

Caerphilly County Borough Council

Draft

2016/17

Corporate Plan

(Well-being Objectives)

A greener place Man gwyrdach



Contents

Introduction	1	
About Caerphilly	2	
Our Financial Position	3	
2013 - 17 Corporate Priorities	4	
Changes to how we plan and report performance	5	
The five ways of working	6	
The seven Well-being goals of the Future Generations Act (FGA) 2015	7	
Where our priorities link to the seven Well-being goals of the FGA 2015	8	
A review of the 2015/16 Improvement Objectives	9	
2016/17 Well-being Objective consultation results	11	
2016/17 Well-being Objectives		
Well-being Objective 1	To help people make the best use of their household income and manage their debts.	13
Well-being Objective 2	Improve outcomes for all learners, particularly those vulnerable to under achievement.	19
Well-being Objective 3	Close the gap in life expectancy for residents between the most and least deprived areas in the Borough.	25
Well-being Objective 4	Carbon Management: Reduce our carbon footprint	35
Well-being Objective 5	Investment in Council homes to transform lives and communities	43
Contact us		

Foreword from the Leader Cllr Keith Reynolds



“Improving lives, improving communities and improving our environment”

Welcome to the Council’s Corporate Plan for 2016/17.

This document is much more than just a strategic booklet that sits on a shelf gathering dust. Our Corporate Plan is the blueprint for the way this organisation delivers its services, works with partners and aims to improve the future of communities across Caerphilly county borough.

I am extremely proud of what this council has achieved over the past few years, despite the significant financial pressures facing local authorities across Wales.

This authority is improving lives, improving communities and improving our environment. We are transforming our housing stock with huge investment as part of the Wales Housing Quality Standard. We are improving education both in terms of the condition of our school buildings and by raising standards. We are also committed to the ‘green’ agenda by being more sustainable in the way we do things ranging from energy efficient street lighting to improved procurement practices.

To ensure we prioritise effectively, it is important to agree key objectives to help steer the organisation and provide focus for our resources. The Well-being of Future Generations Act 2015 came into force in April 2016. The Act requires public bodies to work towards a shared set of Well-being goals, to deliver improvements for the well being of people and communities in Wales. In the past we have agreed a list of ‘Improvement Objectives’ each year, but these are now changing into ‘Well-being Objectives’ to better reflect the requirements of the Welsh Government’s *Well-being of Future Generations Act 2015*.

It is more than a word change, that one little word will have a significant impact on the way we do business as we move towards the five new ways of working, which is the spirit of this significant new piece of legislation and there is more about this on page 5.

These are our Well-being Objectives for 2016/17 and we believe that focussing on these five themes will bring many benefits to all our communities:

1. To help people make the best use of their household income and manage their debts
2. Improve outcomes for all learners, particularly those vulnerable to underachievement
3. Close the gap in life expectancy for residents between the most and least deprived areas of the borough
4. Carbon Management: Reduce our carbon footprint
5. Invest in council homes to transform lives and communities

Please take time to consider the content of this document and we would be very interested to hear any feedback you may have. We recognise there is always room for improvement in an organisation of this size and complexity, so it is important that residents and other key stakeholders work with us to help shape services in the future.

I look forward to hearing from you.

A handwritten signature in black ink that reads "K. V. Reynolds". The signature is written in a cursive style and is located at the bottom right of the page.

Introduction

We are pleased to introduce our Well-being Objectives for 2016/17.

The Welsh Government has introduced legislation called the Well-being of Future Generations Act 2015 requiring all public bodies to set 'Well-being objectives' that contribute to the achievement of seven Well-being Goals.

Our existing Improvement Objectives are based on evidence of areas that need to be improved. On page 8 we set out the linkages between our Objectives and the National Well-being goals. We have changed the name of the Council's objectives to 'Well-being' objectives to better reflect their contribution towards the national Well-being Goals.

We recognise that our Well-being Objectives must be more than a 'name change' they must be a proper assessment of needs and strengths based on evidence and factual data. They require action to improve quality of life within a sustainable way, building on strengths as well as areas of need.

The Well-being of Future Generations Act requires public bodies in Wales to demonstrate five principles, or ways of working to show that they have applied the 'sustainable development principle'. The five ways of working are explained in more detail on pages 6 and are about looking 'long term', involving others such as the citizens in decisions, integrating our approaches with other public or voluntary sector bodies, collaborating on shared solutions and to focus on preventing issues by working to understand the root causes.

In future years our Well-being Objectives will be informed by the Well-being Assessment being undertaken by the new Caerphilly Public Services Board and the resultant 'Well-being Plan'.

This will be a transitional year for Caerphilly in the way we set and define our objectives but what is not new is that for many years we have consulted on those objectives to see if these are areas that mattered to the public. This plan summarises the results of this years consultation and details the reasons behind why we chose these specific improvement areas.

Following the consultation we have kept last years areas for improvement because we know there is more to do in these areas and the actions to deliver them are set over the longer term. In addition to the five Well-being Objectives for 2016/17 we have eight Corporate Priorities, these are our long term Council priorities which were set for the life time of the administration 2013-2017 and these are shown on page 4.

It is important to know that having Well-being Objectives and corporate priorities does not stop us carrying out all the many things we do and dealing with new situations as they emerge. However in this time of financial constraint it is helpful to focus our efforts in specific areas.

We appreciate and thank all those who replied to the consultation which helped us inform choices for 2016/17 and hope you enjoy reading more about where we want to improve. If you have any question or would like to be involved further you can find our contact details at the back of this plan.

The County Borough of Caerphilly is located approximately 9 miles from Cardiff and has a geographic area of 278 km². This area accounts for 1.3% of the total area of Wales. Our largest town is Caerphilly with other towns in the borough being Bedwas, Risca, Ystrad Mynach, Nelson, Newbridge, Blackwood, Bargoed, New Tredegar and Rhymney.

Based on the latest census information (2011) the population has grown by 10,000 to 179,000 with the mid-year estimate (2014) increasing the population slightly to 180,000, which is the fifth largest population for all Welsh councils. Caerphilly has a divergent demographic profile with a higher proportion of children and people of retirement age than Welsh averages. The percentage of pupils entitled to free school meals (used as an indication of deprivation) runs at 21 per cent and is the sixth highest out of the 22 local authorities in Wales. Three quarters of the Council's 73 wards are in the 50 per cent most deprived areas of Wales, with 13 Lower Super Output Areas (LSOA's) featuring within the most deprived 10% in Wales, with a concentration of deprivation in the north of the borough. LSOA's is the geographical boundary based on population size the Welsh Government uses to calculate data

We still have the second highest unemployment rate in Wales (for 16 – 64 year olds) with relatively high levels of deprivation. Recent data showed that Caerphilly has the highest proportion of workless households and this can undermine our ability to deliver quality of life improvements.

But the area also has many strengths, for example our countryside, wildlife and our country parks are an asset with approximately 75% of the borough classed as rural. There is a wide range of countryside places to visit and many walking routes. Around 80% of the rights of way in the county borough are open with about 5000 hectares of open access land available for walkers, exploring the countryside. Our tourism and events services are popular with many visitors to Caerphilly Castle and events such as the 10k race are extremely well attended.

Some facts about the Borough are that we have:

- the **4th highest** number of people per square km in Wales;
- the **3rd highest** percentage of people aged under 16 in Wales;
- the **4th lowest** percentage of people aged over 65 in Wales;
- the **5th highest** percentage of people claiming benefits in Wales;
- the **3rd lowest** average band D council tax in Wales.

For further information on the range of countryside places to visit including the best places to look for wildlife go to your [caerphilly.gov.uk/countryside](http://www.caerphilly.gov.uk/countryside). For places to stay and eat and enjoy additional activities within Caerphilly Borough please visit www.visitcaerphilly.com

Our Financial Position

The Council is the largest employer in the area with over 9,300 staff providing a wide range of services from 'cradle to grave' social services, education, housing, highways maintenance, waste disposal and street cleaning to name a few. The Authority has a combined gross revenue and capital budget of over £400 million per annum. We have approximately 1168 buildings including 92 schools in total, 9 Leisure centres and 8 Libraries.

In terms of our current financial Position, on the 25th November 2015, details of the UK Government Comprehensive Spending Review were announced and this was more positive than anticipated. This resulted in a better financial settlement for the Welsh Government which in turn meant that the actual level of funding reductions for local government in Wales were much less than feared.

Caerphilly CBC's original 2016/17 draft budget proposals considered by the Council's Cabinet on the 14th October 2015 planned for a potential 4.3% reduction in the funding received from the Welsh Government. Following the outcome of the Comprehensive Spending Review the actual funding cut was confirmed as 0.9%, which is a cash reduction of £2.275m. However, to meet all of the unavoidable cost pressures faced by the Council significant savings were still required to ensure that a balanced budget could be achieved for 2016/17. Consequently, at its meeting on the 24th February 2016 Council approved a package of savings totalling £11.1m.

The agreed savings for 2016/17 will have limited impact on front-line services and wherever possible Council priorities are protected from cuts. Full details of the 2016/17 savings and the comprehensive consultation process that was carried out can be found in the 'Budget Proposals 2016/17 and Medium-Term Financial Strategy 2016/2021' report, available through the following link: -

<http://www.democracy.caerphilly.gov.uk/documents/s14240/Budget%20Proposals%202016-17%20and%20Medium%20Term%20Financial%20Strategy%202016-21.pdf>

The funding situation across Wales for future years remains uncertain so the Authority has adopted a prudent approach of producing an indicative 5 year Medium-Term Financial Plan. In addition to the confirmed 0.9% cut in funding for 2016/17 this plan makes an assumption that annual cash reductions of 1.4% will be experienced from 2017/18 to 2019/20 with no increase or decrease in funding in 2020/21. The plan also identifies the cost pressures that will need to be met as we move forward. It is anticipated that the Authority will need to find further total savings of around £25m for the period 2017/18 to 2020/21.

Significant work is already underway to identify further savings proposals to meet the projected financial shortfall for future years and the position will be kept under close review. The financial challenges faced by the Authority are significant but the Council remains committed to its previously agreed principles of: -

Protecting front-line services where we can and reducing expenditure on management and administrative costs. Increasing fees and charges where appropriate. Reducing, rather than removing services where possible. Focussing on priorities. Looking at alternative ways of delivering services (collaboration, partnerships, community trusts, etc.)

Should you require any further information on the budget details can be found on the Caerphilly County Borough Council Website www.caerphilly.gov.uk or by contacting: Stephen Harris, Interim Head of Corporate Finance Tel: 01443 863022 or Email harrisr@caerphilly.gov.uk

CP 1	Peoples social care needs are identified and met in timely and appropriate way.	This priority focus's on improving the speed of which we make assessments so the client gets a quicker service and that the quality remains high. We want to improve the quality of standards of care.
CP 2	Children and Adults are safeguarded from abuse.	Our commitment is to prevent abuse to vulnerable children and adults within the community with quick, effective responses and to work with other agencies to train, support and campaign to raise awareness and improve all areas of co-ordinated working.
CP 3	Improve standards across all year groups particularly key stages 2 & 3	Performance of pupils improve and particularly vulnerable groups. We want to raise the literacy levels for all and particularly for year 4 pupils. We want the gap between girls and boys achievements to narrow.
CP 4	Identify vulnerable groups of learners and develop interventions to ensure needs are met.	This is also one of our well-being objectives for 2016/17, this also focuses on reducing the number of young people leaving education, training or work based learning without an approved qualification.
CP 5	Reduce the gap in attainment between pupils in advantage and dis-advantaged communities.	To raise attendance levels and developing an outreach service for those in isolated communities. This also links to our Improvement Objective to develop strategies to reduce the gap in attainment for children on free school meals.
CP 6	Promote the benefits of an active and healthy lifestyle.	Success in this priority is to reduce the harm caused by alcohol, increase physical activity, reduce smoking and promote healthy eating. We also want to support intergeneration schemes.
CP 7	Invest in our council homes and their communities to transform lives.	This is one of our Well-being Objectives, where we are rebuilding and refurbishing Council homes so they meet the Welsh Housing Quality standard by 2020.
CP 8	Affordability - To deliver the Medium Term Financial plan, aimed at providing a period of stability that helps the Authority to have a range of services in the future that are sustainable.	We want to achieve a balanced budget by implementing savings proposals at the start of the financial year. Over a 2 to 3 year period we will continue to have a reduction in expenditure that still allows for services to make improvements.

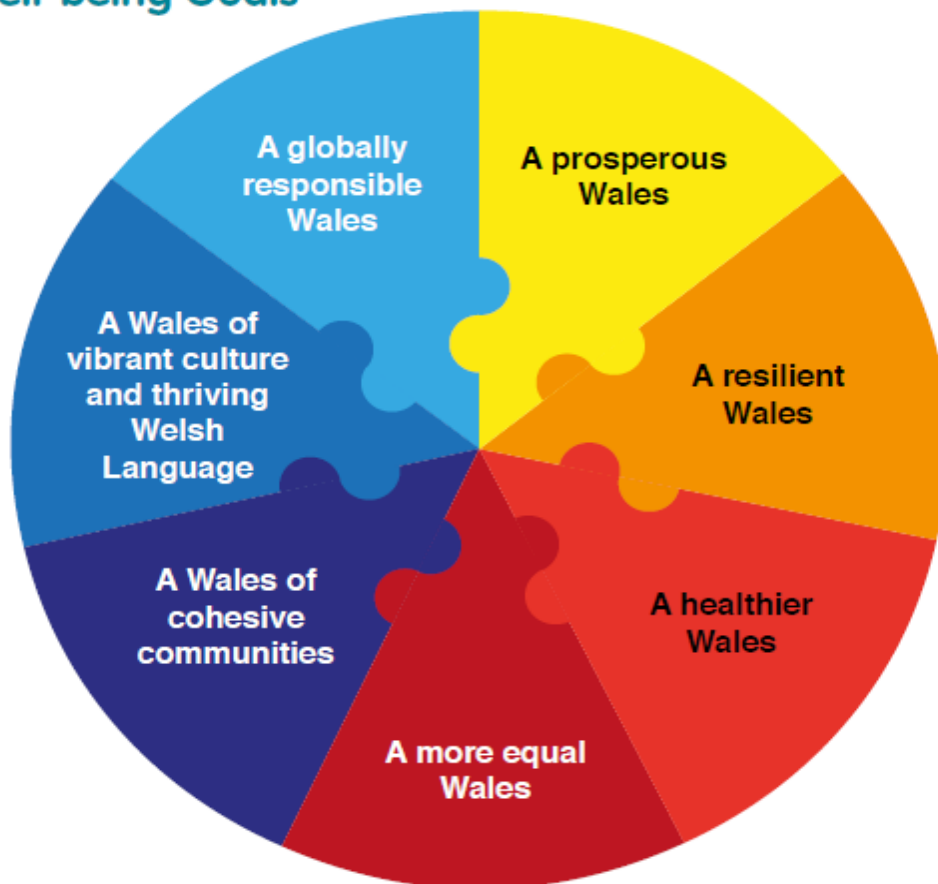
Changes to how we plan and report performance

Well-being of Future Generations Act 2015

This is a new Act introduced by the Welsh Government, which will change aspects of how we work. The general purpose of the Act is to ensure that the governance arrangements of public bodies for improving the well being of Wales take the needs of future generations into account. The Act is designed to improve the economic, social and environmental well being of Wales in accordance with sustainable development principles.

The Well-being of Future Generations (Wales) Act is about encouraging public bodies to think more about the long-term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach. This will help us to create a Wales that we all want to live in, now and in the future. To make sure we are all working towards the same vision, the Act puts in place **seven** well-being goals, which are noted below:

Well-being Goals



The five ways of working

The principle is made up of **five key ways of working** that public bodies are required to take into account when applying sustainable development. These are:-

- Looking to the **long term** so that we do not compromise the ability of future generations to meet their own needs;
- Taking an **integrated** approach so that public bodies look at all the well-being goals in deciding on their priorities;
- **Involving** a diversity of the population in the decisions that affect them;
- Working with others in a **collaborative** way to find shared sustainable solutions;
- Understanding the root causes of issues to **prevent** them from occurring.

What must we do to meet the requirements of the Act?

The core duty in the Act (Well-being duty) is that all public bodies must set well-being objectives that maximise their contribution to achieving the well-being goals outlined opposite. In doing so, they must take all reasonable steps to meet those well-being objectives, in accordance with the sustainable development principles and the five key ways of working outlined above.

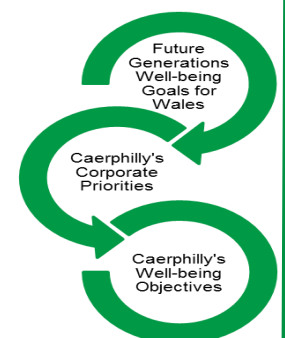
In summary we must:

- Set and publish well-being objectives
- Take all reasonable steps to meet those objectives
- Publish a statement about our well-being objectives
- Publish an annual report of progress
- Publish our response to any recommendations made by the Future Generations Commissioner for Wales

How are we preparing for this?

We have set up working groups within the Council and have begun working with partners on a well-being assessment to help the Public Service board develop their Well-being Plan. We are developing a communications strategy and methods of scrutinising to put in place the building blocks of the new ways of working. Although there are specific requirements noted above, the changes are far more about a culture change and changing the way we work rather than mere compliance as this alone will not encourage new ways of working. We are setting up business improvement projects on staff engagement and leadership capacity as this will in part help with changing the way we work.

Each Council objective contributes towards a specific well-being goal or goals in the following pages. We have shown where they make their strongest contributions as not every one council objective can contribute to all seven goals, as they must be tailored to our local needs. We have only shown where the strongest links are made but collectively our set of well-being objectives contribute to all seven Well-being Goals.



The seven Well-being goals of the Future Generations Act 2015

Goal	Description of the Goal
A prosperous Wales	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.
A resilient Wales	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).
A healthier Wales	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.
A more equal Wales	A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).
A Wales of cohesive communities	Attractive, viable, safe and well-connected communities.
A Wales of vibrant culture and thriving Welsh language	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.
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 makes a positive contribution to global well-being.

Where our priorities link
 to the seven national
 Well-being Goals

A prosperous Wales	A resilient Wales	A healthier Wales	A more equal Wales	A Wales of cohesive communities	A Wales of vibrant culture and thriving Welsh language	A globally responsible Wales
1	2	3	4	5	6	7

Our Corporate Priorities and Well-being Objectives		1	2	3	4	5	6	7
CP 1	Peoples social care needs are identified and met in timely and appropriate way.							
CP 2	Children and Adults are safeguarded from abuse.							
CP 3	Improve standards across all year groups particularly key stages 2 & 3.							
CP 4	Identify vulnerable groups of learners and develop interventions to ensure needs are met.							
CP 5	Reduce the gap in attainment between pupils in advantaged and dis-advantaged communities.							
CP 6	Promote the benefits of an active and healthy lifestyle.							
CP 7	Invest in our Council homes and their communities to transform lives.							
CP 8	Affordability - To deliver the Medium Term Financial Plan, aimed at providing a period of stability that helps the Authority to have a range of services in the future that are sustainable.							
WO 1	To help people make the best use of their household income and manage their debts.							
WO 2	Improve outcomes for all learners, particularly those vulnerable to underachievement.							
WO 3	Close the gap in life expectancy for residents between the most and least deprived areas in the Borough.							
WO 4	Carbon Management: Reduce our carbon footprint							
WO 5	Investment in Council homes to transform lives and communities.							

A review of the 2015/16 Improvement Objectives

During 2015/16, the Authority identified five specific priorities called Improvement Objectives and the summary below briefly outlines how successful they were at the time of updating. A full report on their yearly progress will be published in October 2016.

1. To help people make the best use of their household income and manage their debts

Overall, delivery of this objective was judged to be partially successful. We achieved much but as this is a long term objective there is more to do. Specifically we are working well towards achieving and exceeding the target for referring residents for support with managing debts and accessing benefits. We are on target in supporting children to access placements and this is significant in view of engagement in the new Flying Start areas.

We are continuing to actively promote take up of Free School Meals, using established media channels and also working with schools and other partners. The information issued highlights the benefits to families and schools of eligible parents/carers completing Free School Meal applications. Uptake of Free School Meals in Secondary schools has increased compared with the same period last year, although uptake remains below our target in both the Secondary and Primary school sectors.

Almost 500 Council tenants affected by welfare reform changes were visited in their own home and provided with advice and support; almost 400 other residents were referred to money advice support. The value of financial savings generated for tenants as a direct result of face to face support was £126,877. Also £50,914 of additional income has been generated for residents via social services at the end of September 2015.

2. Improve outcomes for all learners, particularly those vulnerable to underachievement

Overall, delivery of this objective was judged to be partially successful at this stage.

All actions have been initiated but are at an early stage of development, performance data at Key Stage 4 has yet to be verified and new targets are due to be set in October 2016. A System for Tracking and Reporting Identified Vulnerability in Education (STRIVE) has been developed and used to inform all managers in their work with children and young people.

An education group has been established in order to improve learning opportunities in the St James area. A draft plan has been produced and will be finalised in early November. A family worker has been approved and schools are working closely with other agencies to ensure services are streamlined. The Educational Advisory Service (EAS) have worked closely with schools to develop strategies to close the gap in performance between those in receipt of free school meals and those who are not. Challenge advisers also monitor the plan for the Pupil Deprivation Grant .

3. Close the gap in life expectancy for residents between the most and least deprived areas in the borough

Overall, delivery of this objective was judged to be partially successful, as some of the projects are in the early stages of development due to the nature of this long-term health objective. However, we have secured funding to deliver the Living Well Living Longer programme, which started in the north of the Borough in November 2015. This is a Welsh Government Tackling Poverty priority and is being delivered on a pilot basis by Aneurin Bevan University Health Board (ABUHB) and Public Health Wales. Launched in February 2015 over 2000 individuals have already been seen in Blaenau Gwent West. Within Caerphilly County Borough, it will cover selected GP practices from Rhymney down to Ystrad Mynach and Markham. In addition it has also been agreed to deliver the programme in Lansbury Park. The programme invites residents aged 40-64 (who are not currently on a chronic disease register), who live in the most deprived areas of ABUHB, to receive a cardiovascular risk assessment (a midlife MOT). In Caerphilly County Borough, it is anticipated that this will be around 7000 residents; assessments will take place in local community venues.

4. Carbon Management: Reduce our carbon footprint

We judged this objective to be successful for 2015/16 because we believe we have managed to make good and steady progress across all the elements of the objective, which has led to: Greatly improved energy management awareness, knowledge, understanding and control within our organisation. We have quantified reductions in energy consumption, carbon and costs through Invest-to-Save schemes and better property/house management and reduced our carbon emissions through improved technologies, better control on consumption, improving energy awareness and better building management through good housekeeping.

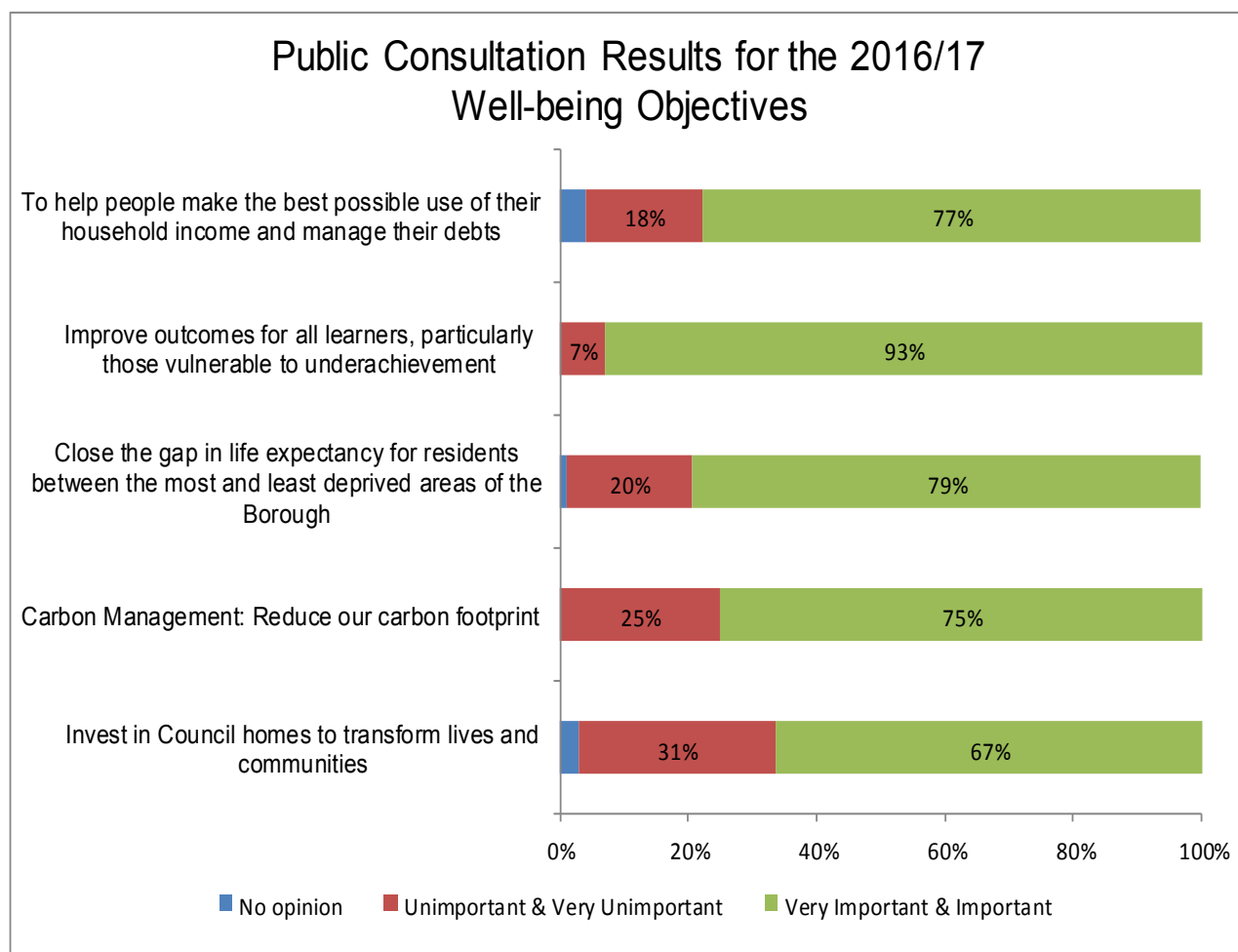
We have safeguarded against significant future energy cost where energy conservation activities took place and improved the quality of our environments for example, in school classrooms and improved the longevity of appliances. We have secured and implemented significant investment in solar PV arrays for Homes For The Elderly and improved local site meter reading, monitoring and reporting (a good house keeping technique).

5. Investment in Council homes to transform lives and communities

Overall, delivery of this objective was judged to be partially successful, as we did not deliver all the planned improvements and meet all of our targets for the year. Major slippage has arisen within this multi-year programme and exercises to re-profile the programme are undertaken on an annual basis. Additional measures are being implemented to increase capacity and mitigate risks to ensure the final Welsh Housing Quality Standards (WHQS) target date of 2020 can still be achieved. However, for the works completed in 2015/16, we can demonstrate significant improvements to both internal and external provisions to our housing stock and show that overall tenant satisfaction remains at 90%+ and 93% for achieving service standards.

The 2016/17 Well-being Objective consultation

We carried out a consultation from March to April 2016 to ask the public what they thought of our Well-being Objectives and to check if these areas of improvement are still important to the public. Our consultation was run online with access to paper copies in the libraries across the Borough. We asked if you thought these objectives were important for us to progress with and if not what else would you suggest. We received replies from 72 respondents and the results are noted below:



There was much agreement with the chosen priorities as shown above although less so for the transforming Council homes as this applies more specifically to Council tenants and could be related to comments regarding the building of more homes. We asked if you thought anything was missing and 63% of people said yes there were areas missing and 37% of people said no.

We then asked if you did think something was missing what would you include? A small amount of responses (3) said creation of jobs should be a priority and the largest amount of comments (35) thought protecting green spaces, preserving our wildlife and greenbelt areas should be a priority with a clear theme emerging around ensuring that any housing needs or building of new houses did not threaten greenfield sites and the environment. There were a small number of comments on improving the town centres and this will be passed to our town centre management team.

Consultation Summary Responses 2016

As noted on page 11 a theme emerged about protecting wildlife, greenfield sites and a concern about building on these sites, so we have sought a fuller response from our Planning Department to address the issues raised.

Planning Response

Caerphilly County Borough Council is the local planning authority for the county borough. The Planning & Compulsory Purchase Act 2004 requires the Local Planning Authority to prepare a Local Development Plan (LDP) for the county borough to act as a framework for the control of the development and use of land within its administrative boundary. The Local Development Plan is the main way by which the Council seeks to reconcile the development needs of the population with the wider environmental concerns for the conservation of the man-made and natural environment. The LDP must provide for forms of development that are economically, socially and environmentally sustainable. The existing LDP for the area was adopted in 2010 and covers the period up to 2021. By law the Council is currently in the process of preparing a Replacement LDP, which will provide the planning policy framework for the county borough up to 2031. This document is currently on ‘*Deposit’ and is the subject of an extensive public consultation exercise which concludes on the 22 April 2016. The responses received to this consultation are noted but should properly be taken into account as part of the consultation in respect of the Replacement LDP.

Once the consultation period is over, the Council will consider the representations submitted on the plan and will produce a Final Consultation Report. Each of the main issues will be summarised in the report. Then the Planning Inspectorate (on behalf of the Welsh Government) will examine the report, all of the deposit representations, the Deposit Replacement Local Development Plan together with its background evidence and Sustainability Appraisal Report. The Examination process will ensure that the plan is based on sound information and thinking, and will consider whether the views of those with concerns about the plan have been considered and addressed.

In terms of site specific objections, the Inspector at the Examination will firstly consider whether: the Development Strategy that underpins the plan is sound; whether the assumptions concerning the level of growth required is sound; and if they are, he/she will then consider the planning merit, or otherwise, of individual sites.”

A couple of comments thought the objectives were too narrow for example that Carbon reduction should be more about wider global sustainable issues. We will look at how we can revise this, however one of the challenges in this area is about measuring the outcomes, which tend to be required by Welsh Government and the Audit Office on a yearly basis and often this kind of work needs a longer perspective which we hope the spirit of Future Generations and a ‘new way of thinking’ will support.

Other comments will be forwarded to our service departments for consideration on their responses and the full document will be published on our website.

**The Deposit Stage is a formal stage of the plan preparation process.*

What difference do we plan to make?

To introduce policies and support programmes that help with boosting households' resources so that Caerphilly residents are able to improve their income levels and are better able to meet their own needs.

Why we chose this Well-being Objective?

Poverty harms people's prospects and damages their long term future. It also places a burden on public resources and services. It is in all our interests to tackle poverty. Caerphilly Council is committed to ensuring its residents are able to live fulfilled lives and are not prevented from enjoying an acceptable standard of living due to economic, social or cultural disadvantage. In their publication 'A UK Without Poverty' the Joseph Rowntree Foundation (JRF) defines poverty as:

"When a person's resources are not enough to meet their basic needs. This includes the need to be part of society, by being able to participate in common customs and activities, such as buying a birthday present for your partner or sending your child on a school trip".

JRF go on to state that interventions that either increase the resources available to households or reduce the costs of meeting their needs will help to reduce poverty.

Recognising that poverty is dynamic, and differs at different stages of life, JRF propose that thought must be given to policies that have an impact now, those that are investments in the future and those that provide insurance against future events.

In addition, current welfare reforms are having a large and disproportionate impact upon residents in our borough and knock-on consequences for our local economy, compared to the UK as a whole. This is why this Well-being Objective is concentrated in the area of income maximization and debt management for households most at risk of poverty across our borough. Caerphilly has above average levels of unemployment, economic inactivity and deprivation and this undermines our ability to deliver many other successes.

The latest data shows that Caerphilly has the highest proportion of workless households of any local authority in Wales. As of February 2016 the unemployment rate in Caerphilly is 7.9% compared with 6.3% in Wales and 5.4% in the UK. The proportion of people economically inactive in Caerphilly as of Sept 2015 stands at 28.6% compared with 24.9% in Wales and 22.3% in the UK.

This Well-being Objective contributes to the following

<p>A prosperous Wales</p>	<p>This is about developing a skilled and well-educated population and to work towards an economy which generates wealth and provides employment opportunities, “<i>allowing people to take advantage of the wealth generated through securing decent work</i>”. It is also about a society that enables people to fulfil their potential no matter what their background or circumstances. Helping people to manage their debts and make more of what is available helps to improve their own financial situation will help this national goal.</p>
<p>A healthier Wales</p>	<p>A society in which people’s physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood. There is a link between mental well-being, reducing income and debt. Work that can help people manage debt and can sign post people to get help and help them access additional resources supports better mental health and well-being.</p>
<p>A more equal Wales</p>	<p>A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances). The growing gap between the poorest and the wealthiest in our society has been widely reported creating a more unequal society. The Council’s anti poverty strategy aims to support policies that help people make the best of their resources for example we buy the services of the Citizens Advice Bureau to provide debt advice and this contributes to a more equal Wales.</p>

Which of the five ways of working have we met?	Y/N/ Part	How much work do we still need to do to meet these ways of working?
1. Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	P	This is a medium term objective, good practise would suggest we develop this over the longer term as an area to develop further.
2. Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	Y	The anti-poverty board includes other members and our anti poverty strategy was put together with involvement of other organisations through our standing conferences.
3. Involving a diversity of population in the decisions that affect them.	Y	Our actions involve the people who are affected by this area.
4. Working with others in a collaborative way to find shared sustainable solutions.	Partly	We collaborate with a range of organisations and buy services from the Citizens Advice Bureau but this is an area we could expand upon.
5. Understanding the root causes of the issues to prevent them from occurring.	Y	Root causes are complex and many and are driven by external forces beyond our control such as wage levels or central government policy so we cannot prevent but aim to help.

Where are we now?

Caerphilly Council has a long track record of tackling poverty through a range of core services as well as the four Welsh Government funded programmes; Communities First, Flying Start, Families First and Supporting People. We developed an Anti-Poverty Strategy, which clearly states our commitment to tackling poverty. It brings together the broad body of activity that we have in place to mitigate the impacts of poverty, to raise aspirations, to support and to prevent poverty. We need a comprehensive approach to tackling poverty and we realise that we cannot address poverty on our own, but wish to set out our commitment to playing our part.

We have developed an Anti-Poverty Strategy in partnership with a range of partners based on the 4 pillars of work called the 4P's called, Prospects, Pockets, Places and Prevention. This identifies areas that will be important to tackle; welfare, work, education, the cost of living, family, community and addressing complex needs emerging as crucial areas of focus.

For too many, debt becomes a serious problem with almost three million people said to be in problem debt in Britain. Common causes of problem debt are job loss, illness and relationship breakdown. Many are vulnerable to falling into problem debt following such life events, as too few have the financial resilience to cope. The past few years has seen an unprecedented increase in the use of food banks in Wales. Low-income households can spend 16.6% of their income on food. In 2015/16 CAB debt support clinics funded via Caerphilly Homes and the Supporting People programme referred 294 families and residents for debt support which led to the identification of £1,781m debt (average of £6'058 per person).

For 2016/17 we will continue to put policies, programmes and activities in place, which help to boost households' resources, primarily by increasing their income, so that they are better able to meet their needs. Under our Anti-Poverty Strategy the work comes from the section called 'Pockets'.

What actions are we going to take to improve?

Key areas of focus are:

- Providing residents with information and advice on a range of social welfare issues to enable them to increase household income manage debt and develop skills to improve their financial capability.
- Supporting council tenants to reduce the impacts of rising fuel costs. The impacts of this advice will be captured during follow up visits with a selection of the tenants.
- Promoting quality, accessible and affordable childcare provision to enable families to improve their income through accessing education, learning and employment.
- Ensuring all pupils eligible for Free School Meals are in receipt of their entitlement.

How will we know if we are helping people?

We will measure:

- Increase in the number of people referred to commissioned debt support services.
- Improvements in the number of people supported to access the benefits they are entitled to improve.
- The amount of savings generated for residents through increased income or reduced savings increases.
- Increasing the number of residents visited and provided with advice regarding energy saving measures.
- The number of our staff who have undertaken the All Wales Academy e-learning Financial Inclusion & Tackling Poverty course.
- The number of children accessing childcare places through Flying Start Childcare and the Assisted Places Scheme
- Take up of Free School Meals for eligible pupils. Accessing Free School Meals allows parents of school aged children to access additional grants to support them with other aspects of school life, including the purchase of school uniform. It is important that parents and carers are made aware that this support is available as a method of maximising the use of the household income.

Who are we going to work with to deliver this objective?

The Anti-Poverty Strategy sets out Caerphilly Council's position, which is dependant on working jointly with our partners. In relation to this Well-being Objective this includes Citizens Advice Bureau, Food Banks, and Credit Unions in particular.

What resources do we have to deliver this goal?

We do not have a dedicated budget within our organisation to address Anti-Poverty so we are working with other areas and organisations to pool our resources to address the issues around poverty. For example, we sign post citizens to a range of help and support that may be provided by other organisations or purchase services from voluntary sectors such as the Citizen's Advice Bureau to help citizens manage their finances, and help with debt support.

Performance Measures

Measures	2015/16 Target	2016/17 Target
We will measure how much we are doing using the evidence below		
Number of council tenants visited and provided with advice regarding energy saving measures and energy use	Not set as new from Feb 15	200
Number of children accessing childcare places through Flying Start Childcare and the Assisted Places Scheme	400 FPS 88 APS	500FPS 88 APS
Number of council tenants referred for money and debt advice as a direct result of face to face support on the impact of welfare reforms	130	150
Number of other residents referred to commissioned debt/financial support services. <i>We have changed the way we count this indicator and are including a wider range of support funded services as opposed to specific financial services as previously counted</i>	390	2000*
Number of tenants affected by welfare reforms who were visited in their own homes and provided with advice and support to minimise the impact of the changes.	1500**	2000
The number of our staff who have undertaken the All Wales Academy e-learning Financial Inclusion & Tackling Poverty course.	Not set as new from June 15	80
We will measure how well we are doing using the evidence below		
% of eligible pupils taking up the opportunity to access Free School Meals.	67.5%	67.5%
% of tenants referred by the Council to CAB debt support service and responded to survey who rated the service as good or better	75%	75% (for council tenants only in 16/17)

Measures	2015/16 Target	2016/17 Target
We will measure whether anyone is better off using the evidence below		
Value of financial savings generated for tenants as a direct result of face to face support.	£170,00	£300,000
Value of additional income generated for residents via social services as a direct result of support.	£100,000	** *This measure is no longer included for 2016/17
a) The number of people supported to access the benefits they are entitled to by Housing.	519	600
b) The number of people supported to access the benefits they are entitled to by Supporting People.	Spilt is new for 2016/17	650

* The target for the 'Number of other residents referred to commissioned debt/ financial support services' has increased significantly because we have changed the way we count this indicator and are now including a wider range of support funded services as opposed to specific financial services as previously counted.

* *Last year we published the target for 'Number of tenants affected by welfare reforms who were visited in their own homes and provided with advice and support to minimise the impact of the changes' in 2015/16 as 150. This was an error and should have read 1500.

*** Performance for this indicator was £139, 543 and will be reported in the Council's Annual Performance Report 2016

What difference do we plan to make?

As a local authority our aim is that “every child should have the best start in life, and the opportunity to achieve success as a young person and as an adult. In achieving this we recognise that small groups of children and young people can face more challenges than others. This plan aims to identify groups of learners that are vulnerable to underachievement academically, and work proactively to remove the barriers to learning to raise their aspirations and increase their opportunities to succeed.

Why we chose this Well-being Objective?

Parents and young people have a right to expect the best from the education they receive. As a local authority, we will work with the regional consortia for school improvement and schools (EAS) to ensure that all children and young people have access to high quality education, training and work experience, tailored to meet their needs.

Vulnerability in education can be determined by a number of different factors including deprivation. It can also be determined by whether the child or young person has an additional learning needs, or is a Looked After Child (LAC).

Data identifies that there is a performance gap between those within these groups and that of the overall population. We have chosen to undertake some intensive work in this area to try and reduce that gap, and ensure that all young people are provided with appropriate opportunities to help them achieve success, both in the classroom and beyond.

Which National Well-being Goals does this objective contribute to?

A prosperous Wales	An innovative, productive and low carbon society 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. Improving outcomes for learners will enable them to get better paid employment and it is recognised that higher skills and better paid employment is one of the main ways to tackle poverty.
A healthier Wales	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. Supporting vulnerable learners can improve their well-being and help them to achieve a greater level of educational achievement.
A more equal Wales	A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances). This objective aims to address the gap in attainment between vulnerable young people and children and those who are to receive the best education in trying to promote more equal opportunities by removing barriers specific to this group of our citizens.

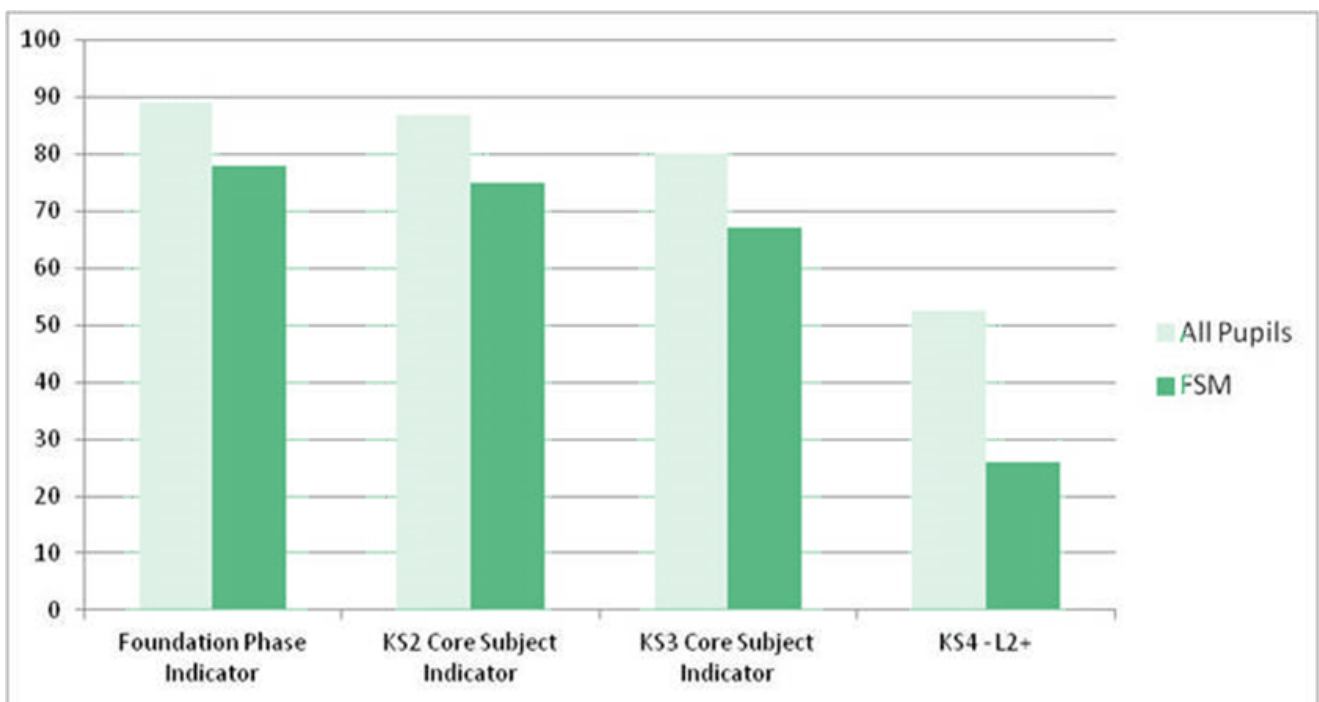
Which of the five ways of working have we met?	Y/N/Part	How much work do we still need to do to meet these ways of working?
1. Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	P	We take a longer view of results as education improvements take time to embed, however we are judged by yearly results so this is an area that needs longer term adjustments,
2. Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their Well-being Objectives.	P	We have an integrated approach with schools and governors and the Education Achievement Service, but this may be an area we want to expand.
3. Involving a diversity of population in the decisions that affect them.	P	We have an extensive youth and parent forum to involve those who are part of the developing services as well as a parent network who we consult with on a range of activities.
4. Working with others in a collaborative way to find shared sustainable solutions.	P	We work with a wide range of partners such as schools, governors with our families first and communities first programmes bringing in a wide range of partnership approaches.
5. Understanding the root causes of the issues to prevent them from occurring.	Y	Causes are understood and this objective seeks to prevent them.

Where are we now?

In terms of academic attainment, the measurements are taken at the end of each phase of education, and pupils are measured against whether they have achieved the main performance indicators. Up until the age of 15 these are measured internally through Teacher assessment. At the end of Key Stage 4, pupils are measured externally.

There are many factors which increase levels of vulnerability in learners, one of which is deprivation. The measure that is commonly used to measure deprivation is a pupil's eligibility to receive Free School Meals. The data below (Table 1) provides an insight into the performance of all pupils in comparison to the pupils in receipt of Free School Meals. This also highlights that the gap in performance increases throughout school life.

Table 1 : Attainment – Academic Year 2014/15 – Free School Meals



The Welsh Index of Multiple Deprivation (WIMD) uses a number of deprivation measures to calculate deprivation. For Education, 31 Lower Super Output Areas (LSOAs) are in the top 20% most deprived in Wales, with St James 3 ranking 1st, as the most deprived. This area will be a focus for improvement throughout this plan.



What actions are we going to take to improve?

- Work in partnership with the Education Achievement Service (EAS) to ensure that challenging targets are set for all learners, particularly those vulnerable to underachievement.
- Work with schools to maximise the benefits of the Pupil Deprivation Grant, to ensure that pupils in receipt of Free School Meals have full access to appropriate learning opportunities.
- Implement strategies to work towards closing the gap in performance between those in receipt of Free School Meals, and those who are not.
- Monitor and evaluate the newly introduced assessment for pupils educated in Trinity Fields and LA resource bases (PIVATS).
- Monitor and evaluate the multi agency strategy to provide improved learning opportunities in the St James area.

How will we know we have improved?

Each year the school attainment results are published at a local authority level by the Welsh Government. This provides us with a benchmark for the academic achievements of all pupils. For a more in depth breakdown of the result, the mylocalschool.wales.gov.uk website can be used to access information at a school level. In addition, Performance Indicators for Value Added Targets Setting (PIVATS) will also be collected and analysed in relation to pupils educated in Trinity Fields and Local Authority Resource Bases.

The actions identified in this plan will be highlighted in strategic annual service plans and operational service delivery plans, and communicated to the regional Educational Achievement Service (EAS).

In addition future ESTYN inspections and reviews will monitor the progress made in improving outcomes for our children and young people through the strategies, services and initiatives that we deliver.

Who are we going to work with to deliver this objective?

The EAS and our schools will be key partners in working towards improved outcomes for our pupils. However, we are aware that aspirations are linked with the family and therefore Flying Start, Families First, Communities First and other key agencies working with families will also be key partners.

In addition, many studies have shown that raising aspirations and improving attitudes to learning is wider than just educational barriers. Therefore, strategies may require the support of services such as leisure, parks and countryside as a mechanism for engaging with children and young people barriers.

What resources do we have to deliver this objective?

This objective is initially focused on aligning existing resources to provide targeted support in areas of need. However, as part of the delivery of the multi-agency plan, £30,000 has been allocated to St James to support the post of Family Worker until August 2017.



Performance Measures

* The academic year runs from September 2015 to July 2016, this means 2015/16 academic targets are set for results attained in summer 2016 and validated in the autumn of 2016. This makes them the equivalent to 2016/17 financial targets

Measures	2014/15 Academic Yr Target	2014/15 Academic Yr Results	* 2015/16 Academic Yr Target
We will measure how much we are doing using the evidence below			
EDU/003 The percentage of pupils assessed at the end of Key Stage 2 achieving the Core Subject Indicator	87.2	87.4	90.0
EDU/004 The percentage of pupils assessed at the end of Key Stage 3 achieving the Core Subject indicator	83.3	80.0	84.0
% of pupils aged 15 who achieved the Level 2 threshold including a GCSE pass at L2 in English or Welsh first language and mathematics	60.4	52.6	58.0
We will measure how well we are doing using the evidence below			
% of pupils in receipt of Free School Meals achieving the Core Subject Indicator (CSI) at KS	74.2	75.1	78.5
% of pupils in receipt of Free School Meals achieving the Core Subject Indicator (CSI) at KS3	68.1	61.1	69.5
% of pupils in receipt of Free School Meals achieving the Level 2 threshold including a GCSE pass at L2 in English or Welsh first language and mathematics	37.3	25.9	38.4
% of pupil attendance - Primary	94.9	94.5	95.3
% of pupil attendance - Secondary	93.1	92.7	94.0
We will measure whether anyone is better off using the evidence below			
EDU/002i The percentage of pupils aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without an approved external qualification	0.4	0.5	0.3
EDU/002ii The percentage of pupils in local authority care, aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without an approved external qualification	0	0.5	0
% of 16 year olds not in employment, education or training (NEET) in October	3.4	1.7	1.5

What difference do we plan to make?

The main intention of this priority is to improve the lifestyles of our local population so that people recognise and take responsibility for their own health and well being. In turn this will reduce the variation in healthy life expectancy so that health and well being of individuals experiencing disadvantage improves to the levels found among the advantaged.

Why we have chosen this Well-being Objective?

The CCBC vision is that Caerphilly County Borough is a better place to live, work and visit. This must be for all residents. Residents living in areas of high deprivation have statistically significantly higher levels of ill-health including deaths from chronic obstructive pulmonary disease, deaths from lung cancer, diabetes, mental illness and respiratory disease.

In Caerphilly County Borough there is an inequality gap in life expectancy of 8.5 years for males, and 7.8 years for females. This is the difference in life expectancy between those people living in the most and least deprived communities across our county borough. The gap for healthy life expectancy is 19.2 years for males and 17.4 years for females. This has increased in recent years and we wish to empower residents to improve their lifestyles.

Unhealthy lifestyle choices are significantly higher in more deprived areas and this creates risk factors that could impact upon the health of our residents especially:

- Smoking
- Obesity
- Physical inactivity
- Unhealthy diet

It is a priority of Welsh Government (Fairer Outcomes for All 2011) that by 2020 we need to improve healthy life expectancy for everyone and close the gap between each level of deprivation by an average of 2.5%. There are 5 levels in total, 1 being the most affluent and 5 being the most deprived.

Which National Well-being Goals does this objective contribute to?

A Healthier Wales	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. The various projects and actions within this objective are aimed at closing the gap in life expectancy and improving the overall health of all residents in the Borough.
A more Equal Wales	A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances). The aim of promoting more community based activities will have a positive effect on the health & well-being of the people of the borough, which in turn will improve their life opportunities.
A Wales of vibrant culture and thriving Welsh language	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. This objective aims to improve the culture and attitude of the borough through a number of community based projects.

Which of the five ways of working have we met?	Y/N/part	How much work do we still need to do to meet these ways of working?
1. Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	Y	We understand the long term nature of health gaps especially in more deprived areas of the borough, improving this with current measurements will take at least 10 years to show the results.
2. Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their Well-being Objectives.	Y	We work closely with the health board for example to deliver courses on how to eat healthily in managing diabetes. Our partner plan includes health goals but we want to look at this further.
3. Involving a diversity of population in the decisions that affect them.	Y	Consultation takes place to ensure the right kind of support is part of the responses to improve quality of life.
4. Working with others in a collaborative way to find shared sustainable solutions.	Y	We collaborate with others for example health screening MOT with the health board.
5. Understanding the root causes of the issues to prevent them from occurring.	P	There is a good understanding of root causes but prevention is more difficult which is what the objective is about however this can be largely dependant on available finances.

Where are we now?

The Welsh Index of Multiple Deprivation (WIMD) is the official measure of relative deprivation for small areas in Wales. These small areas are referred to as Lower Super Output Areas (LSOAs) in the index. The WIMD is designed to identify those small areas where there are the highest concentrations of several different types of deprivation.

WIMD is currently made up of eight separate types of deprivation called domains. These are: income; employment; health; education; access to services; community safety; physical environment and housing. Each domain is compiled from a range of different indicators.

In the 2014 WIMD, 14 of the 110 Lower Super Output Areas (LSOAs) in Caerphilly County Borough fell within the 10% most deprived LSOAs in Wales. This is equivalent to 12.7% of all LSOAs, which places us eighth for the highest proportion of most deprived LSOAs compared to the rest of Wales. All of these LSOAs are included within the current Communities First programme for our County Borough.

Caerphilly County Borough LSOAs in the most deprived 10% for the overall index are:

LSOA Code	LSOA Name	WIMD 2014 Rank - Wales	WIMD 2014 Rank - CCBC
W01001421	St. James 3	1	1
W01001428	Twyn Carno 1	7	2
W01001339	Bargoed 4	23	3
W01001345	Bedwas, Trethomas, Machen 6	25	4
W01001376	Moriah 3	62	5
W01001386	New Tredegar 3	70	6
W01001364	Hengoed 2	88	7
W01001422	St. James 4	107	8
W01001400	Penyrheol 8	115	9
W01001361	Darren Valley 2	126	10
W01001396	Penyrheol 4	139	11
W01001381	Newbridge 2	146	12
W01001334	Argoed 1	188	13
W01001326	Aberbargoed 2	190	14

Caerphilly County Borough has 67.3% of its LSOAs within the top 50% most deprived category and this is the fourth highest proportion in Wales.

Health Evidence

Data is provided below based on a population approach across the whole of the County Borough. These percentages will increase significantly in the County's most deprived areas.

- Premature death rates (under 75 years of age) remain significantly higher than the Wales average. Figures from 2007 (ONS) show a rate of 374.8 per 100,000 resident population. This equates to approximately 670 deaths in Caerphilly County Borough (based on population of 178,800). These deaths are more likely to be in areas of higher deprivation.
- 22% of adults smoke in our Borough. This is slightly higher than the Welsh average (Welsh Health Survey 2013/14), however Welsh Government have set a target to reduce smoking levels in Wales to 16% by 2020.
- 73% of adults are currently not active enough to meet physical activity guidelines. (Welsh Health Survey 2013/14).
- In Caerphilly, 62% of adults can be categorised as overweight or obese. This is one of the highest rates in Wales according to the Welsh Health Survey 2013/14, with the Welsh average at 58%, and the Welsh average is itself at a low level of health.
- The Child Measurement Programme for Wales reported in 2013/14 that 27.1% of children in Caerphilly County Borough aged 4-5 are overweight or obese. This is above the Welsh Average of 26.5%, which is again not considered to be at a good level.
- The Health Behaviour in School-aged Children survey 2013/14 found that overweight and obesity levels amongst boys are higher in Wales than the rest of the UK, and most other European countries. The same survey reported that Wales has one of the highest rates amongst all European countries for obese teenage girls.
- Less than one third of adults (28%) eat the recommended 5 a day of fruit and vegetables. This is less than the Welsh Average at 33%. (Welsh Health Survey 2012/13)

There is a need to develop more robust data sets that allow comparisons between our most affluent and most deprived communities. This agenda is being taken forward nationally by the development and implementation of both the 1) National indicators for Wales (WG) and 2) Public Health Outcomes Framework for Wales (PHW).



What actions are we going to take to improve?

In order to start to address the health inequalities mentioned, we are planning to focus our activity on preventing obesity and smoking cessation. To help us achieve this we will:

1. Develop and implement a Caerphilly response to achieving the actions set out in 'Fit for Future Generations: a childhood obesity strategy for Gwent to 2025'. Consultation document (PHW July 2015 - released to CCBC at the end of September 2015).
2. Reduce smoking prevalence by increasing the uptake of smoking cessation programmes.
3. Support Aneurin Bevan University Health Board and Public Health Wales to implement the Living Well Living Longer programme (LWLL) across the County Borough. The aim of the project is to reduce the inequalities in premature mortality and emergency hospital admissions from Cardio Vascular disease. This is a pilot led by Aneurin Bevan University Health Board and will entail inviting targeted 40-74 year olds to attend a Health MOT to prevent future health deterioration. By being proactive and advising or sign posting support for stopping smoking, reducing obesity and improving mental health or referring the citizen back to the GP we hope to enable people to improve their quality of life.
4. Promoting broader participation in Community based physical activity opportunities.
5. Increase residents knowledge by developing the Community Health Champions initiative. This is a community based initiative that up skills members of the community to choose healthier lifestyle behaviours.



How will we know we've improved?

We will know if we have improved, as shown by:

- Reducing the difference in life expectancy between those people living in the most and least deprived communities
- Reducing smoking rates
- Reducing obesity rates
- Reducing premature death rates
- The outcomes of the LWLL programme

Data that shows what outcomes we are achieving (or what difference is being made) in the health fields cannot be provided frequently and the nature of the change is often provided by longer-term data. Recording the numbers of people attending different initiatives can be straightforward but health data that shows if differences are being made can be complex and trends can take 2-5 years to show a reversal in the areas as noted above.

The development and implementation of the 'Measuring the health and well-being of a nation – Public Health Outcome Framework for Wales' (PHW March 2016) will support the provision of more robust and appropriate data.

It should also be noted that the way in which the Welsh Health Survey is co-ordinated is changing. The Welsh Government is replacing existing surveys, including the Welsh Health Survey, with a new survey of adults (National Survey of Wales) starting during 2016/17 which will include health related questions. The Welsh Health Survey will run until the end of 2015 and then cease in its current form.

Who are we going to work with to deliver this objective?

The Caerphilly Well Being Delivery group has prioritised workloads for 2016/17 to support reducing inequalities. These priorities also correlate to the health improvement priorities for the Healthier Theme of our Single Integrated Plan, 'Caerphilly Delivers'.

Partners include Caerphilly County Borough Council, Aneurin Bevan University Health Board, Public Health Wales and GAVO.

What resources do we have to deliver this objective?

- Communities First is funded by Welsh Government.
- StreetGames fund a StreetGames worker for Caerphilly to lead on developing the initiative locally. Communities First have successfully gained funding from StreetGames to deliver the US Girls programme in Caerphilly, focusing on inactive and semi-inactive girls, aged between 13-19 to get more physically active. This programme will be delivered over a 2 year period and, across Wales, aims to get 5000 girls physical active.
- Positive Futures is funded by Safer Caerphilly and Gwent Office of Police Crime Commissioner.
- The Living Well Living Longer Programme is funded by Aneurin Bevan University Health Board.
- Healthy Schools and the Healthy + Sustainable Pre Schools Scheme is a Welsh Government funded programme.

Performance Measures

Measures	2015/16 Target	2016/17 Target
We will measure how much we are doing using the evidence below		
Number of Community Healthy Lifestyle sessions including Foodwise, Healthy Hearts, cooking, Biggest Loser and XPOD (pre-diabetes)	138	468
Number of participants on Healthy Lifestyle courses	New	484
Delivery of Community Health Champions initiative. Number of Champions	155	187
Delivery of Community Health Champions initiative. Number of training sessions	New	16 training sessions
Delivery of community based self help support for people living with a mild to moderate mental health condition. Number of sessions.	New	510
Delivery of community based self help support for people living with a mild to moderate mental health condition. Number of participants.	New	356
Number of people taking part in community based physical activity opportunities	1350	3500
Number of pupils taking part in the National Standards courses delivered within the Schools Cycling programme	New	400
Number of test sales of tobacco to young people carried out	20 Test Purchases (all products)	20 Test Purchases (all products)

Measures	2015/16 Target	2016/17 Target
We will measure how much we are doing using the evidence below		
Number of people accessing cessation services	5% of all smokers	5% of all smokers
% of schools that have achieved Healthy Schools Phase 3	95%	95%
% of schools working towards the National Quality Award	New	20%
Number of settings in Healthy + Sustainable Pre Schools Scheme	45	64
Number of settings that have completed the Healthy + Sustainable Pre Schools Scheme	New	5
We will measure how well we are doing using the evidence below		
% Adult Smokers in Caerphilly	16% by 2020	16% by 2020
Number of schools that have achieved National Quality Award	8	9 (10%)

Other performance information	2014-15 Baseline Result	2015-16 Result
% Residents taking part in physical activity on recommended number of times per week	29% (2012-13)	
% Residents eating the recommended 5 or more portions of fruit and veg per day	28% (2012-13)	
% of adults categorised as overweight or obese in Caerphilly	63% (2012-13)	
% of children aged 4/5 categorised as overweight or obese in Caerphilly	28.5% (2012-13)	
Gap in healthy life expectancy between the most and least deprived areas across Caerphilly for Males	19.2 years	To be reported October 2016
Gap in healthy life expectancy between the most and least deprived areas across Caerphilly for Females	17.4 years	
Premature death rates for Adults	374.8 persons per 100,000 population (2007)	
Number of residents signposted from health screening MOTs to additional services.	New measure for 14/15	
Illegal tobacco campaign – number of intelligence reports received and resulting enforcements.	New measure for 14/15	

Other performance information (above) tells us whether a situation is improving or not over the long term. We do not set targets for this data because these are more complex with wider influences than just local authority. We can influence but cannot be solely responsible for the whole performance improvements of topics like reducing obesity. This means it would be inappropriate to set targets for the data above.

What difference do we plan to make?

Our objective is to take steps to reduce the Authority's carbon footprint and inform and assist others within the Borough to do the same. The overall objective is to reduce the Authority's carbon footprint of 26,035 tonnes by 45%, by 2019.

Why we chose this Well-being Objective?

Our climate is undergoing dramatic changes as the direct result of greenhouse gas (GHG) emissions from human activity. Carbon dioxide (CO₂) is the most significant and prevalent GHG emitted mostly from the burning of fossil fuels like coal, oil and natural gas.

The UK Government has committed to take action and has introduced the Climate Change Act with a target to cut carbon emissions by at least 80% by 2050, with a minimum reduction of 26% by 2020 across the UK.

CCBC is a large organisation and as such has a large carbon footprint. We have an obligation to take steps to minimise our carbon footprint and the associated negative impact on the environment.

Which National Well-being Goals does this objective contribute to?

<p>A prosperous Wales</p>	<p>An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change). This objective directly aims to reduce our carbon footprint and move to a lower carbon authority.</p>
<p>A globally responsible Wales</p>	<p>A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing make a positive contribution to global well-being. This is our contribution towards global objectives to control carbon emissions.</p>

Which of the five ways of working have we met?	Y/N/Part	How much work do we still need to do to meet these ways of working?
1. Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	Y	This is long term as continuous technology improvements allows further energy reductions, however good practice dictates that Invest to Save schemes should be no longer than 10 years and technology is reviewed on a rolling programme.
2. Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their Well-being Objectives.	P	We share knowledge and good practice with a range of others in the field of carbon reduction but this is an area that could be developed further.
3. Involving a diversity of population in the decisions that affect them.	P	We involve a range of people such as schools when rolling out solar panels or in works to homes for the elderly but this is aspect that may need further work.
4. Working with others in a collaborative way to find shared sustainable solutions.	N	We share knowledge and good practise, with other public bodies but most of our solutions are largely managed for our own properties so there is limited scope at this time in this way of working.
5. Understanding the root causes of the issues to prevent them from occurring.	Y	All our proposals and funding for improvement have to be justified and validated, showing understanding of causes with a view to prevention.

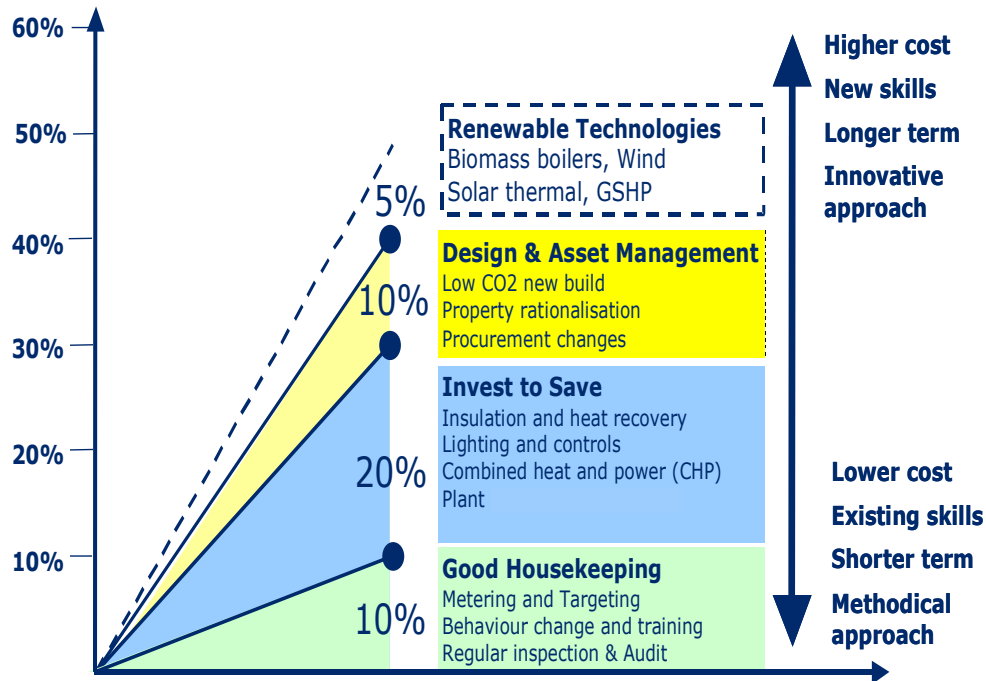
Where are we now?

The Authority's Energy Management Team, over the last decade, has instigated and registered impressive carbon and energy savings. This has resulted in annual carbon emissions being 2,706 tonnes lower than where they would otherwise have been. These savings are registered through 228 Invest to Save projects. Additional savings have been registered outside of this scheme, all of which result in a much more carbon efficient authority.

Legislative requirements are contributing to effect change, and incur fine/prosecution for non-compliance. Legislative demands assist in raising the profile for carbon improvements, these include the provision of Display Energy Certificates (DEC's) which shows a buildings operational energy performance rating Energy Performance Certificates (EPC's) which shows the notional energy performance of buildings and compliance with the Carbon Reduction Commitment scheme (CRC), which is a carbon tax that costs circa £440k per year.

Our 10-year Carbon Reduction Strategy is due to end in 2019. Where other authorities have outsourced services such as leisure and housing, ours remain in house. This is an important consideration given that the age of buildings stock (fabric and building services) has a direct relationship with energy consumption.

The Carbon Reduction Strategy has four key themes for achieving carbon improvement: Good Housekeeping: Invest to Save: Asset Management and Renewable Technologies.



Good Housekeeping:

Involves behaviour change, ensuring that staff are aware that their actions contribute to carbon emissions and encouraging them to turn off lights, computers, or other equipment. These are simple changes that can be made immediately. This relies on raising awareness of issues through; education, training, energy audits or display energy certificates. It is supported by having good benchmarks and data for all buildings.

Invest To Save

Utilising energy efficient technology can reduce carbon emissions. More often than not, there is a strong business case for the investment. Caerphilly aims to continue its street lighting conversions programme, for example, from 90 watt to a more energy efficient format called Light Emitting Diodes (LED's), which run at 19 watts, this will result in significant and further carbon reductions.

Examples of other standard technologies installed include Building Energy Management Systems, Insulation, Lighting upgrades and controls on equipment. Caerphilly CBC has a proven track record with this approach and compares favourably against other public sector organisations across the UK.

Design and Asset Management

Choosing the correct buildings to retain or dispose of can have a significant bearing on carbon emissions and constructing energy efficient buildings, which generate less carbon than the buildings being replaced. For example: Pontllanfraith House is currently being decommissioned as a Caerphilly corporate office. This could produce annual carbon savings in the region of 409 tonnes. This would only be a carbon saving if the new or replacement building that housed the displaced staff, were to be more energy efficient than the former, or staff were relocated into existing buildings.

Under occupation of buildings results in increased carbon, this is highlighted where schools heat the whole school for one room for a community evening class.

Renewable Technologies

There is no authority budget for 'Renewable Technology'. The correct approach is to implement 'Good Housekeeping', 'Invest To Save' and 'Asset Management', before looking to incorporate 'Renewable Technology'. The authority has however installed some renewable technologies already, and will have to install some renewable technology for new build projects e.g. as part of the BREEAM* standards on Islwyn West Comprehensive.

* *BREEAM - Building Research Establishment Environmental Assessment*

What actions are we going to take to improve?

Good Housekeeping

1. Carbon Reduction Commitment (CRC) Training
General Awareness Raising through various media formats
2. Training key staff e.g. caretakers on building energy management systems.
3. Re-issue benchmark information to building managers.*
4. Raise awareness on the importance of reducing energy consumption through workshops, events and training with staff and pupils in our schools.
5. Send monthly energy fact email to schools and Head Teachers.*
6. Arrange for Welsh Water to man their water awareness stall in reception of TY Penallta offices. This will include practical demonstrations on how technology can reduce water consumption and cost.
7. Issue 4 messages on the intranet focusing on water conservation practices.

**Note - These were recommended by a Head Teacher based on the CRC training held in 2015/16.*

Note - Several actions are unquantifiable in that we cannot always record the carbon emissions that result from taking the actions.

Invest To Save On *Salix funded projects for example:

1. Consider various lighting upgrades for primary schools.
2. Consider various building energy management systems.
3. There is opportunity to replace existing street lighting lamps (90 watts) with high efficiency LED's (19 watts) units.
4. Other technologies being considered include: Insulation, voltage correction and controls.
5. Promote the understanding and the benefits of water conservation.
6. Raise awareness on water conservation at 20 buildings by undertaking a water audit. The findings will be issued to the building managers and will contain information such as defective fittings, overflowing cisterns and cisterns without control devices. Indicative costs will also be provided for remedying the faults.

**Salix Finance; is an external organisation, which administers the finance on behalf of Central Government*



Asset Management

1. There are likely to be numerous properties considered for sale or disposal which may bring some carbon savings
2. Training staff to make better use of our buildings e.g. advising schools to locate after school activities in smaller buildings rather than use the main teaching blocks which need more heating and lighting, however carbon savings would be unquantifiable.

Renewable Technologies

1. Opportunities exist for further PhotoVoltaic (PV) installations. Some key buildings will be reviewed for suitability, consideration, and installations where they are proven to be cost effective.
2. Further promote internally the benefits and understanding of renewable technologies at the carbon group and possibly other forums such as the school budget forum.

How will we know if we have improved?

Good Housekeeping

- We will outline who has received carbon reduction commitment training and make the presentation material available
- We will log the number of awareness activities that promote awareness
- We will log specific data distribution events such as Display Energy Certificates or other benchmark information
- We will log the number of workshops, events and training with schools
- We will record the number of accreditations to Eco Schools Green Flag and Platinum Awards

Invest To Save

- We will report all carbon (tonnes) and energy (kWh) savings which result from new technologies being installed through the Invest To Save scheme.

Asset Management

- We will log events where we have provided guidance on the efficient use of buildings particularly those resulting in carbon dioxide (CO₂) savings.

Renewable Technologies

- We will identify and report on any existing renewable energy technologies that are installed and claiming Feed-In-Tariffs, those that have been installed (if any) during the year, and outline which schemes have been considered and rejected.

Who are we going to work with to deliver this objective?

- We will liaise with members of staff across the Authority such as Head Teachers, caretakers, facility staff and those who have a direct link to how energy is consumed within a building.
- We will use tried and trusted processes, suppliers and installers of energy improvement technologies and services to facilitate Invest to Save projects, such as:
 1. Designated electrical installer(s)
 2. Facilities team who deal with buildings
 3. Building Energy Management system installers
 4. Use existing framework arrangements to procure solar power systems
 5. Resource Efficient Wales, who replaced the Carbon Trust in Wales.
- Street Lighting department will establish relevant procurement routes and identify appropriate installers to implement the street lighting improvements.
- We will work with pupils and staff in schools to raise awareness and encourage energy conservation.

What resources do we have to deliver this goal?

We have a well-established energy team who specialise in this subject, with many years experience dealing with procurement specialists, energy providers, technology providers, property designers, site managers, site caretakers, facilities managers and contractors.

CCBC has been using the Salix funding (*which is an external organisation that administers the finance on behalf of Central Government*) invest to Save scheme since Sept 2004.

Salix provide £200k government funding and CCBC have provided £500k. This funding mechanism is used as a loan system across all non-domestic properties to implement energy efficient technologies. This scheme has saved 2,706 annual tonnes of carbon off its current consumption levels. When we refer to lifetime savings we calculate this by savings made over the lifetime of that technology. Each technology has a different lifespan so for example a pool cover provides a saving over 5 years and loft insulation provides a carbon saving over 20 years. This has provided lifetime savings of over £4.5 million.

Performance Measures

Measures	2015/16 Target	2016/17 Target
We will measure how much we are doing using the evidence below		
The number of CRC training events delivered	4 groups	4
The number of building energy audits completed and handed over to building managers.	25	25
The number of renewable energy technologies (claiming Feed In Tariffs or Renewable Heat Incentive) that are installed, and the merits and benefits of existing renewable schemes. Reported to Carbon Group.	7 schemes	12 schemes
The number of Street Lights converted to Light Emitting Diode (LED) format.	9,110	1250* To be reviewed summer 2016
The number of workshops and events held with schools as part of the Eco Schools Programme	71	Target To be reviewed summer 2016
The number of training sessions, using the prescribed presentation "Energy Savings In Schools", delivered to schools	15	Target To be reviewed summer 2016

Measures	2015/16 Target	2016/17 Target
We will measure how well we are doing using the evidence below		
The number of Display Energy Certificates (DEC's) and Advisory & Recommendations Reports generated and delivered to building managers.	No formal target set. Numbers are decided by those properties that require new/renewed DEC's	
Total lifetime energy savings (kWh) resulting from the street lighting conversions.	2,500,000 kWh annually	Target To be reviewed summer 2016
% of our schools which achieve accreditation to Eco Schools Green Flag	73%	Target To be reviewed summer 2016
The number of our schools which achieve a Platinum award under Eco Schools	21	Target To be reviewed summer 2016
Spend 75% of the available (invest to save) budget in any given year.	New	75%
We will measure whether anyone is better off using the evidence below		
Annual carbon (tonnes CO ₂) saved via the Salix investment projects to date. <i>Salix Finance; is an external organisation, which administers the finance on behalf of Central Government</i>	No target set. Determined by qualifying and validated projects approved.	
Lifetime carbon saved on converting to high efficiency street lighting (tonnes)	1,235 tonnes	Target To be reviewed summer 2016

What difference do we plan to make?

The Welsh Government and this Council believes that everyone in Wales should have the opportunity to live in a good quality home within a safe and secure community. To help achieve this, the physical standard and condition of existing housing must be improved and maintained to the Welsh Housing Quality Standard (WHQS).

The standard has seven main parts:

In a good state of repair.

Safe and secure.

Adequately heated, fuel efficient and well insulated.

Contain up-to-date kitchens and bathrooms.

Well managed (for rented housing).

Are located in attractive and safe environments.

Meet and suit the specific requirements of the household (as far as reasonable and practicably possible). For example, catering for specific disabilities.

We will aim to ensure all council homes meet the Welsh Housing Quality Standard, helping to improve the quality of life for the people who live in those homes. The programme of work will create long-term arrangements, which will help sustain local jobs, offer skills development and training opportunities, and deliver wider community benefits.

By 2020 we want our communities to know:

- We delivered the best quality home improvements to our tenants.
- We did it with them and not to them.
- Their homes created real jobs in our communities.
- We delivered the whole project on time and in budget.

These ambitions can only be achieved with the entire council and tenants and other key stakeholders working together and we are confident that with their support this programme will transform council homes, the lives of our citizens and our communities

Why we have chosen this Well-being Objective?

The long-term affordability of housing, effects of low incomes, fuel poverty and improving the quality of housing in the social sectors, are some of the main challenges facing the Authority. Council homes across our County Borough will require over £200 million investment to meet the Welsh Housing Quality Standard (WHQS) programme by 2020.

In 2012 Council tenants took part in a ballot to have their say about the future management of their homes and they voted to remain with the Council as their landlord. The programme is being delivered on a community based approach and every Council home will be surveyed to establish the extent of internal and external work required.

This is a major flagship programme that will be a boost to the local economy. In addition, the Council has set the ambition that money spent improving homes should be a catalyst to wider regeneration, improving lives and communities.

We have established a 'Caerphilly Homes Task Group' with 7 councillors and 7 tenant representatives, who periodically meet and discuss progress within the WHQS and the improvements to the housing service. The Task Group is informed by a Tenant's Repairs and Improvements Group.



Which National Well-being Goals does this objective contribute to?

<p>A resilient Wales</p>	<p>A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>
<p>A Wales of cohesive communities</p>	<p>Ensuring all council homes meet the Welsh Housing Quality Standard, will help improve the quality of life for the people and the outcome will lead to attractive, viable, safe and well-connected communities.</p>
<p>A prosperous Wales</p>	<p>Energy efficient homes contribute towards reducing fuel poverty and contributes to a more prosperous Wales</p>
<p>A Healthier Wales</p>	<p>A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood. There is a link between having a good quality home to live in and better mental and physical health and so the work we are doing to improve physical access and more generally the housing stock contributes to a healthier Wales.</p>

Which of the five ways of working have we met?	Y/N/Part	How much work do we still need to do to meet these ways of working?
1. Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	Y	The HRA business plan has a 30 year time horizon which requires that WHQS is achieved by 2020 and maintained thereafter.
2. Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their Well-being Objectives.	P	Good quality housing has a beneficial impact on health and wellbeing Housing is an aspect within our long term partnership plan however this is an area that can be further developed.
3. Involving a diversity of population in the decisions that affect them.	Y	There is a commitment to involve tenants in the WHQS programme and housing service improvements The 'Caerphilly Homes Task Group' has tenant representatives, who discuss progress and are involved in improvements to the housing service.
4. Working with others in a collaborative way to find shared sustainable solutions.	P	There is collaboration within housing to help in a wider capacity than the WHQS with housing associations, landlords etc. however this is an area that could be developed further
5. Understanding the root causes of the issues to prevent them from occurring.	Y	The objective is about improving homes for the long term and so the work seeks to understand and prevent decline in the housing stock for the citizens quality of life There are economic and social challenges particularly on some of the larger estates.

Where are we now?

During the course of 2015/16 1415 properties have benefitted from internal improvements, achieving 77% of the target. Eight external contracts have reached completion relating to 203 properties in Markham, Argoed, Oakdale and Hengoed and there has been an expenditure of around £25m.

However not all targets have been met. Slippage has arisen for a variety of reasons, for example with internal works there have been a number of reasons including no access to properties (around 40%) contractors under performance, capacity within WHQS to provide complete contract packages with adequate lead in periods and delays with external asbestos surveys. However the team are working hard to resolve these issues and additional measures are being taken to ensure the target date of 2020 will be met.

It is currently anticipated that the 2015/16 external works programme will be completed in the latter part of 2016.

What actions are we going to take to improve?

There needs to be a significant increase in the pace of the work programmes during 2016/17 and over the next 4 financial years to ensure:-

- The continued delivery of the capital investment programme in respect of internal and external repairs and improvements.
- The continued pursuit of external funding opportunities to support energy improvement measures.
- The understanding and importance of carrying out timely and sensitive adaptations that meet specific needs of certain individual households.
- And adhere to the standards set out in the Charter for Trust. This applies to both the in house workforce and contractors.
- Achieve and maintain the high levels of tenant satisfaction with the work undertaken to their homes.
- Implement the environmental improvements to meet Part 6 of the standard of attractive and safe communities.

How will we know if we have improved?

We will be able to demonstrate that we have made improved changes to; the quality of our social housing stock, their surrounding environments and tenants lives, through:

- The number of internal home improvements in accordance to the WHQS guidelines.
- The number of external home improvements in accordance to the WHQS guidelines.
- Tenant satisfaction levels with any works undertaken to their homes.

Who are we going to work with to deliver this objective?

The Council will work with tenants, community groups, other public/private and third sector organisations, in-house work groups and contractors, to deliver the WHQS programme within Welsh Government guidelines and targets.

What resources do we have to deliver this goal?

The Welsh Government and the Council has committed to an investment programme of £200 million to meet the WHQS standards by 2020. The capacity to meet the commitment is under constant review to respond to constantly changing circumstances. Delivery of the necessary changes and improvements are, and will be, subject to certain physical resource constraints and at the mercy of wider market influences (such as the availability of quality and efficient tradesmen, contractors, access to homes and delivery of quality installation and repair products and technologies).

Further information regarding “The Welsh Housing Quality Standard” can be found in the revised guidance for the social landlords on interpretation and achievement of WHQS July 2008, or by access to the Welsh Government website by clicking the link [Welsh Government, Welsh Housing Quality Standard](http://wales.gov.uk/topics/housing-and-regeneration/housing-quality/welsh-standard/?lang=en) or typing in <http://wales.gov.uk/topics/housing-and-regeneration/housing-quality/welsh-standard/?lang=en>

Performance Measures

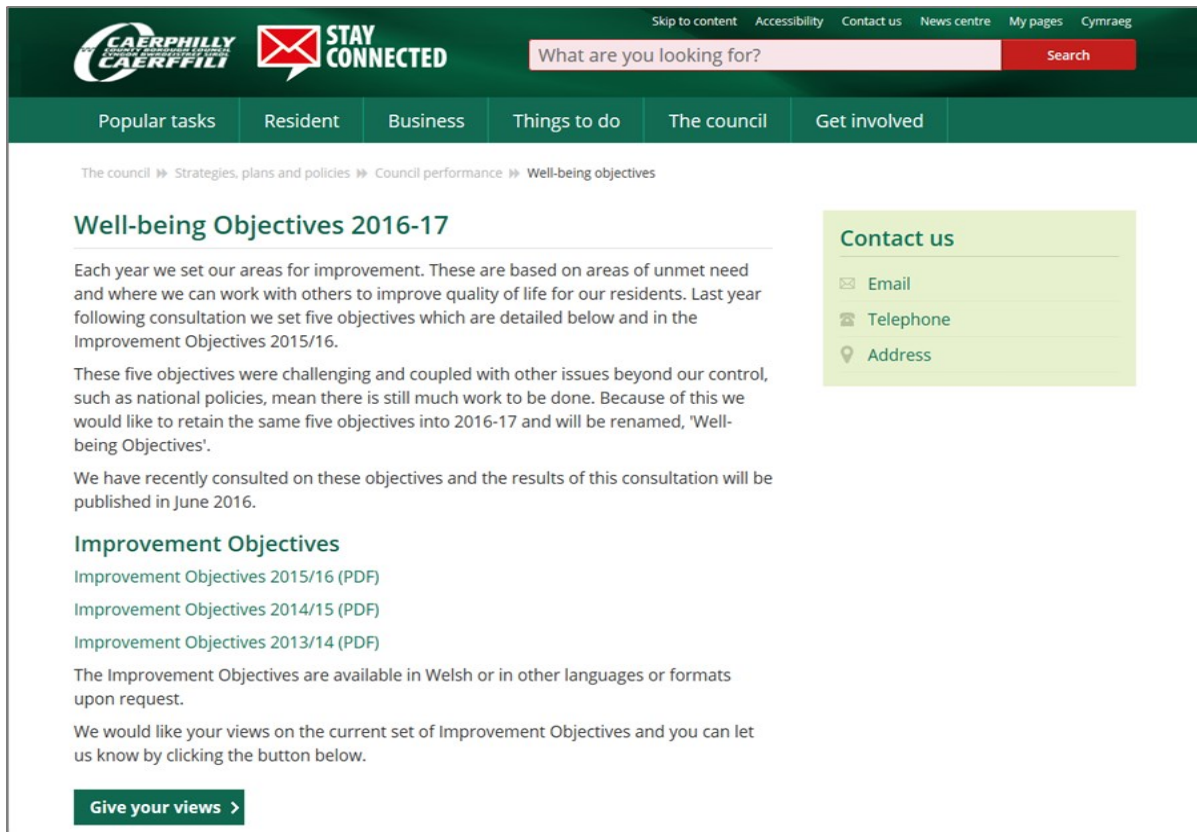
Measures	2015/16 Target	2016/17 Target
We will measure how much we are doing using the evidence below		
Number of homes compliant with WHQS in respect of their external elements. A report to Cabinet on 3rd February 2016 approved the re-profiling of planned works and target changes.	Revised to 1520 from 2275	2071
Number of homes compliant with WHQS in respect of their internal elements. A report to Cabinet on 3rd February 2016 approved the re-profiling of planned works and target changes.	Revised to 1835 from 2242	1992
Number of homes in local authority ownership brought up to the Welsh Housing Quality Standard (the number of houses that achieved the standard in the year).	909	1263
We will measure how well we are doing using the evidence below		
Internal work (all 4 internal components – Heating, Electrics, Kitchens and Bathrooms) completed within 20 days of start of works.	90%	Measure removed from data collection set
Charter Trust Standards: The Charter for Trust developed in consultation with tenants and staff, which will be assessed by specific questions on the customer satisfaction survey. This sets out the standards that tenants can expect when work is being undertaken in their homes, which will be assessed by specific questions on the customer satisfaction survey (before, during and after works).	90%	90%
We will measure whether anyone is better off using the evidence below		
% of tenants whose homes have been improved internally through the WHQS programme who are satisfied with the complete works.	80%	80%
Number of tenants whose homes have been adapted as part of the WHQS works to meet their specific needs	Dependant on the needs identified when delivering the WHQS programme, therefore we are unable to set targets for this measure.	

This page is left intentionally blank but will be removed before print.

Contact us

Your views and opinions on the content of our Corporate Plan and the priorities that we set each year 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: [Performance Management Unit](mailto:pmu@caerphilly.gov.uk) (pmu@caerphilly.gov.uk) OR by Web link: [Well-being Objectives](#) and follow the instructions on screen:



The screenshot shows the Caerphilly Council website. The header includes the council logo, a 'STAY CONNECTED' icon, and a search bar. The navigation menu has options like 'Popular tasks', 'Resident', 'Business', 'Things to do', 'The council', and 'Get involved'. The main content area is titled 'Well-being Objectives 2016-17' and contains text about the council's improvement objectives. A sidebar on the right has a 'Contact us' section with links for 'Email', 'Telephone', and 'Address'. At the bottom of the main content area, there is a button that says 'Give your views >'.

Alternatively, please contact:

Ros Roberts
Performance Manager
Corporate Performance Management Unit
Caerphilly County Borough Council
Penallta House
Ystrad Mynach
Hengoed CF82 7PG
Tel: 01443 864238

E-mail: roberr@caerphilly.gov.uk

This document is also available in different languages and formats upon request. Further information can also be found on our website under [Council Performance](#) or visit www.caerphilly.gov.uk