

15<sup>th</sup> December 2023

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## **DEVELOPMENT OF THE WLGA CORPORATE PLAN: 'WORKSHOP WITH LEADERS'**

### **Purpose**

1. To update members on progress being made in developing a Corporate Plan for the WLGA for 2024-2027 and to seek views on proposed strategic objectives to be reflected in the plan.

### **Background**

2. At the Executive Board meeting in October, members discussed a paper on the approach to be taken in developing a Corporate Plan aligned with the [WLGA Corporate Strategy](#) agreed at the Annual General Meeting in 2023. This approach was based on feedback provided by members as part of the independent review of the WLGA's senior management arrangements which reflected the wish to be more involved in agreeing priorities to be taken forward by the Association.
3. Attached at Annex 1 is a summary of proposed strategic objectives for each of the priority issues agreed by members at the last meeting. In line with the review, efforts have been made to ensure the majority of objectives reflect proactive work to be taken forward, rather than being reactive to issues that arise, and to be outcome focused, answering the question, 'what difference have we made?'.
4. In identifying the objectives, where time and opportunity allowed, some Spokespeople have been engaged in developing or feeding back on proposed objectives but this has not been possible in all cases. This meeting provides an opportunity for leaders to consider what is proposed and discuss their views on whether these are the correct areas to focus on and what outcome they may wish to see achieved from what is proposed.
5. Following discussion and agreement of the strategic objectives by members, a more detailed action plan, alongside clear allocation of resources, including any funding required and staff input needed, working across teams and directorates where required, to ensure the plan is deliverable.

## **Recommendations**

### **6. Members are asked to:**

**6.1 Note this report; and**

**6.2 Consider and comment on the proposed objectives to be adopted and which will form the basis of the WLGA's corporate plan.**

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# **Annex 1**



## **DRAFT WLGA CORPORATE PLAN OBJECTIVES**

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## Priority Area – Digital

### Strategic Goal

Help councils effectively adopt digital tools, technology, skills, and approaches to deliver services that meet their customer expectations and address identified problems; and help councils collaborate to achieve better outcomes for their customers.

Priority Area	Digital			
	Summary of the key area or work commitment to be taken forward	Anticipated Outcome and Impact (what will be achieved, what will be different)	Timescale (year 1, year 2, years 1 & 2 etc)	Resources required (in place or to be developed)
<b>Objective 1</b>	Work with members and senior leaders in local government in Wales to ensure they have a shared understanding of, and commitment to, the digital agenda for local government.	Local government senior leadership has clarity on, and understanding of, what digital means for local government in Wales.  A shared digital vision exists for local government in Wales which facilitates identification of common priorities and challenges and enables resources to be focused appropriately.	2024 – development of the vision and definition.  Ongoing work in 2025 to develop understanding, raise awareness, deliver training etc.	Chief Digital Officer for Local Government will lead on the work. Support from the digital team. Core / grant funding may be used to support individual projects to fulfil elements of the objective such as training.
<b>Objective 2</b>	Deliver a programme of support for sector-led digital change for local government services, which also contributes to the delivery of the Digital Strategy for Wales and works towards the shared digital vision for local government.	Council services meet their customer expectations and address identified service problems. Customers experience better outcomes.  Councils effectively collaborate to bring added value to service changes. Digital tools, technologies, skills and approaches are embedded in councils.	Annual programme of projects and activities, scale dependent on grant funding secured.	CDO and existing digital team WG grant programmes (Digital Transformation Fund and Skills).  Further funding to support projects to be identified as required.
<b>Objective 3</b>	Work with all WLGA policy areas to ensure the digital agenda is fully embedded in the work of all teams across the organisation. Identify	Councils in Wales deliver service change and improvement to address the identified challenges of local government across	2024 – 2025 – work with at least 3 policy areas to identify and agree how the digital	CDO and existing digital team. Other WLGA teams.

	areas of collaboration and joint working that will bring added benefits to the work of policy areas.	service areas, using digital tools, technologies, skills, and approaches. WLGA delivers added value across service areas in supporting councils and contributes to the delivery of Wales-wide ambitions such as those contained within Welsh Government's long-term plan for Health and Social Care, 'A Healthier Wales' and the Wellbeing of Future Generations Act.	team can support change in the service / policy area.	
<b>Objective 4</b>	Support WLGA as an organisation to plan and implement its own digital improvement priorities to ensure that the organisation is effectively deploying digital tools, technology, skills, and approaches that deliver effective and efficient services that meet internal and external customer expectations.	<p>WLGA is an organisation that leads by example, embraces digital best practices, and can demonstrate efficiency and value for money.</p> <p>Staff have the tools, technologies, and skills to facilitate their work effectively.</p>	2024 – user research to identify priorities, preparation of a digital plan for the organisation, at least 2 digital improvement projects to commence.	<p>CDO and existing digital team. Other WLGA teams.</p> <p>Additional resource may need to be identified to support the activities required internally.</p>

## Priority Area: Education

Priority Area	Education			
	Summary of the key area or work commitment to be taken forward	Anticipated Outcome and Impact (what will be achieved, what will be different)	Timescale (year 1, year 2, years 1 & 2 etc)	Resources required (in place or to be developed)
<b>Objective 1</b>	Support and promote councils' efforts to raise attainment and achievement by engaging learners, improving and broadening the education and skills offer.	<ul style="list-style-type: none"> <li>• The communities for learning to become learning organisations with the capacity for self-improvement effective schools with strong leadership and an appropriate learning environment.</li> <li>• Ensure the best possible experiences and progress for children and young people by delivering the Curriculum for Wales in all learning communities across Wales.</li> <li>• Ensure that universal and mainstream provision effectively supports all learners to achieve their potential.</li> <li>• Develop a broader educational offer to include both academic and vocational pathways and engage partners from public and other sectors.</li> <li>• Ensure all learners have access to IT equipment.</li> <li>• Ensure councils schools' estates are maintained to be suitable and safe for both current and future learners.</li> </ul>	<p>2 Years: Ensure the continuation of network meetings with clear and appropriate agenda items linked to the objective:</p> <ul style="list-style-type: none"> <li>➤ Education Cabinet Member Meetings.</li> <li>➤ Ministerial Bilateral Meetings.</li> <li>➤ Advisory Board Meetings.</li> <li>➤ Stakeholder Meetings e.g. WG, WJEC, Qualification Wales, Estyn, ADEW, etc.</li> </ul> <p>Appropriate information/data is shared in a timely manner with all stakeholders to inform agreed actions.</p>	<ul style="list-style-type: none"> <li>• Appropriate funding (needed).</li> <li>• Capacity to attend numerous network meetings (currently in place but needs monitoring).</li> </ul>

			Reflect and build on actions to ensure they are appropriate and keeps to the direction of travel needed and agreed by all stakeholders.	
<b>Objective 2</b>	Support and promote councils in their efforts to ensure the well-being of children and young people.	<ul style="list-style-type: none"> <li>• Maintain and further develop working closely with other services across councils and health colleagues.</li> <li>• Improved collaboration and information sharing with stakeholders and agencies to ensure early identification and support to achieve positive outcomes for children and young people (and their families).</li> <li>• Ensure early identification of need is in place to ensure learners and young people have suitable provision.</li> <li>• Through early intervention, learners and young people overcome barriers to enable them to access appropriate learning opportunities.</li> </ul>	<p>Ensure the continuation of network meetings with clear and appropriate agenda items linked to the objective:</p> <ul style="list-style-type: none"> <li>➤ Education Cabinet Member Meetings.</li> <li>➤ Ministerial Bilateral Meetings.</li> <li>➤ Advisory Board Meetings.</li> <li>➤ Stakeholder Meetings e.g. WG, WJEC, Qualification Wales, Estyn, ADEW, etc.</li> </ul> <p>Appropriate information/data is shared in a timely manner with all stakeholders to inform agreed actions. Reflect and build on actions to ensure they are appropriate and keeps to the direction of</p>	<ul style="list-style-type: none"> <li>• Appropriate funding (needed).</li> <li>• Capacity to attend numerous network meetings (currently in place but needs monitoring).</li> </ul>

			travel needed and agreed by all stakeholders	
<b>Objective 3</b>	Support and promote councils in efforts to ensure appropriate skill sets are present in the education workforce, including recruitment, retention and workforce development.	<ul style="list-style-type: none"> <li>• Learning communities to become learning organisations with the capacity for self-improvement.</li> <li>• Strong leadership and an appropriate learning environment are a given in most learning organisations.</li> <li>• Appropriate Professional Learning opportunities are valued and effective in developing and enhancing the skills of the education workforce.</li> <li>• Effective succession planning within all aspects of the education workforce is evident with clear opportunities of progression promoted and encouraged.</li> </ul>	<p>Ensure the continuation of network meetings with clear and appropriate agenda items linked to the objective:</p> <ul style="list-style-type: none"> <li>➤ Education Cabinet Member Meetings.</li> <li>➤ Ministerial Bilateral Meetings.</li> <li>➤ Advisory Board Meetings.</li> <li>➤ Stakeholder Meetings e.g. WG, WJEC, Qualification Wales, Estyn, ADEW, etc.</li> </ul> <p>Appropriate information/data is shared in a timely manner with all stakeholders to inform agreed actions. Reflect and build on actions to ensure they are appropriate and keeps to the direction of travel needed and agreed by all stakeholders.</p>	<ul style="list-style-type: none"> <li>• Appropriate funding (needed).</li> <li>• Capacity to attend numerous network meetings (currently in place but needs monitoring).</li> </ul>



<b>Objective 4</b>	Facilitate engagement and discussions between Welsh Government and other key stakeholders with councils to develop strategies around the demands of changing reform agenda, policy direction and political drivers in the education field.	<ul style="list-style-type: none"> <li>• Effective communication strategy between all stakeholders to ensure coherent, transparent, and honest discussions.</li> <li>• Build on positive relationships so that effective engagement enables actions to be agreed and roles and responsibilities are clear for completion of actions.</li> <li>• Clarity on the ask and the expectations of councils in the current financial climate.</li> </ul>	<p>Ensure the continuation of network meetings with clear and appropriate agenda items linked to the objective:</p> <ul style="list-style-type: none"> <li>➤ Education Cabinet Member Meetings.</li> <li>➤ Ministerial Bilateral Meetings.</li> <li>➤ Advisory Board Meetings.</li> <li>➤ Stakeholder Meetings e.g. WG, WJEC, Qualification Wales, Estyn, ADEW, etc.</li> </ul> <p>Appropriate information/data is shared in a timely manner with all stakeholders to inform agreed actions. Reflect and build on actions to ensure they are appropriate and keeps to the direction of travel needed and agreed by all stakeholders</p>	<ul style="list-style-type: none"> <li>• Appropriate funding (needed).</li> <li>• Capacity to attend numerous network meetings (currently in place but needs monitoring).</li> </ul>
<b>Objective 5</b>	Facilitate engagement and discussions around the use of available funding and resources in a climate of doing more with less.	<ul style="list-style-type: none"> <li>• Continue with the frequent opportunities for lobbying appropriate governments (WG and UK) for appropriate funding for</li> </ul>	Ensure the continuation of network meetings with clear and appropriate	<ul style="list-style-type: none"> <li>• Appropriate funding (needed).</li> <li>• Capacity to attend numerous network</li> </ul>

		<p>councils to be able to continue to serve their communities.</p> <ul style="list-style-type: none"> <li>• Build on the sharing of good practice and ideas with councils to encourage innovative solutions.</li> <li>• Build on the sharing of resources and joint working to overcome possible capacity issues; be more solution focused.</li> </ul>	<p>agenda items linked to the objective:</p> <ul style="list-style-type: none"> <li>➤ Education Cabinet Member Meetings.</li> <li>➤ Ministerial Bilateral Meetings.</li> <li>➤ Advisory Board Meetings.</li> <li>➤ Stakeholder Meetings e.g. WG, WJEC, Qualification Wales, Estyn, ADEW, etc.</li> </ul> <p>Appropriate information/data is shared in a timely manner with all stakeholders to inform agreed actions. Reflect and build on actions to ensure they are appropriate and keeps to the direction of travel needed and agreed by all stakeholders</p>	<p>meetings (currently in place but needs monitoring).</p>
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## Priority Area – Finance and Resources

Priority Area	Finance and Resources			
	Summary of the key area or work commitment to be taken forward	Anticipated Outcome and Impact (what will be achieved, what will be different)	Timescale (year 1, year 2, years 1 & 2 etc)	Resources required (in place or to be developed)
<b>Objective 1</b>	Sustainable funding and finances for local authorities across Wales	<p>The best outcome from the Welsh Government Budget: working collaboratively with Society of Welsh Treasurers and other professional networks and keep WLGA leaders and Executive apprised of developments.</p> <p>A fairer funding formula: to be kept updated through the Distribution Sub Group in line with terms of reference set by the Finance Sub Group.</p> <p>Capital Finance and Investment Group to oversee capital investment needs and greater borrowing flexibilities.</p> <p>Successful conclusion of the administrative burdens review.</p> <p>Greater financial resilience for council finances working SWT, Improvement Team and Audit Wales</p>	<p>Between 2024-25 to 2027-28 depending on Spending Review</p> <p>Annual work programme</p> <p>Annual work programme</p> <p>Subject to WG decisions</p> <p>Finance peer review work is demand-led while Audit Wales on an annual programme</p>	<p>50% of FTE Policy Officer (Finance Manager)</p> <p>60% of FTE Director</p> <p>Funding is provided by the WLGA for Wales Fiscal Analysis (£10k) for independent analysis of Welsh Public Finances</p> <p>Joint arrangement with Society of Welsh Treasurers to provide them with strategic policy advice and secretariat support. This generates £20k income for the WLGA</p>

<b>Objective 2</b>	To influence WG's proposals for Local Taxation Reform and prepare councils for implementation.	<p>A fairer system of local taxation. The Phase II consultation on Fairer Council Tax is accompanied by reviews of the Council Tax Reduction Scheme (CTRS) and a review of the reliefs and discounts (CTRS is considered under objective 4). Impact will be determined by WG policy.</p> <p>The Local Government Finance Bill will also include a review of the suite of reliefs and exemptions that apply in Non-Domestic rates (NDR) plus imposing new duties upon the ratepayer. NDR will also be undergoing a major transformation in the next few years as plans to implement Rates Retention are developed alongside a revaluation of all business premises effective from April 2026.</p>	Between 2024-25 and 2027-28	<p>10% FTE Director</p> <p>70% FTE Policy Officer (welfare reform)</p> <p>With the collaboration and support of the Revenues and Benefits network and the Society of Welsh Treasurers.</p>
<b>Objective 3</b>	Commissioning, procurement reform and social value.	<p>To ensure councils are prepared for the new Procurement Act and that policy is compliant and integrated with the Social Partnership and Public Procurement (Wales) Act, the Health Service Procurement (Wales) Bill, and the Well-being of Future Generations (Wales) Act 2015.</p> <p>Providing change leadership and collaborative coordination for the 22 Unitary Authorities in Wales. These organisations manage £4.6 billion of the £8 billion that is spent through procurement in Wales. Working with senior officers of Local Government, Welsh Government and other stakeholders, the WLGA represents the interests of Welsh Local Government, promulgate best procurement practice, and</p>	<p>Implementation by Autumn 2024</p> <p>Annual work programme</p>	<p>5% FTE Director</p> <p>90% FTE Policy Officer (procurement)</p> <p>Working in collaboration with the Welsh Procurement Group and WG Commercial</p>

		help to facilitate the process of improvement and reform.		
<b>Objective 4</b>	Poverty, Inequality and the Cost-of-Living	<p>Delivery of Welsh Benefits System Reform of CTRS</p> <p>Ensuring consistent policy advice is provided across the WG and the Association on this cross-cutting theme.</p> <p>Better briefing and support to elected members leading to better local policy</p> <p>A new priority for the Welsh Government is the implementation of a Welsh Benefits Charter. Commissioned research has detailed the amount of work needed to facilitate this. The Benefits Charter is being driven by the Minister for Social Justice and has already met with the WLGA to outline her ambition.</p> <p>Also working alongside the Minister for Finance and Local Government along with the Older Peoples Commissioner for Wales regarding unclaimed benefits, in particular Pension Credit. Latest estimates show this is worth approximately £3million per annum to potential recipients in Wales. We are progressing this with the Commissioner's office as extra income can help with heating and essential costs and also reduce the pressure on social care as we enable more people to be secure in their homes.</p>	<p>Between 2024-25 and 2027-28</p> <p>Annual work programme</p> <p>Between 2024-25</p> <p>Between 2024-25</p>	<p>5% FTE Director</p> <p>30% FTE Welfare Reform Officer</p> <p>Contributions from across WLGA teams, WG and Wales Centre for Public Policy.</p>

<b>Objective 5</b>	<p>Corporate Finances, Audit and Risk</p>	<p>Ensure sustainable corporate finances for the Association and improved control environment.</p> <p>Move to digital purchase ordering and invoicing</p> <p>To improve the external and internal audit arrangements</p> <p>Ensuring value for money for subscribers Better scrutiny by Audit Committee</p>	<p>Annual work programme</p>	<p>20% FTE Director – financial control, budget audit and risk</p> <p>50% Policy Officer (Finance Manager) – financial control treasury management and budget</p> <p>10% FTE Policy Officer (Procurement) – contract procedure rules, procurement and commissioning</p> <p>20% FTE Contractor – management accounts</p> <p>£100k Administrative arrangement with Data Cymru to cover banking, budgetary control for grant teams, processing and exchequer functions:</p> <p>30% FTE Finance Manager (DC)</p> <p>85% FTE Finance Assistant 1 (DC) + 95% FTE Finance Assistant 2 (DC) + 3% FTE Chief Operating Officer (DC)</p> <p>60% of the WLGA corporate finance costs are funded by grant teams through internal recharges.</p>
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## Priority Area – Governance and Policy

### Strategic goal:

Good governance is the foundation of democracy and is underpinned by the principles of openness and transparency. It is critical to ensuring effective decision-making and to maintaining public trust in the local democratic process. In seeking to advance local democracy, the WLGA seeks to shape national funding, policy and legislation, to ensure as much local freedom and flexibility as possible to allow councils to make service decisions according to local needs and priorities. Having a policy and lobbying position that is informed by evidence and engagement is crucial to the Association's ability to effectively influence Government policy at devolved and non-devolved levels and to ensure political leaders and our officers are supported in the work they do to represent the interests of local government.

Priority Area	Governance and Policy			
	Summary of the key area or work commitment to be taken forward	Anticipated Outcome and Impact (what will be achieved, what will be different)	Timescale (year 1, year 2, years 1 & 2 etc)	Resources required (in place or to be developed)
<b>Objective 1</b>  Strengthened policy development	Through a process of research, evidence gathering and engagement, identify key forward-looking priority policy areas - where WLGA hasn't yet developed a proactive position.	WLGA will arrive at a corporate position on a number of agreed policy areas  We will influence UK and/or WG policy on these areas  Aiming to secure additional resources for Local Government in Wales  Seek to influence political party manifestos in advance of the Senedd elections in 2026	Research, evidence gathering and engagement with Leaders (year 1)  Development of corporate policy positions and materials for influencing Ministers and officials (year 1 & 2)  Evaluate our approach to policy development and review position (year 3)	Policy Officer (Corporate) in post  Networks and contacts in the policy areas to be developed

<b>Objective 2</b>  Working in partnership with local government and stakeholders	To support policy development and delivery of cross cutting priority and policy areas. Supporting the capture and sharing of practice to support improvement and transformation.	To facilitate and support councils' led networks and partnerships in relation to agreed WLGA priority policy areas: <ul style="list-style-type: none"> <li>Transformation &amp; Innovation: ( 21<sup>st</sup> Century Public Service, User-designed services &amp; digital innovation, Entrepreneurial councils, Citizen and Community Resilience)</li> <li>Cost of Living</li> </ul> To work with WLGA colleagues and multi-agency and other partners, to inform practices, coherence and avoid duplication of resources and outputs on the above.	<b>Year 1:</b> Established networks and governance arrangements  <b>Year 1 and 2:</b> Development of programme of activities, allocated internal and/or internal & external resources Shared Learning Development Days	Policy Officer (Corporate)  Support Officers:  Improvement Senior Support for T&I - part -time  Corporate Support Officer – part time  Councils
<b>Objective 3</b> Improving our governance and decision-making	To provide a range of accessible services relating to the WLGA's formal decision-making processes.	To ensure accountability and transparency in the WLGA's decision making processes. To enable good decision-making and support mechanisms for political leaders in Wales, maximising use of technology to promote accessibility and efficiencies.	Ensure continued compliance with the WLGA's Constitution and Governance Structures – establishing good practice measure to track our progress (years 1 to 3)   As part of the planned review of the Constitution ensure it is fit for purpose in terms of effective decision making going forward (year 1)  Improved recording of decisions. Develop	



			effective and robust management practices. <b>(year 1)</b>	
<b>Objective 4</b>  Effective, proactive public affairs and communications	To transition to a proactive, forward-looking, strategic model of communications led by intelligence.	To better support the WLGA's new Corporate Plan and proactively promote the agreed strategic priorities by: <ul style="list-style-type: none"> <li>• <b>Engaging</b> with councillors, MSs, MPs, the media, and other stakeholders in relation to local government priorities and the WLGA's work.</li> <li>• <b>Supporting</b> the priorities and work of leaders, spokespeople and SMT; and</li> <li>• <b>Co-ordinating</b> local authority communications teams to help deliver the Communications Strategy.</li> </ul>	Agree WLGA communications priorities and develop a Communications Strategy and Communications Plan (Year 1)  Develop and maintain a 'forward look' communications grid (Developed - Year 1, Maintained – Years 1-3)  Further develop relationships with local authorities to support delivery of Communications Strategy (Year 1)  Improved logging and reporting of WLGA's communications activities (Years 1-3)  Improved communications with councillors years 1-3)	Communications Team: <ul style="list-style-type: none"> <li>• Comms and Public Affairs Manager</li> <li>• Communications Officer (Media and Social Media)</li> <li>• Communications Officer (Events and Publications)</li> </ul> Councils' communication network

## Priority Area – Improvement

Priority Area	Improvement			
	Summary of the key area or work commitment to be taken forward	Anticipated Outcome and Impact (what will be achieved, what will be different)	Timescale (year 1, year 2, years 1 & 2 etc)	Resources required (in place or to be developed)
<b>Objective 1</b>  Delivery of Panel Performance Assessments	To support councils with the coordination and delivery of their Panel Performance Assessments and provide support to address corporate improvement recommendations. Identifying and sharing good practice and learning across the sector.	Meeting their statutory performance duty. Identifying improvement priorities and assisting councils with improved performance.  Promoting good practice and a culture of sector-led support and improvement.	First round of PPA's to be completed by June 2026.	Continued peer recruitment. Improvement Officers to manage individual PPA's, but demand will be intense, so need additional support from across the WLGA. All PPA's are delivered on a full cost recovery basis.
<b>Objective 2</b>  Supporting Resilience in Councils	Providing early support to councils to address 'red flags' that could lead to council failure. Skills based support and continuing development to establish and maintain strong professional and political leadership and good governance. Supporting risk management, and the evolving approach to performance management.	Raising and maintaining standards of leadership and governance to support performance and resilience and assist councils to achieve objectives in a challenging financial context.  Better early intelligence on threats and opportunities, to inform decision-making and early intervention for improved outcomes.	Ongoing over the 3 years.	Mix of team capacity, peer support and commissioned support via the improvement grant.
<b>Objective 3</b>  Improvement Think Tank	Establishing and facilitating a 'Think Tank' approach to build capacity to support councils to reset in the context of current and future financial pressures. Establishing a top 3-4 priority areas with Leaders and Chief Executives. This will then involve bringing together senior political and professional council representatives with other internal teams and external	This would assist councils with sharing of common issues, improving collaboration across councils and with other external partners and bring economies of scale. There is limited capacity within councils to transform, so this approach builds capacity.	Establish in Year 1 and progress in years 2 & 3.	Team capacity to coordinate and facilitate.  Wider WLGA capacity as and when needed to support with solutions.  Sector support to lead and external bodies to support as and when required.

	bodies to assist in identifying solutions and a roadmap for change.	<i>I'm also exploring an opportunity to link in with the new Infuse programme, which would also help build capacity.</i>		Financial support via the improvement grant.
<b>Objective 4</b> Developing the Peer Challenge offer	To work across WLGA service areas to develop a suite of peer challenge and support offers across the most significantly challenging service areas.	Providing an alternative assurance and improvement mechanism for critical service areas/corporate themes to drive continuous improvement and share good practice. Continuing to evolve the culture of sector-led improvement and support.	Years 2 & 3.	Success dependent on the availability of peers to support with delivery. Costs met from the improvement grant.
<b>Objective 5</b> Assurance & Improvement Map	To develop and maintain an Assurance & Improvement map for local government in Wales.	<p>A tool to support councils with their self-assessment and improvement approach.</p> <p>To provide clarity on the support available to provide assurance and improvement, and to sign-post to the most relevant provider.</p> <p>To ensure better collaboration with external partners on collective improvement priorities.</p>	Year 1.	Team time and engagement with the sector.

## Priority Area – Economic Development and Regeneration, including Planning

Priority Area	Economic Development and Regeneration, including Planning			
	Summary of the key area or work commitment to be taken forward	Anticipated Outcome and Impact (what will be achieved, what will be different)	Timescale (year 1, year 2, years 1 & 2 etc)	Resources required (in place or to be developed)
<b>Objective 1</b>	Ensure benefits of various UK and Welsh Government economic programmes and initiatives are maximised and co-ordinated, including opportunities for collaboration and information sharing internationally	<ul style="list-style-type: none"> <li>• Support for successful delivery of the UKG Levelling Up Funds (SPF &amp; LUF).</li> <li>• Local Government to be a proven, trusted and well-respected delivery vehicle and partner for key economic development programmes and initiatives, including tourism and skills.</li> <li>• Recognition of the key role of councils in delivering economic development.</li> <li>• UKG and WG to involve local government in their pre-planning of economic development programmes.</li> <li>• Councils to benefit from wider UK funding programmes e.g. Innovate UK</li> </ul>	<ul style="list-style-type: none"> <li>• End of March 2025</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>• Input from two core funded WLGA posts (both in post)</li> </ul>
<b>Objective 2</b>	Ensure the specific economic needs of rural areas are understood and supported	<ul style="list-style-type: none"> <li>• WG to fully apply their rural proofing tool when developing new policy, legislative and funding proposals.</li> <li>• WG to add a rural impact assessment measure to their policy gateway tool for developing new</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>• Input from core funded WLGA post</li> </ul>

		<p>policy, legislative and funding proposals.</p> <ul style="list-style-type: none"> <li>• Rural Manifesto priorities and key asks to be fully adopted by WG.</li> <li>• Recommendations of the WG Commission for Welsh Speaking Communities to support the economic needs of rural areas.</li> <li>• Learning from the ARFOR 2 Programme to influence the development of a successor programme to support the economic needs of rural areas.</li> <li>• A dedicated vehicle to drive the economic needs of rural areas.</li> <li>• Learn from how other rural areas have addressed the challenges of delivering public services in rural communities and benefited from various funding initiatives to boost their rural economy.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing.</li> <li>• 2024</li> <li>• 2024-25</li> <li>• Ongoing.</li> <li>• Ongoing.</li> </ul>	
<b>Objective 3</b>	Support development of the economic well-being role of CJs in the context of WG's Regional Framework for Investment and OECD multi-level governance proposals	<ul style="list-style-type: none"> <li>• Arrangements that reflect the different landscape in each of the 4 regions.</li> <li>• Build-on existing and emerging arrangements in each of the 4 regions.</li> <li>• Recognition of the key role of councils in delivering economic development within agreed regional priorities, strategies and frameworks.</li> <li>• Devolution of funding and finance tools to the regional and local levels to enable them to improve the economic wellbeing of their areas.</li> </ul>	<ul style="list-style-type: none"> <li>• 2024-25.</li> <li>• 2024-25.</li> <li>• 2024-25.</li> <li>• 2024-25.</li> </ul>	<ul style="list-style-type: none"> <li>• Input from two core funded WLGA posts (both in post)</li> </ul>

<b>Objective 4</b>	Support the development of SDPs that facilitate development of a well-being economy	<ul style="list-style-type: none"> <li>• A shared understanding of what a <i>well-being economy</i> is in the context of CJsCs.</li> <li>• Realignment of the timetables for the publication of the RTPs and SDPs.</li> <li>• LDPs are kept up to date to ensure that investment and sustainable development can continue to take place in a Plan-led way, providing confidence to all stakeholders including investors, developers and our communities.</li> <li>• Satisfactory dual track of SDP development and LDP review/ renewal, allied to alignment with WG policy.</li> </ul>	<ul style="list-style-type: none"> <li>• 2024-25</li> <li>• 2024-25</li> <li>• Ongoing</li> <li>• Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>• Input from core funded WLGA post; work commissioned under the Climate Change Support Programme</li> </ul>
<b>Objective 5</b>	Revive our European engagement work	<ul style="list-style-type: none"> <li>• Regular engagement and participation in key meetings and events e.g. UK-CoR Contact Group, CEMR Policy Committee and the annual UK-France Local Government Forum.</li> <li>• Recognition of the added value of engaging with local government colleagues from across Europe.</li> <li>• Maximise the opportunities to showcase good practice and case studies from Welsh councils at various meetings and events.</li> <li>• Councils to benefit from sharing good practice with similar areas.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing.</li> <li>• Ongoing.</li> <li>• Ongoing.</li> <li>• Ongoing.</li> </ul>	<ul style="list-style-type: none"> <li>• Input from core funded WLGA post</li> </ul>

## Priority Area – Housing, including Migration

Priority Area	Housing, including Community Safety and Migration			
	Summary of the key area or work commitment to be taken forward	Anticipated Outcome and Impact (what will be achieved, what will be different)	Timescale (year 1, year 2, years 1 & 2 etc)	Resources required (in place or to be developed)
<b>Objective 1</b>  Homelessness	The Ending Homelessness National Advisory Board's Annual Report to Welsh Minister (Aug 2023) identifies the need "...to secure senior local and national leadership behind the ambition to end homelessness in Wales."	Support the development of wider corporate ownership of homelessness across Councils and wider partners, including health and social care  Toolkit? Report? Case studies?	Stage 1: wider corporate ownership within Councils  Stage 2: working with wider partners	Funding to commission .....  Capacity to commission and oversee/manage
<b>Objective 2</b>  Housing Supply	Following the Essex Review (2008) and the Affordable Housing Supply Review (2019), and the implementation of many recommendations..... Identify the capacity in local authorities to fulfil the roles and expectations in delivering the required significant increases in affordable housing supply, via the strategic housing and development functions (and planning?). <ul style="list-style-type: none"> <li>- Link to Ending Homelessness National Advisory Board priorities &amp; report</li> <li>- Link to 20,000 PfG target</li> <li>- Link to WG's Scale and Pace project</li> </ul>	Commission independent study/report  Establish current capacity in strategic housing and development functions  Identify any gaps in overall capacity and/or particular skills required to fulfil current and future roles and expectations  Develop recommendations to support or strengthen strategic housing and development functions		Funding to Commission independent study/report with recommendations (and action plan?)  Capacity to commission and oversee/manage

<b>Objective 3</b> Homelessness legislation reform	The current Programme for Government has a commitment to “reform housing law and implement the Homelessness Action Group’s recommendation to fundamentally reform homelessness services to focus on prevention and rapid rehousing”. To support this a White Paper on ending homelessness in Wales was published in Autumn 2023.	Support Councils to understand and prepare for the impacts of legislative and other changes related to the transformation of homelessness services		Events, network meetings, etc. Existing resources?
<b>Objective 4</b> Workforce – Homelessness & Housing Support	Building on key priorities identified by EHNAB: Workforce Task Group and annual report to Welsh Ministers	Engage with sector on workforce		?
<b>Objective 5</b> Migration	Continue to monitor and respond to the impact on local housing markets of asylum, refugee and humanitarian protection cohorts	Influence Local Housing Market Assessments, and Councils’ Housing Prospectus’ to better reflect the housing needs of new communities, including within identified development priorities		Existing resources



## Priority Area – Community Safety

### Strategic goal:

Community safety is a priority concern for many people in Wales, and the public services delivered by local councils will directly influence how safe people feel in their local area. Core local authority services such as education, housing and environment all help to deliver safer communities and working in partnership across the public service through Community Safety Partnerships, local councils address a range of issues including anti-social behaviour, violence against women and domestic abuse, substance misuse, serious violence and counter terrorism.

Priority Area	Community Safety			
	Summary of the key area or work commitment to be taken forward	Anticipated Outcome and Impact (what will be achieved, what will be different)	Timescale (year 1, year 2, years 1 & 2 etc)	Resources required (in place or to be developed)
<b>Objective 1</b>  Supporting councils to respond well to issues of VAWDASV	Develop a good practice guide highlighting the role and responsibilities of local authorities in addressing, tackling and preventing Violence Against Women, Domestic Abuse and Sexual Violence supporting victims and tackling perpetrators.	Good practice examples gathered, shared and replicated highlighting the current policy and legislative agenda, the expectations around the role of local authorities and the different ways local authority services address and tackle VAWDASV with the aim of supporting improvements.	Year 1: Identify/gather good practice; map VAWDA services  Year 2: Develop good practice guide/document	Community Safety Policy Officer working with Wales Safer Communities Network and Wales Association of Community Safety Officers
<b>Objective 2</b>  Active promotion of Civility in Public Life campaign	To undertake proactive work in relation to the Promoting Civility in Public Life campaign and exploring abuse in public life and its potential impact on democracy, working with WG, LGA, policing in Wales and also COSLA, NILGA and the Jo Cox Foundation as appropriate a	Evidence gathered of abuse/threats made to Councillors; Engagement with community safety/policing partners to explore and share good practice; awareness campaign to raise awareness and develop consistent messaging	Year 1: scoping/evidence gathering  Year 2: engage with CS/policing partners to identify and share good practice	Community Safety Policy Officer working with the Head of Corporate Policy and Services, the Improvement Team and the Communications Team

			Year 3: awareness campaign	
<b>Objective 3</b>  Promoting good practice in supporting cohesive communities across Wales	Working with WG and WSMP to identify and share challenges and good practice around tackling tensions/hate incidents and promoting cohesion within and across communities, with a focus on the effects of migration	Clarity of the challenges being experienced in maintaining community cohesion and good practice examples gathered, shared and replicated helping to assist authorities to learn from each other and take proactive steps promote cohesion and feelings of safety within developing communities	Year 1: identify challenges and gather good practice  Year 2: Develop good practice guide/document to showcase work of councils  Year 3: Gather new practice and share via original method	Community Safety Policy Officer working with WSMP

## Priority Area – Regulatory and frontline Services

Regulatory Services (or Public Protection) are the combined animal health, environmental health, licensing and trading standards services within local authorities. Together they provide a social safety net, of often unseen but essential activities. They protect communities by ensuring food is safe and legal for humans and animals; ensure houses meet standards and are maintained appropriately, improve the quality of life for some of our most vulnerable; tackle businesses who profiteer and cut corners, endanger life and rob people of personal savings; prevent illnesses and injury by inspecting, examining and helping businesses to comply with their legal obligations, and investigate and prosecute those who endanger others or who seek an unfair advantage or to profit unfairly by illegal and or detrimental practices.

Services report a significant strain on finances and on their workforce, whilst seeing a continuous increase in the workload of new statutory duties, legal powers and partnership arrangements.

WLGA and Public Protection teams continue to offer their expertise to assist and shape policy in reserved matters, and the Welsh Governments Programme for Government including in new measures to improve the air that we breathe; reductions in food waste fouling the public sewerage systems; taxi reform and modernisation; tobacco (and vape) control; animal health and dog control measures; and improving standards for visitor accommodation.

The Covid Pandemic brought out the best in public protection services. Their knowledge, competence and skills in public health, enforcement and investigation made them a key asset for local government, and the wider response mechanism to the outbreak. However, concerns regarding resilience and capacity of the current workforce, combined with recruitment, retention, and professional entry requirements for new officers could mean that the same response may not be available for future civil emergencies.

The commitments below have been identified to support local government by providing opportunities to develop evidence-based positions and identify key actions that will support councils and these services, as they play such a central role in the protection of our communities and supporting local businesses in Wales.

Regulatory and Frontline Services also covers Emergency Planning services. In a similar way to regulatory services, emergency planning was fundamental to the response to Covid and helped to strategically and operationally coordinate the local government response.

## Priority Area – Regulatory and frontline Services

Priority Area	Regulatory and Frontline Services			
	Summary of the key area or work commitment to be taken forward	Anticipated Outcome and Impact (what will be achieved, what will be different)	Timescale (year 1, year 2, years 1 & 2 etc)	Resources required (in place or to be developed)
<b>Objective 1</b>  Projecting Long-term Future Demands on Services	<p>To gain an understanding of future challenges facing our public protection services, examining what future pressures lie ahead and what implications these will have.</p> <p>By understanding what challenges lay ahead, to help to identify what is needed to plan for in the longer-term, what models of services are likely to be needed, what is required to help improve our services and the make up of the workforce to provide them.</p>	<p>Linked to the ongoing work of the Directors of Public Protection; to create an independent, evidence-based report that will identify and describe the likely future demands, problems and challenges likely to be faced over the next decade, and that also sets out recommendations on what responses are likely to be needed.</p>	<p>Initial research to be completed within 12 months.</p>	<p>Funding to commission research.</p> <p>WLGA Regulatory Services Policy Officers will coordinate the work.</p>
<b>Objective 2</b>  Future Costs of Meeting Demand for Services	<p>The budget for public protection is typically less than one percent of a local authorities budget. Given the wide range of statutory, legal and health related preventative activities undertaken by them, any cuts to budget will have a disproportionate outcome and lead to the cessation certain services.</p> <p>The list of Acts, Regulations and Orders continue to grow, while funding has not kept pace with the demand for new activity.</p>	<p>Continue to work with the Directors of Public Protection to present an evidence-based case that identifies the future funding levels needed for public protection in order to meet future demand.</p> <p>The business case will provide evidence of what is needed as part of implementing a fully costed, long-term, sustainable plan to fund public protection, helping to inform discussions and lobbying around resource requirements.</p>	<p>Research to be undertaken in Year 2 following on from research examining future demands.</p>	<p>Funding to commission research.</p> <p>Regulatory Policy Officers and the Finance Officer will work together on this objective.</p>

	As other services recognise the need for a long term sustainable funding outlook, the same is true with public protection.			
<b>Objective 3</b> Workforce	<p>WLGA has been provided with two reports from DPPW outlining the current difficulties facing the public protection workforce. Leaders have already endorsed the first report and recognise the critical nature of the resilience and capacity of the workforce.</p> <p>The second report and associated action plan is due to be presented to WLGA Exec Board for discussion and approval.</p>	<p>To gain a better understanding and support a plan of actions that can be taken to assist recruitment and retention across the Public Protection sector.</p> <p>To support the sustainability of the public protection workforce, working with a variety of partners, including educational and professional establishments, to promote the value of the workforce.</p>		Additional funding to support Phase 2 scoping work and officer time to continue to work and engage with key partners on actions being taken forward in relation to the workforce.
<b>Objective 4</b> Workforce	<p>Emergency Planning services are encountering similar workforce pressures. WLGA has seen and approved an initial paper from EP managers across Wales highlighting these issues.</p> <p>The policy resource for EP within WLGA amounts to a small percentage of the Head of Regulatory Services time. In light of events such as the Covid pandemic and increasing numbers of civil emergencies, for both internal and external reasons, consideration should be given to increasing this resource further.</p>	<p>To create an independent, evidence-based report that will identify and describe the likely future demands, workforce forecasts and plans, problems and challenges likely to be faced over the next decade, and that also sets out recommendations on what responses are likely to be needed.</p> <p>To create an independent, evidence based report that will examine the need to expand the policy resource for emergency planning within WLGA. The outcome would provide assurance of internal mechanisms and procedures for responding to emergency events, and also deliver expert emergency planning policy for the organisation.</p>	<p>Initial research to be completed within 12 months.</p> <p>Initial research to be completed within 12 months</p>	<p>Funding to commission research.</p> <p>WLGA Regulatory Services Policy Officers will coordinate the work.</p> <p>Funding to commission research.</p> <p>WLGA Regulatory Services Policy Officers will coordinate the work.</p>

## Priority Area – Social Services and Health

Social services is one of our most vital public services supporting children, families and adults of all ages across a wide spectrum of need, enabling people to live independent and lead fulfilling lives. But councils continue to have significant concerns for the future sustainability of these essential services.

Financial investment has not kept pace with increasing demand for services and the increased complexity of need; workforce challenges in recruitment and retention and the limited value placed on such roles in comparison to the NHS requires urgent attention. There is also a need to increase the pace in shifting to prevention and early intervention services, centred around community services and the needs of the individual in both social care and the health services as set out in our local government vision for social care [add link].

Significant change is proposed by Welsh Government, including the creation of a National Office and a National Care and Support Service, 'further, faster' integration of community-based services and the transformation of Children's Services. It is crucial that the views and voice of local government is heard in influencing the future direction. The commitments below have been identified to support local government in this endeavour providing opportunities to develop evidence-based positions and identify key actions that will support councils as they play a central role in the delivery and transformation of social services in Wales.

Priority Area	Governance and Communications			
	Summary of the key area or work commitment to be taken forward	Anticipated Outcome and Impact (what will be achieved, what will be different)	Timescale (year 1, year 2, years 1 & 2 etc)	Resources required (in place or to be developed)
<b>Objective 1</b> Projecting Long-term Future Demands on Services	To gain an understanding of future challenges facing our social care and health services, examining what future pressures lie ahead and what implications these will have.  By understanding what challenges lay ahead, this will help to identify what it is we need to plan for in the longer-term, what models of services are likely to be needed,	An independent, evidence-based report that will identify and describe the likely future demands, problems and challenges social care is likely to face over the next two decades, but that also sets out recommendations on what responses are likely to be needed.  It is anticipated that this will lead to or could be supplemented by further	Initial research to be completed within 12 months.	Funding to commission research.  WLGA Social Service Policy Officers will coordinate the work.

	what is needed to help improve our services and the make up of the workforce needed to ensure good quality care and support is available when needed.	research into specific areas, for example, in areas such as learning disabilities and mental health to better understand current challenges and likely levels of future demand (with feedback from the recent financial outlook survey identifying increasing demand and costs in these areas) giving consideration to any future projections and the likely impact on particular service areas.		
<b>Objective 2</b>  Future Costs of Meeting Demand for Social Services	<p>A long-term, sustainable solution to the way social care is funded is essential if we are to deliver a system that is organised around the individual and their family, which meets their needs and promotes their wellbeing with safe and high-quality services, in line with local government's vision for social care in Wales<sup>1</sup>. The inadequacy of the current funding model for social care has been well documented and there is a real need to focus time and resources to bring coherence and design a system which is able to effectively meet any new and existing additional demands which social care will face in the future.</p> <p>Building on the work undertaken between 2018-2020 by the Inter-Ministerial Group on Paying for Social Care, there is a need for a comprehensive view of the funding needed to address the pressures facing social care, projecting the cost of meeting growing demand for social care in Wales.</p>	<p>An evidence-based report that identifies the future funding levels needed for social care in order to meet future demand, as well as addressing the growing rise in current unmet need.</p> <p>It will provide evidence of what is needed as part of implementing a fully costed, long-term, sustainable plan to fund social care, helping to inform discussions and lobbying around resource requirements in relation to the development of a National Care Service in Wales.</p> <p>This could be supplemented by the development of an annual 'State of the Nation' report into social services which focuses on presenting current social care data, identifying relevant trends and demand information, supported by a survey of key officers and councillors in councils to understand their priorities and challenges for social care.</p>	Research to be undertaken in Year 2 following on from research examining future demands.	<p>Funding to commission research.</p> <p>Social Services Policy Officers and the Finance Officer will work together on this objective.</p>

<sup>1</sup> [Download.aspx \(wlga.wales\)](#)

<b>Objective 3</b>  Workforce	<p>To support the sustainability of the social care workforce, working with a variety of partners, we will promote the value of the social care workforce, highlighting the need for parity of esteem with NHS workers, including ensuring the workforce is appropriately rewarded for the invaluable work they do and have a pathway to career progression within a professionalised care sector.</p>	<p>A better understanding of actions that can be taken to support recruitment and retention across the social care sector.</p>	<p>The Phase 1 review looking at scoping the development a national approach to pay and career development for social workers within local authorities will be published in Summer 2024 which will inform future timescales and approach for any Phase 2 work.</p> <p>Social Care Wales will publish their 2023-2026 delivery plan to support the next phase of implementation of the Workforce Strategy for Health and Social Care which will help to determine further work and priorities in this area over the next 3 years.</p>	<p>Additional funding to support Phase 2 scoping work and officer time to continue to work and engage with key partners on actions being taken forward in relation to the workforce.</p> <p>The Interim Head of Social Services will lead on this work, with support from colleagues in HR.</p>
<b>Objective 4</b>  Digital Services	<p>Welsh Government's 'A Healthier Wales' sets out an ambition to provide an online digital platform for citizens, to give people greater control and enable them to become more active participants in their own health and well-being.</p> <p>in response to some of the current pressures Welsh Government are currently</p>	<p>Through knowledge gained through the research, we will have greater clarity on how best to further develop the direction of digital approaches in social care and local authorities having knowledge of the local digital solutions available that they could utilise as a workforce to improve service delivery solutions</p>		<p>Dependent on funding arrangements / priorities through the Local Government Digital team, requiring support from officers from within WLGA (social services and digital teams) as well</p>



	<p>looking at how to build community capacity and develop whole-system place-based care. It is proposed that this will involve taking a 'Digital First approach', in the sense that the opportunity for the application of digital technology and other innovative technologies must be part of everything, noting digital as an enabler rather than the purpose of the work.</p> <p>The opportunities to support service efficiency, safety and quality by improving access to information and introducing new ways of delivering services and care supported by modern information and digital technologies are increasingly being examined and implemented and there is a need to better understand the work progressing within local authorities and consider what digital technology and other innovative technologies can support this endeavour, helping to facilitate service improvement</p>			as engagement with council officers and key partners including ADSS Cymru and Social Care Wales.
<b>Objective 5</b>  Building the case for identified public health functions transferring to local government	To undertake a scoping exercise, learning from experience elsewhere in the UK, to identify appropriate public health functions that would better be delivered by local government and develop a business case, building on a long-held view, to lobby Welsh Government on achieving this outcome.	A well-considered and evidence based business case, including resource implications will be developed and agreed with members. A lobbying and communications strategy will also be developed with the aim of influencing Welsh Government and/or other Senedd parties to obtain commitment to make the changes proposed.	Business case to be built during 2024/5 and lobbying to be undertaken over remainder of time	To be undertaken in partnership between Social Services Policy Officer and Public Protection Policy Officer, with support from the Communications Team.

## Priority Area – Sustainable Development, including Circular Economy, Climate Change Mitigation and Adaptation and reversing nature loss

Priority Area	Sustainable Development, including Circular Economy, Climate Change Mitigation and Adaptation and reversing nature loss			
	Summary of the key area or work commitment to be taken forward	Anticipated Outcome and Impact (what will be achieved, what will be different)	Timescale (year 1, year 2, years 1 & 2 etc)	Resources required (in place or to be developed)
<b>Objective 1</b>	Help councils achieve emissions reductions and adapt to climate change through a WG-funded support programme.	<ul style="list-style-type: none"> <li>reduction in emissions via a number of strategic interventions helping to deliver on commitments in <a href="#">Net Zero Wales Carbon Budget 2 (2021 to 2025)</a>   <a href="#">GOV.WALES</a>.</li> <li>more resilient communities capable of withstanding climate change impacts (by highlighting risks and potential adaptation actions by councils, partners and communities).</li> </ul>	<ul style="list-style-type: none"> <li>Progress reported annually by each council as part of net zero reporting requirements</li> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Support programme funded by WG grant at c£300K p.a. (including procured framework of 5 consultants)</li> <li>3 dedicated posts plus wider support from RSD team in WLGA (2 in post; 1 being replaced)</li> <li>Additional climate change post funded by WLGA to reflect corporate priority (in process of recruiting)</li> </ul>
<b>Objective 2</b>	Ensure councils meet statutory recycling targets and optimise benefits by utilising those resources within communities and the Circular Economy.	<ul style="list-style-type: none"> <li>Councils meet 70% recycling targets or have improvement plans agreed and in place.</li> <li>Extended Producer Responsibility fully funds packaging element of increasingly net zero carbon service, including street litter, and supports move towards zero</li> </ul>	<ul style="list-style-type: none"> <li>Councils required to meet 70% statutory Recycling targets by 24/25</li> <li>Net zero carbon waste / circular economy (CE) service</li> </ul>	<ul style="list-style-type: none"> <li>Waste Improvement Programme (WIP) funded by WG grant (c£340K p.a.)</li> <li>WIP team of 5 in place</li> </ul>

		<p>waste by 2050.</p> <ul style="list-style-type: none"> <li>Elected members drive any regional collaboration through regional CE Ministerial programme boards.</li> <li>Data provided to drive decision making at local level on the best option to achieve objective.</li> </ul>	<p>by 2030</p> <ul style="list-style-type: none"> <li>Zero waste by 2050</li> <li>National and Regional CE MPBs to meet at least 3 times a year</li> <li>Finance and benchmarking data provided to councils annually.</li> </ul>	
<b>Objective 3</b>	Support the achievement of Wales' modal shift target, working with CJs on Regional Transport Plans that reflect the Wales Transport Strategy and its sustainable transport hierarchy	<ul style="list-style-type: none"> <li>Progress with Regional Transport Plans (RTPs), including readily identifiable climate change adaptation measures</li> <li>Support for establishment of viable (post-Covid) bus networks in all 4 regions, as foundation for franchised system</li> <li>Help Councils make streetscape safer and more inclusive for walking/cycling through additional infrastructure, giving Councils powers to enforce unnecessary obstruction of the road (including the pavement) and supporting the bedding in and enforcement of 20mph.</li> <li>Lead and support Councils to improve previously unadopted roads to become public assets, which will improve local environments and encourage safer access and movement. Implement measures aimed at stopping new unadopted roads being created and ease</li> </ul>	<ul style="list-style-type: none"> <li>RTPs by June 2025</li> <li>Networks throughout 2024; franchise legislation in 2025, into force 2026</li> <li>Legislation on unnecessary obstruction to be laid in Senedd before summer 2024 recess; into force in autumn 2024.</li> <li>improving local environments and encouraging safer access and movement. Easing adoption processes for Local Highway</li> </ul>	<ul style="list-style-type: none"> <li>Councils allocated £125K+ to work on RTPs</li> <li>Core funded policy post in WLGA</li> <li>WLGA funded by WG for Transport officer (in post). Councils can get funding for FY 24/25 for additional speed management measures for 20mph roads where compliance remains low. Engagement and enforcement will continue to support people behaviour change.</li> </ul>

		<p>the adoption process for Local Highway Authorities.</p> <ul style="list-style-type: none"> <li>• Work with Welsh Government to set up annual all-Wales funding programme to supersede current pilot programmes, to start to meaningfully tackle the Unadopted Roads backlog.</li> </ul>	<p>Authorities.</p> <ul style="list-style-type: none"> <li>• Ongoing, and working towards annual funding programme for 2025 onwards</li> </ul>	<ul style="list-style-type: none"> <li>• Part time post funded by WG (1 day a week)</li> </ul>
<b>Objective 4</b>	Help councils increase resilience to flood and coastal risks and adapt against climate risks.	<ul style="list-style-type: none"> <li>• Councils meeting statutory requirements and improving service delivery and resilience.</li> <li>• Improving communities' resilience through adaptation and promotion of integrated water management and sustainable drainage approaches.</li> <li>• Support councils through the development of the new coal tip legislation and statutory process through active membership on the Task Force Group and support to Welsh Government with the drafting of the secondary legislation.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Implementing some the SUDs review recommendations by dec 24 and ongoing thereafter.</li> <li>• third year of the government's legislative programme and thereafter for continued support</li> </ul>	<ul style="list-style-type: none"> <li>• WLGA funded by WG for Flood and Water officer (in post) with budget</li> </ul>
<b>Objective 5</b>	Support councils in placing environmental protection and enhancement at the heart of land use planning and decision-making, supporting sustainable forms of development and reversing nature loss.	<ul style="list-style-type: none"> <li>• Support for work on reduction of phosphate/nutrient levels in rivers, increased opportunities for sustainable development and reversing nature loss.</li> <li>• Contribution to effort to make suitable land available to develop 20,000 new, low carbon social homes and make them available for rent</li> <li>• Improvement in working relations with NRW via regional and national meetings on these topics</li> </ul>	<ul style="list-style-type: none"> <li>• 2024-25</li> <li>• By 2026</li> <li>• Ongoing (three rounds a year)</li> </ul>	<ul style="list-style-type: none"> <li>• WLGA core funded officer (in post) working on Planning. WG grant funded officer working on environment / biodiversity (in post until July 2024; core funded Climate Change post to cover post July 2024))</li> </ul>

## Priority Area – Workforce and Executive Business

Priority Area		Workforce and Executive Business			
	Link to Corporate Strategy	Summary of the key area or work commitment to be taken forward How will we achieve it?	Anticipated Outcome and Impact (what will be achieved, what will be different) What do we want to achieve?	Timescale (year 1, year 2, years 1 & 2 etc)	Resources required (in place or to be developed)
<b>Objective 1</b>	Support authorities to effectively manage their workforce through our role as the Employers' Organisation	<p>The WLGA will represent councils in Wales in national negotiations on pay, terms and conditions for:</p> <ul style="list-style-type: none"> <li>• Local government services</li> <li>• fire and rescue services</li> <li>• teachers</li> <li>• youth and community services</li> <li>• Soulbury and coroners.</li> </ul>	Local government is a fair work employer and employer of choice, able to attract, retain and compete for talent	Year 1 & 2	Policy
<b>Objective 2</b>		<p>The WLGA will further develop and strengthen relationships with key stakeholders, working in partnership to influence outcomes for local government.</p> <ul style="list-style-type: none"> <li>• Proactively engaging in social partnership and fair work arrangements with Government and our trade unions.</li> <li>• Commissioning a review of the Joint Council for Wales and working with partners to make the necessary changes to improve efficacy.</li> </ul>	<p>Local government has effective employee relations with trade unions and our wider social partners through strengthened social partnership.</p> <p>Employee voice and participation is strengthened.</p> <p>Outcomes for local government are improved as a consequence of partnership working on workforce policy and legislative developments.</p>	Year 1 & 2	Policy

		Influencing policy and legislative developments and implementation			
<b>Objective 3</b>		<p>The WLGA will support councils and their professional networks to address workforce challenges and achieve sector led service improvement.</p> <ul style="list-style-type: none"> <li>• The future of HR</li> <li>• Equality, Diversity and Inclusion</li> <li>• Digitalisation</li> <li>• Attraction and Retention</li> <li>• Workforce data</li> <li>• Social Services</li> </ul> <p>Education</p>	Local Government will have the right people, with the right skills, in the right place, at the right time and within available resources to meet demand and deliver good quality services.	Year 1 & 2	Policy
<b>Objective 4</b>	Our Staff	<p>The WLGA will develop and deliver a workforce strategy with targeted improvements that will empower, enable and develop the workforce to meet current and future demands.</p> <ul style="list-style-type: none"> <li>• Pay and grading review including job evaluation</li> <li>• HR policies review</li> <li>• Performance Review</li> <li>• Line managers development programme</li> <li>• Workforce planning and development to support business planning.</li> <li>• Corporate induction programme</li> <li>• Employee consultative forum</li> <li>• Recruitment and onboarding</li> <li>• Introducing digital solutions to make the service more effective, efficient, and accessible.</li> </ul>	The WLGA is a great place to work and an employer of choice, able to recruit, develop and retain a resilient, agile and skilled workforce focused on the delivery of member priorities.	Year 1 & 2	HR

<b>Objective 5</b>	An Organisation that is fit for purpose	<p>The WLGA will deliver improvements to information governance and data management including ICT security.</p> <ul style="list-style-type: none"> <li>• Targeted staff training</li> <li>• new staff resources including guidance.</li> <li>• new systems and processes to ensure GDPR compliance,</li> <li>• Improving functionality and use of SharePoint system</li> <li>• reviewing and renewing ICT and telephony contracts to ensure value for money.</li> <li>• Quarterly monitoring including compliance</li> </ul>	The WLGA has effective business systems and processes in place to mitigate risk, ensure compliance and maintain the highest possible standards.	Years 1 & 2	Executive Business
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