

Meeting of:	Corporate Performance and Resources Scrutiny Committee
Date of Meeting:	Wednesday, 15 February 2023
Relevant Scrutiny Committee:	Corporate Performance and Resources
Report Title:	Draft Vale of Glamorgan Council Annual Delivery Plan 2023-24
Purpose of Report:	To enable the Committee to consider the draft Annual Delivery Plan 2023-24 post consultation.
Report Owner:	Executive Leader and Cabinet Member for Corporate Performance & Resources
Responsible Officer:	Rob Thomas – Chief Executive
Elected Member and Officer Consultation:	Consultation has been undertaken on the draft Annual Delivery Plan including the Well-being Objectives. This included consultation with the public, staff, trade unions all Scrutiny Committees and with partners. The Annual Delivery Plan is relevant to all wards and as such individual member consultation has not been undertaken.
Policy Framework:	This is a matter for Executive decision by Cabinet and approval of Council. 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> <p>The report sets out how the draft Annual Delivery Plan (The Plan) 2023-24 (Appendix A) has been developed, the outcome of the consultation and the subsequent changes to the Plan.</p> <p>The Council's four Well-being Objectives provide the framework for the Annual Delivery Plan 2023-24.</p> <p>The Plan details the activities that will be undertaken in 2023-24 to deliver these objectives.</p> <p>The Plan also details three critical challenges which will be a key focus for the organisation in 2023-24, these are cost of living, Project Zero and organisational resilience.</p> <p>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.</p> <p>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</p>	

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 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 in March to the relevant Scrutiny Committees together with proposed service improvement targets for 2023-24 prior to consideration and approval by Cabinet.

Recommendations

- 1.** That Committee considers the updated draft Annual Delivery Plan (Appendix A), the consultation feedback report (Appendix B) and the Equality Impact Assessment (Appendix C).
- 2.** That Committee refers any further comments to Cabinet to include in Cabinet's consideration of the draft Annual Delivery Plan on the 16th February 2023, prior to the Plan being presented to Council for approval in March 2023.

Reasons for Recommendations

- 1.** To enable the Committee to consider the consultation feedback and the subsequent changes to the Plan.
- 2.** To enable Cabinet to consider the comments of the Corporate Performance and Resources Scrutiny Committee as part of its consideration of the revised Plan post consultation and prior to consideration of the Plan by Council in March.

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.
- 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 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 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 2023. 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 an overview of the process undertaken to develop the new plan including the consultation and seeks the Committee's views on the draft Plan prior to consideration by Cabinet.

2. Key Issues for Consideration

- 2.1** The Corporate Plan is the Council's key strategic document. The Corporate 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 Corporate 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 WCFG 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. Consultation has been undertaken on the Annual Self-Assessment Report 2021/22 and to inform the new ADP. Over 80% of respondents answered that our Well-being Objectives are still relevant. Under the WCFG Act, the Council is required to publish its Well-being Objectives by 31st March each year.

- 2.4** 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 were 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.
- 2.5** Importantly, 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 ADP reflects the feedback in response to the consultation on priorities for 2023-24 and work undertaken as part of the development of the Public Services Board's (PSB) Well-being Plan. 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. Consultation has also been undertaken on the draft plan.
- 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
 - Availability of Resources
 - Findings from the work of our regulators
 - Views of residents and partners from a range of exercises
 - PSB Well-being Assessment
 - Outcome of the consultation on the draft Plan
- 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 many 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.

2.10 In addition to the four Well-being Objectives which provide the framework for this Plan we identified and consulted on 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 and provide our services despite the financial pressures and workforce challenges that we and many of our partner 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 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 our Well-being Objectives and we also 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 Committee will note that the ADP has been developed in parallel with the Council's development of revenue and capital budget proposals for the coming year. The financial outlook for public services in Wales is at its bleakest since austerity and even though the settlement for 2023/24 from Welsh Government was better than initially anticipated, there will still be difficult and uncomfortable decisions to be taken. The feedback received on the Council's future focus has informed the budgeting process for 2023/24.

2.14 The Council recognises that it is not possible to 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. The Council's Well-being Objectives align with Public Services 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 has been undertaken using the Participate Vale platform and was promoted widely. Additionally, the draft ADP was circulated to a range of key partners and stakeholders including all councillors with a request for comments on our Objectives, actions and identified challenges and for assistance in promoting the consultation. This includes Schools, Town and Community Councils, Equalities Consultative Forum members and members of the Voluntary Sector and Joint Liaison Committee. The draft ADP has also been considered by all five Scrutiny committees during the consultation period and special briefings were held for all Members and also a workshop for Member Champions. In addition, an online meeting was held for staff inviting them to find out more about the ADP and to comment on it as part of the consultation. This meeting was hosted by the Director of Corporate Resources and was attended by 62 members of staff. A further 35 members of staff have subsequently viewed the discussion online. Discussions have also been held with the headteacher Steering Group and the Youth Council.
- 2.16** The results of the consultation are detailed in Appendix B. The appendix describes the wide range of consultation activity, comments and actions taken in response. In terms of the survey element of the consultation, Committee members will note that 68 people replied to the online survey, although only 67 answered the majority of the questions. This is a disappointing response but is not unusual for consultation exercises on corporate and strategic plans. To increase the response rate and reach out to people who may not usually respond to our online surveys we attended various warm spaces to talk to people about the draft plan. The consultation was promoted via social media and in the press. There were 132 visits to the survey page. The posts on Facebook had varied engagement ranging from 157 to none. The consultation was promoted via Twitter 6 times and the top performing tweet had 2,685 impressions and 40 engagements (someone clicking on a tweet/link). The survey was also shared with the citizens panel and this resulted in 1,770 people reading the email with information on the consultation.
- 2.17** As described above, the ADP has been developed with due regard to consultation and engagement undertaken through the year and in particular work undertaken through the summer which informed both the PSB draft Well-being Plan and the Council's draft Annual Delivery Plan. The Plan takes account of the PSB Well-being Assessment which included considerable consultation and service areas have reflected the findings of different consultation and engagement as part of the plan's development. As part of the development of the PSB Well-being Plan there have been discussions on the cost of living, climate change, being age friendly and addressing some of the inequities in our most deprived communities and this has also helped shape the ADP. The draft plan has been shared widely with partners and promoted to the public and an exercise will be undertaken to review the approach this year to help shape engagement and consultation on next year's plan.
- 2.18** A number of the responses to the consultation raised issues related to cost of living and the Council's work on climate change with some differing views as to how much of a priority this should be. Overall people were supportive of the

Council’s Well-being Objectives and the identified critical challenges but were less certain about the work outlined to deliver them with some stating that the Plan was broad and needed to be more specific. A number of actions have been amended and more information has been included in the draft Plan regarding annual service plans which contain much more detail about the specific actions different services will be taking forward in the year ahead to deliver the Corporate Plan and the Annual Delivery Plan.

2.19 In response to the request raised by members about the need for the Plan to be written with plainer language, some changes have been made and an easy read version will also be published as well as the ‘plan on a page’.

2.20 In terms of changes to the draft Plan following consultation and further internal discussions, the following changes have been made and actions taken:

- Information on the financial position has been added to the foreword to provide more context
- Amended wording of the organisational resilience challenge
- More information explaining the role of annual service plans which provided specific details of work to be undertaken by different services in 2023-24
- More links to information about related plans and key partnerships
- Additional references to key partnerships
- More emphasis on the link between environment and the economy
- A number of actions have been amended across all objectives to provide greater clarity in response to feedback and this is described in detail in Appendix B.

2.21 Below is the timetable for consulting and approving the ADP 2023-24 which has been devised in tandem with the development, scrutiny and approval of Annual Service Plans and associated target setting.

2.22

✓ 21 st November 2022 – 8 th 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
15 th February 2023	Corporate Performance and Resources Scrutiny Committee consider the revised ADP
16 th February 2023	Cabinet consider final draft ADP
6 th March 2023	Council consider final draft ADP
April 2023 – March 2024	Delivery of the ADP

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- 2.23** Committee are requested to consider the outcome of the consultation and the revised Annual Delivery Plan. The Committee’s comments will be referred to Cabinet and will form part of their consideration of the draft Plan at their meeting on the 16th February 2023.

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 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 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. 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.

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 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 2023-24 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.

- 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 is attached at Appendix C.
- 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

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)

Draft Annual Delivery Plan Cabinet Report 17th November 2023

[Draft VoG Council ADP \(valeofglamorgan.gov.uk\)](https://www.valeofglamorgan.gov.uk)

Appendix A

A copy of the Plan is available in Welsh.



Annual Delivery Plan

Our Plan for the Year - 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.

Although the financial settlement from Welsh Government for 2023/24 is better than expected there is still a significant shortfall between the resources available to the Council and what is required to provide the services and investment needed. This has meant that the Council has had to revise some of its programmes of activities and review what can be delivered in the coming year, where savings can be made and where we can do things differently. In doing this we have been mindful of the impact on residents and our partners. The overriding principles of the Council's Financial Strategy have been to support delivery of the Corporate Plan 2020-25 objectives and, in particular to protect services for the most vulnerable in the community.

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 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, the future brighter.

A handwritten signature in black ink that reads "Lis Burnett". The signature is written in a cursive, flowing style.

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, our plan for the year ahead.

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.

The Annual Delivery Plan brings together a range of activity across the Council for the year ahead. More detailed information about the work of individual services across the Council and what delivery will look like is detailed in the comprehensive [service plans](#) produced by each Council service. These plans provide the detail about what services will look like in 2023/24 and the [15 service plans](#) together with the Annual Delivery Plan provide the framework for service provision over the 12 month period reflecting the scale and diversity of services.

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 opportunities to access services and participate more easily. 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 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 and need to be balanced with environmental considerations whilst maximising opportunities of new technologies and innovations.
- ***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, in particular through the [Cardiff and Vale Regional Partnership Board](#) 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

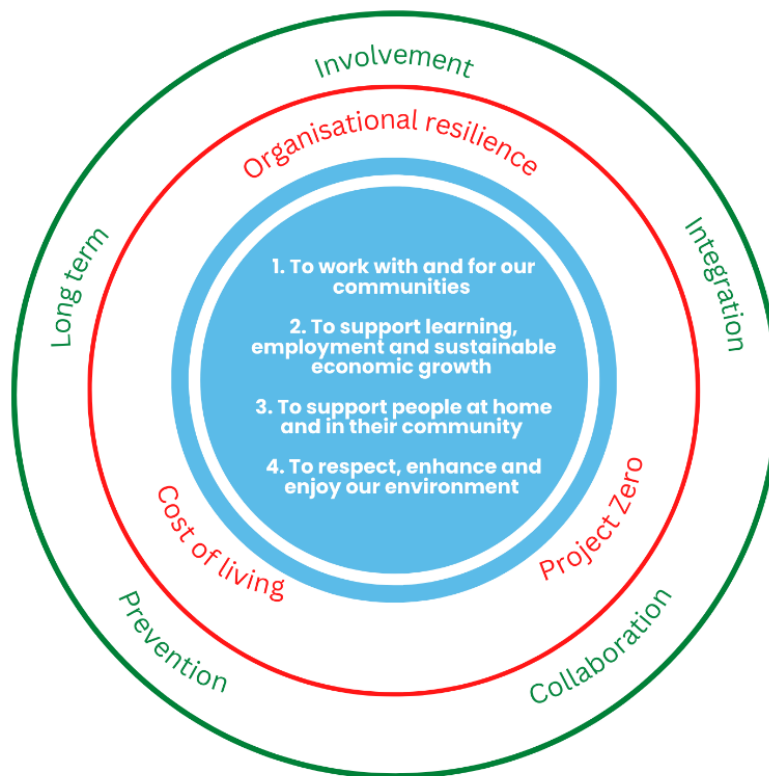
The actions set out in this year's ADP reflect what residents, partners, elected members and staff have told us through various engagement and consultation activities through the year. The responses to the consultation undertaken on this draft Plan have shaped our final Plan for 2023-24. The actions 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 as well as the Population Needs Assessment undertaken by the Regional Partnership Board \(RPB\)](#). 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 and also reflect our work in partnership on health and social care through the RPB

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 and provide our services despite the financial pressures and workforce challenges that we and many of our partner 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, fuel 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 and provide our services despite the financial pressures and workforce challenges that we and many of our partner organisations

- **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.

- Ambitious** — Forward thinking, embracing new ways of working and investing in our future.
- Open** — Open to different ideas and being accountable for the decisions we take.
- Together** — Working together as a team that engages with our customers and partners, respects diversity and is committed to quality services.
- Proud** — Proud of the Vale of Glamorgan: proud to serve our communities and to be part of the Vale of Glamorgan Council.

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 2023-24 we will:

1. Adopt a new **digital strategy**, 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.
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 further develop and support elected members to be effective in their roles reflecting the commitment to increase diversity.

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 2023-24 we will:

1. Work in partnership with the [Central South Consortium Joint Education Service](#) to ensure **schools are effectively supported** to maximise outcomes for all learners.
2. Work with our schools and partners to implement the whole-school approach to **mental health and well-being** and ensure appropriate support and guidance is provided in order to meet the differing 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, not for private profit organisations 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 the transport interchange for Barry and major projects like the energy park at Aberthaw, the Barry Gateway and the continued growth of the Bro Tathan and Cardiff Airport Enterprise Zone.
9. Take a place making approach to regeneration and 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 and support environmental and economic priorities**.

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 2023-24 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, fuel 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 with the Public Services Board 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 in particular through the [Regional Partnership Board](#) and by working 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 2023-24 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** and develop Optimised Retrofit Programmes to meet carbon reduction targets for the existing Council housing stock and to help tackle fuel poverty also ensuring that the Council's housing stock continues to meet relevant standards for safety and construction

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. Continue to ensure the **sustainability of local facilities** and assets such as certain sports grounds, parks, open spaces, allotments and public conveniences by working with and transferring to community organisations.
14. Deliver improvements to **waste management** with a greater focus on the circular economy, operation of the new Resource Recovery Facility in Barry and the final roll out of the new recycling arrangements to Penarth and surrounding areas including kerbside collection of more items for recycling Vale wide, in line with the new 10 year Waste Management Strategy.
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.

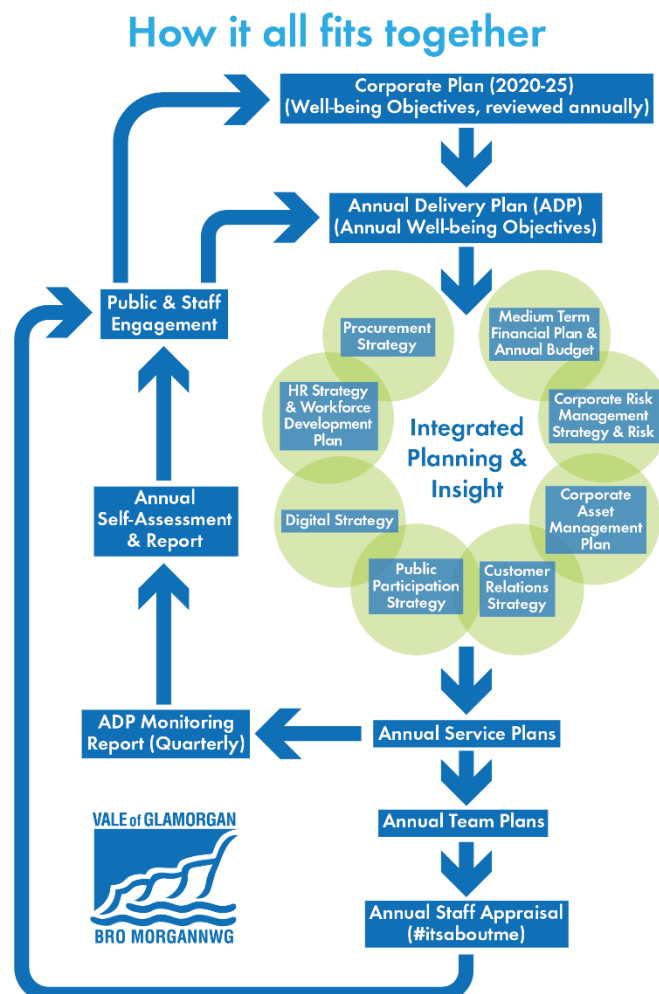
Delivering & Monitoring The Plan

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. 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

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

01446 700111

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.
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.
Not for Private Profit Organisations	The organisation's activities are not for the financial benefit of any individual or board of directors. A not-for-profit organisation is an organisation that focuses on a particular social cause, and all the money earned or donated is used in pursuing its objectives and meeting <u>operational costs</u>
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 Partnership Board	The Regional Partnership Board (RPB) is made up of Vale of Glamorgan Council, Cardiff Council, Cardiff and Vale University Health Board, Welsh Ambulance Services NHS Trust, housing, third & independent sectors and carer representatives. The aim is to improve the health and well-being of the population and improve how health and care services are delivered by making sure people get the right support, at the right time, in the right place.
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.
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
Sustainable Communities for Learning Programme	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.

Annual Delivery Plan 2023-24 Consultation Responses

Detailed below is a summary of the consultation responses received, details of the responses to the on-line survey, the comments received via social media and the outcome of the discussions with the Council's Youth Council on climate change and on the cost of living.

Summary of Responses

Consultee	Comments	Action
Scrutiny Committees		
Healthy Living and Social Care Scrutiny Committee 6 th December 2022	No comments, draft plan noted Minutes (valeofglamorgan.gov.uk)	No action required
Homes and Safe Communities Scrutiny Committee 7 th December 2022	<p>A number of points were raised and addressed in the meeting. It was suggested by one member that more reference to fuel poverty could be added to one of the actions.</p> <p>The Committee recommended that the following suggested additional action from the Committee be shared with the Director of Corporate Resources to inform revisions to the Annual Delivery Plan:</p> <p>For Objective 3, to support people at home and in their community: 'Ensure that the Council's housing stock continues to meet all relevant standards for safety and construction.'</p> <p>Minutes (valeofglamorgan.gov.uk)</p>	<p>Action 1 under Objective 3 has been amended to inc. reference to fuel poverty and now reads. '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, fuel and period poverty through work with schools, a range of community initiatives and administration of funding schemes.'</p> <p>The suggested wording has been added to an action under objective 4 which now reads as below and brings together activity regarding the housing stock in to one action.</p> <p>'Deliver near zero carbon, or at a minimum A rated, new Council homes and develop Optimised Retrofit Programmes to meet carbon reduction targets for the existing Council housing stock and to help tackle fuel poverty also ensuring that the Council's housing stock continues to meet relevant standards for safety and construction'</p>

<p>Learning and Culture Scrutiny Committee 8th December 2022</p>	<p>The Vice-Chair asked whether the voices of vulnerable young people who were not engaging with any of the Council's services or education, would be captured.</p> <p>The draft plan was noted</p> <p>Minutes (valeofglamorgan.gov.uk)</p>	<p>In response, the Director of Learning & Skills and Head of Additional Learning Needs and Wellbeing advised that this would be incorporated into forthcoming service plans which were currently in development, along with details around increasing mental health and wellbeing services within schools, with the aim of preventing young people from falling out of school provision.</p> <p>An action in the plan has also been amended to 'Work with our schools and partners to implement the whole-school approach to mental health and well-being and ensure appropriate support and guidance is provided in order to meet the differing needs of children and young people.'</p>
<p>Environment and Regeneration Scrutiny Committee 13th December 2022</p>	<p>A number of queries were raised in the meeting and the draft plan was noted. A request was also made for a member workshop.</p> <p>Minutes (valeofglamorgan.gov.uk)</p> <p>A query was raised that the target of 138 affordable houses is too low and that the Council should be more ambitious.</p>	<p>A workshop was held in December and attended by 9 members.</p> <p>This query was addressed by the Director of Place in the meeting. The 138 figure in the draft plan refers to the number of council properties being developed and this is just one element of the overall affordable housing provision. A separate action in the plan is 'Implement a Local Housing strategy to address current and projected housing need and to increase the supply of good quality, accessible and affordable housing'.</p>

	<p>It was also raised that the ADP should be more ambitious when it comes to economic growth and tackling climate change with more reference to the linkages between the 2, there also needed to be greater reference and scope to the ecological footprint of the Vale (not just the Council). A member raised an issue that there was no reference to the types of business we want to encourage (for example social enterprises and economic cooperatives) both of which were more likely to succeed in the current climate.</p> <p>The Council should look at the range and types of facilities/amenities available for local communities.</p>	<p>Changes have been made to the draft Plan to emphasise links between economy and environment.</p> <p>The Council commissioned a report on carbon emissions in the community and this will be included in a future Project Zero progress report. Project Zero is focused on both council, community and business activity. References to different types of business are included in actions 7 and 10 under Objective 2.</p> <p>This will be picked up in a range of areas, including as part of the Green Infrastructure Plan, LDP review and public opinion survey. Under Objective 4 there is also an action 'Continue to ensure the sustainability of local facilities and assets such as certain sports grounds, parks, open spaces, allotments and public conveniences by working with and transferring to community organisations.'</p>
<p>Corporate Performance and Resources Scrutiny Committee 14th December 2022</p>	<p>The draft Plan was noted. Minutes (valeofglamorgan.gov.uk)</p> <p>One Member stated that the challenge in scrutinising the draft ADP was to identify the 'exceptions' and points that maybe missing, as well as the ADP's mix of precise and vaguer commitments, which in part could be due to the nature of the Plan and it being a bridge between the Corporate Plan and the Council's Service Plans.</p>	<p>More explicit reference to the link between the ADP and service plans has been included in the revised Plan. A link to where the service plans are published on the Council's website has also been included. The Corporate Performance Team are working with Directors and Heads of Service to develop service plans using as specific language as possible to demonstrate the actions that will be taken.</p>

Member Briefings		
Member Champion Briefing – 19 th December 2022	<p>This was a well-attended meeting and there was a great deal of discussion about language and engagement in particular.</p> <p>Members raised issues about the need for plain language, use of infographics and there was also a good discussion about improving engagement with residents and those seldom heard and the role of members in assisting with this. It was also requested that there be more reference to some of the specific partnership work taking place and in particular the Public Services Board Well-being Plan.</p>	<p>More information about the PSB and the Well-being Plan has been included. There is more information about different partnerships and links to relevant plans and further information.</p> <p>The Plan on a page version of the ADP which received positive comments will be revised and published alongside the final ADP together with an easy read version of the plan focusing on the 4 objectives and the agreed actions.</p>
All Member Briefing – 20 th December 2022	<p>Nine members attended this meeting which was open to all members at the request of a member of the Environment & Regeneration Committee.</p> <p>One member queried that Objective 2 doesn't include much about people who fall through the gaps especially with young people in education, access to examinations and funding for examinations post 16.</p> <p>Concerns were raised about prosperity of towns and funding.</p>	<p>More detailed actions will be in relevant service plan but action 2 in Objective 2 has been amended 'Work with our schools and partners to implement the whole-school approach to mental health and well-being and ensure appropriate support and guidance is provided in order to meet the differing needs of children and young people'</p> <p>Objective 2 includes actions regarding local towns and use of funding e.g. 'Take a place making approach to regeneration and maximise the use of external funding such as Welsh Government Transforming Towns and UK Government Shared Prosperity</p>

	<p>Members asked how can we find indicators to measure how well we use external funding to improve areas impacted by deprivation, especially now different areas are being impacted by deprivation?</p> <p>A comment was made that Penarth town centre suffering from a lot of closures and vacant units and it is very concerning. How can we support this and shop owners given a lot is caused by cost of rent by private landlords etc?</p> <p>A member noted that the ADP includes reference to the opening of the Barry recycling centre and whether this was due to open imminently.</p>	<p>funding to support sustainable economic growth and communities across the Vale’ This has also been amended post consultation to including reference to a place making approach.</p> <p>We are working to update the evidence base and looking at indicators linked to this plan and the PSB Well-being Plan.</p> <p>UK and WG government requirements linked to the funding will help assess success and outcomes.</p> <p>Place making plans will be developed over the next 12 months and the Council will be looking to source as much funding as possible from WG to support this work.</p> <p>Action has been amended under Objective 4 ‘Deliver improvements to waste management with a greater focus on the circular economy, operation of the new Resource Recovery Facility in Barry and the final roll out of the new recycling arrangements to Penarth and surrounding areas including kerbside collection of more items for recycling Vale wide, in line with the new 10 year Waste Management Strategy.’</p>
<p>Youth Council Meetings</p>		
<p>7 young people attended a meeting in December to discuss climate change</p>	<p>Young people identified the following as what they would like to see happen</p> <ul style="list-style-type: none"> • More public transport • More electric public transport • Cheaper school buses 	<p>Further work will continue with young people to explore these issues as part of Project Zero.</p> <p>There are a number of transport actions in the ADP</p>

<p>10 young people attended a meeting in January to discuss cost of living and their concerns</p>	<ul style="list-style-type: none"> • Free public transport for 16–18-year-olds • More information and advice about unsustainable energy/energy waste, especially to younger generations • Schools raising awareness. PSE days – Climate Change • Encourage schools to use more sustainable ideas. • More wind power <p>Young people identified the following as concerns they have due to the Cost of Living:</p> <ul style="list-style-type: none"> • Cost of food • Cost of energy (heating) • Transport <p>When asked what they would like the Council to do, these were the responses:</p> <ul style="list-style-type: none"> • Cost of food: Invite Big Fresh to future meetings to discuss cost of school meals, meal choice and portion size. • Transport: Lower cost of transport for under 18s. More lower cost schemes. Improve safety on trains, priority of conductors should be passengers’ safety not fares. 	<p>but this is an issue which has been raised consistently in different exercises by young people.</p> <p>Big Fresh will be invited to a meeting of the Youth Council. There are a number of actions around transport in the plan but work will continue as part of Project Zero and cost of living.</p>
<p>Headteacher Steering Group</p>		
<p>Meeting 17th January 2023</p>	<p>Following on from the discussion with the steering group about the Annual Delivery Plan in the Autumn, the Director of Learning Skills discussed the draft ADP with the steering group as part of the consultation. One change was requested to action 1 under Objective 2 to add ‘to maximise outcomes for all learners’ to the end of the action.</p>	<p>The action now reads - Work in partnership with the <u>Central South Consortium Joint Education Service</u> to ensure schools are effectively supported to maximise outcomes for all learners.</p>
<p>Email Responses</p>		
	<p>No separate emails in response to the consultation were received in the consultation mailbox</p>	<p>No action needed</p>

Survey Responses		
<p>An online survey was promoted through a range of channels and ran from 21st November until the 8th January. There were 68 responses to the survey.</p> <p>Officers attended warm spaces to encourage more people to complete the survey and there was also an option to complete the survey over the phone.</p> <p>Questions were framed around the 4 Well-being Objectives and the three critical challenges</p> <p>More information regarding the responses received is provided later in this report.</p>	<p>Objectives</p> <p>79.1% - agreed that these were the right objectives. There were comments about clarity/deliverability, ensuring the plan covers all of the Vale, and about some people feeling disconnected. There were some mixed views about the environment and climate change and also comments about communications and feedback, the cost of living, and council tax.</p> <p>64.2% of respondents said Yes, the work outlined will deliver Objective 1. Some of the comments were that it is too broad and lacks substance and some areas feel ignored.</p> <p>For Objective 2, 55.9% said yes, the work outlined will deliver the objective. Comments received included reference to the cost of living and need for support, economic growth and the need to balance with the environment. Too Barry focused, importance of rural transport and actions being too broad.</p> <p>For Objective 3, 50.7% said yes, the actions outlined will deliver this objective. Comments were made about the need for people to be able to make contact by phone.</p> <p>56.7% of respondents said that yes, the work outlined will deliver objective 4. Comments made related to disrepair of pavements, connected transport, too many targets and the Council's role with climate change. The importance of local facilities and issues of litter were also raised.</p> <p>The number of people saying no they did not think the work outlined would help meet the objective varied from 11.4% (objective 1) to 31.3% (objective 4).</p>	<p>More clarity has been provided about how the ADP links to the Corporate Plan and annual service plans. The plan includes actions around the topics raised.</p> <p>Some actions have been amended and again content of the plan now provides more detail about service plans.</p> <p>Amendments have been made to a number of actions and in particular more emphasis on environment and economy.</p> <p>There will continue to be a range of channels to engage with the Council.</p> <p>Actions throughout the ADP and within service plans address these various issues.</p>

	<p>Critical Challenges</p> <p>61.2% of respondents agreed that the three critical challenges were right. Comments received ranged from concerns about council tax and need for more support, mixed views on climate change, requests for better information and that the plan was too broad.</p>	<p>More information has been included about detailed service plans. The plan includes a range of actions which will ensure support and information is provided and there is a strong emphasis on the environment.</p>
Twitter		
Two comments were received from members of the public via twitter	<p>One comment related to reviewing the Local Development Plan (LDP) and taking Model Farm out of it.</p> <p>Comment that consideration should be given to issues that matter to residents e.g. highways and to closing council buildings if unused due to staff working from home.</p>	<p>The LDP is currently being reviewed and this is included in the ADP.</p> <p>The ADP includes an action regarding highways maintenance and also an action about reviewing assets.</p>
Staff		
<p>9 members of staff responded to the survey and comments are included in the overall survey details below</p> <p>62 members of staff attended an online Q&A with the Director of Corporate resources which focused on the draft ADP.</p>	<p>62 attended the live session Overall, the session was rated 4.5 / 5 by attendees, with comments made:</p> <ul style="list-style-type: none"> • Sessions like these make me feel like part of the organisation. It's good to learn about key topics in the organisation that will affect each part of it from the people who make the decisions. • Very interesting - and highly articulate/relevant content / responses to questions. • The session was excellent for corporate level, very informative and well presented. More facilitating is recommended to encourage larger audience to participate in the future and relate the topic to their roles and how they can reflect on their daily tasks. • Interesting to hear what is going on in the organisation - the session was delivered well. • These sessions make me feel connected to the organisation and what is going on internally and externally. 	<p>No changes to the plan but communication with staff will form a key part of the promotion work for the plan when published.</p>

Responses to the Online Survey

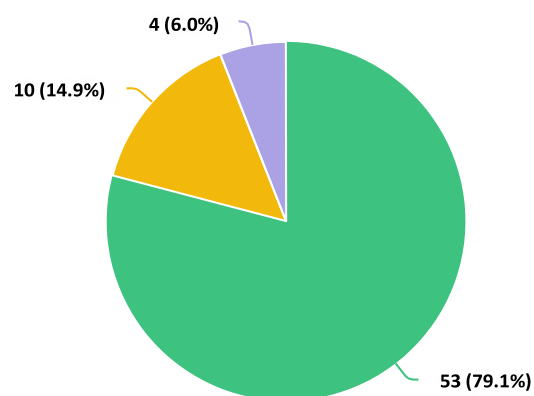
The consultation survey was split into 6 questions; the first asking respondents if they agreed with the four Well-being Objectives in the plan. Then a question for each objective asking whether respondents agreed with the work outlined in order to meet the objective. The final question asked respondents whether they agreed with the three critical challenges for the Council to focus on for the next 12 months. There was an option to leave additional comments within the survey.

Questions on the Well-being Objectives

Question 1 - Do you think these are the right Objectives to help us deliver our vision for the Vale of Glamorgan?

Question options

- Yes – 53 (79.1%)
- No – 10 (14.9%)
- I don't know – 4 (6.0%)



This question received a range of responses that addressed various themes relating to the four objectives.

Several comments were made in relation to the community and the support that is needed, with respondents feeling that some communities are not being adequately supported. Additionally, support for local businesses was a reoccurring theme with respondents strongly in favour.

Some respondents questioned the clarity of the objectives and how deliverable they are. Other suggestions highlighted issues with the way the Council operates.

There were several comments that mentioned the environment with most of these in favour of protecting and supporting it. For instance, one respondent questioned the 'excessive' building of houses and the effect on the environment.

Detailed below are all of the comments received in response to the question - Do you think these are the right Objectives to help us deliver our vision for the Vale of Glamorgan? These have been grouped under themes.

Energy/Environment

- Objective 4 has to be the number 1 objective
- We would like solar / battery backup - but these come at an expense. It would be great if there was a council lead program that we could sign up for, which brings together similar people that could lead to a supplier providing the install at a discounted rate.
- I think it is important to be in touch with what the community want from their environment.
- Clean streets are important e.g. outside the clinic on broadstreet.
- However, I'm not sure that the respect or enhancement for the environment is actually happening. Building of new houses is excessive and the streets are too narrow, so that vehicles will park on pavements, something which needs to be eliminated by now.
- Forget the environmental spend - concentrate on people and economic growth to maximise your objectives.

Clarity of Objectives

- The first three objectives are ok, Is the fourth not duplicating Objective 2? It's part of building a sustainable economy.
- As these are high level Objectives it is difficult to understand if they will be suitable for delivering the Vale of Glamorgan's vision of the future.
- "To work with and for our communities" - what does this mean?
- No, I understand where you are coming from
- Not clear deliverable objectives.

Economy

- Please help redevelop Holton Rd shopping area. It's a disgrace.
- You need to focus on small businesses by reducing business rates and encouraging new enterprise. High streets are dying you must help them. These employ staff and drive the economy.

Community Cohesion/support

- Social care and physical day centre and day centre for autism adult
- It needs to be for all the Vale, many outlying villages do not feel part of the community as the Vale Council ignore them.
- I don't see much "working with our communities" going on...who are your communities, those who do not work, local business? Do you make sure that those who have to work outside the area are included in your communities?
- We want support people in their homes and community to stay as independent as possible for as long as possible. We should strive to make sure the people within the Vale are heard and supported
- I think loneliness is a big issue.
- Improve public transport.

- Help with council tax reduction should be based on income, not how much savings within reason you have. Council tax is my largest bill and I am dipping into my savings to pay my bills, savings from my late husband's life insurance and lump sum.
- I think that we should all volunteer in many ways to help the community to survive, by helping the poor by lowering prices on food and energy etc. We should help businesses keep their customs going.
- The cost of living is a real big issue but you will still add yet another massive increase in council tax.
- Unfortunately, the Village of Sully feel we are not being supported as a community. Land gifted to the community for Public use should not allow the Vale Council to steal it to develop a gypsy traveller site.

Council

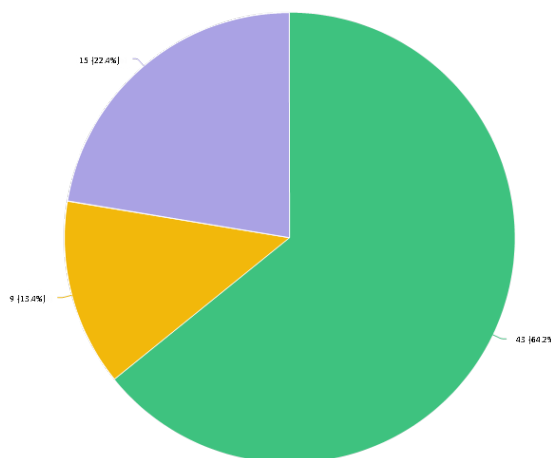
- A reduction in the excessive wages for those at the top would go a great way to helping those struggling, will you take any notice, of course you won't!
- The major problem is overcoming the arrogance of some council officials, whose pomposity often undermines the vision.
- Today's issues are far greater than the Vale can achieve alone. Help is needed from Drakeford, and his crew and I see no sign of them being proactive. When you hear they are tackling the cost of badges for school uniforms you lose total hope.
- More in depth communication between departments and more departments to return to the office.
- Focus on for services only and remove the final salary pension scheme for all council employees.

Questions 2-5 - Do you think the work we have outlined in this description will help us meet this objective?

Objective 1 - To work with and for our communities

Question options

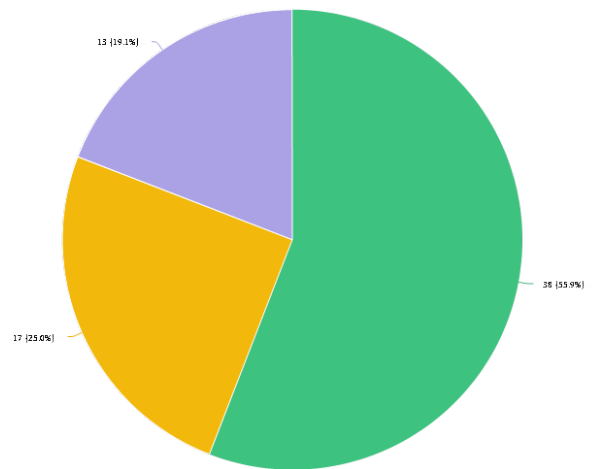
- Yes - 43 (64.2%)
- No – 9 (13.4%)
- I don't know – 15 (22.4%)



Objective 2 - To support learning, employment, and sustainable economic growth

Question options

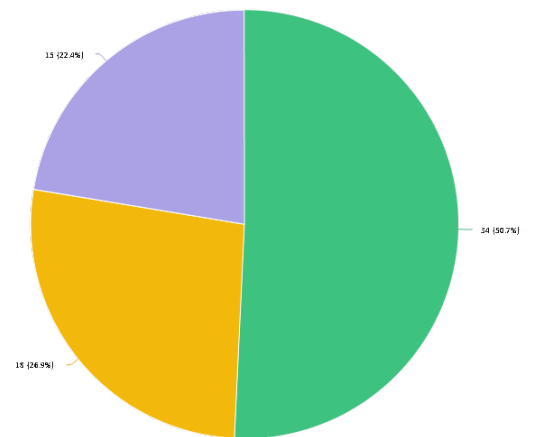
- Yes – 38 (55.9%)
- No – 17 (25%)
- I don't know – 13 (19.1%)



Objective 3 - To support people at home and in their community

Question options

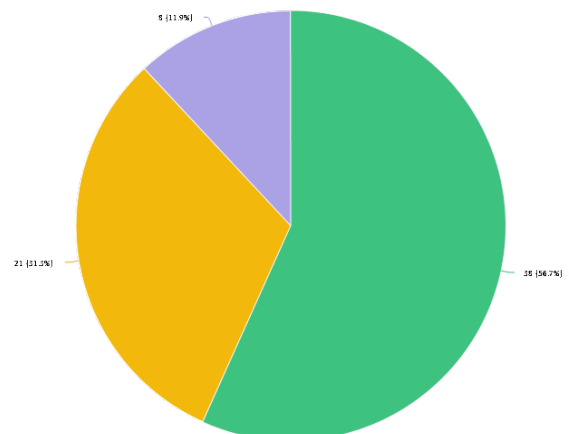
- Yes – 34 (50.7%)
- No – 18 (26.9%)
- I don't know – 15 (22.4%)



Objective 4 - To respect, enhance and enjoy our environment

Question options

- Yes – 38 (56.7%)
- No – 21 (31.3%)
- I don't know – 8 (11.9%)



Objective 1 had the highest number of 'Yes' responses despite having a relatively high number of criticisms in the comments. Objective 4 received the most comments with 31 responses and the second highest percentage of 'Yes' votes but also the highest percentage of 'No' votes. Clearly highlighting that this objective is an engaging topic for respondents.

There were also a lot of comments relating to the economy and sustainable economic growth. Most of these argued that more needs to be done to promote economic growth and questioned what support is going to be offered to business and services, while some also highlighted the importance of considering the environment and the economy.

A number of respondents questioned the measurability of the objectives and how they would be able to measure the success/deliverability. Respondents commented particularly that Objective 1 seemed broad and without enough specific actions. Additionally, there were a few comments that questioned how representative Objective one was in terms of the community.

The achievability of Objective 4 was also questioned by some respondents, with some stating that it isn't specific enough and others arguing that this should not be an objective for local government. A range of issues were commented upon from infrastructure/housing to the priority level that should be given to climate action. Some respondents felt that if there is a lack of funding, then climate action should become a lower priority.

Detailed below are all of the comments received for the four objectives in response to the question - Do you think the work we have outlined in this description will help us meet this objective? These have been grouped under themes to highlight some of the common threads as well as specific issues.

Measurability and Achievability

- Are these achievable within the current challenges. Actions are too broad; how can we judge at end of year how well you are doing if the actions are so broad? Actions 6 and 7 - what is the council's specific focus for 2023/24? Is 9 not part of 8? (Objective 1)
- Good corporate speak, no substance.
- Oh good grief - this doesn't actually say what you intend to do does it, meaningless.
- This is generic waffle. Just about every council's ADP reads the same.
- Not clear deliverable measurable objectives
- Nice words no action
- Again, generic waffle it doesn't really tell one much about the objectives.
- It's very vague.
- Without specific details of the objective, it is difficult to ascertain how effective this will be. The description is very vague. (Objective 1)
- Probably impossible to meet all needs within financial constraints
- Achievability in a year, actions too broad eg 15, 23. Difficult to judge how well the Council is performing if performing without more specific focus? More specific outcomes for each action will enable a judgement on performance. (Objective 2)

- This Objective can be incorporated as part of Obj 2. Previous comments re broadness of actions and achievability within a year apply here too. Needs more specific focus to enable a judgement on council performance. (Objective 4)
- Once again, you're setting too many targets. Review and rationalise the plan so it is achievable, and concentrate more on negative impacts
- It could be more specific.
- This is a nonsense - if you have the budgets gaps that you claim then this needs to be a nice-to-have and mothballed until proper evidence is revealed. (Objective 4)
- But the image may not fit the picture, as agility is usually underpowered by unsustainability. Keep the targets achievable.
- Does this mean that staff will be moved within the council to help the services that are under the most pressure.
- More investment into improving but also replacing some services
- All irrelevant if 90% of staff are working from home.
- Hold times when calling the council are very long and it can be difficult to get hold of someone. Will depend on staffing levels if this objective can be met. (Objective 1)

Community Representation/consultation

- Here in the Western Vale (Ogmore by Sea) we find that in comparison with Barry we a constantly ignored.
- You need to work out who your communities are before making such a sweeping statement. Yes you do need to be agile and you need to value your staff while bringing the changes required to improve the living, entertainment and retail areas around the Vale.
- It would be helpful if you actually listened to what the communities are saying.. Very often surveys, questionnaires are commented on, and suggestions made, all of which are generally ignored and you do what you want.
- 4 days warning of a consultation is not enough. also lack of transparency once feedback is given

Meeting Different Needs

- To be more specific in terms of supporting elderly/Adults with mental health illness to live and thrive in the community
- Comment on objective 3. Advice by phone should be considered an equally valid option and the best option for many. Digital first preferences are very often unsuitable for people. People should be given the option to phone when they need to.
- This needs to add people of all ages and abilities.
- Need to focus on supporting the majority of the population not minority.

Schools/education

- Financial support tends to help those families who are on benefits. What myself and many other families are now finding/witnessing are many working children struggling with school costs, trips/uniform/food. Schools are struggling to with the cutbacks.
- We need to have equal parity for Welsh language education in the vale and aim that no child has to travel further than other children to learn through the medium of Welsh
- Could you encourage volunteers eg to help with reading with pupils in schools.
- This is more an aspiration, most mainline schools do not have the capacity to meet the demands of children with special needs and are often overlooked. You need to be specifically clear about how children of all ages with special needs will be catered for.
- Need to teach people common sense

Economy/Sustainable Economic Growth

- Economic growth is dependent on economic growth, in a recession growth is unlikely. You must trim budgets and act responsibly.
- No good trying to educate people if there is no work available, again over to Drakeford et al.
- Please do not raise rates, it's very hard for working people right now
- Focus on business this will drive the economy
- There is plenty of learning being supported from school education to adult courses, but you fall short in the areas of employment and sustainable growth.
- However, economic growth must never override the enhancement of the environment.
- Will the sections working directly with these businesses be given additional support to help with the increase in demand
- Rates and rents should be lowered in the centre of Barry to encourage a wider range of shopping opportunities other than charity shops.
- I think you need to stop putting the council tax up year on year, especially in a cost of living crisis.
- Complete failure of long term sustainable future. re development at model farm, Aberthaw, St Athan enterprise zone.
- Please forget the intangibles and focus on engendering real economic growth and proper teaching methods.
- Transport into and for rural communities needs to be a priority as well as working with farmers and land owners to provide employment and training in producing sustainable food for all of us.
- It's another one sided plan no investment in Llantwit it will all focus on Barry as it always does no school investment or travel infrastructure.
- The Economic growth of Sully will certainly decline with a new Gypsy site. The Vale Council knowingly will reduce the value of everyone's property. They will make the main road busier. They have no intention on helping the people of Sully.
- This objective needs to apply to businesses as well, no matter their influence. (Objective 4)

Infrastructure/Housing

- The amount of new housing will only increase energy use and pollution. I see no solar panels on any roofs in the new build around Cowbridge. A wasted opportunity surely.
- Why are you putting so much building on the coast between penarth & sully with little regard for services and infrastructure. This statement is meaningless in the light of this development.
- I think the Vale especially the Barry docks area has now been overly developed with housing and already struggling. The amount of council tax the Vale Council will now be receiving we are hoping that the money is used wisely!!!!
- Need a cinema, open air pool, holiday camp to improve the environment.
- Does the VOG Council think developing a gypsy site using Land gifted to the public for use and enjoyment enhance our environment? Its going to destroy sully and the area should remain for enjoyment
- Stop building on green belt land!. any infrastructure changes must be in place before housing. e.g. water treatment plant before the housing estate

Climate change

- You need to be absolutely clear how the carbon footprint can be reduced especially with the increase of housing and the lack of infrastructure to support the increase in housing.
- Climate change issues are again for Drakeford et al, all they have is reducing speed limits, sad really..
- Climate change is clearly not a topic to be addressed at this low level of government - this sounds like virtue signalling I'm afraid.
- Should concentrate on reducing costs rather than drive to net zero
- This sector must be within the financial abilities of the local government and the local community without requiring any rise in council tax. In recent years the Vale council has imposed inflation busting council tax rises which we struggle to pay.
- Way too much focus on climate change. If the council are short of funds as they claim they need to defer such expenses.
- Tackling plastic waste is the most important item on this list. Tackling climate change is a rather ridiculous aim for a small council in a small country.
- Waste and pollution do need to be dealt with. Reducing carbon emissions is a pointless exercise as Britain's effect on worldwide emissions is minimal.

Green Spaces/Nature

- The greatest impact on our environment is the lack of green spaces. The Vale has had increased building over many years. Our green spaces are being eroded. The ones we have left are used by so many residents during leisure time you may as well be in town.
- Preserving or replacing woodland that might be cleared for development is a priority.
- To minimise -ve impact on enviro, mature trees need retaining. Not even mentioned but £1m available.

- Education on how to safely and considerately access the countryside, especially around fires and animals.
- Model farm and other green belt development should be stopped, use existing brown field sites 1st.

Travel

- At present outside of Barry pavements are so neglected that many have completely disappeared having weeds and grass completely covering them. Active travel routes connecting outlying villages to each other and Barry need to be developed and maintained.
- You will have your work cut out with reducing carbon emissions, but also have an opportunity to do something positive with our abysmal public transport.

Waste

- More attention to realistic waste reforms needed urgently. Scrap purple bags for anything other than hygiene and make the Black bag limit 3 or 4.
- Could I suggest that on the first Sunday every month residents put out any unwanted household items for the day. It will help reduce landfill and other residence get free items which helps with the cost-of-living crisis. It brings community together

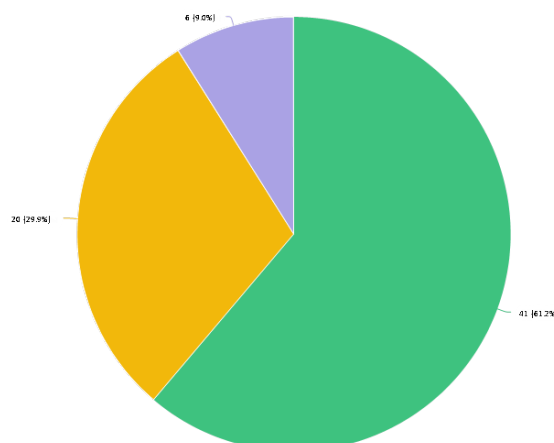
Anti-Social Behaviour

- Tackle unsocial behaviour in Barry. The smell of weed is sometimes overwhelming and some individuals are very menacing.
- More litter enforcement is needed, there is no point in enforcement officers only office hours. Littering by youngsters in their cars in the evenings at the Knap, people sleeping in their cars and drug use, and camper vans with no on board facilities

Question 6 - Do you think we have identified the right critical challenges for the Council to focus its work around for the next 12 months?

Question options

- **Yes – 41 (61.2%)**
- **No – 20 (29.9%)**
- **I don't know – 6 (9.0%)**



This question again received the highest number of comments at 31 responses. Some similar topics were mentioned but especially prevalent was the urge to support residents during the current economic climate.

Project Zero was notably criticised by several respondents, however, overall, this question received a high percentage of 'Yes' votes.

Some comments also favoured support for businesses and regeneration efforts in the Vale. There were also questions about the remit of local government and how it operates. Again, some comments criticised the clarity of the objectives and suggested that they should be publicised more to raise awareness.

Detailed below are all of the comments received in response to the question - Do you think we have identified the right critical challenges for the Council to focus its work around for the next 12 months? These have been grouped under themes.

Cost of living/ Council Tax/ Support

- So, if there are rising costs the last thing those struggling need is a rise in council tax.
- Please help working people, they need more help than those in benefits.
- Homeowners who are not on benefits but meet the ECO4 criteria, do not qualify for assistance for anything. Home improvement loans are not easy to obtain and few know about them, they are a loan that is to be paid back they should not need quotes for work.
- Only support is given to people on benefits and we are all struggling so everyone should have access to help. Some chose to carry on working regardless of illness or disability but aren't. 'Sick' enough to get help.. Some on benefits are capable of work.
- Freezing council tax for the next 3 years and cut wasteful bureaucracy within the Council.
- Council tax and commercial rent and rates need to be reduced, Organise the departments and clarify responsibilities.
- Address council tax costs to assist families with the astronomical price. I'm on statutory maternity pay yet we're paying £205 a month
- The main focus should be to deliver value for council tax payers and to reduce the ever increasing costs and financial waste
- However, they will only be met if the staff working in the sections that are effected the most by the cost of living challenges are given most support and resources.

Project Zero

- Challenge 2 is virtue signalling nonsense.
- Daft to focus on project zero as this has to be balanced against cost.
- Challenge 2 should not be prioritised over the cost of living crisis people face and struggle with.
- Project zero is a foolish effort. It will be implemented to the detriment of individual liberty and freedoms, and is unaffordable.
- You're all about e-cars for project zero yet £1m budget allocation doesn't prioritise best practice for mature trees.

- Drop challenge two - people and the services that you claim money to lay on are your only priorities currently.
- Project Zero is unobtainable. Stop wasting our council tax.
- I'm a bit sceptical about the so called "Climate emergency" to me it seems like a money cash cow!

Resilience

- Although, I feel economics will overtake commitments. This is a time to be husbanding resources.
- Recruit volunteers to help council workers.
- What is Challenge 3's reference to "the face of adversity" mean? To what does this refer? Supporting business seems a good idea for a council
- Long term planning for resilience is good to see in the plan and prioritising short term needs of people next to the environmental priorities seems correct to me.
- I don't believe there is any need or justification for 22 Local Authorities in Wales. Merge with Cardiff and reduce costs substantially thereby helping rate payers and contributing significantly to the cost of living crisis.
- Stop the micro management of everyday lives. Encourage some personal responsibility and focus on providing core services well, everything else is fruitless.

General Comments

- Broadness of actions means it is not very clear the council's focus in 2023/24 to address these challenges. They need to be better publicised too.
- I think that sometimes there is not enough information for people of the community to access. Perhaps there is the need to spread the word differently.
- Not clear deliverable measurable objectives.
- Great goals, but no information on how to do this and how it will be paid for.
- Again these issues need to be tackled at government level in WALES.
- Your critical challenges are going to be made so much worse for Sully residents and businesses. VOG Council seem oblivious to the harm to the community their plans for a gypsy site will cause.
- The Vale is disjointed, Corntown feels more like part of Bridgend than the Vale. Work needs to be done to link the Vale together. We have no bus route, no pavements, no safe way to get to Barry other than driving and yet we are in the Vale!
- I think you should tackle antisocial behaviour with more police, redevelop shopping areas, stop building houses our roads are grid locked. What I have mentioned involves Barry.
- Also regeneration of towns are important

Profile of Survey Respondents

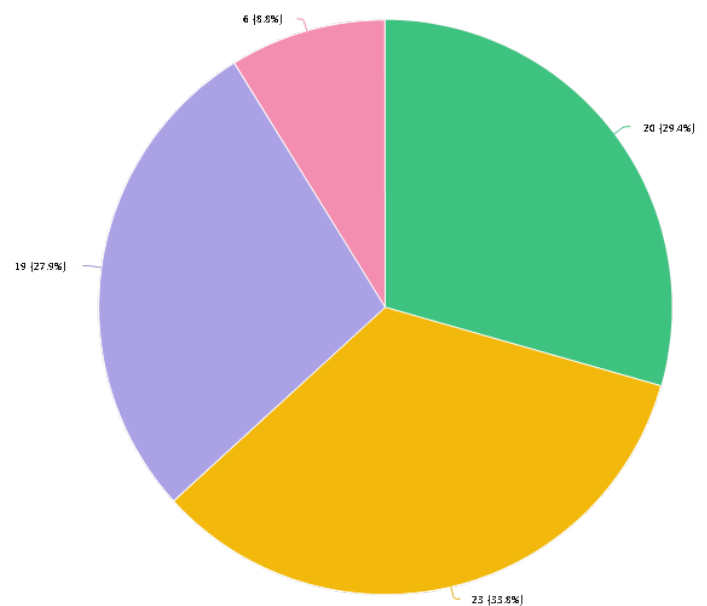
As the chart below shows there was quite an even split in respondents from Barry, Eastern Vale, and Western Vale with roughly 20% from each. Only 6% of respondents answered other. Almost all respondents identified as a resident (54), with some responding as a staff member (9), community group or organisation (2), visitor (1).

Over 50% of the respondents identified as female (52.2%).

The majority of respondents were over 35 with only 5 respondents being under the age of 25. Over 55s accounted for over 50% of respondents.

Question options

- Barry
- Eastern Vale (Penarth, Sully, Dinas Powys, Wenvoe)
- Western Vale (Rhoose, Llantwit Major, Bonvilston, St Brides, Cowbridge, Ogmore, St Athan)
- Other (outside of the Vale of Glamorgan)



Equality Impact Assessment

Please click on headings to find [general guidance](#) or section guidance with an example. You will find supporting information in appendices at the end of the guidance.

When you start to assess your proposal, arrange to meet Tim Greaves, Equality Co-ordinator, for specific guidance. Send the completed form to him for a final check and so that he can publish it on our Vale of Glamorgan equality web pages.

Please also contact Tim Greaves if you need this equality impact assessment form in a different format.

1. [What are you assessing?](#)

The Council's Annual Delivery Plan 2023-24
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2. [Who is responsible?](#)

Name	Tom Bowring	Job Title	Director of Corporate Resources
Team	Policy and Business Transformation	Directorate	Corporate Resources

3. [When is the assessment being carried out?](#)

Date of start of assessment	December 2022
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4. [Describe the proposal?](#)

<p>What is the purpose of the proposal? The Annual Delivery Plan 2023-2024 sets out our in-year commitments in relation to delivering the four Corporate Plan Well-being Objectives outlined in the Corporate Plan 2020-2025. The Annual Delivery Plan details how we will deliver our vision in year 4 of the Corporate Plan and provides the framework for annual Service Plans.</p>

<p>Why do you need to put it in place?</p>

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The Annual Delivery Plan for the period 2023-2024 is the fourth year of the new approach taken by the Council in response to feedback during the development of the Corporate Plan which suggested that the Council could enhance the transparency of achieving its Well-being Objectives by being more specific about the actions that will be taken in each year to deliver the Corporate Plan. An Annual Delivery Plan is published each Spring for the life of the Corporate Plan and will be informed by comprehensive engagement with all key stakeholders.

Do we need to commit significant resources to it (such as money or staff time)

The current Corporate Plan approved by Council on the 26th February 2020 sets out the Council's priorities for the next five years (2020-2025). The Annual Delivery Plan sets out the key activities that will be undertaken by the Council in-year to deliver on the commitments in the Corporate Plan and will be published each Spring.

The development of a robust Annual Delivery Plan requires extensive engagement across the Council and with external stakeholders. The Annual Delivery Plan reflects the Council's Corporate Plan priorities and this informs the way resources are allocated, whilst also taking account of the availability of resources to deliver it. The outcome of the Council's annual budget consultation and revenue settlement from the Welsh Government also inform the content and extent of delivery of the Annual Delivery Plan for 2023-24.

What are the intended outcomes of the proposal? The Annual Delivery Plan will detail our in-year commitments to deliver on our four Corporate Plan Wellbeing Objectives. The Plan will also provide the framework for how we contribute annually to the national well-being goals and improve local well-being and services.

Who does the proposal affect? The Annual Delivery Plan affects Vale residents and those who visit and work in the Vale, including the Council's staff. The Plan outlines a variety of high-level and specific activities encompassing numerous Council services with more detailed actions included in Service Plans. Any changes to services and policies across all Council Directorates will be the subject of more detailed equality impact assessments which will need to explore any potential impact.

Note: If the proposal affects lesbian, gay, homosexual, or transgender people, ensure you explicitly include same-sex couples and use gender neutral language.

Will the proposal affect how other organisations work? Many of the activities in the Annual Delivery Plan will be delivered in partnership (internally and externally) and the Plan is aligned to the Corporate Plan and the Public Services Boards Well-being Plan. A key element of the consultation is to enable the views of partners to be considered as part of the development of the ADP.

Will the proposal affect how you deliver services? The Annual Delivery Plan 2023-24 sets out the Council's commitments in year 4 of the new Corporate Plan (2020-2025) which will influence and shape service delivery across the Council.

Will the proposal impact on other policies or practices? The Annual Delivery Plan 2023-24 sets out the Council's commitments in year 4 of the Corporate Plan (2020-2025) which will in turn influence policies and practices across the Council.

Equality Impact Assessment

Can you change the proposal so that it further promotes equality of opportunity and fosters good relations? As part of the consultation on the draft Annual Delivery Plan 2023-24, we sought feedback on what changes are needed to the draft plan and what the priorities are for year 4 of the Corporate Plan.

This year there is a particular emphasis on 3 critical challenges which have been identified as being a significant challenges for the year ahead, for which most of the actions within the plan will contribute towards tackling. The critical challenges are the cost of the living crisis, Project Zero, and organisational resilience.

The Annual Delivery Plan includes a number of actions that aim to promote equality and good relations within our communities. These include:

- commitments to encourage and enable greater involvement for residents and other stakeholders in decision making through the Public Participation Strategy
- increasing the use of the Welsh language
- achieving Age Friendly status for the Vale
- progressing work as part of national action around disability, race and sexual orientation and gender identity,
- supporting schools to facilitate the phased implementation of Additional Learning Needs (ALN) reform
- co-ordinating a response that supports our residents, business, the third sector and council staff with the impact of the cost of living crisis
- Working with others including key businesses and charities to support employment and the development of skills for the future
- Working with partners to prevent and reduce homelessness
- 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.
- Deliver a programme to further develop and support elected members to be effective in their roles reflecting the commitment to increase diversity

Development of the Council's Strategic Equality Objectives and consultation on the Corporate Plan 2020-2025 took place around the same time and were both informed by the findings. The Annual Delivery Plan is in line with the commitments set out within the Corporate Plan. The Annual Delivery Plan includes an action to deliver year four of the Council's Strategic Equality Plan.

How will you achieve the proposed changes? The Annual Delivery Plan will be delivered by services across the Council working together and with the local community and other partners to ensure we deliver services that best meet the needs of the community.

Who will deliver the proposal? The Annual Delivery Plan will be delivered by Council Services, in many cases working in partnership internally and externally.

How will you know whether you have achieved the proposal's purpose? The Annual Delivery Plan will be monitored through the Council's performance management

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arrangements and will be reported regularly to the Insight Board, Strategic Leadership Team, Cabinet and Scrutiny Committees.

5. What evidence are you using?

Engagement (with internal and external stakeholders)

The draft Plan has undergone extensive engagement with the Strategic Leadership Team and Vale of Glamorgan Councillors. In addition to internal engagement, the draft Plan also went out for public consultation between 21st November 2022 and 8th January 2023 through a short bilingual survey. The draft Plan was shared with many key stakeholder networks and partners for their feedback including the Equality Consultative Forum. The contents of the draft Plan and opportunities to provide feedback were shared regularly across the Council's social media platforms.

Recent engagement has also been undertaken to inform the Public Services Board's draft Well-being Plan which has also helped to shape the draft Annual Delivery Plan. The draft Well-being Plan outlines what the Public Services Board will do over the next 5 years to improve well-being in the Vale of Glamorgan based upon engagement such as the Well-being Assessment. The Well-being Assessment provides a picture of what life in the Vale is like at present and what the future may look like based on extensive analysis of reports and data on a wide range of topics covering social, cultural, economic and environmental well-being for residents.

The Annual Delivery Plan outlines the in-year progress made against the Corporate Plan which was approved in February 2020. Feedback gained from the previous engagement undertaken over the course of 2019 to develop the Corporate Plan 2020-25 included an online survey, face to face stakeholder events, activities and stalls and were reflected in the final Corporate Plan 2020-25 and previous Annual Delivery Plans. Details of which can be found [here](#).

Consultation (with internal and external stakeholders)

The draft Annual Delivery Plan 2023-24 has been circulated to a wide number of stakeholder networks to gather feedback. The draft Plan was circulated to all Vale Public Services Board partners, all Town and Community Councils, all Vale 50+ Strategy Forum members, Arts and Culture networks/contacts, equality and diversity networks/contacts, housing service networks/contacts, community safety networks/contacts, school inclusion networks/contacts and rural creative communities networks/contacts. The formal feedback provided by consultees and organisations, is reflected in the final Plan and detailed in the consultation report which accompanies it.

To further consult with internal and external stakeholders an electronic public survey on the draft Annual Delivery Plan was launched on 21st November 2022 until 8th January 2023. 68 responses were received to the online survey. The survey was also promoted this year through a number of warm spaces that have been developed this winter. Officers attended various warm spaces across the Vale to promote the draft Plan, the public survey and to

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seek feedback directly from residents. The feedback from all forms of consultation has been reflected in the final plan and results of the consultation disseminated to relevant officers. To further promote the consultation feedback on the draft Plan the draft was promoted externally via the Council's website and social media channels. Internal stakeholders have already continuously been consulted with the draft Plan being developed, presented and discussed at several Senior Leadership Team meetings. The draft Plan has also been discussed by Councillors at Scrutiny Committee and through a specific feedback session open to all Councillors and one for Member champions. As part of the consultation officers also attend two youth council meetings to talk about climate change and cost of living. In addition, an on line Q&A session for staff with the Director of Corporate Resources was also held and attended by 62 members of staff.

National data and research

Both the Corporate Plan and Annual Delivery Plan have been developed to be reflective of national data and research. Demographic trend data such as population estimates and population projections have been fully considered in the development of the Corporate Plan which in turn has informed the Annual Delivery Plan. We will continue to monitor these trends to ensure that work taken to deliver the Plan will be responsive to any new data or research relevant to the actions being taken forward.

Working in partnership with the Vale of Glamorgan Public Services Board an online Evidence Base has been developed which enables the review of demographic, economic, social and environmental data sets specific to the Vale of Glamorgan. Key indicator sets are monitored through the Evidence Base to enable the appropriate response to data trends. The evidence base can be seen at - www.valepsb.wales/en/Our-Evidence/Our-Evidence.aspx

The evidence base has been further enhanced through the Well-being Assessment which provides the latest qualitative and quantitative data on key indicators to understand life in the Vale. The suite of reports that makes up the Assessment can be accessed [here](#).

The majority of data relevant to the protected characteristics is drawn from the national Census, as such the most up-to-date data that has informed the development of this Plan is from the recent 2021 Census.

Local data and research

The Plan also reflects a number of areas that still feel the long term impact of COVID-19 as highlighted within the updated Vale of Glamorgan Community Impact Assessment (March 2021) which can be accessed [here](#). The updated Community Impact Assessment contains desk-based research assessing the impact COVID-19 has had both nationally and locally with particular reference to protected characteristics and minority groups. The 2nd edition of the Community Impact Assessment was presented to Cabinet on 8th March 2021 and highlights numerous areas which continue to shape the Annual Delivery Plan.

The results from the draft Annual Delivery Plan survey consultation that launched on 21st November and the emerging findings from the annual budget consultation have been

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reflected in the final Plan to ensure the Plan is in line with feedback from residents and what is possible in light of the budget pressures. The information gathered through this related consultation and engagement in addition to results from the public draft Annual Delivery Plan consultation survey have been combined with data and research gathered on specific localities in the Vale of Glamorgan. This is inclusive of information at a 'Community Area' as defined by the Vale of Glamorgan Public Services Board Well-being Assessment 2021, at a Middle Layer Super Output Area Level (MSOA) and at a Lower Layer Super Output Area Level (LSOA). The suite of reports that makes up the draft Well-being Assessment can be found [here](#).

6. [How robust is the evidence?](#)

Does it show what the impact will be (positive and negative)?

The aim of the Council's work is to have a positive impact on all residents, visitors and workers in the Vale of Glamorgan. The Corporate Plan 2020-2025 and supporting Annual Delivery Plan set out clearly the priorities the Council will work towards, to ensure we improve local well-being both over the coming year and over next five years, all aimed at having a positive impact on Vale citizens.

To create this positive impact across the Vale of Glamorgan the Corporate Plan and the Annual Delivery Plan identify a number of actions that will be undertaken in-year that are reflected across 4 shared well-being objectives;

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

The Council is confident that in working in a more integrated approach towards these 4 well-being objectives it can influence a wide range of activities and services across the Vale; making a positive difference to the well-being of residents and visitors. Working to achieve the 4 Objectives will also help maximise our contribution to delivering the national well-being goals.

What are the gaps?

The Corporate Plan contains 35 high level commitments that outline how we will work to achieve the 4 Objectives. More detail on how the 35 commitments will be achieved are contained in the Annual Delivery Plan which includes 59 actions for the period 2023/2024. The Annual Delivery Plan actions will be translated into actions detailed in 2023/24 Service and Team Plans across the Council. The performance against actions in Service Plans are monitored, reported and scrutinised on a quarterly basis.

What will you do about this?

The Annual Delivery Plan has been developed to fill any gaps left by the high-level actions outlined in the Corporate Plan to clearly outline what specific work the Council will be doing for year four of the five year Plan to achieve the high level commitments and objectives. As

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the Annual Delivery Plan is an annual document, each year the Annual Delivery Plan will reflect different areas of focus to ensure any gaps left by the previous years are explored ensuring actions are achieved by the end of the Plan in 2025. Areas of focus will be identified in part through the Service Planning process with Directors, Heads of Service and Operational Managers and through priorities highlighted in other strategic documents.

What monitoring data will you collect?

An Annual Delivery Plan is produced on an annual basis to provide a breakdown of more detailed actions that will be undertaken throughout the year to help achieve the commitments and objectives set out in the Corporate Plan. The actions identified in the Annual Delivery Plan will be linked to Service Plans which will include lower level strategic actions that outline how we are achieving the actions in the Annual Delivery Plan and Corporate Plan. The Service Plan actions are monitored and reported against each quarter through Corporate Performance reports. These reports will also include performance monitoring of a suite of related performance indicators to provide a comprehensive overview of the performance towards achieving the 4 well-being objectives.

How often will you analyse and report on this?

The Annual Delivery Plan actions are aligned to the Corporate Plan commitments and Objectives. In turn these are aligned to a Service Plan. Service Plans are annual service level planning documents that are signed off by Scrutiny, Cabinet and Full Council and detail how each service will contribute towards delivering the Annual Delivery Plan and Corporate Plan commitments. They appear on the Council's website [here](#). All actions and performance indicators within a Service Plan are monitored by the Corporate Performance Team and are analysed and reported on a quarterly basis as aligned with the Annual Delivery Plan and Corporate Plan commitments and objectives. The performance of each Service Plan action and performance indicator is reported to the relevant Scrutiny Committee and then to Cabinet. All quarterly performance monitoring reports are published on the Council's performance management webpage [here](#). Each team within the Council is also required to create a Team Plan every year which encompasses lower team level actions related to each Service Plan action in their area for the year. These are monitored by the teams themselves and inform quarterly monitoring in line with the Council's performance management framework.

Reporting on our performance on a quarterly basis will help ensure we continuously assess progress being made against our commitment in the Annual Delivery Plan and the priorities aligned to the four Corporate Plan Well-being Objectives throughout the year.

Where will you publish monitoring data and reports?

All data and reports in relation to the Annual Delivery Plan 2023/2024 will be made available on the Council's website.

7. [Impact](#)

Is there an impact?

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The Corporate Plan 2020-2025 and Annual Delivery Plan 2023/24 sets out the actions that will be taken to meet the Council's objectives and outcomes and support the Council's vision of 'Strong Communities with a bright future'. The Plans cover the wide breath of services the Council provides and aims to improve the well-being off all those who reside in, work in, or visit the Vale of Glamorgan. The impact from the actions and objectives outlined in the Plans will not only help to deliver our local well-being outcomes, but also contribute towards the 7 national well-being goals. There should be no negative impacts for individuals or groups with protected characteristics arising from the implementation of the Annual Delivery Plan.

If there is no impact, what is the justification for thinking this? Provide evidence.

If there is likely to be an impact, what is it?

Although not negative, the Annual Delivery Plan and the work undertaken to progress and achieve the year four commitments of the Corporate Plan is likely to have an impact on protected characteristics. A number of these likely impacts are the result of issues that have been highlighted through the previous consultation and engagement activities with representatives from organisations that support groups of protected characteristics, such as Diverse Cymru, that have helped inform the development of the Corporate Plan and the Well-being Assessment. The Corporate Plan and Annual Delivery Plan have also been developed in line with the Strategic Equalities Plan and its objectives.

Age – The Annual Delivery Plan may have a positive impact on people of all ages through the focus on increasing numbers and greater diversity of young people engaged in participation opportunities and decision making and working to achieve Age Friendly status making the Vale a better place for everyone as they age outlined in Objective 1.

Objective 2 may also have effects on children with actions including working in partnership with the Central South Consortium Joint Education Service to ensure schools are effectively supported, supporting the phased implementation of ALN reform, and working to support a whole school approach to mental health and well-being.

Actions within Objective 3 this year include work to support the needs and well-being of younger people and families, delivering priorities in the Regional Safeguarding Board to ensure effective arrangement are in place to protect children and adults, work to implement the Youth Offending Service Post Inspection Action Plan to enhance young people's outcomes. Action will may also impact older people through work with community leaders and partners in Llantwit Major to review and transform support available to older people locally, and producing an Older Persons Housing Strategy.

Disability – The Corporate Plan was developed in part to show the Council's contribution to the seven national Well-being Goals for Wales, one of these goals is to work towards a

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more equal Wales. Through the Corporate Plan and Annual Delivery Plan 2023/24, we have set out a number of commitments through which will maximise the contribution to a more equal Wales.

In addition, one of the Corporate Plan's actions is to 'support and promote volunteering and community learning recognising the range of benefits to individuals and the community.' Actions within the Annual Delivery Plan 2023/24 further support this action and encourage all members of the community to be involved in local communities through the action in Objective 1 to '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.' This is inclusive of those who may have any disability. This work is further supported by the Corporate Plan action to 'promote equality of opportunity and work with communities to ensure we are responsive to the diverse needs of our customers.'

Gender reassignment, including gender identity – Through the Corporate Plan and Annual Delivery Plan we will work to maximise the Council's contribution to delivering a more equal Wales. The Plan and the steps the Council will take in delivering the actions outlined in may have an impact upon all genders. Under Objective 1 the action to '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' Will have a positive effect on gender.

Marriage and civil partnership (discrimination only) – Through the Corporate Plan and Annual Delivery Plan we will work to maximise the Council's contribution to delivering a more equal Wales. The Plan should not have a discriminatory affect.

Pregnancy and Maternity – Through continued work the Corporate Plan and Annual Delivery Plan will have a positive effect on those who are pregnant, through programmes such as Flying Start and Families First the Council is providing support services and promoting the well-being of those who are pregnant in the Vale of Glamorgan.

Race – Through enabling people to get involved to participate in their local communities and shape local services it is hoped that the Corporate Plan and Annual Delivery Plan reaches, and in its work is inclusive of, people from a variety of different backgrounds. This work will help ensure people from all backgrounds and of all ages have the opportunity to participate in community life and take part in designing and delivering solutions to local issues.

It is recognised that in some cases people from diverse backgrounds can live in some of our more deprived areas and may be impacted more heavily by the cost of living crisis. Both the Corporate Plan and Annual Delivery Plan, under Objective 2 and 3 outline actions that will help ensure education, training providers, business and other agencies provide support and opportunities to improve people's skills and readiness for work and ensure people can access appropriate money advice, information, debt support and food. This work will be undertaken and help to alleviate the potential impacts upon such vulnerable groups.

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Religion and belief – Through the Corporate Plan and the Annual Delivery Plan, the Council will work to maximise its contribution to the seven national well-being goals for Wales. One of the well-being goals is to work towards a Wales of cohesive communities; that is towards communities that are attractive, viable, safe and well-connected. This work can be linked to Objective 3 Corporate Plan action 9 to ‘Work in partnership to develop cohesive communities and promote community safety’ and is reflected in actions in the Annual Delivery Plan 23/24, specifically in Objective 3 to work with partners and the community to enhance community safety and positive social cohesion.

Sex –The Corporate Plan and Annual Delivery Plan will work to maximise the Council’s contribution to a more equal Wales.

Sexual orientation - The Corporate Plan and Annual Delivery Plan, will work to maximise the Council’s contribution to a more equal Wales. The actions the Council will take in-year to deliver the Annual Delivery Plan may have an impact upon those of all sexual orientations. The Annual Delivery Plan 23/24 includes the specific action to ‘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.’

Welsh language – Another of the seven national well-being goals for Wales is to work towards a Wales of vibrant culture and thriving Welsh language. Through the Corporate Plan and the Annual Delivery Plan, the Council will work to promote culture and heritage of the Vale of Glamorgan and to promote the Welsh language. Specific work to promote Welsh is reflected under Objective 1 Corporate Plan action 5 to ‘Promote the use of the Welsh Language and contribute to the Welsh Government target of 1 million Welsh speakers by 2050.’ The Annual Delivery Plan 2023/24 includes under Objective 1 the action to ‘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).’

Human rights – The Corporate Plan and the commitments in the Annual Delivery Plan will work to maximise the Council’s contribution to a more equal Wales. Through both Plans, we will ensure that work is undertaken in the interests of those from all backgrounds in order to ensure all peoples Human Rights are safeguarded.

How do you know?

Explain this for each of the relevant protected characteristics as identified above.

How the Annual Delivery Plan may impact on those with protected characteristics has been outlined against each of the individual protected characteristics above.

What can be done to promote a positive impact?

Explain this for each of the relevant protected characteristics as identified above.

The impact from any of the Council’s work set out for in the Annual Delivery Plan and for the life of the Corporate Plan should be positive as the aim is to improve well-being for all

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across the Vale of Glamorgan. The actions identified under the 4 Well-being Objectives in the Corporate Plan and in the Annual Delivery Plan will help promote the positive impacts through them being progressed and achieved. The long-term actions outlined within the Corporate Plan and shorter-term actions identified in the Annual Delivery Plan and Service Plans show activities at a variety of lengths, the mixture of short and long-term activities recognises that improving well-being will not be limited to an annual timescale but that some aspects may take longer.

Each year a self-assessment of the Council's performance against the Corporate Plan is produced. This self-assessment along with a varied engagement timetable that includes numerous in-depth discussions with senior management and team leaders has allowed the Plans to be developed to identify realistic, yet still challenging, actions. By ensuring the capabilities of services to deliver against the well-being objectives and their related actions the Council will be able to continue to work towards achieving improved well-being for individuals and groups across the Vale, including those with protected characteristics listed in the above sections.

What can be done to lessen the risk of a negative impact?

Explain this for each of the relevant protected characteristics as identified above.

There should be no negative impacts for individuals or groups with protected characteristics arising from the implementation of the Corporate Plan and Annual Delivery Plan. There is no evidence that the Plans could discriminate against or have an adverse impact on people in any protected groups. The Plans have been developed with due regard to the Council's responsibilities and Equal Opportunities Policy, those aspects of the policy which indicate any potential impact upon any of the protected characteristics will be subject to a full equality impact assessment including appropriate consultation.

Is there a need for more favourable treatment to achieve equal outcomes? (Disability only)

The process of developing the Corporate Plan and the Annual Delivery Plan has sought to be inclusive of all groups and individuals who live in, work in, or visit the Vale. It should not be necessary for any groups to be treated more favourably in order to achieve equal outcomes from the Plans but services will ensure that they provide services in an equitable way that responds to the differing needs of customers and other stakeholders.

Will the impact be positive, negative or neutral?

Explain this for each of the relevant protected characteristics as identified above.

In delivering the Corporate Plan and Annual Delivery Plan, the Council will seek to improve well-being for all residents, workers and visitors across the Vale of Glamorgan. There

Equality Impact Assessment

should be no negative implications arising for any individuals or groups in the Vale as a result of the implementation of the Plans.

As has been set out in the previous sections of this impact assessment, the Council has sought to ensure that a diverse range of people as possible have been given the opportunity to feed into, shape and influence the draft version of the Plan with consultation on the draft Annual Delivery Plan carried out over November – January and promoted widely and shared with a range of organisations including the Equalities Consultative Forum. How the Plan might impact upon different groups has been outlined in the previous sections. In implementing the Plans, the Council will seek to continue the conversations that have been started with the groups and individuals that have been involved through consultation and engagement and will strive to specifically involve those with protected characteristics at every opportunity.

8. Monitoring ongoing impact

Date you will monitor progress

Progress against the Annual Delivery Plan will be monitored through the aligned annual Service Plan actions and related performance indicator data to ensure the long-term actions outlined in the Corporate Plan are achieved. Performance will be monitored and reported on a quarterly basis. In addition to the quarterly reporting, the Vale of Glamorgan Council's Annual Report and Assessment will be published in October each year highlighting the progress made against Corporate Plan actions in the previous year. The performance monitoring reports will outline areas of achievement, areas of slippage and actions that will be taken to overcome any delays to bring work back on track to achieve the actions outlined in the Plans. Each Objective will be awarded a Red, Amber or Green status to easily show the progress made that quarter towards achieving the actions in the Plans. All quarterly performance reports are published on the Performance Management section of Council's website [here](#).

Measures that you will monitor

Each year a suite of local and national performance indicators will be identified, agreed and monitored on a quarterly basis to allow for further analysis on progress made towards key actions in the Plan. Where applicable performance indicators will be attributed a target for the quarter/year. The performance indicators will also be awarded a Red, Amber or Green status to show performance against their targets each quarter. For national indicators a national comparison can be made analysing the Vale's performance against all other Welsh Local Authorities. Performance will be reported to the relevant Scrutiny Committees and Cabinet.

Date you will review implemented proposal and its impact

Work to achieve the Objectives and commitments set out in the Corporate Plan will be ongoing until April 2025 as these have been written to last the lifespan of the Plan. Well-being Objectives are reviewed annually and the Annual Delivery Plan will be produced

Equality Impact Assessment

each year taking account amended of ongoing self-assessment through quarterly and annual performance monitoring, service planning and ongoing engagement.

Performance and impact of the Corporate Plan, Annual Delivery Plan and Service Plans will be reviewed on a quarterly basis. A more in-depth review of progress and impact each year will be published every October as the Annual Assessment and Report. The Corporate Plan will last until April 2025 when the 2020-2025 Plan and its objectives and actions identified for the five-year period will be reviewed as part of the development process of the next Corporate Plan 2025-2030. All quarterly monitoring reports and Improvement Plans are published on the Council's website once approved by Cabinet and Full Council where applicable under the Achieving our Vision section [here](#).

9. [Further action as a result of this equality impact assessment](#)

Possible Outcomes	Say which applies
No major change	No major change applies
Adjust the policy	
Continue the policy	
Stop and remove the policy	

10. [Outcomes and Actions](#)

Recommend actions to senior management team

The content of the Annual Delivery Plan 2023/2024 will be relevant to all service areas across the Council. All staff should be made aware of the Plan and any direct actions they will contribute towards. This will in part be carried out through a communications campaign on the launch of the new Plan. An easy read version of the plan will also be produced as well as the plan on a page.

Outcome following formal consideration of proposal by senior management team

The Annual Delivery Plan 2023/24 will be finalised. All staff will be made aware of the new Plans and any actions they contribute towards. Progress will be reviewed on a quarterly basis.

Equality Impact Assessment

11. Important Note

Where you have identified impacts, you must detail this in your Cabinet report when seeking approval for your proposal.

12. Publication

Where will you publish your approved proposal and equality impact assessment?

The relevant webpages will be updated on the Vale of Glamorgan Council's website include:

The Annual Delivery Plan webpage -

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

The Service Planning webpage –

https://www.valeofglamorgan.gov.uk/en/our_council/achieving_our_vision/Service-Plans.aspx

The Performance Monitoring webpage –

https://www.valeofglamorgan.gov.uk/en/our_council/achieving_our_vision/Performance-Management.aspx

The Improvement Plan Part 1 and 2 (Annual Report) webpage -

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

In addition to anywhere you intend to publish your approved proposal and equality impact assessment, you must send a copy to Tim Greaves, Equality Co-ordinator, to publish on the equality pages of the Vale of Glamorgan website.

13. Authorisation

Approved by (name)	Tom Bowring
Job Title (senior manager)	Director of Corporate Resources
Date of approval	28 January 2023
Date of review	Quarterly and annually