

THE VALE OF GLAMORGAN COUNCIL

HOMES AND SAFE COMMUNITIES SCRUTINY COMMITTEE: 13<sup>TH</sup> NOVEMBER, 2019

REFERENCE FROM CABINET: 21<sup>ST</sup> OCTOBER 2019

**“C129 DRAFT VALE OF GLAMORGAN COUNCIL CORPORATE PLAN 2020 – 25 (L) (SCRUTINY – ALL) – (Urgent by reason of the need to obtain Cabinet approval in sufficient time to allow meaningful consultation to be undertaken on the draft Corporate Plan 2020-25)**

The Leader advised that the report set out how the Council had developed the draft Corporate Plan 2020-25 and proposals for consulting on the draft Corporate Plan 2020-25 from 22<sup>nd</sup> October, 2019 – 10<sup>th</sup> December, 2019, including the involvement of all Scrutiny Committees, the Council’s partners and the public.

In developing the draft Corporate Plan, the Council had undertaken extensive engagement and considered a range of information and data to inform the development of the Plan. This included:

- The Public Opinion Survey;
- Big Conversation with Staff ;
- Performance data;
- Key Population data for the Vale;
- Consideration by Scrutiny Committee (Corporate Performance & Resources);
- Partnership activities and priorities;
- Stakeholder workshop;
- Discussions with the Vale 50+ Strategy Forum;
- Corporate Risks;
- Budget consultation; and
- Discussions at Community Liaison Committee and Voluntary Sector Joint Liaison Committee.

The Leader also added that in developing the draft Corporate Plan and therefore the Council’s priorities for the next five years it had considered:

- what Vale of Glamorgan residents had told us;
- the Council’s knowledge and understanding of the local area and the local community;
- the Council’s statutory duties;
- the resources available to the Council;
- best practice and what the Council knows works locally;

- the views of Council partners;
- commitments the Council had made to deliver with its partners e.g. the Public Services Board Well-being Plan;
- the Council's achievements in delivering the previous Corporate Plan;
- advice and support from the Future Generations, Welsh Language, Children's, Older People, and Equalities and Human Rights Commissioners; and
- advice and recommendations from the Council's regulators and inspectors.

The report also included the timetable for reviewing the consultation findings and the development of a final draft for consideration by the Corporate Performance and Resources Scrutiny Committee, Cabinet and Full Council prior to the publication of the new Corporate Plan in April 2020 at paragraph 2.23.

In developing the draft Plan, it was proposed that in response to feedback received that a new approach to corporate planning be adopted by producing an Annual Delivery Plan to accompany the overarching five-year plan and that a more detailed Annual Delivery Plan would be published each Spring that detailed the key activities that would be undertaken to deliver on the commitments in the Corporate Plan. The Leader added that the process would directly inform individual Service Plans which were also produced annually and contained annual performance measures and targets. The Council had a robust and well-respected performance management framework. The Leader with Cabinet and the Corporate Management Team would continue to monitor performance and ensure progress against the four objectives. The Council's Scrutiny Committees would regularly scrutinise performance to ensure that the Council was delivering its vision and the necessary outcomes to improve local well-being.

In conclusion, the Leader drew Cabinet's attention to the Council's proposed new Well-being Objectives, at paragraph 2.12 of the report which were a requirement under the Well-being of Future Generations Act and framed how the Council would contribute to the national Well-being goals and deliver its continued vision for Strong Communities with a Bright Future.

The Cabinet Member for Neighbourhood Services and Transport then commended the work already completed under the current corporate plan and in particular the staggering amount of new trees planted as part of the new roadworks replacing the 5 mile lane.

The Cabinet Member for Social Care and Health then also commended the amount of public consultation that had been undertaken to date and the fact that the draft Corporate Plan was built around communities rather than directorates. It was also pleasing to see that the draft plan document itself was easy to read.

This was a matter for Executive decision.

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

RESOLVED –

- (1) T H A T the draft Corporate Plan (contained in Appendix A), summary (contained in Appendix B) and Equality Impact Scoping Assessment (Appendix C) for consultation as outlined in this report be approved.
- (2) T H A T the report and appendices be referred to all relevant Scrutiny Committees for their consideration in the November 2019 cycle of meetings as part of the consultation process.
- (3) T H A T the use of article 14.14.2 (ii) of the Council's Constitution (Urgent Decision Procedure) be authorised in respect of Resolutions (1) and (2) above to enable the consultation process on the draft Corporate Plan 2020-2025 to commence from 22<sup>nd</sup> October, 2019.

Reasons for decisions

- (1) To ensure the Council has an effective and up to date Corporate Plan which reflects the work being undertaken across the Council to improve the quality of life in the Vale of Glamorgan.
- (2) To enable timely and meaningful consultation and scrutiny of the draft Corporate Plan 2020-25.
- (3) To enable the maximum amount of time for the consultation process to run and for the findings of the same to be fully considered and scrutinised prior to the meeting of Council in February 2020. The consultation plan outlined in this report makes provision for the draft Corporate Plan 2020-2025 to be considered by all five Scrutiny Committees as part of the consultation process during November 2019.”

Attached as Appendix: Report to Cabinet: 21<sup>st</sup> October, 2019

**Matter which the Chairman has decided is urgent in order to obtain Cabinet approval in sufficient time to allow meaningful consultation to be undertaken on the draft Corporate Plan 2020 - 25.**

Meeting of:	<b>Cabinet</b>
Date of Meeting:	<b>Monday, 21 October 2019</b>
Relevant Scrutiny Committee:	All Scrutiny Committees
Report Title:	Draft Vale of Glamorgan Council Corporate Plan 2020 - 25
Purpose of Report:	To seek Cabinet endorsement of the draft Corporate Plan 2020-25 as the basis for consultation.
Report Owner:	Managing Director
Responsible Officer:	Tom Bowring - Head of Policy and Business Transformation
Elected Member and Officer Consultation:	The Corporate Plan is relevant to all Wards, individual Member consultation is therefore not appropriate. Consultation will be undertaken with Members, stakeholders and the public and all Scrutiny Committees will be consulted as described in this report.
Policy Framework:	The Corporate Plan sets out the Council's priorities for five years and informs annual service planning processes.
<p><b>Executive Summary:</b></p> <ul style="list-style-type: none"> <li>• The report sets out how the Council has developed the draft Corporate Plan 2020-25.</li> <li>• The report sets out proposals for consulting on the draft Corporate Plan 2020-25 from 22<sup>nd</sup> October 2019 – 10<sup>th</sup> December 2019, including the involvement of all Scrutiny Committees, the Council’s partners and the public.</li> <li>• The report sets out the timetable for reviewing the consultation findings and the development of a final draft for consideration by Scrutiny Committee (Corporate Performance and Resources), Cabinet and Full Council prior to the publication of the new Corporate Plan in April 2020.</li> <li>• The draft plan sets out the Council's new Well-being Objectives which are a requirement under the Well-being of Future Generations Act and frame how the Council will contribute to the national Well-being goals and deliver its vision for Strong Communities with a Bright Future.</li> </ul>	

## **Recommendations**

- 1 That Cabinet approves the draft Corporate Plan (contained in Appendix A), summary (contained in Appendix B) and Equality Impact Scoping Assessment (Appendix C) for consultation as outlined in this report.
- 2 That Cabinet refers this report and appendices to all relevant Scrutiny Committees for their consideration in the November 2019 cycle of meetings as part of the consultation process.
- 3 That the use of article 14.14.2 (ii) of the Council's Constitution (Urgent Decision Procedure) be authorised in respect of Recommendations (1) and (2) above to enable the consultation process on the draft Corporate Plan 2020-2025 to commence from 22<sup>nd</sup> October 2019.

## **Reasons for Recommendations**

1. To ensure the Council has an effective and up to date Corporate Plan which reflects the work being undertaken across the Council to improve the quality of life in the Vale of Glamorgan.
2. To enable timely and meaningful consultation and scrutiny of the draft Corporate Plan 2020-25.
3. To enable the maximum amount of time for the consultation process to run and for the findings of the same to be fully considered and scrutinised prior to the meeting of Council in February 2020. The consultation plan outlined in this report makes provision for the draft Corporate Plan 2020-2025 to be considered by all five Scrutiny Committees as part of the consultation process during November 2019.

## **1. Background**

- 1.1 The Council published its current Corporate Plan in 2016.
- 1.2 The current Plan was developed in line with the requirements of the Well-being of Future Generations Act and represented a new and more integrated approach by the Council in setting out and delivering on its priorities.
- 1.3 A new vision was agreed in 2016 for 'Strong Communities with a Bright Future'. Since 2016 this has been supported by four well-being outcomes and eight well-being objectives.
- 1.4 Annual Service Plans detail how the priorities in the Plan will be developed and delivered each year. Progress is regularly scrutinised by all five of the Council's scrutiny committees and Cabinet. Progress against the Plan and annual priorities for the Council are also set out in the Council's Improvement Plans (Parts 1 and 2) which are also published each year.

- 1.5 The Wales Audit Office also 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.
- 1.6 The Plan ends in March 2020 and therefore a new Plan needs to be produced setting out the Council's priorities for the next five years. This report provides Cabinet with an overview of the process undertaken to date and seeks approval to consult on the draft Corporate Plan 2020-2025 (Appendix A) and Summary Plan (Appendix B).

## **2. Key Issues for Consideration**

### **A New Corporate Plan for 2020-25**

- 2.1 As part of the development of the new Plan it is timely to review the Council's current Well-being Objectives and develop a new Plan for 2020-25.
- 2.2 Since the publication of the current Plan, the Public Services Board (PSB) has also published its Well-being Plan. There is a need for the Council to ensure that the Corporate Plan reflects the current priorities, pressures and challenges so that the public, members, staff and other key partners and stakeholders are aware of what the Council's key priorities are for the coming years.
- 2.3 The Plan must set out the Council's Well-being Objectives and reflect how the Council will contribute to the seven national well-being goals. The Plan must also show how the five ways of working as set out in the Well-being of Future Generations (Wales) Act 2015 (involvement, long-term, prevention, integration and collaboration) are embedded in the work of the Council.
- 2.4 In developing the draft Corporate Plan, the Council has undertaken extensive engagement and considered a range of information and data to inform the development of the Plan. This includes:
  - The Public Opinion Survey
  - Big Conversation with Staff
  - Performance data
  - Key Population data for the Vale
  - Consideration by Scrutiny Committee (Corporate Performance & Resources)
  - Partnership activities and priorities
  - Stakeholder workshop
  - Discussions with the Vale 50+ Strategy Forum
  - Corporate Risks
  - Budget consultation
  - Discussions at Community Liaison Committee and Voluntary Sector Joint Liaison Committee.

- 2.5** In response to the findings of the engagement and discussions with senior managers and Cabinet Members it was agreed that the Council should develop a new set of Well-being Objectives. It is also proposed that a more streamlined strategic five year plan should be produced which will be supported in each year by an annual delivery plan.
- 2.6** The approach to the new Corporate Plan takes into account the diverse needs of the population including people of different ages, rural and urban communities, business, and the work of key partners such as the Cardiff and Vale UHB, the Police, the Third Sector and Town and Community Councils.
- 2.7** During the engagement process, there has been interesting discussion and some aspects have emerged that are quite different to the content and structure of the current plan. For example, how to reflect the Council's community leadership role, mental health and staff wellbeing issues, the importance of culture, how to tackle loneliness and isolation and the promotion of healthy lifestyles by considering activity holistically (for example healthy weight and active travel).
- 2.8** The development of the draft plan also reflects the significant change in the organisation since the publication of the current plan. This has involved working in a more integrated, outcome-focused way, increased partnership work, a changing legislative environment and a greater focus on involving staff and the public in the design and delivery of services.
- 2.9** In developing this Corporate Plan and our priorities for the next five years we have considered:
- what our residents have told us
  - our knowledge and understanding of the local area and the local community
  - our statutory duties
  - the resources available to us
  - best practice and what we know works locally
  - the views of our partners
  - commitments we have made to deliver with our partners e.g. the Public Services Board Well-being Plan
  - our achievements in delivering the previous Corporate Plan
  - advice and support from the Future Generations, Welsh Language, Children's, Older People, and Equalities and Human Rights Commissioners
  - advice and recommendations from our regulators and inspectors
- 2.10** The Plan sets out the achievements delivered through the current corporate plan and the context within which we work (the population we serve and the resources available to the Council).
- 2.11** One of the central aspects of the current Plan was the reframing of the Council's vision and values. These have been tested during the engagement process and are considered to remain relevant. The draft Plan therefore sets out how the

vision and values will guide the delivery of the new well-being objectives and actions.

- 2.12** The plan sets out the proposed new well-being objectives which 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.
- 2.13** For each objective, the draft Plan sets out a definition of the objective and the actions we will take over the five years to achieve them.
- 2.14** The Well-being of Future Generations (Wales) Act 2015 is evident throughout the draft plan. The Council's contribution to the national well-being goals established as part of that legislation has been considered in developing each of the objectives and actions. The demonstration of the sustainable development principle (evidenced through the five ways of working) has been an important aspect in looking at what the Council should be delivering in the period covered by the Plan and how it should be working.

### **Performance Management & Delivery**

- 2.15** In developing the draft Plan, it is proposed that in response to feedback received that a new approach to corporate planning be adopted by producing an Annual Delivery Plan to accompany the overarching five-year plan.
- 2.16** The more detailed Annual Delivery Plan will be published each Spring and detail the key activities that will be undertaken to deliver on the commitments in the Corporate Plan. This will directly inform individual Service Plans which are also produced annually and contain annual performance measures and targets.
- 2.17** The Council has a robust and well-respected performance management framework. The Leader with Cabinet and the Corporate Management Team will continue to monitor performance and ensure progress against the four objectives. The Council's Scrutiny Committees will regularly scrutinise performance to ensure that the Council is delivering its vision and the necessary outcomes to improve local well-being.
- 2.18** Proposals relating to the performance management arrangements, including the approach to the Annual Delivery Plan, will be developed in the coming months with engagement being undertaken with elected Members and senior officers.

### **Consultation**

- 2.19** As part of the development of the draft corporate plan, there has been significant engagement as described above. This is greater than has been the case in developing previous versions of the plan. The next phase of work reflects the Council's desire to consult extensively on the draft prior to finalising the plan for 2020-2025. For this reason, a summary version has been created in order to draw attention to the most salient aspects of the plan in the most accessible way possible, with the full draft Plan supporting this approach.
- 2.20** The programme of consultation will include an on-line questionnaire, circulation of the draft to a range of stakeholders including the Public Services Board, Vale

50+ Strategy Forum, Town and Community Councils, Youth Cabinet and all five Scrutiny Committees.

- 2.21** To ensure the consultation is fully accessible to all Vale residents, hard copies will be available on request and respondents will be able to submit their views online, in writing and by telephone. There will also be a number of face-to-face engagement sessions and these will be publicised via social media and the Council's communications channels.
- 2.22** It is recommended that Cabinet approve the use of the Council's Emergency Procedure to enable the consultation process on the draft Corporate Plan 2020-2025 to commence from 22<sup>nd</sup> October 2019. This will enable the maximum amount of time for the consultation process to run and for the findings of the same to be fully considered and scrutinised prior to the meeting of Council in February 2020. The approach to the consultation described in this report makes provision for the draft Corporate Plan 2020-2025 to be considered by all five Scrutiny Committees as part of the consultation process during November 2019.

### **Timetable**

- 2.23** The following sets out the high-level timetable ahead of the publication of the new Corporate Plan in April 2020:
- October 2019:  
Cabinet approval to consult and consultation process commences.
  - November 2019:  
Consultation process continues, including consideration by all five Scrutiny Committees and public engagement events.
  - December 2019:  
Consultation closes (10<sup>th</sup>) and findings considered and draft plan amended.
  - January 2020:  
Consideration by Corporate Management Team and Scrutiny Committee (Corporate Performance & Resources) and draft plan amended.
  - February 2020:  
Cabinet consideration and recommendation of adoption to Council.
  - March 2020:  
Final design and translation.
  - April 2020:  
Publication, promotion and delivery.
- 2.24** It is recommended that Cabinet approve the draft Plan (contained in Appendix A), summary (contained in Appendix B) and proposals for consultation as outlined in this report. It is also recommended that Cabinet refer this report and

appendices to all relevant Scrutiny Committees for their consideration in the November 2019 cycle of meetings.

### **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.
- 3.2** The draft plan 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 this has been a strong theme in much of the engagement to date. The Plan will be a five year plan but the draft recognises that many of the issues are even longer term e.g. deprivation, climate change, an ageing population and physical and mental well-being.
- 3.3** The involvement of partners and stakeholders in the development and delivery of the plan is critical to its success as is the need to work in a more integrated way, recognising the connections across Council services and with other partners.

### **4. Resources and Legal Considerations**

#### **Financial**

- 4.1** There are no direct financial implications associated with this report. The Council's Corporate Plan reflects the Council's priorities for the next five years and this informs the way resources are allocated, whilst also taking account of the availability of resources to deliver it.
- 4.2** The outcome of the Council's budget consultation and revenue settlement from the Welsh Government will inform the content and extent of delivery of the plan in coming years.

#### **Employment**

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

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

- 4.4** There are no direct legal implications associated with this report. The requirement to produce and publish a set of Well-being Objectives is part of the Well-being of Future Generations (Wales) Act (2015). The Local Government

Measure also requires the Council to demonstrate the steps it is taking to secure continuous improvement.

- 4.5** An equality impact scoping assessment can be found in Appendix C. A full equality impact assessment will accompany the final plan when reported in due course.

## **5. Background Papers**

None.

**Consultation Draft**



**A copy of the Plan is available in Welsh.**

# Working Together for a Brighter Future

THE VALE OF GLAMORGAN COUNCIL'S CORPORATE PLAN

# **‘Working together for a brighter future’**

## **The Vale of Glamorgan Council’s Corporate Plan 2020–25**

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## Introduction

It is with a great deal of pride that I am introducing the Council's Corporate Plan for 2020-2025 – *'Working together for a brighter future'*.

Councils play a pivotal role in ensuring essential services reach every member of our society and this Plan sets out an ambitious agenda for the Vale of Glamorgan Council for the next five years. In delivering this Plan and building on what we have already achieved I am confident we can successfully deliver the Council's vision of

### **'Strong Communities with a bright future'**

It is only by working together, listening and respecting each other that we can successfully meet the many challenges facing our communities and public services today. This Plan has a particularly strong emphasis on collaboration and working in partnership. This partnership working is wide ranging, including working with families, children and young people, our partners in health, the Police and the Fire service as well other public sector bodies, the third sector, Town and Community Councils and our communities.

In 2016, we set out four well-being outcomes we want to achieve. We want a Vale that is:

- Inclusive & Safe
- Environmentally Responsible & Prosperous
- Aspirational & Culturally Vibrant
- Active & Healthy

In this Plan we present four new well-being objectives that we believe complement each other and collectively will deliver our local well-being outcomes and the seven national well-being goals. This Plan sets out why we have chosen these objectives and how we will achieve them. Our four new 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 Vale of Glamorgan is a diverse area comprising very different communities with different aspirations, needs and concerns. Our Plan sets out how the Council will work to meet those needs, address concerns and help people of all ages to achieve their aspirations. Whether you live or work in one of our towns or in one of our more rural communities, we will continue to strive to make life better and to play our part in addressing local, national and global issues.

The Council provides a multitude of services, ranging from education to environmental protection, housing and the issuing of birth certificates, to planning and highways maintenance. We recognise how important these services are to the people of the Vale of

Glamorgan and that these services may need to change during the lifetime of this Plan. In planning for any change, however, we will engage with you about why we need to change, what change may look like, the options and opportunities as well as the reasons behind any decisions we take.

In line with our duties under the Well-being of Future Generations Act we are committed to looking much more to the long term and will work hard to leave a sustainable legacy for our future generations. We will focus on taking preventative actions and involve you in what we do, while listening to your ideas, views and concerns. We will continue to work in partnership, recognising the benefits this brings and the importance of joining up services around peoples' needs.

For the past five years, the Vale of Glamorgan Council has been the top performing Local Authority in Wales. This is a result of us taking an innovative and resourceful approach to the way we work and testament to our communities, the Council's staff, elected members and the partnerships we have invested in.

We are open to new ideas and ways of working at a time when the demands placed on the Council will continue to grow. To bring together this Plan, we have listened to what residents have told us, looked at the opportunities available for doing things differently and considered how we can work more regionally and with others. We are an ambitious and forward-thinking authority. I am confident that if staff, elected members, the community and all those with a stake in the Vale continue to work together we can ensure we all achieve Strong Communities with a Bright Future.

A handwritten signature in black ink, appearing to read 'Rob Thomas', with a long horizontal flourish extending to the right.

**Rob Thomas**

**Managing Director**

## Shaping the Future by building on our Achievements

In 2016 the Council agreed four well-being outcomes and eight well-being objectives. These provided the framework for our Corporate Plan 2016-20 and for how the Council would deliver its vision and contribute to the national Well-being Goals.

Over the past four years the Council has continued to deliver quality services and to improve the social, cultural, economic and environmental well-being of the Vale of Glamorgan. We have positively embraced our duties under the Well-being of Future Generations Act and embedded the five ways of working across the Council.



We have successfully delivered against the eight well-being objectives agreed in 2016 but in developing the Plan for 2020-25 it is clear from our engagement with partners, the public, elected members and staff that we now need new objectives. Our new objectives are detailed later in the Plan and reflect the progress made since 2016 and the challenges we face in 2020 and beyond.

Each year the Council publishes an Annual Report which provides a detailed analysis of our performance against all our objectives in the previous year. Detailed below are some examples of the positive difference we have made and why we can be genuinely proud of the services we deliver.

In line with our organisational values we are more open and **involve** residents, customers and partners more in the decisions we make. An excellent example of this is how we engaged with pupils, parents, staff and the wider community about transforming secondary school education in Barry. We needed to put in place arrangements for the future of secondary education in the area and due to the feedback we received on our initial proposals we developed a new way forward which formed the basis of further extensive consultation which directly informed the changes we made.

We are taking a much more **integrated** approach to how we work recognising that services need to fit together and contribute to a range of outcomes. This includes understanding and being proud of our corporate parenting role ensuring all services understand and fulfil their responsibility to improve the well-being and opportunities of children who are or have been in care. This is reflected in our 'Strategy for Children who need Care and Support' which was developed with partners and includes a young person's version of the plan.

One of the biggest challenges is to successfully understand and plan for the **long term**. Our approach to waste management reflects the need to think long term about the impact of our activities on the environment and the services, infrastructure and behaviour change needed to ensure that we manage our waste effectively in the Vale of Glamorgan. Changes being implemented to how waste is collected for recycling follows extensive engagement, and consultation and will enable the Council to increase the amount of waste that can be recycled. As part of the implementation of these changes we have recognised the need to work closely with local residents.

If we are to meet the diverse needs of our local communities it is vital that we have a better understanding of the root causes of issues and how to **prevent** them. The security of having a home which is safe, affordable and in good condition is a significant factor in ensuring our physical and mental well-being. Good housing is important for our health, the environment and for sustainable communities. In order to meet local housing need the Council has embarked on an ambitious house building programme to provide quality, accessible and affordable homes.

The Council recognises the importance of **collaboration** and that by working in partnership we can achieve more and deliver better services. The Council continues to work with the Cardiff and Vale University Health Board, Cardiff Council and the Third Sector to improve health and social care services. The Regional Partnership Board has been successful in bidding for funding to support a range of projects to improve services and better meet the needs of our most vulnerable residents. One project that illustrates the benefits of a collaborative approach is the Bay Unit at Ty Dyfan. The unit was opened in 2016 and enables people to be discharged earlier from hospital while still receiving care and support before returning home. The unit's success equates to c.£500k less spend on long term community care packages as a result of people being successfully reabled.

Our approach in developing all of the above services and bringing about the necessary changes to ensure our services are fit for the future also demonstrates how we have contributed to the seven national well-being goals.

Improving our schools, building affordable homes, giving our children the best start in life, minimising waste and working in partnership to support our most vulnerable residents represents just a fraction of what the Council has done over the past four years to contribute to the national well-being goals and our local well-being outcomes. The above examples together with the achievements detailed on page 7 also demonstrate how we have delivered against the eight well-being objectives in the 2016-2020 Corporate Plan.

## How our Well-being Outcomes contribute to the National Well-being Goals for Wales



## **Our Key Achievements**

### **An Inclusive and Safe Vale**

43% of all new housing built last year was affordable, continuing the trend of helping people onto the housing ladder and beating our target set in the Local Development Plan. We've also started building new council homes for those in greatest need, with 42 new units being available by 2020.

We're leading in Wales in bringing empty homes back into use, with our performance at the top of the table in working with others to provide increased accommodation across the Vale.

Over £500k has been awarded to 43 community groups across 16 wards for projects worth in excess of £1.4million to deliver community schemes by the Strong Communities Grant Fund.

Between June 2018 and March 2019, the new Domestic Abuse, Assessment and Referral Co-ordination (DAARC) service received 1,658 referrals from the police. The team check whether the victim has any prior/current involvement with different services and put in place an appropriate support package to meet their needs and to reduce the number of repeat incidents of domestic abuse.

### **An Environmentally Responsible and Prosperous Vale**

Attracting people to visit the Vale is worth £250m every year to the Vale's economy in tourism. We've become a go-to destination with 4.26 million visitors to the Vale in 2018, supported by our investment and regeneration in the area. Visits to Barry Island alone have grown by nearly 10% since 2015.

Since April 2016 the Council has entered into 77 section 106 agreements securing over £21.4 million to provide and enhance facilities, infrastructure and services off site in the vicinity of developments.

Our carbon footprint has shrunk by 35% by converting street lights to LED and investing in energy saving in our offices, a reduction of 4,278 tonnes in just 3 years.

Working with our residents, we have embraced the challenge to further reduce the impact on the environment from waste, with 74% of all waste recycled and not sent to landfill so far this year, this compares to 65% in 2015/16.

## **An Aspirational and Culturally Vibrant Vale**

Over the past 5 years under Band A the 21<sup>st</sup> Century Schools Programme, the Council created an additional 630 Welsh medium primary school places. Two new 210 place Welsh medium primary schools were established with a total investment of £5.81 million and a further 210 places were created through an expansion of an existing Welsh medium primary school.

Year on year, we have continued to ensure that all Children Looked After have left compulsory education with an approved qualification, setting them on the path to achieve great things.

Vale school pupils have consistently achieved higher than average GCSE and A level results, there have been year-on-year reductions in those NEET, attendance has improved and fewer schools than ever are in Estyn follow-up processes.

The Welsh Language is thriving across the Vale, with the adult community learning service working with partners to provide new opportunities to learn.

In just 3 years, libraries have been transformed into local hubs by community groups, increasing the facilities available, responding to demands of their users and securing £1m in new funding. Overall there were nearly 1.4 million visits made to our libraries in 2018/19.

## **An Active and Healthy Vale**

We recognise the role of the environment in contributing to good well-being and have a record number of Green Flag parks and place a strong focus on the importance of play and outdoor activities.

The Council works with more than 320 partners to deliver the Vale Sports and Physical Activity Action Plan. There continues to be high levels of participation in sports and this includes over 270 new participants through our mental well-being project and over 1,500 participants in our Women and Girls on the Move project. Both of these projects have successfully reached out to people who otherwise may not have got involved in sport.

The Council continues to prioritise stability for its children looked after. As of the 31<sup>st</sup> March 2019, only 5.6% children experienced three or more placement moves. This is reflective of stable performance in this area over the last four years with only 5.6% to 11% children experiencing three or more placement moves.

We're proud of our residential care homes providing safe places for those living with dementia and through Welsh Government grant funding have invested over £400k in enhancing the décor, layout and facilities to support this.

Our collaborative service with Bridgend is giving adults and their families respite through Adult Placements and more people than ever are taking up the service.

Working with people with learning disabilities and their families, we've delivered more opportunities for people to take control of how they spend time in the community, accessing local facilities and growing their confidence through working with our support workers.

In the latest of the innovative approaches seen, those using the New Horizons day service for those with a physical disability have partnered with a national business to develop a training video for their contact centre staff to enable them to effectively engage with everyone.

## The Vale of Glamorgan & Our Council

The world is changing rapidly and the context for this plan is significantly different to where we were in 2016. Globally, nationally and locally the drivers that effect how and what we do and the expectations of those around us are changing. In developing this Plan we have been mindful of future trends around the economy, demographics, technology and climate change.

What remains steadfast is the need for the Council to engage with the community and plan for the future, to work with our partners and embrace change. However, we must also consider how our actions and decisions will affect future generations. The Vale is blessed with a diverse environment which brings with it many challenges. We have a responsibility to take care of and preserve our wonderful natural environment, our culture and our heritage.

Opportunities and experiences vary across the area with people living in some areas experiencing disadvantage and deprivation. In addition to this we have an ageing population and we need to ensure that services can meet the changing needs of the population as they grow older. We need to think about what services we provide and how we provide them. We must consider the diverse needs of the population whether that be due to age, ethnicity, health, financial circumstance or one of the many other reasons that can affect what services and support people need.

Taking account of these responsibilities and the resources the Council has available to it, has been integral to the development of this Plan.

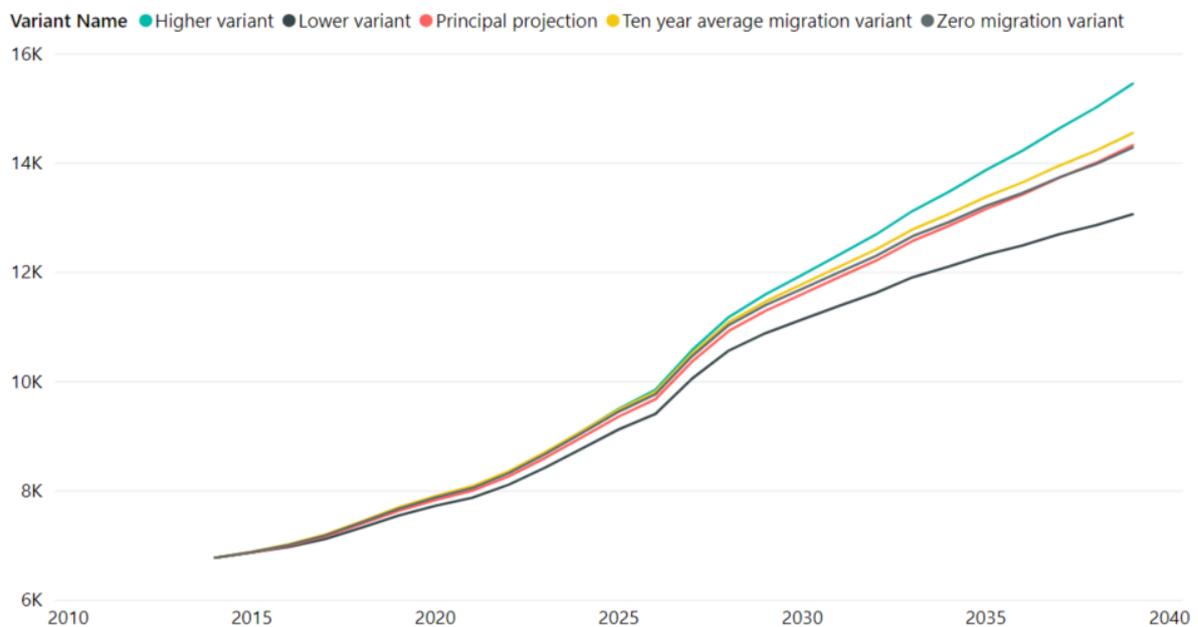
The following information about the local area, the local population and the Council provides some of the context for what we need to achieve and the resources available to deliver our priorities. This data is drawn from a range of external sources including, the Office for National Statistics, Data Cymru and Stats Wales.

## Population & Households

The figures below provide an overview of how the local population is changing.

- The population of the Vale of Glamorgan continues to grow with, 132,165 people now estimated to live here.
- There are estimated to be 56,435 households in the Vale of Glamorgan.
- By 2039 it is estimated that 17% of the population will be aged between 0-15, a 3% fall from today's population.
- Based on population projections, it is estimated that by 2039, 11% of the Vale's population will be aged 80 and over; a 6% growth from today's population.

**Figure 1: Vale of Glamorgan Population Projection for those aged 80 and over:**



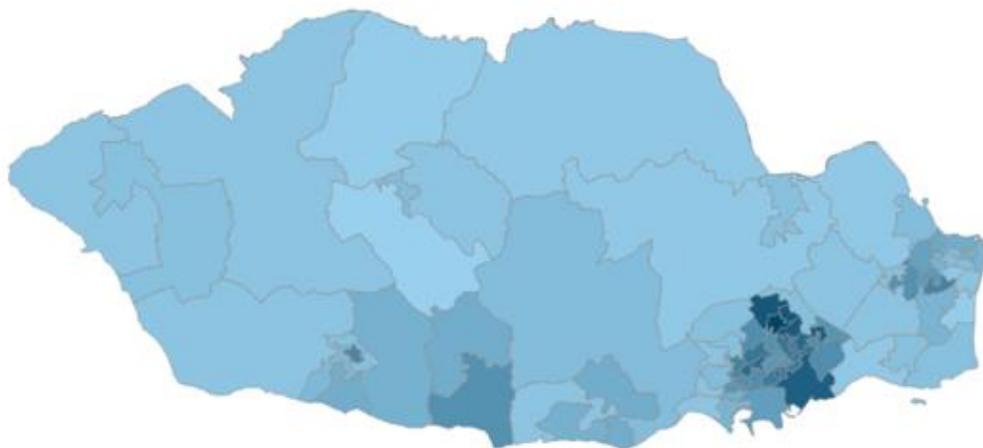
## Social Well-being

The figures below show the range of issues that can affect the social well-being of individuals and communities and which are relevant to many Council services.

- In the Vale 16% of school aged pupils have an Additional Learning Need (ALN). The largest ALN groups are children and young people with learning difficulties.
- Based on population projections, it is estimated that by 2035, 1,097 people aged 18 and over will be receiving residential services from the Local Authority.
- It is estimated that by 2035 3,311 of the Vale's population aged 65 and over will have dementia.
- 76% of people report feeling safe in their local area, higher than the Welsh average of 73%.
- 13% of people are estimated to be living in income deprivation – below the Welsh average.
- Real differences can be observed between areas, in some more deprived areas it is estimated that 38% of people are living in income deprivation.
- For some more deprived areas it is estimated that 53% of children are living in poverty.

**Figure 2: Income Deprivation in the Vale of Glamorgan:**

WIMD, Income Deprivation Domain, Vale of Glamorgan:

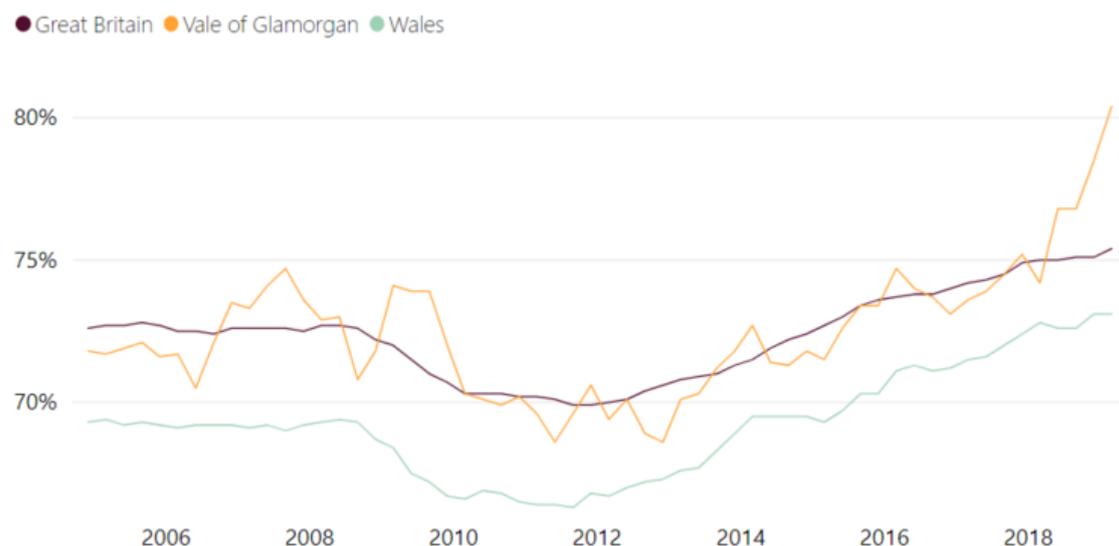


## Economic Well-being

Housing and employment are significant factors for economic well-being.

- 1,150 homes were granted planning permission in 2018/19.
- 43% of all new homes in 2018/19 were affordable homes.
- In 2018, 700 more residents worked in the Vale than commuted out of the Vale for work. 31,900 Vale residents live and work in the Vale, 31,200 commute out of the Vale for work, with 22,200 residents commuting to Cardiff for work.
- 9,000 people commute into the Vale from outside of the Vale for work; 1,400 of these come from Bridgend.
- 52.1% of Vale residents who are employed work in major group 1-3 positions. This includes Managers, Directors and Senior Officials, Professional Occupations and Associate Professional & Technical Occupations.
- 80.4% of the working age population are in employment, 3.4% are unemployed.
- The percentage of people employed is higher than the Welsh average of 73.1%.

**Figure 2: Vale of Glamorgan Change in Employment Rate:**

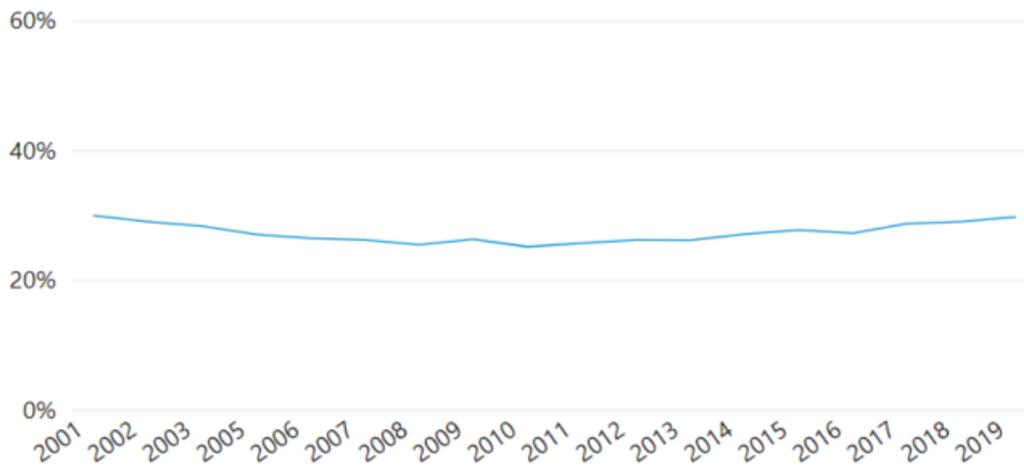


## Cultural Well-being

The information below provides some insight into cultural well-being in the Vale.

- In the 2018 Public Opinion Survey over 98% of residents reported they were very or fairly satisfied with the Vale as a place to live.
- It is estimated that 3% of the total population of the Vale is from a non-white ethnic background.
- It is estimated that 21% of people are Welsh speakers.

**Figure 3: Percentage of Welsh Language Speakers over 3 years of age in the Vale of Glamorgan:**

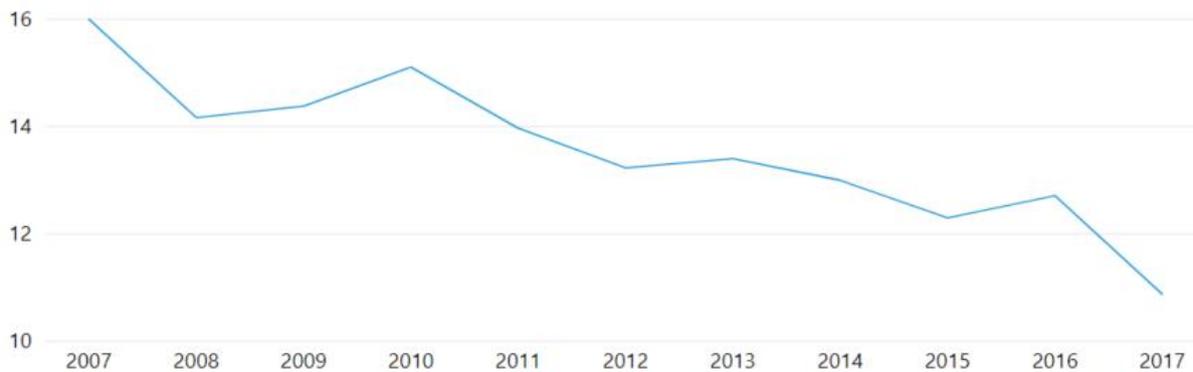


## Environmental Well-being

The environment is one of our greatest assets and the information below shows how important it is for the Council to consider its impact on the environment.

- There are 27 Sites of Specific Scientific Interest across the Vale of Glamorgan.
- There are 10 green flag parks.
- There is 53km of coastline including 23 kilometres of Glamorgan Heritage Coast.
- The Vale has higher levels of CO2 emissions per resident than the Welsh average.
- The levels of air pollution are steadily falling.

**Figure 4: Vale of Glamorgan Nitrogen dioxide pollutant change over time:**



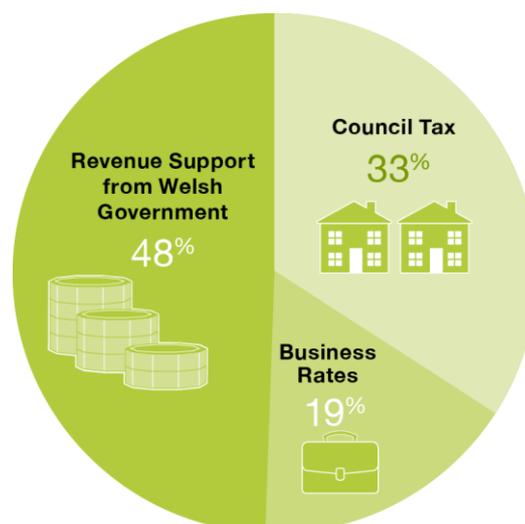
## Our Council

The information below provides some key facts about the Council and its resources.

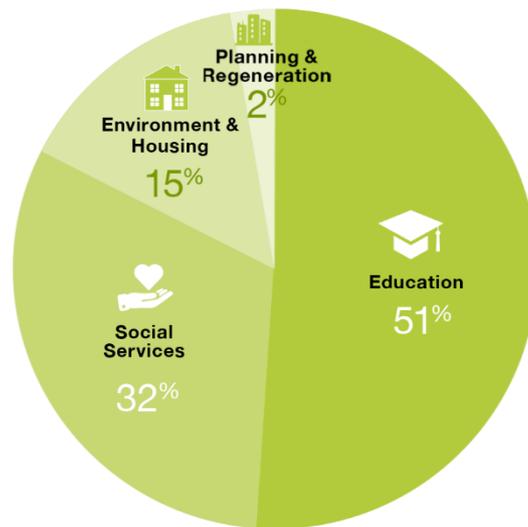
- To support the services we deliver the Council relies on a skilled workforce that includes teachers, engineers and social workers.
- In total the Council employs over 5,000 staff, including those employed in schools.
- In the 2018 Staff Survey, 74% of respondents reported they were proud to work for the Council, 70% said they would recommend the Council as a place to work.
- There are 57 schools across the Vale of Glamorgan, including 7 Welsh Medium schools.
- The Council has 3,829 homes.
- There are 47 elected councillors including the Cabinet, made-up of the Leader of the Council and six other councillors.

The Corporate Plan has been developed alongside the Council's Medium Term Financial Plan (MTFP). The MTFP sets out projections of how much funding the Council may have available to it and the needs of services to be funded. Since 2010/11, the Council has successfully delivered £55million in revenue savings, managed increased demand for our services and remained Wales' top performing local authority for the past five years, with high levels of customer satisfaction. This is at a time when the real-terms funding available from Welsh Government has also reduced.

The Council's total revenue budget for 2019/20 is £226.077 million. This is funded from Welsh Government, Council Tax and Business Rates:



In 2019/20 our budget was split across the following areas to deliver frontline services.



Since 2010/11 the way in which our budget has been allocated has changed as difficult decisions have needed to be taken about the services the Council needs to prioritise. The Council expenditure on Social Services has increased by 40%, education by 12% and on central administration it has reduced by 43%.



It is clear that the public sector will go through a period of massive change over the next five years. How we work, what is expected of us and the level of resource available to us will be subject to many changes. Our duty is to ensure that we continue to deliver services to the most vulnerable members of our community, that young people have the best start in life and that the Vale is safe, clean and an area where people still want to live, work and visit. The objectives and actions detailed in this Plan provide the framework for our activities over the next five years, working with and for our local communities to meet their diverse needs and aspirations.

## Delivering Strong Communities with a Bright Future

This new Plan shows how we will work to achieve our vision of strong communities with a bright future, meeting our well-being outcomes and delivering four new well-being objectives over the next five years.

### Our Values

Our achievements in delivering the previous Plan have been possible because of the dedication and professionalism of our staff. When we launched our Corporate Plan in 2016, we embarked upon an ambitious programme of staff engagement around our four new values. These describe our professional behaviours and are reflected in how we deliver our services. They form part of the Staff Charter that was introduced at the same time as our Corporate Plan and which sets out the expectations the Council has from its employees, and what staff can expect from the Council.



Our values are embedded across the organisation and have been instrumental in ensuring that the Council has achieved the commitments in the previous Corporate Plan. They have also made a significant difference to the culture of the organisation and how we all work together. Through our organisational development work, we have improved appraisal processes, provided innovative new learning opportunities, reinvigorated our reward and recognition processes and revamped internal communications to ensure we work as ‘one Council’. High levels of staff engagement and satisfaction have regularly been achieved over the past few years as a result of the work we have done.

Our values are another example of how the Well-being of Future Generations Act has been an enabler of wide-reaching change in the way the Council works. The values complement the five ways of working introduced by the Act and show how we are acting **‘in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs, by taking account of the sustainable development principle.’**

We will continue to build on these strong foundations to successfully deliver our new Plan for 2020-25.

## Developing our Plan

In developing this Corporate Plan and our priorities for the next five years we have considered:

- what our residents have told us
- our knowledge and understanding of the local area and the local community
- our statutory duties
- the resources available to us
- best practice and what we know works locally
- the views of our partners
- commitments we have made to deliver with our partners e.g. the Public Services Board Well-being Plan
- our achievements in delivering the previous Corporate Plan
- advice and support from the Future Generations, Welsh Language, Children's, Older People, and Equalities and Human Rights Commissioners
- advice and recommendations from our regulators and inspectors

In recent years the Council has gone through a number of significant changes and will continue to rise to the challenge of being a modern, forward looking organisation. In the past four years we have taken a key role in many different partnerships ranging from Safer Vale to the Regional Partnership Board, the Cardiff Capital Region and the Public Services Board. These partnerships cover many different services, involve a range of partners and cover varying geographical areas, some are specific to the Vale of Glamorgan and others cover a larger area across South East Wales. Our commitment to partnership working reflects our understanding that in order to provide better services we must work with a range of organisations.

Our Staff Charter was a response to the need to improve staff engagement and staff well-being. We have implemented a major programme of service transformation including establishing our own catering company and developing a neighbourhood approach for our waste and street cleaning services. As a result of these changes the culture of the organisation is changing as we adapt to the challenges that face the public sector and the communities we serve.

We are making significant progress in transforming how we work whilst maintaining a high standard of service delivery. We have brought together our business planning arrangements under one Insight Board which considers asset management, risk, performance, financial planning and many other corporate issues in an integrated way. The Vale of Glamorgan Council of 2020 is very different to the Council of 2016. This has been an evolutionary process rather than one of radical change. Change is owned by elected members and staff and is responsive to feedback from our customers, partners and regulators.



The process of developing this Corporate Plan has built on how the organisation has changed and how it has embraced its duties under the Well-being of Future Generations Act. The Act has encapsulated much of the change that was underway within the Council but has also helped to anchor it and embed it within the organisation. We have been grateful for the guidance, advice and toolkits offered by the Future Generations Commissioner, the Welsh Language Commissioner, the Older Peoples Commissioner, the Children’s Commissioner and the Equalities and Human Rights Commissioner.

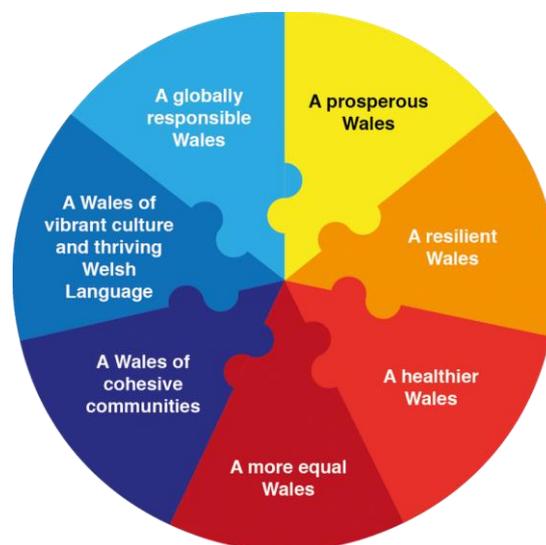
## Our Well-being Objectives

The process above has led us to develop four new well-being objectives.

- 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 new objectives reflect the progress made by the Council in recent years, align to the Public Services Board's well-being objectives and provide a framework for improving well-being in the Vale over the next five years. This section of the Plan sets out the steps that will be taken to deliver our objectives over the next five years. More detail about how these objectives will be delivered will be contained in an Annual Delivery Plan which will be published each Spring. These actions will be translated into actions detailed in Service and Team plans across the Council.

We have moved towards a smaller number of objectives which together form a cohesive package of activity to deliver each of our local well-being outcomes and maximise our contribution to delivering the national well-being goals.



## Achieving Our Well-being Objectives

We have identified a number of actions to undertake over the next five years, many of which will contribute to the achievement of more than one of our objectives. This reflects the progress we have made as an organisation in taking a much more integrated approach to how we plan and deliver our services. This section provides more information about each of our well-being objectives, why we have chosen them, what we are seeking to achieve and the activities we will undertake to deliver them.



### **Objective One: To work with and for our communities**

In order to successfully deliver our vision for Strong Communities with a Bright Future we need to be resilient, innovative and responsive to the needs of our customers. We cannot be an organisation that stands still. The activities we will undertake to deliver our objective ***to work with and for our communities*** reflect the importance of effective involvement, communication and engagement to understand and respond to the diverse needs of the community. In taking forward this objective we will be mindful of the different needs and aspirations of people of all ages and from all areas of the Vale. We understand that to be an effective organisation we need to be a responsible employer and that our staff are one of our greatest assets and that our Councillors need to be supported to represent their communities.



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

We recognise that for many the best route out of poverty or financial difficulties is through employment and we will work with a range of partners to promote economic growth for the area. The activities that will be undertaken to deliver our objective ***to support learning, employment and sustainable economic growth*** 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 and support people to achieve their best.



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

Our objective ***to support people at home and in their community*** recognises that people need to feel safe and have confidence that advice, care and support are available when they need it. We recognise the importance of prevention and early intervention to improve and maintain well-being and to tackle health inequalities. We will build on the strong partnership arrangements in place across health and social care services and also recognise the vital role housing has in 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.



**Objective Four: To respect, enhance and enjoy our environment**

How we live our lives and how we deliver services has an impact on the environment and it is important that we work together ***to respect, enhance and enjoy our environment***. The environment is one of our greatest assets and we have a duty to protect and enhance it for future generations. Health and well-being are inextricably linked with the environment. We also 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 encourage residents, visitors and business to minimise waste, reduce carbon emissions and to consider how their actions may contribute to pollution. We want the Vale to be attractive and welcoming to all so people can enjoy our parks, towns, countryside and coastal areas.

### **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.**

#### **The actions we will take:**

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

## **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 peoples ambitions and to ensuring that individuals and communities are able to prosper and achieve their best.**

### **The actions we will take:**

1. Ensure there is appropriate access to quality **early years, nursery and education provision** enabling people to achieve their best possible outcomes whatever their age
2. **Invest** in our schools to provide the right learning environment for the 21<sup>st</sup> century and facilities which benefit the wider community.
3. Work with schools, families and others to improve the services and support for those with **additional learning needs**.
4. 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.
5. Work with partners to ensure people can access appropriate money **advice, information and debt support** relating to housing, benefits, education, training and employment.
6. Support and promote **volunteering** and **community learning** recognising the range of benefits to individuals and the community.
7. Work as part of the **Cardiff Capital Region** to progress strategic planning and transport initiatives and promote sustainable economic growth and employment.
8. Support **economic growth** through regeneration, improved infrastructure and support for town centres, tourism and industry.

### **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.**

#### **The actions we will take:**

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

#### **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.**

#### **The actions we will take:**

1. 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.
2. Work with and empower community groups and other partners to sustain **local facilities** including public toilets, libraries, parks, play areas and community centres.
3. Protect, preserve and where possible enhance our **natural and built environment and cultural heritage**.
4. Work with the community and partners to ensure the **local environment** is clean, attractive and well managed.
5. 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
6. Provide effective **waste management** services and work with our residents, partners and business to minimise waste and its impact on the environment.
7. Minimise **pollution** recognising the detrimental impact it may have on the environment and people's wellbeing.
8. Work to reduce the impact of **erosion, flooding and pollution** on our coastal areas and watercourses.

## **Delivering our Objectives and Monitoring Progress**

This Plan has been developed following extensive engagement which has informed our new objectives. We have also responded to feedback and are taking a new approach to corporate planning by producing an Annual Delivery Plan each year to accompany the overarching five-year plan. The more detailed Annual Delivery Plan will be published each Spring and detail the key activities that will be undertaken to deliver on the commitments in the Corporate Plan. This will directly inform individual Service Plans which are also produced annually and detail annual performance measures and targets.

The Council has a robust and well-respected performance management framework. The Leader of the Council with Cabinet and the Council's Corporate Management Team will continue to monitor performance and ensure progress against the four objectives. The Council's Scrutiny committees will regularly scrutinise performance to ensure that the Council is delivering its vision and the necessary outcomes to improve local well-being.

The Corporate Plan should therefore be considered alongside the Annual Delivery Plan and also individual Service Plans which provide more detail about specific actions and how performance will be monitored.



## **Appendix 1 - The Well-being of Future Generations Act**

Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales by acting, in accordance with the sustainable development principle, aimed at achieving the well-being goals.

The Council has embraced the Well-being of Future Generations (Wales) Act 2015 and as detailed earlier in the Plan there has been considerable change in how the Council works. We will also set out an ambitious programme of activity for the next five years which will be described in more detail in the accompanying Annual Delivery Plan.

The Aim of the Well-being of Future Generations Act is to improve the social, economic, environmental and cultural well-being of Wales. The Act has already had a significant impact in Wales and has made public bodies including the Council think more about the long term, work better with people and communities and each other; look to prevent problems and take a more joined-up approach. To make sure relevant bodies are all working towards the same vision, the Act puts in place seven well-being goals and a sustainable development principle.

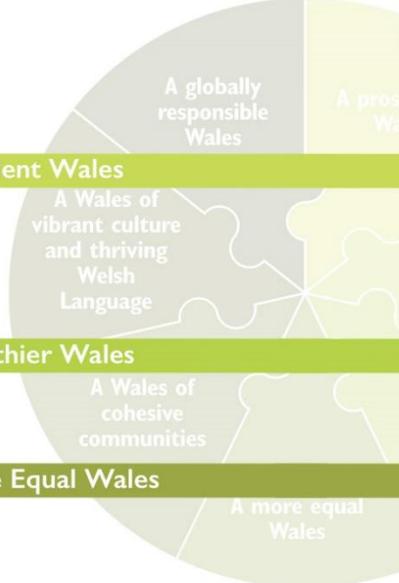
### **Sustainable Development Principle**

The Act puts in place a 'sustainable development principle' which tells organisations how to go about meeting their duty under the Act;

*'You must act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs by taking account of the sustainable development principle'*

## National Well-being Goals

The table below details the seven national well-being goals which the Council must maximise its contribution to;

GOAL	DESCRIPTION of the GOAL
 <p><b>A Prosperous Wales</b></p>	<p>An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.</p>
<p><b>A Resilient Wales</b></p>	<p>A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>
<p><b>A Healthier Wales</b></p>	<p>A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>
<p><b>A More Equal Wales</b></p>	<p>A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).</p>
<p><b>A Wales of Cohesive Communities</b></p>	<p>Attractive, viable, safe and well-connected communities.</p>
<p><b>A Wales of Vibrant Culture and Thriving Welsh Language</b></p>	<p>A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>
<p><b>A Globally Responsible Wales</b></p>	<p>A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p>

## Five Ways of Working

By embedding the five ways of working the Council is working in a more sustainable way. The five ways of working as detailed in the Act



**Looking to the Long term** – The intended effect of the long-term requirement is that you are aware of, and address, the well-being of current and future generations whilst addressing the needs of the people you currently serve.

**Taking an integrated approach** – The purpose of taking an integrated approach is to ensure that you recognise the interdependence that exists between the seven well-being goals and on your well-being objectives. Only an approach that makes the connections between, and effectively integrates economic, social, environmental and cultural challenges, will maximise each public body’s contribution to achieving the well-being goals. This can also identify opportunities to simplify arrangements.

**Involving People** – Effective involvement of people and communities is at the heart of improving well-being currently and in the future. It recognises the importance of involving people in decisions that affect them.

**Collaborating with others** - The purpose of taking a collaborative approach is to recognise the different roles that public bodies play in tackling long-term challenges, and to ensure actions by public bodies are complimentary therefore maximising their collective impact.

**Prevention** – Understanding the underlying causes of the problems people and communities face can help us find different solutions, intervene early and prevent problems from getting worse or arising in the future. But this is not just about addressing problems – it is about finding enabling solutions and early interventions at the right time to make progress in achieving the well-being goals.

## Appendix 2 – Glossary

- **Additional Learning Needs** - The term ‘additional learning needs’ refers to children and young people with learning, physical or sensory needs that make it harder to learn than most children of the same age. <https://www.dewis.wales/additional-learning-needs-cyp>
- **Annual Delivery Plan** – This plan will be published each Spring and detail the actions that will be undertaken over a twelve-month period to deliver the well-being objectives and commitments in the Corporate Plan.
- **Annual Service Plans** – Service Plans are the key planning documents for the Council and provide a self-assessment for each service area. The plans set out the key aims and objectives relevant to each service area. [https://www.valeofglamorgan.gov.uk/en/our\\_council/achieving\\_our\\_vision/Service-Plans.aspx](https://www.valeofglamorgan.gov.uk/en/our_council/achieving_our_vision/Service-Plans.aspx)
- **Cabinet** - The Cabinet is made up of the Leader of the Council and six other councillors and uses its Executive Powers to make most of the Council’s decisions on services, functions and corporate management, including plans and strategies. Some key matters such as setting the budget remain a matter for Council to decide. [https://www.valeofglamorgan.gov.uk/en/our\\_council/Council-Structure/Cabinet/Cabinet.aspx](https://www.valeofglamorgan.gov.uk/en/our_council/Council-Structure/Cabinet/Cabinet.aspx)
- **Cardiff Capital Region** - The Cardiff Capital Region (CCR) City Deal is a programme agreed in 2016 between the UK Government, the Welsh Government and the ten local authorities in South East Wales to bring about significant economic growth in the region through investment, upskilling, and improved physical and digital connectivity. <https://www.cardiffcapitalregion.wales/>
- **Collaboration** – In the context of the Well-being of Future Generations Act this means working with any other person, organisation or different parts of the Council working together to meet our well-being objectives
- **Integration** - In the context of the Well-being of Future Generations Act this means considering how our well-being objectives may impact upon each of the national well-being goals, on our other objectives, or on the objectives of other public bodies.
- **Public Services Board** - Public Services Boards were established as part of the Well-being of Future Generations Act. Our Vale - The Vale of Glamorgan Public Services Board (PSB) brings together senior leaders from public and third sector organisations across the Vale of Glamorgan to work in partnership for a better future. <https://www.valepsb.wales/en/Home.aspx>

- **Regional Partnership Board** – The Cardiff and Vale of Glamorgan Integrated Health & Social Care Partnership has been established under the direction of a Regional Partnership Board (RPB) as part of the requirements of the Social Services and Well-being (Wales) - Act 2014. The purpose is to manage and develop services to secure better joint working between local health boards, local authorities and the third sector; and to ensure effective services, care and support that best meet the needs of our population. <http://www.cvihsc.co.uk/>
- **Scrutiny** - Scrutiny is a key part of the Council's political structure and plays an important role in ensuring that the Council's services are delivered effectively, efficiently and in the interests of residents and those who work or visit the Vale of Glamorgan. Scrutiny Committees are made up from Councillors who are not on the Cabinet. These Committees are able to influence decisions that are taken by the Cabinet and to ensure that the views and needs of the community are taken into account. [https://www.valeofglamorgan.gov.uk/en/our\\_council/Council-Structure/scrutiny/scrutiny.aspx](https://www.valeofglamorgan.gov.uk/en/our_council/Council-Structure/scrutiny/scrutiny.aspx)
- **Sites of Specific Scientific Interest** - A Site of Special Scientific Interest (SSSI) is a formal conservation designation. It usually describes an area that is of particular interest to science due to the rare species of fauna or flora it contains. SSSIs often contain important habitats such as grasslands, parkland and woodland. Some even contain ancient woodland and ancient trees. They are areas which have a high conservation value and need to be protected.

## **For more info....**

### **Visit our website**

There are a number of tasks you can now carry out online, these include online payments, reporting a pothole or missed collection and booking beach huts or bulky waste collections. Visit our website:

[www.valeofglamorgan.gov.uk](http://www.valeofglamorgan.gov.uk)

### **News and Updates – directly to your inbox**

You can subscribe to Vale Connect and keep up to date with news, events and other updates, including weekly waste and recycling collection reminders. Sign up via the Vale of Glamorgan Council website.

### **Social Media**

Keep up to date with all the latest news, events and information from the Vale of Glamorgan Council.

Follow [@VOGCouncil](https://twitter.com/VOGCouncil) on Twitter or like Vale of Glamorgan Council on [Facebook](https://www.facebook.com/VOGCouncil).

If you have a query about any council services, please contact us.

Email [c1v@valeofglamorgan.gov.uk](mailto:c1v@valeofglamorgan.gov.uk) or call 01446 700111



## CORPORATE PLAN 2020-2025

A corporate plan outlines our goals for the next 5 years, and how we're going to achieve them.

OUR EXISTING  
CORPORATE PLAN  
ENDS IN 2020.

WE NOW NEED A  
NEW PLAN FOR THE  
NEXT 5 YEARS.

WE'D LIKE TO KNOW  
WHAT YOU THINK:

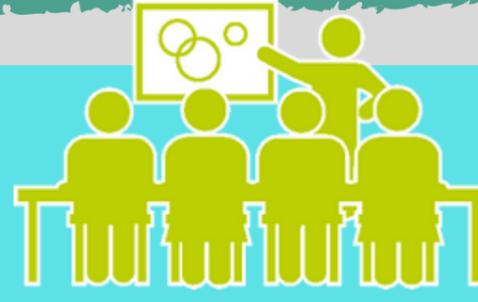
# Working together for a brighter future



## Objective 1

**WORK WITH AND  
FOR OUR  
COMMUNITIES**

**We want to get you involved and let you know about our work. We want to change how we work to make sure we're prepared for the future. We want to provide good customer service that meets different needs. We want to get more people speaking Welsh. We want our staff to be able to do their best.**



## Objective 2

**SUPPORT  
LEARNING,  
EMPLOYMENT AND  
SUSTAINABLE  
ECONOMIC  
GROWTH**

**We want to make sure that all children have the opportunity to learn in modern environments. . We want to give people and businesses support, advice and opportunities to help with jobs, money and skills. We want to make the Vale a better place to live, work and travel.**



## Objective 3

**SUPPORT PEOPLE  
AT HOME AND IN  
THEIR COMMUNITY**

**We want everyone to have a healthy and active lifestyle and encourage walking and cycling. We want to make sure that everybody gets the care and support that they need. We want to keep people safe at home and in their community and to have access to quality housing.**



## Objective 4

**RESPECT, ENHANCE  
AND ENJOY OUR  
ENVIRONMENT**

**We want to look after and protect our environment for now and the future. We will reduce waste and lower our carbon emissions and minimise negative impacts on the environment. We will work with others to sustain local facilities such as public toilets, parks and play areas.**

If you'd like more information on the draft plan, go to [www.valeofglamorgan.gov.uk](http://www.valeofglamorgan.gov.uk)

# 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 draft Corporate Plan 2020-25
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## 2. [Who is responsible?](#)

<b>Name</b>	Helen Moses	<b>Job Title</b>	Strategy and Partnership Manager
<b>Team</b>	Strategy and Partnerships	<b>Directorate</b>	Managing Director and Resources

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

<b>Date of start of assessment</b>	August 2019
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## 4. [Describe the proposal?](#)

<b>What is the purpose of the proposal?</b> A new Corporate Plan 2020-25 will set out new Well-being Objectives for the Council and detail how we will meet those objectives and contribute to the national well-being goals. The Plan details how we will deliver our vision and provides the framework for annual service plans.
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<b>Why do you need to put it in place?</b> The current Corporate Plan ends in 2020 and engagement to date and data suggests that the Council needs to revise its well-being
---

## Equality Impact Assessment

objectives and ensure that the new Plan reflects how the Council has changed since 2016 and how it will improve local well-being over the next five years.

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

The Plan sets out the Council's priorities and will be supported by an Annual Delivery Plan. The development of a robust plan requires extensive engagement across the Council and with external stakeholders.

The Council's Corporate Plan reflects the Council's priorities for the next five years 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 budget consultation and revenue settlement from the Welsh Government will inform the content and extent of delivery of the plan in coming years.

**What are the intended outcomes of the proposal?** The Plan will provide a clear set of priorities for the Council for the period 2020-25. The Plan will provide the framework for how we contribute to the national well-being goals and improve local well-being and services.

**Who does the proposal affect?** The plan affects all Vale residents and also those who visit and work in the Vale. The Plan is a high level strategic document encompassing all council services. More detailed actions will be included in the Annual Delivery Plan and 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 the 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 Corporate Plan will be delivered in partnership and the plan is aligned to the Public Services Boards Well-being Plan. The priorities in the Plan will also shape funding awarded to external organisations who will be expected to reflect the Council's priorities in their work. A key element of the consultation is to consider the views of partners.

**Will the proposal affect how you deliver services?** The Corporate Plan sets out the Council's priorities for the next five years which will influence and shape service delivery across the Council.

**Will the proposal impact on other policies or practices?** The Corporate Plan sets out the Council's priorities for the next five years 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 Plan we will be seeking feedback on what changes are needed to the draft plan and what the priorities are for year one of the plan.

The draft plan includes commitments to improve engagement and customer service, to increase the use of the Welsh language, to improve community cohesion and to promote equality of opportunity. The draft plan also includes actions around access to education for all ages, support for those with additional learning needs, the provision of advice and support, physical and mental well-being, safeguarding and accessible and affordable housing. The draft Plan also recognises the importance of local facilities e.g. public toilets and to ensure the local environment is clean, attractive and well-managed. Whilst consulting on the draft Corporate Plan, development of the Council's Strategic Equality Objectives will be taking place and as such, there is an opportunity to use the outcome of the consultation to reflect in the Strategic Equality Objectives and Plan for the coming years.

**How will you achieve the proposed changes?** The 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 Corporate Plan will be delivered by all Council Services.

**How will you know whether you have achieved the proposal's purpose?** The Corporate Plan will be monitored through the Council's Performance Management arrangements and will be reported regularly to CMT, Cabinet and Scrutiny.

## 5. What evidence are you using?

Engagement (with internal and external stakeholders)

Consultation (with internal and external stakeholders)

National data and research

Local data and research

# Equality Impact Assessment

## 6. How robust is the evidence?

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

What are the gaps?

What will you do about this?

What monitoring data will you collect?

How often will you analyse and report on this?

Where will you publish monitoring data and reports?

## 7. Impact

Is there an impact?

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?

Age

Disability

**Gender reassignment, including gender identity** (ensure policies explicitly include same-sex couples and use gender neutral language)

**Marriage and civil partnership (discrimination only)**

**Pregnancy and Maternity**

Race

Religion and belief

# Equality Impact Assessment

**Sex**

**Sexual orientation** (ensure policies explicitly include same-sex couples and use gender neutral language)

**Welsh language**

**Human rights**

**How do you know?**

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

**What can be done to promote a positive impact?**

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

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

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

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

**Will the impact be positive, negative or neutral?**

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

# Equality Impact Assessment

## 8. Monitoring ongoing impact

Date you will monitor progress
Measures that you will monitor
Date you will review implemented proposal and its impact

## 9. Further action as a result of this equality impact assessment

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

## 10. Outcomes and Actions

Recommend actions to senior management team
Outcome following formal consideration of proposal by senior management team

## 11. Important Note

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

Where will you publish your approved proposal and equality impact assessment?
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# Equality Impact Assessment

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)	
Job Title (senior manager)	
Date of approval	
Date of review	