

Meeting of:	Cabinet
Date of Meeting:	Thursday, 30 November 2023
Relevant Scrutiny Committee:	All Scrutiny Committees
Report Title:	Draft Vale of Glamorgan Council Annual Delivery Plan 2024-25
Purpose of Report:	To seek Cabinet endorsement of the draft Annual Delivery Plan 2024-25 for the purpose of consultation.
Report Owner:	Executive Leader and Cabinet Member for Performance & Resources
Responsible Officer:	Tom Bowring – Director of Corporate Resources
Elected Member and Officer Consultation:	The Draft Annual Delivery Plan has been developed by the Council’s Strategic Leadership Team and Cabinet, with input from other relevant officers and is relevant to all wards, and as such individual Member consultation has not been undertaken. Consultation will be undertaken on the draft Annual Delivery Plan including the Well-being Objectives. This will include consultation with the public, staff, trade unions all Scrutiny Committees and with partners.
Policy Framework:	This is a matter for Executive decision by Cabinet. The Annual Delivery Plan sets out the Council's priorities for year 5 of the Corporate Plan and informs annual service planning processes.
<p>Executive Summary:</p> <ul style="list-style-type: none"> • The report sets out how the draft Annual Delivery Plan has been developed, the proposed consultation and the timetable for the Plan. • The Annual Delivery Plan for 2024-25 is aligned to the Council’s four Well-being Objectives. • The Plan details the activities that will be undertaken in 2024-25 to deliver these objectives. • The Plan also details three critical challenges (associated with the four Well-being Objectives) which will continue to be a key focus for the organisation in 2024-25, these are organisational resilience, cost of living and the climate and nature emergencies. • 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. 	

- 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 Elections (Wales) Act 2021 and the Well-being of Future Generations (Wales) Act 2015 (WFGA), both of which place specific duties on the Council in relation to objective setting and reporting. Under the Well-being of Future Generations (Wales) Act, the Council is required to publish its Well-being Objectives by 31st March each year and to keep these under review.
- Our Corporate Plan Well-being Objectives and associated commitments for 2024-2025 as outlined in the draft Annual Delivery Plan will be reflected in Service Plans for 2024 -2025. Work has commenced to develop the service plans which will be presented to the relevant Scrutiny Committees in the New Year together with proposed service improvement targets for 2024-25. A workshop open to all Elected Members will be held to inform the approach to be taken to presenting this information for scrutiny.

Recommendations

1. That Cabinet approves the draft Annual Delivery Plan (Appendix A) as the basis for consultation as described in this report.
2. That Cabinet approves the consultation approach and timetable as set out in this report.
3. That Cabinet notes the approach taken to draft the Annual Delivery Plan and the relationship with Annual Service Plans.
4. That Cabinet refers this report to all Scrutiny Committees as part of the programme of consultation requesting any comments to be shared with the Director of Corporate Resources to inform revisions to the Annual Delivery Plan, prior to Cabinet considering a final draft in due course.

Reasons for Recommendations

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

1. Background

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

- 1.3** In response to feedback during the engagement and consultation stages of developing the Corporate Plan, the Council adopted a new approach to enhance the transparency of monitoring and reporting on the achievement of its Well-being Objectives. This has resulted in an Annual Delivery Plan (ADP) being produced each year which sets out the actions to be taken in the year ahead to deliver the Well-being Objectives and the overarching five-year Corporate Plan.
- 1.4** The draft ADP 2024-2025 (Appendix A) details the key activities to be undertaken in year 5 of the Corporate Plan and will be published in the Spring 2024. 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 2024 and therefore a new plan needs to be approved and published setting out the Council's priorities for the next year. This report provides Cabinet with an overview of the process undertaken to develop the new plan and seeks approval from Cabinet Members for consultation to be undertaken on the draft plan.

2. Key Issues for Consideration

- 2.1** The Corporate Plan is the Council's key strategic document. The plan sets out how the Council's vision of Strong Communities with a Bright Future will be delivered over a five-year period. The commitments contained within the plan set the tone for the way in which the organisation will respond to opportunities and challenges and provides a vehicle to align other actions undertaken to pursue our Well-being Objectives.
- 2.2** The ADP provides a bridge between the five-year Corporate Plan and the Annual Service Plans and sets out clearly the actions people can expect from the Council in the year ahead and how the Well-being Objectives will be delivered.
- 2.3** In line with our duties under the 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 2022/23 to be published in December 2023. We are confident that our Well-being Objectives and the associated commitments outlined in the

appended draft ADP 2024-2025 are relevant in delivering improved outcomes for Vale residents and contribute to the national Well-being Goals.

- 2.4** Under the Well-being of Future Generations (Wales) Act, the Council is required to publish its Well-being Objectives by 31st March each year. Although our Well-being Objectives have been subject to internal review, we will consult on our Well-being Objectives as part of the consultation on the draft ADP.
- 2.5** The first step in developing the ADP was a workshop with Cabinet Members and the Strategic Leadership Team. Following this workshop further discussions have been held with the Strategic Leadership Team to shape the Plan. Actions set out in this year's ADP have been informed by what residents, partners, elected Members and staff have told us through various engagement and consultation activities through the year. The response to the consultation undertaken on this draft plan will shape our final plan for 2024-25. The actions also reflect the findings from the work of our regulators, the information in our Annual Self-Assessment Report 2022-23 and the Council's performance in the national context.
- 2.6** In summary, in drafting the plan for 2024-25 the following have been considered:
- Council performance and expected progress in delivering actions in the ADP 2023-24
 - Annual Self-Assessment Report
 - Corporate Risk Register
 - Statutory duties
 - Likely availability of resources
 - Findings from the work of our regulators
 - Views of residents and partners
 - Partnership Plans e.g., Public Services Board Well-being Plan
- 2.7** The Council is currently undertaking a comprehensive residents survey, Let's Talk About Life in the Vale. The survey is ongoing and will lead to further work to explore the findings from the survey and to ensure we reach those who may not have initially engaged with the work and may be seldom heard. The findings of the survey together with the consultation on the ADP will inform the final ADP for 2024-25 but some initial results have already been taken into account to shape the draft ADP.
- 2.8** 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.

- 2.9** 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, and regulatory services. The ADP also reflects how services are changing and actions take account of the need for more long-term planning as we continue to face significant budgetary challenges.
- 2.10** The ADP has been developed in tandem with work on the budgeting process for the coming year. The financial outlook for public services in Wales is at its bleakest since austerity and there will be difficult and uncomfortable decisions to be taken in how best we utilise our limited and reducing resources. This work will continue throughout the coming months whilst the ADP is consulted upon and the feedback received on the Council's future focus will inform the budgeting process for 2024/25.
- 2.11** The ADP has been developed in a time when it is also clear that the year ahead will present significant challenges for the organisation and also for our residents, local organisations and businesses. In 2023-24 we identified three critical challenges in addition to the four Well-being Objectives which provide the framework for this Plan. In developing the Plan for 2024-25 we have reflected on the critical challenges identified in 2023-24 and it is clear that these remain relevant. We have though strengthened the reference to our work to address the nature emergency alongside our work on climate change. The critical challenges are:
- Organisational Resilience (our finances, people and assets) – ensuring that we can continue to adapt in the face of adversity and provide our services despite the financial pressures and workforce challenges that we and many of our partners organisations face.
 - Cost of Living Crisis – supporting our residents, local organisations and business in the face of rising costs in particular around energy, food and housing.
 - Climate and Nature Emergencies – responding to the climate and nature emergencies and delivering the commitments in our Climate Challenge Plan.
- 2.12** The Council is not alone in facing these challenges and we will continue to embed the Well-being of Future Generations Act in our work. The five ways of working and our contribution to the national Well-being Goals will remain at the forefront.
- 2.13** Actions across all four Well-being Objectives will contribute to meeting the critical challenges demonstrating the integrated way in which we work and the multi-faceted nature of our activities.
- 2.14** In highlighting these critical challenges as part of the ADP we are making a clear statement about the focus for the Council in 2024-25. We will continue to deliver

across all four of our Well-being Objectives and in doing so progress our commitments to tackle the climate and nature emergencies, support our communities through the cost of living crisis and ensure that the Council can continue to provide essential services.

- 2.15** We cannot deliver our Well-being Objectives and meet the critical challenges on our own. We will continue to work with other public and third sector organisations as part of the Public Services Board and other key partnerships including the Regional Partnership Board and Safer Vale partnership. The Council’s Well-being Objectives align with Public Service Board’s new Well-being Objectives and the actions detailed in this ADP will contribute to their delivery.
- 2.16** Consultation on the draft ADP will be undertaken through the Council’s online Participate Vale platform and this will be promoted widely. Non-digital participation methods will also be put in place. The draft ADP will be circulated to a range of key partners and stakeholders with a request for comments on our Objectives, actions and identified challenges. This will include Schools, Town and Community Councils, the Equalities Consultative Forum and members of the Voluntary Sector Joint Liaison Committee as well as work with the Youth Service. Cabinet will importantly note that the ADP has been developed considering a wide range of sources, including the results of previous involvement, engagement and consultation exercises. It is recommended that Cabinet endorse this approach to consultation, including referring this report and appendices for consideration by all scrutiny committees as part of that consultation programme.
- 2.17** Below is the indicative timetable for consulting and approving the ADP 2024-25. Following the consultation which will include the draft ADP being presented to all Scrutiny Committees, the ADP will be revised before it is presented for further scrutiny by the Corporate Performance and Resources Scrutiny Committee in February. The ADP will then be presented to Cabinet at the end of February and Council in March as detailed in the timetable below. This work will be undertaken in tandem with the development, scrutiny and approval of Annual Service Plans and associated target setting.

30 th November 2023	Cabinet approve the draft ADP for consultation
5th December 2023 – 11th January 2024	Consultation on the ADP including the public, partners, staff, Trade Unions, Town and Community Councils and presentation to all scrutiny committees
January 2024	ADP amended in response to the consultation feedback
21 st February 2024	Corporate Performance and Resources Scrutiny Committee consider the revised ADP

22 nd February 2024	Cabinet consider final draft ADP
4 th March 2024	Council consider final draft ADP
April 2024 - March 2025	Delivery of the ADP

2.18 Cabinet is requested to note the approach taken to developing the ADP, the necessary timeframes for consultation and approvals and the factors which will need to be considered when finalising the ADP for 2024-25.

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

3.1 The Corporate Plan details how the Council will contribute to the national Well-being Goals as required by the Well-being of Future Generations Act through the delivery of the Well-being Objectives contained in the plan. The draft ADP details how the Council will contribute to the national Well-being Goals through delivery of its year 5 commitments in the Corporate Plan 2020-2025.

3.2 The draft ADP has been developed in accordance with the five ways of working and they are also reflected in the content of the plan. There is a strong emphasis on collaboration as the Council recognises the need to work with partners to deliver services and improve local well-being. The plan reflects the importance of prevention and many of the activities in the plan contribute to longer term issues, for example, tackling deprivation, climate change, physical and mental well-being.

3.3 The involvement of partners and stakeholders in the delivery of the plan is critical to its success as is the need to work in a more integrated way, recognising the connections across Council services and with other partners.

4. Climate Change and Nature Implications

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

5. Resources and Legal Considerations

Financial

5.1 Our priorities as outlined in the Corporate Plan have resources committed to their achievement and the extent and scale to which these can be delivered is dependent upon the availability of funding, with the annual budget review process being informed by the priorities the organisation is seeking to achieve.

- 5.2** Corporate Health aspects of Service Plans (how we are using our resources to achieve our well-being objectives), quarterly performance monitoring and annual reviews of performance and governance arrangements provide Members with an overview of the way in which Council resources (people, finance, assets, engagement and insight) are used to support delivery of our well-being objectives. These considerations have been extensively examined as part of the Directorate Self-Assessment process.
- 5.3** Cabinet will note one of the three critical challenges outlined in the draft ADP relates to organisational resilience, demonstrating the integration between the Council's available funding and the commitments in the ADP.

Employment

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

Legal (Including Equalities)

- 5.5** 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.
- 5.6** 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.
- 5.7** The draft ADP details a series of commitments which the Council intends to focus its attention on during 2024-25 in order to improve the well-being of Vale of Glamorgan citizens. The commitments in the ADP 2024-25 will impact on; everyone who receives a service from the council; Vale of Glamorgan residents; unemployed adults; Looked After Children, vulnerable young people; adults in receipt of care; older people; children and adults with a disability, school children, housing tenants. The Equality Impact Assessment which will be informed by the consultation will shape the delivery of the ADP.
- 5.8** 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

A copy of the Plan is available in Welsh.

Annual Delivery Plan

Our Plan for the Year - 2024-25

DRAFT

Draft Annual Delivery Plan 2024-25

Foreword

The year ahead will again be a challenging one. We remain ambitious for the future and recognise the strength of our communities and the need to work together if we are to achieve the best outcomes. This Annual Delivery Plan (ADP) for 2024-25 demonstrates our commitment to partnership working, to working with local communities, to protecting the most vulnerable and recognises our responsibilities with regards to climate change and nature. The ADP sets out our intentions for the year ahead and is a call to action for the need to work in partnership across the Council and with our partners as it is only by working together and by doing things differently that we can continue to deliver the public services people need from us.

The Council like much of the public sector is facing significant pressures on its budget. The pressures on our social care and education budgets are exceptionally challenging. This means that more than ever we need to review what we do and how we do it and transform the way we work. It will mean taking difficult decisions, especially as we understand the impact that some of these could have on our communities. In developing this ADP and the budget for 2024-25 we are revising some of our programmes of work, and making difficult decisions about what can be delivered and where savings can be made. This includes consideration of the extent to which some services can be provided by the Council and how we plan for the future.

In developing our proposals for 2024-25 we continue to be mindful of the impact on residents and our partners, we still need to take a long-term and wholistic approach even when faced with immediate pressures. The overriding principles of the Council's Financial Strategy continue to be to support delivery of the Corporate Plan 2020-25 objectives and to protect services for the most vulnerable in the community. Now, more than ever we need strong and sustainable public services, that support our most vulnerable residents, keep people safe and address some of the inequities within society.

We have a responsibility to focus on the priorities that matter most to our residents and that's why this Autumn we launched 'Let's Talk' our survey about life in the Vale. We are also continuing with our community mapping and place making activities across our towns and are also undertaking engagement in some of our most deprived communities. These activities will continue to shape our priorities and have informed our plans for 2024-25. We know that we need to listen to our residents and to ensure that our services are to the best standard we can deliver. We also recognise the importance of involving our communities and taking the time to explain the decisions that we have taken.

In the ADP 2023-24 we outlined three critical challenges. We have retained these for 2024-25 but with more emphasis on the nature emergency, which aligns closely to the delivery of Project Zero our response to the climate emergency. Our three critical challenges for the year ahead are detailed below. Work to meet these challenges cuts across all four of the Council's

Well-being Objectives which provide the framework for the five year Corporate Plan and the ADP. Our critical challenges are:

- **Organisational Resilience (our finances, people and assets)** – 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.
- **Cost of Living Crisis** – supporting our residents, local organisations and business in the face of rising costs in particular around energy, food and housing.
- **Climate and Nature Emergencies** – responding to the climate and nature emergencies and delivering the commitments in our Climate Challenge Plan.

Despite the many challenges we are a Council with ambition. We will continue to build on our achievements including becoming a county of sanctuary, being awarded Age Friendly Status by the World Health Organisation, obtaining significant funding from UK and Welsh Government to support regeneration activities, having some of the best schools in Wales and maintaining our high recycling rates. But, we also know that we have much to do and we will continue to deliver our vision for **Strong Communities with a Bright Future** and to show our residents that we are both listening and hearing their voices as we work together.



Councillor Lis Burnett
Leader of the Council

Introduction to the Annual Delivery Plan

This is the fifth and final 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 2024-25 and how we will meet the challenges for the year ahead.

The actions we will take over the coming year will contribute to the delivery of our four Well-being Objectives. 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.

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**

The Annual Delivery Plan brings together a range of activity across the Council. More information about the work of individual services is detailed in the comprehensive [service plans](#) produced by each Council service. These plans provide the detail about what services will look like in 2024/25 and the [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.

Developing the Annual Delivery Plan

In developing this delivery plan for 2024-25, we have reviewed our four Well-being Objectives which remain relevant and provide an effective framework for our services for the year ahead.

We have reflected on the commitments in the Corporate Plan 2020-25 and the progress to date, we have considered the challenges ahead and have listened to what our residents are telling us. It is more critical than ever that we challenge what we do, that we are more innovative and that we focus on what matters most to our residents, whilst fulfilling all of our statutory duties

The actions set out in this year's ADP have been informed by what residents, partners, elected members and staff have told us through various engagement and consultation activities through the year. The responses to the consultation undertaken on this draft Plan will also shape our final Plan for 2024-25.

The initial results from the Let's Talk residents survey undertaken in Autumn 2023 highlight that the Council needs to do more to demonstrate value for money, it needs to show more

clearly how residents' views are taken into account in decision making and how it acts in the best interest of residents.

The survey results to date also highlight that the climate and nature emergencies, cost of living crisis and support for older people and children and young people are all areas of concern for our residents. These are reflected in our critical challenges and in the activities detailed in the ADP across all four Well-being Objectives.

Actions included in the ADP also demonstrate the Council's commitment to doing more to engage with and listen to residents and other stakeholders. This includes our work on placemaking and community mapping, delivery of the Public Participation Strategy and work with other sectors including Town and Community Councils and the Third sector.

Actions across the ADP have also been developed in response to the areas that residents have highlighted as being the most important and this includes social care, housing, clean neighbourhoods, waste and recycling as well as the natural environment. Some of the actions in the plan are universal and relevant to everyone but others are more targeted where there are particular needs that we must respond to. Some of the actions within the plan can be described as 'business as usual' but with many of these we are trying to be more innovative, to develop new approaches and to be more creative in the way we deliver our services. This is all part of our programme of work to transform our services and to meet the financial challenges we are facing.

The actions also reflect the findings from the work of our regulators, the information in our Annual Self-Assessment Report 2022/23 and the Council's performance in the national context. The Council works with other public and third sector organisations as part of the Public Services Board (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 Regional Partnership Board (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.

We have reviewed the critical challenges identified in 2023-24 and concluded that these remain relevant for the year ahead. This is also supported by the results of our Let's Talk survey. These challenges 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:

- **Organisational Resilience** (our finances, people and assets) – 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.

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

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. Our progress is detailed each year in our [Annual Report](#).

Our Critical Challenges

Detailed below is more information about our critical challenges, 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: Organisational Resilience (our finances, people and assets) – 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.

- **Why is this a challenge?** The Council’s financial position will become even more challenging than in the recent past at the same time when there is increasing demand for services and a need to support those most in need. The Council is highly susceptible to increasing cost pressures associated with inflation, including the rising cost of construction materials, energy costs and staff wages and this all has an impact on the costs of service delivery. We will need to address a number of cost pressures including 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 as well as increasing numbers of children who need to be looked after in social care. We face many workforce challenges across a range of services in line with the national picture and need to provide a competitive offer in order to recruit and retain people. Delivery of this ADP is reliant on the resilience of the organisation and its ability to meet multiple challenges.
- **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, looking in particular at the Council’s property portfolio, we will push forward our digital agenda and develop and support our workforce. 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.
- **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. 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. 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.

- **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.

Critical Challenge 2: 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 put financial pressure on households. The initial findings of the Let's Talk residents survey indicate that this remains a concern for residents. We will need to support people to navigate and overcome the worst impacts of this crisis, with a particular focus on safeguarding our most deprived and vulnerable citizens. The well-being of our residents, communities and staff continues to be a priority for the Council.
- **What will we be doing?** The Council will build on its existing services and work with partners to [provide support](#). We will respond to the cost of living crisis including through work with schools, a range of community initiatives and administration of funding schemes. We will provide residents and our employees with advice, support, signposting and information on a range of issues including housing, debt, fuel poverty and energy costs, benefits, employment, and training and their well-being. We will work with partners to reduce homelessness, tackle health inequities, improve access to food and promote inclusive opportunities for play and leisure and undertake engagement with our most deprived communities as part of the work of the PSB.
- **How does our response reflect the five ways of working?** We will work collaboratively to support our residents and join up services within the Council and the wider public and third sectors. 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 in our most deprived communities and focus on prevention activities with our health colleagues as part of the Amplifying Prevention programme of work.
- **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 3: Climate and Nature Emergencies – responding to the climate and nature emergencies and delivering the commitments in our Climate Challenge Plan.

- **Why is this a challenge?** – In 2019 the Vale of Glamorgan Council declared a climate emergency and in 2021 we also declared a nature emergency. Our work on climate change has been brought together as [Project Zero](#) and we will continue to work with the community and our partners including the Local Nature Partnership to make the necessary changes. One of our key targets 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 think more about the impact of their activities on our natural resources. We also recognise how much our environment contributes to our physical and mental well-being.
- **What will we be doing?** Work to address this challenge includes reviewing the Local Development Plan and development of a Green Infrastructure Strategy and a new Biodiversity Forward Plan. It also includes improvements to our housing, schools and other buildings, the promotion of active travel and public transport as well as a focus on procurement, energy and community engagement and a new Digital Strategy for the Council.
- **How does our response reflect the five ways of working?** As part of our work on climate change we will work with a range of groups to bring about the necessary changes. 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 to make a difference together. 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. We also recognise that climate and nature considerations must be integrated in all that we do 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 our Well-being Objectives. Work will involve encouraging behaviour change at an individual and organisational level.

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 continue to be at the forefront of work being undertaken in response to the difficulties that many people are experiencing due to the cost of living crisis and working in the heart of our communities to tackle poverty. A number of schools now run Big Bocs Bwyd and other food and advice projects, linking in with partners such as Citizens Advice and others. The Community Focused Schools approach is built around a whole family approach and offers the potential to join up and reimagine services based on the needs of families and pupils in the area. The work that has started to integrate other services within some of our schools will continue and accelerate in the coming year. Continued investment in our schools and work with young people 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. We want to build on the conversations we are having with our young people through the Youth Council and our schools to plan for the future.

We will continue to work in partnership to maximise outcomes for learners, support mental health and well-being and to promote attendance at school. We will also explore new service delivery models to address the complex budgetary challenges facing our schools. We will also continue to encourage and support apprenticeships, skills development and employment opportunities for people of all ages ensuring people are supported to access the opportunities that are right for them. Schools will also benefit from the work undertaken as part of the Council's Workforce Plan and Staff Well-being Strategy and our new Digital Strategy.

All of these activities illustrate the significant work undertaken with and by our schools and their role in delivering our Well-being Objectives and meeting our critical challenges.

Delivering Our Objectives by Working Together

Working together with a range of partners across different sectors and the community is critical to us successfully delivering the commitments in the ADP. We have strong partnerships regionally and locally and in the Vale we are fortunate to have a well established and highly valued third sector. We also recognise the importance of the many Town and Community Councils who provide a range of services and champion local needs. We will continue to develop these relationships and explore how together we sustain local services and access additional resources and expertise to provide the best we can for our residents,

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 a programme of action that reflects the critical challenges detailed above, the importance of protecting and supporting our most vulnerable residents and our statutory responsibilities. In delivering this ADP we will be mindful of our responsibilities to promote economic, environmental, social and cultural well-being and the importance of the physical and mental well-being of our residents and employees.

The actions included in the ADP demonstrate the range of services that the Council provides, some of which are universal and others are more targeted to those in need. We will continue

to provide the best services we can and to provide value for money in utilising the resources we have including grant funding. We will consider how technology can help transform our services whilst ensuring that we remain close to our residents, that our services are accessible and that our residents have a voice. 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.

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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 2024-25 we will:

1. Deliver our [Public Participation Strategy](#) including the use of community mapping to improve how we involve, communicate and consult with people and ensure citizens have the opportunity to have their voices heard.
2. Progress **placemaking plans** in Barry, Cowbridge, Llantwit Major and Penarth putting the future needs of town centres and communities at the heart of decision making and maximising the impact of a range of funding streams.
3. Engage with and strengthen our relationships with the **third sector, social enterprises and town and community councils** to help shape and deliver local services.
4. Take forward the new **Digital Strategy** and provide a more positive experience for customers by incorporating user-centred approaches to service design, improving accessibility and responsiveness.
5. Deliver the commitments in the [Strategic Equality Plan](#) reflecting the **LGBTQ+ Plan and Anti Racist Wales Action Plan** and emerging disability work and work in partnership to make the Vale more [Age Friendly](#).
6. Increase the use of the **Welsh Language** within the Council and the community and support bilingualism through the delivery of the [Council's Welsh Language Promotion Strategy](#) and the [Welsh in Education Strategic Plan \(WESP\)](#).

7. Work in partnership to deliver the **2024-25 Armed Forces Delivery Plan** to strengthen support for the Armed Forces Community in line with the principles of the [Armed Forces Covenant](#).
8. Develop our new partnership arrangements for **procurement** with an increasing emphasis on social value and climate change.
9. Deliver a balanced **2024/25 budget and sustainable medium term financial plan** recognising the growing financial pressures (revenue and capital) on the Council, particularly in education and social care and the need to maximise our use of external funding.
10. Review the future of our building and land **assets** with a view to maximising their economic and community benefits and ensure the most appropriate model of ownership and service delivery is in place.
11. Adopt a new model of working to manage the **Council's buildings** focusing on sustainability and efficiency.
12. Deliver our **People Strategy** including work on staff well-being to improve recruitment, retention and well-being across the organisation with a particular focus on work with social services and to attract and retain a younger and more diverse workforce.
13. Increase the understanding of the role of [elected members and scrutiny committees](#) through the delivery of the scrutiny action plan, work of member champions and the Public Participation Strategy.

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 2024-25 we will:

1. Work with schools and other partners to ensure schools are effectively supported to **maximise outcomes for all learners**.
2. Work with our schools and partners and explore new service delivery models to address **budgetary challenges** and the increasing demand and complexity of **children and young people's social, emotional and mental well-being** at primary and secondary levels.
3. Support our schools to facilitate the phased implementation of **Additional Learning Needs (ALN)** reform including work around self-evaluation.
4. Work with our partners to reach those pupils who are disengaged and support our schools through the '[Miss School Miss Out](#)' campaign to minimise exclusions and improve attendance and engagement.
5. Work in partnership to address issues of cost and availability of [school transport](#) services, promoting the use of active and other sustainable travel options where feasible

6. Develop a new school investment programme and progress the expansion of Ysgol Y Deri, and new buildings for Ysgol Iolo Morganwg and St Richard Gwyn as part of the [Sustainable Communities for Learning Programme](#).
7. Work with a range of partners to support **employment** and the development of **skills** for the future and improve links between schools and local colleges and business.
8. Build on good relationships with local education establishments as well as independent Apprenticeship providers and local employers to expand the [Council's Apprenticeship offer](#).
9. Deliver a [Business Development Grant](#), enabling businesses to apply for funding to innovate, decarbonise and grow.
10. Maximise the potential of the UK government's 10 year £20 million long-term investment plan for Barry and Levelling up award as part of **whole town regeneration and Placemaking work** and maximise the use of grant and loan funding, supported by enforcement measures to reduce the number of **vacant properties across all four of our [town centres](#)**.
11. Work with [Cardiff Capital Region \(CCR\)](#) partners to support the development of the **former Aberthaw Power Station** site and the **Bro Tathan and Cardiff Airport Enterprise Zone** to create new jobs in the area and support sustainable economic growth.

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 2024-25 we will:

1. Develop and support initiatives in response to the [cost of living crisis](#) and the associated issues of housing, energy costs, food poverty, period poverty, debt and access to benefits, employment, and training.
2. Work in partnership through the [Public Services Board](#) to take forward work in our most **deprived communities** with an initial programme of engagement and community mapping.
3. Work in partnership to progress work around [community focused schools](#) recognising the important role of schools within the local community and the potential to build on successful initiatives including the Big Bocs Bwyd model.

4. Work with local organisations and communities to help sustain **local facilities** for example, sports grounds, community halls, parks, allotments and public conveniences, transferring ownership where appropriate and enabling access to funding such as the UK Government Community Ownership Fund.
5. Work in partnership to promote inclusive opportunities for [leisure, play and sports development](#) and implement the Cardiff and Vale [Move More, Eat Well Plan](#), with a particular focus on work in schools and children and young people's mental health and well-being.
6. Improve opportunities for [leisure activities](#) by investing in our leisure centres and refurbishing community tennis facilities in partnership with Tennis Wales (Wenvoe Recreation ground, Penarth Athletic Club and Millwood in Barry).
7. Work in partnership with the [Public Services Board](#) to **address health inequities, promote vaccination and screening** with a particular focus on reaching people in our more deprived communities.
8. Work with partners to promote and enhance [community safety](#) and safeguarding with a specific focus on tackling anti-social behaviour in our towns and implementing the regional Violence Against Women and Domestic Abuse and Sexual Violence Strategy.
9. Work regionally as part of [Shared Regulatory Services \(SRS\)](#) to safeguard the health, safety and economic wellbeing of consumers, businesses and residents through our work on environmental health, trading standards and licensing as detailed in the SRS business plan.
10. Implement the **new Independent Living Policy and a new Discretionary Adaptations Grant** to support people to live well in their own homes.
11. Work collaboratively across the public and private sector to improve the number of households successfully [prevented from becoming homeless](#) and deliver effective interventions for [young people](#) at risk of homelessness.
12. Implement [a Local Housing Strategy](#) to address current and projected housing need and to increase the supply of good quality, accessible and affordable housing.
13. Accelerate the **council house building programme** through the regional development partnership, delivering 73 new homes via a number of mixed tenure schemes across the Vale, including an increase of new accessible/adapted homes.
14. **Resettle vulnerable households** into the Vale of Glamorgan and provide the services and support they require including progressing the Eagleswell Road site in Llantwit Major.
15. Progress our work as a **County of Sanctuary** to provide support, dignity and a welcome for current and future residents of the Vale.

16. Strengthen existing **partnership arrangements with the Cardiff and Vale University Health Board** in particular through delivery of a digital integration project to share data and intelligence.
17. Develop and implement the **Vale Alliance Model** to provide more integrated care including meeting accommodation needs.
18. Progress the expansion of **'Your Choice'** to enhance the individual's voice and control over their care.
19. Work co-productively with children and their families through a **strengths-based model/plan**, to empower and improve outcomes and wellbeing.
20. Develop **additional accommodation within the Vale to support our children looked after** to enable them to remain within the area.
21. Establish a local **safeguarding** operational group to improve arrangements to protect children and adults at risk of neglect, abuse and exploitation in the Vale.

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 2024-25 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 procurement, energy use, housing, 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 developing and implementing a new Green Infrastructure Strategy, a Tree Management Strategy, encouraging biodiversity enhancements on all developments and delivery of the Biodiversity Forward Plan
3. Progress the review of the Council's [Local Development Plan](#) with a focus on the assessment of candidate sites, Preferred Strategy and preparation of a deposit draft of the replacement plan following consultation, and including consideration of the findings of an expert report on the viability of requiring all new dwellings to be **zero carbon**.
4. Continue to ensure **Section 106 payments** from developers are negotiated in areas where development is approved and ensure that we secure the necessary investment in education, sustainable transport, community facilities, arts and culture and challenge developers through legal process when developers do not deliver on commitments to the community.

5. Contribute to the Welsh Government's 'Towards Zero Waste' National Waste Strategy with a greater focus on the circular economy, recycling and reuse and meet the statutory recycling target of 70% of waste to be used, recycled or composted through effective service delivery and engagement.
6. Develop a '**pride in our community**' campaign and work with community groups and other partners to take care of the environment, reduce litter and increase opportunities for environmental activities e.g. through growing spaces.
7. Encourage and support changes to how people travel by increasing opportunities for [active travel](#) (**walking and cycling**) including reviewing how we can change some road use to create more cycle lanes.
8. Facilitate and support an increase in the network of locally accessible **electric vehicle charging points** including in Council car parks.
9. Work with Welsh Government, Transport for Wales and other partners to help to ensure high quality and timely local public transport services in the context of diminishing national budgets.
10. Implement **the Road Surfacing Plan (2022 to 2025)** to assist in maintaining the condition of the highway for users including buses, pedestrians and cyclists.
11. Develop 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.
12. Work with Cardiff Capital Region and partners to develop and implement a **Vale Local Area Energy Plan (LAEP)** to help shape a future energy system.
13. Invest in **carbon reduction measures across our building assets** including the school estate with the continued use of Salix and other grant opportunities such as Low Carbon Heat Grant.
14. Ensure all **new council house building** achieves a minimum A rating for **energy performance** and meets the new WHQS 23 standards, reducing fuel costs and contributing to a reduction in carbon emissions.
15. Optimise the **retrofitting of the existing council housing stock** taking a fabric first approach and utilising appropriate technology to **improve thermal efficiency**.
16. Produce and implement a [Flood Risk 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.

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

We encourage as many people as possible to influence and shape decision making in the Council, particularly those from seldom heard groups. We strive to be diverse in the way that we engage and connect with different groups, and we try to meet them on their terms. Residents who have joined our engagement platform, [Participate Vale](#), are regularly invited to engage with a variety of projects. As are those who follow our social media channels, attend events and access our services in person. We take on board their feedback and try to be open and transparent in the decisions that we take as a result of their input, and keep them informed of how those decisions have been made.

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

Strategy and Insight Advisory Group, Vale of Glamorgan Council, Civic Offices, Holton Road, Barry. CF63 4RU.

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Glossary

Biodiversity	Biodiversity is a term used to describe the enormous variety of life on Earth. Biodiversity refers to every living thing, including plants, bacteria, animals, and humans.
Biodiversity Forward Plan	The Biodiversity Forward Plan looks at how the Council manages and improves natural resources to ensure that biodiversity and sustainability are considered in all service areas and are core themes in service delivery, becoming an integral part of the decision-making processes throughout the Council.
Fabric First	The fabric first approach involves carefully considering the design and construction of the building envelope in order to lower the home's energy consumption. Put simply - it is creating an airtight, insulated building that reduces the amount of energy required to heat the home. It prioritises the performance of the building fabric.
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.
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.
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	This is a long term strategic investment in educational estate throughout Wales. It is a unique collaboration between Welsh Government, the Welsh Local Government Association (WLGA), local authorities, colleges and diocesan authorities.

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