

THE VALE OF GLAMORGAN COUNCIL

CORPORATE PERFORMANCE AND RESOURCES SCRUTINY COMMITTEE:  
14<sup>TH</sup> DECEMBER, 2022

REFERENCE FROM CABINET: 17<sup>TH</sup> NOVEMBER, 2022

**“C131 DRAFT VALE OF GLAMORGAN COUNCIL ANNUAL DELIVERY PLAN 2023-24 (EL/PR) (SCRUTINY – ALL) –**

The Leader presented the report the purpose of which sought Cabinet endorsement of the draft Annual Delivery Plan 2023-24 for the purpose of consultation.

The report set out how the draft Annual Delivery Plan had been developed, the proposed consultation and the timetable for the Plan.

The Annual Delivery Plan for 2023-24 was aligned to the Council’s four Well-being Objectives and detailed the activities that would be undertaken in 2023-24 to deliver those objectives.

The Plan also detailed three critical challenges (associated with the four Well-being Objectives) which would be a key focus for the organisation in 2023-24, those being cost of living, Project Zero and organisational resilience.

The commitments within the Annual Delivery Plan would be reflected in Annual Service Plans together with a suite of performance measures which would detail how different Council services would contribute to the delivery of the Council’s four Well-being Objectives.

Publishing the Well-being Objectives at the start of the financial year would enable the Council to meet its 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 placed specific duties on the Council in relation to objective setting and reporting. Under the Well-being of Future Generations (Wales) Act, the Council was required to publish its Wellbeing Objectives by 31<sup>st</sup> March each year and to keep those under review.

The Council’s Corporate Plan Well-being Objectives and associated commitments for 2023/2024 as outlined in the draft Annual Delivery Plan would be reflected in Service Plans for 2023 -2024. Work had commenced to develop the Service Plans which would be presented to the relevant Scrutiny Committees in the new year together with proposed service improvement targets for 2023-24. A workshop open to all Elected Members would be held to inform the approach to be taken to presenting this information for scrutiny.

The Leader said that it was not just a financially challenging time for the Council, but also for residents, communities and partner organisations. As a result, the final draft

of the Annual Delivery Plan may have to change to address the latest challenges and would be amended in response to consultation feedback. Cabinet Members were looking forward to hearing the consultation responses and comments from Scrutiny.

This was a matter for Executive decision.

Cabinet, having considered the report and all the issues and implications contained therein

RESOLVED –

(1) T H A T the draft Annual Delivery Plan, (attached at Appendix A to the report) as the basis for consultation as described in the report, be approved.

(2) T H A T the consultation approach and timetable as set out in the report be approved.

(3) T H A T the approach taken this year to draft the Annual Delivery Plan and the relationship with Annual Service Plans be noted.

(4) T H A T the report be referred to all Scrutiny Committees as part of the programme of consultation requesting any comments to be shared with the Director of Corporate Resources to inform revisions to the Annual Delivery Plan.

#### Reasons for decisions

(1) To ensure that consultation could be undertaken on the draft Annual Delivery Plan.

(2) To ensure that effective consultation was undertaken within the necessary timeframes for publishing the Annual Delivery Plan.

(3) To ensure that Cabinet were aware of how the Annual Delivery Plan had been developed and how it would provide the framework for Annual Service Plans.

(4) To ensure that all Scrutiny Committees had the opportunity to consider the draft Annual Delivery Plan and provide feedback as part of the programme of consultation.”

Attached as Appendix – Report to Cabinet: 17<sup>th</sup> November, 2022

Meeting of:	<b>Cabinet</b>
Date of Meeting:	<b>Thursday, 17 November 2022</b>
Relevant Scrutiny Committee:	All Scrutiny Committees
Report Title:	Draft Vale of Glamorgan Council Annual Delivery Plan 2023-24
Purpose of Report:	To seek Cabinet endorsement of the draft Annual Delivery Plan 2023-24 for the purpose of consultation.
Report Owner:	Leader and Cabinet Member for Performance & Resources
Responsible Officer:	Tom Bowring – Director of Corporate Resources
Elected Member and Officer Consultation:	The Draft Annual Delivery Plan has been developed by the Council’s Strategic Leadership Team and Cabinet, with input from other relevant officers and is relevant to all wards, and as such 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 4 of the Corporate Plan and informs annual service planning processes.
<p>Executive Summary:</p> <ul style="list-style-type: none"> <li>• The report sets out how the draft Annual Delivery Plan has been developed, the proposed consultation and the timetable for the Plan.</li> <li>• The Annual Delivery Plan for 2023-24 is aligned to the Council’s four Well-being Objectives.</li> <li>• The Plan details the activities that will be undertaken in 2023-24 to deliver these objectives.</li> <li>• The Plan also details three critical challenges (associated with the four Well-being Objectives) which will be a key focus for the organisation in 2023-24, these are cost of living, Project Zero and organisational resilience.</li> <li>• The commitments within the Annual Delivery Plan will be reflected in Annual Service Plans together with a suite of performance measures which will detail how different Council services will contribute to the delivery of our four Well-being Objectives.</li> </ul>	

- 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 31st March each year and to keep these under review.
- Our Corporate Plan Well-being Objectives and associated commitments for 2023/2024 as outlined in the draft Annual Delivery Plan will be reflected in Service Plans for 2023 -2024. 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 2023-24. A workshop open to all Elected Members will be held to inform the approach to be taken to presenting this information for scrutiny.

## **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 Director of Corporate Resources 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 31st 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.
- 1.2 The Council published a new Corporate Plan 2020-25 in April 2020. The Corporate Plan details actions to be taken over a five-year period to deliver four Well-being Objectives, these being:
  - 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 2023-2024 (Appendix A) details the key activities to be undertaken in year 4 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 2023 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. As set out in paragraph 2.9 (below), the Plan has been drafted at a particularly challenging time, for our residents, communities and our organisation. Headline issues, such as the need to respond to the cost of living crisis, the climate emergency and organisational resilience are all factors that have had a significant impact on drafting the 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 WBFG Act and those defined in the Local Government and Elections Act, we continually review the relevance of our Well-being Objectives. The current objectives were agreed in 2020 as part of the development of the Corporate Plan 2020-25. These objectives were reviewed as

part of end of year performance work to produce the Annual Self- Assessment Report 2021/22 published in November 2022. This was a comprehensive exercise which reviewed work across the Council. Consultation has been undertaken on the annual self-assessment for 2021/22 as part of informing the new ADP. As part of this consultation exercise over 80% of respondents answered that our Well-being Objectives are still relevant. As a result, we are confident that our Well-being Objectives and the associated commitments outlined in the appended draft ADP 2023/2024 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 internal review and public consultation, we will consult again on our Well-being Objectives as part of the consultation on the draft ADP.
- 2.5** The first step in developing the ADP was a workshop with Cabinet Members and the Strategic Leadership Team. Discussions at the workshop were informed by corporate risks, key challenges identified by each Directorate, the findings of the self-assessment and progress in delivering the current ADP. Following this workshop further discussions have been held with the Strategic Leadership Team to shape the Plan and an engagement session was held with the Headteacher Steering Group to seek their views on key issues for 2023-24. 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 in response to the consultation on priorities for 2023-24 and work undertaken as part of the development of the PSB Well-being Plan. The response to the consultation undertaken on this draft plan will shape our final plan for 23-24. The actions also reflect the findings from the work of our regulators, the information in our Annual Self-Assessment Report 2021-22 and the Council's performance in the national context.
- 2.6** In summary, in drafting the plan for 2023-24 the following have been considered:
- Council performance and expected progress in delivering actions in the ADP 2022-23
  - Annual Self-Assessment Report
  - Corporate Risk Register
  - Statutory duties
  - Likely availability of resources
  - Findings from the work of our regulators
  - Views of residents and partners
  - PSB Well-being Assessment
- 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 and actions take account of the need for more long-term planning.
- 2.9** The ADP has been developed in a time when it is clear that the year ahead will present significant challenges for the organisation and also for our residents, local organisations and businesses. In developing the Plan there has been much discussion about the impact of the cost of living crisis, the need for us to continue our commitments as part of Project Zero and the need to make the organisation more resilient in response to increasing demand for services, significant financial pressures and workforce challenges. The Council is not alone in facing these challenges and recognises the need to keep embedding the Well-being of Future Generations Act in our work and that the five ways of working and our contribution to the national Well-being Goals must remain at the forefront. These challenges will be kept under review during the period of consultation in order to ensure the ADP is relevant, timely and deliverable.
- 2.10** In addition to the four Well-being Objectives which provide the framework for this Plan we identify three critical challenges that we will need to meet in the coming year. The three critical challenges are:
- Cost of Living Crisis – supporting our residents, local organisations and business in the face of rising costs in particular around energy, food and housing.
  - Project Zero – responding to the climate and nature emergencies and delivering the commitments in our Climate Challenge Plan.
  - Organisational Resilience – ensuring that we can continue to adapt in the face of adversity and provide our services despite the financial pressures and workforce challenges that we and many of our partners organisations face.
- 2.11** Actions across all four Well-being Objectives will contribute to meeting these critical challenges demonstrating the integrated way in which we work and the multi-faceted nature of our activities.
- 2.12** In highlighting these critical challenges as part of the ADP we are making a clear statement about the focus for the Council in 2023-24. We will continue to deliver across all four of our Well-being Objectives and in doing so progress our commitments to tackle the climate and nature emergencies, support our communities through the cost of living crisis and ensure that the Council can continue to provide essential services. As part of all this work we will need to



work with our partners across the Vale and the wider region and we will continue to engage with and listen to our residents.

- 2.13** The ADP has been developed at the same time as the Council is beginning work on the budgeting process for the coming year. The financial outlook for public services in Wales is at its bleakest since austerity and there will be difficult and uncomfortable decisions to be taken in how best we utilise our limited and reducing resources. This work will continue throughout the coming months whilst the ADP is consulted upon and the feedback received on the Council's future focus will inform the budgeting process for 2023/24.
- 2.14** We cannot deliver our Well-being Objectives and meet the critical challenges on our own. We will continue 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 partnership. The Council's Well-being Objectives align with Public Service Board's new Well-being Objectives and the actions detailed in this ADP will contribute to their delivery.
- 2.15** Consultation on the draft ADP will be undertaken through the Council's online Participate Vale platform and this will be promoted widely. Non-digital participation methods will also be put in place. The draft ADP will be circulated to a range of key partners and stakeholders with a request for comments on our Objectives, actions and identified challenges. 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. Cabinet will importantly note that the ADP has been developed considering a wide range of sources, including the results of previous involvement, engagement and 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.
- 2.16** Below is the indicative timetable for consulting and approving the ADP 2023-24. 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.

17th November, 2022	Cabinet approve the draft ADP for consultation
21st November, 2022 – 8th January, 2023	Consultation on the ADP including the public, partners, staff, Trade Unions, Town and Community Councils and presentation to all scrutiny committees
January 2023	ADP amended in response to the consultation feedback
15th February, 2023	Corporate Performance and Resources Scrutiny Committee consider the revised ADP
16th February, 2023	Cabinet consider final draft ADP
6th March, 2023	Council consider final draft ADP
April 2023 – March 2024	Delivery of the ADP

- 2.17** Cabinet 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 2023-24.

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

- 3.1** The 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 ADP details how the Council will contribute to the national Well-being Goals through delivery of its year 4 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, for example, tackling deprivation, 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. Climate Change and Nature Implications**

- 4.1** The need to address the nature and climate emergencies is set out clearly in the draft ADP together with a range of actions that will be undertaken as part of Project Zero. This has also been identified as a critical challenge for the organisation in the coming year.

## **5. Resources and Legal Considerations**

### **Financial**

- 5.1** In determining its commitments in the draft Annual Delivery Plan 2023/2024, the Council has been mindful of the economic situation locally, nationally and internationally and taken into account legislation changes and government policy. Key Well-being Objectives set out in the Corporate Plan 2020-2025 and the ADP 2023-24 either have resources committed to their achievement (Medium Term Financial Plan and annual budget review) or the prospect of such resources being made available in the period of the plan.
- 5.2** 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**

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

### **Legal (Including Equalities)**

- 5.4** 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.
- 5.5** 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.
- 5.6** The draft ADP details a series of commitments which the Council intends to focus its attention on during 2023-24 in order to improve the well-being of Vale of Glamorgan citizens. The commitments in the ADP 2023-24 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.

- 5.7** 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.

## **6. Background Papers**

Vale of Glamorgan Council Corporate Plan April 2020

[https://www.valeofglamorgan.gov.uk/en/our\\_council/achieving\\_our\\_vision/Corporate-Plan.aspx](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](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.



# Annual Delivery Plan

2023-24

## Draft Annual Delivery Plan 2023-24

### Foreword

There is no doubt that the year ahead will again be one of unprecedented challenges. In recent years we have demonstrated our resilience and we will continue to do so. I am confident that the Council will continue to deliver but our ambition must be grounded in the reality of the increasing needs of our communities, and the significant financial and workforce pressures we face. We need to ensure we focus on the priorities that matter most to our residents, that people have the care and support they need, that our young people continue to thrive and receive the best education and opportunities, and that the Vale continues to be a great place to live, work and visit.

We will continue to confront the effects of the cost of living crisis, the significant pressures on many of our services and remain focused on responding to the climate and nature emergencies. None of these tasks will be easy, but all of them are essential and vitally important if we are to continue to meet the needs of current and future generations.

In developing this delivery plan for 2023-24 we have had to take some tough decisions. The need to be resourceful and innovative and to challenge what we do and how we do it is more critical than ever. We have reviewed our four Well-being Objectives which remain relevant and provide an effective framework for our services in 2023-24. 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***

Within this Plan we have detailed the actions we will take to deliver our Objectives and our vision of ***Strong Communities with a Bright Future***. Many of our actions will contribute to multiple Objectives and cut across a number of services reflecting the integrated way in which we work. These activities progress work that we committed to in the Corporate Plan 2020-25 and that we have continued to progress year on year despite the Covid-19 pandemic. Our progress to date is detailed each year in our Annual Report. This year we have also identified three critical challenges that will shape much of our activity in the year ahead and many of the activities detailed in the Plan are part of the collective effort to meet these challenges. Our Critical Challenges are:

- ***Cost of Living Crisis*** – supporting our residents, local organisations and business in the face of rising costs in particular around energy, food and housing.
- ***Project Zero*** – responding to the climate and nature emergencies and delivering the commitments in our Climate Challenge Plan.

- ***Organisational Resilience*** – ensuring that we can continue to adapt in the face of adversity and provide our services despite the financial pressures and workforce challenges that we and many of our partner organisations face.

We continue to be a high performing Council and a Council that recognises the importance of working in partnership and of involving the community and other stakeholders in our work. We will continue to invest in our schools, to support the local economy and to meet the needs of our most vulnerable residents. We will work with our partners including the third sector to keep people safe, to improve health and well-being and to provide opportunities for people to develop new skills and interests and to shape local services. Integral to everything we do is the need to protect our environment and adapt to and mitigate the impacts of climate change. We all have a responsibility to consider the environment and what changes we need to make in how we live, work and provide services.

We will build on our achievements to date and ensure that across the Vale we are supporting our residents and that together we will make our communities stronger and in time, the future brighter.

**Councillor Lis Burnett**  
Leader of the Council

## Introduction to the Annual Delivery Plan

This is the fourth 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 2023-24.

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.

## 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 activities in the year ahead:

- ***To work with and for our communities*** - We need to be resilient, innovative and responsive to the different needs of our customers. 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 reflects our increased focus on working with the community and providing opportunities for the community to get involved in shaping our activities. We are continuing to improve our online offer and change 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 the cost of living crisis and as part of the Public Services Board's Well-being Assessment has highlighted inequities and we will continue to strive to better understand the actions needed to address these inequities. 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 agile and able to adapt and that our staff are one of our greatest assets. We also recognise the need to review services and ensure they are viable, sustainable and fit for the future.



- ***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 a decent wage in keeping with the cost of living. We will work with a range of partners to promote economic 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, for example with financial and employment advice. We will continue to support local businesses during these uncertain times, and we will 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 will ensure that people have access to advice and support on a range of issues including, housing, food, energy costs, benefits and money advice. We recognise the importance of prevention and early intervention to improve and maintain well-being and to tackle health inequities. 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 to maintain their physical and mental well-being.
- ***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 even greater focus on how we can make the changes big and small to ensure we leave the right legacy for future generations.

## Developing the Annual Delivery Plan

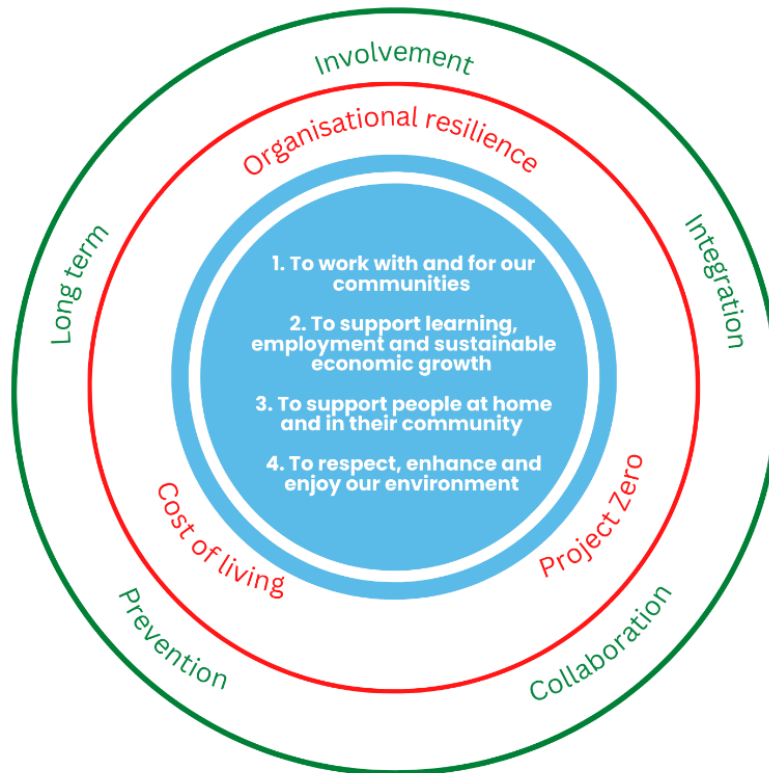
The actions set out in this year's ADP reflect what residents, partners, elected members and staff have told us through various engagement and consultation activities through the year. The responses to the consultation undertaken on this draft Plan will shape our final Plan for 2023-24. The actions also reflect the findings from the work of our regulators, the information in our Annual Self-Assessment Report 2021/22, the Council's performance in the national context and Public Services Board's (PSB) [Well-being Assessment](#). The Council works with other public and third sector organisations as part of the PSB and the Council's Well-being Objectives align with the PSB's new Well-being Objectives. Activities detailed in this Plan will contribute to the PSB's new Well-being Plan.

We continue to embed the five ways of working (involvement, collaboration, prevention, long-term and integration) 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 2023-24 to work towards achieving Strong Communities with a Bright Future. In this year's ADP there is a particular emphasis on three critical challenges which many actions in the Plan will contribute to. In the ADP 2022-23 we had six themes, Project Zero, Infrastructure, Transformation, Care and Support, Hardship and Community Capacity. These remain important issues for the Council and many of the actions detailed in this Plan are reflective of these themes. However, for 2023-24 we believe that the following critical challenges will be a key focus for services across the Council and for many of our partners. Our critical challenges are

- **Cost of Living Crisis** – supporting our residents, local organisations and business in the face of rising costs in particular around energy, food and housing
- **Project Zero** – responding to the climate and nature emergencies and delivering the commitments in our Climate Challenge
- **Organisational Resilience** – ensuring that we can continue to adapt in the face of adversity and provide our services despite the financial pressures and workforce challenges that we and many of our partners organisations face.

The following shows our four Well-being Objectives and critical challenges and also the five ways of working which will be embedded into how we deliver our objectives and meet the challenges.



## Our Critical Challenges

Detailed below are our three critical challenges with more information about why these are such significant challenges for the year ahead, what we will do, how we have embedded the five ways of working in our response to these challenges and how the work links back to our Well-being Objectives.

**Critical Challenge 1: Cost of Living Crisis** – supporting our residents, local organisations and business in the face of rising costs in particular around energy, food and housing

- Why is this a challenge?** The cost of living crisis continues to gain momentum and is increasingly putting financial pressure on households. Heightened energy prices, growing inflation, rising transport and food costs are impacting us all but are hitting poorer households hardest. While a number of schemes have been introduced to ease the burden on households there is concern that growing pressures from increases in the costs of living could further embed inequalities in the Vale of Glamorgan. Price increases squeeze wages and income related benefit support, particularly impacting poorest households who have the least capacity within their budgets to mitigate these increases. There are concerns that as these pressures mount more households may be forced into formal and informal debt and be pushed into fuel and food poverty, impacting physical and mental well-being. The cost of living is expected to rise further during the immediate to medium term and we will need to support our communities and citizens to navigate and overcome the worst impacts of this crisis, with a particular focus on safeguarding our most deprived and vulnerable citizens.

- **What will we be doing?** The Council will build on its existing services and work with partners to provide support. We will co-ordinate a response to the cost of living crisis including addressing food and period poverty through work with schools, a range of community initiatives and administration of funding schemes. We will provide residents with advice, support, signposting and information on a range of issues including housing, debt, fuel poverty and energy costs, benefits, employment, and training. We will work with partners to reduce homelessness and to provide warm spaces and promote inclusive opportunities for play and leisure.
- **How does our response reflect the five ways of working?** We will work collaboratively with a range of partners from schools, housing associations, community and third sector organisations, such as Glamorgan Voluntary Services, the Vale Foodbank and the Citizens Advice Bureau to support our residents. We will join up services to ensure that people can access a range of services, support and advice in one place and we will involve people in what we are doing to ensure we are reaching those people who need our support most. Through the PSB we will also ensure that we are focusing on some of the longer-term issues and focusing on prevention to reach people before they reach crisis point.
- **Which Objectives does it contribute to?** In meeting this challenge we will be taking steps that contribute to all four of our Well-being Objectives and all of the national Well-being Goals. We will be involving the community, providing opportunities for employment and learning, supporting those who are most vulnerable and ensuring that we still protect our environment even during these challenging times.

**Critical Challenge 2: Project Zero** – responding to the climate and nature emergencies and delivering the commitments in our Climate Challenge Plan

- **Why is this a challenge?** – In July 2019 the Vale of Glamorgan Council joined with Welsh Government and other Councils across the UK in declaring a global ‘climate emergency’ in response to the findings of the IPCC ‘Special Report on Global Warming of 1.5°C’ (October 2018). Since then, we have continued to make changes across the organisation and to embark on ambitious projects to reduce our carbon emissions. We have brought all of this work together as Project Zero and we will continue to work with the community and our partners to make the necessary changes, focusing on energy, waste, food, buildings, transport, land use and procurement. Our key target is to reduce the Council’s carbon emissions to net zero by 2030 but we also want to influence and encourage others to reduce their emissions and to be part of Project Zero.
- **What will we be doing?** Work to address this challenge includes reviewing the Local Development Plan and development of 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. We will explore the potential

of community energy schemes, implement a new Waste Management Strategy and implement the Shoreline Management Plan and the revised Local Flood Risk Management Strategy.

- **How does our response reflect the five ways of working?** As part of our work on climate change we are keen to work with a range of community groups and young people to have meaningful conversations about what needs to change and how we turn those conversation in to action. The new PSB Well-being Plan also highlights climate change and the nature emergency as key priorities and we will be working with our partners across the public and third sector and also through the Cardiff Capital Region to make a difference. We recognise that we need to think more long term about our actions and take a more preventative approach. We need to consider the impact our actions and decisions will have on the environment and ensure our policies and strategies support this more long-term thinking, for example, by reviewing our procurement practices. We also recognise that Project Zero must be integrated in all that we do, it is included in all of our committee reports and significant work has been undertaken regarding the links between our environment and well-being.
- **Which Objectives does it contribute to?** This challenge is particularly relevant to Objective Four but it is relevant to all of our Well-being Objectives. Work will involve community engagement, encouraging behaviour change at an individual and organisational level, looking at what new employment opportunities are emerging linked to a green economy and ensuring capital projects meet exacting standards. Across the world it is often the poorest communities and most vulnerable people who are least able to adapt to or cope with the impact of climate change and we will continue to work with our communities to increase resilience.

**Critical Challenge 3: Organisational Resilience** – ensuring that we can continue to adapt in the face of adversity and provide our services despite the financial pressures and workforce challenges that we and many of our partners organisations face.

- **Why is this a challenge?** The Council’s financial position remains challenging at a time when there is increasing demand for services and a need to support those most in need. The Council is also highly susceptible to increasing cost pressures associated with inflation, including the rising cost of construction materials, food supplies, energy costs and staff wages and this will all have an impact on the costs of service delivery. This could challenge our ability as a Council to maintain levels of service delivery and deliver key priorities such as Project Zero, the Sustainable Communities for Learning programme, Council housing programme and other transformation projects.
- In response to Covid-19, we successfully adapted to new ways of working and adopted new service delivery models, we will need to continue to transform how we work and how best we can maintain services both in the short and longer term. We need to

become more resilient and deliver more with less and this will require greater innovation in the way we work, to embrace new models that enable us to deliver services in an agile way. We will need to address a number of cost pressures, becoming a 'living wage' employer, meeting the needs of an increasingly ageing population and a growing number of children and young people presenting with mental well-being and complex additional learning needs. Our staff are our greatest asset and we need to ensure we can attract and retain the best people. We face many workforce challenges across a range of services in line with the national picture and we will need to ensure we are providing a competitive offer in order to recruit and retain people.

- **What will we be doing?** We will review the viability and sustainability of services in response to ongoing significant financial challenges and uncertainty. We will be using our assets more efficiently, we will push forward our digital agenda and develop and support our workforce, take commercial opportunities where they add value and protect our services. We will need to take many and varied approaches, working with partners across all sectors to increase our resilience and deliver our priorities. By increasing our resilience we can continue with Project Zero and we can support our residents through the cost of living crisis and we can deliver our Well-being Objectives. Integral to transforming how we work is the need to involve and engage with our staff, residents, partners and other stakeholders. Effective change and increased resilience will only be possible by working in partnership and listening to a range of voices. We will remain focused on the diverse needs of our communities.
- **How does our response reflect the five ways of working?** Strengthening our resilience as an organisation means we need to plan for the long term despite the short-term nature of the majority of our funding. We need to take a more preventative approach and build on the strong partnerships that are already in place for example, the Public Services Board, Regional Partnership Board and the Cardiff Capital Region. Integration is also key as we need to ensure that any difficult decisions we make do not have a more negative impact on other services and we therefore need to take a more holistic view and understand the consequences of decisions. We will also ensure that a wide range of people are involved and have the opportunity to influence what we do and that their knowledge, experience and insight inform the way forward.
- **Which Objectives does it contribute to?** Improving our organisational resilience is key to delivering all four of our Well-being Objectives and our vision for Strong Communities with a Bright Future. Our organisational values are open, together, ambitious and proud and we will continue to reflect these in our work.

### Bringing it all Together for a Brighter Future

To help better understand how our work is integrated we have shone a spotlight on work around education and skills. This reflects the important contribution our schools make to delivering our Well-being Objectives and helping us meet the many challenges we face. Our schools are a major part of the organisation in terms of the workforce and the services they provide to pupils, their families and the wider community. Schools produce their own local

plans to set out their priorities and area of focus and these align to priorities identified in the Corporate Plan and Annual Delivery Plans.

Within the education and skills arena, we can see how relevant commitments across all of our Well-being Objectives will help us to meet the identified critical challenges. Schools are playing an important role and often leading the way with regards to tackling food and period poverty. They are also providing a range of wrap around services to support parents and the community during these difficult times. Investment in our schools and work with pupils is a key element of Project Zero and in line with the Sustainable Communities for Learning Programme our aim is for schools to be low carbon and ideally zero carbon buildings to operate whenever possible.

With regards to our commitment to engage and involve people more to help address these critical challenges we will support increasing numbers and a greater diversity of young people to be engaged in a wider range of participation opportunities both in and out of school. We will implement a whole-school approach to mental health and well-being and support our schools to minimise exclusions and enhance attendance recognising the long-term impacts of COVID-19 and the cost of living crisis. Finally, as part of work on organisational resilience we will review and revise our core support service offer to schools in regard to IT, HR, cleaning, building and waste services. Schools will also benefit from work undertaken as part of the new People Strategy. All of these activities illustrate the significant work undertaken with and by our schools and their role in delivering our Well-being Objectives.

## Delivering Our Objectives

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. Adopt a new **digital strategy** and improve how we communicate and develop more responsive **online services**, including improvements for housing services and the customer contact centre and enhancements to the website.
2. Make efficient and effective use of **assets** by reviewing the council's estate including office accommodation and key sites like the Kymin in Penarth.
3. Review the **viability and sustainability of services** in response to ongoing significant financial challenges and uncertainty.
4. Revise our **procurement** practices to ensure value for money to ensure our activities contribute to the local economy, support work around climate change and deliver community benefits.
5. Implement a new **People Strategy** with a particular focus on improving diversity across the workforce, recruitment and retention, planning for the future and staff well-being.
6. Work with **voluntary and community organisations** to deliver and shape local services, encourage people to get more involved in their local communities and support them to seek funding.



7. Work with partners in the **private sector** to help deliver service innovation and new sources of investment and expertise.
8. **Deliver our Public Participation Strategy** to encourage and enable greater involvement for residents and other stakeholders in decision making, with a particular focus on improving engagement with seldom heard voices.
9. Support increasing numbers and a greater diversity of **young people** to be engaged in a wider range of **participation** opportunities to enable equity and diversity in decision making within the Council.
10. Hold **climate and nature emergency community conversations** involving different stakeholder groups to shape our plans and activities and encourage positive behaviour change.
11. Deliver year four of the Council's [Strategic Equality Plan](#), achieve **Age Friendly** status for the Vale and progress work as part of national action around **disability, race and sexual orientation and gender identity**.
12. Increase the use of the **Welsh Language** through the delivery of the Council's Welsh Language Promotion Strategy and the Welsh in Education Strategic Plan (WESP).
13. Work in partnership as part of the **Armed Forces Covenant** to support members of the armed forces, veterans, family members and widow or widowers.
14. Deliver a programme to develop and support elected members reflecting the **Diverse Council Declaration**.

## 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 ensure **schools are effectively supported**.
2. Work with our schools and partners to implement the whole-school approach to **mental health and well-being** in order to meet the needs of children and young people.
3. Support our schools to facilitate the phased implementation of **Additional Learning Needs (ALN)** reform including work around self-evaluation.
4. Support our schools to **minimise exclusions and enhance attendance** recognising the long-term impacts of COVID-19 and the cost of living crisis.
5. Progress **school investment schemes** including the expansion of Ysgol Y Deri, a new school building at St Nicholas, expansion of primary school capacity in Cowbridge and design work for St Richard Gwyn as part of the Sustainable Communities for Learning Programme.
6. Review and revise our **core support service offer to schools**, including IT, HR, cleaning, building services and waste services.

7. Work with others including key businesses and charities to support **employment** and the development of **skills** for the future including the delivery of initiatives and paid opportunities within the Council for apprenticeships, training and employment.
8. Work with the [Cardiff Capital Region](#), Welsh and UK Governments to develop regional and **local strategies for transport, planning and economic development** including transport interchanges for Barry, major projects like the Aberthaw site and Barry Gateway and the continued growth of the Bro Tathan and Cardiff Airport Enterprise Zone.
9. Maximise the use of external funding such as Welsh Government Transforming Towns and UK Government Shared Prosperity funding to support sustainable **economic growth and communities across the Vale**.
10. Work collaboratively to develop and implement Vale wide strategies that promote **new employment space and support local businesses, tourism, social enterprises and communities**.

## 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. **Co-ordinate a response** that supports our residents, business, the third sector and council staff with the impact of the **cost of living crisis** including addressing food and period poverty through work with schools, a range of community initiatives and administration of funding schemes.
2. Provide residents with **advice, support, signposting and information** on a range of issues including housing, debt, fuel poverty and energy costs, benefits, employment, and training through a number of services including the one stop shop, Money Advice Team and the Benefits Team.
3. Take action to **protect the vulnerable** from illegal money lending activities and ensure appropriate arrangements are in place to **protect consumers** from food hygiene risks recognising the potential impact of the cost of living crisis.

4. Work in partnership with Government, third sector partners and support providers to **resettle vulnerable households** into the Vale of Glamorgan and provide the services and support they require.
5. Work in partnership to address **health inequities, promote vaccination and screening** and to implement the [Move More, Eat Well Plan](#) with a particular focus on reaching people in our more deprived communities.
6. Work in partnership to facilitate and promote inclusive opportunities for **leisure, play and sports development and arts and cultural services** with a focus on tackling inequalities, the promotion of health and well-being and areas where there have previously been low participation rates.
7. Continue to **diversify the offer from our libraries** in their role as hubs within the community.
8. Strengthen existing partnership arrangements with the Cardiff and Vale University Health Board and work through the Vale Alliance to develop and implement more **integrated models of care including meeting accommodation needs**.
9. 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'.
10. Work with community leaders/ partners and use the experience gained through the work in Llantwit Major to review and transform the range of **support available to older people** within their community.
11. Work co-productively with **children and their families** through a strengths-based model to improve outcomes and enhance wellbeing.
12. 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.
13. Work with partners to promote and enhance **community safety** including priorities for positive social cohesion and community protection ensuring that we safeguard and support those who are most vulnerable including work on domestic violence, sexual violence and serious violence.
14. Work with partners to implement the **Youth Offending Service Post Inspection Action Plan** to enhance young people's outcomes.
15. Maximise **Council house building** and acquisition opportunities including 138 new Council homes on six sites throughout the Vale.
16. Implement a **Local Housing strategy** to address current and projected housing need and to increase the supply of good quality, accessible and affordable housing.

17. **Produce an Older Persons Housing Strategy** to secure the best quality of life for older people living in the Vale and to enable older people to live as independently as possible in later life
18. Work with partners to prevent and **reduce homelessness** and provide housing and associated support including maximising the use of the homelessness prevention grant to sustain tenancies, expanding the supply of temporary accommodation and minimising the use of bed and breakfast accommodation.

## 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** and work with the community and other stakeholders to reduce carbon emissions, focusing work on energy use, transport, land and food, ensuring that our response to the climate and nature emergencies is integral to all decisions.
2. Work with our partners to respond to the **nature emergency** including implementing a new Green Infrastructure Strategy, a tree management strategy and delivery of the Biodiversity Forward Plan.
3. Engage with local communities and explore the potential for **community energy schemes** as part of the Local Area Energy Plan including the potential to use council assets.
4. Improve existing **school buildings** and deliver new buildings in line with the Sustainable Communities for Learning Programme making them **low carbon and ideally zero carbon buildings** to operate whenever possible.
5. 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.

6. Encourage and support sustainable changes to how people travel by increasing opportunities for **active travel** (walking and cycling) including Rhoose and Eglwys Brewis Active Routes.
7. Work with our partners to improve access to **public transport** through support for socially necessary bus services and the transport infrastructure including delivery of bus stop e-timetable displays and the provision of new bus shelters in Rhoose, Eglwys Brewis, Cogan, Dinas Powys and Barry.
8. In conjunction with the Cardiff Capital Region increase the network of locally accessible **electric vehicle** charging points including in Council car parks.
9. Implement the **Road Surfacing Plan** (2022 to 2025) to improve the condition of the highway for all users including buses, pedestrians and cyclists and implement the Welsh Government's proposals for **20 mph default speed limit** on restricted roads within the Vale's local highway network.
10. Undertake work to ensure more **sustainable transport options for the Council's vehicle fleet and staff** including cycle to work schemes and the use of e-bikes, electric, hybrid and alternatively fuelled vehicles and implementation of the Healthy Travel Charter.
11. Progress the review of the Council's **Local Development Plan** with a focus on the assessment of candidate sites, and the preparation of a preferred strategy and deposit draft of the future plan following consultation.
12. Invest in education, sustainable transport, community facilities and assets and arts and culture as a result of negotiating **Section 106 payments** from developers in areas where development has occurred as detailed in the annual Section 106 report.
13. Seek to ensure the **sustainability of local facilities** and assets such as certain sports grounds, parks, open spaces, allotments and public conveniences by transferring to community organisations.
14. Deliver improvements to **waste management** and a greater focus on the circular economy, completion of the Resource Recovery Facility in Barry and the final roll out of the new recycling arrangements across the Vale and kerbside collection of more items for recycling.
15. Work with community groups to develop the 'adopt a street/area' concept and promote a **litter and enforcement strategy** recognising the role of the community in improving our local environment.
16. Implement the Shoreline Management Plan and the revised Local **Flood Risk** Management Strategy and work with communities at risk from flooding to develop local solutions.
17. Undertake local **air quality** assessments and take necessary action to ensure that national air quality objectives continue to be achieved.



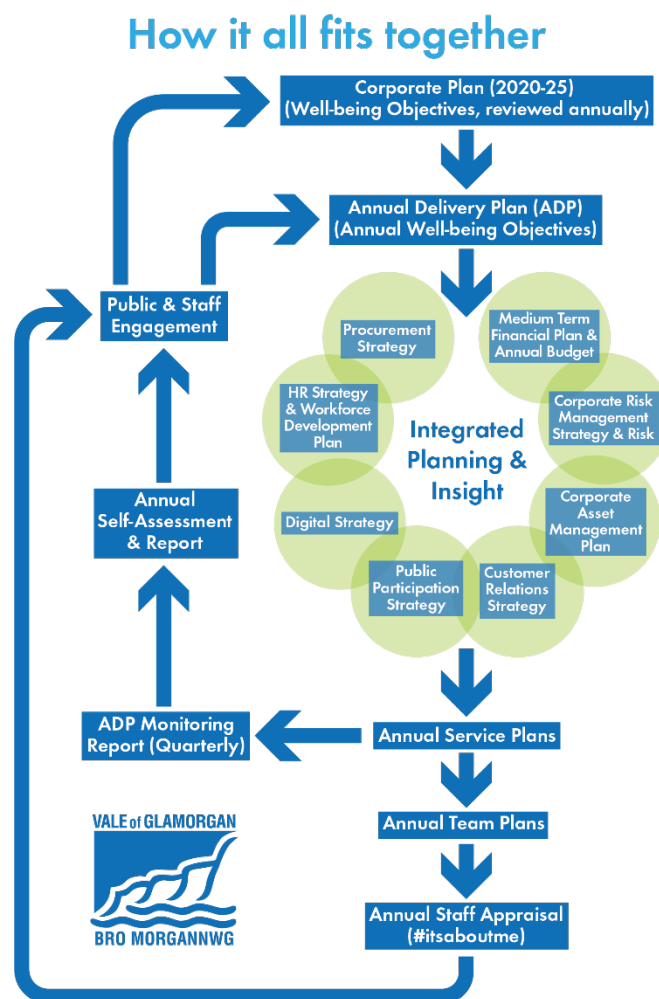
## Delivering & Monitoring The Plan

The Annual Delivery Plan actions are reflected in the Council’s Service Plans showing how each Council department will work to contribute to meeting our Well-being Objectives. A suite of performance measures are in place to help demonstrate progress towards achieving our Well-being Objectives.

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.

The Annual Assessment Process also ensures that we are reviewing and challenging our performance and priorities to understand where improvements are needed and embracing opportunities for shared learning.

The diagram below shows how everything fits together ensuring that we continue to review, monitor, reflect, involve, revise and report.



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

## 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](mailto:improvements@valeofglamorgan.gov.uk)

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

01446 700111

## Glossary

<b>Biodiversity</b>	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.
<b>Biodiversity Forward Plan</b>	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.
<b>Domiciliary Care</b>	The range of services put in place to support an individual in their own home.
<b>Green Infrastructure Strategy</b>	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
<b>Local Development Plan</b>	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.
<b>Local Government Act</b>	The <a href="#">Local Government and Elections (Wales) Act 2021</a> outlined provision for the establishment of a new and reformed legislative framework for local government elections, democracy, performance and governance.
<b>Net Zero carbon</b>	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.
<b>Optimised Retrofit Programmes</b>	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.
<b>Project Zero</b>	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.
<b>Public Services Board</b>	Public Services Boards were established as part of the Well-being of Future Generations Act. <a href="#">Our Vale - The Vale of Glamorgan Public Services Board (PSB)</a> brings together senior leaders from public and third sector organisations across the Vale of Glamorgan to work in partnership for a better future.
<b>Regional Safeguarding Board</b>	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.
<b>Section 106</b>	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 <a href="#">here</a> .
<b>Shared Regulatory Services</b>	The <a href="#">Shared Regulatory Services</a> 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.
<b>Strengths Based Model</b>	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
<b>Vale Alliance</b>	The Vale Alliance is a project aiming to bring together social care and health services to deliver more seamless support to our residents
<b>Sustainable Communities for Learning Programme</b>	The 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.

