



## Corporate Plan 2018-2023

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## Foreword from the Leader of Council - Cllr David Poole

Caerphilly County Borough Council has embarked upon an exciting but challenging journey of improvement and change.

As Leader of the Council it is my responsibility to ensure the organisation is capable of rising to these challenges and is prepared to respond effectively and efficiently. In order to achieve this it is clear that we will need to do things differently and we must be willing to adapt and respond to change.

This Council wants to ensure our communities remain sustainable during these challenging times. We need to ensure we are equipped to deliver effective and purposeful services to our communities and where we are not best placed to deliver them directly; we enable others to do so on our behalf. We are acutely aware of the declining line on our budget sheet over the next few years and this, balanced against increasing pressures in areas such as social care, can; if not approached with a methodical and innovative mind-set, create the “perfect storm”.

Working closely with my Cabinet colleagues we are collectively focussed upon bringing a new sense of purpose and direction to the organisation.

Within this Corporate Plan, we have defined an over-arching vision, supported with clear objectives and priorities, so that everyone is clear about the direction of travel and what we are aiming to achieve and most importantly, the role that each and everyone of us has to play in shaping it

The **Well-being Objectives** are a critical part of this process as they will help us shape services, target our resources and prioritise our efforts over the next 5 years.

All this is set against the wider regional context of change which is rapidly moving ahead – particularly in terms of the Cardiff Capital Region City Deal. This £1.2billion programme will bring new jobs, opportunities and economic growth to South East Wales and we are one of 10 councils in the region which lead this exciting new partnership.

It goes without saying that I am determined to make sure that all our communities across the county borough reap the full benefits from this deal, thereby ensuring that the county borough remains a place of choice, to live, work and enjoy.

I hope you find this document useful and it provides you with an insight into the journey that lies ahead and our ambition to shape it, as we aim to not only survive these challenging times, but thrive within them!



**Cllr Dave Poole**

## 1. Our Cabinet



Introducing our Cabinet from left to right: Cllr Eluned Stenner, Cllr Nigel George, Cllr Barbara Jones, Cllr Carl Cuss, Leader Cllr David Poole, Cllr Colin Gordon, Cllr Sean Morgan, Cllr Lisa Phipps, Cllr Philippa Marsden.

### **Our Cabinet Commitments**

The Leader of Council and his Cabinet have agreed seven Key Commitments which underpin the overarching vision and priorities of Caerphilly County Borough Council (CCBC): They are:

1. We will always do our best to protect jobs and services within the current challenging financial climate.
2. We will build on CCBC's reputation as an innovative, high performing local authority.
3. We will ensure we have an engaged and motivated workforce.
4. We will always strive to ensure CCBC delivers value for money in everything it does.
5. We will help protect the most vulnerable people in our society and make safeguarding a key priority.
6. We will always welcome feedback and consider the views of residents, staff and other key stakeholders.
7. We will be open, honest & transparent in everything we do.

*These will be our guiding principles in all that we do.*

## **2. Our Medium Term Financial Plan Principles 2018-2023**

Over the course of the last four years we set principles that would guide our financial decision making. As part of the challenging environment we still find ourselves in we thought it was a good time to review our financial principles in line with our new Cabinet commitments and the Councils values and vision.

Following that review we have revised our Medium Term Financial Principles and they are set out below:

- ❖ We will seek to protect services for the most vulnerable whilst continuing to evaluate all other services.
- ❖ We will limit the impact of cuts on front-line services where we can whilst continuing to reduce expenditure and explore opportunities to generate new sources of income.
- ❖ We will adopt a longer-term approach to financial planning that considers the impact on future generations.
- ❖ We will need to accept that we will not be able to maintain existing levels of service but will introduce more innovative ways of working through the use of emerging technologies.
- ❖ We will engage with our communities to understand their needs and explore options to deliver some services through collaboration, partnerships, community trusts etc. to ensure that communities remain resilient and sustainable in the longer-term.

These principles will help to steer our financial decision making during the next few years and will be routinely reviewed to ensure they stay relevant for the coming years.

Although this is a five year Plan, the Resources Section within each objective may be subject to changes beyond our control. We will keep these under review and update the public as part of our public performance reporting.

### 3. How our Plans fit together

As a large organisation different aspects of our planning and frameworks can seem complex and it can be difficult to see how different activities come together or contribute to one another. The diagram below shows how our activities such as our planning – what we want to do, and our values – how we want to do something; all contribute towards the end goal and to the delivery of the Well-being Objectives. There is no one section more important than the other, the values and behaviours wrap around all we do. There is further detail on the next page to explain the various elements:

#### Planning and Improvement Framework 2018-2023 Updated (2019)



## **4. Describing the Planning and Improvement Framework**

### **4.1 Our Cabinet Commitments**

The political leadership of the Council are called the Cabinet and they have carried out work to decide on a set of commitments they want to make to the public and to staff. These are the standards you can expect from our leaders and how they want to be held to account. These are shown in the diagram as wrapping around all that we do and the way in which we will conduct business.

### **4.2 Medium Term Financial Principles**

These are the principles we will use to help make decisions with financial implications. As the financial situation becomes more difficult, the principles will guide us (page 4) and we will use them in making decisions. For example one of our principles is to “limit the impact of cuts on front-line services where we can whilst continuing to reduce expenditure and explore opportunities to generate new sources of income”. Any decisions will look at this in the first instance and not ‘simply cut’ but to take a more considered approach in finding other ways to do something. This will go hand in hand with the sustainable development principles of the Well-being of Future Generations (Wales) Act 2015.

### **4.3 Vision and Values**

This is the vision for the Council that we as an organisation want to aspire too and the values that we want to jointly share and build upon. In brief the vision is what we want to achieve and the values are how we would go about doing it. It is important to have both as there are many ways to realise a vision but it must be done in the right way.

Our vision and values are being formed as part of our Transformation Strategy #TeamCaerphilly – Better Together and there are more details within the Strategy as to how we will achieve this. It is critical that values belong to all and are not led from the top down. The only way to ensure this is in full consultation with our staff. When they are set we will publish them in our annual performance report.

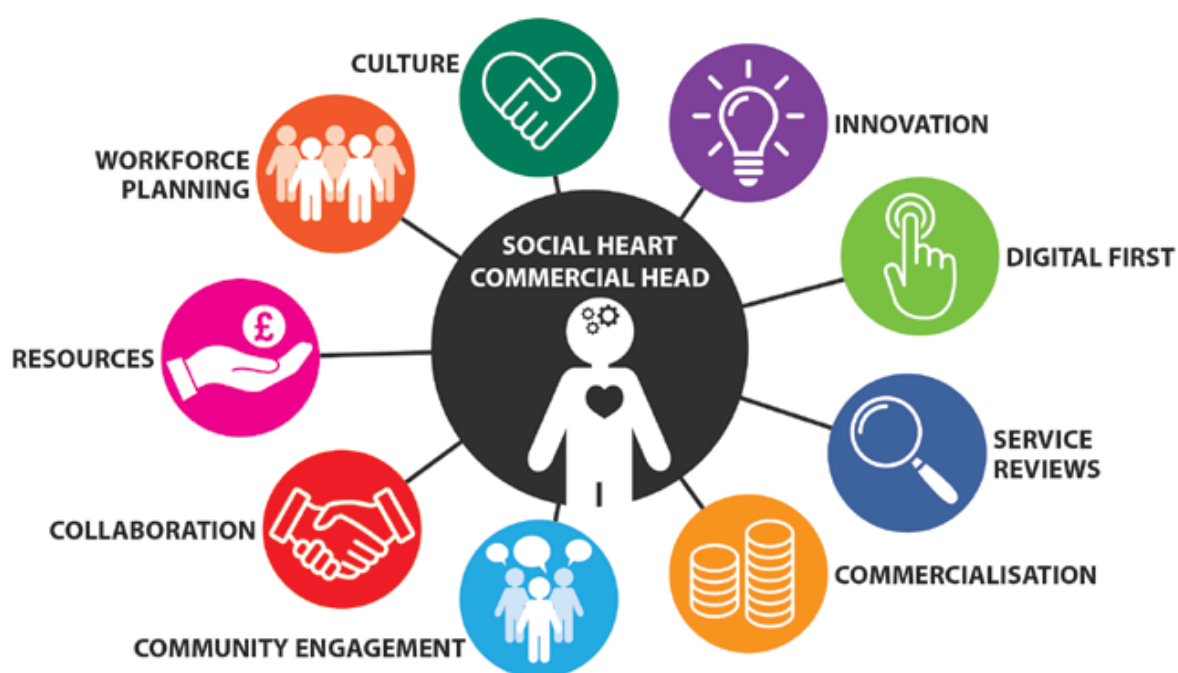
### **4.4 Transformation Strategy #TeamCaerphilly, Better Together**

Local Government remains at a crossroads. The reduction in funding during the austerity programme over the next five years is more than just a reduction in budgets: it is a ‘tipping point’ where we have to fundamentally redefine what we do; what services we provide and how we provide them. It will require a new relationship and understanding with our communities as to why we exist and what our residents can expect. Previously we set up a Business Improvement Portfolio (BIP) board to take forward a range of improvement activities, however we have since reviewed this and following a revaluation, realised in the current climate we need to be even more

ambitious and to stretch ourselves further, so we have developed and launched a whole-authority operating model, to ensure a resilient Caerphilly for the future. The strategy is called **#TeamCaerphilly – Better Together** and its purpose is:

*“To create capacity and foresight to develop solutions to some of the County Borough’s biggest challenges, ensuring the Council understands and responds to the changing needs and priorities of our communities”.*

This is a major transformation programme which will examine how services are prioritised, how they can become more business efficient, to explore opportunities for greater customer focus and digital delivery, and to consider alternative delivery models and seek out commercial opportunities. The strategic programme of “whole-authority” work will be delivered through the following key themes, which will underpin the new operating model of the Council: -



**Key work from this Transformation Programme is:**

- Completion of a £261m physical improvement programme to our housing stock by 2020. We will continue to invest in our existing housing stock to provide high quality, energy efficient, affordable homes for life. This will be enhanced with an exciting and innovative new build programme.
- Implementing the Shared Ambitions Strategy to raise standards and ensure our learners are healthy, confident, proud and ambitious and can benefit from high quality educational opportunities, settings and experiences.
- Commencement of the second phase of the 21st Century schools programme, providing £110m of new educational facilities.
- Delivering the Council’s emerging Digital Strategy by opening the Digital Front Door and introducing a wide ranging digital transformation programme that transforms every aspect of service delivery.



- A new “state of the art” Children’s Centre, a centre of excellence providing respite care and therapeutic services for vulnerable children and their families.
- Continue the delivery of the Sports and Active Recreation Strategy, providing a sustainable approach to leisure and physical activity provision.
- Introduction of an integrated “one-stop shop” public service offer located within the heart of our communities, through strategically placed integrated hubs.

The programmes above will help to deliver the Council’s **Well-being Objectives**. There will be robust governance and programme management arrangements established to ensure that key milestones are agreed to support the successful delivery of the key strategic projects. More information can be found at

[https://www.caerphilly.gov.uk/My-Council/Strategies,-plans-and-policies/Corporate-strategies,-plans-and-policies/TeamCaerphilly---Better-Together-\(1\)](https://www.caerphilly.gov.uk/My-Council/Strategies,-plans-and-policies/Corporate-strategies,-plans-and-policies/TeamCaerphilly---Better-Together-(1))

#### **4.5 Directorate Performance Assessment**

We have introduced a new approach to service planning and monitoring performance called ‘Directorate Performance Assessments’ (DPA). These assessments are designed to bring together a range of separate reporting information into one ‘single source of the truth’. This will give insight and learning into the how each Directorate is performing, identifying cause and effect as well as highlighting any actions that are being taken to drive improvement.

The DPA will also be the vehicle for services to provide updates on their service priorities, which is part of our planning cycle. We are piloting a more emergent and less prescriptive way for services to identify their priorities as part of the planning process and will continue to evaluate the best way to carry out corporate planning.

#### **4.6 Staff Development**

Our annual Personal Development Review process is a well established vehicle for staff development including more frequent 1-2-1 sessions. As part of our Transformation Programme, we want to harness the range of skills and experience within our workforce and create opportunities for staff to lead and be involved in various work streams. So we are reviewing the way we carry out Personal Development Reviews and introducing a range of activities to embed a ‘licence to innovate’ approach. We will introduce a ‘Culture Book’ as a key reference source for staff and as a useful tool for performance development.

#### **4.7 Corporate Plan and Well- being Objectives**

This document is our ‘Corporate Plan’ and includes our six Well-being Objectives. We have a statutory duty to set Well-being Objectives using the five sustainable development principles under the Well-being of Future Generations (Wales) Act 2015. Setting objectives is not new, we have set priorities in a range of ways for a long time; however this is the first time we have set objectives over a five year planning period.

We will review the objectives routinely as circumstances can change and will consult with the public to make sure they remain relevant. However as this is the first year of long term improvements our review is more of a 'light touch' for 2019. It is important to note that this is not all that we do, there are many more activities that are carried out, however these objectives are what you told us (or that the data showed) where we could make a real difference to the well-being of the county borough. Section 4 details what our Well-being Objectives are.

#### **4.8 Public Services Board Well-being Plan**

The Well-being of Future Generations (Wales) Act 2015 required the setting up of a statutory board called a Public Services Board (PSB) made up of the Local Authority, the Fire Service, Natural Resources Wales and the Aneurin Bevan University Health Board with other invited members, including Gwent Police and Public Health Wales. The purpose of PSB is to improve the economic, social, environmental and cultural Well-being in its area by strengthening joint working across all public services in Wales. To do this the PSB carried out a well-being assessment of the area and in response to the findings set objectives in a Well-being Plan.

The PSB Plan was published in May 2018 and is being delivered through a Well-being delivery plan, which has five action areas and four enablers (these are things that need to happen to make the other things possible such as sharing of public sector assets). The Councils own Well-being Objectives are designed to contribute towards the high level Well-being Plan rather than replicate its delivery.

The PSB Annual Report, which details the progress that has been made in year one is due to be published in June 2019

## 5. Well-being Objectives 2018-2023

### Introduction

We set our Well-being Objectives by using intelligence and data from the Well-being Assessment that was carried out to inform the PSB Well-being Plan. This told us about the concerns people had and the areas they would like to see improve.

The objectives were also informed by our duty to deliver sustainability which is described within the five ways of working in each objective. We also looked at how we could build on strengths that support improvement in our action planning (and not just areas to improve).

We show how our objectives contribute towards the seven national Well-being Goals and a description of those goals can be found on page **76**. The areas below are not all that we do, indeed it is not possible to cover everything the Council does but we have set these six objectives as they are critical to improving citizens' well-being both in the long and short term. These objectives will be reviewed periodically and we will consult on any changes with our citizens.

Number	Description	
Objective 1	Improve education opportunities for all	Page 10-22
Objective 2	Enabling employment	Page 23-33
Objective 3	Address the availability, condition and sustainability of homes throughout the county borough and provide advice, assistance or support to help improve people's well-being	Page 34-46
Objective 4	Promote a modern, integrated and sustainable transport system that increases opportunity, promotes prosperity and minimises the adverse impacts on the environment	Page 47-54
Objective 5	Creating a county borough that supports a healthy lifestyle in accordance with the Sustainable Development Principle within the Well-being of Future Generations (Wales) Act 2015,	Page 55-56
Objective 6	Support citizens to remain independent and improve their well-being	Page 68-74

**“Education is not preparation for life;  
education is life itself.”**

~ John Dewey~

## **1. Improve education opportunities for all**

### **Outcomes**

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1. Aim to reduce the impact of poverty within early years.
2. Raise standards of attainment.
3. Reduce the impact of poverty on attainment for both vocational and non-vocational qualifications to provide equality of opportunity.
4. Help those who are not able to follow a traditional attainment path.
5. Support learning that enables young and adult employment opportunities including a focus on ‘future skills’
6. Improve ‘Digital Skills’ for all ages.
7. Improve the learning environment.
8. Safeguard all children and young people in order to create a climate for learning, particularly for those most vulnerable.

## **1. Improve education opportunities for all**

### **Well-being Statement**

Over the last few years we have focused on improving young people's outcomes and non- vocational qualifications to provide more opportunities for further education or employment. This is still a priority outcome; however we have decided there is a greater need to take a more holistic view of education such as understanding issues in children's early years and aspects like poverty and how they can affect attainment. Much has been done to develop a multi-agency approach and learn from relevant research, such as work on 'Adverse Childhood Experiences' (ACES).

We also want to look at how we can help those who are more vulnerable and unable to access a traditional pathway, as well as provide learning for young people and support for adults, whether that is to provide more skills or opportunities into employment. This objective is about preventing longer term problems for future generations that are associated with low skills and lack of learning opportunities.

### **Early Years**

Attendance is a critical factor to attaining good academic results. Research has shown how important early years are in a child's life, particularly the first 1000 days. Whilst emphasis is often upon secondary attendance and truancy, the Charlie Taylor Report (2012) highlights that 'truancy' is only one dimension. This distracts attention from the cause of these problems, which is non-attendance in the early years when approved by parents. This soon becomes a pattern and establishes poor attitudes towards school.

The research explains a clear link between children from disadvantaged backgrounds, attendance and school attainment at the Level 2+ indicator at GCSE. Only 3% of pupils who miss more than 50% of school achieve 5A\*-C as opposed to 73% achieving 5A\*-C who have 95% attendance.

Children with low attendance in early years are more likely to come from poorer backgrounds and are likely to start school already behind their peers, especially in language acquisition and social development. Poor attendance can be a sign that there are more serious issues going on in the child's life. Without the opportunity to receive good quality learning every day from the start of their education, the most disadvantaged pupils are unlikely to narrow the gap

The evidence shows that children with poor attendance are unlikely to succeed academically and are more likely not to be in education, employment or training (NEET) when they leave school.

Our Welsh Government funded Flying Start programme provides support for early years (0-4 years of age) and aims to establish positive behaviours in children and families, through healthy lifestyles, positive parenting, attendance and raising aspirations. The Flying Start programme offers a range of support at each age and is critical in establishing positive parent and child behaviours, in readiness for the child's education, to give them the best opportunity for later life chances. Research shows that parents' qualifications and work experience are likely to lead

to improved attendance for their children. This is why some of the Flying Start programme helps to build confidence in parents and promote aspiration.

Families First is a Welsh Government programme designed to improve outcomes for children, young people and families. It has an emphasis on prevention and helping families as early as possible to prevent any issues getting worse. There are a range of programmes that mirror 'Flying Start' particularly for those living in poverty outside of Flying Start areas; also Families First is available to all ages and areas. Some of the programmes that support this objective range from 'Families Learning Together' to help parents learn how to best support their child's learning with literacy and numeracy to 'Little Voices / Tiny Talkers' which is a collaborative contract to target children with speech and language delays.

## **Attainment**

Attainment is still the aspect we are judged on nationally and we recognise that education attainment contributes towards this overall 'readiness' and capacity for opportunities. Each year we rank around 19th to 20th in our educational attainment results at Key Stage 4 (15-16 years of age), and whilst we improve year on year we stay low down in this rating compared to other authorities' improvement journeys. Standards in Caerphilly are improving but not at a sufficient rate compared to similar authorities across Wales. However our ranking in primary settings (by teacher assessment) is ranked 6<sup>th</sup> and 7<sup>th</sup>, so there is work to do in preventing declining results in later years.

There are many factors which increase levels of vulnerability in learners, one of which is poverty and deprivation. The measure that is commonly used to measure deprivation is a pupil's eligibility to receive Free School Meals (FSM). Sixteen of the 110 areas in Caerphilly are in the 10% most deprived areas in Wales, although our eligible pupils perform well against those who are not eligible in exam results. Reducing the gap in performance between eFSM and non-eFSM pupils at Key Stage 4, Level 2+ as well as raising standards for all is very important as this measure can affect the life chances of learners. Achieving this indicator at the age of 16, opens up further education, employment and training opportunities. The use of the Pupil Development Grant (PDG) enables schools to create a deeper level of support for those eFSM learners. The Local Authority is part of a regional school improvement consortium called the Education Achievement Service (EAS). The EAS deliver school improvement services on our behalf and monitor the PDG robustly to ensure the resources go to the right place.

At a discussion held with Caerphilly Business Forum and the Welsh Innovation Centre for Enterprise (ICE), the following issues emerged as important around educational matters where gaining a good level education was seen as key in getting young people work ready.

## **Helping those who do not follow a traditional path**

Not all pupils can stay in a mainstream school environment until the age of 16. Some young people are fragile or vulnerable and require specialist provision. Other young people require a flexible, blended, approach and two of our services support pupils specifically in this way, Education Other Than At School (EOTAS) and the Youth Service.

The EOTAS service provides alternative educational pathways for those pupils who may be unable to continue in full time mainstream education for a variety of reasons. The focus of the educational opportunities available to pupils who are within this aspect of the education system is to maintain standards of attainment and to develop strategies which will support an individual managing their own behaviours more effectively into adulthood through developing resilience and coping strategies.

We work with a range of stakeholders to deliver an appropriate educational pathway including the Youth Service, so that learners have opportunities to succeed in formal, non-formal and informal learning experiences. Whilst providing informal educational support for all young people 11-25, the Youth Service is proactive in supporting those who may not always achieve via formal educational pathways, such as GCSEs. Young people of school age are supported both in school time, for example, by providing an alternative curriculum, and outside of school hours, so as to provide holistic, integrated and wrap around support for those most in need of it. In this way educational targets for attainment, attendance and behaviour are significantly supported.

Welsh Government guidance, together with current policy direction, consistently recognises the role of youth work in all its forms with regard to ensuring the engagement by young people in society, including the positive influence on their education, health, behaviours and their work prospects – in these ways, Youth Service activity mirrors the intent across all well-being themes. Frequently, the Youth Service can engage positively with young people, particularly in areas of poverty, where others cannot, ensuring that all young people have contact with adults that can enable them to live positive and fulfilling lives and contribute to their communities. The unique relationship that youth workers have with young people helps to accomplish this, combined with the reach of the Youth Service, which goes far beyond that of schools, social services and many others, many of whom rely on the Youth Service to deliver key messages to young people. Our participation commitments are largely fulfilled by the Youth Service, for whom the involvement of and collaboration with young people to influence their lives and their communities is central to the provision of youth work. The long term support provided to young people, supports the transition from childhood to adulthood, enabling significant prevention work to be undertaken and is a unique feature of services in Education and beyond. Other types of support include a Families First run project called Targeted Youth and Family Engagement which aims to develop personal and social skills particularly around behaviours and boundaries, raise confidence and build self-esteem. The project also provides one to one and group support for young parents.

At the age of 16 schools we work successfully with colleges to ensure that, where pupils choose a vocational route as a next step, transition processes are effective.

### **Enabling Employability**

When we carried out the local assessment of well-being, the assessment made the connection between a lack of opportunity and the role of education and training in helping to provide opportunities for jobs. One of the significant areas to emerge from our assessment exercise was the need to ‘provide training, apprenticeships, employment and opportunities that are appropriate for all sectors of the community’.

The overall picture is that **31.4%** of the county borough residents have no qualifications compared with a figure of 26% for Wales as a whole. This came through as a concern from the communities we spoke with. A strong local economy was identified as essential for lifting local people out of poverty and attainment for young people was linked to longer term quality of life.

The Public Services Board want to address this as part of their new Well-being Plan. Our contribution towards improving this picture is three employability programmes we run within a regional partnership and have now implemented a fourth in 2018.

The programmes are **Inspire 2 Work** is a six county regional operation led by Blaenau Gwent. This provides support for young people aged 16-24 who are not in education, employment or training and have no means of engaging with formal or informal education, training or employment. Participants, who must live in a non-Community First area, are offered a tailored package of one to one support to help them return to education, enter work or gain a qualification required to access voluntary opportunities.

**Bridges into Work 2** is a five county regional operation led by Torfaen Council. This provides tailored support for participants who are 25+ who are economically inactive (figures are quite high in the county borough) or long term unemployed (living in non-Communities First areas).

**Working skills for Adults 2** provides support for employed or self employed aged 16+ with a view to gain further qualifications to upskill into better opportunities. A new programme called Nurture, Equip and Thrive (NET) is now operational and provides advice and guidance to those people in employment who are suffering in work poverty due to under employment in order to get additional hours or a second income and provides support to get those with long term sickness back into employment. All the programmes are due to run to at least 2022 and have measurable targets for getting people engaged, qualified or entering into employment.

The Council follows the national **Engagement and Progression Framework**. This has involved the recruitment of a co-ordinator within the Youth Service, whose role is to work closely with children and young people who have been identified by schools and others as being at risk of not going into employment, education or training (NEET). Following the identification, the co-ordinator will provide a wide and varied programme of support such as regular mentoring meetings with youth workers, accompanied visits to colleges and other establishments, visits to and from employers to develop their knowledge, understanding, motivation and access to events which give young people the chance to view and apply for a variety of opportunities linked to education, employment and training.

There is new funding into Youth Service to support the most vulnerable young people who are likely or at risk of becoming NEET and / or homeless. To reduce the level of risk and re-engage them with school or training opportunities we are linking this with the Engagement and Progression Framework.

At a regional level the **Cardiff Capital Region City Deal** (CCRCD) is looking at allocating a development fund for a pilot to develop a business case of the feasibility of a 'Skills for the Future' project. This will provide region wide school engagement support for business and a skills investment fund to deliver over 10,000 apprenticeships, graduate internships and upskilling employees in the private sector. More on this can be found in our Enabling



employment Objective however it is worth recognising the connection here between skills, education and employment.

The lack of consistent advice and guidance for young people combined with the under supply of young people interested in doing apprenticeships in the areas that priority sectors need, has the potential to make the mismatch of skills available, to skills needed even greater. Uncertainty around what skills are needed following Brexit, the growth in automation and the increasing importance of digital skills means it is important we support a joint regional approach to deliver an 'employer led skill system' in the Cardiff Capital Region. In other words we need to better match the skills being taught to the skills employers need. Fewer children and students are studying Science, Technology, Engineering, Maths (known as STEM) and digital skills at a regional level. Part of addressing this under the 'Skills For The Future' project is the CCRCD aim to invest in good quality careers advice in schools from year 8 onwards (as part of a much wider programme) to work with schools in delivering a more informed learner employment choice and ensure young people are better equipped to pursue more lucrative career options and earning potential.

**Automation** and **Artificial Intelligence (AI)** has implications for business in the near future and this means implications for the types of knowledge and skills that our children need, to make sure they can benefit from the opportunities that AI can bring. There are also concerns. It has been widely reported that by 2030 one in four jobs could be lost in Wales (estimated at 112,000 jobs) to automation and AI unless skills change. We need to ensure our young people are trained today for tomorrow's skills.

### **Digital Strategy and Competency**

**Digital Competency** - We recognise in the new digital era that having access to technology and facilities to study, for example, online study, is one way that can help people with the quality of their life. This is why we will have a strong focus on ways to roll out more high speed and quality broadband and look to provide digital opportunities. We are taking part in The Learning in a Digital Wales programme to provide high speed broadband for schools (funded by Welsh Government). Welsh Government officials are working with local authorities and British Telecom (BT) to start ordering and implementing more services this year. In schools, as part of the new curriculum a new Digital Competence Framework is being introduced.

*"\*Digital competence is the set of skills, knowledge and attitudes that enable the confident, creative and critical use of technologies and systems. It is essential for learners if they are to be informed, capable and have the potential to be successful in today's society"*

**\*<http://learning.gov.wales/docs/learningwales/publications/160831-dcf-guidance-en-v2.pdf>**

Several of our schools are leading on this with some becoming centres of excellence to share good practice. The Digital Competency Framework has been developed to be inclusive of all learners aged 3 to 16-plus. It covers the development of skills from the earliest stages that very young children need to learn.

Another part of our digital agenda is the work that is being done within our libraries. The library service are working with families and toddlers to develop basic coding skills and encourage literacy, counting, socialising, problem solving and teamwork through use of the Fisher Price Code-a-Pillar toy where parts of the body control different aspects, such as

movement, sound and lights. These parts can be rearranged to make the caterpillar move in different directions. The project takes place in the main 4 libraries, Caerphilly, Blackwood (where the project was piloted), Bargoed and Risca and is badged as a school readiness programme to support the digital curriculum. Our Families First programme brings families into library's to take part in their 'Families Learning Together' project improving literacy and numeracy,

For our 7-12 year olds, this age group focuses on online coding and using Raspberry Pi and BBC Microbit Kits. They are taught a basic coding language called Scratch. More advanced children are able to learn coding using advanced coding languages such as HTML and Python. This project takes groups of children over several weeks to give them time to develop their skills.

A third strand will focus on older children and adults and libraries are currently working with older pupils from Coleg Gwent to gather evidence and work out how this project can work to give the pupils technological employability skills they need post education. Libraries are currently having a conversation with Adult Education Services around employability skills and this may be a future development.

Each library has its own improvement plan (LIP) in which they show their contribution to 4 skills areas; School Readiness, Health, Life and Employability. Other library workshops available include 'Information Skills' focusing on age 11, (year 6) to engage with children before comprehensive school. Our Community Librarians show groups of pupils how libraries work and support them in developing critical thinking skills, using search engines to get the best results, and learning how to use text based resources effectively including use of contents and index pages. They also engage with the children on E- safety with topics such as cyber bullying, sexting and talk about the effects these can have on the children and their friends. Adult Education also deliver a range of digital learning courses across the county borough as does the Supporting People programmes in assisting with basic computer skills and activities such as 'digital Fridays'.

We want to take an innovative approach to digital connectivity and be alive to the opportunities in the region that can benefit our community, which is why we are committed to the development of a **Digital Strategy** as part of the Cardiff City Region City Deal. This comprises a range of proposals which depend upon a well developed infrastructure using a 'dark fibre' network. This means instead of using traditional cabling, data is transported over unused optical fibre. A dark fibre network is optical fibre infrastructure that is not in use. Exploration of the use of 'dark fibre' would result in faster and wider connection at a global, regional and community level. This would also support the next generation of digital mobile access of 5G which has greater down load speeds and capacity for a larger numbers of devices. For example, the difference between the speed of 4G and 5G would be the ability to down load a film in less than 10 seconds on a 5G network, compared to 10 minutes on a 4G network. This kind of access and speed will provide extensive support to schools and colleges on their digital journeys. There are a wide range of proposals within the strategy and being aware of how the digital future will impact our young people will be critical to the skills that are needed, for example in jobs that may be automated in the future.

## 21st Century Schools Programme

The Welsh Government (WG) 21st Century Schools programme 2014-2019 has resulted in an investment of £56.5m in education within the county borough. This has been funded 50% by WG and 50% by the Authority. There were 5 projects identified as part of the programme. Two are now complete, Islwyn High School which opened in July 2017, and Y Gwindy Welsh Medium Secondary School which is an expansion of Ysgol Gyfun Cwm Rhymni in the Caerphilly Basin, and also incorporated a new primary school Ysgol Gynradd Gymraeg Caerffili. The Abertysswg/Pontlottyn Primary School Building, which is part of the Rhymney age 3 to 18 school opened in January 2018 and was named the 'Idris Davies' school (3-18). These are state of the art 21st Century School developments. The extension of Newbridge School has recently started with completion scheduled for September 2018 and the final scheme invested £2M into a refurbishment project at Blackwood Comprehensive.

The Authority has recently submitted to WG their bid in relation to the 21st Century schools Band B programme which will run from 2019 for a 7 year period and will focus on the improvement of the condition of school buildings and maximising community usage.

### How we used the '5 ways of working' to set this Well-being objective?

**Involvement** – There are many people involved in achieving this objective, from schools, parents, health services, libraries, builders (for school improvements), colleges and employment organisations. One of our biggest partners in helping young people and schools to better levels of achievement and attainment is the Education Achievement Service (EAS) who deliver school improvement on our behalf. There are too many partners to list but we will continue to promote partnership working and sharing resource with the old saying in the forefront of our minds that "it takes a village to raise a child".

**Long term** - The objective is over 4-5 years but the benefits for children and young people will be over a 25 year period from birth to adulthood. The objective covers actions and the importance of early years on learning through to support for young adults into employment programmes and the recognition that digital learning plays an important skill in the present and the future.

**Collaborate** – The EAS and our schools are our main partners for academic improvements and we work closely with them to improve attainment. We have a range of different collaborations which will form part of our detailed action plans. Many of the projects delivering to this Well-being Objective are delivered through collaborative partnerships between health, local authority, statutory and voluntary sector partners.

**Integration** – We are aware that aspirations are linked with the family and therefore Flying Start, Families First, Supporting People and other key agencies, working with families will also be key partners. In addition, studies have shown that raising aspirations and improving attitudes to learning is wider than just educational barriers. Therefore, we may require the support of services such as leisure, parks and countryside, the voluntary sector and health services as a way of engaging with children and young people and their families.

**Prevention** – We are taking a long term approach by understanding the effect of children's early years on their readiness and experience of school, connected to attendance through to

the skills and exam levels they achieve at school. We are taking a preventative approach for those who cannot follow a traditional path through a range of support and one to one work. We recognise the importance of growth in digital skills needed for work of the future but also promoting vocational work and making sure those young people that don't have a traditional path in education are valued and supported. The success of this objective has a big impact on quality of life, as it is recognised that skills that enable employment are one of the main paths out of poverty.

### What steps will we take to achieve this goal?

There will be a detailed action plan to aid the delivery of this objective over the next 4-5 years. In the meantime below we highlight some of the main actions that we will take over this time:

Outcomes	Timeframe
<b>1. Aim to reduce the impact of poverty within early years</b>	
Continued delivery of the Flying Start programme to help improve access, take up and attendance.	2017-2021
Continued delivery of the Families First programme to help improve access, take up and attendance.	2017-2021
Increase the number of eligible working families accessing the free Childcare Offer.	Sept 2017-2021
<b>2. Raise standards of attainment</b>	
Reduce variation between schools so that all schools make improvements by working closely with the Education Achievement Service to continue to sharpen processes and intervene effectively.	2017 ongoing
Reduce the rate of fixed term exclusions particularly at targeted primary and secondary schools by revising the behaviour strategy and developing specialist fit for purpose provision.	November 2017 – June 2018
Further develop the STRIVE (System, Tracking, Reporting, Identifying, Vulnerability Education) to include data on young people who are currently Not in Education Training and Employment (NEET) in order to identify destinations and support young people into further training or employment.	December 2017 - 2018
<b>3: Reduce impact of poverty on attainment for both vocational and non vocational qualifications to provide equality of opportunity</b>	
More effectively track progress of vulnerable groups and monitor impact of interventions on outcomes.	<b>Completed</b>
Develop the role of person centred practice (PCP) champion and embed person centred practice in targeted schools.	Sept 2016 - Aug 2018 <b>Completed</b>
Increase engagement and support for young people who are at risk of or are currently NEET to secure destinations and realise their potential.	2016 - 2019
Reconfigure the core Youth Service to ensure that young people with the most need are supported to achieve, whether by formal or non-formal means.	Apr 2018- Sept 2019
<b>4: Support those who are not able to follow a traditional attainment path</b>	
Improve the consistency of what is delivered for all (Education other than at school) learners with providers currently on the EOTAS Framework.	Jan 2018

<b>Outcomes</b>	<b>Timeframe</b>
Develop the transition plan in relation to Team Teach with schools arranging their own training.	<b>Completed</b> July 2017
Work with Local Authorities involved in the Flexibilities Funding pilots in preparation for implementation from April 2019 to maximise the reach of grant funded programmes for vulnerable families.	Apr 2018-2021
Review Additional Learning Needs (ALN) in mainstream Schools including Additional Support and Community Tuition, and Education Other than at School settings. The purpose is to: <ul style="list-style-type: none"> <li>ensure that all schools are aware of and compliant with responsibilities in line with the existing Special Education Needs Code and developments in relation to the 'Additional Learning Needs' reform</li> <li>ensure effective targeting of resources to meet needs</li> <li>ensure a consistent approach for EOTAS learners</li> <li>ensure appropriate pathways are established for EOTAS learners</li> </ul>	Jan 2017 – Sept 2019
<b>5: Support learning that enables young and adult employment opportunities</b>	
Deliver Adult Community Learning and European Social Fund operations to improve the level of skills and provide opportunities to gain qualifications (formal and non-formal) and move people towards employment.	2017-2023
Continue the 'Inspire to Work' programmes, support for those aged 16-24 who are not in education, employment or training and have no means of engaging with education, employment or training. The Project is currently approved.	Delivery started June 2017 – June 2019.
Continue to expand the Progress Traineeship Scheme which targets care leavers age 16 to 18. The scheme will focus on the local authority providing the young person with an excellent programme of work experience to enable them to develop and gain a meaningful qualification in collaboration with Social Services.	2017 - 2018
The CCRCDC will support the allocation of development funding to pilot a 'Skills For The Future' project to test out the concept and develop a business case.	2018/19
<b>6: Improve digital skills for all ages</b>	
Introduction of literacy, numeracy and digital competence expected of all teachers and pupils. Caerphilly schools are working with Welsh Government to become centres of excellence in sharing good practice in digital competency.	Sept 2017 - ongoing
Develop support for Adult Education to deliver digital literacy skills, supporting the three employability programs.	2017-2022
Support the development of Cardiff Capital Region City Deal Digital Strategy	2018-2023
<b>7. Improve the learning environment</b>	
Agree the 21 <sup>st</sup> Century schools Band B programme which is planned to run from 2019.	2018
Ensure robust procedures are in place to ensure timely submission of Business Cases to Welsh Government.	2018
Ensure all requirements of the School Organisations Code are met when implementing the programme.	2018-2023
Effectively manage the procurement and planning of projects to ensure value for	2018-2023

Outcomes	Timeframe
money and best use of resources	
Effectively manage our Capital resources to ensure it is targeted at areas of most need.	2018-2023
Ensure the right schools are in the right places to meet current and future demand.	2018-2023
<b>8: Safeguard all children and young people in order to create a climate for learning, particularly for those most vulnerable</b>	
Develop a Well-being Strategy and a model policy for schools	2018
Develop a sustainable delivery system of sufficient safeguarding training for all staff to create safety for all learners	2018-2022

### Why we consider that our Well-being Objective will maximise our contribution to the National Well-being goals

A **Prosperous Wales** develops a skilled and well educated population; we need our young people to have greater vocational or non-vocational skills in order to have better paid jobs and job satisfaction that contribute to the community and a better quality of life.

Achieving our Well-being Objective is essential to contribute to this national goal.

This work is about helping all young people (and adults) reach their potential and so underpins a more **Equal Wales**. Literacy, play, speech and all the programmes designed to help improve reading and writing through the life course maximise contribution to A Wales of **Vibrant Culture and Thriving Welsh Language**

Recognition of the way health and well-being contributes to Education attainment means that healthier young people would enable a **Healthier Wales**

Digital competence and the networks behind them contributes to a **Globally Responsible Wales**

Success of this objective would also contribute to:

- Welsh Government Goal 2 - Improve education outcomes for all and reduce the gap in outcomes for different groups
- Arts Council of Wales - REACH – Developing the creativity of children and young people
- Public Health Wales – Give our children the best start in life including opportunities to grow, play and learn in a healthy and safe environment
- Aneurin Bevan University Health Board - Support every parent expecting a child and give every child in Gwent support to ensure the best start in life.



## **How we will resource this Well-being Objective;**

From April 2019 the Local Authority has been awarded a Children and Communities Grant totalling £9,742,237 which is the combination of 7 previous grants Flying Start, Families First, Legacy Fund (previously Communities First), Communities for Work Plus, Childcare and Play, Promoting Positive Engagement for Young People at risk of offending, and St David's Day fund. This combined funding grant will enable greater collaboration between the programmes to improve services for families and residents across the borough.

The Childcare Offer grant which is paid to childcare settings across the borough for childcare places is reducing the amount that working parents pay for childcare of 3 year olds in part time Foundation Phase places. This revenue grant is £2,798,000 per year. In addition the Welsh Government has given the local authority £5,110,989 capital funding to develop more childcare places for 3-4 year olds across the borough.

Band B 21<sup>st</sup> Century Schools Programme will be 75% funded by Welsh Government and 25% funded by the Local Authority. The local authority has been successful in securing £6,306,000 capital funding for Welsh medium Education and early years childcare provision, to increase the number of places available in Welsh medium provision

The European Social Funds which fund the Inspire 2 Work (£755k) Working Skills for Adults (544k with a match commitment from the Local Authority) and Bridges into Work 2 (1.6m) with a match commitment from the Local Authority) remain unchanged from the 2018 Plan as the funding is set for the duration of the projects.

The EAS ensure Pupil Development Grant (£13,406,723) and Education Improvement Grant is appropriately targeted and monitored.

The Youth work grant is now £581,572, and the Adult Community Learning Grant (funded by Welsh Government) has increased also to £312,710

Digital programmes are funded by Welsh Government, although we contribute towards aspects like line rental. The Cardiff City Region City Deal is to agree allocation of £120k for scoping of a digital strategy.

### **When will the objective be completed?**

This journey will be ongoing as we will always consider that improving children and young people's life chances, and enabling employment opportunities are important. However, as this objective is set for the next 5 years we will consider that we have made significant improvement when we rise above the Welsh average in the indicators noted below.

Linked to outcome	Evidence
1	Cumulative number of children accessing the Flying Start programme annually is above the cap number of 2483
1&3	Increased number of eligible working parents accessing the Childcare Offer funded places
1	Number of individual families benefitting from the Families First Programme
1	Number and % of participants who report improved emotional/mental Well-being (following the programme they participated in).
2	% of Primary School Attendance
2	% of Secondary School Attendance
2	% of Fixed Term Exclusions per 1000 pupils at Primary and Secondary Schools
7	% of Primary and Secondary school surplus places
3&4	% of Year 11 leavers from schools known to be not in education, employment or training (NEET)
4,5&8	Number of care leavers (16-18) engaged in the Progress Traineeship Scheme increases
5	Number of young people engaged in the Live Vacancy Events (2 per year)
5	Meet or exceed employability targets (as given for the BIW and Inspire programme)
6	The roll out of digital competency framework within our schools
2	Key Stage 4 Capped 9 point Score (new for 2019)
	Key Stage 4 A*-A (new for 2019)
2	Welsh Baccalaureate Skills challenge Level 1 and 2 (new for 2019)

**We have removed:** 5 measures for 19/20 because they are no longer collected and used by Welsh Government and replaced them with outcomes at key stage 4. We will report on the measures for the last time in our 2018/19 performance report.

For context where possible we will also view the National indicators for Wales below when we look at performance overall of this objective.

General Well-being Indicators-	Source of Data
Measurement of development of young children	Foundation phase profile

### Other relevant information

We recognise there are many other factors that help young people with education and wider life skills such as the ability to cook meals or to have good self-esteem. For example recent research (University of Strathclyde and Dundee) found intensive exercise improves the academic performance of teenagers. Whilst we cannot prioritise all these aspects programmes like our healthy schools and exercise programmes recognise these other aspects and are included in objective 3 and 5.

Information on schools and their performance within the county borough can be found at [www.mylocalschool.com](http://www.mylocalschool.com)





## 2. Enabling employment

### Outcomes

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1. Aim to reduce the impact of poverty by supporting people into better employment prospects.
2. Meet the targets of the European Social Fund programmes of getting people skilled and into work.
3. The Council will use the value of its third party spend to bring greater social and economic regeneration to the communities we serve.
4. Use investment in the housing stock to increase the number of skilled, qualified workers and tackle worklessness by providing apprenticeship, training and work placements with our in-house workforce and building contractors.
5. Ensuring local delivery of work programmes aligns and maximises opportunities from the Cardiff Capital Region City Deal.

## 2. Enabling employment

### Well-being Statement

This objective is about enabling people to be ready for jobs and to help prevent longer term problems that are associated with low skills and lack of employability. We want to contribute towards overall issues that affect employment within the local economy.

Before employment there are many related support programmes that help to get people in a position in order to be work ready, low level mental health needs, low motivation, lack of confidence and several other factors play a part in getting a person to a position where they are ready to train or write a CV or attend an interview. Several of our Families First, Flying Start and Supporting People projects (whilst not specific to employment) help to grow people's confidence and to give them a voice that puts them in a better state of mind to start looking at employment needs and opportunities.

It must be recognised that we cannot, as a Local Authority, solve unemployment issues as national economic growth is one of the key determinants in the availability of jobs. What we can do is help equip people with the skills and experience to provide the best chances for work. We can ensure our planning factors in support for business growth and that we understand and act on wider determinants of employment such as travel and accessibility to jobs.

Employment is still seen as one of the main routes out of poverty so it is important that we look at ways we can equip people for 'sustainable' and 'well paid' employment. Education is a key factor in this and we have outcomes to improve our standards of attainment within our Education objective.

During the course of our conversations with the public we met many citizens who told us a key area of concern was being able to have skills and access to employment. The local assessment of well-being told us that within the county borough we have 70% of males aged 16-74 years who are economically active and nearly 60% of females 16-74 who are economically active. This means we have 30% of males aged 16-74 who are economically inactive and approximately 40% of women 16-74 years of age who are classed as economically inactive.

*(The economically inactive are defined as people who are not in employment or unemployed. There are many reasons why an individual may be inactive, for example, they might be studying, looking after family or long-term sick)*

The proportion of males aged 16-74 years who were long-term sick or disabled was 8.6% in the county borough against the Wales average of 6.5%. The proportion of females aged 16-74 years who were long-term sick or disabled was slightly less at 7.8% against a Wales average of 6.0%.

Unemployment across many parts of the county borough is characterised by long term generational 'worklessness', most notably in those communities which may have been affected by widespread redundancy following past industrial closures. There also exists a growing issue of workless households, whereby cycles of negative attitudes towards employment are perpetuated throughout families, with significant impact upon the attitudes and prospects of future generations. For example the Upper Rhymney Valley community area contains a large proportion of the more deprived areas within the county borough, where unemployment is a major issue, with generations of families where no-one has ever worked. Data shows that rates

of unemployment by ward for males aged 16-74 years in Rhymney were significantly higher than the county borough average (6.6%) and the Wales average (5.5%) in most of the wards. People living within these communities will often experience numerous complex barriers to employment, including transport (the geography of the county borough makes this a particular problem for some areas), childcare, poor physical and mental health, low confidence, low skills, lack of education/qualifications, essential skills, poor motivation, domestic abuse and substance misuse. There is more detail on the data within our 'Caerphilly County Borough Area Assessment of Local Well-being' March 2017 which can be accessed online at <https://your.caerphilly.gov.uk/publicservicesboard/>.




The Office for National Statistics data (Jul 2016 – Jun 2017) shows that the number of people unemployed in the county borough (5.3%) is higher than the Wales (4.7%) and UK (4.6%) averages. The percentage of workless households is also higher. Being unemployed is known to have a detrimental effect on health and well-being, and is also linked to deprivation and poverty. Helping people into work will enable them to live independently, lift them out of poverty and help to promote good health and well-being.

Developing skills and achieving qualifications to take young people into employment is covered in our Education Objective and is critical to the achievement of this objective as **31.4%** of our adult residents do not hold any qualifications. Access to jobs by sustainable transport is addressed in our objective on transport.

### **Enabling Employability**

The Well-being Assessment involved talking with many citizens who made the connection between lack of opportunity, in particular job prospects and the link between education and training in helping to provide opportunities for jobs.

Within Caerphilly, a range of employability programmes are run, funded by both the European Social Fund (ESF) and Welsh Government, which are designed to improve employability across a variety of customer groups. Our **Education Objective** specifically provides actions for the programmes below which contribute to this objective and is summarised below:

-  **Inspire 2 Work** – links directly to our work with young people aged 16-24 who are not in education, employment or training and have no means of engaging with formal or informal education, training or employment.
-  **Bridges 2 Work** - tailored support for participants who are 25 + who are economically inactive, working in non-priority areas (this is not part of the programmes known as Communities for Work which operates in areas classed as deprived).
-  **Working skills for Adults 2** provides support for employed or self-employed aged 16+ with a view to gain further qualifications to upskill into better opportunities.

Central to the successful co-ordination of these programmes is a '**triage**' process, which forms part of the Communities for Work programme and provides a central point of referral, whereby customers seeking employment or skills can be referred in to designated triage staff who will then determine their eligibility for any one of the available employability programmes and refer them as appropriate. This approach ensures effective partnership working and a lack of duplication across the different employability programmes enabling the provision of a holistic employment service across the whole county borough, which is able to support all customers regardless of their individual eligibility criteria.

**Communities for Work** provide intensive mentoring support for unemployed customers within the most deprived areas (known as Communities First areas) of the county borough. The programme is funded by ESF and comprises a partnership between ourselves and the Department of Work and Pensions (DWP), whereby Employment Mentors based within the Council and Employment Advisers, based within DWP work together in cluster teams to provide intensive employability support to address the many complex barriers to employment which customers may experience.

Following the phase out of the Communities First programme in March 2018, the **Communities for Work Plus** programme was established to “fill the gaps” in terms of the employability support that was previously provided by Communities First. The programme formally started April 2018 and mirrors the service offered by Communities for Work by providing mentoring-based employability support for customers who do not meet the formal eligibility criteria of the existing ESF funded programmes, as well as providing a level of wraparound support for Communities for Work in the form of additional support to address the many complex barriers to employment that people face. In addition, the Welsh Government **Legacy** Fund was introduced to continue the legacy of Communities First for local communities. Within Caerphilly this funding is being used to support 8 Legacy areas, which have been prioritised as communities of highest need, requiring intensive engagement activity to access the hardest to reach individuals. Participants are encouraged to get involved in activities in their communities through the Legacy programme, as a means of increasing aspiration, confidence and knowledge, with the aim that they may then transition into the employment programmes.

### **Childcare Offer for Wales**

The New Welsh Government Childcare Offer is now available across the county borough and could bring huge financial savings for eligible parents earning the equivalent of 16 hours **or more** per week. From the term following their 3rd birthday, children could be entitled to 20 hours of government funded childcare. This is in addition to the 10 hours already provided by the part-time Foundation Phase and up to 30 hours of childcare during the school holidays. The Welsh Government funded childcare within the county borough at the moment could be instrumental in helping parents back into employment knowing their child care needs may be met.

### **Welsh Housing Quality Scheme (WHQS) Investment Programme**

We are committed to delivering the WHQS across all our 10,805 homes by 2020. We are also committed to delivering an ambitious transformation programme which will see a £200 million WHQS investment act as a catalyst to transform not only homes but also lives and communities throughout the area. We recognise that investment on this scale presents a unique opportunity to deliver added social, economic and environmental benefits to the people that live in homes and within our communities.

The investment programme provides an opportunity to link housing and regeneration outcomes through ensuring greater alignment between key strategic and operational programmes; through securing external funding to add to the existing investment programme; through engaging people and communities that may have previously been deemed ‘hard to reach’ and; through doing different things and doing them in a different way.

The procurement strategy and contract structure adopted has been designed specifically to drive the achievement of greater added value through community benefits. The structure seeks to maximise the Welsh pound, deliver greater social, economic and environmental benefits and impact, and provide the market with greater assurance and confidence by moving away from 'might be' framework contracts to 'will be' long term commitment contracts.

In order to achieve this ambition, we have included targeted recruitment and training requirements into WHQS internal works and supply partner contracts (this means we ask that our contractors to recruit and train people who are unemployed as part of the contract) we ask them to take a flexible approach to a suite of community benefits which includes a request to consider implementing the living wage, the creation of a fund to support local community groups, and activities to help facilitate the transfer of knowledge and experience within, and between, the private sector and local schools and colleges.

To date, 106 new full time job opportunities have been created across Caerphilly Homes (The Council's housing department) and a further 71 as a result of the work awarded to our WHQS internal works contractors and supply partner. The opportunities created, particularly by the Council, have directly benefited the local economy as approximately 80% of the workforce employed reside within the county borough and therefore spend their salary locally.

A total of 43 apprenticeship opportunities have also been created within the Caerphilly Homes team to support the delivery of the WHQS programme. An additional 15 have been created by the Council's internal works contractors and the supply partner.

In an attempt to ensure that the most disadvantaged people within the county borough are able to take advantage of the opportunities presented by the programme, we and our delivery partners have made available a number of work placement opportunities for people aged 16+ and who have been engaged via the Welsh Government's tackling poverty programme called Lift. 17 individuals from workless households have benefited from the integration of the WHQS programme with the delivery of 'Lift'.

Work placement opportunities have been created by our internal works contractors and sub contractors, together with Robert Price, the Council's WHQS supply partner, and E-On who are undertaking extensive external wall insulation and energy efficiency programme on behalf of Caerphilly Homes, funded by Welsh Government and ourselves in Lansbury Park.

A commitment of £50,000 per annum for a period of 5 years was made at the outset of the programme to assist those deemed furthest from the labour market to overcome barriers to employment. To date the funding has been used to add value to the employment support work undertaken by the Community Regeneration Team and the delivery of 'Lift'. Moving forward, the funding will complement the delivery of the new employment support programmes recently announced by Welsh Government (Legacy, Communities 4 Work and Communities 4 Work Plus) and support the most vulnerable tenants on their journey towards employment.

## **Procurement**

We spend around £170m per annum on third party expenditure which provides opportunities for making better links with what we can do to support the local economy. We are committed to ensuring we achieve value for money from our third party procurement expenditure. So we recognise the value of using purchasing to support wider cultural, social, economic and

environmental objectives, in ways that offer real long-term benefits to the community. Our 'Programme for Procurement' will be a living strategy, flexible, adaptable and alive to the changing environment will detail specific actions to bring this about.

Our Objective has a mixture of practical and short to mid term actions such as providing skills that help people to get ready for employment, however there are also wider determinants and longer term actions that need to take place, in the shape of our draft **Regeneration Strategy – 'A Foundation for Success' 2018-2023**. Caerphilly County Borough and the wider Cardiff Capital Region is entering a period of transformative change, the need for a strategy to coordinate a wide range of initiatives and make best use of funding streams is urgent in order to maximise the potential benefits to the county borough.

Whilst there are different routes to transformation the strategy recognises how important our Foundational Economy is. The 'Foundational Economy' is an official name for business activities that we use every day and see all around us, such as shops, social and child care and food industries, energy and housing. It is important this is not overlooked in partnership plans to regenerate the area because these sectors generally represent 40% of the labour market across the UK and make a substantial contribution to South Wales and Caerphilly county borough. The 'Foundational Economy' provides essential services whose loss would be felt and affect the well-being of our citizens whether it's the loss of a village shop or the closure of a care home. The other benefits of this type of business is that it is relatively stable, so offers some protection against external economic shocks and is relatively evenly spread across Wales.

The Strategy has a wide range of priorities from creating employment, promoting digital connectivity, increasing entrepreneurship and improving access to employment. 'A Foundation for Success' identifies a series of actions that are required to deliver improvement and growth and this will form the basis of the Delivery Plan. The Strategy will be supported by a set of plans, one of which is the 'Caerphilly Basin Master Plan'. Along with aspects such as tourism and transport Caerphilly has the potential to be a key metro hub due to its central location in the region and the Master Plan sets out how this opportunity can be carried out. The area of Caerphilly and Ystrad Mynach has been identified as a Strategic Hub by the Welsh Government Valleys Task Force as an area where public money can be focused to provide opportunities for the private sector to invest and create new jobs. The Strategy provides the opportunity for the Council to coordinate its own activities but equally important is that it involves a multi agency approach and a commitment from partners to coordinate activity in order to achieve cost effectiveness, reduce duplication and maximise the benefits to the county borough.

### **Regional 'Skills for the Future' CCRC project**

A significant growth in skills shortage vacancies is forecast in key sectors (for example manufacturing, financial and construction) and in digital skills in almost all sectors. Furthermore employer surveys have cited untapped recruitment potential in the private sector, particularly amongst small and medium term enterprises, (SME's) and reasons are wide ranging. SME's are particularly significant to the regional economy as they make up about 95% of companies and are the biggest creator of jobs but at this time many face skills gaps and are experiencing recruitment issues. Increasing the number of apprenticeships and graduates is perceived as a challenge. There is also a lack of awareness of what is on offer and as we noted in our Education Objective, there are less students studying in areas such as engineering and digital skills. Surveys of SME's showed 71% would be interested in hiring apprentices with some additional support.

Evaluations from other parts of the country that carried out school engagement and support for SME apprenticeships (Leeds City Region) estimated the long –term economic value of each apprenticeship was 22 times the initial cost of implementing apprenticeships.

Graduate migration patterns routinely show low pay as a factor that causes graduates to leave Wales and cite the lack of opportunity to get well paid jobs in the private sector, which is causing an over reliance on the public sector. The ‘Skills for the Future’ project looks to pilot a range of activities (building on existing practice) to include: a business and skills brokerage service, school engagement, access to apprenticeship and graduate internships, plus additional support and incentives for SME’s, to increase the number and range of employment opportunities and greater alignment between the skills of the labour market and the skills needed by industry.

The Growth and Competitiveness Commission made recommendations that the Learning Skills and Innovation Partnership known as LSKIP (of which we are a member) under the umbrella of the proposed Employment and Skills Board could look to co-ordinate the current funding streams to invest in skills that support people from all ages into work. This is important because existing workforces need upskilling so workers of today are included in future proofing the economy. The Bevan Foundation, Joseph Rowntree Foundation and Growth and Competitiveness Commission all note that a targeted approach to careers advice could also help reduce poverty – which costs the Cardiff Capital Region an estimated £2.2bn a year. This presents an exciting opportunity to make wide sweeping changes for the quality of life for people living, studying and working in the region.

## **How we used the ‘5 ways of working’ to set this Well-being Objective?**

**Involvement** – Those that are involved in the achievement of this objective are many and diverse, from our WHQS contractors, to the Job Centre and the Department of Work and Pensions who refer people to us for our ‘triage service’ so we can find the best programme of help. We have an Education and Training Forum and a European Social Funding steering group that meets regularly to bring all the key partners together. An area for development in achieving our objectives would be to enable greater involvement within the private sector to meet their needs in order to help people into sustainable jobs.

**Long Term** - The objective is over 4-5 years but the benefits for upskilling and enabling people into sustainable and well paid jobs has a clear link to improving quality of life and lifting people out of poverty. This begins with education such as literacy and numeracy and moves on through a range of experiences and skills to become work ready. An area that presents a barrier to the long term planning is the life cycle of grant funding which is funded on a yearly basis. This means it can be unclear if the funding will be available after that time and often learning and training needs to take place over a longer period (2-3 years). Changes to the period of government funding would enable better planning to take place to support this way of working.

**Collaborate** – This objective cannot be achieved in isolation as it deals with the complexity of human nature, quality of life and wider economic determinants from a national and local level. The City Deal is a multi partnership programme which has a learning and skills sub group that aims to make sure the local current employment programmes connect to the wider needs which are recognised as ‘growth areas’ in business. In other words if there is growth in the economy, example in financial services, then the skills and training need to recognise and reflect this so they align. Regeneration actions cannot be carried out in isolation, this objective is built on the principle of collaborating.

**Integration** – In identifying this objective we have considered how this would support other organisations objectives and we found there is a significant benefit to other organisations objectives, such as the Job Centre and DWP whose purpose is to enable people into employment. At a local level if there is more money going into the economy this supports local business. From a health perspective a satisfactory job and contribution to society have been shown to provide positive benefits in improving and sustaining good mental health which can reduce the need for mental health services.

**Prevention** – The complexity of the problem we are trying to solve requires a long term and multi partnership approach, from helping young people in early years to education attainment and skills for adults such as digital skills, using our purchasing power and business contracts to promote apprenticeships, understanding the issues of planning at a town and county borough level to stimulate business growth, and to make sure we are joining up with relevant programmes like the Cardiff Capital Region City Deal.

The potential Housing Investment Fund under the City Deal for example, looks at stimulating the SME sector by providing loan development funding and a Custom Build scheme to release smaller pots of public sector land. This can safeguard and create new jobs by increasing the level of spend across the construction sector, it also makes connections by supporting SME’s through good quality housing and the ability to attract skilled workers so we connect what we do with what is needed to make the most of these transformative agendas.

### What steps will we take to achieve this Well-being Objective?

There will be a detailed action plan to aid the delivery of this objective over the next 4-5 years. In the meantime below we highlight some of the main actions that we will take over this time:

Outcomes	By When (2018-2023)
<b>1: Aim to reduce the impact of poverty by supporting people into better employment prospects</b>	
<b>2. Meet the targets of the European Social Fund programmes of getting people skilled and into work</b>	
Develop the Communities for Work and Communities Work Plus programme to meet the targets of sustainable employment.	2018-2019
Develop the Delivery Plan for the Foundation for Success Strategy which will identify actions from small scale projects through to major complex programmes.	2018-2023
Develop (following consultation) the Caerphilly Basin Master Plan.	2018-2023
<b>3: The Council will use the value of its third party spend to bring greater social and economic regeneration to the communities we serve</b>	
Develop the Councils Programme for Procurement.	2018
Develop appropriate guidance to assist suppliers on how to identify social and economic benefits.	2018/19
Develop an effective mechanism to record social and economic regeneration.	2019



Outcomes	By When (2018-2023)
<b>4. Use investment in the housing stock to increase the number of skilled, qualified workers and tackle worklessness by providing apprenticeship, training and work placements with our in-house workforce and building contractors</b>	
<ul style="list-style-type: none"> <li>○ Create apprenticeships and work placements in the Housing Repair Operations team linked to succession planning and skill gap practices</li> <li>○ Create apprenticeships, employment opportunities and work placements as part of the WHQS investment programme</li> </ul>	Annually recurring from 2017 onwards
<b>5. Ensuring local delivery of work programmes aligns and maximises opportunities from the 'City Deal'.</b>	
To agree to the principle of a) Creation of regional Housing Investment Fund that will help to support work for the small and medium size building sector. b) Agree the principle of a Custom Build scheme, Plot Shop. Once principles are agreed full business cases and governance arrangements would then be implemented.	2018-19
To agree as part of the CCRC partnership the allocation of development funding to pilot a range of proposals for the 'Skills for Future' fund.	2018

### Why we consider that our Well-being Objective will maximise our contribution to the National Well-being goals

A **Prosperous** Wales develops a skilled and well educated population. We need our young people and adults to have greater vocational or non vocational skills in order to have better paid jobs and job satisfaction that contribute to the community leading to a better quality of life. This connects to our objective on transport and accessibility. An important part of employment is good transport infrastructure and links to provide easier access to well paid and sustainable jobs. This work is about helping all young people (and adults) reach their potential and so underpins a more **Equal** and **Healthier** Wales. Employment both locally and as part of the regional plans through a wide range of support maximises contribution towards a **Globally Responsible** Wales

Success in this goal is fundamental to supporting a range of other public bodies, for example the Department of Work and Pensions has five objectives, two of which are to:

1. Support economic growth and improved productivity by ensuring work always pays and people are supported to find and progress in work
2. Help reduce the disadvantages faced by disabled people and people with health conditions through the welfare system and labour market.

This is aligned with our own Regeneration Strategy and the goals of the City Deal.



### How we will resource this Well-being Objective;

- ✚ The Adult Education European Social Fund grant is currently £755,058 to April 2019 and match funded with Welsh Government direct grant to improve NEETS.
- ✚ European Social Fund grant, currently £344,216 to April 2020. Match funded with Welsh Government direct grant to upskill low skilled and paid workforce throughout Caerphilly.

- ✚ Communities for Work (ESF), £1,298.672, funding has been extended to March 2023  
Communities for Work Plus, currently £856,754 to April 2018-2019 has now been extended to March 2020 with a funding extension of £733,873. (Total Grand 2018-2020 of £1,556,289).
- ✚ The Cardiff Capital Region City Deal is a £1.2 billion programme which has a range of allocations towards the various potential projects. The Skills for the Future project has a provisional development allocation of £2,247, 882 if agreed in principle.

### When will the objective be completed?

This objective will be ongoing as part of a whole county borough partnership approach. Many of the wider regeneration actions are based on projects that are judged at this time by completion of milestones and the effectiveness of them will need to be evaluated. However we will consider success when:

- We have virtually all pupils in education, employment or training.
- Employability targets (as given for the Bridges2 work and Inspire programme in the Education Objective are met or exceeded).
- Employability targets for the Communities for Work programme are met or exceeded

Linked to Outcome	Evidence
<b>1&amp;2</b>	Priority 1 (Adults aged 25+) Target 2018/19 Engagements <b>240</b> , Job Entries <b>24</b>
<b>1&amp;2</b>	Priority 1 (Adults aged 25+) Target for 2019/2020 Engagements <b>240</b> , Job Entries <b>48</b>
<b>1&amp;2</b>	Priority 3 (Young People/NEETS aged 16-24) Target 2018/2019 Engagements <b>96</b> , Job Entries <b>96</b>
	Priority 3 (Young People/NEETS aged 16-24) Target 2019/2020 Engagements <b>48</b> , Job Entries <b>48</b>
<b>1&amp;2</b>	Employability aims for the new Communities for Work Plus programme are met or exceeded (actual targets are not yet confirmed)
<b>3</b>	We will develop new Performance Measures as part of our developing 'Programme for Procurement'
<b>4</b>	The number of apprenticeships, work placements and employment opportunities provided
<b>4</b>	WHQS - The number of apprenticeships, work placements and employment opportunities provided
<b>5</b>	The Supporting People programme has 11 outcome measures one of which relates to people being engaged in employment or voluntary work – these are reported twice a year to Welsh Government

For context we will also review the National indicators for Wales below as part of this overall objective

General Well-being Indicators-	Source of Data
Percentage of people in employment.	Annual Population Survey
Percentage of people in education, employment or training, measured for different age groups	Welsh Government Measures of Participation
Percentage of people living in households in material deprivation.	National Survey of Wales
Percentage of people living in households in income poverty relative to the UK median, measured for children, working age and those of pension age.	DWP

### Other relevant information

A 'Valleys Taskforce' was set up by the Welsh Government to look at how investment in the Valleys will be delivered over the next five years. In particular the Taskforce will address uncertainties around investment funding, such as that previously received from the EU. The Taskforce will work closely with the Cardiff Capital Region to harness the potential of new initiatives such as the Metro, and to enhance the valleys' unique and diverse landscape as a tourism destination.

The main priorities for the Valleys Taskforce will be: eradicating poverty and, creating work and improving quality of life. Looking to the future the Taskforce will seek to create a sense of aspiration, vibrancy, and confidence in the future.

As such a high level plan has been set up 'Our Valleys, Our Future', which is supported by £100 million of Welsh Government investment over 10 years. The Valleys Task Force Vision is to close the employment gap between the South Wales Valleys and the rest of Wales by helping an additional 7,000 people into work.



**3. Address the availability, condition and sustainability of homes throughout the county borough and provide advice, assistance or support to help improve people's well-being.**

## **Outcomes**

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- 1a) All council housing is improved to meet the Welsh Housing Quality Standard by 2020.
  - 1b) Implement an asset management strategy to maintain the condition of the housing stock following WHQS attainment (December 2020).
  2. Increase the provision of new, affordable, social housing that meet the 'Lifetime Homes' principles and identified needs, whilst supporting the governments' innovative housing programme.
  3. Deliver adaptations to support the health and well-being of people in their homes and maximise the delivery and appropriate use of accessible homes.
  4. Increase the supply of housing by supporting opportunities to bring long-term, empty homes in the private sector back into use.
  5. Tackle the determinants of poor health and wellbeing by improving housing conditions in the private sector.
  6. Prevent homelessness and tackle rough sleeping.
  7. Sustaining tenancies by providing a range of housing related services.
  8. Help reduce fuel poverty by making homes more energy efficient and providing people with advice on how best to heat their homes.
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### **3. Address the availability, condition and sustainability of homes throughout the county borough and provide advice, assistance or support to help improve people's Well-being**

#### **Well-being Statement**

All statistical information in this paragraph has been accessed from Info Base Cymru and relates to Caerphilly county borough, unless specified otherwise. There are 78,714 dwellings in the county borough (Mar 2016) – 13.8% local authority, 4.9% housing association 71.1% owner-occupied and 10.3% privately rented. 36% of housing is terraced, which is above the all Wales average. Average house prices have increased by £9,506 since September 2016 to £130,651 in September 2017. The average weekly gross pay for full time workers is £488.80, below the all Wales average of £505.90. The percentage of working age people who are benefit claimants is 17.3%, higher than the all Wales average of 14.4%. Life expectancy for males (77.8) and females (81.2) is below the all Wales average (males 78.4 and females 82.3). In 2016, there were 10.0 deaths per 1,000 residents, compared with 10.6 for Wales. The percentage of adults reported in the Welsh Health Survey as being currently treated for a mental illness was 16%, compared to 13% for Wales.

The issues we are trying to address through this objective are complex and multifaceted and cannot be addressed through one single action. In this next section we outline, in turn, why we have chosen each outcome to realise the objective:

#### **1a. All council housing is improved to meet the Welsh Housing Quality Standard (WHQS) by 2020 & 1b) Implement an asset management strategy to maintain the condition of the housing stock following WHQS attainment (December 2020).**

Research has consistently demonstrated a strong link between housing, health and well-being. Investment in the housing stock will allow the council to contribute to the health and well-being of the tenants, whilst fulfilling its statutory requirements. The council has a housing stock of 10,805 properties comprising approximately 13,000 tenants and is investing approximately £220m in bringing all homes up to the Welsh Housing Quality Standard by 2020. The investment in the stock will contribute to our aim of improving homes, lives and communities.

#### **2. Increase the provision of new, affordable, social housing to meet identified needs whilst also supporting the government's innovative housing programme**

Our most recent assessment of the housing market (2015) showed a requirement for affordable housing in the county borough by property type and size and area. It showed that by far the largest requirement was for general needs, single person accommodation. Over 5,000 households are currently on the common housing register waiting to be rehoused. The overall demand for affordable housing currently outstrips supply. Funding from Welsh Government allows us to partially address identified needs, in partnership with the housing associations, through the housing development programme. Welsh Government has acknowledged the need to increase the number of affordable homes built in Wales to meet housing needs and has a target of 20,000 over its term of office. It has ring-fenced funding under the innovative housing programme to develop homes for the future that are cheaper to heat, more environmentally friendly and capable of responding to demographic change.

The funding allows house builders, housing associations and local authorities to explore new ways of working to build homes more quickly and more sustainably. To date, two housing associations have received innovative housing funding to develop one scheme each in the county borough. Welsh Government have also made funding available under the Shared Ownership / Rent to Own model as well as Health and Housing model, designed to address the needs of older persons, children with complex needs, carers, persons with learning difficulties and dementia.

Lifetime Homes is a set of standards that are required by Welsh Government when homes are built. They are designed within the principles of inclusivity, accessibility, adaptability, sustainability and good value. This means for example wider doorways, sockets at wheel chair height and particular attention to the way movement would circulate in hallways and stairs. It is based on a principle of 'cradle to grave' so homes can adapt to accommodate changing needs which means people do not have to be moved when life changes occur.

In the longer term the Cardiff Capital Region Joint Cabinet (CCRJC) are looking at agreeing a set of principles for a potential 'Regional Housing Investment Fund'. The CCRJC recognise that across the region we need more homes to be built and that finance can be a barrier particularly for small and medium term builders. A flexible fund could support builders ranging from housing sites that may have stalled, to funding development of brownfield sites as this could help make builds more viable.

If the principles of a 'flexible fund' are agreed, the CCRJC would explore working with Welsh Government and the Development Bank for Wales for ways to progress a 'Housing Investment Fund'. As a new idea and a long term aspiration this could come to fruition out of the time frames of this plan, however in adopting a greater forward thinking approach we recognise the power of this regional approach in supporting achievement of this outcome.

### **3. Deliver adaptations to support the health and well-being of people in their homes and maximise the delivery and appropriate use of accessible homes**

Adaptations are provided to enable a disabled person to live safely and independently in their own home. A suitable home also promotes good health and well-being. Providing adaptations can reduce costs associated with social and health care. Meeting the needs of disabled people complies with the council's duties under the Equality Act 2010. Welsh Government estimates show that for every £1 spent on housing adaptations a £7.50 saving is created for health and social services. There is a lack of suitable housing in the county borough to meet the needs of disabled people and, as a result, disabled people may live in unsuitable accommodation.

Accessible housing contributes to the health and well-being of the disabled person and their carers and promotes independence. It also can reduce costs associated with social care for example through timely housing adaptation which can reduce admissions to residential care. Accessible housing is not only being created within new housing developments, but also as a result of significant investment in adaptations to existing properties across all tenures to ensure that these properties are best used for those in need.

#### **4. Increase the supply of housing by supporting opportunities to bring long-term, empty homes in the private sector back into use**

There are over 900 privately owned properties in the county borough that, for a variety of reasons, have been empty for longer than 6 months. Whilst a healthy functioning housing market will include a proportion of vacant dwellings, empty properties are a wasted resource for both the owner and households seeking housing. If left vacant and unmaintained the physical condition can deteriorate and the property may become a nuisance for people living in the locality. Returning long-term empty properties into use can increase the supply of housing and lift the visual appearance of an area. Welsh Government has a target of returning 5,000 long-term empty properties in the private sector back into beneficial use during its current term in office.

#### **5. Tackle the determinants of poor health and wellbeing by improving housing conditions in the private sector.**

Nearly 70% of all housing in the county borough is owner-occupied and the size of the private rented sector in the county borough has doubled between the last two Censuses (from 4.3% to 10.7%). The sector provides homes for many people and is predicted to grow larger than the social rented sector by 2020. The condition of housing and the quality of management in the sector varies considerably, something which is being addressed by the introduction of new legislation, Rent Smart Wales and the council's statutory enforcement function. The development of a vibrant private rented sector provides options to meet people's housing needs and contributes towards the successful delivery of council's homelessness prevention function. Good quality housing also contributes to good health and Well-being. The type and quality of the housing in the sector varies from traditional terraced housing to new private developments. Many households do not have sufficient income to maintain their home when it falls into disrepair and could be living in conditions, which are detrimental to their safety, health and well-being. Housing in disrepair can also have a negative visual and anti-social impact on communities in which they are situated. Various support measures are required to provide owners with affordable options for improving their properties.

#### **6. Prevent homelessness and tackle rough sleeping**

Homelessness is detrimental to both physical and mental health. Being homeless can increase a person's chances of taking drugs or experiencing physical or mental health problems. The law on homelessness changed in April 2015 requiring local authorities to adopt a more preventative approach. Since this change the number of people in the county borough requiring assistance with their homelessness situation or known to be sleeping rough has increased, despite the additional services we have put in place. Relieving homelessness and the need to sleep rough will reduce costs to the council, the criminal justice system and the health service.

#### **7. Sustaining tenancies by providing a range of housing related services.**

Research has shown that the incidence of poor mental health is higher for social housing tenants than homeowners. Social landlords in the county borough have noted an increasing number of new tenants with a mental health condition requiring support to maintain their tenancy. Providing housing related support can help promote health and well-being, and prevent the tenancy from failing, which could result in homelessness or admission to hospital. This could reduce costs associated with void properties, homelessness, social care and health.

The Welfare Reform Act 2012 brought about wholesale reform of the benefits system. Reforms include capping the amount of benefits households may receive, the so-called 'bedroom tax' affecting social housing tenants and Universal Credit, which combines several benefits into one payment, paid monthly. The effects of the reform have been that many households have had their income reduced and may be struggling to pay their bills, eat healthily or adequately heat their homes. A very high percentage of council housing tenants are benefit dependent and have been affected by the changes. Providing support to tenants to mitigate the impact by helping to maximise income and budget effectively will help to sustain tenancies and contribute to the health and well-being of those affected by the reforms. The Supporting People programme currently supports approx. 5000 people to help them remain independent and in their own home with support on a range of areas such as budgeting, maximising income, access to services and finding work.

## **8. Help reduce fuel poverty by making homes more energy efficient and providing people with advice on how best to heat their homes**

Fuel poverty affects people on low incomes who are unable to adequately afford to heat their homes. People in fuel poverty will be more susceptible to poor health and well-being. Rising energy costs mean that more people will be at risk of fuel poverty. Many households in the county borough are on low incomes and may be struggling to adequately heat their homes. Providing advice to people on how best to heat their homes, making homes more energy efficient, including the development of new energy efficient homes, and the use of new technologies can help to reduce the overall level of fuel poverty in the county borough.

### **How we used the '5 ways of working' to set this Well-being objective**

**Involvement** – Given that a range of outcomes make up this objective, it is likely that there will be different groups associated with different outcomes. In order to ensure the outcomes are successful we will involve a wide range of people including homeowners, private rented sector and council tenants, tenants and residents associations, Caerphilly Homes Task Group, private sector landlords, public sector bodies, housing associations and third sector organisations. The Supporting People programme commissions over 36 providers (such as Gofal, Homestart and Llamau) and runs approximately 86 projects and schemes. This involves many partners in helping people with a wide range of needs.

**Collaborate** – In order to facilitate successful outcomes, we will collaborate with a range of different organisations and people. These include Welsh Government, Rent Smart Wales, internally with other departments, regionally with other local authorities, building contractors, housing associations, third sector organisations, local churches, private sector landlords, empty property owners and Credit Unions. We acknowledge that the constraint on public sector finances means that this is an area we will want to do more of to share resources and achieve joint outcomes. For example we commission the Citizens Advice Bureau to help people to become 'confident with cash' which support the long term for their quality of life and acknowledges the early prevention element of managing debt.

**Long term** – Housing is a long-term social need and therefore, the housing and services we provide are set within this context. The outcomes we are attempting to achieve in the short to medium term will ensure that housing is sustainable (cost, quantity, quality, condition and



suitability) for people to occupy over the longer term, whilst minimising the effects on the environment and contributing to the health and well-being of our communities. Support for longer term solutions may be in part come from the City Deal and in particular the potential 'Housing Investment Fund'.

**Integration** – Given that the provision of good quality housing is central to the good health and Well-being of the population, it is likely that this objective will impact on the successful outcome of other bodies' objectives. The provision of good quality housing is, therefore, likely to have a positive impact on the budgets and priorities of other public bodies such as the local health board.

**Prevention** – Preventing people from becoming homeless by providing access to good quality accommodation and related services, creating communities that are sustainable and resilient, all impact positively on health and well-being. The part of the objective that concentrates on improving homes (WHQS) will also help to tackle local unemployment and is detailed in our Employment Objective. Lifetime Homes takes a 'cradle to grave' look at design of homes so is 'prevention in action'.

The aim of improving lives and communities with an improved look and feel of the environment can help to prevent anti-social behaviour when people have pride in where they live. The provision of specialist accommodation and adaptations for disabled people links closely to Health Services prevention agenda by reducing the need for hospital admissions / residential care placements.

We run a Welsh Government funded 'Supporting People' programme which was introduced in 2003. This service supports everyone to prevent homelessness and provides a wide range of housing related support for anyone who is homeless or potentially homeless. Every service that is offered is based on the principle of prevention, from money advice to helping complete benefit forms, to providing support for women fleeing domestic violence to name just a few. .

### What steps will we take to achieve this Well-being Objective?

Outcomes	By When
<b>1a. All council housing is improved to meet the WHQS by 2020</b> <b>1b. Implement an asset management strategy to maintain the condition of the housing stock following WHQS attainment (December 2020.)</b>	
Develop a WHQS housing strategy.	2018
<ul style="list-style-type: none"><li>• Deliver the annual capital investment programme for both internal and external works.</li><li>• Ensure compliance with Charter for Trust standards.</li><li>• Comply with Part 6 of the WHQS by undertaking environmental improvements to make communities attractive and safe and Part 7 by undertaking adaptations where a need is identified.</li><li>• <b>1b</b> - Agree a planned maintenance programme to ensure the WHQ Standard is maintained for the future post 2020.</li></ul>	Annually recurring to 2020  Post 2020

<b>2. Increase the provision of new, affordable, social housing that meet the ‘Lifetime Homes’ principles and identified needs, whilst supporting the governments’ innovative housing programme.</b>	
Produce a Housing Strategy which provides a framework for the provision of housing and related support.	2018/19
Complete the Local Housing Market Assessment which will identify the number, type and location of homes required and will help look at solutions.	2017/18 then every 2 years
Produce and submit quarterly to Welsh Government the programme delivery plan, based on the evidence of housing need.	Every Year
Obtain a decision by the Council in support of the development of new affordable homes.	2018
Review designation of council accommodation for smaller households in light of changing demands.	2018/19
Housing associations to complete bid for innovative housing programme Phase 1 and submit planning applications.	2018
Housing associations complete bid for innovative housing programme Phase 2 To submit planning application, Development to start on site - Phase 1.	2018/19
Start on site for innovative housing programme – Phase 2: <ul style="list-style-type: none"> <li>○ Develop 38 units to Passivhaus standard at the former Caerphilly Magistrate’s Court (Linc Cymru)</li> <li>○ Develop 17 units to Passivhaus standard at the former Cwm Ifor primary school (United Welsh)</li> </ul>	2021/22
Complete an evaluation of the Passivhaus and Beattie Passive schemes.	2021/22
Complete Options Appraisal for remodelling 6 sheltered housing schemes that better meet the needs and aspirations of older people.	2021/22
<b>3. Deliver adaptations to support the health and well-being of people in their homes and maximise the delivery and appropriate use of accessible homes.</b>	
<ul style="list-style-type: none"> <li>• Provide appropriate minor works of adaptation across all tenures by expenditure of the available Social Services budget.</li> <li>• Provide appropriate major works of adaptation in public and private sector housing via the spending of available capital funding and Welsh Government ENABLE funding.</li> <li>• The provision of discretionary relocation grants in cases where the existing property is not suitable to adapt to meet the needs of the disabled resident.</li> <li>• Continued partnership working with Care and Repair enabling the elderly and infirm to receive additional assistance via a range of initiatives including the Rapid Response Adaptations Programme and Independent Living Grant.</li> <li>• Complete the ongoing categorisation exercise to identify accessibility levels of the social housing stock owned by the council and its partner landlords.</li> <li>• Develop enhancements to the common housing register in relation to the medical</li> </ul>	2018 - 2023

<p>coding of properties available for social rent via both our own stock and that belonging to our partner landlords.</p> <ul style="list-style-type: none"> <li>• Improve accessibility of current stock that lends itself to meeting demand for accessible housing.</li> <li>• Work with housing association partners and the occupational therapist (housing) to deliver accessible housing.</li> </ul>	
<p><b>4. Increase the supply of housing by supporting opportunities to bring long-term, empty homes in the private sector back into use.</b></p>	
<ul style="list-style-type: none"> <li>• Providing assistance to support bringing long-term empty homes in the private sector back into beneficial use including use of loans.</li> <li>• Engagement and enforcement action against owners of long-term empty homes in the private sector, where appropriate, in order to return them into beneficial use.</li> <li>• Targeting the owners of empty properties with ad hoc initiatives such as letter drops and private sector leasing.</li> </ul>	<p>As and when need arises</p>
<p><b>5. Tackle the determinants of poor health and wellbeing by improving housing conditions in the private sector.</b></p>	
<ul style="list-style-type: none"> <li>• Provide assistance to and raise awareness of private sector landlords as to the availability of assistance, via the Arbed scheme and other grant funded energy initiatives.</li> <li>• To install external wall insulation and associated measures, boiler replacement and loft insulation if required.</li> <li>• Administering assistance to home owners via loans and grant aid.</li> <li>• Working in partnership with credit unions to ensure loans for homeowners are affordable.</li> </ul>	<p>2018/19</p>
<ul style="list-style-type: none"> <li>• Administering financial assistance to landlords via loans and conversion grants.</li> <li>• Enforcement of housing legislation to ensure minimum standards are met in the private rented sector both in properties in single and multiple occupations, including repair, prohibition and demolition, where appropriate.</li> <li>• Working in partnership with Rent Smart Wales to drive up standards in the private rented sector.</li> </ul>	<p>Annually recurring</p>
<p><b>6. Prevent homelessness and tackle rough sleeping</b></p>	
<p>Work in partnership with local authorities in the region to produce a Regional Homelessness Strategy and local action plan.</p>	<p>2018/19</p>
<p>Pilot a shared housing project for single people under 35 and evaluate its success.</p>	<p>2018/19</p>
<p>Provide tenants with floating support to assist with tenancy sustainment.</p>	<p>Ongoing</p>
<p>To undertake a Church's night shelter project between (December to March) each year to help tackle rough sleeping and work as part of the 'Housing First' Regional Homelessness Strategy.</p>	<p>2018-2023</p>

Explore potential model of 'Housing First' to reduce the level of homelessness for people who are unable to maintain tenancies due to mental health, substance misuse or chaotic lifestyles.	2018/19
<b>7. Sustaining tenancies by providing a range of housing related services.</b>	
Provide training for all frontline housing staff in mental health training and to support people sustaining their tenancies.	2018/19
As part of the review our housing management policies and procedures take into consideration of mental health issues.	2018/19
<ul style="list-style-type: none"> <li>○ Work with Disability Organisations to review signposting arrangements.</li> <li>○ Work closely with the Supporting People Team to identify additional support services.</li> <li>○ Coordinate advice offered to ensure that there is no duplication or gaps.</li> <li>○ Review the information we provide on our website to ensure it is up-to-date.</li> <li>○ Provide help to tenants to enable them to budget effectively, to claim the correct welfare benefits and to mitigate the consequences of welfare reforms.</li> <li>○ Refer tenants in need of money and debt advice to the right agencies.</li> <li>○ Provide advice to tenants on energy usage and other measures to help save money.</li> </ul>	Annually recurring
Run the 'Confident with Cash' project (provided by Citizen's Advice) to provide finance / debt management and welfare benefit to families who have disabilities or are part of 'team around the family' projects. Run similar projects to support those families with housing related needs.	2018-2020
Continue to commission specific agencies to assist those with benefit claims and appeals including Employment Support Allowance and Personal Independence Payment.	2018-2023
<b>8. Help reduce fuel poverty by making homes more energy efficient and providing people with advice on how best to heat their homes</b>	
Submit bids to the Welsh Government under Arbed or other energy efficiency initiative funding to carry out energy efficiency improvements in the private and public sector.	2017/18
Provide advice to tenants on energy saving measures and energy usage and installations	Upon request

### **Why we consider that our Well-being Objective will maximise our contribution to the National Well-being goals**

This objective is wide ranging and multifaceted. We know that the provision of good quality housing and related services has positive health and well-being outcomes, provides a safe and secure place to live, promotes vibrant and sustainable communities, provides employment and training opportunities and minimises the impact on the environment.

Achievement of this objective supports education improvement because good homes and neighbourhood conditions can help young people to achieve. Reduced exposure to traffic, noise and air pollution and designing homes with minimum energy needs (water, fuel) contributes to a healthier Wales and one of cohesive communities. Housing can be designed so people can be

physically active in their homes and research shows there are links between housing issues and physical and mental well-being, particularly linked to poverty, which is recognised within the Welsh Government's 'Prosperity for All' National Strategy 2017 as housing is one of the strategy's priority areas. We have identified that the successful accomplishment of this objective maximises contribution to all the 7 National Well-being Goals.



## How we will resource this Well-being Objective

We will resource our actions using a range of different funding sources some of which are noted below:

- ✚ WHQS investment programme using rent paid by our tenants, monies from Welsh Government (Major Repairs Allowance), prudential borrowing and any other income we may receive.
- ✚ Providing apprenticeship places, employment opportunities and work placements using the Housing Revenue Account and WHQS funding.
- ✚ Affordable housing development using Social Housing Grant funding from Welsh Government (capital and revenue) and private funding accessed by the housing associations.
- ✚ Piloting the build of energy efficient, sustainable homes using Innovative Housing Programme funding bids from Welsh Government and private funding accessed by housing associations.
- ✚ Providing adaptations using Welsh Government and Council funding (General Fund and Housing Revenue Account).
- ✚ Improving conditions in the private rented and owner-occupied sectors using funding from Welsh Government and the Council (General Fund).
- ✚ Supporting the return to use of long-term empty properties in the private rented sector using funding from Welsh Government and the Council (General Fund).
- ✚ Preventing homelessness and tackling rough sleeping using transitional funding from Welsh Government and Council funding (General Fund).
- ✚ Supporting People Programme is funded by Welsh Government grant £6,232,790 and provides support to tenants using funding from the Housing Revenue Account and the Supporting People programme.
- ✚ Training will be provided to existing staff on safeguarding, mental health, energy efficiency and financial management
- ✚ Support will be provided to residents by using existing staff including tenant liaison officers, tenant support officers, liaison officers and estate management officers.
- ✚ Reducing fuel poverty by raising awareness of and using energy efficiency grant funding from Welsh Government, WHQS funding and external sources of funding, for example energy companies.

There are a number of challenges, varying in size and complexity, which may affect the successful outcome of this objective. For many of these challenges the Council has little or no influence over.

The main challenges include national economic, welfare and housing policy frameworks (Welsh and UK Government), demographic changes, staff capacity to priorities existing tasks and take

on new tasks, the requirement to satisfy the Council’s Medium Term Financial Plan priorities and in-house expertise to make best use of exploring new and emerging technologies.

### When will the objective be completed?

Developing sustainable housing and housing related services is an ongoing journey and, although, methods and government policy may change, the cause and effect on well-being within housing does not have an end date. However, over the next 5 years we will have made significant progress when the following actions have been successfully completed:

Objective Success	Date
We have completed the Local Housing Market Assessment (which will provide an evidence base for our Housing Strategy) going forward.	2017/18
We have a completed Housing and Regional Homeless strategy which we are delivering on.	2018/19
The WHQS investment programme for Caerphilly Homes is completed.	2020/21
We have completed the Local Housing Market Assessment (evidence base for Housing Strategy) which will complete with the Gypsy and Traveller Accommodation Assessment.	2020/21
We have completed a review of our common housing register to ensure it is effective.	2018/19
We have successfully worked in collaboration with our housing association partners to provide new affordable homes.	2018-23
We have provided a homelessness prevention service.	2018-23
We have contributed to bringing long-term empty homes back into use.	2018-23
Innovative Housing Programme phases 1 & 2 are completed.	2020/21
All homes provided by social landlords have been categorised using the accessibility coding system.	2019/20
We have increased the supply of accessible homes	2018-2023
We have provided adaptations to support tenants / residents to remain in their homes.	Where required

In addition to monitoring success of projects we will use the following performance indicators to measure how we are performing. For some of the indicators we are unable to set targets as performance is linked to the demand or use of a service.

We will regularly monitor performance to ensure that we stay on course to meet the desired outcomes;

Linked to Outcome	Evidence
1	The percentage of tenants whose homes have been improved internally who are satisfied with completed WHQS works
1	The percentage of tenants whose homes have been improved externally who are satisfied with completed WHQS works
1	<b>New No. of homes compliant with WHQS (fully, external and internal elements)</b>
2,7,8	11 Outcome measures from the Supporting People programme based on wider determinants of homelessness prevention.
3	Increased number/size/type of new, affordable homes delivered through the housing associations or the Council, including how the home was delivered - e.g. via IHP etc.
3	The number of homes delivered through the Innovative Housing Programme
4	Increase the percentage of social housing stock that has an accessibility code
4	Increased number of accessible, social homes provided.
4	The number of adaptations provided (Enable, major and minor works)
5&6	The number of grants/loans provided to improve housing in the private sector (e.g. Houses into Homes, Home Improvement loans, conversion grants, Home Repair grants and HMO loans)
5	The percentage of long-term private sector empty homes brought back into beneficial use (that had been unoccupied for more than 6 months) due to direct action from CCBC
6	Cases who have had homelessness prevented. (Section 66)
	REWORD Cases who have had their risk of homelessness relieved by providing alternative accommodation. (Section 73)
6	The number of people determined as unintentionally homeless, in priority need and eligible for assistance (Section 75)
7	The number of mortgage rescue cases completed
7	Number of tenants visited and provided with support and advice to help mitigate the effects of welfare reform
7	Number of council tenants supported to access the benefits they are entitled to
7&8	Value of financial savings (£) generated for council tenants as a direct result of support
8	Number of council tenants visited and provided with advice regarding energy saving measures and energy use
8	Number of council properties provided with energy efficiency measures as a result of external grant funding.

For context we will also review the National indicators for Wales below as part of this overall objective

General Well-being Indicators-	Source of Data
Percentage of dwellings which are free from hazards	Annual Housing Hazards and Licences data collection.



**4. Promote a modern, integrated and sustainable transport system that increases opportunity, promotes prosperity and minimises the adverse impacts on the environment**

## **Outcomes**

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1. Work with the delivery of the South East Wales Metro, aiming for the Valley Lines Electrification programme as part of the delivery of the wider South East Wales Metro scheme.
2. Develop the CCBC Regeneration Strategy and Delivery Plan with connectivity at its heart, promoting accessibility, the Metro and digital and Broadband improvements that support innovation and improves accessibility for all.
3. Promote the reinstatement of passenger services to the Nelson to Ystrad rail line under the Metro programme.
4. Promote the reinstatement of the Caerphilly to Newport rail line as part of the Metro programme.
5. Promote a sustainable bus network that supports accessibility and connectivity both locally and regionally through a road network that encourages efficient bus operation.
6. Maximise transport connectivity within and between modes by integrating the delivery of the CCB Active Travel Plan with the Metro to improve bus, rail, walking and cycling provision to increase accessibility and add value to the Metro proposals.



#### **4. Promote a modern, integrated and sustainable transport system that increases opportunity, promotes prosperity and minimise the adverse impacts on the environment**

##### **Well-being Statement**

*“The current infrastructure is not coping. There’s too much traffic congestion. The infrastructure (roads, trains, shops) needs developing before new developments start” (Participant at the Viewpoint Panel event 11th July 2016)*

In 2015 there were 39,100 commuting trips outside of the county borough on a daily basis whilst there were 18,900 commuting trips into the county borough. Overall, there is net out-commute of 20,200 to jobs outside of the county borough, with the most popular destinations being Cardiff and Newport, whilst Rhondda Cynon Taff is the origin of the most in-commuting trips, closely followed by Cardiff and Blaenau Gwent. This shows that whilst the strongest commuting flows are between the county borough and Cardiff, there is also significant commuting in the Cardiff Capital Region and across the Valleys. Feedback, that came up on many occasions from community engagement events for both the Local Development Plan and the Local Well-being Assessment, was that there was a perception of limited public transport opportunities for moving from east to west within or outside the county borough, and therefore it is possible to assume that the majority of lateral journeys are undertaken by car.

Travel distance to job and training opportunities is an important factor in determining access to employment. Barriers raised by our residents in relation to public transport availability and the associated costs could exacerbate the need to use the car as the primary means of travel for employment.

The Cardiff Capital Region City Deal will provide the most important funding opportunity in South Wales’ history. City Deal aims to stimulate the local economy, and that of the wider South East Wales region, for current and future generations. The £1.2bn City Deal formally signed on 15th March 2016 by the ten constituent local authorities, Welsh Government and the Westminster Government sets out the intention to deliver 25,000 new jobs leveraging in £4 billion of private sector investment across the region.

The City Deal consists of a £500m loan from UK Government, with a similar contribution from the Welsh Government, and the remainder coming from the ten constituent local authorities in the region, including Caerphilly County Borough Council. The constituent local authorities have set up the Cardiff Capital Region Joint Cabinet, which will take the lead and will be the decision making body tasked with delivering the City Deal.

The City Deal will provide local partners with the powers and the resources to unlock significant economic growth across the Cardiff Capital Region. It is a deal that builds on the region’s sectoral strengths, its high skill base and three successful universities. The City Deal provides an opportunity to continue tackling the area’s barriers to economic growth and its aims are:

- Improving transport connectivity;
- Increasing skill levels still further;
- Supporting people into work;
- Giving business the support they need to innovate and grow;

In further detail this will include:

- **£1.2 billion investment in the Cardiff Capital Region's infrastructure** – a key priority for investment will be the delivery of the Metro, including the Valley Lines Electrification Programme.
- **Connecting the region** – the Cardiff Capital Region has established a new non-statutory **Regional Transport Authority** to coordinate transport planning and investment, in partnership with the Welsh Government.
- **Support for innovation and improving the digital network** – to develop the capabilities in compound Semiconductor applications the UK Government will invest £50 million to establish a new Catapult Centre in Wales. The Cardiff Capital Region will also prioritise investment in research and development and provide support for high value innovative businesses.
- **Developing a skilled workforce and tackling unemployment** – the Cardiff Capital Region Skills and Employment Board will be created (building on existing arrangements) to ensure skills and employment provision is responsive to the needs of local businesses and communities. The Cardiff Capital Region and the Welsh Government will work with the Department for Work and Pensions to co-design the future employment support from 2017, for people with a health condition or disability and/or the long term unemployed.
- **Supporting enterprise and business growth** – a Cardiff Capital Region Business Organisation will be established to ensure that there is a single voice for business to work with local authority leaders.
- **Housing development and regeneration** – the Welsh Government and the Cardiff Capital Region commit to a new partnership approach to strategic planning. This will ensure the delivery of sustainable communities, through the use and re-use of property and sites.

A key factor in achieving City Deal's ambitious economic growth objectives is increasing accessibility and connectivity throughout the City Region, linking the population to employment opportunities. The largest proportion of the City Deal budget will be used to fund the Metro, the regional public transport proposals that aim to increase connectivity throughout the region and other parts of the country and to reduce journey times, particularly to Cardiff.

At the time of publishing the Joint Cabinet of the City Region agreed to invest £40m of funding towards a new Cardiff Central railway station. As the electrification of the valley lines will see far more frequent train journeys up and down the valleys, the capacity of Cardiff Central station is crucial to the smooth running of the region and the capital city on a national basis.

The vision of the Metro is

*“Metro is a new transport system that will transform the way we travel around the Cardiff Capital Region. It will provide faster, more frequent and joined-up services using trains, buses and light rail. Metro will bring benefits to passengers, link communities together and help transform the economy. It will have a positive social, economic and environmental effect. It will also shape our region's identity.”*

The Metro seeks to deliver a minimum of 4 services per hour across the whole of the network through integration between trains, buses and, potentially, light rail. The Metro will integrate ticketing to provide a single ticket system and will link with the active transport network to increase connectivity to employment and other facilities and services

We recognise the important role of the bus in achieving our aspirations for a reduced carbon footprint, improved local and regional accessibility and helping to reduce congestion. Congestion is one of the main barriers to the provision of efficient and reliable bus services and we need to address local congestion hotspots and work on a regional basis to reduce the impact that congestion has on key route corridors into key destinations to achieve faster, more direct bus services that offer a real alternative to travelling by car. The Council is taking a lead role in the installation and management of new generation ticket machines for smaller operators throughout Wales on behalf of the Welsh Government, which will provide smaller bus operators opportunities to support digital ticketing systems, contactless payment and real time information provision. This will complement the recent investment in similar infrastructure made by the larger bus operators and provide the platform that will promote integrated ticketing and information systems.

Journey time is an important factor in determining accessibility to employment by public transport. The concerns raised by our residents in relation to the provision and cost of public transport will only reinforce the use of the car as the primary mode for employment based trips. Caerphilly County Borough Council supports the Capital Region's commitment to a low carbon future, which has a transport network and mobility culture that positively contributes to a thriving economy and the health and well-being of its citizens, and where sustainable travel is the option of choice.

Good transport is crucial in improving access to job opportunities and enhancing general Well-being for local people. In order to deliver City Deal it is essential that the region is served by a fast and efficient transport system that can link its people to employment opportunities, and services and facilities throughout the region. As a result, the Metro, the programme aimed at delivering this transport system, is included as part of the City Deal.

An essential part of the delivery of the network is its expansion, using the re-instatement of former transport routes and the creation of new ones, to provide an expanded and connected transport infrastructure for the Region. We want to protect disused rail lines from any adverse development or incompatible uses to ensure their future use for transport purposes is not comprised for future generations. We are actively pursuing the reinstatement of passenger services on two former passenger lines, the Cwmbargoed rail line between Ystrad Mynach and Bedlinog and the Machen line between Caerphilly and Newport.

The Cwmbargoed line, whilst operating as a freight line for the Ffos-Y-Fran mineral extraction works, remains as the last significant rail line within the county borough that does not have passenger services. The Cwmbargoed line links Nelson to Ystrad Mynach and the services on the Rhymney Valley line. Reinstatement of this line for passenger services would facilitate movements to and from Nelson, particularly for the proposed employment uses at Ty Du. Whilst the line is identified in the Metro Phase 3, the reinstatement of this line is dependent upon the use of the line for freight as there is no appropriate provision for the passing of passenger and freight trains.

The Machen line originally ran from the eastern side of Caerphilly, through Machen to Newport Station. There were concerns regarding its reinstatement but, as part of its rail review in 2013 SEWTA, the South-East Wales Transport Authority, undertook a desktop feasibility study for the line and found that it was possible for the line to be brought back for passenger services. The reinstatement of this line is critical as it would be the first line to link east to Newport, rather than south to Cardiff, and would open the transport network wider across the region.

Our Active Travel Plan which addresses walking and cycling, is important in promoting healthier lifestyles and reducing the negative impacts of traffic upon our neighbourhoods and communities. It is Welsh Government policy to seek to maximise the use of active travel for short distance trips and improvements to walking and cycling networks should increase local accessibility to facilitate this change.

The Wales and Border rail franchise is due to be renewed in 2018 and is currently the subject of a bidding process for potential operators. As well as being responsible for delivering the rail services set out in the franchise, the successful bidder will also be responsible for delivering the rail/light rail/tram elements of the Metro. As a result the successful bidder for the franchise will have a significant input into the direction and nature of the Metro improvements. Key issues, such as whether the main element of the system will be rail or light rail/tram or even bus, are still to be determined and the necessary certainty for planning Metro improvements will not be possible until the successful bidder has been identified.

At the relevant time within the process (as noted above) we will be promoting integrated train lines and ticketing. The ability for customers to travel and pay for a ticket for their whole journey irrespective of different travel companies (such as bus and rail) would provide a seamless service for travellers and has worked well in other cities.

The Capital Region suffers from increasing levels of congestion that adds significant costs onto the economy of the region and is one of the most significant barriers to efficient and reliable bus operation. Further to this the public transport network is not fit for the purpose of connecting people to employment, health, recreation and leisure services throughout the region. City Deal and the key elements in addressing these issues, increasing connectivity and accessibility, particularly to employment opportunities, which itself is a key element in tackling social disadvantage. The provision of access to employment opportunities is, therefore, a fundamental element in improving the future prospects for the county borough residents

### **How we used the '5 ways of working' to set this Well-being objective?**

**Involve** - The delivery of a modern, integrated and sustainable transport system will involve the collaboration of a large number of bodies, including the 10 Capital-Region local authorities, both regionally and individually, the private and third sectors. Delivering a transport system that improves accessibility to employment and other services will require the involvement of a wide range of disciplines, from a wide range of bodies

**Collaborate** - This is multi collaborative approach as noted above between public and private sector including the successful rail franchise and bus operators along with both Welsh and Westminster Governments. Although this objective focuses on the Metro and transport it is in the wider sense about accessibility so we will be involved in the collaboration around the digital strategy as part of the Cardiff Capital Region City Deal, which is an exciting aim to become part

of a world class digital connectivity which would support businesses, employment, schools at a regional and local level and has the potential to change the way we live and work. At a regional level a strategic ‘dark fibre network’ (DFN) which is an ‘untapped resource’ could be in part owned as a public asset. To be able to become an ‘open city region’ commonly called the ‘internet of things’ such as wearable technology and driverless cars would depend on the future development of the DFN.

**Long term** - Transport improvements will continue for at least 10 years as the City Deal is set over a 10 year period and regional planning has a 20 year framework so the objective will be framed over the long term. It may be 2-3 years before any actions are to take place but the long term benefits, if realised, will significantly affect travel, carbon emissions and employment opportunities. The Metro is envisaged as evolving and expanding transport system that will require continual investment and improvement beyond these periods to fully realise its objectives.

**Integrate** - The Strategic Regional Strategy will look at how the whole region can benefit from a range of ‘joined up’ activity including how transport can help with economic growth and be part of wider planning of well-being benefits which will help the objectives of a wide range of public service bodies, such as Health Services. Future internet network cabling could be installed by default on all public sector infrastructure projects including the Metro which would contribute to the Welsh Government’s aspirations to progress towards world class digital connectivity.

**Prevention** - People have told us in our range of consultations that lack of accessible transport is a real barrier to employment opportunities. The provision of an affordable, efficient and low carbon based transport system that seeks to minimise journey times and increase connectivity and accessibility will also help support residents in accessing better employment opportunities, contributing towards the City Deal objectives of economic growth.

### What steps will we take to achieve this objective?

	By When
Delivery of the South East Wales Metro, including the Valley Lines Electrification programme. Delivery of the wider South East Wales Metro scheme	Phase 1 – setting up completed Phase 2 – 2017-23 Phase 3 – post 2023
A new non statutory Regional Transport Authority will co-ordinate transport planning and investment, in partnership with the Welsh Government.	1st board meeting held on 25/01/18.
Place Making Project, building up ‘station hubs’ near metro (transport hubs) for connecting jobs to places. This is a wider regional action.	Transport for Wales 2023
At a local level Implement our vision for a new / high quality integrated transport hub that replaces the current bus and rail facilities	2018-2023
Sign off the Regional Transport Authority Strategic Business Plan.	Signed by March 2018

	<b>By When</b>
Produce Integrated Network Maps for Active Travel routes. This is a 15-year plan for improving walking and cycling routes across the county borough	Approval from Welsh Government in 2018 <b>Completed</b>
Develop a CCBC Regeneration Strategy to support connectivity of transport, Metro, digital and broadband services	Summer 2018
Protect the routes of former rail lines from development that could prejudice their future transport use and actively promote reinstatement of former passenger services, particularly on the Cwmbargoed and Newport-Caerphilly (Machen) rail lines through the Metro programme.	Protection of routes is ongoing. Reinstatement possibly towards the end of the 15yr programme.
Improve and expand station facilities by providing improved Park & Ride, walking and cycling links to make train services more accessible. Reduce congestion and carbon emissions from existing and new rail station by increasing parking at Ystrad Mynach Station; significant new parking provision at the proposed Llanbradach Parkway Station on the Rhymney line and a new car park to complement the proposals for a new station at Crumlin on the Ebbw Valley line.	Ongoing schemes determined by bid/funding availability
Delivery of new ticket machine infrastructure based on GPS technology for the smaller bus operators in Wales. Implementation throughout Wales planned during the first half of 2018. Will provide a wider platform for real time, vehicle tracking and integrated ticket solutions (including contactless transactions) in future.	2018 for installation of basic ticketing platform. Further development dependent on funding
Develop and deliver a programme of bus priority corridors in partnership with the bus operators through measures that address the main congestion hotspots to improve reliability and reduce journey times	Phase 1: 2017/18 list of priority corridors confirmed through CCRTA; Phase 2 – 2018 – 2023 feasibility, design and delivery through CCRTA and Metro.

### **Why we consider that our Well-being Objective will maximise our contribution to the National Well-being goals**

A **Prosperous** Wales and a more **Resilient** Wales is supported by this objective as it will generate employment opportunities within a low carbon environment.

A more **Equal** Wales where everyone can get around and access employment or other opportunities will improve. The Metro, supported by local active travel proposals, will increase accessibility and connectivity to vital destinations such as employment opportunities and other services and facilities, which will all contribute significantly to increasing prosperity through economic growth. The Welsh Government in their 'Prosperity for All' national strategy have made skills and employability one of their priority areas, travel and access is an important way to enable the connection between jobs and people. The Welsh Government is seeking to increase

the number of shorter, more local trips, that are undertaken by walking and cycling (including the use of mobility scooters), termed active travel. Active travel trips will include journeys to school, to work, to the shops or to local services such health or leisure centres. Increasing active travel will have the important additional benefits of promoting healthier lifestyles and reducing the negative impacts of traffic upon our neighbourhoods and communities. This contributes to a **Healthier Wales**, because the Metro programme will have a low carbon, fast and efficient transport system that increases accessibility and connectivity, linking people to employment opportunities and realised benefits of the City Deal maximises our contribution to a **Globally Responsible Wales**. **A Wales of Cohesive Communities** would benefit as this objective will ensure better connected communities through integrated transport at a local and regional level.



### **How we will resource this Well-being objective**

This City Deal reconfirms the continued shared ambition of both Government's and the Cardiff Capital Region to deliver the first 2 phases of the wider Metro scheme. £325 million of the £1.2 billion Investment Fund has already been committed to the delivery of this scheme (£125 million from the UK Government, £94 million from the Welsh Government and £106 million from the European Regional Development Fund).

The delivery of further phases of the Metro scheme means that the Welsh Government will pre-allocate over £400m further funding from the Investment Fund for its delivery, with the necessary design work ongoing. As part of this City Deal the Welsh Government commits to involving the Cardiff Capital Region in the co-design of the wider Metro scheme and in the procurement of a delivery organisation.

Wider Investment Priorities - The remaining element of the Investment Fund will be used to take forward a wide range of projects and schemes that support economic growth across the Cardiff Capital Region. Decisions on the prioritisation of these schemes will be taken by the Cardiff Capital Region Cabinet. Schemes taken forward could include: further phases of the Metro; investment to unlock housing and employment sites; and development of research and innovation facilities. Integrated ticketing for Caerphilly and Flintshire Council has been grant funded by Welsh Government.

Local Authorities have produced an Integrated Network Map (INM) which is a statutory duty and provides an aspirational map that sets out Caerphilly CBC's Active Travel proposals for the next 15 years. The development and delivery of the routes shown on the INM will be dependent on the availability of funding for Active Travel schemes.

### **When will this objective be completed?**

The City Deal programme is over a ten year period but the benefits if realised will be generational (25 years) or longer with a range of milestones along the way. Most of the

measures for this objective are project based and measured at this time on milestones. This means specific measures on the success of the objective will be developed as the programmes develop or linked to other measures in other objectives such as the 'Enabling employment' Objective.



## **5. Creating a county borough that supports a healthy lifestyle in accordance with the Sustainable Development Principle within the Well-being of Future Generations (Wales) Act 2015**

### **Outcomes**

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1. Aim to reduce inequalities in health across the county borough
2. Creating a place that supports a healthy lifestyle.  
Including -
  - Contributing towards the Welsh Government target to reduce smoking prevalence rates to 16% by 2020
  - Reducing the overweight and obesity rates in children
  - Understand and address what helps to encourage people to become more physically active



## 5. Creating a county borough that supports a healthy lifestyle in accordance with the Sustainable Development Principle within the Well-being of Future Generations (Wales) Act 2015

### Well-being Statement

Our data shows that residents living in areas of higher deprivation have statistically higher levels of ill health and live more years in poor health compared to those who live in the least deprived areas.

Life expectancy varies considerably according to where people live within the county borough. Data between 2005 and 2009 evidences the gap for healthy life expectancy, between those residents living in our most and least deprived communities, was 18.6 years for males and 16.2 years for females. More recent data, between 2010 and 2014, shows that this gap has been reduced to 13 years for males and 14.6 years for females, but it remains significant.

Unhealthy lifestyles arise, at least in part, due to the inequalities in the circumstances in which people are born, grow up, live and work. There is still much work to be done to reduce these inequalities.

A significant amount of partnership working has taken place over recent years and has contributed towards this improvement in health inequalities. However it is important to note that there have been recent changes that have altered the operational focus of this work. This brings with it both challenges and opportunities i.e. changes to Communities First, Flying Start and continuing budget reductions, so we have to look at different ways to support improved health and influence where we can.

An individual's lifestyle behaviour can affect their risk of ill-health and premature death. **Smoking** is currently the largest single preventable cause of ill health and death in Wales. It directly contributes to health inequalities as nearly a third of residents in our most deprived areas smoke (29%) compared to 11% in our least deprived areas. 18% of adults in Caerphilly county borough report being a smoker (2016/17). This has reduced from 23% in 2010/11 and is slightly under the Welsh average of 19%, and mirrors the national downward trend.

**Obesity** – By 2050 it is predicted that 60% of **adult** men and 50% of **adult** women will be obese and 25% of children under 16 will be obese. The percentage of adults who are overweight or obese within Caerphilly county borough was the highest in Gwent (63%) in 2014/15 and higher than the Wales average of 59% (2014/15). Rates of obesity in Gwent are rising faster than Wales as a whole. Health conditions associated with obesity include Type II diabetes, coronary heart disease, high blood pressure, stroke and cancers.

Wider impacts include less contribution to family life and community; reduced employment opportunities; less income; reduced productivity and absenteeism; poor school performance and poor mental well-being. Over a quarter (2014/15) 27% of children aged 4/5 in Caerphilly county borough are overweight or obese. This is higher than both the Gwent and Wales average and alarmingly higher than any English region.

Obesity harms **children** in the short term, but as up to 80% of children go on to become obese adults, childhood obesity also harms life chances.

Public Health Wales also found that overweight and obesity amongst 4-5 years olds increases as deprivation increases. This means there is a strong economic case for investing in the early years of life as early years programmes are often less expensive than the services needed to address the physical, mental, behavioural and socio-economic consequences of poor early child development in addition to improving quality of life. Evidence shows that children with high levels of physical fitness have higher academic grades and those with lower levels of fitness have lower academic grades (*source: Journal of Paediatrics*) and that children need at least 1 hour of physical activity a day. Studies by Public Health Wales (Nov 14) supported key findings that pupils with better health and well-being were more likely to achieve better academically and that a positive association exists between academic attainment and physical activity levels. The University of Strathclyde and Dundee's (2012) research suggested that physical activity particularly benefited girls' performance in science and that children who carried out regular exercise, not only did better academically at 11 but also at 13 and in their exams at 16.

Building on this we introduced an initiative called 'The Daily Mile' with one simple aim - to help children get fit by walking or running for 15 minutes a day. This will improve the physical, emotional and social health and well-being of our children regardless of age or personal circumstances. It encourages children to be more active and helps them understand the benefits of physical and mental health and well-being and is gaining momentum across our schools and the Gwent region.

We have a statutory duty to produce a 'Play Sufficiency Assessment' every 3 years for the county borough in recognition of the value of play and open spaces in relation to health and well-being. We use a toolkit and map the types of places we have against recognised standards in a range of areas such as places of supervised and unsupervised play and how we and our partners aim to offer play opportunities that are inclusive and encourage all children to play and meet together. The assessment includes recognition of play in open spaces and we have developed our own open space standards in accordance with the advice and requirements of planning regulations.

Other wider factors like travel to parks and costs are considered in assessing play and exercise. We can evidence strengths from completing this toolkit collaboratively and have identified actions to take such as the 'Large Scale Change' which is promoting physical activity in the Heads of the Valleys area for women aged 14-40. This is supplemented by work ongoing on 'Active Gwent'.

Overall, there has been year on year increases for participation and over half of all children have taken part in 5 x 60 minute activities at least once. Participation rates in extra-curricular Dragon Multi-skills, designed to offer 7-11 year olds fun and enjoyable sporting opportunities, are also increasing each year. There is a significant increase in clubs being run within primary schools and sporting communities to ensure there is a sporting pathway in place. There has also been an increase in opportunities for children aged 3-6 years due to the physical literacy programme. This provides tots with sessions such as football, netball, rugby and cricket and involves the carers. A free swimming initiative on a Friday at all leisure centres is currently running and participation rates have increased year on year. We also offered free swimming

during public swimming times for children participating in swimming lessons, and to meet demand, additional free swim structured sessions have been put on over the school holidays.

The Welsh Network of **Healthy School Schemes** was launched in 1999 to encourage the development of local healthy school schemes. The Welsh Government and Public Health Wales provided funding and guidance to help health and education services in partnership to set up and run local healthy school schemes in all 22 local authorities across Wales. Since it was established in 2001 the Caerphilly Healthy Schools Scheme has grown rapidly and we now have all schools actively engaged. Our aim is to support schools to develop a whole school approach to health through 7 key areas:

- Food and Fitness
- Mental and Emotional Health and Well-being
- Personal Development and Relationships
- Environment
- Substance use and misuse
- Safety
- Hygiene

Since 2010 schools have the chance to be awarded with a national final accreditation for outstanding practice with the Welsh Governments National Quality Award. We are working with our schools to achieve the award as this will show they have not only reached this standard but maintained it for 9 years or longer.

The **Caerphilly Healthy Early Years (HEY)** Scheme was initiated in 2008 to further support early years and childcare settings to promote the health and well-being of the whole community, including children, parents/ carers, and staff members. Since 2004, early years and childcare settings within the borough have been participating in the Caerphilly Gold Standard Healthy Snack Award scheme with the majority of settings successfully achieving the award, thus setting the scene for the introduction of the HEY scheme.

The HEY scheme extends the work of 'The Caerphilly Healthy Schools Scheme' that forms part of the Welsh Assembly Government's 'Welsh Network of Healthy Schools Scheme'. Since all Primary and Secondary schools in Caerphilly are working towards becoming a healthy school, a focus on health related activities and policy in early years and childcare settings offers continuity for children as they move onto statutory education, as well as enhancing their development during their pre-school years. The HEY scheme encompasses best practice to engage children and enabling healthy attitudes and behaviours to be developed at a young age and continued throughout later life. It links closely with the Obesity Prevention programme by encouraging parents to be more active with their children and by promoting the 10 Steps to a Healthy Lifestyle.

The scheme trains in a range of activities such as '3 Sticky Fingers' cooking sessions, Ffa La La (physical literacy and movement through the medium of Welsh), Brilliant Babies, Traumatic Situations and Mindfulness training, for Mindful Families. We are also running a Fire Safety course and a fourth Internet Safety session. All of this training is in addition to Busy Feet (exercise about Nutrition and Oral Health) and Design to Smile. This is a successful scheme with a high number of our early years and child care providers taking part over ten years.

We provide sporting opportunities for adults and young people with **disabilities**. Working closely with Disability Sport Wales we provide access to Leisure Centres, community clubs, school holiday schemes and the InSport programme. The Sport and Leisure Team were accredited with the InSport Ribbon Award, which recognises all that we do to create inclusive sporting opportunities for disabled people. Our school holiday programme provides young people with the opportunity to try new and exciting sporting activities delivered by our specialist coaches and volunteers. The holiday programme can be tailored to that individual's needs and requirements.

In relation to physical activity, the percentage of **adults** in Caerphilly county borough who reported meeting exercise/physical activity guidelines in the previous week in 2014-15 was 26%. This compares with a figure of 28% in Gwent and 31% for Wales as a whole. The science on the benefits of physical activity is clear as to the profound benefits and effects it can have on health and wider moderate mental health and Well-being.

**Active Gwent** is a regional collaboration across Gwent whose vision is to improve physical literacy, promote a positive future and tackle inequality in communities through sport. In a variety of ways the partnership is aiming to get 75% of people 'hooked on sport' by 2027 with the 2018 milestone target at 55%. The partnership has looked at priority sports that are common across the five local authorities that help to meet the underlying demand. Under the theme of 'tackling inequalities', children and young people from deprived communities and living in poverty are being supported through a social inclusion programme called 'Positive Futures' using sport to engage these young people. In Caerphilly momentum has continued from 6,778 attendances in 2015/16 to over 9,000 attendances in 2017.

Increasing girls and women's participation is important for health and other benefits so in 2016 the collaboration launched a 'Lets Go Girls' initiative which allows activity providers and females who are interested in taking part in activity to connect. There has been some success with helping mums with post natal depression with our 'mams with prams' initiative with others taking part in netball sessions. Within Caerphilly and within the region we will continue to focus on girls and women taking part in activity as tackling inequalities is one of our priorities.

One of the ways we contribute to a healthier environment and promote our tourism facilities is the **Caerphilly 10K** run which is now in its sixth year and is set to return in 2018 on Sunday 20th May along with the Caerphilly 2k which is attractive for younger runners. With 2,500 runners of all abilities expected to descend on Caerphilly from across the country to enjoy the event, we are looking to the 2018 event to be bigger and better. Set in the shadow of the spectacular Caerphilly Castle, the Bryn Meadows Caerphilly 10k gives runners both experienced and beginners, the opportunity to run on a relatively flat course with some undulating points against an historic backdrop. Further details are at [www.caerphilly10k.co.uk](http://www.caerphilly10k.co.uk)

Using exercise to improve health **The National Exercise Referral Scheme (NERS)** is a Public Health Wales (PHW) funded scheme which has been in development since 2007. The Scheme targets clients aged 16 and over who have, or are at risk of developing, a chronic disease. The scheme is centrally coordinated by Welsh local Government Association and has secured funding until March 31st 2019. NERS is an evidence-based health intervention incorporating physical activity and behavioural change techniques to support referred clients to make lifestyle changes to improve their health and Well-being. The main aims of the Scheme which we run are:

- To offer a high quality National Exercise Referral Scheme across Wales
- To increase the long term adherence of clients to physical activity
- To improve the physical and mental health of clients
- To determine the effectiveness of the intervention in increasing clients' activity levels and improving their health

Currently we have between 1000 and 1200 people a year participating and our referrals are increasing as the scheme is helping to improve participants quality of life.

### **Outdoors, Parks and Countryside**

It is important we understand a range of activities that contribute towards creating a place where people can enjoy a healthier lifestyle (rather than just focus on sport). We also want to build on our strengths, for example we are fortunate in the amount of green space that is available and can be used to promote well-being. Some 80% of the county borough is classed as rural and these areas contain a variety of landscapes including accessible uplands and significant water bodies, over 800km of public rights of way, five main country parks, a National Nature Reserve and a number of other areas and facilities that can be used as part of promoting healthier lifestyles.

Caerphilly Adventures also use our great outdoors to work with young people and their families to improve family relations, parenting, confidence and self esteem through the medium of outdoor activities and pursuits. It also provides opportunities for adults and young people to take part in Outdoor Activities such as Hill Walking Canoeing, Rock Climbing Caving and Stand Up Paddle boarding by running a range of courses. Caerphilly Adventures also provides training in hill walking and first aid to enable adults to lead groups in the outdoors safely. The Duke of Edinburgh's Award delivers the well being objectives through its different sections: volunteering, physical activity, skills and expedition. Caerphilly Adventures also supports CAG which is a network of volunteers that organises outdoor activities for its members.

Various Welsh Government initiatives aim to promote the use of green infrastructure to meet the desired outcomes prescribed in the Well-being of Future Generations and Environment Acts. Underpinning these is the principle of the sustainable management of natural resources, being championed by Natural Resources Wales but applicable to and supported by ourselves. The 'services' provided by our natural resources do play a significant role in our health and have the capacity to be increased. An important initiative to promote this increase, through greater use of green infrastructure, is the development of a regional 'Valleys Landscape Park' which is being driven by Welsh Government but will be largely implemented through the actions of partner agencies. We are developing a Green Infrastructure Strategy to support this.

In 2015 we reviewed our Outdoor Recreation Provision looking at Equipped Play Provision; Sports Pitches; Allotments and our Green Spaces. From this we mapped what areas needed more facilities and what areas had enough. Reviewing what we have means we can identify gaps in provision and this enables us to target those gaps when money becomes available from different funding streams. Our review also looked at quality and accessibility and actions arose that we are still working on, for example sports pitches within the county borough have been affected by poor standards of drainage, which affects both the ability of the pitch during the playing season and the standard of the playing surface. We have put in place a drainage programme to improve this. Adventurous Outdoor Play, particularly to provide safe adventurous play areas suitable for young people to encourage use of outdoor spaces, was

identified as one of the Youth Forum's priorities for 2017 following a vote at their Annual Conference. This is made up of young people from 11 to 25 years across the county borough.

Part of creating a healthy environment includes our '**Tree Strategy**' as we have approximately 250,000 trees across the county borough and there are many benefits to well managed trees. They are an important public resource which produce oxygen, absorb carbon dioxide, absorb pollutants, provide home and shelter for food and wildlife and can provide buffer to noise pollution to name a few things, they are known to relieve stress of modern lives and provide shade and shelter to mitigate effects.

### **Keeping the environment clean**

We know from the Council's household survey and Viewpoint Panel that cleanliness remains a concern within our communities and our objectives continue to keep the streets and public highways as clean and free from litter and graffiti as far as is reasonably practical. In relation to physical activity many people prefer to walk their dogs, cycle or walk to work for example, and prefer use of the outdoor environment than attending leisure centres or taking part in a sport. An environment with litter, broken glass, fly tipping or dog fouling for example, can be a barrier that prevents people enjoying their regular outdoor space.

Most of our street scene cleaning and enforcement activities (such as fining people who do not abide by the law) is very much business as usual, however we do carry out a range of initiatives such as our 'Enough is Enough' environmental awareness campaign, where we have implemented a series of new measures such as placing a Public Spaces Protection Order (PSPO) in the park in Ystrad Mynach. This PSPO aims to tackle irresponsible dog ownership and dog fouling through enhancing the council's ability to take enforcement action.

The Welsh Government introduced the Unauthorised Deposit of Waste Fixed Penalties (Wales) Regulations 2017 on the 25<sup>th</sup> October 2017 which gives Councils greater powers to fine 'first time offenders' in relation to fly tipping with a fixed penalty notice pre-empting the need to go to court in the first instance but fixed at an amount that is not an incentive to continue environmental crime behaviours. We will use a range of performance measures around cleanliness and enforcement to make better connections with creating a space that supports a healthier lifestyle.

Health and Well-being needs to be an integral part of our everyday life and as the largest employer in the county borough, we recognise that improving the health and well-being of our staff is in all of our interests. Small and often simple lifestyle changes can help prevent illnesses such as strokes, cancer, diabetes and heart disease. In light of this we have established a **Health and Well-being group** with the aim of providing employees with easy access to information regarding the improvement of their general health and well-being.

As approximately 75% of our employees live in the county borough any lifestyle improvements that employees share with their families and friends will benefit our communities more widely. Preventing ill health across the population is generally more effective at reducing health inequalities than medical or clinical involvement and requires many partners to work together. Success in this area would lead to long-term savings by reducing the risk of health and social problems and improve education, training and employment prospects.

The nationally recognised (Public Health Wales) five healthy lifestyle behaviours include – remaining smoke free, drinking alcohol sensibly, and maintaining a healthy body weight, regular physical activity and a balanced diet. The above factors are best tackled in a partnership across many organisations in the public, voluntary and private sectors as no one agency can carry this alone.

Indeed our Public Services Board are looking at how we can build in resilience across the course of a life to prevent poor quality of life through poor health and have set an action area in the draft Well-being Plan (published June 2018) for ‘Good Health and Well-being’. Action areas will set delivery plans to take specific activities to improve this and we will fully contribute to this improvement area.

## **How we used the 5 ways of working to set this Well-being Objective?**

**Involvement** – This objective could never be delivered in isolation and the individual and many partners have to be involved to improve individual quality of life. The main involvement needs to be with citizens using the principles of ‘co-production’ (which starts from the idea that no one group or person is more important than anyone else and everyone has skills, abilities and time to contribute). Specifically we work with and involve a range of partners such as Public Health Wales, schools and parents (for initiatives like the Daily Mile initiative). The nature of preventing ill health requires the involvement of the individual as well as health services, GP’s, Health Visitors, the voluntary sector and local groups such as walking groups. For example the ‘Healthy Hearts’ Walking Initiative with the NHS, has 3000 participants in Caerphilly. Another initiative is the South Eastern Caerphilly Landscape Partnership which involves developing the recreation potential of the south eastern Caerphilly urban fringe and countryside, an initiative being led by the communities and should have particular benefits to Lansbury Park, our most deprived area.

**Long term** – The objective is framed in the long term from a generational life course to deal with the long term implications of poor health which affects the quality of life and the wider economy if we do not improve on the current position. This objective starts from pre-pregnancy and 0-3 within the Flying Start programme through to healthy places for adults and children. Opportunities for health improvements with the development of the Valleys Landscape Park is a long term generational commitment and will probably run for the next 25 years.

**Collaborate** – As noted under involvement we must collaborate to improve this aspect, there are too many partners to list here but staff from the Aneurin Bevan University Health Board, Public Health Wales, Sport Wales all carry out activities in partnership. National Resource Wales (NRW) have a passion and willingness to allow the public use of their sites for outdoor recreation and the South Wales Countryside Officers group collaborate to ensure both local and region initiatives are developed and implemented that promote benefits to health, particularly through the Sustainable Management of Natural Resources.

**Integration** – Good Health underpins all the other Well-being objectives as without good health many other objectives such as maintaining sustainable employment, making the most of education and general quality of life opportunities is simply not possible. Success of this objective will meet the goals of the other organisations listed here as we all want the same outcomes.

**Prevention** - This objective in its totality is about preventing poor health and building more resilience in our citizens over the life course to enable a better quality of life. There are many contributions to this area that are not always instantly obvious, for example we have a capital programme to improve drainage on playing fields which will allow fixtures to be played during periods of bad weather, improved drainage will maximise the use of pitches and therefore prevent cancellations and for sports to continue. At the heart of people's ability to work, learn and enjoy a good quality of life, good health and well-being is the starting point for all other opportunities. Demand on already stretched services such as social care, primary and secondary health care, can be reduced by supporting residents to have a healthy and independent life for as long as possible.

### What steps will we take to achieve this objective?

There will be a detailed action plan developed for the next 4-5 years. Below we detail some of the main actions that we will take over this time:

Outcomes	When (Time Frame)
<b>Outcome 1: Aim to reduce inequalities in Health</b>	
Continue to increase the 'Daily Mile' programme in schools across the county borough.	2018-2023
Continuation of the Healthy Hearts programme in partnership with Aneurin Bevan Health Board.	
Run our health outreach (shared contract) service to deliver responsive feeding programmes and baby clubs as part of child development.	2018-2021
New – Run and increase the School Holiday Enrichment Programme (SHEP) in Summer 2019. The project provides food, nutrition, physical activity in the summer holidays helping areas that have a high number of children on free school meals.	2018-2020
Promote the Healthy Schools programme (a Welsh Government, Public Health and Education Programme) to provide specific actions to improve child health.	2018/19
Disability in Sport – providing sporting opportunities for individuals with disabilities.	2018-2023
Participation in 'large scale change' collaborative programme: Let's Go Girls (Campaign to get more girls and women aged 14-40 more active, more often through different forms of engagement through physical activity).	2018/19
Supporting greater physical activity through continued delivery of targeted programmes on a local and regional basis such as ' <b>Positive Futures</b> ', which is a sport based social inclusion programme that uses sport as a tool to engage young people in local community facilities, and through a referral process from a range of partnership agencies.	Ongoing (2018-2023)
Sporting Pathways – a targeted approach to helping clubs develop their playing, coaching and volunteer base.	2018-2020
Complete a Play Sufficiency Assessment to assess gaps in provision and identify improvement actions.	March 2019



Outcomes	When (Time Frame)
<b>Outcome 2: Creating a place that supports a healthy lifestyle.</b>	
Implement a county borough wide Sport and Leisure Strategy to establish a vision and specific actions.	Summer 2018
Set up a Health and Well-being employee group to provide lifestyle improvements that can benefit the wider communities.	2018/19
Promote and run the Elite Caerphilly Scheme 2018 (This aims to reduce the financial burden of training costs for talented athletes, many of whom aspire to represent both Wales and/or Great Britain in their respective sports on the international stage.	2018-2023
Promoting access and use of our parks and countryside (Rural Development Programmes), through cycling and walking and events such as the 'Caerphilly Challenge'.	Ongoing (2018-2023)
By 2020 aim towards Welsh Government target to reduce the smoking rate to 16% <ul style="list-style-type: none"> <li>• Trader education/awareness on 18 age limit for purchases of tobacco products, No Proof No Sale packs issued to traders which include guidance for traders, shop display items and information for employees.</li> <li>• Promote and facilitate take up of Proof of Age cards to young people 16 to 18 via schools and colleges.</li> </ul>	
Delivering on our Tree Strategy Actions	2018-2023

### **Why we consider that our Well-being Objective will maximise our contribution to the National Well-being goals**

A **Prosperous** Wales – Research suggests that young people who are healthier are more likely to perform better at school and less likely to be unemployed, receiving benefits or involved in crime. Any age of people who have their health have more potential for enjoying paid or unpaid work. Good health and personal reliance will support residents, of all ages, to fully be part of the labour market and help contribute towards a prosperous county borough. Giving every child the best start in life will ensure that they have the support they need to reach their full educational potential, that they are able to secure rewarding and meaningful employment and that they becomes productive members of society. Our environment and green spaces can provide employment and other benefits such as inward investment and tourism.

A **Healthier** Wales – Creating a supportive environment that enables our residents to manage their own physical, mental and well-being needs is an important part of ill health prevention. Demand on already stretched services can be reduced by supporting residents to have a healthy and independent life for as long as possible. Providing support to the child and family in the early years reduces the risk of the individual engaging in health harming behaviours and of developing diseases such as cancer, heart disease, diabetes and poor mental health. Communities with attractive public open space help residents to be more active and more engaged and support better mental and physical health.

A **More Equal** Wales - All the Sporting programmes at their core are about ‘tackling inequalities’ whether that is to help women and girls back into exercise or sport, young people who need help or those who have disabilities and this supports greater inclusivity. Residents living in areas of deprivation are at greater risk of poor health. Supporting residents to adopt healthy behaviours will help them to take responsibility and manage their own physical health, mental health and well-being. Lifestyle choices are a key cause of health inequalities and can have a major impact on healthy life expectancy. The need to reduce our health inequalities is unquestionable. Every individual deserves the opportunity to fulfil their potential, regardless of their socio-economic characteristics, background or circumstances.

A **Resilient** Wales – Improvement with regard to enviro crime as proposals to prevent fly tipping will contribute to a cleaner, safer environment by removing the likelihood of fly tipping and associated environmental issues. Supporting residents to have good health and ensuring our children have the best start in life will develop skill sets that enable residents to respond positively to the constantly changing world that we all live in and enable them and their families to be more resilient and adapt to change in the future. Regular participation in sport, for both children and adults, is associated with good mental health. A network of healthy, green, well-functioning, well-connected and sustainable communities can deliver multiple benefits for environmental, social, economic and cultural well-being.

Supporting residents to have the best start in life will help reduce youth offending, anti-social behaviour and other crime levels leading to safer communities within the county borough. Attractive country parks and opportunities to walk and cycle and allow all to experience places to enjoy activities is very much a part of providing ‘A Wales of **Cohesive Communities**’.

Opportunities for taking part in community and sporting activities will help to reduce feelings of isolation and loneliness. In the same way creating a county borough where people can participate in sport and recreation and where they feel healthy and empowered to be engaged citizens, all supports a Wales of **Vibrant Culture**; for example whilst the Caerphilly 10k run helps people partake in exercise within a supportive environment, it also encourages tourism as people come to visit the area.

A **Globally Responsible** Wales – Enabling behaviour change towards a more preventative and sustainable approach will have a huge impact on the local and global environment. Positive early intervention and improving residents’ health can prevent higher healthcare costs in adulthood. By encouraging residents to protect and look after their local environment and natural resources we strive towards our global obligations.



### **How we will resource this Well-being objective**

Resources in this area have been significantly reduced over the past few years. This is impacting our availability to deliver a range of programmes so it is important that we pool our expertise and resources to set this within the way of working that involves other people in the delivery of this objective. The School Holiday Enrichment Programme (SHEP) is match funded by the local authority and delivered using a grant of up to £5,000 per school.

## When will the objective be completed?

Improved health data is a long term measurement and can rarely be measured on a year to year basis. As this objective is about making a difference at an early age and to promote more physical activity there cannot be a specific 'completion date' therefore we will look at completion dates regarding actions and changes.

Measures of progress are noted below:

Linked to Outcome	Evidence
1	Increase the number of schools participating in the 'daily mile'.
1	Increase the number of schools achieving Welsh Governments National Quality Award for Healthy Schools.
1	Number and % of participant parents benefitting from an evidence-based parenting programmes.
1	Number of clubs signed up to be part of the 'Lets Go Girls' campaign.
2	Reduce smoking rates.
2	% of children age 4/5 who are overweight or obese.
2	Percentage of children at 11 years who can swim 25 meters.
2	Increase the number of visits to our parks and countryside.
2	'Increase numbers participating in a broadened 'Healthy Hearts' initiative.
2	Number of people participating in the Health Referral scheme.
2	Street Scene Cleanliness Index LEAMS Score for the whole of the county borough (STS005a)
2	% of highways & relevant land inspected of a high or acceptable standard of cleanliness (STS005b).
2	% of reported fly tipping incidents cleared within 5 working days (STS006).
2	The percentage of reported fly tipping incidents which lead to enforcement activity.
2	Number of enforcement actions issued for Dog Fouling.
2	The percentage of reported fly tipping incidents which lead to enforcement activity.

For context we will also review the National indicators for Wales below as part of this overall objective

General Well-being Indicators-	Source of Data
Percentage of adults who have fewer than two healthy lifestyle behaviours (not smoking, healthy weight, eat five fruit or vegetables a day, not drinking above guidelines and meet the physical activity guidelines)	National Survey of Wales
Percentage of Children who have fewer than two healthy lifestyles as above	School Aged Children Survey, New analysis
Healthy life expectancy at birth including the gap between the least and most deprive.	ONS and Public Health Wales
Percentage of people feeling safe at home, walking in the local area, and when travelling.	National Survey of Wales
Mean mental Well-being score for people	National Survey of Wales

### Additional Information

As a wider consideration of creating a ‘healthy place’, part of our tree strategy is to develop scope on council allotments for potential small scale ‘allotment forestry’ as a partnership between council and tenants called the Allotment Forum Initiative.

Ideally this would involve the planting of useful trees in positions which would not affect the site’s primary function as a place to grow vegetables. We will encourage tenants to plant appropriate fruit trees where they will not significantly interfere with vegetable production.

Besides fruit trees, there is also the potential for the planting of small coppice areas if it was supported by tenants. These could be planted on plots that, because of shading, or say waterlogged conditions, are less suitable for vegetable growing.

Coppicing of species such as hazel, willow, or sweet chestnut would produce valuable products such as bean poles, pea sticks, or fencing materials, which could be harvested communally and would represent a sustainable use of these plots while maintaining wildlife value.



## 6. Support citizens to remain independent and improve their well-being

### Outcomes

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1. Support people to 'help themselves' by providing comprehensive advice and information including signposting to other services.
2. Have 'meaningful conversations' to help people identify 'what matters' to them to inform 'outcome focused' planning.
3. Provide support to reduce the need for higher tier statutory interventions.
4. Identify and support carers.
5. Improve the recruitment of Foster Carers and Shared Lives carers.
6. Continue to identify opportunities to work collaboratively wherever appropriate.

## 6. Support citizens to remain independent and improve their well-being

### Well-being Statement

2016/17 saw the implementation of the Social Services and Well-being (Wales) Act 2014 across Wales. This is possibly the most wide ranging and radical change in legislation impacting on the delivery of Social Care for generations.

The Legislation is underpinned by a series of key principles and the Local Authority is charged with delivering services to enable these to be achieved. The principles are:

- Provide support at the lowest level to reduce the need for statutory services or interventions.
- Provide information and advice aimed at helping people to help themselves.
- Signposting people to community based and third sector services wherever appropriate to do so.
- Facilitate 'what matters' conversations with people referred for support to ensure services are aware of what the individual actually wants and would benefit from
- Identify personal outcomes and provide services to enable people to achieve these outcomes.
- Only provide 'Care and Support' to those people whose needs 'can and can only' be met through the provision of Social Care services
- Continue to safeguard and protect those most vulnerable people

As part of the newly implemented Social Services and Well-being (Wales) Act 2014, the Information, Advice and Assistance (IAA) team, has been established in Caerphilly. IAA acts as the first point of contact for all referrals into both statutory and preventative services. An assessment is undertaken to identify if the family needs, require 'Care and Support'.

On occasion, a person or family's needs may not be eligible for a Care and Support Plan and can instead be met through preventative well-being services. The Welsh Government funded Tackling Poverty Programmes - Families First, Flying Start, Supporting People and Communities First - all work at an early intervention and prevention level.

Providing low level support to families and individuals should reduce the need for statutory and specialist services, whilst providing timely support for families which will enable them to improve their well-being. Early intervention should enable families to establish positive behaviour, increase their parenting capacity and help prevent abuse or neglect.

Within Caerphilly, the Families First programme offers targeted, time-limited interventions to ensure that families get the right support and the right time. Support is provided for a wide range of needs including parenting and behaviour, well-being and mental health, advocacy, financial support, young carers, literacy and numeracy support, youth engagement, support for families affected by domestic abuse, pre and post natal support, emerging developmental delays in pre-school children and community engagement. In addition, the Team Around the Family (TAF) model in Caerphilly, locally known as Supporting Family Change, co-ordinates support for families with multiple needs.

## How we used the ‘5 ways of working’ to set this Well-being Objective?

**Involvement** - Using the principles of the Social Services and Well-being Act, service users should be fully involved in identifying their needs and personal outcomes and planning their Care and Support requirements. Supporting People and Families First programmes involve hundreds of projects and providers and partners. Service users are involved in their own care through having the ‘what matters to you’ conversation.

**Long Term** - Our long term aspiration is to ensure citizens are supported to remain independent in their own homes and communities for as long as possible. Being independent gives people a feeling of purpose and self-worth and for some older people moving to residential accommodation can be distressing as home is often where people are happiest. This is important to well-being.

**Collaboration** - This Well-being Objective is reliant on all partner agencies collaborating and co-operating to provide early intervention support to prevent the need for statutory intervention. Much of the preventative work undertaken by the Tackling Poverty programmes is tendered out to third sector organisations working within the Caerphilly county borough. This allows for greater partnership and multi-agency working across all organisations.

**Integration** - The Information, Advice and Assistance Service and Supporting People are already integrated across Adults and Children’s Services. Opportunities for further integration across wider partner agencies will be developed as and when they arise. This objective if successful would contribute to a wide range of health, third sector and other public bodies outcomes including the Social Services Gwent Area Plan, by helping people (where they can be) to become more resilient.

**Prevention** - The foundation of the Social Services and Well-being Act is the concept of early intervention and prevention support services that enable citizens to access services to help themselves.

### What steps will we take to achieve this objective?

Outcome	When (2018-2023)
<p><b>1. Support people to ‘help themselves’ by providing comprehensive advice and information including signposting to other services.</b></p> <p><b>2. Have ‘meaningful conversations’ to help people identify ‘what matters’ to them to inform ‘outcome focused’ planning.</b></p>	
<p>Provision of an effective Information, Advice and Assistance (IAA) Service to ensure compliance with the Social Services and Well-being (Wales) Act 2014</p>	<p>2017 – 2022</p>
<p>Support staff to undertake meaningful conversations with citizens to identify what matters to them and identify the outcomes that they want to achieve.</p>	<p>2017 – 2022</p>
<p>Implement and support further development of the ‘DEWIS’ web base to ensure it becomes the ‘go to’ site for people to access information in order</p>	<p>2018</p>

<b>Outcome</b>	<b>When (2018-2023)</b>
to 'help themselves'.	
<b>3: Provide support to reduce the need for higher tier statutory interventions</b>	
Work in partnership with Aneurin Bevan University Health Board to prevent unnecessary admissions to hospital and facilitate timely discharges.	2018-2022
Continue to support the work of Families First and the Welsh Government Tackling Poverty programmes to provide support to families at a preventative and early intervention level.	2017 – 2021
Support individuals in hospital with housing related support (including those who may be homeless at point of discharge).	2018-2019
Maximise the use of Welsh Government Grant funding to enhance and expand the 'edge of care' service for children and young people.	2018 – 2019
Expansion of the Supporting People programme, ensuring effective processes are in place to increasing referrals to the programme.	2018-2020
<b>4: Identify and support carers</b>	
Improve the support provided to carers including young carers, through development of information, improved identification and enhanced services to improve the well-being of carers and enable them to continue to undertake their caring roles.	2017 – 2022
<b>5: Improve the recruitment of Foster Carers and Shared Lives carers.</b>	
Increased recruitment activity and improved follow up rates to ensure additional paid carers i.e. Foster Carers and Shared Lives carers, are recruited with the overall aim of achieving a net increase in the number of carers.	2017 – 2019
Gain political support for the continuation of a radio advertising campaign for foster carers.	2017
<b>6: Continue to identify opportunities to work collaboratively wherever appropriate</b>	
Continue to engage in regional partnerships and collaborations to ensure Caerphilly are represented and able to influence the direction of travel.	2017 – 2022
Caerphilly to lead on the delivery of a regional Children's Advocacy Service for Gwent Local Authorities and the Aneurin Bevan University Health Board.	2018 onwards
Development of a regional Learning Disabilities Strategy.	2018 – 2019
Work with the Gwent Children & Families Partnership Board to develop enhanced services for children with complex and challenging needs and for those young people leaving care.	2018 – 2020



## Why we consider that our Well-being Objective will maximise our contribution to the National Well-being goals

The Well-being Objective maximises contribution to two key national Well-being goals:

**A Healthier Wales:** Social Care services support the promotion of good physical and emotional health in order to support individuals to remain independent for as long as is possible.

**A more Equal Wales** Irrespective of background or circumstance, if an individual require the Care and Support of Social Care Services then the appropriate level of support is provided.

This also contributes to Welsh Governments ‘Prosperity for All National strategy particularly The Healthy and Active theme which promotes the following:

- ❖ Deliver quality health and care service fit for the future
- ❖ Promote good health and well-being for everyone
- ❖ Build healthier communities and better environments



### How we will resource this Well-being Objective

Most of the actions identified in Section 4 require little by way of additional funding but do require staff and partner time to be committed to achieve. However, the action in relation to ‘edge of care’ services requires that we protect the current Welsh Government grant funding when it becomes part of the Revenue Support Grant from 2018 onwards. The action relating to the Gwent Children & Families Partnership is also reliant upon the allocation of Intermediate Care Funding (ICF).

### When will the objective be completed?

A few of the outcomes have already been completed or are in the process of being completed. For several others, it is the case that the actions identified will be continually reviewed and amended in order to remain current. However, targets are able to be set in relation to the following:

Linked to Outcome	Evidence
<b>1&amp;2</b>	Relevant staff will receive ‘meaningful conversations’ training by the end of 2018
<b>1&amp;2</b>	The DEWIS website will be fully operational by April 2019
<b>3</b>	Undertake a review of all ICF investments to maximise the effectiveness of the grant funding by September 2018
<b>3</b>	Children’s Services Intensive Support Team to be fully operational from April 2018
<b>4</b>	Numbers of carers (including young carers) supported
<b>4</b>	Levels of respite support provided
<b>5</b>	Achieve an increase in the overall number of carers recruited – this will be monitored quarterly and annually
<b>1-5</b>	The Families First programme has 14 outcome measures that are reported yearly to

Welsh Government, we will use the relevant measures to support progress with this objective.

For context we will also review the National indicators for Wales below as part of this overall objective:

General Well-being Indicators-	Source of Data
Percentage of people who are lonely	National Survey for Wales
Percentage of people agreeing that they belong to the areas; that people from different backgrounds get on well together; and that people treat each other with respect.	National Survey for Wales

### **Any other additional Information**

The Welsh Government is currently reviewing the Performance Indicator data sets that measure the Social Services Well-being Act and it is likely that this will change the data we collect. We will have to update our measures above when the new sets of performance measurement framework has been agreed.

It is recognised that Social Care is unable to achieve all these actions alone and acknowledges the vital role that partners, both internal and external to the Council, will play in completing them.

## 6. Reviewing our Objectives

### How we will govern ourselves to meet our Well-being Objectives;

*The process for each Well-being Objective will be the same so here are the main ways that we will govern ourselves in the meeting of our objectives*

- ✚ We will have an Action Plan for each Objective.
- ✚ We will use a scorecard to measure our performance as part of our overall performance.
- ✚ The actions will be linked to individual Service Plan's so it is part of service delivery and not separate from it.
- ✚ Progress and emerging risks will be reported to our Corporate Management Team.
- ✚ We will consult with the public to ensure our objectives are still relevant to them. We may use existing consultation methods from services rather than always run a separate engagement exercise simply for objectives. For example we ask the public what is important to them when we are consulting on our budgets and these existing mechanisms can play a greater more integrated part in assessment.
- ✚ We will use the monitoring for the Well-being Plan as our review as they will contribute towards the Public Services Board Plan.
- ✚ Our auditors and the Future Generations Commissioner will assist us in providing good practice in how we can best meet our objectives.

### The steps we will take to keep our objectives under a review

- ✚ Our reporting structure will include frequent reporting to our Corporate Management Team working within our medium term financial planning to ensure resourcing plays an integrated role in the delivery of objectives.
- ✚ We will assess at a point in time whether we are unsuccessful, partially successful or fully successful and invite our reporting bodies and any relevant partners to challenge our self-assessments.
- ✚ Reporting to Cabinet (the Executive) on our progress.
- ✚ Our Future Generations Advisory Panel is being reviewed and we may 'mainstream reporting' to wider members scrutiny's to involve a wider selection of members, this is currently being looked at.
- ✚ Reporting to relevant member scrutiny committees for challenge and scrutiny twice a year.
- ✚ Reporting to any relevant partners as part of any collaboration set up to deliver on our objectives.
- ✚ Report at least yearly to the public on our progress and review or our objectives as part of our performance management arrangements.

## 7. The seven Well-being Goals for Wales

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

More information about the Well-being of Future Generations Act (Wales) 2015 and what that means for public bodies can be found at the site below:

<http://gov.wales/topics/people-and-communities/people/future-generations-act/?lang=en>

## 8. Contact us

Your views and opinions on the content of our plans and the priorities are important to us. We welcome your input so that we can continue to provide meaningful information that helps inform you of the service focus, ensuring that we are working on the things that are important to making a difference to you, our citizens and our communities.

Please contact us by: Email: [PMU@caerphilly.gov.uk](mailto:PMU@caerphilly.gov.uk) OR by

Web-link: [Council Performance](#) and follow the instructions on screen:

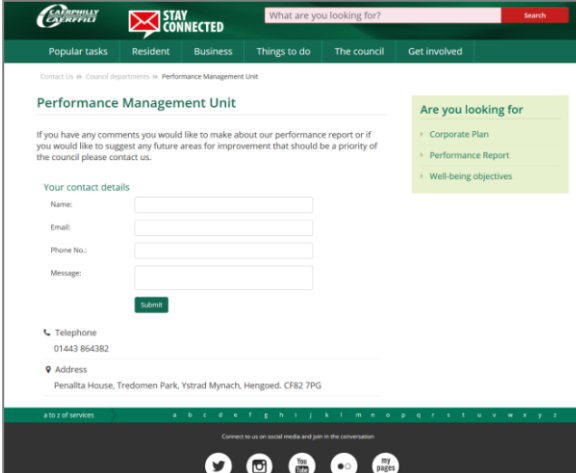
**Alternatively, please contact:**

**Ros Roberts**

Business Improvement Manager  
Business Improvement Team  
Caerphilly County Borough Council  
Penallta House  
Ystrad Mynach  
Hengoed CF82 7PG

**Tel:** 01443 864238

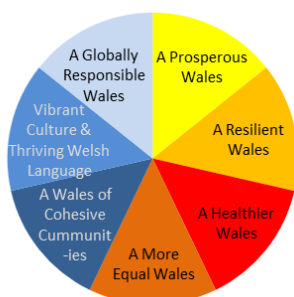
**E-mail:** [roberr@caerphilly.gov.uk](mailto:roberr@caerphilly.gov.uk)



The screenshot shows the 'Performance Management Unit' contact page on the Caerphilly Council website. The page features a green header with the council logo and navigation tabs for 'Popular tasks', 'Resident', 'Business', 'Things to do', 'The council', and 'Get involved'. A search bar is located in the top right corner. The main content area is titled 'Performance Management Unit' and includes a brief introduction: 'If you have any comments you would like to make about our performance report or if you would like to suggest any future areas for improvement that should be a priority of the council please contact us.' Below this is a 'Your contact details' section with input fields for Name, Email, Phone No., and Message, followed by a 'Submit' button. To the right, there is a 'Are you looking for' sidebar with links to 'Corporate Plan', 'Performance Report', and 'Well-being objectives'. At the bottom, contact information is provided: Telephone: 01443 864238 and Address: Penallta House, Tredomen Park, Ystrad Mynach, Hengoed, CF82 7PG. Social media icons for Twitter, Instagram, YouTube, Facebook, and My Pages are also visible.

This document is also available in different languages and formats upon request.

Further information can also be found on our website: [www.caerphilly.gov](http://www.caerphilly.gov).





Coerphilly County Borough Council  
**Corporate Plan 2018-2023**