

Meeting of:	Cabinet
Date of Meeting:	Monday, 30 November 2020
Relevant Scrutiny Committee:	All Scrutiny Committees
Report Title:	Draft Vale of Glamorgan Council Annual Delivery Plan (Improvement Plan Part 1) 2021-22
Purpose of Report:	To seek Cabinet endorsement of the draft Annual Delivery Plan (Improvement Plan Part 1) 2021-22 for consultation
Report Owner:	Leader and Cabinet Member for Performance & Resources
Responsible Officer:	Rob Thomas - Managing Director
Elected Member and Officer Consultation:	The Annual Delivery Plan is relevant to all wards, individual member consultation has not been undertaken. Consultation will be undertaken on the draft Annual Delivery Plan including the Well-being Objectives. This will include public consultation, staff consultation, consultation with all Scrutiny Committees and consultation 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 2 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 is the Improvement Plan (Part 1) for 2021-22 and is aligned to the Council's four Well-being Objectives. • The Plan details the activities that will be undertaken in 2021-22 to deliver these objectives within the context of the current Covid-19 pandemic and the Council's Recovery Strategy. • The commitments within the Annual Delivery Plan will be reflected in Annual Service Plans together with service improvement targets which will detail how different Council services will contribute to the delivery of our four Well-being Objectives. • Publishing our Well-being Objectives at the start of the financial year will enable us to meet our statutory obligations in the Local Government (Wales) Measure 2009 and the Well-being of Future Generations (Wales) Act 2015 (WFGA), both of which place specific duties on the Council in relation to objective setting and reporting. Under the Well-being of Future Generations (Wales) Act, the Council is required to publish its Well-being Objectives by 31 March each year 	

and to keep these under review. Under the Local Government Measure, the Council also has to set annual Improvement Objectives and publish these as soon as possible at the start of the financial year. The forthcoming Local Government & Elections Bill is currently progressing through the Senedd and will place similar duties on Local Authorities. The latest draft guidance has been reviewed and the Annual Development Plan comprises a part of the Council's response to the Bill which will see the repeal of the Local Government Measure from 2021.

- Our Corporate Plan Well-being Objectives and associated commitments for 2021/2022 as outlined in the draft Annual Delivery Plan will be reflected in Service Plans for 2021 -2022. 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 2021-22.

Recommendations

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

Reasons for Recommendations

1. To ensure that consultation can be undertaken on the draft Annual Delivery Plan.
2. To ensure that effective consultation is undertaken within the necessary timeframes for publishing the Annual Delivery Plan.
3. To ensure that Cabinet are aware of how the Coronavirus Recovery Strategy and other key documents have informed the Annual Delivery Plan which 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 (Wales) Measure 2009 and the Well-being of Future Generations (Wales) Act 2015 (WFGA), both place specific duties on the Council in relation to objective setting and reporting duties. Under the Well-being of Future Generations (Wales) Act, the Council is required to publish its Well-being Objectives by 31 March each year and to keep these under review. Under the Local Government Measure, the Council also has to set annual Improvement Objectives and publish these as soon as possible at the start of the financial year. The forthcoming Local Government & Elections Bill is currently progressing through the Senedd and will place similar duties on Local Authorities as part of the performance provisions. The latest draft guidance has been reviewed and the Annual Development Plan comprises a part of the Council's response to the Bill which will see the repeal of the Local Government Measure from 2021. It is felt prudent to ensure the Annual Delivery Plan (ADP) meets the existing duties prescribed by the Local Government Measure and the latest draft guidance associated with the Local Government & Elections Bill.

- 1.2** The Council published a new Corporate Plan 2020-25 in April 2020. The new Corporate Plan detailed actions that would be taken over a five-year period to deliver four new Well-being/Improvement Objectives, these are:
- To work with and for our communities
 - To support learning, employment and sustainable economic growth
 - To support people at home and in their community
 - To respect, enhance and enjoy our environment
- 1.3** In response to feedback during the engagement and consultation stages of developing the new 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 2021-2022 (Appendix A) details the key activities to be undertaken in year 2 of the Corporate Plan and will be published in the Spring 2021. 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 2021 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 proposed 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 forthcoming Local Government & Elections Bill), we continually review the relevance of our Well-being Objectives and the current objectives were agreed in 2020 as part of the development on the Corporate Plan 2020-25. These objectives have been reviewed as part of end of year performance work to produce the self-assessment (Part 2 report) as well as in the development of the Council's Coronavirus Recovery Strategy. As a result we are confident that our Well-being Objectives and the associated commitments outlined in the appended draft ADP 2021/2022 are relevant in delivering improved outcomes for Vale residents and contribute to the national Well-being Goals.
- 2.4** Under the Well-being of Future Generations (Wales) Act, the Council is required to publish its Well-being Objectives by 31 March each year. Although our Well-being Objectives have been subject to an internal review as part of the consultation on the draft ADP, we will also consult on our Well-being Objectives.
- 2.5** The ADP has been developed through a series of detailed discussions with the Senior Leadership Team. The ADP reflects how services are changing, our recovery strategy and the work that is ongoing to respond to the pandemic.
- 2.6** As part of work undertaken to develop the Council's Coronavirus Recovery Strategy a Community Impact Assessment and an Economic Impact Assessment have been undertaken. These have also informed the ADP and the on-going Equality Impact Assessment process. These impact assessments will continue to be updated and links to the most recent versions can be found in the background papers to this report. In addition to feedback from the consultation on the draft ADP, further changes may be necessary to the ADP to reflect information in these impact assessments and changes to the operating environment.
- 2.7** The ADP is structured by each of the Council's four Well-being Objectives. It contains actions that will be taken across the organisation to contribute to the delivery of these objectives and the outcomes the Council wishes to achieve for our communities. Some actions will be delivered by single services. However, many will be contributed to by services across the organisation showing how by working collaboratively, our work can have the greatest impact.
- 2.8** The actions detailed in the ADP reflect the complexity and breadth of services delivered by the Council which range from safeguarding our most vulnerable residents, encouraging play and sports development, waste management and supporting local businesses as well as the continued investment in our schools and in our children's future.

- 2.9** In drafting the plan for 2021-22 the following have been considered.
- Council performance and expected progress in delivering actions in the ADP 2020-21
 - Corporate Risk Register
 - Statutory duties
 - Resources
 - Future Generations Commissioner’s Future Generations Report
 - Covid-19 Community Impact Assessment
 - Covid-19 Economic Impact Assessment
 - Coronavirus Recovery Strategy
 - Findings from the work of our regulators
 - Views of residents and partners
- 2.10** Due to the unprecedented times in which the ADP is being developed, it has been important to reflect the significant work undertaken in response and planning for recovery from the coronavirus pandemic. Cabinet approved a Coronavirus Recovery Strategy in September 2021 and the strategic recovery priorities identified in the Strategy have formed an intrinsic part of the process for drafting the ADP. The current environment means planning is more challenging than in previous years, with a great degree of uncertainty about the immediate future. However, it is intended that the ADP will provide an ambitious vision for the coming year, setting out commitments to the work the Council will seek to deliver, whilst also continuing to respond to the pandemic.
- 2.11** The Council continues to work with other public and third sector organisations as part of the Public Services Board and other key partnerships including the Regional Partnership Board and Safer Vale. The Council’s Well-being Objectives align with Public Service Board’s Well-being Objectives and the actions detailed in this ADP will contribute to their delivery.
- 2.12** It will not be possible to consult on the draft ADP in the same way as we would have in the past and the limitations of this are recognised. However, the draft ADP will be circulated widely with a request for comments from key partners and stakeholders. This will include Town and Community Councils, Employee Consultative Forum and members of the Voluntary Sector and Joint Liaison Committee. The draft ADP will also be published on the Council’s Consultation web pages and will include an on-line survey. 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. It is proposed that as part of the performance reporting arrangements for the coming year, on-going consultation exercises will be undertaken (as widely as circumstances permit) as a way of monitoring the delivery of the ADP.
- 2.13** Below is the timetable for consulting and approving the ADP 2021-22. 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 in March and Council in April as detailed in the timetable below. This work will be undertaken in tandem with the development, scrutiny and approval of Annual Service Plans and associated target setting.

2.14

30 th November 2020	Cabinet approve the draft ADP for consultation
7 th December 2020 – 2nd January 2021	Consultation on the ADP including, the public, partners, staff, Trade Unions, Town and Community Councils and presentation to all scrutiny committees
January 2021	ADP amended in response to the consultation feedback
17 th February 2021	Corporate Performance and Resources Scrutiny Committee consider the revised ADP
22 nd March 2021	Cabinet consider final draft ADP
26 th April 2021	Council consider final draft ADP
April 2021 – March 2022	Delivery of the ADP

2.15 Cabinet are 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 2021-22.

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

3.1 The draft Corporate Plan details how the Council will contribute to the national Well-being Goals as required by the Well-being of Future Generations Act through the delivery of the Well-being Objectives contained in the plan. The draft Annual Delivery Plan details how the Council will contribute to the national Well-being Goals through delivery of its year 2 commitments in the Corporate Plan 2020-2025.

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

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

4. Resources and Legal Considerations

Financial

- 4.1** In determining its commitments in the draft Annual Delivery Plan 2020/2021, the Council has been mindful of the economic situation locally and nationally and taken into account legislation changes and government policy. Key Well-being Objectives set out in the Corporate Plan 2020-2025 and the ADP 2021-22 either have resources committed to their achievement (Medium Term Financial Plan and annual budget review) or the likely prospect of such resources being made available in the period of the plan.
- 4.2** All Annual Service Plans will include information relating to the use of financial, asset, ICT and people resources and how these are being deployed to support the delivery of the Council's Well-being Objectives.

Employment

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

Legal (Including Equalities)

- 4.4** The Local Government (Wales) Measure 2009 requires the Council to identify and publish its annual Improvement Objectives and report progress against them. The forthcoming Local Government & Elections Bill is currently progressing through the Senedd and will place similar duties on Local Authorities as part of the performance provisions. The latest draft guidance has been reviewed and the Annual Development Plan comprises a part of the Council's response to the Bill which will see the repeal of the Local Government Measure from 2021. It is felt prudent to ensure the Annual Delivery Plan (ADP) meets the existing duties prescribed by the Local Government Measure and the latest draft guidance associated with the Local Government & Elections Bill.
- 4.5** The Well-being of Future Generations (Wales) Act 2015 requires the Council to set and publish annual Well-being Objectives that maximise its contribution to achieving the Well-being Goals for Wales and report its progress in meeting these.
- 4.6** The draft ADP details a series of commitments which the Council intends to focus its attention on during 2021-22 in order to improve the well-being of Vale of Glamorgan citizens. The commitments in the ADP 2021-22 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 and the Covid-19 Community Impact Assessment will continue to shape the content and delivery of the ADP.

- 4.7** Individual commitments and planned service activities within the Annual Delivery Plan will give due consideration to the impact, directly or indirectly on Vale citizens overall. In line with Council policy, any changes to services and policies across all Council services will be the subject of more detailed equality impact assessments which will need to explore any potential impact.

5. Background Papers

Vale of Glamorgan Council Corporate Plan April 2020

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

Covid-19 Economic impact dashboard

<https://sway.office.com/42O9mKln3kJHNPOp?ref=Link>

Covid-19 full economic impact assessment

<https://sway.office.com/RaF4BMtpuGz3dEf1?ref=Link>

Community Impact Assessment

<https://sway.office.com/xogVh7qEsh2mM3h7?ref=Link>

Vale of Glamorgan Council Coronavirus Recovery Strategy Cabinet 21st September 2020

<https://www.valeofglamorgan.gov.uk/Documents/Committee%20Reports/Cabinet/2020/20-09-21/Coronavirus-Recovery-Strategy.pdf>

Future Generations Report - Future Generations Commissioner May 2020

<https://www.futuregenerations2020.wales/english>

A copy of the Plan is available in Welsh.



Annual Delivery Plan

2021-2022

DRAFT

Foreword

We are without doubt living and working in difficult times. The past year has been one of unprecedented challenge and as we look ahead to 2021-22 there is still much uncertainty about the effects COVID-19 will continue to have.

I continue to be immensely proud of the community I serve and of the Council and all its staff. We have all been touched in some way by the effects of this virus and its impact will be with us for some time to come. However, across the Vale communities have pulled together and Council staff have worked together to adapt and deliver services in the most challenging of circumstances.

This draft Annual Delivery Plan 2021-22 has been written at a time of great change. Last year we published a new Corporate Plan 2020-25 – Working Together for a Brighter Future. This Annual Delivery Plan for 2021-22 details the actions we will take this year to contribute to the delivery of our Corporate Plan. The Annual Delivery Plan reflects how services are changing, our recovery strategy and the work that is ongoing to respond to the pandemic. The Council continues to be ambitious in its plans for the future, we remain committed to the delivery of our objectives and to achieving our vision of **'strong communities with a bright future'**.

Although it has not been possible to undertake the usual levels of engagement during the year we have continued to listen to our residents and partners and the plan has been shaped by what people have told us are the most important issues for them.

We know that people value having access to parks and being outdoors, that they are concerned about the economy and their own financial security, that there are concerns about the impact of COVID-19 on some of our most deprived communities and on the BAME community. Throughout the pandemic the Council has undertaken work to understand the impact on the economy and the impact on the community. We recognise that the changes over the past year will have a lasting impact on us all, but particularly on the well-being of children and young people and their education. We also recognise the impact of the virus on the elderly and on our care homes and are working with partners to keep people safe.

The Council's four Well-being Objectives continue to be relevant to the work that we do and what we want to achieve. The majority of the Council's budget is spent on social care and education and these remain priorities for us. The 21st Century Schools programme continues to be a flagship programme in the Vale, ensuring we have first class education facilities, providing opportunities for employment and training and forming a key element of our work to tackle climate change.

This Annual Delivery Plan reflects the complexity and breadth of services delivered by the Council which range from safeguarding our most vulnerable residents, encouraging play and sports development, waste management and supporting local businesses as well as the continued investment in our schools and in our children's future.

Much has changed in the last year and difficult decisions have had to be made, but we have responded with confidence and by always putting the safety and well-being of our residents

first. We will continue to work with our partners to deliver the very best outcomes we can for Vale communities.

A handwritten signature in black ink that reads "Neil Moore." The signature is enclosed in a thin black rectangular border.

Neil Moore
Leader of the Council

DRAFT

Introduction to the Annual Delivery Plan

This is the second 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 to provide focus and demonstrate progress we set out the steps we will take to meet them in an ADP each year. This plan sets out the steps we will take in 2021-22.

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

Our four well-being (improvement) objectives are:

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

These objectives have been reviewed and in light of the COVID-19 pandemic they remain as important as ever:

- 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. Current restrictions and the need for social distancing have changed how we engage and although we can achieve a great deal on-line we are also mindful that this can exclude some. Work that we have undertaken to understand the impact of COVID-19 has also highlighted inequalities and the new socio-economic duty means that we will continue to strive to better understand issues of inequality and the actions needed. In taking forward this objective we will be mindful of the different needs and aspirations of people of all ages and from all areas of the Vale. We understand that to be an effective organisation we need to be a responsible employer and that our staff are one of our greatest assets and that our Councillors need to be supported to represent their communities.
- 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 recovery and 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. COVID-19 continues to have a significant impact on the economy and we will continue to support local businesses during these uncertain times. We will also work with our partners to ensure that advice and support are available and easy to access.

- 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. For many of us and our families this is perhaps more important now than ever before. 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. We will continue to work with our partners in response to the COVID-19 pandemic to keep people informed and safe. We have also recognised that the pandemic has had a significant effect on peoples' mental and physical well-being. We will continue to work with partners to provide support to people of all ages recognising the difficulties that people of all ages have experienced in the past year.
- 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. Access to parks and green space locally is perhaps even more important now than ever and 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 continue to encourage residents, visitors and business to minimise waste, reduce carbon emissions and to consider how their actions may contribute to pollution. We want people to be able to safely enjoy our parks, towns, countryside and coastal areas and to respect the local area, its residents and visitors.

The actions set out in this year's ADP have been developed in consultation with residents, partners, elected members and staff. The actions reflect our recovery strategy, the findings from the work of our regulators, the information in our Annual Report (2019/20), the

Council's performance in the national context, results from consultations and the [Future Generations Report](#) published in May 2020. The Council works with other public and third sector organisations as part of the Public Services Board. The Council's well-being objectives have been developed to align with Public Service Board's well-being objectives and the actions detailed in this ADP will contribute to their delivery.

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

The ADP sets out for each of our well-being objectives the commitments we make in the Corporate Plan and the steps we will take in 2021-22 to work towards achieving Strong Communities with a Bright Future. Each year as we draft our plans for the year ahead we are used to balancing the work we must undertake, the improvements and innovations we want to take forward within the context of uncertainty around finances, legislative, policy and political changes and issues such as Brexit and the climate emergency. However, developing the plan for 2021-22 has proved even more challenging as we continue to respond to the pandemic, plan our recovery and consider how we can best deliver the services our residents need.

The following pages set out the actions we want to take over the next twelve months to deliver our objectives. The objectives and actions are not in order of importance or delivery and we are mindful that we may need to suspend or defer activities in order to respond to urgent challenges. However, we remain ambitious for the future and confident in our ability to respond, recover and to take strength from the challenges we face.

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 2021-22 we will:

1. Make effective use of technology to improve how we provide information and communicate with people.
2. Involve, engage and consult our residents and other stakeholders including the voluntary sector and town and community councils in redesigning services, ensuring that those who are seldom heard have the opportunity to be involved.
3. Explore different and more innovative methods for undertaking Council business including scrutiny activities and options for greater public engagement.
4. Use our property and land assets to support changes in service delivery, including agile working, tackling climate change and achieving financial savings.
5. Consider the recommendations in the Future Generations report 2020 to ensure our procurement activities contribute to the national well-being goals and support work around climate change.
6. Deliver ICT infrastructure improvements within schools in line with the Welsh Government's Education Digital agenda and to support new ways of working resulting from COVID-19.
7. Develop more on-line services and improve the responsiveness of services including the use of assistive technology.
8. Monitor and tackle the financial impact that coronavirus will continue to have on the Council's finances.

9. Develop the next iteration of the Council's Transformational Change Programme to respond to current and future organisational challenges.
10. Work with our partners and engage our citizens to respond to the impact of Brexit to ensure our services and communities are effectively prepared for change.
11. Develop the role of outreach services to further support the inclusion of children and young people with social, emotional and mental health difficulties in all educational settings, including working with the Health Board to develop a range of services to support learners with these additional needs.
12. Provide local youth services for young people aged 11-25 which support their well-being and provide a range of programmes and activities to meet diverse needs including Welsh Language and support for those who are more vulnerable or marginalised.
13. Deliver year two of the Council's Strategic Equality Plan including a review of the Equality Consultative Forum and changes arising from the new Socio-Economic Duty, responding to emerging community needs as a result of COVID-19 and the Black Lives Matters movement.
14. Review recruitment practices to increase diversity within the Council's workforce.
15. Work with our partners to achieve Age Friendly status for the Vale and take steps to become more child friendly and more dementia friendly.
16. Harness the power of volunteering and work with third sector partners and community groups to build a legacy for Vale Heroes.
17. Introduce a staff volunteering policy.
18. Promote the support available under the Armed Forces Covenant.
19. Enhance and promote Welsh Language Services and increase the Welsh Language skills of Council staff, with a particular focus on Social Services in response to the More Than Just Words Framework.
20. Implement the Vale of Glamorgan Welsh in Education Strategic Plan (WESP).
21. Implement a new HR strategy, with a particular focus on diversity and staff well-being, assisting staff to work at home and in different ways.
22. Implement a new Employee Development Programme.
23. Respond to the changes introduced by the Local Government and Elections (Wales) Bill, including new performance monitoring arrangements to support the Corporate Plan.
24. Strengthen the Council's approach to information governance to ensure our systems are robust, fit for purpose and compliant with current legislative requirements.

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 2021-22 we will:

1. Work in partnership with the Central South Consortium Joint Education Service to prepare our schools for the introduction of the new education curriculum in 2022.
2. Work in partnership to address issues arising from the impact of COVID-19 measures on schools, ensuring continuity of learning and that the specific needs of vulnerable learners are addressed.
3. In readiness for Additional Learning Need (ALN) reform, provide training to school staff to facilitate the roll out of person-centred planning and Individual Development Plans in a range of educational settings.
4. Deliver 21st Century Schools Programme improvements (Band B) including the expansion of Ysgol Y Deri, new school buildings for Sant Baruc, Llancarfan, St. David's, St. Nicholas, Bro Morgannwg, Pencoedre and Whitmore schools, expansion of primary school capacity in Cowbridge and development of a Centre of Learning and Well-being and specialist ALN resource bases at Whitmore and Gladstone.
5. Review the current 21st Century Schools Programme (Band B) for the Vale of Glamorgan to maximise investment in our schools.
6. Expand the Council's Apprenticeship Scheme to provide a greater number and range of opportunities and engage proactively with the Kick Start scheme.

7. Work with others including key businesses to support employment and the development of skills for the future including the delivery of initiatives for young people such as Inspire to Work (I2W) and Inspire to Achieve (I2A).
8. Enhance people's skills and readiness for work through community investment opportunities including the Council housebuilding programme, Supporting People Scheme and 21st Century Schools Programme training and work opportunities.
9. In readiness for ALN reform, collaborate with further education and training providers to develop and promote education and training opportunities for young people 16-25 with additional learning needs.
10. Establish a one stop shop to provide residents with money advice, information and debt support on a range of issues including housing, benefits, employment and training.
11. Work across the Council and with partners to support residents as changes to the welfare system are rolled out.
12. Explore opportunities for transport, planning and regeneration improvements throughout the Vale of Glamorgan in conjunction with Welsh Government and the Cardiff Capital Region.
13. Work with partners to progress plans for a transport interchange for Barry.
14. Work with partners including the Cardiff Capital Region, Welsh Government and landowners to develop sustainable transport links to the airport including cycle, bus and rail links.
15. Work with partners including the Cardiff Capital Region and Welsh Government to support the recovery and ultimately growth of the Enterprise Zone at St Athan and Cardiff Airport.
16. Deliver an Economic Recovery and Growth Plan for the Vale and support local businesses to trade in a safe, environmentally sustainable and financially viable manner.
17. Support procurement from local businesses and drive local spending, in turn creating stronger supply chains within the local economy to support both businesses and communities.
18. Support our town centres to recover and adapt following the effects of COVID-19, by improving green spaces and public areas and supporting the development of a mix of business premises and homes within town centre locations, promoting a town centre first approach.
19. Work with partners to support the recovery and regeneration of Barry, Barry Waterfront and the completion of the Innovation Quarter ensuring a diversity of both business and education facilities.
20. Implement a road and pavement surfacing programme for 2021/2022.
21. Review the Capital Programme and the use made of the Council's assets to support recovery and economic growth including the consideration of an investment strategy.

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 2021-22 we will:

1. Work in partnership to respond to the COVID-19 pandemic including delivery of the Test, Trace and Protect (TTP) service, supporting a programme of mass vaccination and supporting our care homes, schools and vulnerable residents.
2. Administer the requirements set out in the national Public Health response plan for coronavirus, including enforcement of the regulations in place at any particular time, supporting partners in the management of outbreaks and leading on all matters pertaining to the control of communicable disease.
3. Develop the range of physical activities available to citizens at our country parks, community green spaces, the heritage coast and schools and encourage people to exercise outdoors.
4. Work in partnership to facilitate and promote inclusive opportunities for play and sports development with a particular focus on tackling inequalities, working with groups/in areas with low participation rates.
5. Work in partnership with the Public Services Board to implement the Move More, Eat Well Plan with a focus on workplace settings and schools.

6. Implement the Community Investment Strategy to improve our tenants' quality of life and well-being through the development of a single gateway for employability advice and support, expansion of timebanking and review of Social Value clauses.
7. Encourage and support sustainable changes to people's travel patterns and increase safe walking, cycling and public transport infrastructure in existing areas and new housing developments.
8. Deliver the nextbike programme in Penarth and explore the potential for expansion of the Scheme to Sully and Barry as part of promoting active travel and a review of existing Active Travel Routes.
9. Work on a more regional basis via the Regional Transport Authority (RTA) to further progress transport schemes which have a regional dimension.
10. Review the support given to the Greenlinks Community Transport service to transport passengers around the Vale seeking to provide a service which better matches customer demand.
11. Develop a range of appropriate inspiring and creative events for the 21/22 events programme by working in partnership with providers in line with recommendations by the Welsh Government Events Taskforce.
12. Respond to the outcome of the consultation on the Council's Arts Strategy.
13. Pilot the Makerspace project in Penarth and identify further opportunities to expand the use of local creative spaces in communities across the Vale.
14. Collaborate with partners to promote our schools and libraries as community and well-being hubs and increase the diversity of leisure, art and cultural learning opportunities available including digital opportunities.
15. Implement a sustainable approach to meeting the needs of older people in accommodation with care to support greater independence.
16. Agree a regional care home contract with the Health Board and providers to improve outcomes for adults who need care and support.
17. Support integrated services operated jointly with the Health Board as part of the 'Healthier Wales' agenda.
18. Develop more integrated models of care that provide increased choice and reduce dependence.
19. Implement a regional strategy that supports carers and recognises their contribution.
20. Seek further opportunities through the Children and Communities Grant and Housing Support Grant to target interventions for children and young people and their families ensuring that services adapt in response to issues arising from COVID-19.
21. Work with partners to implement a new way of working with children and their families that maximises their strengths to improve outcomes and enhance their well-being.

22. Increase the number of foster carers through improved recruitment and retention to enhance placement stability for children and young people in need of care and support.
23. Develop a new model of joint working with the Health Board with a particular focus on sustainable long-term care and nurse assessor services.
24. Support residents whose physical or mental health has been negatively impacted by coronavirus.
25. Work with schools to implement trauma-informed approaches to meet the social, emotional and mental health needs of pupils.
26. Further develop outreach services for nursery and primary schools to support pupils with social, emotional and mental health needs and progress the development of a new Centre of Learning and Well-being.
27. Work with people to address issues arising from the temporary suspension of preventative, early intervention and support services by safely restarting or putting in place new service models.
28. Work with community libraries to achieve Dementia Friendly status for all our public libraries.
29. Work in partnership to protect vulnerable citizens from the adverse effects of rogue trading, scams, harmful substances and products, slavery and exploitation.
30. Deliver the Wales Safeguarding Procedures and work in partnership to embed a consistent approach to safeguarding our citizens.
31. Implement the Corporate Safeguarding Work Plan.
32. Work with partners and the community to address issues of social cohesion and to Implement the Vale of Glamorgan Community Safety Strategy and the Regional Violence against Women, Domestic Abuse and Sexual Violence Strategy (VAWDASV).
33. Work with partners to implement the Youth Offending Service Recovery Plan to enhance young people's outcomes.
34. Deliver a public awareness campaign and programme of inspections to ensure retailers are complying with the Minimum Unit Pricing (MUP) controls for alcohol that comes into force in the Spring of 2020.
35. Complete Holm View Phase 1 and commence development of over 100 new Council Homes at 5 sites across the Vale of Glamorgan including Barry, Penarth and the rural Vale.
36. Identify a potential Gypsy and Traveller site.
37. Implement a five-year Local Housing strategy to address housing need.
38. Increase the supply of good quality, accessible and affordable housing by maximising opportunities through the planning system and by working in partnership with housing associations.
39. Work with partners to sustain the reduction in homelessness achieved during the crisis and implement a Housing Support Programme Strategy.

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 2020-21 we will:

1. Work with our partners to take collective action to tackle the climate emergency and implement our Climate Emergency Action Plan.
2. Develop a more environmentally sustainable fleet including the use of electric and hybrid vehicles.
3. Improve existing buildings at St Davids, Llancarfan and St Nicholas schools making them low carbon and where possible zero carbon buildings to operate.
4. Work with the construction industry to develop an adaptable and scalable school design that is net zero carbon as a result of the materials used and the embodied carbon they contain.
5. Deliver near zero carbon, or at a minimum A rated new Council homes and utilise Optimised Retrofit Programmes that include Modern Methods of Construction and off-site manufacturing to meet carbon reduction targets for the existing Council housing stock.
6. Complete the LED Street Lighting Replacement programme.
7. Use the Strong Communities Fund to support community projects with a focus on recovery and resilience within the community.
8. Develop a "Local Pantry Scheme" to reduce food poverty and the further develop an Education Centre and Plastic bottle Green House at the Margaret Avenue garden project.

9. Review and implement options for other organisations to operate facilities such as sports grounds, parks, open spaces, allotments and public conveniences.
10. Invest in education, sustainable transport and community facilities as a result of negotiating Section 106 payments from developers including primary schools in Colwinston, Llancarfan, St Nicholas and Barry Waterfront and improved facilities in Belle Vue Park, Dingle Park, Murchfield and Rhoose Village.
11. Implement a Green Infrastructure Strategy which will focus on the opportunities within the Vale of Glamorgan to promote and develop green space, sustainable drainage, green travel routes, ecology and tree coverage, including reference to a tree strategy for our towns and villages which will also provide a response to Ash Dieback.
12. Work with partners to provide safe and accessible public spaces recognising the value placed on these during the COVID-19 restrictions.
13. Implement the Biodiversity Forward Plan with a particular emphasis on increasing staff awareness about the importance of embedding biodiversity across the work of the Council.
14. Establish a Local Nature Partnership to work together to improve the local natural environment.
15. Work with the community and our partners to deliver a variety of activities to improve Local Environmental Quality (LEQ) including litter prevention and awareness raising.
16. Deliver a range of improvements to waste management including the completion of the Waste Transfer Station for Barry and the development of a Household Waste Recycling Centre in the Western Vale.
17. Roll out new recycling arrangements in Penarth to complete the introduction of the source separated recycling system for the Vale.
18. Work with our communities to re-energise and re-focus our commitment to reduce, reuse and recycle.
19. Review the Enforcement Policy and priorities for the Enforcement Team including Civil Parking Enforcement, environmental enforcement and the use of a camera car.
20. Implement a range of parking regulation orders, resident parking arrangements and revised parking management systems in Penarth (Cosmeston), Ogmore by Sea, Barry Island and Cowbridge to address road safety and environmental concerns.
21. Implement the Shoreline Management Plan including coastal monitoring and revise the Local Flood Risk Management Strategy.

Delivery & Monitoring the Plan

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

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

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

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Getting Involved

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

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

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

improvements@valeofglamorgan.gov.uk

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

01446 700111