

Meeting of:	Cabinet
Date of Meeting:	Monday, 22 November 2021
Relevant Scrutiny Committee:	All Scrutiny Committees
Report Title:	Draft Vale of Glamorgan Council Annual Delivery Plan 2022-23
Purpose of Report:	To seek Cabinet endorsement of the draft Annual Delivery Plan 2022-23 for the purpose of consultation.
Report Owner:	Leader and Cabinet Member for Performance & Resources
Responsible Officer:	Rob Thomas - Managing Director
Elected Member and Officer Consultation:	The Annual Delivery Plan is relevant to all wards, individual member consultation has not been undertaken. Consultation will be undertaken on the draft Annual Delivery Plan including the Well-being Objectives. This will include consultation with the public, staff, trade unions all Scrutiny Committees and with partners.
Policy Framework:	This is a matter for Executive decision by Cabinet. The Annual Delivery Plan sets out the Council's priorities for year 3 of the Corporate Plan and informs annual service planning processes.
<p>Executive Summary:</p> <ul style="list-style-type: none"> • The report sets out how the draft Annual Delivery Plan has been developed, the proposed consultation and the timetable for the Plan. • The Annual Delivery Plan for 2022-23 is aligned to the Council's four Well-being Objectives. • The Plan details the activities that will be undertaken in 2022-23 to deliver these objectives. • The commitments within the Annual Delivery Plan will be reflected in Annual Service Plans together with service improvement targets which will detail how different Council services will contribute to the delivery of our four Well-being Objectives. • Publishing our Well-being Objectives at the start of the financial year will enable us to meet our statutory obligations under the performance duties of the Local Government and Election (Wales) Act 2021 and the Well-being of Future Generations (Wales) Act 2015 (WFGA), both of which place specific duties on the Council in relation to objective setting and reporting. Under the Well-being of Future Generations (Wales) Act, the Council is required to publish its Well-being Objectives by 31 March each year and to keep these under review. 	

- Our Corporate Plan Well-being Objectives and associated commitments for 2022/2023 as outlined in the draft Annual Delivery Plan will be reflected in Service Plans for 2022 -2023. Work has commenced to develop the service plans which will be presented to the relevant Scrutiny Committees in the New Year together with proposed service improvement targets for 2022-23.

Recommendations

1. That Cabinet approves the draft Annual Delivery Plan (Appendix A) as the basis for consultation as described in this report.
2. That Cabinet approves the consultation approach and timetable as set out in this report.
3. That Cabinet notes the approach taken this year to draft the Annual Delivery Plan and the relationship with Annual Service Plans.
4. That Cabinet refers this report to all scrutiny committees as part of the programme of consultation requesting any comments to be shared with the Head of Policy and Business Transformation to inform revisions to the Annual Delivery Plan.

Reasons for Recommendations

1. To ensure that consultation can be undertaken on the draft Annual Delivery Plan.
2. To ensure that effective consultation is undertaken within the necessary timeframes for publishing the Annual Delivery Plan.
3. To ensure that Cabinet are aware of how the Annual Delivery Plan has been developed and how it will provide the framework for Annual Service Plans.
4. To ensure that all Scrutiny Committees have the opportunity to consider the draft Annual Delivery Plan and provide feedback as part of the programme of consultation.

1. Background

- 1.1 The Local Government and Elections (Wales) Act 2021 Act and the Well-being of Future Generations (Wales) Act 2015 (WFGA), both place specific duties on the Council in relation to objective setting and reporting duties. Under the Well-being of Future Generations (Wales) Act, the Council is required to publish its Well-being Objectives by 31 March each year and to keep these under review. Under the Local Government and Elections (Wales) Act 2021 the Council is required to keep performance under review, to consult on and report on performance. The Local Government and Elections (Wales) Act 2021 replaces the previous legislative requirements regarding performance that were covered by the Local Government Measure (2019).
- 1.2 The Council published a new Corporate Plan 2020-25 in April 2020. The new Corporate Plan detailed actions that would be taken over a five-year period to deliver four new Well-being/Improvement Objectives, these are:
 - To work with and for our communities
 - To support learning, employment and sustainable economic growth
 - To support people at home and in their community
 - To respect, enhance and enjoy our environment

- 1.3** In response to feedback during the engagement and consultation stages of developing the Corporate Plan, the Council adopted a new approach to enhance the transparency of monitoring and reporting on the achievement of its Well-being Objectives. This has resulted in an Annual Delivery Plan (ADP) being produced each year which sets out the actions to be taken in the year ahead to deliver the Well-being Objectives and the overarching five-year Corporate Plan.
- 1.4** The draft ADP 2022-2023 (Appendix A) details the key activities to be undertaken in year 3 of the Corporate Plan and will be published in the Spring 2022. This Plan is also the key means of meeting our statutory obligations as described above and directly informs individual Service Plans, our corporate framework of performance measures and service improvement targets which are also produced annually.
- 1.5** Annual Service Plans detail how the priorities in the ADP will be developed and delivered each year. Progress is, and will continue to be, regularly scrutinised by all five of the Council's scrutiny committees and Cabinet.
- 1.6** Audit Wales undertakes work throughout the year to ensure that the Council is delivering on the commitments within the Corporate Plan and effectively monitoring and reporting progress. The ADP is an essential part of this work.
- 1.7** The current ADP ends in March 2022 and therefore a new plan needs to be approved and published setting out the Council's priorities for the next year. This report provides Cabinet with an overview of the process undertaken to develop the new plan and seeks approval from Cabinet members for consultation to be undertaken on the draft plan.

2. Key Issues for Consideration

- 2.1** The Corporate Plan is the Council's key strategic document. The plan sets out how the Council's vision of Strong Communities with a Bright Future will be delivered over a five-year period. The commitments contained within the plan set the tone for the way in which the organisation will respond to opportunities and challenges and provides a vehicle to align other actions undertaken to pursue our Well-being Objectives.
- 2.2** The ADP provides a bridge between the five-year Corporate Plan and the Annual Service Plans and sets out clearly the actions people can expect from the Council in the year ahead and how the Well-being Objectives will be delivered.
- 2.3** In line with our duties under the WFG Act and those defined in the Local Government and Elections Act, we continually review the relevance of our Well-being Objectives and the current objectives were agreed in 2020 as part of the development on the Corporate Plan 2020-25. These objectives were reviewed as part of end of year performance work to produce the self-assessment that was published in October 2021. As a result, we are confident that our Well-being Objectives and the associated commitments outlined in the appended draft ADP

2022/2023 are relevant in delivering improved outcomes for Vale residents and contribute to the national Well-being Goals.

- 2.4** Under the Well-being of Future Generations (Wales) Act, the Council is required to publish its Well-being Objectives by 31 March each year. Although our Well-being Objectives have been subject to an internal review as part of the consultation on the draft ADP, we will also consult on our Well-being Objectives as part of the consultation on the ADP.
- 2.5** The ADP has been developed through a series of detailed discussions with the Senior Leadership Team. The actions set out in this year's ADP reflect what residents, partners, elected members and staff have told us through various engagement and consultation activities through the year, for example the Project Zero consultation and the recent Public Services Board Let's Talk survey. The response to the consultation undertaken on this draft plan will shape our final plan for 22-23. The actions also reflect our Recovery Strategy, the findings from the work of our regulators, the information in our Annual Report 2020-21, the Council's performance in the national context, and our transformation programme, Reshaping.
- 2.6** In summary, in drafting the plan for 2022-23 the following have been considered:
- Council performance and expected progress in delivering actions in the ADP 2021-22
 - Corporate Risk Register
 - Statutory duties
 - Resources
 - Future Generations Commissioner's Future Generations Report
 - Coronavirus Recovery Strategy
 - Findings from the work of our regulators
 - Views of residents and partners
 - Transformation Programme
- 2.7** The ADP is structured by each of the Council's four Well-being Objectives. It contains actions that will be taken across the organisation to contribute to the delivery of these objectives and the outcomes the Council wishes to achieve for our communities. Some actions will be delivered by single services. However, many will be contributed to by services across the organisation showing how by working collaboratively, our work can have the greatest impact.
- 2.8** The actions detailed in the ADP reflect the complexity and breadth of services delivered by the Council which range from education and social care to waste management and play as well as regeneration, housing, libraries and regulatory services. The ADP also reflects how services are changing, our recovery strategy and the work that is ongoing to respond to a range of issues including the climate and nature emergencies and the pandemic. The actions take account of the need for more long-term planning and there is an emphasis on prevention.

2.9 The ADP has been developed in a time where there is still some uncertainty in terms of the pandemic and reflects the many different impacts it has had on our lives. In addition to the four Well-being Objectives we have also identified six cross cutting themes for this year's ADP. Actions across all four Well-being Objectives will contribute to multiple themes demonstrating the integrated way in which we work and the multi-faceted nature of our activities. The six themes are:

- **Project Zero** – delivering our commitments to tackle climate change and respond to the nature emergency. This includes a green infrastructure strategy, improvements to our housing, schools and other buildings, the promotion of active travel and public transport and installation of electric vehicle charging points as well as a focus on procurement and community engagement.
- **Community capacity** - increasing capacity within our communities ensuring they have a stronger voice and are able to influence and shape services and activities in the Vale. Across all the activities detailed in the Plan there will be an increased focus on community engagement. A new public participation strategy will be published and we will continue the community conversation on climate change. We will also take steps to increase youth participation and enable people to have more say in the work of the Council.
- **Hardship** – meeting the needs of those experiencing hardship for example financial difficulties, housing need or difficulties accessing suitable employment. This includes reducing homelessness, money advice, the one stop shop, benefits and employment services, and food poverty projects, including projects in our schools to support pupils and their families.
- **Care and Support** - meeting the needs of our more vulnerable residents, ensuring people have access to care and support and information to keep them safe and well with due regard to their physical and mental well-being. The plan details a range of activity to support people including being more age friendly, safeguarding and public protection, working with children and their families and more integration across health and social care as well as a focus in schools on pupil well-being.
- **Transformation** - this brings together work with the community and tackling climate change but also use of our technology and assets, workforce development and innovative projects and opportunities for changing how we work across all services from education and social care to waste management.
- **Infrastructure** - investing in our schools and housing and ensuring we have the right infrastructure in the Vale to support economic, social, environmental and cultural well-being. Activities include the 21st century schools programme, review of the Local Development Plan and building new council homes as well as working through the Cardiff Capital Region focusing on planning, transport and economic development across South East Wales.

- 2.10** These cross-cutting themes demonstrate the focus for the Council in terms of delivering its commitments to tackle the climate emergency, recognising the need to ensure that those in need of care and support or who are suffering hardship have access to the advice, support and services they need. There is an increased emphasis on increasing capacity in our communities and this is reflected in the change of focus to the Council's transformation programme, Reshaping, and will also be an integral part of the activities undertaken to improve infrastructure.
- 2.11** The consultation on the ADP will highlight the work being undertaken within the context of these cross-cutting themes. Appendix B shows how actions across the four Well-being Objectives will contribute to these six themes.
- 2.12** The Council continues to work with other public and third sector organisations as part of the Public Services Board and other key partnerships including the Regional Partnership Board and Safer Vale. The Council's Well-being Objectives align with Public Service Board's Well-being Objectives and the actions detailed in this ADP will contribute to their delivery.
- 2.13** It is still not possible to consult on the draft ADP in the same way as we would have in the past and the limitations of this are recognised. However, the draft ADP will be circulated widely with a request for comments from key partners and stakeholders. This will include Schools, Town and Community Councils, Employee Consultative Forum and members of the Voluntary Sector and Joint Liaison Committee as well as work with the Youth Service. The draft ADP will also be published on the Council's Consultation web pages and will include an on-line survey. Cabinet will note that the ADP has been developed considering a wide range of sources, including the results of consultation exercises. It is recommended that Cabinet endorse this approach to consultation, including referring this report and appendices for consideration by all scrutiny committees as part of that consultation programme.
- 2.14** Below is the timetable for consulting and approving the ADP 2022-23. Following the consultation which will include the draft ADP being presented to all Scrutiny Committees, the ADP will be revised before it is presented for further scrutiny by the Corporate Performance and Resources Scrutiny Committee in February. The ADP will then be presented to Cabinet at the end of February and Council in March as detailed in the timetable below. This work will be undertaken in tandem with the development, scrutiny and approval of Annual Service Plans and associated target setting.

2.15

22 nd November 2021	Cabinet approve the draft ADP for consultation
29 th November 2021 – 9 th January 2022	Consultation on the ADP including the public, partners, staff, Trade Unions, Town and Community Councils and presentation to all scrutiny committees
January 2022	ADP amended in response to the consultation feedback
17 th February 2022	Corporate Performance and Resources Scrutiny Committee consider the revised ADP
28 th February 2022	Cabinet consider final draft ADP
7 th March 2022	Council consider final draft ADP
April 2022 – March 2023	Delivery of the ADP

- 2.16** Cabinet is requested to note the approach taken to developing the ADP, the necessary timeframes for consultation and approvals and the factors which will need to be considered when finalising the ADP for 2022-23.

3. How do proposals evidence the Five Ways of Working and contribute to our Well-being Objectives?

- 3.1** The draft Corporate Plan details how the Council will contribute to the national Well-being Goals as required by the Well-being of Future Generations Act through the delivery of the Well-being Objectives contained in the plan. The draft Annual Delivery Plan details how the Council will contribute to the national Well-being Goals through delivery of its year 3 commitments in the Corporate Plan 2020-2025.
- 3.2** The draft ADP has been developed in accordance with the five ways of working and they are also reflected in the content of the plan. There is a strong emphasis on collaboration as the Council recognises the need to work with partners to deliver services and improve local well-being. The plan reflects the importance of prevention and many of the activities in the plan contribute to longer term issues e.g. tackling deprivation, economic recovery, climate change, physical and mental well-being.
- 3.3** The involvement of partners and stakeholders in the delivery of the plan is critical to its success as is the need to work in a more integrated way, recognising the connections across Council services and with other partners.

4. Resources and Legal Considerations

Financial

- 4.1** In determining its commitments in the draft Annual Delivery Plan 2022/2023, the Council has been mindful of the economic situation locally and nationally and taken into account legislation changes and government policy. Key Well-being Objectives set out in the Corporate Plan 2020-2025 and the ADP 2022-23 either have resources committed to their achievement (Medium Term Financial Plan and annual budget review) or the likely prospect of such resources being made available in the period of the plan.

All Annual Service Plans will include information relating to the use of financial, asset, ICT and people resources and how these are being deployed to support the delivery of the Council's Well-being Objectives.

Employment

- 4.2** There are no direct employment implications associated with this report.

Legal (Including Equalities)

- 4.3** The Local Government and Elections Act (Wales) 2021 requires the Council to keep its performance under review. An integral part of this framework is in the development and evaluation of a plan for improvement. For the Council, this is the ADP delivering the Corporate Plan.
- 4.4** The Well-being of Future Generations (Wales) Act 2015 requires the Council to set and publish annual Well-being Objectives that maximise its contribution to achieving the Well-being Goals for Wales and report its progress in meeting these.
- 4.5** The draft ADP details a series of commitments which the Council intends to focus its attention on during 2022-23 in order to improve the well-being of Vale of Glamorgan citizens. The commitments in the ADP 2022-23 will impact on; everyone who receives a service from the council; Vale of Glamorgan residents; unemployed adults; Looked After Children, vulnerable young people; adults in receipt of care; older people; children and adults with a disability, school children, housing tenants. The Equality Impact Assessment which will be informed by the consultation will shape the delivery of the ADP.
- 4.6** Individual commitments and planned service activities within the Annual Delivery Plan will give due consideration to the impact, directly or indirectly on Vale citizens overall. In line with Council policy, any changes to services and policies across all Council services will be the subject of more detailed equality impact assessments which will need to explore any potential impact.

5. Background Papers

Vale of Glamorgan Council Corporate Plan April 2020

https://www.valeofglamorgan.gov.uk/en/our_council/achieving_our_vision/Corporate-Plan.aspx

Local Government & Elections Bill - Part 6 Performance & Governance of Principal Councils - Consultation Response, Cabinet, 21 December 2021

https://www.valeofglamorgan.gov.uk/Documents/_Committee%20Reports/Cabinet/2020/20-12-21/LGE-Bill-Performance-Consultation.pdf

Appendix A

A copy of the Plan is available in Welsh.

Consultation Draft



Annual Delivery Plan

2022-2023

DRAFT

Draft Annual Delivery Plan 2022-23

Foreword

The past year has again been one of unprecedented challenges as we deal with the effects of the pandemic on our health, the economy and on so many areas of life. As we look ahead to 2022-23, I am more optimistic about the future and our ability to adapt and respond to current and future challenges.

In developing this delivery plan for 2022-23 I am conscious that although some aspects of our lives have returned to a degree of normality, some things may never be the same again. People's experiences and needs are varied and it is only by working together that we can meet the diverse and often complex needs of individuals and communities.

I would like to take the opportunity to thank our many volunteers, community groups, partners and Council staff who have continued to go above and beyond and have shown great resilience, strength and innovation in the past two years. Despite the many challenges, the Council has continued to take forward the objectives in its [Corporate Plan 2020-25](#) and in developing our Annual Delivery Plan for 2022-23 I am grateful to all those who have ensured the continued delivery of our services and projects. These include social care, education and the 21st Century Schools Programme, highways and waste management services, housing, leisure and play services, our libraries, parks and resort areas, benefits and advice services and community safety and public protection.

The Council like most organisations must continue to adapt how it delivers its services, ensuring it is meeting residents' needs in the best way it can. Through our consultation and engagement activities, considering our performance information and analysing other data and research we continue to make the changes necessary to ensure we are providing the services that the people of the Vale of Glamorgan need.

The Annual Delivery Plan reflects how services are changing, our Recovery Strategy and our Transformation Programme. We continue to be ambitious in our plans for the future and we remain committed to achieving our vision of '**strong communities with a bright future**'. The activities outlined in this Plan will ensure we continue to deliver our four Well-being Objectives, but they also ensure that we are taking forward an integrated programme of activity that will:

- Deliver our commitments to tackle climate change and respond to the nature emergency.
- Increase capacity within our communities ensuring they have a stronger voice and are able to influence and shape services and activities in the Vale.
- Meet the needs of those experiencing hardship for example financial difficulties, housing need or difficulties accessing suitable employment.
- Meet the needs of our more vulnerable residents, ensuring people of all ages have access to care and support and information to keep them safe and well with due regard to their physical and mental well-being.

- Transform how we work to ensure the organisation is responsive to the changing needs of our communities, staff and other stakeholders.
- Invest in our schools and housing and ensure we have the right infrastructure in the Vale to support economic, social, environmental and cultural well-being.

I would also like to highlight [Project Zero](#) which was launched in 2021 and is our response to the climate emergency. Our Climate Change Challenge Plan sets out a range of steps we will take around, transport, energy, our buildings, food, land, waste and procurement. At the heart of Project Zero is the need for collective action and behaviour change and a recognition that success is only possible if we all work together. Project Zero brings together the work we are doing to build the first carbon zero school in Wales, to improve our housing stock and to protect and enhance green space, biodiversity and our natural resources. It is out of necessity an ambitious plan and one that we are committed to delivering. Our Project Zero commitments are reflected in this delivery plan for 2022-23 and this work together with an increased focus on tackling inequalities and community engagement will underpin what we do in 2022-23.



Neil Moore
Leader of the Council

Introduction to the Annual Delivery Plan

This is the third Annual Delivery Plan (ADP) for the Council's Corporate Plan 2020-2025, ***Working Together for a Brighter Future***. The commitments detailed in our Corporate Plan are long-term in nature and each year we set out in an ADP the steps we will take to meet them. This helps to demonstrate our progress and focus for the year ahead. This plan sets out the steps we will take in 2022-23.

The actions we will take over the coming year will contribute to the delivery of our four Well-being Objectives and our vision of Strong Communities with a Bright Future. Our plans have been shaped by the Well-being of Future Generations Act and you can read more about this in the [Corporate Plan](#). The Objectives also provide the framework to demonstrate how we will secure continuous improvement and report on our progress as required by the Local Government Measure.

Well-being Objectives

Our four Well-being Objectives are:

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

These Objectives have been reviewed and remain as important as ever providing a framework for our recovery and also our new transformation programme:

- ***To work with and for our communities*** - we need to be resilient, innovative and responsive to the needs of our customers. We cannot and do not want to be an organisation that stands still. The activities we will undertake to deliver this Objective reflect the importance of effective involvement, communication and engagement to understand and respond to the diverse needs of the community. This year's ADP has an increased focus on working with the community and providing opportunities for the community to get involved in shaping our activities. As we look more optimistically to the year ahead we can also reflect on how we have improved our online offer and changed some of the ways in which we engage with our residents, recognising online services and meetings do not suit everyone's needs but for some they provide more opportunities to access services and participate. Work that we have undertaken to understand the impact of COVID-19 and as part of the Public Services Board's Well-being Assessment has highlighted inequalities and the socio-economic duty means that we will continue to strive to better understand issues of inequality and the actions needed. In taking forward this Objective we will be mindful of the different needs and aspirations of people of all ages and from all areas of the Vale. We understand that to be an effective organisation we need to be a responsible

employer and that our staff are one of our greatest assets and that our Councillors need to be supported to represent their communities.

- ***To support learning, employment and sustainable economic growth*** - we understand that for many the best route out of poverty or financial difficulties is through employment and we will work with a range of partners to promote economic recovery and growth for the area. The activities that will be undertaken to deliver this Objective recognise the importance of providing appropriate learning and development opportunities to people of all ages. We will invest in our schools, prioritise pupil well-being, focusing on their physical wellbeing and also their social, emotional and mental health needs. We will continue to support people to achieve their best and to provide the necessary support, information and advice to people when they are experiencing difficulties, for example in employment, housing and debt advice. COVID-19 and Brexit will continue to have a significant impact on the economy and we will continue to support local businesses during these uncertain times. We will also work within the Cardiff Capital region recognising that transport, planning and economic development need to be considered in both a local and a regional context.
- ***To support people at home and in their community*** - this Objective brings together a range of activity to ensure advice, care and support are available when people need it, that people feel safe and that we are supporting people's health and well-being. We recognise the importance of prevention and early intervention to improve and maintain well-being and to tackle health inequalities. We will build on the strong partnership arrangements in place across health and social care services and also recognise the vital role housing has on peoples' well-being. The Council will continue to promote active and healthy choices through leisure and cultural activities and to encourage people to consider how their transport choices impact on their health and the environment. We will continue to work with our partners to keep people informed and safe and to provide support to people of all ages recognising the difficulties that people have experienced in recent times.
- ***To respect, enhance and enjoy our environment*** - the way we live our lives and how we deliver services has an impact on the environment. The environment is one of our greatest assets and we have a duty to protect and enhance it for future generations. Access to parks and green space locally is important for people of all ages and health and well-being are inextricably linked with the environment. We believe it is important to enjoy where we live and to make the most of living and working in such a beautiful area as the Vale. We will take steps to minimise our negative impact on the environment and to influence others to follow our lead and consider how their actions may impact on the natural and built environment. We will continue to encourage residents, visitors and business to minimise waste, reduce carbon emissions and to

consider how their actions may contribute to pollution. We want people to be able to safely enjoy our parks, towns, countryside and coastal areas and to respect the local area, its residents and visitors. We recognise that tackling climate change and protecting our environment and natural resources is a collective responsibility and this year's Plan has an increased focus on how we can make the changes big and small to ensure we leave the right legacy for future generations.

Transforming how we work

The Reshaping Programme provides the strategic framework for the transformational change commitments in our Corporate Plan and reflects the Council's Coronavirus Recovery Strategy. Three areas of opportunity have been identified to take our transformational programme forward and these will be embedded in the activities detailed in the Annual Delivery Plan. These are:

- **Opportunities to take action on big community issues**
- **Opportunities to change the way we work**
- **Opportunities to use our resources differently**

These areas of opportunity represent a significant development in the Council's approach to transformation, encompassing a wide range of internal and external considerations. The Council has set a series of strategic priorities for transformational change in the following arenas:

1. **Reshaping with Our Community:** To challenge ourselves to work differently with our community, partners including schools and the third sector to take collective action and empower others to meet future challenges.
2. **Reshaping with Our Work:** To challenge ourselves to embrace new ways of working and delivering services that are fit for the future.
3. **Reshaping with Our Resources:** To challenge ourselves in how we use our people, assets and financial resources to deliver sustainable services.

These three arenas of transformation will be enabled through our use of digital technology, supporting our workforce and partners to develop and learn, further development of our organisational culture, involving, engaging and communicating effectively and ensuring strong programme management and governance arrangements are in place.

Developing the Annual Delivery Plan

The actions set out in this year's ADP reflect what residents, partners, elected members and staff have told us through various engagement and consultation activities through the year. The response to the consultation undertaken on this draft Plan will shape our final Plan for 22-23. The actions also reflect our Recovery Strategy, the findings from the work of our regulators, the information in our [Annual Report \(2020/21\)](#), the Council's performance in the national context, our transformation programme and the [Future Generations Report](#) published in May 2020. The Council works with other public and third sector organisations as

part of the Public Services Board. The Council's Well-being Objectives align with [Public Service Board's Well-being Objectives](#) and the actions detailed in this ADP will contribute to their delivery.

We continue to embed the five ways of working across all our activities and they remain integral to the development and delivery of the ADP. We are confident that the actions we set out will not only contribute to the delivery of our Well-being Objectives but will also contribute to the national Well-being Goals and reflect our role locally, regionally and nationally.

The ADP sets out for each of our Well-being Objectives the commitments we make in the Corporate Plan and the steps we will take in 2022-23 to work towards achieving Strong Communities with a Bright Future. In this year's ADP there is a particular emphasis on a series of cross cutting themes to which most if not all actions in the Plan will contribute:

- **Project Zero** – delivering our commitments to tackle climate change and respond to the nature emergency. This includes a Green Infrastructure Strategy, improvements to our housing, schools and other buildings, the promotion of active travel and public transport and installation of electric vehicle charging points as well as a focus on procurement and community engagement.
- **Community capacity** - increasing capacity within our communities ensuring they have a stronger voice and are able to influence and shape services and activities in the Vale. Across all the activities detailed in the Plan there will be an increased focus on community engagement. A new Public Participation Strategy will be published and we will continue the community conversation on climate change. We will also take steps to increase youth participation and enable people to have more say in the work of the Council.
- **Hardship** – meeting the needs of those experiencing hardship for example financial difficulties, housing need or difficulties accessing suitable employment. This includes reducing homelessness, money advice, the one stop shop, benefits and employment services, and food poverty projects, including projects in our schools to support pupils and their families.
- **Care and Support** - meeting the needs of our more vulnerable residents, ensuring people have access to care and support and information to keep them safe and well with due regard to their physical and mental well-being. The Plan details a range of activity to support people including being more age friendly, safeguarding and public protection, working with children and their families and more integration across health and social care as well as a focus in schools on pupil well-being.
- **Transformation** - this brings together work with the community and tackling climate change but also use of our technology and assets, workforce development and innovative projects and opportunities for changing how we work across all services from education and social care to waste management.

- **Infrastructure** - investing in our schools and housing and ensuring we have the right infrastructure in the Vale to support economic, social, environmental and cultural well-being. Activities include the 21st century schools programme, review of the Local Development Plan and building new council homes as well as working through the Cardiff Capital Region focusing on planning, transport and economic development across South East Wales.

Taking education and skills as an example we can see how relevant commitments across the Annual Delivery Plan will contribute to the above themes. Investment in new and existing school buildings will improve our infrastructure and make a significant contribution to Project Zero. An increased focus on youth participation will support work to increase community capacity and will give young people a stronger voice in and out of schools. Work undertaken to support those experiencing hardship and a focus on the mental health and well-being of pupils will help to provide supportive environments and mechanisms for young people and their families/carers to access the support they need. Through our transformation activities we will embrace new ways of working including the new curriculum and we will provide the support and services pupils with additional learning needs require. To complement this activity the work undertaken to enhance opportunities for play and sport, learning and recreational activities provided through our libraries and a focus on economic recovery and employment opportunities including work within the Cardiff Capital Region ensure we will deliver increased support and real opportunities for people of all ages to look ahead to a brighter future. This shows how education and skills activities which although primarily focused in Objective 2 cut across all of the above themes and all four of our Well-being Objectives. It illustrates the integrated approach we are taking to deliver our Well-being Objectives and to contribute to the national Well-being Goals.

The following pages detail the actions we will take over the next twelve months to deliver our Objectives. The Objectives and actions are not in order of importance or delivery and together provide an ambitious programme of action that will provide better services and improve local well-being. All activities will be undertaken in accordance with the Council's values as detailed below and we will ensure that the actions we take now do not compromise the ability of future generations to meet their own needs but provide a positive legacy.



OBJECTIVE ONE

To work with and for our communities

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

Our Corporate Plan commitments are to:

- Improve how we involve, engage and communicate with others about our work and decisions
- Work innovatively, using technology, resources and our assets to transform our services so they are sustainable for the future
- Develop our strong culture of good customer service aligned to the Council's values of being ambitious, open, together and proud
- Promote equality of opportunity and work with the community to ensure we are responsive to the diverse needs of our customers
- Promote the use of the Welsh Language and contribute to the Welsh Government target of 1 million Welsh speakers by 2050
- Support the development and well-being of our staff and recognise their contribution to the work of the Council
- Ensure we have robust governance and scrutiny arrangements in place and support our elected members to fulfil their roles

In 2022-23 we will:

1. Make effective use of **assets and technology** to improve our services and how we communicate including more responsive online services, enhancements to the website and use of the new digital customer experience system.
2. Publish a **Public Participation Strategy** that enables greater involvement for residents and other stakeholders in decision making as part of enhancing our understanding of community and customer needs and aspirations.
3. Support increasing numbers of **young people** to be engaged in **participation** opportunities and with decision making within the Council.
4. Build momentum around the **Climate Change Community Conversation** and the nature emergency involving different stakeholder groups and developing a green ambassadors group to shape our plans and encourage behaviour change.
5. Deliver the next phase of the Council's **Transformational Change Programme** that puts in place new ways of working to respond to current and future community needs and organisational challenges including COVID recovery, Brexit and the climate and nature emergencies.

6. Work with **not for private-profit, voluntary and community organisations** to deliver and shape local services and to encourage people to get more involved in their local communities.
7. Deliver year three of the Council's [Strategic Equality Plan](#), achieve **Age Friendly** status for the Vale and progress work as part of national action around **race and sexual orientation and gender identity**.
8. Increase the use of the **Welsh Language** and enhance Welsh Language services through the delivery of the Council's new 5 year Welsh Language Promotion Strategy and a new Welsh in Education Strategic Plan (WESP).
9. Work in partnership as part of the [Armed Forces Covenant](#) to achieve gold standard for our support for members of the armed forces, veterans, family members and widow or widowers.
10. Implement the requirements of the **Local Government Act** including supporting the introduction of Corporate Joint Committees and embedding new arrangements for Council Committees.
11. Develop and deliver a comprehensive **induction programme**, training and support for **members** following the 2022 local government elections.
12. Implement a new **HR strategy and Employee Development Programme** with a particular focus on improving diversity across the workforce, planning for the future and staff well-being.

OBJECTIVE TWO

To support learning, employment and sustainable economic growth

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

Our Corporate Plan commitments are to:

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

In 2022-23 we will:

1. Work in partnership with the Central South Consortium Joint Education Service to prepare our schools for the introduction of the **new education curriculum** in 2022 recognising the impacts of COVID-19 measures on **continuity of learning** and the **well-being** of learners and school-based staff.
2. Work across our schools and youth services to meet the needs and respond to the **social, emotional and mental health** difficulties of children and young people including work on trauma informed approaches and the Whole School Approach to Mental Health and Well-being.
3. Provide training and support to schools to facilitate the phased implementation of **Additional Learning Needs** (ALN) reform.
4. Work in partnership with the Central South Consortium Joint Education Service to support our schools to **minimise exclusions and enhance attendance** whilst recognising the impacts of COVID-19.
5. Deliver [21st Century Schools Programme](#) improvements (Band B) including the expansion of Ysgol Y Deri, a new school building at St Nicholas, expansion of primary school capacity in

Cowbridge, expansion of Welsh language primary school provision in Barry, the development of a Centre of Learning and Well-being.

6. Work with others including key businesses to support **employment** and the development of **skills** for the future including the delivery of initiatives such as Inspire to Work (I2W), Inspire to Achieve (I2A) and Communities for Work, and opportunities within the Council for apprenticeships, training and employment.
7. Provide residents with **advice and support and information** on a range of issues including housing, debt, fuel poverty, benefits, employment, and training through a number of services including the one stop shop, Money Advice Team and the Benefits Team.
8. Work in partnership with the [Cardiff Capital Region](#), Welsh and UK Governments to develop regional and local strategies for transport, planning and economic development including the Strategic Development Plan, Regional Transport Plan, investment in transport (including transport interchanges for Barry and Cogan), major projects and the continued growth of the Bro Tathan and Cardiff Airport Enterprise Zone.
9. Work with partners including Welsh and UK Governments to support the ongoing **recovery and economic growth of Barry** ensuring a diversity of both business and education facilities and that support from both UK and Welsh Government are fully utilised.
10. Develop and implement **sustainable economic growth and recovery strategies** that focus on our **town centres** and encourage the provision of business space, support local business, social enterprises and tourism.
11. Reshape **procurement** practices and policies to ensure our procurement activities contribute to the national Well-being Goals, support work around climate change, community benefits and build on the foundational economy project.

OBJECTIVE THREE

To support people at home and in their community

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

Our Corporate Plan commitments are to:

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

In 2022-23 we will:

1. Work in partnership regionally and nationally to continue to **respond** to and **recover** from the **effects of the COVID-19 pandemic**.
2. Develop and promote the range of **events, recreational and educational activities** available across our venues and outdoor spaces with an ambition to deliver a number of carbon neutral public events.
3. Work in partnership to facilitate and promote inclusive opportunities for **play and sports development** with a focus on tackling inequalities, the promotion of health and well-being and areas where there have previously been low participation rates.
4. Work in partnership to address **food poverty** and to implement the [Move More, Eat Well Plan](#).
5. Develop a new **Community Strategy** to improve quality of life for tenants on Council housing estates to include anti-poverty initiatives, digital inclusion and community garden/growing projects.

6. Improve **public transport infrastructure and services** through support for socially necessary bus services and upgrades to the transport infrastructure including the award of supported bus service contracts in April 2022.
7. Implement **new ways of working for Social Services** that effectively support our residents in the context of the challenges created by the pandemic and for their future needs.
8. Work with community leaders/ partners in Llantwit Major as a pilot to review and transform the range of **support available to older people** within their community.
9. Respond to the **workforce challenges** in the **social care sector** for appropriately skilled and experienced people including social workers, domiciliary care staff and foster carers.
10. Strengthen existing partnership arrangements with the Cardiff and University Health Board and establish the Vale Alliance to develop and implement more **integrated models of care**.
11. Refocus the way **domiciliary care** is provided to enhance the individual's voice and control over their care arrangements through the expansion of 'Your Choice'.
12. Provide a range of services, support and information to support **mental health and well-being** for all ages with an increased focus on arts and cultural services and the benefits they bring.
13. Work co-productively with **children and their families** through a strengths-based model to improve outcomes and enhance wellbeing.
14. Deliver the priorities of the [Regional Safeguarding Board](#), ensuring effective arrangements are in place to protect children and adults at risk of neglect, abuse and exploitation.
15. Deliver the actions contained in the [Shared Regulatory Services Business plan](#) for 2022/23 to improve health and well-being, safeguard the vulnerable, protect the environment, support the local economy and maximise the use of resources.
16. Work with partners to deliver the [Safer Vale](#) Action Plan including priorities for social cohesion and community protection and develop a new Safer Vale Strategy for 2023-2026.
17. Implement the **Regional Violence against Women, Domestic Abuse and Sexual Violence Strategy** (VAWDASV).
18. Work with partners to implement the **Youth Offending Service Recovery Plan** to enhance young people's outcomes.
19. Maximise **Council house building** and acquisition opportunities including Holm View Phase 2 and progress the development of over 100 new Council Homes across the Vale.

20. Implement a **five-year Local Housing strategy** to address housing need and reduce homelessness and to increase the supply of good quality, accessible and affordable housing.
21. Work with partners to **reduce homelessness** and implement a Housing Support Programme Strategy.

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OBJECTIVE FOUR

To respect, enhance and enjoy our environment

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

Our Corporate Plan commitments are to:

- Work to reduce the organisation's carbon emissions to net zero before 2030 and encourage others to follow our lead as part of minimising the negative impact of our activities on the environment
- Work with and empower community groups and other partners to sustain local facilities including public toilets, libraries, parks, play areas and community centres
- Protect, preserve and where possible enhance our natural and built environment and cultural heritage
- Work with the community and partners to ensure the local environment is clean, attractive and well managed
- Work with the community, developers and others to ensure that new developments are sustainable and that developers mitigate their impacts, integrate with local communities and provide necessary infrastructure
- Provide effective waste management services and work with our residents, partners and businesses to minimise waste and its impact on the environment
- Minimise pollution recognising the detrimental impact it may have on the environment and people's wellbeing
- Work to reduce the impact of erosion, flooding and pollution on our coastal areas and watercourses

In 2022-23 we will:

1. Implement [Project Zero](#), our **Climate Change Challenge Plan**, focusing work on our buildings, energy use, transport, land and food and work with the Public Services Board to reduce our carbon emissions and engage with the community.
2. Publish a **Green Infrastructure Strategy** and work with our partners including the [Local Nature Partnership](#) to respond to the nature emergency, deliver the Biodiversity Forward Plan and raise awareness about the importance of biodiversity.
3. Improve existing **school buildings** and deliver new buildings for St Nicholas, St Baruc, the Centre of Learning and Wellbeing, Ysgol y Deri, and primary school provision in Cowbridge, where possible making them **low carbon and ideally zero carbon buildings** to operate.
4. Deliver **near zero carbon**, or at a minimum A rated new **Council homes** utilising Modern Methods of Construction and off-site manufacturing and develop Optimised Retrofit Programmes to meet carbon reduction targets for the existing Council housing stock and to help tackle fuel poverty.
5. Establish a network of locally accessible **Electric Vehicle** charging points and undertake work to ensure a more **sustainable Council vehicle fleet** including the use of electric, hybrid and alternatively fuelled vehicles.

6. Encourage and support sustainable changes to how people travel by increasing opportunities for [active travel](#) (walking and cycling) through the implementation of the new Integrated Network Map and effective **maintenance and repair programmes** for our roads and pavements and highway infrastructure.
7. Implement the revised Local **Flood Risk** Management Strategy including specific schemes alongside the Shoreline Management Plan and coastal monitoring.
8. Gather the evidence base for the [review of the Local Development Plan](#) including a public call for candidate sites for development and consultation on the Integrated Sustainability Appraisal and prepare the vision and objectives/growth options and the preferred strategy.
9. Invest in education, sustainable transport, and community facilities as a result of negotiating **Section 106 payments** from developers in areas where development has occurred as detailed in the annual [Section 106 report](#).
10. Review and implement options for **community organisations to operate facilities** such as sports grounds, parks, open spaces, allotments and public conveniences as part of the **Council's Transformation Programme**.
11. In accordance with the Vale of Glamorgan **Waste Management Strategy 2021/31**, deliver a range of improvements to waste management including the final roll out of the new recycling arrangements in the Eastern Vale , creation of a Re-Use Facility, completion of the Resource Recovery Centre and a new Household Waste Recycling Centre in the Western Vale.
12. Work with community groups to develop a **litter and enforcement strategy** recognising the role of the community in improving our local environment.
13. Undertake local **air quality** assessments and review the data to ensure that national air quality objectives continue to be achieved.

Delivery & Monitoring The Plan

The Annual Delivery Plan actions are reflected in the Council's Service Plans showing how each Council department will work to contribute to our Well-being Objectives. Targets are set for delivering these actions.

The Council's work on the Corporate Plan is regularly monitored through an assessment of progress against our actions and performance indicators to allow councillors to scrutinise and oversee progress. This is reported to our Scrutiny Committees and Cabinet each quarter. Service Plans are also used to develop Team Plans and to inform our staff appraisals through the #itsaboutme process.

We publish all of the information about our Corporate Plan, Annual Delivery Plan and other performance reports on our website www.valeofglamorgan.gov.uk. Information is also available at our offices and libraries.

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Getting Involved

There are lots of ways to influence decision making in the Council. You can get involved by joining our citizens' panel, [Vale Viewpoint](#), and participate in consultations on our work and that of our partners.

Our Scrutiny Committees are open to the public and provide an opportunity to become involved in the Council's activities. You can request a service area or matter to be considered by a Committee by completing a [form](#). You can also register to speak at Scrutiny Committees by following the information on the Council's [website](#). More information about the Council's Scrutiny Committees and how you can get involved is available [here](#).

We welcome feedback about our work and you can contact us at:

improvements@valeofglamorgan.gov.uk

Policy & Business Transformation Service, Vale of Glamorgan Council, Civic Offices, Holton Road, Barry. CF63 4RU.

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Glossary

Biodiversity	Biodiversity is a term used to describe the enormous variety of life on Earth. Biodiversity refers to every living thing, including plants, bacteria, animals, and humans.
Biodiversity Forward Plan	The Biodiversity Forward Plan looks at how the Council manages and improves natural resources to ensure that biodiversity and sustainability are considered in all service areas and are core themes in service delivery, becoming an integral part of the decision-making processes throughout the Council.
Domiciliary Care	The range of services put in place to support an individual in their own home.
Green Infrastructure Strategy	Green Infrastructure = Green space, soil, vegetation and water that provide the ecosystem services that make places more liveable. This includes, for example, streets trees, green roofs and walls, natural play spaces, wildlife / nature gardens, pollinator corridors, landscaping, drainage and air quality management solutions
Local Development Plan	The required statutory Plan for each Local Planning Authority area in Wales under Part 6 of the Planning and Compulsory Purchase Act 2004. The Plan provides a framework for sustainable development within the area.
Local Government Act	The Local Government and Elections (Wales) Act 2021 outlined provision for the establishment of a new and reformed legislative framework for local government elections, democracy, performance and governance.
Local Nature Partnership	Local Nature Partnerships are a cross sector partnership group that deliver effective action, advice and support to conserve, promote and enhance nature at the local level and contribute to the national nature recovery agenda.
Net Zero carbon	Net zero refers to the balance between the amount of carbon produced and the amount removed from the atmosphere. We reach net zero when the amount we add is no more than the amount taken away.
Optimised Retrofit Programmes	A Housing department programme utilising Welsh Government grant funding to expand knowledge and improve local contractor capability in

	green heating services, to decarbonise the domestic heating market and provide sustainable housing with an EPC target rating of A.
Project Zero	Project Zero is the Vale of Glamorgan Council's response to the climate change emergency, bringing together the wide range of work and opportunities available to tackle the climate emergency, reduce the Council's carbon emissions to net zero by 2030 and encourage others to make positive changes.
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.
Regional Safeguarding Board	The Cardiff and Vale of Glamorgan Region have 2 Regional Safeguarding Boards, one for adults and one for children. The Regional Safeguarding Boards are a multi-agency partnership comprising of statutory, independent and charitable organisations who work together to safeguard adults and children from abuse.
Safer Vale and Safer Vale Action Plan	Safer Vale is a multi agency partnership that works together to make the Vale of Glamorgan a safer environment in which people can live, work and visit, free from crime and disorder and the fear of crime. The Safer Vale Action Plan outlines the actions the partnership will take to make the Vale of Glamorgan safer.
Section 106	Section 106 of the Town and Country Planning Act 1990 allows a local planning authority to enter into a legally-binding agreement to secure planning obligations with a landowner as part of the granting of planning permission. More information on the Section 106 agreements in the Vale can be seen here .
Shared Regulatory Services	The Shared Regulatory Services is a partnership between Bridgend Council, Cardiff Council and the Vale of Glamorgan Council. The Service delivers a fully integrated service under a single management structure for trading standards, environmental health and licensing functions with shared governance arrangements ensuring full elected member involvement.

Strengths Based Model	Strengths-based practice is a collaborative process between the person supported by services and those supporting them, allowing them to work together to determine an outcome that draws on the person's strengths and assets
Vale Alliance	The Vale Alliance is a project aiming to bring together social care and health services to deliver more seamless support to our residents
Your Choice	Your Choice is an outcome based domiciliary care commissioning model which provides much greater levels of choice and control for our service users
21st Century Schools Programme	The 21st Century Schools Programme is a long term strategic investment in educational estate throughout Wales. It is a unique collaboration between Welsh Government, the Welsh Local Government Association (WLGA), local authorities, colleges and diocesan authorities.

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Objective 1

To work with and for our communities



ACTIONS	PROJECT ZERO	COMMUNITY CAPACITY	HARDSHIP	CARE AND SUPPORT	TRANSFORMATION	INFRASTRUCTURE
ASSETS AND TECHNOLOGY	Green	Yellow			Blue	
PUBLIC PARTICIPATION		Yellow			Blue	
YOUTH PARTICIPATION		Yellow			Blue	
CLIMATE CHANGE CONVERSATION	Green	Yellow				
TRANSFORMATION	Green	Yellow			Blue	
COMMUNITY AND THIRD SECTOR		Yellow			Blue	
EQUALITIES		Yellow	Red	Orange		
WELSH LANGUAGE		Yellow			Blue	
LOCAL GOVT ACT		Yellow			Blue	
ARMED FORCES COVENANT				Orange		
MEMBER INDUCTION AND TRAINING					Blue	
HR STRATEGY & EMPLOYEE DEVELOPMENT					Blue	

Objective 2



To support learning, employment and sustainable economic growth

ACTIONS	PROJECT ZERO	COMMUNITY CAPACITY	HARDSHIP	CARE AND SUPPORT	TRANSFORMATION	INFRASTRUCTURE
NEW EDUCATION CURRICULUM						
HEALTH AND WELLBEING IN SCHOOLS						
ADDITIONAL LEARNING NEEDS						
EXCLUSIONS AND ATTENDANCE						
21ST CENTURY SCHOOLS						
EMPLOYMENT AND SKILLS						
ADVICE, SUPPORT AND INFORMATION						
CARDIFF CAPITAL REGION						
BARRY REGENERATION						
ECONOMIC GROWTH & RECOVERY - TOWN CENTRES						
PROCUREMENT						

Objective 3

To support people at home and in their community

ACTIONS	PROJECT ZERO	COMMUNITY CAPACITY	HARDSHIP	CARE AND SUPPORT	TRANSFORMATION	INFRASTRUCTURE
COVID RESPONSE AND RECOVERY						
VENUES USED FOR EVENTS/ RECREATION AND EDUCATIONAL ACTIVITIES						
PLAY AND SPORT						
FOOD POVERTY/MOVE MORE EAT WELL						
COMMUNITY STRATEGY - HOUSING						
PUBLIC TRANSPORT						
NEW WAYS OF WORKING - SOCIAL SERVICES						
OLDER PEOPLES SUPPORT						
SOCIAL CARE WORKFORCE						
INTEGRATED MODELS OF CARE						
DOMICILIARY CARE						
MENTAL HEALTH AND WELLBEING - ARTS EMPHASIS						
CHILDREN AND FAMILIES						
SAFEGUARDING						
SHARED REGULATORY SERVICES						
COMMUNITY SAFETY						
VAWDASV						
YOS						
COUNCIL HOUSE BUILDING						
HOUSING STRATEGY						
HOMELESSNESS						

Objective 4

To respect, enhance and enjoy our environment



ACTIONS	PROJECT ZERO	COMMUNITY CAPACITY	HARDSHIP	CARE AND SUPPORT	TRANSFORMATION	INFRASTRUCTURE
PROJECT ZERO						
GREEN INFRASTRUCTURE						
SCHOOL BUILDINGS						
IMPROVING COUNCIL HOUSING						
FLEET/EV NETWORK						
ACTIVE TRAVEL						
FLOOD RISK						
LDP REVIEW						
SECTION 106						
ASSET TRANSFER						
WASTE MANAGEMENT						
LITTER ENFORCEMENT						
AIR QUALITY						