plans and partnership activity will contribute to this objective

- Vale of Glamorgan PSB Well-being Plan
- Vale of Glamorgan PSB Age Friendly Vale Action Plan
- Vale of Glamorgan Non-Treasury Investment Strategy
- Vale of Glamorgan Placemaking Plans
- Safer Vale Partnership Strategy
- Vale of Glamorgan Local Housing Strategy
- Cardiff and Vale Move More Eat Well Plan
- Vale of Glamorgan Leisure Strategy
- Vale of Glamorgan Local Development Plan
- Vale of Glamorgan Replacement Local Development Plan
- Cardiff Capital Region

Well-being Objective 2 - Respecting and Celebrating the Environment

We are committed to raising awareness about the importance of the environment and for everyone to take responsibility to ensure we protect our natural resources and understand the impact of the choices we make. The actions detailed here emphasise our commitment to being a net zero organisation by 2030 and to being part of a national effort to be net zero by 2050. We will focus on transport, food, energy, waste, green infrastructure and our buildings to make the changes needed. We understand the link between well-being and the environment and that often it is those already experiencing deprivation that are impacted most by pollution and flooding.

Why we have chosen this Objective

We know there is a need to build momentum in to how we respond to the climate and nature emergencies and carry on the good work already being undertaken because:

- 66.8% of respondents to the Let’s Talk residents survey answered that they were very or fairly concerned about the climate emergency and 64.4% that they were very or fairly concerned about the nature emergency.
- 83.3% of respondents to the Let’s Talk residents survey answered that they were able to enjoy the natural environment.

- Individual carbon emissions in the Vale were measured at 7.97 tonnes per person in 2022, a fall on previous years, but still 1.47 tonnes higher than the Welsh average.
- The Vale of Glamorgan has a very rich ecosystem and significant areas of biodiversity, for example, having one of the largest populations of Great Crested Newts in South Wales and the last site in Wales for the high brown fritillary butterfly.
- Our recycling rate has increased from 63.2% to 70.35% exceeding the statutory recycling rates set by Welsh Government
- There are 53km of coastline in the Vale ranging from the Victorian seafront of Penarth, traditional beaches of Barry and the heritage coast to the west of the county.
- In 2023, 18,000 people commuted out and 9,600 people commuted into the Vale for work, and 41,900 people lived and worked in the Vale.
- The Council's overall carbon emissions figure for 2023/24 was 70,246,170 kgCO₂e, a slight increase on 2022/23 figures.

Our ambition – the outcomes we want to see by 2030:

- The Council is recognised as a leading Council in its work to tackle the climate and nature emergencies.
- The Council reduces its carbon emissions and is a net zero organisation.
- Across the Vale, organisations and communities are making the changes needed to deliver the all Wales 2050 net zero target.
- More people are choosing sustainable transport options such as public transport, active travel and low emission vehicles.
- Levels of waste have reduced and recycling rates have increased and we are the best in Wales in meeting our waste targets.
- People have access to good quality parks, and other green spaces and safe and clean bathing waters.
- Council buildings including schools and homes are more energy efficient.
- The Council is at the forefront of embracing new green technologies.
- People are proud of the Vale as a clean and green county.
- The Council and the community work together to protect and enhance our green spaces, improve biodiversity and reduce carbon emissions.

To make this happen we will work with the community and our partners to:

1. Deliver our Project Zero programme to reduce the Council's carbon emissions to net zero and to take action to achieve net zero across Wales by 2050.
2. Develop and implement new planning policies to support delivery of the 2050 target and reduce emissions associated with new developments and housing.

3. Support a change in how people travel by increasing opportunities for active travel and promoting the need for quality and timely local public transport services.
4. Encourage the use of ultra low emission vehicles by installing electric vehicle charging points across the Vale and reviewing the Council's fleet of vehicles.
5. Take a leading role in the delivery of 'Towards Zero Waste' National Waste Strategy and work to keep more of our waste local and limit what goes into the system by reducing, reusing and recycling more.
6. Improve our green infrastructure, increase biodiversity, how we connect with nature and our appreciation and respect for the natural world.
7. Work with Regulators to minimise pollution of land, air and water recognising the detrimental impact it has and support stronger enforcement and remedial action from those organisations responsible.
8. Invest in green technology including the renewable energy infrastructure and promote energy efficiency.
9. Protect our communities, land and buildings from the impact of flooding and coastal erosion.
10. Deliver a Food Strategy for the Vale.

Key Measures – How we'll know if we are delivering

These will be developed as part of the consultation on the draft Plan and will be published in the final Plan.

Delivery of the following Plans and partnership activity will contribute to this objective

- Vale of Glamorgan Council's Climate Change Challenge Plan
- Vale of Glamorgan Recycling and Waste Management Strategy
- Vale of Glamorgan Local Area Energy Plan
- Vale of Glamorgan Tree Strategy
- Vale of Glamorgan Council Carbon Management Plan
- Cardiff Capital Region
- Food Vale
- Vale Nature Partnership
- Flood and Coastal Erosion Management
- Vale of Glamorgan Biodiversity Action Plan
- Vale of Glamorgan Local Development Plan
- Vale of Glamorgan Replacement Local Development Plan

Well-being Objective 3 - Giving Everyone a Good start in Life

In this Plan we show our commitment to the youngest people in our communities. We are committed to working together to provide the support children and families need and will extend the work around our community focused schools recognising the value schools bring to the local community and vice versa. We recognise the importance of providing support in the early years and helping our children and young people to develop and grow in confidence and lead healthy lives. We also recognise that as we grow up, we may need additional or specialist support. We will provide information and services through a range of teams including our libraries and ensure that there are a range of activities in and out of school for our children and young people to enjoy and to have the opportunity to learn new skills.

Why we have chosen this Objective?

There are a number of challenges to ensuring the Vale is a great place for children and young people to live and that they have a range of opportunities. We know this because:

- 60% of respondents to the Let's Talk Residents Survey answered that they were very or fairly concerned about services and support for children and young people in the Vale.
- One in five children (nearly 5,000) in the Vale of Glamorgan were measured to be living in relative income poverty in 2022/23.
- 2,070 (9%) of pupils in the Vale are supported with their additional learning or special educational needs.
- 18% of adolescents in the Vale were reported to meet physical activity guidelines, significantly higher than the 16.2% across Wales.
- 4,837 young people voted in the 2024 Make Your Mark campaign, with health and well-being, culture, media and sport and jobs, economy and benefits chosen as the most important areas for young people.

Our ambition – the outcomes we want to see by 2030:

- Reduction in child poverty.
- Improved health and well-being including reduced levels of childhood obesity, increased take up of childhood immunisations and increased levels of activity.
- More families and children are supported to stay together.
- Parents and carers have access to free and readily available early years advice and support.
- All schools are Community focused schools.
- Increased levels of attendance at school and individual outcomes.
- Learners of all ages have access to good quality education, training, skills development and support.

- Learners with Additional Learning Needs have the support they need locally and in their language of choice.
- Schools demonstrate improving the literacy of learners as a priority.
- Children and young people feel engaged and that they have a voice about the services and decisions that matter to them.
- Children and young people tell us that they are satisfied with the Vale as a place to live and feel connected to communities.
- We are a child friendly organisation.

To make this happen we will work with the community and our partners to:

1. Focus on families of children living in poverty and help them to increase their income, access food and housing and escape poverty through wraparound support and advice services including extending the Flying Start model.
2. Make sure young people can access affordable opportunities and safe spaces for sport and play including through after school and holiday clubs.
3. Provide a range of services and activities through our libraries from early years throughout childhood encouraging learning, confidence and creativity.
4. Improve access to good quality and timely advice, support and services to parents, carers and families.
5. Enhance services that support children to stay with their families.
6. Deliver a new School Improvement Service which empowers schools to deliver better outcomes for learners.
7. Support our schools and communities to work together to deliver improved outcomes and opportunities for learners and the wider community and improve attendance in our schools
8. Improve the availability, consistency and quality of local provision for learners with complex Additional Learning Needs and for Social, Emotional and Mental Health.
9. Develop and improve links between schools, colleges, universities and business to ensure people have the right skills to access current and future employment opportunities.
10. Empower and enable young people to have a strong voice, influence decision making and inform how services are provided and ensure the Vale is a great place to grow up.

Key Measures – How we’ll know if we are delivering

These will be developed as part of the consultation on the draft Plan and will be published in the final Plan.

Delivery of the following Plans and partnership activity will contribute to this objective

- Cardiff and Vale Regional Partnership Board Area Plan
- Vale of Glamorgan Corporate Strategy for Children and Young People Who Need Care and Support
- Cardiff and Vale Move More Eat Well Plan
- Welsh in Education Strategic Plan
- Sustainable Communities for Learning Programme

Well-being Objective 4 - Supporting and Protecting Those who Need Us

We are committed to making sure that our residents who need more support are able to access it. This includes closer working between social care, housing and health, preventing homelessness and providing advice and support. We will work with our partners and across the Council to safeguard children, the elderly and those who are most vulnerable and take forward our work to ensure the Vale is a County of Sanctuary. We will also work with a range of partners to prevent and tackle poverty and ensure the services and advice needed are available and support people before they reach crisis point.

Why we have chosen this Objective?

We understand how important it is for the Council and other partners to ensure that there are a range of services in place that meet the diverse and changing needs of our residents because:

- 73.1% of respondents to the Let's Talk residents survey answered that they were very or fairly concerned about services and support for older people.
- Between 2023-24, the Trussell Trust Food Bank charity recorded the distribution of 8,662 food parcels in the Vale. The total number of parcels distributed in the Vale of Glamorgan has increased by 24%, an increase of 2064 parcels, the highest increase across Wales and compares to an average increase of 1% in Wales as a whole.
- 320 children were looked after by the local authority in 2023, a growth of 60 children from the 260 that were looked after in 2020.
- The number of people aged 65 and over in the Vale has grown by 17% in the last ten years, with 22.3% of people aged 65 and over.
- Between Sept 2023 and April 2024, 186 households were prevented from becoming homeless in the Vale.
- Three LSOAs in the Vale of Glamorgan are ranked in the top 10% most deprived areas in Wales according to WIMD 2019.

- Between 2023-2024, 329 refugees and asylum seekers were supported to resettle in the Vale.
- Through 2023/24, support has been provided to 2,735 vulnerable people with their housing through the Supported People service; a 4% increase over the previous year.

Our ambition – the outcomes we want to see by 2030:

- People can access the services and support they need local to them in their communities.
- People can access preventative services and support and avoid reaching crisis point.
- The Vale is a County of Sanctuary.
- Reduction in the numbers of children who need to be in care and improved outcomes for children who are in care.
- People are supported to live independently and to live in their own homes as long as possible with a better quality of life.
- There is a reduction in the levels of homelessness.
- Fewer people suffer from loneliness and isolation.
- There are seamless services bridging across health and social care - joined up services.
- Carers are supported and feel valued.
- People have access to good quality, healthy food everyday and food poverty is reduced.

To make this happen we will work with the community and our partners to:

1. Develop more accessible and joined up health and social care services that prioritise early interventions and work with the Third Sector.
2. Promote community models of care enabling people to receive the care they need at home.
3. Become a County of Sanctuary by providing inclusive services and support and offering a dignified welcome to all.
4. Support our children looked after by bringing together services and investing in local accommodation to enable them to remain within the area.
5. Help more people to stay living in their own homes using a range of different types of accommodation.
6. Deliver wrap around advice and support services to prevent homelessness and provide housing options.
7. Deliver an integrated programme of work to prevent and tackle poverty with a particular focus on our most deprived communities.
8. Ensure robust safeguarding services are in place to protect those who are most vulnerable – young and old.

9. Provide a range of support through the Supporting People programme including tenancy support, life skills and mental health and well-being.
10. Strengthen our work with carers including young carers to ensure that they have the necessary information, advice and support and that their needs and those of who they care for are met.

Key Measures – How we’ll know if we are delivering

These will be developed as part of the consultation on the draft Plan and will be published in the final Plan.

Delivery of the following Plans and partnership activity will contribute to this objective

- Cardiff and Vale Regional Partnership Board Area Plan
- Vale of Glamorgan County of Sanctuary Action Plan
- Vale of Glamorgan Corporate Strategy for Children and Young People Who Need Care and Support
- Cardiff and Vale Unpaid Carers Charter
- Cardiff and Vale Regional Safeguarding Board

Well-being Objective 5 - Being the Best Council We Can Be

We are committed to providing good service and ensuring the Council is as resilient as it can be. We will ensure we are able to deliver for our communities now and in the future. The focus is on ensuring we have quality services, good governance and robust financial and other management procedures and are effective in our integrated planning. Actions included in this section emphasise the importance of developing new ways of working and transforming our services. The actions needed to deliver this objective are integral to the success of the whole Plan. The needs of our residents and those using our services will be at the heart of everything.

Why we have chosen this Objective.

We know it is vital that the Council transforms how it works to respond to the changing needs of our communities and ongoing challenges with regards to finances and other resources because:

- Through the Let’s Talk survey, 45.2% of residents answered that they strongly or slightly disagreed that the services provided by the Council were of high quality.
- 59.8% of residents answered that they strongly or slightly disagreed that the Council takes resident’s views into account when making a decision.
- The make-up of people living in the Vale of Glamorgan continues to change. The number of people aged 65 and over has grown by 17% in the last ten years; while the population aged 0-5 has grown by 5% in the last 10 years.

- The percentage of Welsh speakers in the Vale of Glamorgan increased from 10.8% in 2011 to 11.5% in 2021, the second largest increase in Wales.
- After taking into account projected additional pressures and funding, the identified funding gap for 2025/26 is £9.392 million as of July 2024.
- A 45% increase in funding for social services and a 26% increase in funding for schools and central education between 2020/21 – 2024/25 in response to growing need for services.

Our ambition – the outcomes we want to see by 2030:

- We are a customer focused organisation.
- Services are responsive, flexible and respect different needs.
- Residents feel listened to and that the Council provides quality services and value for money.
- We are open to change and new ideas and a culture of improvement is embedded across the organisation.
- Residents report a sense of pride in the Vale and value local facilities and services.
- Residents have a better understanding of the role of the Council, elected members and how decisions are made.
- The Council has strong partnership arrangements in place to provide services in the best way possible.
- We have robust and transparent financial management systems and processes across the organisation and are successful at attracting investment and grants.
- We are judged to have robust systems and management practices in place to support the work of the Council.
- The Council recruits and retains a quality workforce that reflects the diversity of our local communities.
- As one of the largest employers in the Vale of Glamorgan the Council provides opportunities for local employment and career development and contributes to the economic success of the area.

To make this happen we will work with the community and our partners to:

1. Improve how services are provided to ensure all are able to access services and information in a way that best meets their needs.
2. Use digital technology to improve services, for residents and colleagues- ensuring that services are responsive and accessible to everyone.
3. Transform our services to be more focused on the needs of the community making the best use of different delivery models, resources and recognising our financial constraints.
4. Provide more meaningful opportunities to engage and consult and enable residents to shape decisions and how the Council works.

5. Improve accountability and transparency by sharing more information about the role of the Council and elected members, how decisions are made, priorities set, and budgets determined.
6. Use the Council's physical buildings and sites in innovative ways which support the delivery of services and community use.
7. Promote the use of the Welsh Language in our work, schools and communities
8. Promote equal opportunities and deliver the Strategic Equality Plan and our commitments as part of all Wales actions plans.
9. Put social value and decarbonisation at the heart of how we buy and commission goods and services.
10. Invest in our colleagues, both current and future to improve our skills, diversity, recruitment, retention and engagement.

Key Measures – How we'll know if we are delivering

These will be developed as part of the consultation on the draft Plan and will be published in the final Plan.

Delivery of the following Plans will contribute to this objective

- Vale of Glamorgan Strategic Equality Plan
- Vale of Glamorgan Welsh Language Promotion Strategy
- Vale of Glamorgan Public Participation Strategy
- Vale of Glamorgan Council's Procurement Policy and Strategy
- Vale of Glamorgan Medium Term Financial Plan
- Vale of Glamorgan Treasury Management and Investment Strategy
- Vale of Glamorgan Council's Corporate Asset Management Plan
- Vale of Glamorgan Digital Strategy
- Vale of Glamorgan Council's People Strategy

Section 6 – Action to Prevent and Tackle Poverty

We know that within the Vale there are inequalities between our most deprived and least deprived communities and that some people and families are struggling and need more help and support. For some this can be a temporary crisis but for others this is a longer-term challenge. In developing this Plan we have considered what further action is needed to prevent and tackle poverty and the proposed activities are detailed under each of our Objectives.

We think about people living in poverty in situations where they do not have the resources to meet their basic needs and to enable them to participate fully in society. This could mean struggling with food and energy bills and not being able to afford the cost of transport to meet a friend or attend an appointment. Our actions therefore look to address issues around food, housing, employment, transport, and access to services, advice, support and social activities as well as the need to focus on child poverty.

In the Vale of Glamorgan three Lower Super Output Areas (LSOAs) are identified as being in the top 10% most deprived areas in Wales as measured through the [Welsh Index of Multiple Deprivation 2019 \(WIMD\)](#). This is not to say that all people living in these areas will be experiencing poverty and deprivation, or that people living in other parts of the Vale will not be experiencing poverty and deprivation, but differences measured between areas can help to illustrate the impact of deprivation on people's lives. For example, there is an established gap in healthy life expectancy, the number of years a person can expect to live in good health, between the most and least deprived areas of the Vale. This gap is measured at 19.3 years for females and 17.9 years for males. The third largest gap in healthy life expectancy for females in Wales and the fourth largest gap in healthy life expectancy for males in Wales. These experiences are compounded by economic differences, with higher percentages of people in receipt of unemployment related support in our more deprived areas and a £16,900 difference in net annual income between most and least deprived areas of the Vale.

We know that some groups of people face particularly high levels of poverty. This includes:

- Larger families
- Families whose childcare responsibilities limit their ability to work
- People of the global majority
- Disabled people
- Informal carers
- Families not in work
- Part-time workers and the self-employed
- People living in rented accommodation

- Families claiming income-related benefits

There is an ageing population in the Vale of Glamorgan. We are conscious of the impacts of poverty on older residents taking into consideration challenges linked to fixed incomes and living in older properties. We understand that many residents may not be living in poverty but can struggle if there is an increase in living costs or an unexpected bill to pay.

The actions below are referenced in the Plan but have been set out here to bring together the range of work being taken forward to help people out of poverty and to prevent people falling into poverty. These activities are in addition to a range of services already in place e.g. benefits and advice, homelessness, and our cost-of-living information. Across the Council we will be working together to ensure people have access to a decent standard of living.

Action	Objective
Housing	
Increase the supply of good quality, accessible and affordable housing	Creating great places to live, work and visit
Deliver wrap around advice and support services to prevent homelessness and provide housing options.	Supporting and protecting those who need us
Provide a range of support through the Supporting People programme including tenancy support, life skills and mental health and well-being.	Supporting and protecting those who need us
Employment	
Develop and improve links between schools, colleges, universities and business to ensure people have the right skills to access current and future employment opportunities.	Giving everyone a good start in life
Deliver a programme of major investment to secure the long-term regeneration of Barry with a strong focus on partnership working and placemaking.	Creating great places to live, work and visit
Support the development of the Cardiff Capital Region Energy site (formerly Aberthaw Power Station) and the Bro Tathan and Cardiff Airport Enterprise Zone as key economic growth areas for the Vale and wider region.	Creating great places to live, work and visit
Access to Services, Advice and Support	
Improve how services are provided to ensure all are able to access services and information in a way that best meets their needs.	Being the best Council we can be
Transform our services to be more focused on the needs of the community making the best use of different delivery models, resources and recognising our financial constraints.	Being the best Council we can be

Use digital technology to improve services, for residents and colleagues- ensuring that services are responsive and accessible to everyone.	Being the best Council we can be
Become a County of Sanctuary by providing inclusive services and support and offering a dignified welcome to all.	Supporting and protecting those who need us
Deliver an integrated programme of work to prevent and tackle poverty with a particular focus on our most deprived communities.	Supporting and protecting those who need us
Develop more accessible and joined up health and social care services that prioritise early interventions and work with the Third Sector.	Supporting and protecting those who need us
Food	
Deliver a Food Strategy for the Vale	Respecting and celebrating the environment
Children and Families	
Focus on families of children living in poverty and help them to increase their income, access food and housing and escape poverty through wraparound support and advice services including extending the Flying Start model.	Giving everyone a good start in life
Improve access to good quality and timely advice, support and services to parents, carers and families.	Giving everyone a good start in life
Social Activities	
Make sure there are affordable and accessible ways for people to participate in leisure, play, sport, cultural and heritage activities.	Creating great places to live, work and visit
Make sure young people can access affordable opportunities and safe spaces for sport and play including through after school and holiday clubs.	Giving everyone a good start in life
Provide a range of services and activities through our libraries from early years throughout childhood encouraging learning, confidence and creativity.	Giving everyone a good start in life
Transport	
Support a change in how people travel by increasing opportunities for active travel and promoting the need for quality and timely local public transport services.	Respecting and celebrating the environment

Some key measures

These will be developed during the consultation period.

Section 7 – Delivering Our Objectives and Monitoring Progress

In this Plan we have set out the outcomes the Council wants to achieve for our residents, the area, partners and colleagues.

This Plan has been developed following extensive engagement which has informed our new Well-being Objectives and commitments. We have listened to what residents and other stakeholders have told us and we are making changes to how we work. We are working in an increasingly challenging environment and this is reflected throughout this Plan – we are transforming how we work through our ambitious Reshaping Programme.

Each Spring we will publish a set of annual plans that will detail our key areas of focus for the year ahead as aligned to this five year plan. These plans will set out the steps we will take in-year to deliver on our Corporate Plan Well-being Objectives and achieve our vision of **Strong Communities with a Bright Future**. The Council has a robust performance management approach which enables the organisation to identify actions for improvement, identify and reduce risks to drive service improvement and achieve outcomes for our citizens. As part of the development of this Plan we are taking the opportunity to review and revise our performance management arrangements to ensure they are robust and aid transparency and accountability.

Any new arrangements will strengthen how we work and will ensure there continues to be effective and regular scrutiny of performance. The Corporate Plan will need to be considered alongside a number of other key Council and Partnership Plans which will provide more detail about specific actions and how they will be delivered and by who.

Each year we are required to undertake an Annual Self-Assessment Report which provides an end of year summary of the progress made in delivering the in year commitments aligned to our four Well-being Objectives.

Further information on the Council's current approach to performance management is reflected on the Council's Performance [webpages](#).

Appendix A – 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.

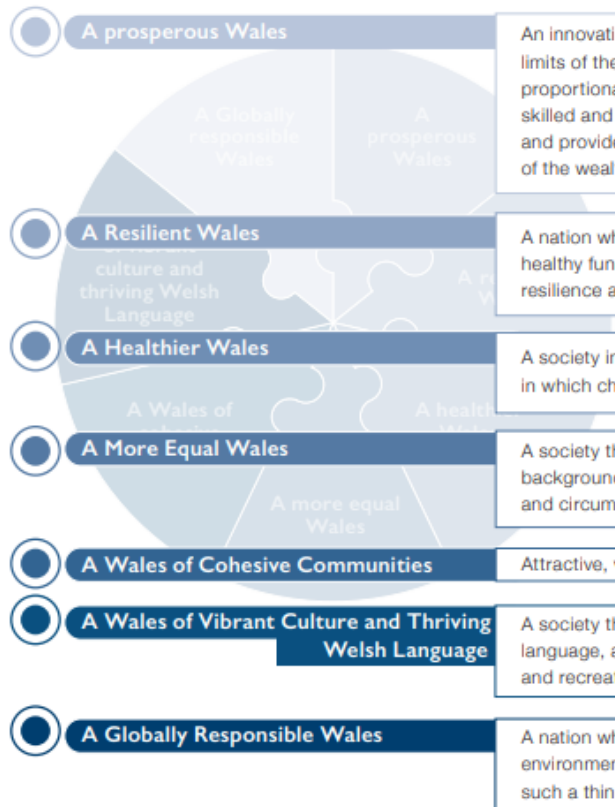
Sustainable Development Principle

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;



<p>A prosperous Wales</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>A Resilient Wales</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>A Healthier Wales</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>A More Equal Wales</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>A Wales of Cohesive Communities</p>	<p>Attractive, viable, safe and well-connected communities.</p>
<p>A Wales of Vibrant Culture and Thriving Welsh Language</p>	<p>A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the art, and sports and recreation.</p>
<p>A Globally Responsible Wales</p>	<p>A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, take account of whether doing such a thing may make a positive contribution to global well-being.</p>

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



Looking to the Long term – 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.

Taking an integrated approach – The purpose of taking an integrated approach is to ensure that you recognise the interdependence that exists between the seven well-being goals and 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.

Involving People – 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.

Collaborating with others - 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 complimentary therefore maximising their collective impact.

Prevention – 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.

Appendix B – Glossary

Active Travel	The term is often used interchangeably with walking and cycling, but active travel can also include trips made by wheelchair, mobility scooters, adapted cycles, e-cycles, scooters.
Additional Learning Needs (ALN)	A child or young person has ALN if they have a significantly greater difficulty in learning than the majority of others of the same age, or have a disability which prevents or hinders them from making use of the educational facilities generally provided for others of the same age in mainstream maintained school or Further Education Institution Additional Learning Needs (valeofglamorgan.gov.uk)
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.
Biodiversity	Biodiversity refers to the variety of living species on Earth, including plants, animals, bacteria and fungi.
Cabinet	The Cabinet is made up of the Leader of the Council and seven 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. https://www.valeofglamorgan.gov.uk/en/our_council/Council-Structure/Cabinet/Cabinet.aspx
Cardiff Capital Region	Cardiff Capital Region is transforming the economy, business landscape and potential for inclusive prosperity across South East Wales. It is a partnership of 10 councils and has been working together since 2017. In April 2024, CCR became a Corporate Joint Committee, with new responsibilities for regional transport and strategic planning.

	Cardiff Capital Region - Re-energising our Region, Reshaping our Future
Community Connectors	Individuals who are well-known within their local community. They may be part of, or lead, voluntary groups. They will have a good understanding of a section or sections of their community. They are people who care about their local area and want to make a difference.
Domiciliary Care	Domiciliary care simply describes a person receiving care at their own home.
Healthy Life Expectancy	The average number of years that a person can expect to live in full health, without disabling illness or injuries.
Lower Super Output Areas (LSOA)	Lower layer Super Output Areas (LSOAs) comprise between 400 and 1,200 households and have a usually resident population between 1,000 and 3,000 persons. They are designed to improve the reporting of small area statistics.
People of the Global Majority	This term is used to refer to all ethnic groups except white British and other white groups, including white minorities. This includes people from black, Asian, mixed, and other ethnic groups who are often racialised as 'ethnic minorities'.
Placemaking	Placemaking creates good quality areas to live, focusing on the environment, the people that live in and use these spaces and the quality of life that comes from the interaction of people and their surroundings.
Public Services Board	Public Services Boards were established as part of the Well-being of Future Generations Act. Our Vale - 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. https://www.valepsb.wales/en/Home.aspx
Regional Partnership Board	The Regional Partnership Board (RPB) is made up of Cardiff Council, Vale of Glamorgan Council, Cardiff and Vale University Health Board, Welsh Ambulance Services NHS Trust, housing, third & independent sectors and carer representatives. The aim is to improve the health and well-being of the population and improve how health and care services are delivered by making sure people get the right support, at the right time, in the right place. CAVRPB – The right support, at the right time, in the right place
Reshaping Programme	The Reshaping Programme is the Council's transformation programme. The Council is exploring innovative and

	<p>alternative models for delivering services, collaborative opportunities, and working with the community to ensure the sustainability of services.</p>
Scrutiny	<p>The role of our Scrutiny Committees is to look at the services and issues that affect the lives of people in the Vale of Glamorgan. It's all about listening to local people, challenging and influencing decision-making and, where necessary, seeking improvement for the benefit of the public.</p> <p>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 or visit the Vale of Glamorgan.</p>
Section 16 Forum	<p>Section 16 of the Social Services and Well-being Act is about promoting social enterprises, co-operatives, user led services and the third sector. A Section 16 Forum is a statutory requirement under Part 2 of the Social Services and Well-being Act and local authorities must put in place arrangements to support and encourage Section 16 organisations. This includes bringing these providers together for mutual support, shared learning, and promotion of good practice.</p>
Supporting People	<p>The Supporting People Programme is a Welsh Government programme that helps people to live independently. The Programme provides vital support and helps some of Wales' most vulnerable people to live independently in their own home or supported housing.</p> <p>Supporting People and Housing Related Support (valeofglamorgan.gov.uk)</p>
Third Sector	<p>Third sector organisations' is a term used to describe the range of organisations that are neither public sector nor private sector. It includes voluntary and community organisations (both registered charities and other organisations such as associations, self-help groups and community groups), social enterprises, mutuals and co-operatives.</p>
Welsh Index of Multiple Deprivation	<p>The Welsh Index of Multiple Deprivation (WIMD) is designed to identify the small areas of Wales that are the most deprived.</p> <p>Welsh Index of Multiple Deprivation GOV.WALES</p>
Welsh Housing Quality Standard (WHQS)	<p>Houses owned by housing associations and local authorities have to be in good condition as part of the housing quality standard.</p> <p>Welsh housing quality standard: overview GOV.WALES</p>

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