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**Date: 7th September 2018**

Dear Sir/Madam,

A meeting of the **Partnerships Scrutiny Committee** will be held in the **Sirhowy Room, Penallta House, Tredomen, Ystrad Mynach** on **Thursday, 13th September, 2018** at **5.30 pm** to consider the matters contained in the following agenda. Councillors and the public wishing to speak on any item can do so by making a request to the Chair. You are also welcome to use Welsh at the meeting, both these requests require a minimum notice period of 3 working days, and a simultaneous translation will be provided if requested.

All Committee meetings are open to the Press and Public, observers and participants are asked to conduct themselves with respect and consideration for others. Please note that failure to do so will result in you being asked to leave the meetings and you may be escorted from the premises.

Yours faithfully,

A handwritten signature in black ink, appearing to read 'Chrissy'.

**Christina Harrhy**  
INTERIM CHIEF EXECUTIVE

## AGENDA

	Pages
1 To receive apologies for absence.	
2 Declarations of interest.	

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Correspondence may be in any language or format | Gallwch ohebu mewn unrhyw iaith neu fformat



Councillors and Officers are reminded of their personal responsibility to declare any personal and/or prejudicial interest(s) in respect of any item of business on this agenda in accordance with the Local Government Act 2000, the Council's Constitution and the Code of Conduct for both Councillors and Officers.

To approve and sign the following minutes: -

- 3 Partnerships Scrutiny Committee held on 20th February 2018. 1 - 8

To receive and consider the following Scrutiny reports: -

- 4 Partnerships Scrutiny Committee Forward Work Programme. 9 - 14
- 5 Performance Accountability Framework - Caerphilly Public Services Board. 15 - 42
- 6 'The Caerphilly We Want 2018-2023' Well-being Plan - Detailed Action Plans. 43 - 154
- 7 Formal Response from the Public Services Board - Recommendations from Partnerships Scrutiny Committee (Verbal Update).

To receive and note the following information item: -

- 8 Caerphilly Public Services Board Minutes - 13th March 2018. 155 - 162

**Circulation:**

Councillors M.A. Adams, Mrs E.M. Aldworth, K. Dawson, K. Etheridge, Mrs C. Forehead, Miss E. Forehead, L. Harding, G. Kirby, C.P. Mann, Mrs D. Price (Vice Chair), J. Pritchard (Chair), J. Ridgewell, Mrs M.E. Sargent, R. Saralis, J. Taylor and L.G. Whittle

Co-opted Members: Ms L.C. Jones (Menter Iaith Sir Caerffili) and M. Diggle (Youth Forum)

Invited Representatives: Mrs S. Curley (Office of the Gwent Police and Crime Commissioner) and A. Hussey (South Wales Fire and Rescue Authority)

And Appropriate Officers

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## **PARTNERSHIPS SCRUTINY COMMITTEE**

**MINUTES OF THE MEETING HELD AT PENALLTA HOUSE, YSTRAD MYNACH  
ON TUESDAY, 20TH FEBRUARY 2018 AT 5.30 P.M.**

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### PRESENT:

Councillor J. Pritchard – Chair  
Mrs D. Price – Vice-Chair

### Councillors:

M. Adams, K. Etheridge, G. Kirby, C. Mann, J. Ridgewell, R. Saralis, Mrs M.E. Sargent,  
J. Taylor. L.G. Whittle

### Outside Bodies:

A. Hussey (South Wales Fire and Rescue Authority)

### Together with:

R. Hartshorn (Head of Public Protection), S. Tiley (Assistant Chief Executive - GAVO),  
D. Whetter (Interim Head of Regeneration), K. Peters (Corporate Policy Manager),  
S. Mutch (Early Years Manager), C. Forbes-Thompson (Interim Head of Democratic  
Services), R. Barrett (Committee Services Officer)

### Also present:

G. Jones (Wales Audit Office)

## **1. APOLOGIES**

Apologies for absence were received from Councillors Mrs E. Aldworth, K. Dawson,  
Mrs C. Forehead, Mrs E. Forehead and L. Harding, together with S. Curley (Office of  
Gwent Police and Crime Commissioner), M. Diggle (Caerphilly Youth Forum) and  
Ms L.C. Jones (Menter Iaith Sir Caerffili).

## **2. DECLARATIONS OF INTEREST**

There were no declarations of interest received at the beginning or during the course of the  
meeting.

### **3. MINUTES – 14TH SEPTEMBER 2017**

Subject to it being noted that Chief Inspector P. Staniforth had attended part of the meeting, it was

RESOLVED that the minutes of the Partnerships Scrutiny Committee meeting held on 14th September 2017 (minute nos. 1 - 6) be approved as a correct record and signed by the Chair.

### **REPORTS OF OFFICERS**

Consideration was given to the following reports.

### **4. PARTNERSHIPS SCRUTINY COMMITTEE FORWARD WORK PROGRAMME**

Cath Forbes-Thompson (Interim Head of Democratic Services) presented the report, which outlined details of the Partnerships Scrutiny Committee Forward Work Programme (FWP) for the period September 2017 to December 2018, and which asked Members to suggest any changes to its contents.

The Scrutiny Committee were also asked to consider proposed changes to the meeting dates going forward (to be moved to January and July of each year), in order to align these with the Public Services Board meetings and allow the Committee to receive the most up to date performance reports. Members were in agreement with this change and agreed for potential dates to be emailed to them following the meeting.

It was unanimously agreed that subject to the foregoing changes, the Partnerships Scrutiny Committee Forward Work Programme be published on the Council's website.

### **5. 'THE CAERPHILLY WE WANT' WELL-BEING PLAN**

Kath Peters (Corporate Policy Manager) presented the report, which updated the Partnerships Scrutiny Committee on its role as statutory consultee on the final draft version of the Caerphilly Public Services Board Well-being Plan 'The Caerphilly We Want 2018-2023'

The draft Well-being Plan, has been subject to a public and stakeholder consultation that ended on 18th December 2017. It must be published within 12 months of a local government election (i.e. by 3rd May 2018) and be agreed by the Board's statutory partners (the local authority, Natural Resources Wales, Aneurin Bevan University Health Board, and South Wales Fire and Rescue Service). It was intended to present the Plan to full Council for approval on 6th March 2018 before ratification by the Caerphilly Public Services Board at its meeting on 13th March 2018.

Officers provided an outline of the draft Well-being Plan, which has been developed through collaborative partnership activity and has been based upon the local assessment of well-being for the area. It sets out how the PSB has developed its local objectives of well-being (the Well-being Objectives) and the steps it intends to take to meet them. The draft Plan (appended to the report) includes 4 high level objectives that place an emphasis on positive change and bringing about improvements in well-being for both current and future generations, empowering and enabling all residents to achieve their own potential, and enabling communities to be resilient and sustainable. It also includes a Delivery Plan that sets areas for collaborative activity under 4 Enablers and 5 Action Areas that together will lead these objectives.

Sitting beneath the Delivery Plan will be the groups of staff and resources that the individual Board members wish to dedicate to the delivery aims, and the Board have also agreed on the lead organisation for each aspect of the plan. Within each Action Area and Enabler, groups of staff, community members and the private and third sector partners have begun to be identified. Each theme will have a lead officer who will be expected to set programmes of activity for the duration of the plan. These action plans are currently being developed in more detail and will be in place in time to commence delivery by the statutory deadline.

It was explained that activities and actions will change throughout the lifetime of the 5-year Well-being Plan and it has already been established that some issues may be better delivered by regionalised arrangements, either because partners operate at a higher geographical level, work is funded at a regional level, or other external drivers dictate that a regionalised delivery makes more sense (such as the Cardiff Capital Region City Deal). Other activity will need to be local at the county borough area or smaller geographies, because delivery partners operate at that level, or community action is required (such as the Lansbury Park Coalition for Change).

The Scrutiny Committee were reminded that whilst considering an earlier version of the Plan at their September 2017 meeting, they requested that the Board reconsider an earlier decision to remove an aim to 'develop suitable, sustainable housing to meet the variety of people's needs, including affordable housing'. The Board's consideration was that this area of activity did not necessarily reflect partnership collaborative activity and had taken the decision to focus on resilient communities using the Lansbury Park 'Coalition for Change' as a pilot. The Board discussed the Committee's recommendation at its meeting on 5th December and agreed to reinstate the aim within Action Area 4 of the Well-being Delivery Plan as follows: *"Support housing partners to deliver appropriate, affordable and sustainable homes"*.

The report also highlighted two specific responses received by the Board that it felt should be brought to the attention of the Committee. These responses from the Future Generations Commissioner and Welsh Government (WG) for the precursor local assessment of well-being were appended to the draft Well-being Plan for Members' information. The advice from the Commissioner was particularly detailed and the Corporate Policy Unit have provided a response on behalf of the Board (also appended to the draft Plan) to detail how the extensive advice is being addressed. However, the consultation response from WG was based on the September 2017 version of the Plan, and since that time, considerable progression has been made, and so the recommendations of WG have been met in the final draft.

Members thanked the Officers for the concise and detailed document and also extended their thanks to the Public Services Board for addressing the Committee's concerns in relation to the inclusion of affordable housing in the document.

During the course of the ensuing debate, a Member sought clarification on the number of consultation responses received for the draft Plan. It was explained that 34 written responses were received during the extensive consultation process and a summary of these are available on the PSB's website. The consultation also included a series of targeted engagement events and community workshops across the 5 community areas of the county borough, work with a number of agencies (including the Caerphilly Youth Forum and Valleys Voices networks), events held with partnerships and stakeholders, as well as a Board workshop to consider the Action Areas for the Plan. Both the written responses and face-to-face meetings provided a wide range of comments and suggestions in relation to the Action Areas that will be taken forward via the Well-being Delivery Plan.

Discussion took place on Objective 1 (Positive Change – a shared commitment to improving the way we work together) and a Member expressed a need to remove the barriers that are causing difficulties for joint working across authorities and other agencies.

Officers confirmed that although the specifics have not yet been explored, it is intended to examine this area to determine how joint working arrangements can be strengthened, such as improving IT compatibility between partner agencies. A Member requested a report in this regard and Officers confirmed that arrangements would be made to progress this accordingly.

A Member advised the Committee that he was having difficulty in finding out the intended locations for new health centres in the area. Officers confirmed that they would raise this with the Aneurin Bevan University Health Board and respond to the Member in due course. In response to a query on how it is planned to establish and achieve the National Well-being Goal relating to "A Healthier Wales", it was confirmed that this forms part of the 'Caerphilly We Want' Action Plans and that scorecards reporting on this area will be reported to the March meeting of the Public Services Board.

The Scrutiny Committee sought confirmation that the PSB has representation at an appropriate level in order to bring about positive collaboration. Officers explained that the Board consists of high-level representatives from a wide range of agencies who have specialist knowledge and the authority to make decisions on behalf of their organisation.

A Member expressed a need for PSB meetings to be opened up to public observers in order to maximise transparency. Officers confirmed that the Board's terms of reference were set in 2015 (and revisited in 2017) and that although consideration had been given to the matter, the nature of the Board is such that it does not meet any requirements for the meetings to be held in public session. Members were also asked to note that PSB meetings are Officer-led and fall outside the remit of the Council, and it would not be expected for these to be subject to the same level of scrutiny as a committee meeting. However, Members were advised that they could make a recommendation to the PSB in this regard if they were minded to do so.

It was suggested that an independent person should be appointed to sit on the PSB outside of its membership in order to drive direction and accountability. Officers explained that the reports presented at their meetings which cover these areas are publicly available and that these already display a high level of accountability and transparency. It was added that the Future Generations Commissioner will be closely monitoring the delivery of the Well-being Plan and that the Wales Audit Office will also be involved in this regard.

A query was received on how the Well-being Objectives join up with each other and how their performance will be measured and evaluated. Officers explained that they are keen for this to be taken forward and that the actions relating to these objectives place an emphasis on collaborative working. In order to evaluate and monitor performance, Officers are looking at accountability measures with dashboards and key performance areas against each objective.

Further information was sought in regards to the commissioning of the Happy City consultants (who will be developing a number of projects for the PSB). Officers explained that funding was made available for this purpose by WG on a regional basis and that Happy City met the requirements of the project brief following a competitive procurement process. They are currently developing the Happiness Pulse for Gwent which will measure key areas of personal well-being, and will also develop A Thriving Places Index to report on the local conditions for well-being across Gwent and will provide an effective mechanism by which to benchmark and measure wellbeing.

It was noted that a Member had further questions on the Well-being Plan that he would pass to Officers following the meeting, and it was confirmed that the responses would be relayed to all members of the Scrutiny Committee.

Discussion took place regarding work on the Deep Place Plan being carried out at Lansbury Park, which is aiming to tackle the issues affecting the estate and identify opportunities for positive change. Officers explained that a key element of this Plan places an emphasis on culture and identity, and that work is being carried out with children and their families to change the perception of the area and remove the barriers and stigmas associated with living in Lansbury Park.

Following consideration and detailed discussion, and in noting the contents of the final draft Well-being Plan, it was moved and seconded that a recommendation be made to the PSB for their meetings to be held in public, and that the PSB also consider the appointment of a “critical friend” to scrutinise and drive the direction of the Board. By a show of hands (and in noting there were 4 against) this was agreed by the majority present.

RESOLVED that for the reasons outlined at the meeting, a recommendation be made to the Public Service Board for their meetings to be open to the public, and that the Board also give consideration to the appointment of a “critical friend” to scrutinise and drive the direction of the Board.

The Scrutiny Committee also requested an invitation to attend future meetings of the PSB if these are opened up to the public.

The Chair thanked all participants for their contributions on this item.

## **6. PUBLIC SERVICES BOARD PERFORMANCE – SUMMARY OF LATEST EXCEPTION REPORTS**

Consideration was given to the report, which provided a summary of performance under the current Single Integrated Plan, ‘Caerphilly Delivers’, of the Public Services Board.

It was noted that at its meeting on 15th February 2017, the Committee requested that a performance report be provided at each meeting summarising, on an exception basis, the performance against the current public sector partnership plan. The performance summary is provided against the current Single Integrated Plan, pending the PSB’s first Well-being Plan for the county borough area.

The Caerphilly Public Services Board operates under a performance management framework that sets out and monitors the performance of partners against the current partnership plan. The report provided the performance to the end of September 2017 and has been considered by the PSB’s Delivery and Leads Groups and reflects the exception reporting provided to the PSB at its meeting on 5th December 2017.

Members were referred to the cycle of performance meetings for 2017/18 as set out in the report for the Delivery Group, Leads Groups, Public Services Board and Partnerships Scrutiny Committee. A summary of progress against each of the five delivery themes of the Single Integrated Plan were set out in the report, and Officers highlighted key performance for each of the themes.

Under the ‘Greener Caerphilly’ exceptions, Members noted work being carried out by the Healthy Rivers Project to remove or reduce barriers to fish migration. 87% of schools across the county borough now have Green Flag status. The Sirhowy Valley Honeybee Company continues to deliver their Interactive Hive project with schools and produce honey via hives located on top of the Council’s Penallta House building. The Groundwork Green Team/Routes 2 Life project has developed an area of land that provides horticultural, countryside based and carpentry skills to socially excluded individuals and groups.

Under the 'Healthier Caerphilly' exception summary, Members noted that adult smoking rates in the county borough continue to reduce (to 18% in 2016/17). This is a considerable achievement, which is lower than the Welsh average, and supports a continued concerted effort by partners to work towards the national target (16% by 2020). 47% of the county boroughs infant/primary schools are engaging with The Daily Mile, which means that over 8000 pupils are completing exercise every day.

Under the 'Learning Caerphilly' exception summary, the Supporting Family Change (SFC) team are continuing to work with families where school attendance and attainment is an issue, together with professionals in Inclusion Services/Education Welfare and with Head Teachers to develop multi-agency plans to improve attendance and performance. The Childcare Offer for Wales is being expanded to cover three Community Well-being Areas from January 2018- Mid-Valleys East, Lower Islwyn and Caerphilly Basin. There is also an increasing interest in volunteering and community engagement and some third sector projects are reporting an increase in volunteers moving into paid employment positions.

Under the 'Prosperous Caerphilly' exceptions, data indicates that the claimant count for Jobseekers Allowance and Universal Credit has plateaued (around 3000 claimants), but the number of young people claiming has risen by 5.6% since June 2017. This will be monitored carefully into the New Year and will be considered by the Caerphilly Training and Education Forum.

Collaborative working with Welsh Government and other authorities has brought progress on the Navigation Colliery and Caerphilly Miners projects. Urban Renewal and Strategic Planning are producing a number of City Deal strategic scheme proposals that will provide the focus for City Deal bids and activity. A successful Valleys Taskforce event recently took place to identify the priorities for the Caerphilly/Ystrad Mynach economic hub.

The Scrutiny Committee noted that Cardiff Capital Region City Deal will be an important contributor to the objective to improve local employment opportunities, and similar objectives are emerging as part of the Well-being Delivery Plan and will be captured more fully through the move to the new Partnership Plan. Additionally, a combination of external EU funding bids and collaborative working with Welsh Government has enabled the progression of local employment opportunities at both Lawn Industrial Estate and Ty Du, Nelson.

Members were advised that the affordability of accommodation for single people under 35 remains a challenge and so the use of existing underutilised council owned blocks and the development of supported accommodation is being explored. Communities For Work Employment Officers have begun to transition to the future Employability Fund structures, and so far the transition has been a smooth one and outcomes have been positive.

Under the 'Safer Caerphilly' exceptions summary, it was noted that 1392 incidents of ASB were recorded by Gwent Police in this quarter and ASB referrals continue to receive a multi-agency response. Over the long term the trend is markedly downwards. PREVENT counter-terrorism training continues to be rolled out to front line Council staff. A large scale community engagement event was recently held in Cwmcarn due to long-standing ASB in the area, which resulted in residents reporting that they now had more information on who to report issues to, and more confidence that their issues would be dealt with. Existing Designated Public Place Orders were converted to new Public Spaces Protection Orders before October 2017 as a requirement of the Anti-social Behaviour, Crime and Policing Act 2014 and signage is in the process of being changed which is focussing on the most problematic areas of street drinking. Gwent Police and the Police and Crime Commissioner also arranged a series of meetings with Head Teachers to discuss a shared action plan to address substance misuse.



Members were also provided with a summary of the Gwent Association of Voluntary Organisations (GAVO) exception report for the second quarter of the year which noted a number of highlight areas. 78 volunteers were placed, £129,197 of funding was obtained and notified to GAVO, 90 funding advice enquiries were responded to, and 70 trustee enquiries were received which exceeded expectations. The Youth Volunteering Officer has made good links with CCBC Youth Service and the number of Millennium Volunteers is rising. Whilst third sector funding is becoming more difficult, there is still enthusiasm within the sector, with 35 new groups registered. GAVO are currently negotiating the management of a third solar farm community benefit scheme. There has been an increase in the requests for support for third sector organisations to become either Community Interest Companies or Community Interest Organisations. Business Planning sessions have been identified as an area of emerging need.

Discussion took place on the contents of the report, and in regards to the 'Safer Caerphilly' objective, a Member queried whether the lack of exceptions reported for domestic abuse meant that this particular level had reduced. Officers explained that the report only highlights both positive and negative developments against the priorities and that there was no updated information to report in this regard. It was explained that this data is being superseded by a Regional Board which is developing a strategy for Gwent.

A Member sought further information on the outcomes of the meetings between Gwent Police, the Commissioner and Headteachers to develop the action plan to address substance abuse, and he suggested that a report should be presented to the Education for Life or the Health, Social Care and Wellbeing Scrutiny Committee in this regard. He also requested that the action plan be shared with the Partnership Scrutiny Committee. Officers explained that Gwent Police are the lead agency for this delivery theme and would be best placed to respond in this regard.

Discussion took place regarding the use of CCTV across the county borough, and Officers explained that consideration will need to be given to this moving forward in view of savings challenges in future years and new privacy assessments. In response to a Member's query, it was confirmed that the data source for adult smoking rates is derived from a Welsh Health Survey. Members were pleased to note the sustainable work being carried out by the Sirhowy Valley Honeybee Company and noted the potential for developing the scheme to other schools.

Having fully considered the report, Members thanked the Officers for responding to the queries raised during the course of the debate and noted the summary performance under the Performance Management Framework of the Caerphilly Public Services Board.

The meeting closed at 7.17 p.m.

Approved as a correct record and subject to any amendments or corrections agreed and recorded in the minutes of the meeting held on 13th September 2018, they were signed by the Chair.

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CHAIR

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## **PARTNERSHIPS SCRUTINY COMMITTEE – 13<sup>TH</sup> SEPTEMBER 2018**

**SUBJECT: PARTNERSHIPS SCRUTINY COMMITTEE FORWARD WORK PROGRAMME**

**REPORT BY: CORPORATE DIRECTOR FOR EDUCATION AND CORPORATE SERVICES**

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### **1. PURPOSE OF REPORT**

1.1 To report the Partnerships Scrutiny Committee Forward Work Programme.

### **2. SUMMARY**

2.1 Forward Work Programmes are essential to ensure that Scrutiny Committee agendas reflect the strategic issues facing the Council and other priorities raised by Members, the public or stakeholders.

### **3. LINKS TO STRATEGY**

3.1 The operation of scrutiny is required by the Local Government Act 2000 and subsequent Assembly legislation. The Forward Work Programmes contribute to the following Well-being Goals within the Well-being of Future Generations Act (Wales) 2016 by ensuring that there is an effective scrutiny function and that council policies are scrutinised against the following 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

### **4. THE REPORT**

4.1 The Partnerships Scrutiny Committee forward work programme includes all reports that were identified at the scrutiny committee meeting on 20<sup>th</sup> February 2018. The work programme outlines the reports planned for the period September 2018 to July 2019.

4.2 The forward work programme is made up of reports identified by officers and members and has been prioritised. Members are asked to consider the work programme and suggest any changes before it is published on the council website. Scrutiny committee will review this work programme at every meeting going forward alongside report requests.

4.3 The Partnerships Committee Forward Work Programme is attached at Appendix 1.

## **5. WELL-BEING OF FUTURE GENERATIONS**

5.1 This report contributes to the well-being goals as set out in links to strategy above. It is consistent with the five ways of working as defined within the sustainable development principle in that by ensuring the scrutiny function is effective when reviewing services and policies and ensure it considers the wellbeing goals.

## **6. EQUALITIES IMPLICATIONS**

6.1 There are no specific equalities implications arising as a result of this report.

## **7. FINANCIAL IMPLICATIONS**

7.1 There are no specific financial implications arising as a result of this report.

## **8. PERSONNEL IMPLICATIONS**

8.1 There are no specific personnel implications arising as a result of this report.

## **9. CONSULTATIONS**

9.1 There are no consultation responses that have not been included in this report.

## **10. RECOMMENDATIONS**

10.1 That Members consider any changes and agree the final forward work programme prior to publication.

## **11. REASONS FOR THE RECOMMENDATIONS**

11.1 To improve the operation of scrutiny.

## **12. STATUTORY POWER**

12.1 The Local Government Act 2000.

Author: Catherine Forbes-Thompson Interim Head of Democratic Services

Consultees: Rob Tranter, Head of Legal Services and Monitoring Officer  
Richard Edmunds, Corporate Director for Education and Corporate Services

Appendices:  
Appendix 1 Partnerships Scrutiny Committee Forward Work Programme.

<b>Partnerships Scrutiny Committee Forward Work Programme September 2018 to December 2019</b>			
<b>Meeting Date: 13th September 2018</b>			
<b>Subject</b>	<b>Purpose</b>	<b>Key Issues</b>	<b>Witnesses</b>
New Public Service Board Performance Accountability Framework	To inform committee of the performance arrangements for the Caerphilly PSB to allow efficient and effective scrutiny of delivery and performance	The Accountability Framework is tailored to the new Well-being Plan and has been revised from that presented to committee in 2016.	Cllr David Poole - Chair of PSB Kathryn Peters
Action Plans – Wellbeing Plan	To inform committee of the action plans for the 4 Enablers and 5 Action Areas of the well-being plan	Committee will need to understand what actions and activities the PSB member organisations intend to take over the time period of the plan 2018-2023	Kathryn Peters Lead Officers for Enablers and Action Areas
Formal Response from PSB – Recommendations from Partnerships Scrutiny Committee	Letter sent from committee to the Chair of the PSB	Response to the Recommendation	Cllr David Poole- Chair of PSB Kathryn Peters
PSB Mins (Information Item)	Latest set of agreed PSB minutes		Kathryn Peters

<b>Meeting Date: 17th January 2019</b>			
<b>Subject</b>	<b>Purpose</b>	<b>Key Issues</b>	<b>Witnesses</b>
PSB ½ Year Performance Reporting			

<b>Meeting Date: 11th July 2019</b>			
<b>Subject</b>	<b>Purpose</b>	<b>Key Issues</b>	<b>Witnesses</b>
PSB Annual Performance Reporting			

<b>Meeting Date: Date to be Confirmed</b>			
<b>Subject</b>	<b>Purpose</b>	<b>Key Issues</b>	<b>Witnesses</b>
I.T. Compatibility	Member Request		





## **PARTNERSHIPS SCRUTINY COMMITTEE – 13TH SEPTEMBER 2018**

**SUBJECT: PERFORMANCE ACCOUNTABILITY FRAMEWORK - CAERPHILLY  
PUBLIC SERVICES BOARD**

**REPORT BY: CORPORATE DIRECTOR EDUCATION AND CORPORATE SERVICES**

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### **1. PURPOSE OF REPORT**

- 1.1 To inform Members of Partnerships Scrutiny Committee of the Performance Accountability Framework of the Caerphilly Public Services Board, in order to assist members fulfil their duty and powers under the Well-being of Future Generations (Wales) Act 2015 to review, or scrutinise, the governance arrangements of the Caerphilly Public Services Board. This information also aims to assist members in considering the Forward Work Programme for the committee.

### **2. SUMMARY**

- 2.1 This report sets out the Performance Accountability Framework of the Caerphilly Public Services Board which will monitor the delivery of the Well-being Plan. "The Caerphilly We Want 2018-2023".
- 2.2 This report seeks to highlight the operation and performance of the Public Services Board through its accountability framework to allow members to discharge their statutory duty under Section 35 of the Well-being of Future Generations (Wales) Act 2015, and further their understanding of the role of the partners and lead delivery officers that comprise the Public Services Board arrangements.

### **3. LINKS TO STRATEGY**

- 3.1 The Caerphilly Public Services Board (PSB) has a statutory responsibility to contribute to the 7 National Well-being Goals for Wales. The PSB must set local well-being objectives for the area and must take all reasonable steps to meet those objectives. In so doing the PSB must contribute to:
- 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
- 3.2 The Performance Accountability Framework of the PSB is one of the means by which it demonstrates that it has taken 'all reasonable steps' to meet its objectives and contribute to the Well-being Goals. The framework supports a detailed Delivery Plan that sits underneath the overarching Well-being Plan for the area.

#### 4. THE REPORT

4.1 The Caerphilly PSB published its Well-being plan for the area on the 3rd of May 2018. The Performance Accountability Framework appended to this report is the overarching framework that supports delivery against the Well-being Plan, “The Caerphilly We Want 2018-2023”.

4.2 The Caerphilly PSB members are:

- Caerphilly County Borough Council – Interim Chief Executive and Leader
- Aneurin Bevan University Health Board – Chief Executive (deputised by Director of Nursing) and Board Member
- South Wales Fire and Rescue Authority – Chief Fire Officer and Chair
- Natural Resources Wales – Director of Knowledge, Strategy and Planning
- Gwent Police – Chief Constable (deputised by Superintendent for West Gwent)
- The Office of the Police and Crime Commissioner for Gwent – Police and Crime Commissioner
- National Probation Service – Director for Gwent
- Wales Community Rehabilitation Company – Director for Gwent
- Public Health Wales – Consultant Public Health
- Gwent Association of Voluntary Organisations – Chief Executive
- Welsh Government – Deputy Director, Finance and Corporate Services

The Board meets on a quarterly basis to consider its duties and responsibilities under the Well-being Plan. The partnership structure is detailed within the framework, which is appended to this report (page 3). The Board operates through lead officer arrangements, whilst having a Champion Board Member responsible for particular aspects of the five year plan.

4.3 The Board will receive progress update reports through scorecards at each of its December and June meetings. For this reason the dates of Partnerships Scrutiny Committee in the yearly calendar have been moved to January and July so that members may scrutinise the last most relevant set of performance reports for the well-being plan.

4.4 The detailed Delivery Plan that will achieve the ‘all reasonable steps’ demonstrating progress has established a number of lead roles that support the board champions. In addition policy support roles have also been established. The Delivery Plan is divided into four “Enablers” and five “Action Areas”. The champion, lead and policy support roles are as set out below:

<b>Enabler</b>				
<b>Ref</b>	<b>Topic</b>	<b>Delivery Group</b>	<b>Lead Officer(s)</b>	<b>Policy Support</b>
1.	Working Together	All Partner Organisations	All Delivery Groups/Lead Officer(s)	Paul Cooke, CCBC
2.	Communications	PSB Communications and Engagement Group	Kathryn Peters, CCBC	Mandy Keenan, CCBC
3.	Procurement	To be agreed	Liz Lucas, CCBC	Vicki Doyle, CCBC
4.	Asset Management	To be agreed	Mark Williams, CCBC and Kieran McHugh, Gwent Police	Tracy Evans, CCBC

<b>Action Area</b>				
<b>Ref</b>	<b>Topic</b>	<b>PSB Champion</b>	<b>Lead Officer(s)</b>	<b>Policy Support</b>
1.	Best start in life	Public Health Wales: Mererid Bowley – Deputy Director	Sarah Mutch, CC	Sian Wolfe-Williams, CCBC
2.	a) Volunteering	Gwent Association of Voluntary Organisations: Martin Featherstone - CEO	Steven Tiley, GAVO	Alison Palmer, GAVO/ CCBC
	b) Apprenticeships	Caerphilly County Borough Council: Christina Harrhy- Chief Executive	Tina McMahon, CCBC	Vicki Doyle, CCBC
3.	Good health and well-being	Aneurin Bevan University Health Board: Bronagh Scott – Director of Nursing	Ali Gough, ABUHB	Sian Wolfe-Williams, CCBC
4.	a) Safer communities	Gwent Police: Superintendent Nicholas McLain	Chief Inspector Jason White	Natalie Kenny/Tom Silsbury, CCBC
	b) Resilient communities	Caerphilly County Borough Council: Christina Harrhy- Chief Executive	Rhian Kyte, CCBC	Paul Cooke, CCBC
5.	Protect and enhance the local natural environment	Natural Resources Wales: Ceri Davies	Helen Fletcher, NRW	Tracy Evans, CCBC

4.5 Committee may wish to consider any witnesses it wishes to call to provide evidence to support or challenge the delivery arrangements as they develop. The delivery arrangements are quite detailed across a number of areas and so the table provided above is to assist members in considering their Forward Work Programme.

## **5. WELL-BEING OF FUTURE GENERATIONS**

5.1 This report contributes to the Well-being Goals set out in the Links to Strategy above. It is consistent with the five ways of working as set out in the sustainable development principle in the Act, since it allows Partnerships Scrutiny Committee to consider how the actions of the Public Services Board are:

- Long Term – Balancing short-term needs with the needs to safeguard the ability to also meet long-term needs
- Prevention - Acting to prevent problems occurring or getting worse to help public bodies meet their objectives
- Integration – Considering how the well-being objectives may impact upon each of the well-being goals, or on the objectives of other public bodies
- Collaboration – Acting in collaboration with any other person that could help the board to meet its well-being objectives
- Involvement – Involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.

## **6. EQUALITIES IMPLICATIONS**

- 6.1 This report is for information purposes only, so the Council's full Equalities Impact Assessment process does not need to be applied. The impetus of the legislation, in respect of a 'More Equal Wales', does however support equalities issues and so the work of the PSB considers equalities requirements throughout.

## **7. FINANCIAL IMPLICATIONS**

- 7.1 There are no financial implications in relation to this report.

## **8. PERSONNEL IMPLICATIONS**

- 8.1 There are no personnel implications in this report.

## **9. CONSULTATIONS**

- 9.1 This report has been sent to the consultee listed below and all comments received are reflected in this report.

## **10. RECOMMENDATIONS**

- 10.1 That Committee familiarise themselves with the Performance Accountability Framework of the Caerphilly Public Services Board, and feedback on any points of clarification to the Caerphilly Public Services Board.

## **11. REASONS FOR RECOMMENDATIONS**

- 11.1 To allow Partnerships Scrutiny Committee to familiarise themselves with the Performance Accountability Framework and discharge their responsibilities under Section 35 of the Well-being of Future Generations (Wales) Act 2015.

## **12. STATUTORY POWER**

- 12.1 Section 35 of the Well-being of Future Generations (Wales) Act 2015.

Author: Kathryn Peters, Corporate Policy Manager, Caerphilly CBC and PSB Coordinator  
Committees: Councillor David Poole, Leader of the Council and Chair of the PSB  
Bronagh Scott, Aneurin Bevan University Health Board, Vice Chair of the PSB  
Christina Harrhy, Interim Chief Executive  
Councillor Jamie Pritchard, Chair of Partnerships Scrutiny Committee  
Councillor Diane Price, Vice Chair of Partnerships Scrutiny Committee  
Richard Edmunds, Corporate Director, Education and Corporate Services  
Rob Hartshorn, Head of Public Protection  
Mike Eedy, Principal Accountant  
Anwen Cullinane, Senior Policy Officer (Equalities and Welsh Language)  
Shaun Watkins, Principal HR Officer

Appendices:

Appendix 1: Caerphilly Public Services Board's Performance Accountability Framework



**Caerphilly Public Services Board**  
**Well-being Delivery Plan 2018-2023**

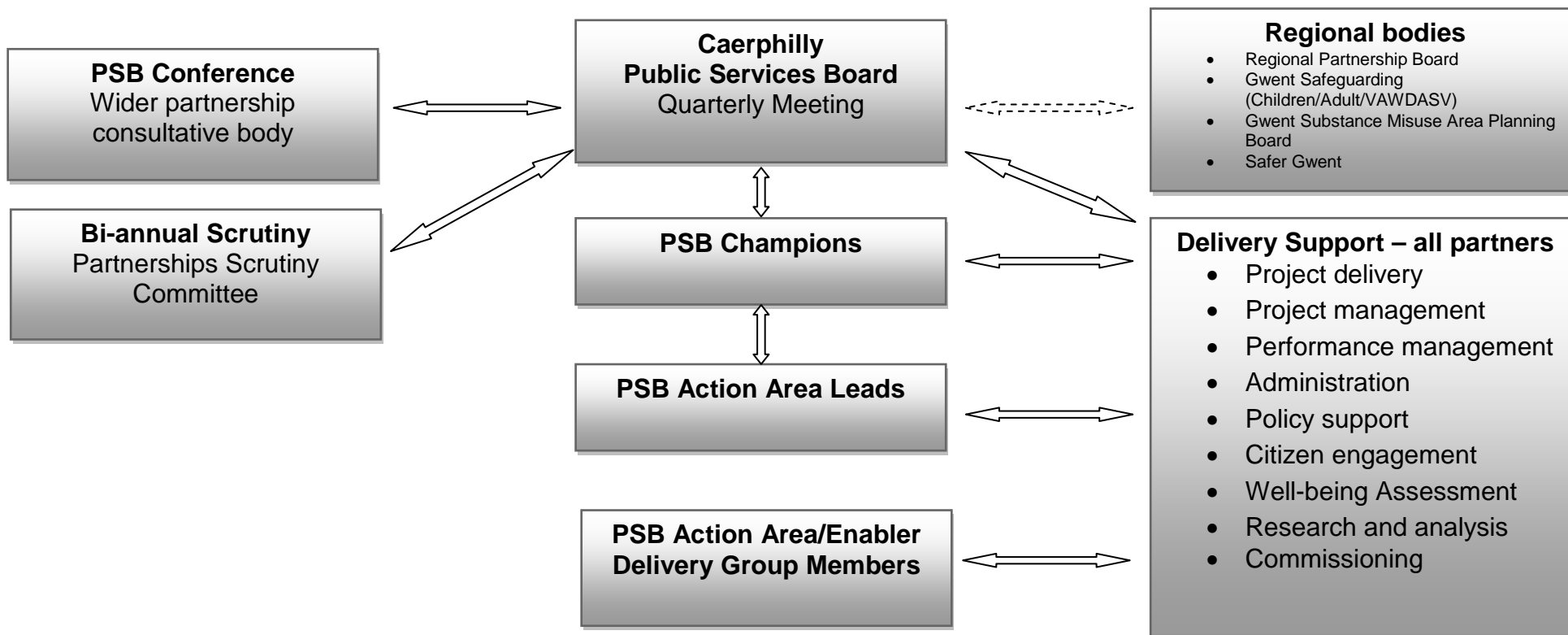
**PERFORMANCE ACCOUNTABILITY**  
**FRAMEWORK 2018-2023**

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10. Action Area/ Enabler Delivery Plan Template	Page 17

# 1. Partnership Structure

The diagram below shows the partnership structure which will deliver the Caerphilly PSB Well-being Plan



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## 2. Introduction and Plan Structure

2.1 The Caerphilly Public Services Board will manage its responsibility for the delivery of the Well-being Plan via this Performance Accountability Framework, which provides for:

- An integrated planning system that links high level Well-being Objectives and Priorities in the Well-being Plan to operational actions and delivery.
- A structure that links collaborative work with other strategic partnerships and statutory plans, to avoid duplication and provide a clear line of sight as to how actions are directed and delivered.
- A structure that monitors performance and delivery.
- A framework to identify areas for improvement.
- A framework to identify and share good practice.
- An opportunity to review programmes, projects, initiatives and actions, ensuring focus on delivery of Plan Objectives and Priorities.
- Clarity on respective roles, responsibilities and accountability for performance, delivery and monitoring.

### 2.2 'The Caerphilly We Want' Well-being Delivery Plan

The Well-being Plan sets four overarching Objectives (the four Positives) – Positive Change, Positive Start, Positive People and Positive Places. This framework sets out how the work to achieve these Objectives will be structured, managed and monitored.

The Delivery Plan is deliberately not divided into the Objectives as the actions, projects and activities will often contribute to more than one Objective.

### 2.3 Structure

The Delivery Plan is made up of five Action Areas. These are supported and underpinned by four Enablers.

Each Action Area has a nominated Board Champion, who is a member of the PSB and will report at Board level on the progress of the work in their Action Area.

Each Action Area also has an Action Area Lead Officer (or officers) which have been agreed by the Board. The Action Area Lead Officer(s) will coordinate and drive forward projects and actions. They will also be responsible for compiling reports on progress, and be a point of contact for their Action Area. Work on each Action Area will be undertaken by the Action Area Delivery Group, made up of officers from PSB partner organisations and, where appropriate, local residents or community representatives.

The Action Area Delivery Groups will develop their own action plan setting out the short, medium and long-term actions to be taken. Groups may operate on a task and finish basis. The action plans will be approved by the Board.

Action Area Lead Officer(s) will prepare reports every 6 months for their Action Area. These will be presented to the Board by the Board Champion. There will also be an opportunity for reporting on an 'exception basis' by the nominated Board Champion at each quarterly Board meeting. Exception reporting will enable specific reports to be provided to the Board should



issues need to be brought to their attention, for either positive or negative reasons. Aside from Board reporting, should PSB members (or others) wish to be informed of progress on any of the Action Areas they should contact the Action Area Lead Officer(s).

Action Area Lead Officers will meet on a quarterly basis to ensure that links are maximised and that good practice is shared. Six-monthly events, based on the successful 'Future Scenarios' format, will be held for all Action Area Delivery Group members to hear about progress in other Action Areas and to maximise links.

An overarching Annual Report will be produced, incorporating progress against agreed steps and actions across the whole Well-being Plan.

Policy Officer support will be provided to assist the Action Area Lead Officer(s) and Delivery Groups.

### **3. Accountability & Reporting Principles**

Each Enabler or Action Area will set its own measures in line with the following set of agreed principles:

- The purpose of reporting has to be clear.
- The reporting mechanism is less important than the quality of the discussion the reporting enables.
- The measures chosen may be of any type, as long as they are meaningful and show whether progress is being made.
- The number and types of measures should be appropriate for the actions and outcomes, and should not be limited to data or metrics. The quality of the narrative and understanding the situation is as important as data.
- Effective communication is key. Written reports should be supplemented with verbal presentations where appropriate. The Board should provide feedback to each Enabler or Action Area on the reports and presentations received.
- Action Areas should consider interrelated datasets so there can be improved analysis of cause and effect and to reduce silo working.
- There must be honesty and maturity about what is working and what is not working.
- The PSB Champion will present the report to the Board.

#### **3.1 Content and Type**

- Reports will be clear and focused, and written in plain language with limited acronyms.
- Templates will build in risks or vulnerabilities.
- Arbitrary targets are not useful as they can drive unintended consequences.
- Each Enabler and Action Area needs detailed actions and clear outcomes to aid the meaningfulness of measurement.
- Use will be made of case studies, digital stories and other qualitative measurement methods where they can add value and understanding.
- Action and reporting will be about the collaborative 'added value' not the 'day job'.
- It is permitted to report 'there is nothing to report' on a quarterly exception basis. This should help to ensure there is no over-reporting so the Board can focus on important issues.

### **3.2 Accountability**

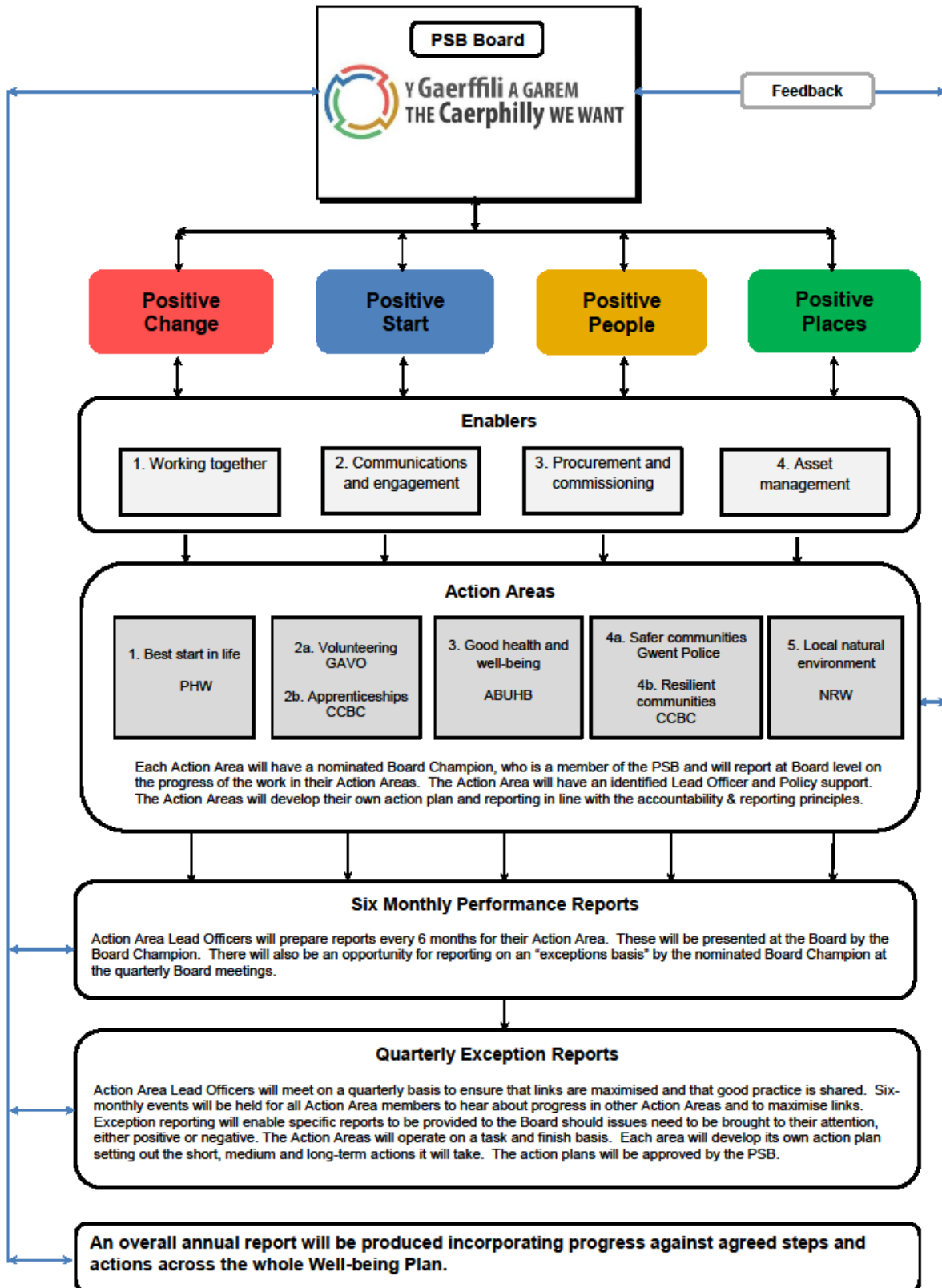
A close working relationship between the PSB Champion and Action Area Lead(s) will be important for effective reporting. The PSB Champion will present reports to the Board, and this role will help the Enablers and Action Areas to flag up information and updates to the Board, who need to understand deeper issues affecting outcomes.

This close working relationship will enable the conflicting needs to have routine reporting, but at the same time allow for more flexible reporting, to be bridged. This will help in deciding what issues may need to be flagged up if, for example, a decision is needed that cannot wait until the next reporting period. This will be a new way of connecting reporting with narrative, exception reporting and feedback. This will also provide a central point of accountability if information has not been provided.

Clear accountability of who writes reports and by when must be decided at outset.

4 Public Services Board –

Reporting Framework 2018-23



## 5. 'The Caerphilly We Want' Delivery Plan 2018-2023

### Objectives

**Objective 1: Positive Change** – A shared commitment to improving the way we work together

**Objective 2: Positive Start** – Giving our future generations the best start in life

**Objective 3: Positive People** – Empowering and enabling all our residents to achieve their own potential

**Objective 4: Positive Places** – Enabling our communities to be resilient and sustainable

## Enablers

### Enabler 1 – Working together

1. Establishing the delivery framework for the Delivery Plan, including developing detailed action plans for each of the Enablers and Action Areas.
2. Provide leadership to facilitate the change that needs to happen and enable new ways of working.
3. Maximise the synergies with key local, regional and national strategies and plans to avoid duplication and provide a clear line of sight on how actions are directed and delivered.
4. Establish the necessary methods to facilitate joint working and sharing of good practice.
5. Identify and implement joint projects that provide benefits from partnership working and the sharing of resources.

### Enabler 2 – Communications and engagement

1. Develop and implement a meaningful, long term engagement and communications strategy to involve and inform stakeholders.
2. Jointly communicate the positive messages about the county borough to our residents, businesses and potential inward investors.

### Enabler 3 – Procurement and commissioning

1. Ensure that when we spend our money we maximise the benefits to our communities wherever possible.
2. Work together to maximise the value for money we gain by jointly purchasing goods and services.
3. Ensure that where possible, the goods and services we purchase are sustainable, low carbon and ethically responsible.
4. Work together to develop joint procurement and commissioning frameworks across the five local authorities and particularly with health including a focus on collaborative commissioning with the third sector.

### Enabler 4 – Asset management

1. Maximise the use and value of all our assets.
2. Work together to reduce our energy use and increase our generation and use of green energy.

## Action Areas

### Action Area 1 – Best start in life

1. Maximise investment in the early years of a child's life to build resilience across the whole of their lives, thus helping to reduce the demand on services in the future.
2. Raise awareness and understanding of the importance of early life experiences (including adverse childhood experiences), with professionals and residents working together to reduce inequalities across the county borough.
3. Work with services and residents to reduce the impact of adverse childhood experiences for our current and future generations.

### Action Area 2 – Volunteering and apprenticeships

1. Develop a co-ordinated programme of volunteering, maximising it as a route to personal well-being and employment, including promoting corporate volunteering.
2. Establish an all age apprenticeship programme across PSB member organisations with a co-ordinated point of access.
3. Maximise the opportunities for residents through the Cardiff Capital Region City Deal and the Valleys Task Force.

### Action Area 3 – Good health and well-being

1. Improve joint working with an emphasis on prevention to address current and future health challenges.
2. Invest in the well-being of our staff.
3. Provide an integrated system of health, social care and well-being closer to home through the Neighbourhood Care Network.
4. Ensure front line staff have the necessary skills and expertise to provide joined up services that meet the needs of residents.
5. Work in close collaboration with the Regional Partnership Board for health and social care to ensure our individual priorities are developed in tandem to achieve our shared well-being goals.
6. Create a supportive environment that enables residents to manage their physical, mental and well-being needs in partnership with services.

**Action Area 4 – Safer, resilient communities**

1. Support our most disadvantaged communities to be resilient and cohesive and enable them to help themselves.
2. Support the 'Coalition for Change' geographical partnership working, so that it can be rolled out across the area and in other communities.
3. Support housing partners to deliver appropriate, affordable and sustainable homes.
4. Work with regional partners to create safe, confident communities and promote community cohesion.
5. Work in partnership to tackle irresponsible use of green space.

**Action Area 5 – Protect and enhance the local natural environment**

1. Protect, enhance and promote our natural environment, including encouraging and supporting community involvement.
2. Identify and remove the barriers to people accessing green spaces.
3. Increase the contribution that the environment makes to the health and well-being of our residents.

## 6. Roles and Responsibilities

Role	Description	Responsibility
Public Services Board	Statutory and invited Public Services Board organisation representatives	<ul style="list-style-type: none"> <li>Overall responsibility for ensuring delivery of objectives within Well-being Plan</li> </ul>
Board Champion	Public Services Board Member	<ul style="list-style-type: none"> <li>Presenting 6 monthly Action Area report and exception reports to the Board</li> <li>Works closely with the Action Area Lead Officer(s) and Policy support</li> <li>Champions issues and removes barriers to the delivery of the Action Areas</li> </ul>
Enabler or Action Area Lead Officer(s)	Officer(s) who coordinates and leads the work on an Enabler or Action Area	<ul style="list-style-type: none"> <li>Coordinates Action Area Delivery Group</li> <li>Compiles reports</li> <li>Point of contact for Action Area</li> </ul>
Enabler or Action Area Delivery Group member	Officers from partner organisations, community groups and residents, with the expertise and ability to influence decisions and undertake actions	<ul style="list-style-type: none"> <li>Provide expertise</li> <li>Help to develop the action plan</li> <li>Deliver agreed actions to achieve the aims of the Enabler or Action Area</li> </ul>
Policy Officer	Officers from Caerphilly County Borough Council, and other PSB member organisations with Policy roles	<ul style="list-style-type: none"> <li>Provide Policy support such as research to the Action Area Lead Officer(s) and Delivery Group</li> </ul>



## 7. Enabler and Action Area Support


<b>Enabler</b>				
<b>Ref</b>	<b>Topic</b>	<b>Delivery Group</b>	<b>Lead Officer(s)</b>	<b>Policy Support</b>
1.	Working Together	All Partner Organisations	All Delivery Groups/Lead Officer(s)	Paul Cooke, CCBC
2.	Communications and Engagement	PSB Communications and Engagement Group	Kathryn Peters, CCBC	Mandy Keenan, CCBC
3.	Procurement	To be agreed	Liz Lucas, CCBC	Vicki Doyle, CCBC
4.	Asset Management	To be agreed	Mark Williams, CCBC and Kieran McHugh, Gwent Police	Tracy Evans, CCBC

<b>Action Area</b>				
<b>Ref</b>	<b>Topic</b>	<b>PSB Champion</b>	<b>Lead Officer(s)</b>	<b>Policy Support</b>
1.	Best start in life	Public Health Wales: Mererid Bowley – Deputy Director	Sarah Mutch, CCBC	Sian Wolfe-Williams, CCBC
2.	a) Volunteering	Gwent Association of Voluntary Organisations: Martin Featherstone - CEO	Steven Tiley, GAVO	Alison Palmer, GAVO/ CCBC
	b) Apprenticeships	Caerphilly County Borough Council: Christina HARRY- Chief Executive	Tina McMahon, CCBC	Vicki Doyle, CCBC
3.	Good health and well-being	Aneurin Bevan University Health Board: Bronagh Scott – Director of Nursing	Ali Gough, ABUHB	Sian Wolfe-Williams, CCBC
4.	a) Safer communities	Gwent Police: Superintendent Nicholas McLain	Chief Inspector Jason White	Natalie Kenny/Tom Silsbury, CCBC
	b) Resilient communities	Caerphilly County Borough Council: Christina HARRY- Chief Executive	Rhian Kyte, CCBC	Paul Cooke, CCBC

5.	Protect and enhance the local natural environment	Natural Resources Wales: Ceri Davies	Helen Fletcher, NRW	Tracy Evans, CCBC
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### 8. Six/Monthly Dashboard Report

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Well-being Plan 6 Monthly Update	Action Set: [insert]	Date: [insert]	Author [insert]
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Key Achievements & Progress of Action Plan	Measures / Milestones / Outcome Measures	Previous	Actual	RAG


Citizen view /Case Study/ Shared Experience

Risks	Low Medium High	Mitigating Actions	Priorities / Plans for the Next Period

## 9. Quarterly Exception Report



### Public Services Board Exception Report

<b>Action Area:</b>	
<b>Priority:</b>	
<b>Date:</b>	
<b>Report Author:</b>	

#### **Context**

This report highlights the progress of the above Objective/Action area contained within the current Plan. The report highlights the positive and negative as exceptions only. Further details are available.

The PSB is requested to consider and comment on the following exceptions:

1.	•
2.	•
3.	•

#### **What has worked well? (Positives)**

**What are the challenges/barriers? (Negatives)**

**What issues would we like to raise at PSB?**

**What actions are we going to take to improve/mitigate?**

10.



## Delivery Plan 2018-2023

**Action Area or Enabler:** (Delete as appropriate and include ID number i.e. AA1 from Appendix 2)

**Context:**

Roles	Names	Email address
Lead PSB Member Champion		
Lead Officer (s)		
Policy Support Officer (s)		
<b>Delivery Partners</b>		
(List of groups and individuals involved in delivery and regular updates)		

Number	Priority Areas of Activity
include ID number i.e. AA1.1 from Appendix 2	

Outcomes to be worked towards under this Action Area / Enabler (need to include local and national outcomes)	Measures for this Action / Enabler

The Future Generations Framework should be used when developing and agreeing all content of this Delivery Plan. This framework helps translate the legal concepts (of the FG Act) into easily understandable and project focused prompts, which when followed will help design better / more robust principles. Following the framework prompts for each proposed area of activity / task will ensure :

- 1) the connections are made between the content of the Caerphilly County Borough Area Assessment of Local Well-Being 2017 and the Caerphilly Public Services Board Well-being Plan 2018-2013 and it's well-being objectives.
- 2) the Five Ways of Working are embedded to maximise contribution to the Seven Well-being Goals
- 3) early thinking to reflect and demonstrate change

Well-being Objectives	Initial Project Development	Review of the Project
Check to see if there is a connection between your proposed activity / task and the relevant Public Bodies and/ or Public Services Board's Well-being Objectives and Plans		



<p><b>Five Ways of Working</b></p> <p>Using the Five Ways of Working is a key element of the legislation. They must be used throughout the life time of a project, from design to review.</p>	<p><b>Initial Project Development</b></p>	<p><b>Review of the Project</b></p>
<p><b>Seven Well-being Goals</b></p> <p>The well-being goals must be considered as an integrated set of seven, and the well-being objectives (considered above) should maximise contribution to all seven</p>	<p><b>Initial Project Development</b></p>	<p><b>Review of the Project</b></p>

**Action Area / Enabler :** (delete as appropriate )

**Priority Area of Activity** (include ID number)

Priority areas of activity can be listed together at the beginning of this section or separated out into different sections)

No. /Ref	Key Tasks	Task Lead(s)	When will it be completed? (consider 5-year timeframe of plan)		
			Short - term	Medium - term	Long - term

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Repeat as necessary

<b>Actual Risk</b>	<b>Risk Rating</b> (Low / Medium / High)	<b>How will you manage/mitigate this risk - what are you doing to reduce the risk and by when?</b>	<b>Risk Owner</b>

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## **PARTNERSHIPS SCRUTINY COMMITTEE – 13TH SEPTEMBER 2018**

**SUBJECT: 'THE CAERPHILLY WE WANT 2018-2023' WELL-BEING PLAN - DETAILED ACTION PLANS**

**REPORT BY: CORPORATE DIRECTOR EDUCATION AND CORPORATE SERVICES**

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### **1. PURPOSE OF REPORT**

- 1.1 To inform Members of Partnerships Scrutiny Committee on the more detailed action plans that support the Delivery Plan for 'The Caerphilly We Want 2018-2023' Well-being Plan for the area. The action plans were agreed at the Caerphilly Public Services Board meeting of the 11<sup>th</sup> of September 2018. Any amendments requested by the Board, but not yet encompassed within the documents, will be notified to Committee verbally.

### **2. SUMMARY**

- 2.1 Partnerships Scrutiny Committee, as the relevant local authority overview and scrutiny committee, has a power under Section 35 of the Well-being of Future Generations (Wales) Act 2015 to scrutinise the activity of the Public Services Board (PSB).
- 2.2 The Delivery Plan under the overarching Well-being Plan for the area, 'The Caerphilly We Want 2018-2023', is supported by a number of more detailed action plans. This suite of plans is set out at Appendices 1-11 of this report.

### **3. LINKS TO STRATEGY**

- 3.1 The Caerphilly Public Services Board has a statutory responsibility to contribute to the 7 National Well-being Goals for Wales. They must set local Well-being Objectives for the area and must take all reasonable steps to meet those objectives. In so doing the PSB must contribute to:
- 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
- 3.2 The local Well-being Plan, 'The Caerphilly We Want 2018-2023' sets out how the PSB has developed its local objectives of well-being (the Well-being Objectives). The Delivery Plan, and associated action plans, set out the steps it intends to take to meet the Well-being Objectives.

#### 4. THE REPORT

- 4.1 The Caerphilly Public Services Board plan, 'The Caerphilly We Want 2018-2023', is supported by a Delivery Plan and ten action plans that support three of the “*Enablers*” and five “*Action Areas*” intended to assist the Board in meeting its Well-being Objectives. The Delivery Plan and Action Plans are appended to this report.
- 4.2 The detailed action plans have been developed under the guidance of the Board Member Champions by Lead Officers as set out in the Board's Performance Accountability Framework. In drafting the actions plans account has been taken of the local assessment of well-being, the more detailed response analyses conducted last year, and the input of stakeholders and partners; this work has been previously reported to committee. The action plans have also been drafted to take account of the Future Generations Framework issued by the Future Generations Commissioner which gives advice on aligning work to the Well-being Goals for Wales, the Well-being Objectives and the sustainable development principle set out in the Well-being of Future Generations (Wales) Act 2015.
- 4.3 The Caerphilly Public Services Board considered the suite of action plans at its meeting of the 11<sup>th</sup> of September 2018 when Board Member Champions presented the respective action plans for consideration by the Board. Given the proximity of the date of Partnerships Scrutiny Committee to the last meeting of the Board any amendments requested at the Board will be reported verbally at this meeting.
- 4.4 'The Caerphilly We Want' Delivery Plan (Appendix 1 to this report) sets out the “*Enablers*” and “*Actions*” that the Public Services Board wish to take to meet their aspirations for the 5-year timeframe of the plan.
- 4.5 For each “*Action Area*” and “*Enabler*”, groups of staff, community members and the third sector have worked on the content of the action plans. Each theme has set short, medium and long term programmes of activity for the duration of the 5-year Well-being Plan.
- 4.6 Committee will recall that its terms of reference centre on Section 35 of the Well-being of Future Generations (Wales) Act 2015 which allow it to review or scrutinise the actions taken, and the decisions made, by the Public Services Board. In addition the Committee may require persons to who attend the Board, or anyone designated by the Board, to attend meetings of the Committee and provide it with explanations of such matters as it may specify. Committee will also be aware that this activity shall only concentrate on the collaborative actions in the Well-being Plan and not the actions of individual board members. Action Plans are appended to this report to assist Partnership Scrutiny Committee in these tasks.

#### 5. WELL-BEING OF FUTURE GENERATIONS

- 5.1 The Well-being Plan must consider those collective actions and activities that will maximise well-being for the area in a sustainable way, that is, in accordance with the sustainable development principle in the legislation. In assessing the contribution that can be made the action plans have been drafted consider how the actions will contribute to the Well-being Goals, the Well-being Objectives the Board has set, and how the sustainable development principle has been used to:

- **Involve** local communities and other stakeholders
- **Collaborate** and take collective action
- Take a **long-term** view to secure the well-being of future generations
- **Integrate** actions and activities across the goals and the work programmes of partners
- Consider **preventative** activity to focus on issues that will damage well-being

Each of the detailed action plans is supported by an assessment of how the sustainable development principle has been used in drafting the plans, utilising the Future Generations Commissioner's Future Generations Framework.

## **6. EQUALITIES IMPLICATIONS**

- 6.1 An Equalities Impact Assessment has not been conducted as this report gives an update on work to progress the objectives in the Well-being Plan.

## **7. FINANCIAL IMPLICATIONS**

- 7.1 There are no financial implications. Public Services Board partners have committed to providing support from within existing budgets.

## **8. PERSONNEL IMPLICATIONS**

- 8.1 The responsibility to complete the statutory duties placed on the Public Services Board apply across all statutory partners equally. There are no direct personnel implications.

## **9. CONSULTATIONS**

- 9.1 This report has been sent to the consultees listed below and all comments received are reflected in this report.

## **10. RECOMMENDATIONS**

- 10.1 That Committee note the detailed action plans to deliver the objectives in the Well-being Plan and offer any comment on their content.

## **11. REASONS FOR THE RECOMMENDATIONS**

- 11.1 To allow Partnerships Scrutiny Committee to discharge their responsibilities under Section 35 of the Well-being of Future Generations (Wales) Act 2015 having regard to the Welsh Government Guidance for Local Authority Scrutiny Committees on the scrutiny of Public Services Boards.

## **12. STATUTORY POWER**

- 12.1 Well-being of Future Generations (Wales) Act 2015.

Author: Kathryn Peters, Corporate Policy Manager, Caerphilly County Borough Council and PSB Coordinator

Consultees: Councillor David Poole, Leader of the Council and Chair of the PSB  
Bronagh Scott, Aneurin Bevan University Health Board, Vice Chair of the PSB  
Christina Harrhy, Interim Chief Executive  
Councillor Jamie Pritchard, Chair of Partnerships Scrutiny Committee  
Councillor Diane Price, Vice Chair of Partnerships Scrutiny Committee  
Richard Edmunds, Corporate Director, Education and Corporate Services  
Rob Hartshorn, Head of Public Protection  
Mike Eedy, Principal Accountant  
Anwen Cullinane, Senior Policy Officer (Equalities and Welsh Language)  
Shaun Watkins, Principal HR Officer

Background Papers: Future Generations Framework

<https://futuregenerations.wales/documents/future-generations-framework/>

Appendices:

- Appendix 1 Well-being Delivery Plan - The Caerphilly We Want 2018-2023
- Appendix 2 Action Plan - Communications and Engagement
- Appendix 3 Action Plan - Procurement
- Appendix 4 Action Plan - Asset Management
- Appendix 5 Action Plan - Best Start in Life
- Appendix 6 Action Plan - Volunteering
- Appendix 7 Action Plan - Apprenticeships
- Appendix 8 Action Plan - Good Health and Well-being
- Appendix 9 Action Plan - Safer Communities
- Appendix 10 Action Plan - Resilient Communities
- Appendix 11 Action Plan - Protect and Enhance the Local Natural Environment





## ‘The Caerphilly We Want’ Delivery Plan 2018-2023

‘The Caerphilly We Want’ Delivery Plan 2018-2023 outlines the high level steps that will be undertaken over the next five years in order to deliver the Well-being Plan.

The high level steps have been developed following all the work undertaken throughout the process of putting together the Well-being Assessment and Well-being Plan, including extensive engagement with our residents, businesses and all partner organisations. These steps are described as either ‘Enablers’ or ‘Action Areas’ through the remainder of this document.

As stated in the Well-being Plan, the four Well-being Objectives that will drive delivery over the next five years are:

- **Positive Change** – A shared commitment to improving the way we work together
- **Positive Start** – Giving our future generations the best start in life
- **Positive People** – Empowering and enabling all our residents to achieve their own potential
- **Positive Places** – Enabling our communities to be resilient and sustainable

The Board recognises that in order to maximise its contribution to the seven Well-being Goals for Wales and our Well-being Objectives we need to move away from previous approaches, where silo delivery is often the norm. Therefore, the Enablers and Action Areas have been designed to be cross-cutting in nature and to contribute to more than one Well-being Goal and/or Well-being Objective.

The delivery structure that will support the Delivery Plan is detailed in Appendix 9. Each Enabler and Action Area will have a designated Lead(s) individual, supported by existing Delivery Groups or the establishment of new groups where appropriate. Where existing groups will become the Delivery Group for a particular Enabler or Action Area, the membership of these groups will be re-visited to ensure that all appropriate partners are involved moving forward.

Each Enabler or Action Area Group will be responsible for developing its own detailed Action Plan, in order to deliver against the high level steps detailed within this document. These will be developed taking on board the Future Generation Commissioner’s Framework for Projects, and in accordance with the Performance Accountability Framework described in Appendix 9. Therefore, it is not felt appropriate at this stage to include timeframes for the delivery of the high level steps, as discussions have yet to take place in relation to detailed action plans for each of the steps. Timeframes for each of the steps and the detailed actions will be developed as part of the action planning process.

For purposes of clarity, an ‘Enabler’ is defined by the Board as an underpinning principle that will help to deliver the Action Areas. It will also enable the Board to drive significant, long term change to improve the well-being of people in Caerphilly county borough, both now, and for future generations.

## ENABLERS

### Enabler 1 – Working together

**Delivery Group:** All Delivery Groups  
**Lead Officer(s):** Shared across all partner organisations

#### High Level Steps

1. Establishing the delivery framework for the Delivery Plan, including developing detailed action plans for each of the Enablers and Action Areas.
2. Provide leadership to facilitate the change that needs to happen and enable new ways of working.
3. Maximise the synergies with key local, regional and national strategies and plans to avoid duplication and provide a clear line of sight of how actions are directed and delivered.
4. Establish the necessary methods to facilitate joint working and sharing of good practice.
5. Identify and implement joint projects that provide benefits from partnership working and the sharing of resources.

### Enabler 2 – Communications and engagement

**Delivery Group:** PSB Communications and Engagement Group  
**Lead Officer(s):** Caerphilly County Borough Council

#### High Level Steps

1. Develop and implement a meaningful, long term engagement and communications strategy to involve and inform stakeholders.
2. Jointly communicate the positive messages about the county borough to our residents, businesses and potential inward investors.

### Enabler 3 – Procurement and commissioning

**Delivery Group:** To be agreed  
**Lead Officer(s):** Caerphilly County Borough Council

#### High Level Steps

1. Ensure that when we spend our money we maximise the benefits to our communities wherever possible.
2. Work together to maximise the value for money we gain by jointly purchasing goods and services.
3. Ensure that where possible, the goods and services we purchase are sustainable, low carbon and ethically responsible.
4. Work together to develop joint procurement and commissioning frameworks across the five local authorities and particularly with health, including a focus on collaborative commissioning with the third sector.

## **Enabler 4 – Asset management**

**Delivery Group:** To be agreed

**Lead Officer(s):** Caerphilly County Borough Council and Gwent Police

### **High Level Steps**

1. Maximise the use and value of all our assets.
2. Work together to reduce our energy use and increase our generation and use of green energy.

## ACTION AREAS

### Action Area 1 – Best start in life

**PSB Champion:** Public Health Wales  
**Lead Officer(s):** Caerphilly County Borough Council

#### High Level Steps

1. Maximise investment in the early years of a child's life to build resilience across the whole of their lives, thus helping to reduce the demand on services in the future.
2. Raise awareness and understanding of the importance of early life experiences (including adverse childhood experiences), with professionals and residents working together to reduce inequalities across the county borough.
3. Work with services and residents to reduce the impact of adverse childhood experiences for our current and future generations.

### Action Area 2 – Volunteering and apprenticeships

**PSB Champion:** Gwent Association of Voluntary Organisations (Volunteering) and Caerphilly County Borough Council (Apprenticeships)  
**Lead Officer(s):** Gwent Association of Voluntary Organisations (Volunteering) and Caerphilly County Borough Council (Apprenticeships)

#### High Level Steps

1. Develop a co-ordinated programme of volunteering, maximising it as a route to personal well-being and employment, including promoting corporate volunteering.
2. Establish an all age apprenticeship programme across PSB member organisations with a co-ordinated point of access.
3. Maximise the opportunities for residents through the Cardiff Capital Region City Deal and the Valleys Task Force.

### Action Area 3 – Good health and well-being

**PSB Champion:** Aneurin Bevan University Health Board  
**Lead Officer(s):** Aneurin Bevan University Health Board

#### High Level Steps

1. Improve joint working with an emphasis on prevention to address current and future health challenges.
2. Invest in the well-being of our staff.
3. Provide an integrated system of health, social care and well-being closer to home through the Neighbourhood Care Network.
4. Ensure front line staff have the necessary skills and expertise to provide joined up services that meet the needs of residents.
5. Work in close collaboration with the Regional Partnership Board for health and social care to ensure our individual priorities are developed in tandem to achieve our shared well-being goals.
6. Create a supportive environment that enables residents to manage their physical, mental and well-being needs in partnership with services.

**Action Area 4 – Safer, resilient communities**

**PSB Champion:** Gwent Police (Safer) and Caerphilly County Borough Council (Resilient)  
**Lead Officer(s):** Gwent Police (Safer) and Caerphilly County Borough Council (Resilient)

**High Level Steps**

1. Support our most disadvantaged communities to be resilient and cohesive and enable them to help themselves.
2. Support the 'Coalition for Change' geographical partnership working, so that it can be rolled out across the area and in other communities.
3. Support housing partners to deliver appropriate, affordable and sustainable homes.
4. Work with regional partners to create safe, confident communities and promote community cohesion.
5. Work in partnership to tackle irresponsible use of green space.

**Action Area 5 – Protect and enhance the local natural environment**

**PSB Champion:** Natural Resources Wales  
**Lead Officer(s):** Natural Resources Wales

**High Level Steps**

1. Protect, enhance and promote our natural environment, including encouraging and supporting community involvement.
2. Identify and remove the barriers to people accessing green spaces.
3. Increase the contribution that the environment makes to the health and well-being of our residents.



## Delivery Plan 2018-2023

### Enabler: E2 – Communications and Engagement

#### Context:

When making decisions, there is a duty on the PSB to **take into account the impact they could have on people living their lives in Wales in the future**. Doing something ‘in accordance with the sustainable development principle’ means that the PSB must act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs. This means we need to make sure that, when making decisions, PSB partners take into account the impact they could have on people living their lives in Wales in the future. Effective communication and engagement will be crucial in supporting the Caerphilly Public Services Board in striving towards achieving its vision and is fundamental to the “Involvement” element of the sustainable development principle.

We have had a wide range of feedback from residents and stakeholders regarding communications and engagement during the different phases of consultation to date. There were some consistent messages that lead to this Enabler being part of the Positive Change objective:

- “Barriers to working together – not everyone knows what other organisations are delivering in Caerphilly Borough”
- “Greater citizen engagement could be achieved and would build relationships and trust”
- “PSB partners often visit once and never again - please come back and give us feedback”
- “The only barriers are knowledge or lack of it”
- “Market good news to reduce fear”

For the purposes of this plan:

- **Engagement means:** Anything that we do that informs citizens about what we do, or involves citizens in the decision making process.
- **Communication means:** To give or exchange thoughts, information or the like, by writing, speaking etc.

Roles	Names	Email address
<b>Lead PSB Member Champion</b>		
<b>Lead Officer (s)</b>	Kathryn Peters	peterk@caerphilly.gov.uk
<b>Policy Support Officer (s)</b>	Mandy Keenan	keenam@caerphilly.gov.uk
<b>Delivery Partners</b> (List of groups and individuals involved in delivery and regular updates)		
<b>Note: Delivery partners will change over the lifetime of the Well-being Plan.</b>		
Name	Surname	Organisation
Kathryn	Peters	CCBC
Kate	Tuck	Gwent Police
Emma	Davies	SWFRS
Vicki	Doyle	CCBC
Clare	Ewings	CCBC Youth Participation
Claire	Harding	ABUHB
Helen	Jones	ABUHB
Gino	Parisi	ABUHB
Val	Jackson	Community Voice Network
Clare	Jones	CCBC Youth Forum and Junior forum
Michelle	Jones	Parent Network
Mandy	Keenan	CCBC
Hayley	Lancaster	CCBC Communications
Nick	Lewis	Umbrella Cymru
Alison	Palmer	GAVO
Zoe	Rose	Probation Service
Nick	Rutter	CCBC Digital Media

Liz	Sharma	CCBC Consultation and Engagement
Jason	White	Gwent Police
Jessica	Tippins	OPCC
Helen	Fletcher	NRW
Chris	Hunt	Regional Community Cohesion Coordinator
Paul	Conway	SWFRS
Lowri	Jones	Menter Iaith TBC
Dr Ralph	Stevens	50 + forum TBC

Number	Priority Areas of Activity
E2.1	Develop and implement a meaningful, long term engagement and communications strategy to involve and inform stakeholders.
E2.2	Jointly communicate the positive messages about the county borough to our residents, businesses and potential inward investors.

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Outcomes to be worked towards under this Action Area / Enabler (need to include local and national outcomes)	Measures for this Action Area / Enabler
<p><b>E2.1</b>  <b>Outcome 1:</b> That residents and stakeholders feel involved and informed and feel their views have been heard and reflected where possible.</p>	<ul style="list-style-type: none"> <li>➤ Event and consultation evaluation responses</li> <li>➤ Results from base line survey</li> <li>➤ Number communication and comments via the website and social media stats</li> <li>➤ Number Published minutes/documents /reports</li> <li>➤ Number of hits on website</li>   <li>➤ Base line survey of awareness                             <ul style="list-style-type: none"> <li>○ .Gov network</li> <li>○ PSB website &amp; social media</li> </ul> </li> </ul>



<p><b>Outcome 2:</b> That residents and stakeholders are aware of the PSB and its activities</p>	<ul style="list-style-type: none"> <li>➤ Follow up surveys through the lifetime of the plan</li> </ul>
<p><b>E2.2</b> <b>Outcome 1:</b> Consistent and regular positive communications are shared by the PSB partners</p>	<ul style="list-style-type: none"> <li>➤ Number of messages and social media posts for collaborative work</li> <li>➤ Consistency and regularity of partner communications</li> <li>➤ Joint development of messages and campaigns</li> <li>➤ Consistent use of PSB branding</li> </ul>

**Action Area/Enabler : E2 – Communications and Engagement**

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**Priority Area of Activity**

E2.1 – Develop and implement a meaningful, long term engagement and communications strategy to involve and inform stakeholders.

E2.2 – Jointly communicate the positive messages about the county borough to our residents, businesses and potential inward investors.

Ref	Key Tasks	Contributes to	Task Lead(s)	When will it be completed? (consider 5-year timeframe of plan)		
				Short term	Medium term	Long term
A	Update/ review membership of group to also ensure representation from those with protected characteristics with <b>Chris Hunt</b> and <b>JT</b> (OPCC are currently reviewing their protected characteristics list).	E2.1	Elizabeth Sharma/ Chris Hunt/JT	✓		
B	Identify and map communications and engagement resourcing in each organisation to facilitate integrated and collaborative working in the future.	E2.1	Mandy Sprague	✓		
C	Identify and map how each partner plans comms and engagement (strategically) with a view to working in a more integrated way. Including methods / networks/ we already have for engaging. ➤ <b>HL</b> to request details of forward media plans from partners <b>ES</b> to request details of fixed points in the year for engagement with partners e.g. CCBC has annual budget consultation, biennial household survey	E2.1	HL/ES	✓	✓	✓
D	Review the current PSB communications and engagement strategy to ensure it meets the needs of the Caerphilly PSB Well-being Delivery Plan.	E2.1	Kath Peters	✓		

Ref	Key Tasks	Contributes to	Task Lead(s)	When will it be completed? (consider 5-year timeframe of plan)		
				Short term	Medium term	Long term
E	Review partner organisations' well-being objectives to identify communications and engagement priorities. ( Links to E2.1.3 in the plan	E2.1	Mandy Keenan and All Partners	✓		
F	Ensure interface with national and regional strategic direction. Including City Deal/ Valley Task Force / Parliamentary Review of Health and Social Care. <ul style="list-style-type: none"> <li>➤ Claire Harding – Parliamentary review into Health &amp; Social Care</li> <li>➤ CCBC Communications – re City deal and Valley Task Force</li> </ul>	E2.1	Claire Harding CCBC Communications team		✓	
G	Develop a common vision of what long term communications and engagement looks like to build resilience across the PSB Task to be reworded to reflect discussion around communication relating to joint partner and PSB activities and link with E2.1.4	E2.1	Kath Peters	✓		
H	Link with review of membership (E2.1.1) PSB needs to be seen as open and transparent <ul style="list-style-type: none"> <li>➤ <b>KP</b> to report to PSB in September regarding making the PSB a public meeting.</li> <li>➤ HL also suggested Communications officers from each of the partners could attend meetings to live tweet on a rotation basis <b>KP</b> to seek views of PSB</li> </ul>	E2.1	Kath Peters	✓		

Ref	Key Tasks	Contributes to	Task Lead(s)	When will it be completed? (consider 5-year timeframe of plan)		
				Short term	Medium term	Long term
I	Recognise and ensure that involvement is a multi-directional process	E2.2		✓		
J	Review standing/ annual conference structure and membership - PSB annual conference	E2.2	Alison Palmer & Vicki Doyle	✓		
K	Review and develop improved mechanisms for sharing messages and shared communications across action areas ➤ Rewording of task – how this communication and engagement enabler can support other action areas	E2.2	Kath Peters	✓		
L	Develop shared branding guidance for the PSB logo and ensure PSB partnership activity is branded accordingly HL to liaise with branding design team to produce branding guidelines	E2.2	Hayley Lancaster	✓		

Ref	Key Tasks	Contributes to	Task Lead(s)	When will it be completed? (consider 5-year timeframe of plan)		
				Short term	Medium term	Long term
M	<p>Make best use of PSB social media accounts and linkages to partners social media platforms</p> <ul style="list-style-type: none"> <li>➤ <b>KP</b> to take forward with PSB #caerphillywewant @caerphillyPSB All members of this group need to have access to the twitter account</li> <li>➤ <b>JT</b> Investigate options for creating a closed Facebook Group</li> <li>➤ <b>ALL</b> Consider how a public PSB Facebook page could be utilised and managed</li> </ul>	E2.2	Kath Peters Jessica Tippins Michelle Jones	✓		✓

Actual Risk	Risk Rating (Low / Medium / High)	How will you manage/mitigate this risk - what are you doing to reduce the risk and by when?	Risk Owner
We fail to engage all PSB partners in this action plan	Low	PSB members to ensure commitment to and engagement of specialist staff and their strategic boards	PSB

We fail to raise awareness of the Public Services Board and the outcomes and objectives of its action plans	Medium	To ensure the actions within the plan are completed and ensuring we follow the Nation Principles for Engagement	PSB & Comms group
We fail to communicate the positive messages about the borough	Medium	To ensure the actions within the plan are completed and ensuring we follow the Nation Principles for Engagement	PSB & Comms group

The Future Generations Framework for Projects should be used when developing and agreeing all content of this Delivery Plan. This framework helps translate the legal concepts (of the FG Act) into easily understandable and project focused prompts, which when followed will help design better / more robust principles. Following the framework prompts for each proposed area of activity / task will ensure :

- 1) the connections are made between the content of the Caerphilly County Borough Area Assessment of Local Well-Being 2017 and the Caerphilly Public Services Board Well-being Plan 2018-2023 and it's well-being objectives.
- 2) the Five Ways of Working are embedded to maximise contribution to the Seven Well-being Goals
- 3) early thinking to reflect and demonstrate change

<p><b>Well-being Objectives</b> Check to see if there is a connection between your proposed activity / task and the relevant Public Bodies and/ or Public Services Board's Well-being Objectives and Plans</p>	<p><b>Initial Project Development</b></p> <p><u>Caerphilly PSB objectives</u> Objective 1: Positive Change A shared commitment to improving the way we work together</p> <p>Objective 2: Positive Start Giving our future generations the best start in life</p> <p>Objective 3: Positive People Empowering and enabling all our residents to achieve their own potential</p> <p>Objective 4: Positive Places Enabling our communities to be resilient and sustainable</p> <p>Provide advice and templates to facilitate consistency for all PSB project communications and engagement</p> <p>Identify linkages and integration opportunities for shared communication</p>	<p><b>Review of the Project</b></p>
<p><b>Five Ways of Working</b> Using the Five Ways of Working is a key element of the legislation. They must be used throughout the life time of a project, from design to review.</p>	<p><b>Initial Project Development</b></p> <p><b>Involvement</b> Ensure all PSB partners and stakeholders have the opportunity to comment on the strategy and their comments are reflected in the final document</p>	<p><b>Review of the Project</b></p>

	<p>Ensure we proactively communicate positive messages to residents and stakeholders          Develop engagement practices that support and involve residents and stakeholders</p> <p><b>Collaboration</b>          Ensure we have the right partners on the Communications &amp; Engagement working group including residents and groups representing protected characteristics          Develop a collaborative culture between PSB communications engagement specialists and resident groups and local networks</p> <p><b>Integration</b>          Ensure the PSB strategy is reflective and supports the PSB partner Communications &amp; Engagement plans          Ensure the PSB communications are reflective and support the PSB partner communications</p> <p><b>Long term</b>          Consider within the strategy how we will adapt and respond to the potential changes and development in communications methods and social media platforms          Acknowledge that this group is newly formed and this type of culture change requires patience and persistence</p> <p><b>Prevention</b>          Ensure we review and where necessary improve our methods of communication and engagement to eliminate the current perception of poor communication          Ensure we review and where necessary improve our methods of communication and</p>	
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	engagement to overcome negative perceptions of the area	
<p><b>Seven Well-being Goals</b></p> <p>The well-being goals must be considered as an integrated set of seven, and the well-being objectives (considered above) should maximise contribution to all seven</p>	<p><b>Initial Project Development</b></p> <p>The Future Generations Framework will be used when developing and agreeing all content of this Delivery Plan particular reference to a more Equal Wales , Resilient Wales, Wales of Thriving Welsh Language, and Cohesive Wales</p> <p>Developing a culture change that promotes positive image and stories that encourage inward investment</p> <p><b>A Prosperous Wales</b> Assisting Communities to understand what resources and services are there to support their own well-being and communities</p> <p><b>A Healthier Wales</b> Assisting residents to feel connected and empowered within their communities</p> <p><b>A More Equal Wales</b> Making sure everybody has an appropriate understanding of the PSB its activities and how they can get involved</p> <p><b>A Wales of Cohesive Communities</b> If residents and communities feel involved and able to contribute, they will feel more connected and empowered within their community</p> <p><b>A Wales of Vibrant Culture and Thriving Welsh Language</b> Ensuring Welsh speakers have the opportunity</p>	<p><b>Review of the Project</b></p>

	<p>to communicate in the language of their choice and all residents have access to information about cultural and recreational activities in the area.</p> <p><b>A Globally Responsibly Wales</b>                  We need to ensure that our communications and engagement activities are balanced against our responsibly to use sustainable materials and resources</p>	
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## Delivery Plan 2018-2023

### Enabler: E3 - Procurement and Commissioning

#### Context:

The purpose of the Procurement and Commissioning Delivery Group is to enable the effective application of our collective third party expenditure.

Procurement and commissioning are enabling activities that can bring transformational change to organisations in order to support our wider cultural, social, economic and environmental objectives, in ways that offer real long-term benefits to the communities we serve and the people of Wales. Channelled effectively our third party expenditure can bring real change.

Together we will aim to achieve a standardised collaborative approach to:

- Community benefits and/or social value clauses;
- Development of sustainable solutions;
- Support local jobs and infrastructures; and
- Support local supply chains.

<b>Roles</b>	<b>Names</b>	<b>Email address</b>
<b>Lead PSB Member Champion</b>	Christina Harrhy	<a href="mailto:harrch@caerphilly.gov.uk">harrch@caerphilly.gov.uk</a>
<b>Lead Officer (s)</b>	Elizabeth Lucas	<a href="mailto:lucasej@caerphilly.gov.uk">lucasej@caerphilly.gov.uk</a>
	Ian Evans	<a href="mailto:evansi1@caerphilly.gov.uk">evansi1@caerphilly.gov.uk</a>
<b>Policy Support Officer (s)</b>	Vicki Doyle	<a href="mailto:doylevm@caerphilly.gov.uk">doylevm@caerphilly.gov.uk</a>
<b>Delivery Partners</b> (List of groups and individuals involved in delivery and regular updates)		
<b>Note: Delivery partners will change over the lifetime of the Well-being Plan.</b>		
<b>Name</b>	<b>Organisation</b>	<b>E-mail address</b>
Dave Street Corporate Director – Social Services	Caerphilly County Borough Council	<a href="mailto:streed@caerphilly.gov.uk">streed@caerphilly.gov.uk</a>
Paul Rossiter Energy and Water Officer	Caerphilly County Borough Council	<a href="mailto:rossip@caerphilly.gov.uk">rossip@caerphilly.gov.uk</a>
Paul Beeslee	Aneurin Bevan University Health Board	<a href="mailto:Paul.Beeslee@wales.nhs.uk">Paul.Beeslee@wales.nhs.uk</a>
Lee Williams	Blaenau Gwent County Borough Council	<a href="mailto:lee.williams@blaenau-gwent.gov.uk">lee.williams@blaenau-gwent.gov.uk</a>
Scott James	Monmouthshire County Council	<a href="mailto:scottjames@monmouthshire.gov.uk">scottjames@monmouthshire.gov.uk</a>
Richard Leake	Newport City Council	<a href="mailto:richard.leake@newport.gov.uk">richard.leake@newport.gov.uk</a>
Andrew Maisey	Torfaen County Borough Council	<a href="mailto:andrew.maisey@torfaen.gov.uk">andrew.maisey@torfaen.gov.uk</a>
Eurgain Powell	Office of the Future Generations Commissioner	<a href="mailto:eurgain.powell@futuregenerations.wales">eurgain.powell@futuregenerations.wales</a>

Paula Corfield	Gwent Police	<a href="mailto:Paula.Corfield@gwent.pnn.police.uk">Paula.Corfield@gwent.pnn.police.uk</a>
<b>Name</b>	<b>Organisation</b>	<b>E-mail address</b>
Vernon Lambert	Natural Resources Wales	<a href="mailto:Vernon.Lambert@cyfoethnaturiolcymru.gov.uk">Vernon.Lambert@cyfoethnaturiolcymru.gov.uk</a>
Thomas Cadwallader	Pobl Group	
To be confirmed	United Welsh	

Number	Priority Areas of Activity
3.1	Ensure that when we spend our money we maximise the benefits to our communities wherever possible.
3.2	Work together to maximise the value for money we gain by jointly purchasing goods and services.
3.3	Ensure that where possible, the goods and services we purchase are sustainable, low carbon and ethically responsible.
3.4	Work together to develop joint procurement and commissioning frameworks across the five local authorities and particularly with health, including a focus on collaborative commissioning with the third sector.

<b>Outcomes to be worked towards under this Action</b> <b>Area/Enabler</b> (need to include local and national outcomes)	<b>Measures for this Action/Enabler</b>
<p>A modern, flexible and innovative approach to procurement and commissioning that supports key objectives of the Well-being of Future Generations (Wales) Act 2015.</p>	<p>On an annual basis record the % of 'corporate' spend that is channelled through collaborative arrangements.</p> <p>On an annual basis record the number of contracts that include community benefits and/or social value clauses:</p> <ul style="list-style-type: none"> <li>• Core clauses in contracts, measured via National Themes, Outcomes and Measurers (TOMs) Framework (or equivalent); and/or</li> <li>• Non-core clauses.</li> </ul> <p>On an annual basis record the number of suppliers signed up to the Welsh Government Code of Practice – Ethical Employment in Supply Chains.</p>
<p>Greater social and economic regeneration within the communities we serve.</p>	<p>On an annual basis record the % of annual 'corporate' spend with suppliers and the third sector based upon:</p> <ul style="list-style-type: none"> <li>• Local, Caerphilly county borough and PSB Procurement and Commissioning Delivery Group;</li> <li>• Regionally, Cardiff Capital Region City Deal and the Valleys Taskforce; and</li> <li>• Within Wales.</li> </ul>
<p>Develop an understanding of and strengthen procurement and commissioning capability and capacity to realise the value of utilising sustainability strategies in the way we do business.</p>	<p>On an annual basis record the number of contracts awarded by taking into account sustainability strategies and objectives.</p>

<b>Outcomes to be worked towards under this Action</b> <b>Area/Enabler</b> (need to include local and national outcomes)	<b>Measures for this Action/Enabler</b>
<p>Clear and simplistic standardised processes and procedures for our supply chain. Build on our electronic systems to further streamline and improve processes and procedures to make the experience of doing business with our organisations as efficient, easy and uncomplicated as possible.</p>	<p>On an annual basis record:</p> <ul style="list-style-type: none"> <li>• the % of contracts tendered electronically;</li> <li>• the % contract spend via electronic means;</li> <li>• e-Invoicing the number of suppliers participating and value of transactions; and</li> <li>• Spend via Purchase Card.</li> </ul>

### Action Area/Enabler : E3 – Procurement and Commissioning

<b>Priority Area of Activity</b>	<p>E3.1 – Ensure that when we spend our money we maximise the benefits to our communities wherever possible.</p> <p>E3.2 – Work together to maximise the value for money we gain by jointly purchasing goods and services.</p> <p>E3.3 – Ensure that where possible, the goods and services we purchase are sustainable, low carbon and ethically responsible.</p> <p>E3.4 – Work together to develop joint procurement and commissioning frameworks across the five local authorities and particularly with health including a focus on collaborative commissioning with the third sector.</p>
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Ref	Key Tasks	Contributes to	Task Lead(s)	When will it be completed? (consider 5-year timeframe of plan)		
				Short term	Medium term	Long term
A	<p>Adopt Welsh Government's Sourcing Plan and apply across all PSB partner organisations.</p> <p>Note: Subject to publication of outcomes following Welsh Government review process (which is currently on hold).</p>	E3.1, E3.2 and E3.4	To be agreed		✓	



Ref	Key Tasks	Contributes to	Task Lead(s)	When will it be completed? (consider 5-year timeframe of plan)		
				Short term	Medium term	Long term
B	Procurement collaboration and Sourcing Plan (on a Gwent footprint). This will follow on from adoption of the Welsh Government's Sourcing Plan and Regional Working.	E3.1, E2.3, E3.3 and E3.4	To be agreed	✓	✓	✓
C	Procurement collaboration will include the development of a plan for future procurement and engagement with the third sector on possible opportunities.	E3.1 and E3.4	To be agreed	✓	✓	
D	Adopt Welsh Government Procurement Policy across all PSB partner organisations.  Note: Adopt existing in short term and any new policy following review in the medium term.	E3.1 and E3.3	To be agreed	✓	✓	
E	Apply community benefits and/or social value clauses in all contracts where applicable.	E3.1 and E3.3	To be agreed	✓		

Ref	Key Tasks	Contributes to	Task Lead(s)	When will it be completed? (consider 5-year timeframe of plan)		
				Short term	Medium term	Long term
F	Development of local supply chains.	E3.1	Caerphilly CBC to lead via Supplier Relationship Officer	✓		
G	Development of a 'Passport to Trade' methodology to be adopted across the PSB partner organisations (streamline processes and procedures, use of technology/digital agenda).	E3.1, E3.3 and E3.4	Caerphilly CBC to lead via Supplier Relationship Officer	✓	✓	
H	Develop appropriate guidance to assist suppliers within Gwent on how to identify social and economic benefit.	E3.1 and E3.3	To be agreed	✓	✓	
I	Develop an effective mechanism to record social and economic regeneration.	E3.1 and E3.3	To be agreed	✓	✓	
J	Apply Welsh Government's Procurement Policy across the PSB partner organisations' contracts.  Note: Adopt existing in short term and any new policy following review in the medium.	E3.2 and E3.4	To be agreed	✓	✓	

Ref	Key Tasks	Contributes to	Task Lead(s)	When will it be completed? (consider 5-year timeframe of plan)		
				Short term	Medium term	Long term
K	Apply Welsh Government's Code of Practice – Ethical Employment in Supply Chains across the PSB partner organisations' contracts.	E3.3	To be agreed	✓	✓	✓
L	Development and implementation of an Ethical Employment in Supply Chains Action Plan on a Gwent footprint.	E3.3	To be agreed	✓	✓	✓

Actual Risk	Risk Rating (Low/Medium/ High)	How will you manage/mitigate this risk - what are you doing to reduce the risk and by when?	Risk Owner
Failure of partnering organisations to actively participate within the Procurement and Commissioning Delivery Group.	High	Meetings planned for the group. Consultation on key documentation undertaken and this will continue for the duration of the PSB Well-being plan 2018-2023. Escalation to PSB Board via updates reports and open communication.	PSB

Actual Risk	Risk Rating (Low/Medium/ High)	How will you manage/mitigate this risk - what are you doing to reduce the risk and by when?	Risk Owner
Failure to identify officers to lead on the key tasks. Potential resource issues within individual partner organisations.	High	Consultation on the Procurement and Commissioning Delivery Plan being undertaken. Meetings planned for the group.	PSB
Conflicting priorities (local and national) between partner organisations which may impact development and implementation of certain key tasks.	High	Open and clear communication imperative. Flexibility and willingness to adopt different approaches will be important.	PSB
Differing levels of maturity between partner organisations' procurement and commissioning teams (personnel and infrastructure). This may impact development and implementation of certain key tasks across the partner organisations.	High	Consultation on the Procurement and Commissioning Delivery Plan being undertaken. Meetings planned for the group. Open and clear communication imperative. Flexibility and willingness to adopt different approaches will be important.	PSB
Partner organisations being sceptical of the PSB Well-being Plan and the overarching Well-being of Future Generations (Wales) Act 2015.	Medium	PSB and Welsh Government leadership on implementing the Act. Communicating potential implications for organisations for not implementing the Act.	PSB/Welsh Government

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- 1) The connections are made between the content of the Caerphilly County Borough Area Assessment of Local Well-Being 2017 and the Caerphilly Public Services Board Well-being Plan 2018-2023 and its well-being objectives.
- 2) The Five Ways of Working are embedded to maximise contribution to the Seven Well-being Goals.
- 3) Early thinking to reflect and demonstrate change.

<p><b>Well-being Objectives</b></p> <p>Check to see if there is a connection between your proposed activity/task and the relevant Public Bodies and/ or Public Services Board's Well-being Objectives and Plans.</p>	<p><b>Initial Project Development</b></p> <p>To be developed</p>	<p><b>Review of the Project</b></p> <p>To be developed</p>
<p><b>Five Ways of Working</b></p> <p>Using the Five Ways of Working is a key element of the legislation. They must be used throughout the life time of a project, from design to review.</p>	<p><b>Initial Project Development</b></p> <p>To be developed</p>	<p><b>Review of the Project</b></p> <p>To be developed</p>

<b>Seven Well-being Goals</b>	<b>Initial Project Development</b>	<b>Review of the Project</b>
The well-being goals must be considered as an integrated set of seven, and the well-being objectives (considered above) should maximise contribution to all seven.	To be developed	To be developed

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## **Delivery Plan 2018-2023**

### **Action Area: E4 – Asset Management**

#### **Context:**

Collectively the PSB partners have a huge number of assets and the opportunities for shared use and collaboration must be explored. The potential benefits include reduced costs, increased utilisation and efficiency, reduced energy usage, a reduced collective carbon footprint, better co-operation and understanding between the partners and an enhanced service to the public.

<b>Roles</b>	<b>Names</b>	<b>Email address</b>
<b>Lead PSB Member Champion</b>	TBC	
<b>Lead Officer (s)</b>	Kieran McHugh Mark Williams	<a href="mailto:Kieran.McHugh@gwent.pnn.police.uk">Kieran.McHugh@gwent.pnn.police.uk</a> <a href="mailto:Willim17@caerphilly.gov.uk">Willim17@caerphilly.gov.uk</a>
<b>Policy Support Officer (s)</b>	Tracy Evans	<a href="mailto:evansta@caerphilly.gov.uk">evansta@caerphilly.gov.uk</a>
<b>Delivery Partners</b>		
(List of groups and individuals involved in delivery and regular updates)		
Delivery partners will alter over the lifetime of the Well-being Plan		
<b>Name</b>	<b>Surname</b>	<b>Organisation</b>
Cerys	Hiscox	CCBC
Paul	Bryant	Welsh Government
Richard	Davies	Wales NHS
Nick	Corrigan	SWFRS
Stephen	Tiley	GAVO
Adrian	Griffiths	NRW
Matthew	Lane	ABUHB
Paul	Rossiter	CCBC Local Partnerships

<b>Number</b>	<b>Priority Areas of Activity</b>
E4.1	Maximise the use and value of all our assets
E4.2	Work together to reduce our energy use and increase our generation and use of green energy



<b>Outcomes to be worked towards under this Action Area / Enabler</b> (need to include local and national outcomes)	<b>Measures for this Action / Enabler</b>
Increase our usage of electric vehicles and charge point infrastructure	To be agreed
Streamline and utilise our assets effectively	To be agreed
Promote and use renewable technology where applicable	To be agreed

### Enabler: E4 - Asset Management

<b>Priority Area of Activity</b>	
	E4.1 – Maximise the use and value of all our assets
	E4.2 – Work together to reduce our energy use and increase our generation and use of green energy

Ref	Key Tasks	Contributes to	Task Lead(s)	When will it be completed? (consider 5-year timeframe of plan)		
				Short - term	Medium - term	Long - term
A	Map our assets – Identify current use of buildings and opportunities for shared use with PSB Partners. Split into different assets (land, transport, supporting delivery etc.)	E4.1 E4.2	Tracy Evans	✓		
B	Arrange meeting with PSB Partners – find out everyone’s vision or strategy for the future, relevant in house knowledge and expertise and potential opportunities for collaboration	E4.1 E4.2	Tracy Evans Mark Williams	✓		
C	Explore and develop opportunities to collaborate and report on progress	E4.1 E4.2			✓	✓
D	Link with Welsh Government National Assets Working Group	E4.1 E4.2	Tracy Evans	✓		
E	Explore opportunity for others to link with Community Hubs Project (Caerphilly)	E4.1 E4.2	Mark Williams	✓	✓	
F	Investigate any available Welsh Government funding that could assist the group in achieving it’s objectives.	E4.1 E4.2	Tracy Evans		✓	✓

Ref	Key Tasks	Contributes to	Task Lead(s)	When will it be completed? (consider 5-year timeframe of plan)		
				Short - term	Medium - term	Long - term
G	Understand each other's experience and knowledge and share expertise where possible	E4.1 E4.2	Mark Williams Kieran McHugh	✓	✓	

Actual Risk	Risk Rating (Low / Medium / High)	How will you manage/mitigate this risk - what are you doing to reduce the risk and by when?	Risk Owner
to be agreed			PSB

The Future Generations Framework should be used when developing and agreeing all content of this Delivery Plan. This framework helps translate the legal concepts (of the FG Act) into easily understandable and project focused prompts, which when followed will help design better / more robust principles. Following the framework prompts for each proposed area of activity / task will ensure :

- 1) the connections are made between the content of the Caerphilly County Borough Area Assessment of Local Well-Being 2017 and the Caerphilly Public Services Board Well-being Plan 2018-2013 and it's well-being objectives.
- 2) the Five Ways of Working are embedded to maximise contribution to the Seven Well-being Goals
- 3) early thinking to reflect and demonstrate change

<p><b>Well-being Objectives</b></p> <p>Check to see if there is a connection between your proposed activity / task and the relevant Public Bodies and/ or Public Services Board's Well-being Objectives and Plans</p>	<p><b>Initial Project Development</b></p> <p>To be agreed</p>	<p><b>Review of the Project</b></p> <p>To be agreed</p>
<p><b>Five Ways of Working</b></p> <p>Using the Five Ways of Working is a key element of the legislation. They must be used throughout the life time of a project, from design to review.</p>	<p><b>Initial Project Development</b></p> <p>To be agreed</p> <p>The five ways of working will be considered in the development of every action and task.</p>	<p><b>Review of the Project</b></p> <p>To be agreed</p>
<p><b>Seven Well-being Goals</b></p> <p>The well-being goals must be considered as an integrated set of seven, and the well-being objectives (considered above) should maximise contribution to all seven</p>	<p><b>Initial Project Development</b></p> <p>To be agreed</p>	<p><b>Review of the Project</b></p> <p>To be agreed</p>



## Delivery Plan 2018-2023

### Action Area: AA1 - Best Start in Life

**Context :** There is a strong economic case for investing in the early years of life as early years programmes are often less expensive than the services needed to address the physical, mental, behavioural and socio-economic consequences of poor early child development. Realigning system investment into these very early years will not only improve outcomes for the younger generation, but will reap rewards for the whole of society by preventing problems in the future.

We also know that Adverse Childhood Experiences are having a detrimental and long lasting effect on the population and there is evidence to suggest that reducing the effect ACEs have on residents will contribute towards improving the economic, social, environmental and cultural well-being of Caerphilly County Borough.

ACEs can have a negative impact on a person's health and wellbeing but they also increase the risk of low educational attainment and unemployment, drug use, teenage pregnancy and criminal behaviour. Children of those affected by ACEs are at increased risk of exposing their own children to ACEs, so it is a cycle which can continue within families. Tackling ACEs is vital in order to break this cycle, both preventing and mitigating their effects.

Access to quality early education, support and care improves children's outcomes, especially among children living in disadvantaged areas or with special education needs. However, although intensive interventions in early years is key, it is recognised that both universal and targeted follow up interventions later in a child's and teenager's life are important in order to maintain the gain in early years.

<b>Roles</b>	<b>Names</b>	<b>Email address</b>																																	
<b>Lead PSB Member Champion</b>	Mererid Bowley. Consultant in Public Health/Deputy Director of Public Health Aneurin Bevan Gwent Public Health Team	<a href="mailto:mererid.bowley@wales.nhs.uk">mererid.bowley@wales.nhs.uk</a>																																	
<b>Lead Officer (s)</b>	Sarah Mutch. Early Years Manager Caerphilly County Borough Council	<a href="mailto:mutchs@caerphilly.gov.uk">mutchs@caerphilly.gov.uk</a>																																	
<b>Policy Support Officer (s)</b>	Sian Wolfe-Williams. Policy Officer Caerphilly County Borough Council	<a href="mailto:wolfes@caerphilly.gov.uk">wolfes@caerphilly.gov.uk</a>																																	
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<b>Number</b>	<b>Priority Areas of Activity</b>
AA 1.1	Maximise investment in the early years of a child's life to build resilience across the whole of their lives, thus helping to reduce the demand on services in the future
AA 1.2	Raise awareness and understanding of the importance of early life experiences (including adverse childhood experiences), with professionals and residents working together to reduce inequalities across the county borough
AA 1.3	Work with services and residents to reduce the impact of adverse childhood experiences for our current and future generations

<b>Outcomes to be worked towards under this Action Area</b> (need to include local and national outcomes)	<b>Measures for this Action Area</b>
Training outcomes : improved understanding of early intervention + confidence in signposting – the so what (training evaluation)	
Educational Attainment outcomes of children at age 3, 11 + 16 + NEETS (Childrens First areas)	
Reduction in public health outcomes measured via ACEs report	
To be developed	

<b>Action Area: AA 1 - Best start in life</b>	
<b>Priority Area of Activity</b>	AA 1.1 Maximise investment in the early years of a child's life to build resilience across the whole of their lives, thus helping to reduce the demand on services in the future
	AA 1.2 Raise awareness and understanding of the importance of early life experiences (including adverse childhood experiences), with professionals and residents working together to reduce inequalities across the county borough
	AA 1.3 Work with services and residents to reduce the impact of adverse childhood experiences for our current and future generations

Ref	Key Tasks	Contributes to	Task Lead(s)	When will it be completed? (consider 5-year timeframe of plan)		
				Short - term	Medium - term	Long - term
A	Plan and deliver engagement event(s) for partners to further develop, endorse and deliver the 'Best start in life' delivery plan	1.1, 1.2, 1.3	Mererid Bowley / Sarah Mutch / Sian Wolfe-Williams	✓	✓	
B	Develop strong links between this priority action area, other PSB Enablers and Action Areas and regional/local strategic plans to ensure successful outcomes	1.1, 1.2, 1.3	Mererid Bowley / Sarah Mutch / Sian Wolfe-Williams	✓		
C	Ensure feedback gathered during the consultation process of both the Well-being Assessment + the Caerphilly We Want Well-being Plan 2018/23 informs future actions and engagement where appropriate	1.1, 1.2, 1.3	Mererid Bowley / Sarah Mutch / Sian Wolfe-Williams	✓		



Ref	Key Tasks	Contributes to	Task Lead(s)	When will it be completed? (consider 5-year timeframe of plan)		
				Short - term	Medium - term	Long - term
D	Develop a Whole Systems Approach to have a richer understanding of our current service provision for 0-7 year olds. By focusing in detail on the three areas below (First 1000 Days, ACEs + Children First) we will examine our inputs, activities and outputs and the effect of boundaries and the environment. The development of a Causal Loop diagram will help identify interconnected elements and how these have a cause and effect relationship. Ultimately we will identify opportunities for review, intervention and systems change.	1.1, 1.2, 1.3	Mererid Bowley / Sarah Mutch / Sian Wolfe-Williams	✓	✓	✓
E	First 1000 Days : Map provision with partners and review against evidence based programmes	1.1, 1.2, 1.3		✓		
F	First 1000 Days : Identify what information is given to families, when, what referral systems are in use and missed opportunities	1.1, 1.2, 1.3		✓		
G	First 1000 Days : Identify opportunities for system change	1.1, 1.2, 1.3		✓		
H	First 1000 Days : Identify current and future resources including risks and opportunities	1.1, 1.2, 1.3			✓	
I	First 1000 Days : Identify current governance arrangements and look to stream line	1.1, 1.2, 1.3			✓	

Ref	Key Tasks	Contributes to	Task Lead(s)	When will it be completed? (consider 5-year timeframe of plan)		
				Short - term	Medium - term	Long - term
K	ACEs : Raise awareness and understanding of Adverse Childhood Experiences	1.1, 1.2, 1.3		✓	✓	
L	ACEs : Map the needs of professionals and communities to create a trauma informed workforce / community (so what ? what do I need to do / what do you need as a family )	1.1, 1.2, 1.3		✓		
M	ACEs : Roll out ACEs training to meet needs analysis ( to include national Aces Hub training / toolkit )	1.1, 1.2, 1.3		✓	✓	
N	ACEs : Support the delivery of the Police Forces Early Action Together initiative which includes a Gwent focus on Education	1.1, 1.2, 1.3	Steve Berry	✓		
O	ACEs : Identify opportunities for system change	1.1, 1.2, 1.3				✓
P	Children First : Explore and identify the needs and concerns of the community (Fochriw + LP) to identify opportunities for system change to improve outcomes for 16 years olds leaving school	1.1, 1.2, 1.3		✓		
Q	Children First : Develop common understanding and common language in system change	1.1, 1.2, 1.3		✓		
R	Children First : Redesign service provision to improve outcomes for 3, 11 + 16 year olds	1.1, 1.2, 1.3			✓	

Ref	Key Tasks	Contributes to	Task Lead(s)	When will it be completed? (consider 5-year timeframe of plan)		
				Short - term	Medium - term	Long - term
S	Children First : Use learning borough wide to redesign services	1.1, 1.2, 1.3				✓

Actual Risk	Risk Rating (Low / Medium / High)	How will you manage/mitigate this risk - what are you doing to reduce the risk and by when?	Risk Owner
To be developed			
Consolidation of current funding streams into Flexibilities of funding stream results in a reduction of resources for early years			PSB
Risk of resources being directed towards high need individuals / families or those 'on the edge' to meet increasing service demands over implementing a long term, early intervention and preventative solutions			PSB
Leadership commitment is critical to progress within a Whole systems approach			
Progress and system change within the 4 PSB Enabler activity areas is critical to the success of this Action Area.			PSB
Collaboration not embedded across the Plan's Enablers, Action Areas and other strategic drivers			PSB

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- 3) early thinking to reflect and demonstrate change

<p><b>Well-being Objectives</b></p> <p>Check to see if there is a connection between your proposed activity / task and the relevant Public Bodies and/ or Public Services Board's Well-being Objectives and Plans</p>	<p><b>Initial Project Development</b></p> <p>To be developed</p>	<p><b>Review of the Project</b></p> <p>To be developed</p>
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<b>Seven Well-being Goals</b>	<b>Initial Project Development</b>	<b>Review of the Project</b>
<p>The well-being goals must be considered as an integrated set of seven, and the well-being objectives (considered above) should maximise contribution to all seven</p>	<p>To be developed</p>	<p>To be developed</p>

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## Delivery Plan 2018-2023

### Action Area: AA2a – Volunteering

**Context:** Volunteering and the role volunteering plays in building individuals and communities came out strongly throughout the development of the Wellbeing Assessment. The public engagement clearly identified the benefits of suitable and varied volunteering opportunities for all ages. There is a strong link to volunteering throughout the Caerphilly We Want Action Areas, particularly as an effective method of engaging people in communities with the delivery plans.

Summarised from the Well-being Assessment and draft Well-being Plan responses, the benefits of volunteering are:

People and communities:

- gain new skills and knowledge
- boost their own job and career prospects
- enjoy a sense of achievement and fulfilment
- develop personally and boost self esteem
- enjoy better physical and mental health
- connect to and better understand your community

The action area should be seen as complementary to all other Action Areas, particularly Action Area 2b – Apprenticeships.

<b>Roles</b>	<b>Names</b>	<b>Email address</b>																												
<b>Lead PSB Member Champion</b>	Martin Featherstone, GAVO	<a href="mailto:Martin.featherstone@gavowales.org.uk">Martin.featherstone@gavowales.org.uk</a>																												
<b>Lead Officer (s)</b>	Stephen Tiley, GAVO	<a href="mailto:Stephen.tiley@gavowales.org.uk">Stephen.tiley@gavowales.org.uk</a>																												
	Clare Watkins, Volunteering Team Manager GAVO	<a href="mailto:clare.watkins@gavowales.org.uk">clare.watkins@gavowales.org.uk</a>																												
<b>Policy Support Officer (s)</b>	Alison Palmer, GAVO/CCBC	<a href="mailto:Alison.palmer@gavowales.org.uk">Alison.palmer@gavowales.org.uk</a> / <a href="mailto:palmea@caerphilly.gov.uk">palmea@caerphilly.gov.uk</a>																												
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	Spice Timebanking																													

Number	Priority Areas of Activity
AA2a.1	Develop a co-ordinated programme of volunteering, maximising it as a route to personal well-being and employment, including promoting corporate volunteering.

<b>Outcomes to be worked towards under this Action</b> <b>Area / Enabler</b> (need to include local and national outcomes)	<b>Measures for this Action/Enabler</b>
Develop a coordinated approach to volunteering to enable all PSB partners to promote volunteering for well-being effectively	To be agreed
Corporate social responsibility to enable staff of PSB organisations to volunteer.	To be agreed
Recognise and utilise volunteering as a first step to the employment market.	To be agreed
Provide volunteering opportunities that are appropriate for all ages and sectors of the community.	To be agreed



## Action Area: AA2a - Volunteering

<b>Priority Area of Activity</b>	AA2a.1 Develop a co-ordinated programme of volunteering, maximising it as a route to personal well-being and employment, including promoting corporate volunteering.
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No. /Ref	Key Tasks	Contributes to	Task Lead(s)	When will it be completed? (consider 5-year timeframe of plan)		
				Short - term	Medium - term	Long - term
A	Contact PSB members to identify a lead contact person	AA2a.1	Martin Featherstone as PSB Champion	✓		
B	Mapping current volunteering opportunities across PSB Partners	AA2a.1	Alison Palmer	✓		
C	Research current volunteering policies & strategies, good practice in volunteering, and corporate volunteering policies with PSB partners and wider network including regional, national and UK models	AA2a.1		✓		

D	Organise a workshop / initial meeting of PSB leads and interested bodies to explore currently volunteering practice, potential common approaches to volunteering, and provide an opportunity for members to understand the potential of using Volunteering Wales to promote volunteering effectively	AA2a.1	Alison Palmer	✓		
E	Promote volunteer recognition scheme as a PSB i.e. Annual Volunteering Awards and volunteering recognition certificates	AA2a.1		✓		
F	Develop a Volunteering Strategy for Caerphilly integral to which are the Caerphilly PSB Partners	AA2a.1	To be agreed		✓	✓
G	Identify gaps in partner representation to ensure inclusive approaches and that Volunteering is representative of sectors, ages and geography of Caerphilly County Borough	AA2a.1	Workshop session	✓		
H	Apply technology to support the promotion of and participation in Volunteering. For example, Digital based systems that the WCVA and the County Voluntary Councils will be using across Wales from early June.	AA2a.1	To be agreed			
I	Work with PSB members/identified leads to define the vision for good volunteering practice in Caerphilly	AA2a.1	To be agreed	✓		
J	Invite PSB Volunteering Leads to be part of the GAVO led Gwent Volunteer Managers Network	AA2a.1	Clare Watkins	✓		

K	Review learning from Corporate Social Responsibility Volunteering Programmes, for example Timebanking and define a model that works for PSB partners in Caerphilly.	AA2a.1	To be agreed			
L	Understand and define the benefits of Corporate Social Responsibility Volunteering programmes, and the Corporate challenges around implementation and work through the challenges	AA2a.1	To be agreed			
M	Opportunity to develop Caerphilly as a lead and exemplar for Corporate Social Responsibility Volunteering Programmes	AA2a.1	To be agreed			
N	Connectivity with the Apprenticeships Priority Area defined in the Caerphilly Well-being Plan	AA2a.1	To be agreed			
O	Promote volunteer recognition schemes to support evidence of skills and competence for c.v.'s, recognising the importance of Volunteering as a pathway to employment, for example Certificates that reflect the number of hours volunteered	AA2a.1	To be agreed			
P	Recognise and celebrate volunteering achievements and the personal journey of Volunteers.	AA2a.1	To be agreed			
Q	Develop intelligence on the number of Volunteers who secure employment as a consequence of their Volunteering activity, across PSB Partners	AA2a.1	To be agreed			
R	Understand the contribution that Volunteering makes to the Work Force Development Strategies of PSB Partners	AA2a.1	To be agreed			

S	To promote, foster and broker a diversity of volunteering opportunities across Caerphilly County Borough, and for PSB partners to demonstrate leadership in this area.	AA2a.1	To be agreed			
T	To work with PSB partners to make reasonable adjustments to volunteering opportunities to enable the involvement of people with additional support needs, in line with the auspices of the Equality Act and the Corporate Values Statements of PSB Partners. Apply Equality Impact Assessment methodology.	AA2a.1	To be agreed			
U	Supported by research and defining 'what good looks like', ensure that exemplar processes and inclusive approaches are in place that maximise the opportunity to become a Volunteer by reducing barriers to participation, while ensuring best practice in Volunteer Management and a positive Volunteering experience.	AA2a.1	To be agreed			
V	To work with Third Sector Organisations, community groups and other partners to maximise participation in Volunteering from different ages and sectors of the community	AA2a.1	To be agreed			
W	To monitor the diversity of Volunteering Opportunities provided in Caerphilly County Borough and evaluate the participation profile	AA2a.1	To be agreed			
X	To implement promotion and communication strategies where there are gaps in participation from certain ages and community sectors.	AA2a.1	To be agreed			
Y	Inspire participation through positive publicity and the celebration of and achievement of Volunteers	AA2a.1	To be agreed			

## RISK REGISTER

Actual Risk	Risk Rating (Low / Medium / High)	How will you manage/mitigate this risk - what are you doing to reduce the risk and by when?	Risk Owner
Perception of the use of volunteers to replace paid work	M	Involve union representation at an early stage and identify good working practices and policies to avoid conflict Work closely with the Apprenticeships theme Cross reference Welsh Government Policy on Volunteering	PSB

The Future Generations Framework should be used when developing and agreeing all content of this Delivery Plan. This framework helps translate the legal concepts (of the FG Act) into easily understandable and project focused prompts, which when followed will help design better / more robust principles. Following the framework prompts for each proposed area of activity / task will ensure:

- 1) the connections are made between the content of the Caerphilly County Borough Area Assessment of Local Well-Being 2017 and the Caerphilly Public Services Board Well-being Plan 2018-2023 and it's well-being objectives.
- 2) the Five Ways of Working are embedded to maximise contribution to the Seven Well-being Goals
- 3) early thinking to reflect and demonstrate change

<p><b>Well-being Objectives</b></p> <p>Check to see if there is a connection between your proposed activity / task and the relevant Public Bodies and/ or Public Services Board's Well-being Objectives and Plans</p>	<p><b>Initial Project Development</b></p> <p>The Action Area directly relates to National Indicator 28, 35, 38, and will impact on many of the others including promoting healthy living and healthy eating (3, 5) education and employment ( 7, 8, 16, 20, 21, 22) community resilience/safety (23, 24, 25, 26, 27) General well-being (29, 30, 31) Culture (37, 39, 40) Use of green spaces (43, 44)</p>	<p><b>Review of the Project</b></p>
<p><b>Five Ways of Working</b></p> <p>Using the Five Ways of Working is a key element of the legislation. They must be used throughout the life time of a project, from design to review.</p>	<p><b>Initial Project Development</b></p> <p>The five ways of working will be considered in the development of every action and task.</p> <p><b>Collaboration:</b> this action area will require the input of all PSB partners for the PSB to develop a collaborative approach to social responsibility</p> <p><b>Integration:</b> volunteering will need to be integrated into the structure of a number of action areas i.e. as a route to apprenticeships and employment, as a way of supporting the protection and enhancement of the environment, as a way of engaging parents to support the best start in life for their children.</p> <p><b>Involvement:</b> Communities are at the heart of voluntary action and the involvement of residents and community members is a core activity</p>	<p><b>Review of the Project</b></p>

	<p><b>Prevention:</b> Voluntary action is a well-documented approach to preventative action i.e. Samaritans, Homestart, 50+ Forum</p> <p><b>Long Term:</b> Volunteering can be generational and it is evidenced that young people who volunteer either continue to do so or return to volunteering in later life. The PSB approach to volunteering should be long term to enable the approach to be “bedded down” in statutory bodies and in communities.</p>	
<p><b>Seven Well-being Goals</b></p> <p>The well-being goals must be considered as an integrated set of seven, and the well-being objectives (considered above) should maximise contribution to all seven</p>	<p><b>Initial Project Development</b></p> <p>The Volunteering Action Area in Caerphilly can be seen to relate to all seven goals, some more than others.</p>	<p><b>Review of the Project</b></p>



## **Delivery Plan 2018-2023**

### **Action Area: AA2b – Apprenticeships**

#### **Context:**

This Action Area will be responsible for establishing an all age apprenticeship programme that meets the future skill requirements of the PSB partner organisations, linking to the future needs of both the local and regional economy. In addition, it will maximise the opportunities that will be available through the Cardiff Capital Region, ensuring the programme aligns to the 'Skills for the Future' Programme, to ensure a seamless apprenticeship programme is established. The programme will include work experience opportunities as well as shared apprenticeship opportunities, to ensure that both the employer and participant maximise the different options available, and that they are both in a position to make informed decisions for the future. The overall aim of the apprenticeship programme will be to provide a holistic 'one stop shop' employment support and training programme for all ages, in order to meet the current and future skill requirements of PSB partner organisations and local employers, and make a significant impact on reducing levels of inactivity and unemployment amongst local residents.



<b>Roles</b>	<b>Names</b>	<b>Email address</b>
<b>Lead PSB Member Champion</b>	Christina Harrhy, CCBC	<a href="mailto:harrhc@caerphilly.gov.uk">harrhc@caerphilly.gov.uk</a>
<b>Lead Officer (s)</b>	Tina McMahon, CCBC	<a href="mailto:mcmah@caerphilly.gov.uk">mcmah@caerphilly.gov.uk</a>
<b>Policy Support Officer (s)</b>	Vicki Doyle, CCBC	<a href="mailto:doylevm@caerphilly.gov.uk">doylevm@caerphilly.gov.uk</a>

### **Delivery Partners**

(List of groups and individuals involved in delivery and regular updates)

**Note: Delivery partners will change over the lifetime of the Well-being Plan.**

<b>Name</b>	<b>Organisation</b>	<b>E-mail address</b>
Daniel Madge Senior Education & Development Manager	Aneurin Bevan University Health Board	<a href="mailto:Daniel.Madge@wales.nhs.uk">Daniel.Madge@wales.nhs.uk</a>
Gill Goss HR Manager for Employee Relations	South Wales Fire & Rescue Service	<a href="mailto:g-goss@southwales-fire.gov.uk">g-goss@southwales-fire.gov.uk</a>
Neil Lewis	Gwent Police	<a href="mailto:Neil.Lewis@gwent.pnn.police.uk">Neil.Lewis@gwent.pnn.police.uk</a>
Helen Fletcher	Natural Resources Wales	<a href="mailto:Helen.Fletcher@cyfoethnaturiolcymru.gov.uk">Helen.Fletcher@cyfoethnaturiolcymru.gov.uk</a>
James Owen Deputy Director for Expert Services and People Division	Welsh Government	<a href="mailto:James.Owen@gov.wales">James.Owen@gov.wales</a>
Katy Stevenson Chief Executive	Groundwork Wales	<a href="mailto:katy.stevenson@groundwork.org.uk">katy.stevenson@groundwork.org.uk</a>
To be confirmed	Coleg Gwent	
To be confirmed	Coleg y Cymoedd	
To be confirmed	Educ8/ACT/Acorn/Cardiff & Vale College	

<b>Name</b>	<b>Organisation</b>	<b>E-mail address</b>
To be confirmed	Charter Housing/United Welsh	
To be confirmed	Private sector	

<b>Number</b>	<b>Priority Areas of Activity</b>
AA2b.1	Establish an all age apprenticeship programme across PSB member organisations with a co-ordinated point of access.
AA2b.2	Maximise the opportunities for residents through the Cardiff Capital Region City Deal and the Valleys Task Force.

<b>Outcomes to be worked towards under this Action Area/Enabler</b> (need to include local and national outcomes)	<b>Measures for this Action Area/Enabler</b>
To be developed	To be developed

### Action Area: AA2b - Apprenticeships

<b>Priority Area of Activity</b>	<p>AA2b.1 – Establish an all age apprenticeship programme across PSB member organisations with a co-ordinated point of access.</p> <p>AA2b.2 – Maximise the opportunities for residents through the Cardiff Capital Region City Deal and the Valleys Task Force.</p>
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Page Ref 105	Key Tasks	Contributes to	Task Lead(s)	When will it be completed? (consider 5-year timeframe of plan)		
				Short term	Medium term	Long term
A	Grow the potential for residents to access employment through the provision of a holistic programme.	AA2b.1	To be agreed		✓	✓
B	Ensure opportunities for socially and economically disadvantaged individuals to secure training and apprenticeship opportunities that will increase future employment prospects.	AA2b.1 and AA2b.2	To be agreed		✓	✓

Ref	Key Tasks	Contributes to	Task Lead(s)	When will it be completed? (consider 5-year timeframe of plan)		
				Short term	Medium term	Long term
C	Maximise the earning capacity of local residents by ensuring they have the right qualifications to meet local labour market needs.	AA2b.1	To be agreed		✓	✓
D	Develop a career offer that promotes the foundational economy as a route to economic prosperity for people of all backgrounds.	AA2b.1	To be agreed		✓	✓
E	Provide support to businesses to improve their competitive edge and to take advantage of new opportunities through the recruitment of trainees and apprentices.	AA2b.1 and AA2b.2	To be agreed		✓	✓
F	Ensure the apprenticeship programme is aligned to workforce planning needs and skills that are difficult to recruit across partner organisations.	AA2b.1	To be agreed		✓	✓
G	Assist public sector contractors to fulfil their community benefit obligations by providing individuals who are seeking work with training, placements and employment opportunities via the programme.	AA2b.1	To be agreed		✓	✓
H	Develop progression paths from the Employment Support programmes and community provision.	AA2b.1	To be agreed		✓	

Ref	Key Tasks	Contributes to	Task Lead(s)	When will it be completed? (consider 5-year timeframe of plan)		
				Short term	Medium term	Long term
I	Develop close links with the Volunteering Action Area to provide opportunities for progression into employment.	AA2b.1	To be agreed	✓		
J	Identify appropriate funding opportunities and resource requirements.	AA2b.1 and AA2b.2	To be agreed	✓	✓	
K	Explore the most appropriate way of delivery a 'one stop shop' approach across partner organisations for raising awareness of apprenticeship opportunities.	AA2b.1 and AA2b.2	To be agreed		✓	
L	Engage effectively with local communities to promote the PSB apprenticeship programme.	AA2b.1	To be agreed		✓	
M	Ensure opportunities are available for those furthest from employment through alignment with employment support programmes.	AA2b.1 and AA2b.2	To be agreed		✓	
N	Identify how best to influence and maximise apprenticeship and training opportunities from the Cardiff City Region for Caerphilly county borough and its residents.	AA2b.2	To be agreed	✓	✓	

Ref	Key Tasks	Contributes to	Task Lead(s)	When will it be completed? (consider 5-year timeframe of plan)		
				Short term	Medium term	Long term
O	Create a robust schools, college and vocational career offer, working closely with schools and colleges to engage young talent into vocational pathways.	AA2b.1 and AA2b.2	To be agreed	✓	✓	
P	Work closely with Careers Wales to raise the profile of apprenticeships as a career option.	AA2b.1 and AA2b.2	To be agreed	✓		
Q	Provide apprenticeship opportunities where sectors are growing and there is a high demand for trained staff e.g. early years, Building Consultancy, Engineering, childcare, social care etc.	AA2b.1 and AA2b.2	To be agreed		✓	
R	Map all current apprenticeship programmes and structures across PSB partner organisations.	AA2b.1	To be agreed	✓		
S	Develop a PSB apprenticeship group to ensure coordination and collaboration across PSB partner organisations, as well as compliment the EU and WG funded Employment Support programmes.	AA2b.1	To be agreed	✓		

Ref	Key Tasks	Contributes to	Task Lead(s)	When will it be completed? (consider 5-year timeframe of plan)		
				Short term	Medium term	Long term
T	Use community benefit clauses in PSB partner organisation contracts to create opportunities for residents from all backgrounds by linking closely with the Procurement and Commissioning Enabler.	AA2b.1	To be agreed	✓	✓	

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Actual Risk	Risk Rating (Low / Medium / High)	How will you manage/mitigate this risk - what are you doing to reduce the risk and by when?	Risk Owner
To be developed		To be developed	

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- 1) The connections are made between the content of the Caerphilly County Borough Area Assessment of Local Well-Being 2017 and the Caerphilly Public Services Board Well-being Plan 2018-2023 and its well-being objectives.
- 2) The Five Ways of Working are embedded to maximise contribution to the Seven Well-being Goals
- 3) Early thinking to reflect and demonstrate change
- 4)

<p><b>Well-being Objectives</b></p> <p>Check to see if there is a connection between your proposed activity/task and the relevant Public Bodies and/or Public Services Board's Well-being Objectives and Plans.</p>	<p><b>Initial Project Development</b></p> <p>To be developed</p>	<p><b>Review of the Project</b></p> <p>To be developed</p>
<p><b>Five Ways of Working</b></p> <p>Using the Five Ways of Working is a key element of the legislation. They must be used throughout the life time of a project, from design to review.</p>	<p><b>Initial Project Development</b></p> <p>To be developed</p>	<p><b>Review of the Project</b></p> <p>To be developed</p>



<b>Seven Well-being Goals</b>	<b>Initial Project Development</b>	<b>Review of the Project</b>
The well-being goals must be considered as an integrated set of seven, and the well-being objectives (considered above) should maximise contribution to all seven.	To be developed	To be developed



## Delivery Plan 2018-2023

### Action Area: AA3 - Good health and well-being

**Context:** Currently, people in the most deprived areas of Wales live more years in poor health compared to those who live in the least deprived areas. In Caerphilly county borough between 2010 and 2014, the healthy life expectancy was over 18 years longer for those living in the least deprived areas compared to those living in higher levels of deprivation. These inequalities are having a profound effect on the country's prospects and growth. With more of the adult population living in poor health, productivity losses are rising and more losses in taxes and welfare are being experienced.

We know that preventing ill health across the population is generally more effective at reducing health inequalities than clinical interventions. A key enabler for all health interventions is system working to improve the population's health and well-being i.e. taking a whole systems approach which aligns services, resources and accountability to delivery and shared outcomes.

A collaborative approach with an emphasis on prevention and public health will help address the current future health, social and economic challenges across the life course in Caerphilly County Borough. Fundamental to this is to incorporate co-ordinated, integrated approaches that create the conditions to make it easier for people to adopt health promoting behaviours and reduce harmful health behaviours.

The development of integrated community based services will lead to improved well-being for the citizens of Caerphilly County Borough and help reduce the demand for costly secondary care health services.

<b>Roles</b>	<b>Names</b>	<b>Email address</b>
<b>Lead PSB Member Champion</b>	Bronagh Scott. Director of Nursing Aneurin Bevan University Health Board	<a href="mailto:Bronagh.Scott@wales.nhs.uk">Bronagh.Scott@wales.nhs.uk</a>
<b>Lead Officer (s)</b>	Ali Gough. Head of Service for Caerphilly Borough Aneurin Bevan University Health Board Tracey Deacon. Principal Public Health Specialist Aneurin Bevan Gwent Public Health Team	<a href="mailto:Alison.Gough@wales.nhs.uk">Alison.Gough@wales.nhs.uk</a>  <a href="mailto:Tracey.Deacon@wales.nhs.uk">Tracey.Deacon@wales.nhs.uk</a>
<b>Policy Support Officer (s)</b>	Sian Wolfe-Williams. Policy Officer Caerphilly County Borough Council	<a href="mailto:wolfes@caerphilly.gov.uk">wolfes@caerphilly.gov.uk</a>
<b>Delivery Partners</b> (List of groups and individuals involved in delivery and regular updates)		
This is not an exclusive list as other organisations will be involved over the 5 year time frame of this plan.		
<b><u>Name</u></b>	<b><u>Surname</u></b>	<b><u>Organisation</u></b>
Emily	Warren	ABUHB
Eira	Turner	ABUHB Caerphilly NCN Management Team (includes Primary Care, Pharmacy, Health Visiting, Social Services, Police)
Links with Action Areas Leads:		
Sarah	Mutch	AA1 Best start in life
Steve	Tiley	AA2a Volunteering
Tina	McMahon	AA2b Apprenticeships
Jason	White	AA4a Safer Communities
Rhian	Kyte	AA4b Resilient Communities
Helen	Fletcher	AA5 Protect and enhance the local natural environment

Number	Priority Areas of Activity
AA 3.1	Improve joint working with an emphasis on prevention to address current and future health challenges
AA 3.2	Invest in the well-being of our staff
AA 3.3	Provide an integrated system of health, social care and well-being closer to home through the Neighbourhood Care Network
AA 3.4	Ensure front line staff have the necessary skills and expertise to provide joined up services that meet the needs of residents
AA 3.5	Work in close collaboration with the Regional Partnership Board for health and social care to ensure our individual priorities are developed in tandem to achieve our shared well-being goals
AA 3.6	Create a supportive environment that enables residents to manage their physical, mental and well-being needs in partnership with services

Outcomes to be worked towards under this Action Area (need to include local and national outcomes)	Measures for this Action Area
Reduce smoking prevalence	to 16% by 2020
Achieve uptake targets in vaccinations	95% in childhood vaccinations; flu immunisations: 75% in 65 year olds and over; 55% in at risk groups aged 6 months to 64 years
Achieve targets in national screening programmes	60% uptake for bowel; 70% uptake for breast; 80% coverage for cervical
To be developed	

<b>Action Area 3 : Good health and well-being</b>	
<b>Priority Area of Activity</b>	<p>AA 3.1- Improve joint working with an emphasis on prevention to address current and future health challenges</p> <p>AA 3.2 - Invest in the well-being of our staff</p> <p>AA 3.3 -Provide an integrated system of health, social care and well-being closer to home through the Neighbourhood Care Network</p> <p>AA 3.4 - Ensure front line staff have the necessary skills and expertise to provide joined up services that meet the needs of residents</p> <p>AA 3.5 - Work in close collaboration with the Regional Partnership Board for health and social care to ensure our individual priorities are developed in tandem to achieve our shared well-being goals</p> <p>AA 3.6 - Create a supportive environment that enables residents to manage their physical, mental and well-being needs in partnership with services</p>

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Ref	Key Tasks	Contributes to	Task Lead(s)	When will it be completed? (consider 5-year timeframe of plan)		
				Short - term	Medium - term	Long - term
A	Map work already ongoing that supports this priority action area and assess if fit for purpose within new statutory partnership landscape.	3.1, 3.2, 3.3, 3.4, 3.5, 3.6	Ali Gough ABUHB	✓		

Ref	Key Tasks	Contributes to	Task Lead(s)	When will it be completed? (consider 5-year timeframe of plan)		
				Short - term	Medium - term	Long - term
B	Develop strong links between this priority action area, other PSB Enabler and Action Areas and regional/local strategic plans to ensure successful outcomes	3.1, 3.2, 3.3, 3.4, 3.5, 3.6	Ali Gough ABUHB	✓		
Page 116 D	Ensure feedback gathered during the consultation process of both the Well-being Needs Assessment 2017 + the Caerphilly We Want – Well-being Plan 2018/23 informs future actions and engagement, where appropriate and reviewed continually against all plans.	3.1, 3.2, 3.3, 3.4, 3.5, 3.6	Ali Gough ABUHB/ Tracey Deacon PHW/ Sian Wolfe-Williams CCBC	✓		
	Plan and deliver engagement event(s) for partners to further develop and endorse the Good Health and Well-being delivery plan.	3.1, 3.2, 3.3, 3.4, 3.5, 3.6	Ali Gough ABUHB/ Tracey Deacon PHW/ Sian Wolfe-Williams CCBC	✓		
	Map policies, programmes and interventions (including risks and opportunities) and review against the evidence base of what is effective enabling healthy behaviours and protecting health and well-being	3.1	Tracey Deacon PHW	✓		
F	Identify opportunities for system change to empower residents and staff adopt healthy behaviours and protect their health and well-being	3.1		✓		
G	Scope training programme to empower frontline staff across PSB organisations to deliver brief advice and make referrals/signpost to services as appropriate	3.1			✓	

Ref	Key Tasks	Contributes to	Task Lead(s)	When will it be completed? (consider 5-year timeframe of plan)		
				Short - term	Medium - term	Long - term
H	Implement changes to empower residents and staff to adopt healthy behaviours and protect their health and well-being	3.1			✓	✓
I	Promote flu immunisations in target groups, including informing staff of benefits of vaccination for their service users	3.1		✓	✓	✓
J	Increase the uptake of national screening programmes by frontline staff helping clients to make an informed choices about participating in programmes they are eligible for	3.1			✓	✓
	Evaluate the changes	3.1				✓
K	Improving well-being in the workplace, ensuring that policies, programmes and interventions support physical and mental well-being	3.2	Tracey Deacon PHW	✓	✓	✓
M	Increase uptake of immunisation by informing staff of the benefits of vaccination and supporting them to be vaccinated	3.2		✓	✓	✓
N	Work towards a smoke free environment by making sure staff are supported and have the necessary information and access to smoking cessation services	3.2		✓	✓	✓
O	Facilitate active travel and promote physical activity in staff	3.2		✓	✓	✓
P	Promote healthy eating in the workplace	3.2		✓	✓	✓

Ref	Key Tasks	Contributes to	Task Lead(s)	When will it be completed? (consider 5-year timeframe of plan)		
				Short - term	Medium - term	Long - term
Q	<p>Review and refresh the three Neighbourhood Care Network (NCN) Action Plans with partner organisations to support the provision of an integrated system of health, social care and well-being closer to home</p> <p>Link to PSB Action Area 5 Protect and enhance the local natural environment</p>	3.3	Ali Gough ABUHB	✓		
R	<p>Scope a fully-integrated way of working in the North Resource Centre In addition to the above, work is ongoing to scope service requirements for the development of Health &amp; Well-being Hubs in the Aber Valley, Bryntirion (Bargoed) and Lansbury Park.</p> <p>Link to Integrated Well-being Networks + PSB Assets Enabler + CCBC development of HUBs + Valley Task Force</p> <p>Discussions taking place with CCBC Regeneration Team around Valleys Task Force to prevent silo working and duplication of estate development + assets. Work with team to review current service provision from LA and Third sector organisations to provide wrap around services in the north of the borough.</p> <p>Access to Oaklands Day Centre, once a week agreed for patients from the North Resource Centre.</p>	3.3			✓	



Ref	Key Tasks	Contributes to	Task Lead(s)	When will it be completed? (consider 5-year timeframe of plan)		
				Short - term	Medium - term	Long - term
S	Develop and implement model to employ a further 6 Community Connectors across the county borough to support GP surgeries to manage demand by signposting to more appropriate services  Link to Integrated Well-being Networks	3.3		✓		
U	Winter Planning with partners to start July to contribute to the sustainability of services during high need and inclement weather	3.3		✓	✓	✓
U	Support sustainability of service provision across Caerphilly. Liaised with Police colleagues to support the transporting of health and local authority staff especially community staff to continue the provision of health and social care services	3.3		✓		
V	Work with the Primary Community Mental Health Team to develop a mental health model of services for the north of the borough at level 1	3.3			✓	
W	Scope training programme to empower frontline staff across PSB organisations to deliver brief advice and make referrals/signpost to services as appropriate	3.4		✓		

Ref	Key Tasks	Contributes to	Task Lead(s)	When will it be completed? (consider 5-year timeframe of plan)		
				Short - term	Medium - term	Long - term
X	Care Navigation training to GP practice staff during Sept 18 with a view of rollout to other organisations	3.4	Ali Gough ABUHB			
Y	Develop and implement a local / regional planning and governance framework to underpin the new statutory partnership landscape and to define relationships, roles and responsibilities	3.5	Emily Warren ABUHB	✓		
Page 120a	Develop strong links between this priority action area, other PSB Enabler and Action Areas and regional/local strategic plans to ensure successful outcomes	3.5	Ali Gough ABUHB & NCN's	✓		
	Review all SLA's & Section 28a's making sure that as commissioners services remain aligned to Action Area 3, NCN plans, Regional Area Plan and Regeneration Plan Review meetings to be held with Third Sector organisation around the provision of Gwent-wide services ie Stroke and Action for Children	3.5	Ali Gough ABUHB	✓		
Ab	Work towards creating a smokefree environment: 1. Reducing uptake of smoking in young people <ul style="list-style-type: none"> <li>• Policies should support the development of a smokefree culture</li> <li>• All organisations should enforce smokefree legislation</li> <li>• Schools to engage with JustB Smokefree Programme if invited</li> </ul>	3.6	Tracey Deacon PHW		✓	✓

Ref	Key Tasks	Contributes to	Task Lead(s)	When will it be completed? (consider 5-year timeframe of plan)		
				Short - term	Medium - term	Long - term
Ac	<p>Work towards creating a smokefree environment:</p> <p>2. Increasing uptake of smoking cessation services</p> <ul style="list-style-type: none"> <li>• Increase uptake of the free NHS smoking cessation programmes</li> <li>• Making Every Contact Count training for frontline staff</li> </ul>	3.6		✓	✓	✓
Page 121	<p>Support the population to maintain a healthy weight, have a healthy diet and be physically active:</p> <ul style="list-style-type: none"> <li>• Making Every Contact Count training for frontline staff</li> <li>• Facilitate active travel and promote physical activity in service users and communities, including exploring the roll out of The Daily Mile</li> <li>• Promote healthy eating in schools</li> </ul>	3.6		✓	✓	✓
Ae	<p>Encourage the population not to drink alcohol above national guidelines:</p> <ul style="list-style-type: none"> <li>• Making Every Contact Count training for frontline staff</li> <li>• Share intelligence and work together as responsible authorities around the Alcohol licencing objectives</li> </ul>	3.6		✓	✓	✓

Ref	Key Tasks	Contributes to	Task Lead(s)	When will it be completed? (consider 5-year timeframe of plan)		
				Short - term	Medium - term	Long - term
Af	Promoting mental well-being and resilience: (Links strongly with the other action areas) <ul style="list-style-type: none"> <li>Improving mental health in the workplace ensuring that policies, programmes and interventions support physical and mental well-being</li> <li>Reducing loneliness, including roll out of 'Ffrind i mi'</li> </ul>	3.6		✓	✓	✓

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Actual Risk	Risk Rating (Low / Medium / High)	How will you manage/mitigate this risk - what are you doing to reduce the risk and by when?	Risk Owner
To be developed			
Aging workforce, especially around clinical staff, which in turn does impact on the sustainability of clinical services. Recruitment difficulties across PSB organisations – Health visitors, social workers, domiciliary care staff, GPs, physios, nursing staff	High	Workforce Planning	PSB & Primary Care & Community Services

Aging population with complex needs	High	Assessing services to meet future needs of patient/population. Acuity of patients are becoming far more complex	PSB & Primary Care & Community Services
Estates management – ABUHB, local authority and police	Medium	Fit for purpose buildings to deliver services	PSB & Primary Care & Community Services
Sustainability of service provision across health, social care and well-being services	High	Exploring issues with packages of care – provision by private contractors	PSB & Primary Care & Community Services
Realignment of resources to early intervention / prevention	Medium		
Joint funding / commissioning arrangements	Medium		
Joined up mental health service provision for adults and children	High	Discussion ongoing with partners	

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- 1) the connections are made between the content of the Caerphilly County Borough Area Assessment of Local Well-Being 2017 and the Caerphilly Public Services Board Well-being Plan 2018-2013 and its well-being objectives.
- 2) the Five Ways of Working are embedded to maximise contribution to the Seven Well-being Goals
- 3) early thinking to reflect and demonstrate change

<p><b>Well-being Objectives</b></p> <p>Check to see if there is a connection between your proposed activity / task and the relevant Public Bodies and/ or Public Services Board's Well-being Objectives and Plans</p>	<p><b>Initial Project Development</b></p> <p>To be developed</p>	<p><b>Review of the Project</b></p> <p>To be developed</p>
<p><b>Five Ways of Working</b></p> <p>Using the Five Ways of Working is a key element of the legislation. They must be used throughout the life time of a project, from design to review.</p>	<p><b>Initial Project Development</b></p> <p>To be developed</p>	<p><b>Review of the Project</b></p> <p>To be developed</p>
<p><b>Seven Well-being Goals</b></p> <p>The well-being goals must be considered as an integrated set of seven, and the well-being objectives (considered above) should maximise contribution to all seven</p>	<p><b>Initial Project Development</b></p> <p>To be developed</p>	<p><b>Review of the Project</b></p> <p>To be developed</p>



## **Delivery Plan 2018-2023**

### **Action Area: AA4a – Safer Communities**

#### **Context:**

Feeling unsafe in a community has a significant impact on quality of life, whether someone is a direct victim of crime and disorder, or fears that they may be at some time in the future. The Well-being assessment has highlighted that the community wants public sector bodies to prioritise concerns surrounding crime and disorder; anti-social behaviour particularly as well as environmental crime. Engagement and communication with local communities is necessary to identify problem areas and individuals and direct the earliest and most effective interventions. Improved partnership working and collaboration is key to providing a consistent approach to service delivery and will avoid duplication of effort. This allows for the best use of resources when dealing with both immediate issues and for developing preventative measures for the future.

These issues can be addressed as part of the delivery of the well-being goals.

<b>Roles</b>	<b>Names</b>	<b>Email address</b>
<b>Lead PSB Member Champion</b>	Gwent Police (Supt Nick Mclain)	<a href="mailto:Nicholas.McLain@gwent.pnn.police.uk">Nicholas.McLain@gwent.pnn.police.uk</a>
<b>Lead Officer (s)</b>	Gwent Police (C/Insp Jason White)	<a href="mailto:Jason.White@gwent.pnn.police.uk">Jason.White@gwent.pnn.police.uk</a>
<b>Policy Support Officer (s)</b>	CCBC (Natalie Kenny/Tom Silsbury)	<a href="mailto:kennyn@caerphilly.gov.uk">kennyn@caerphilly.gov.uk</a> ; <a href="mailto:silsbt@caerphilly.gov.uk">silsbt@caerphilly.gov.uk</a>

### **Delivery Partners**

**NOTE: This is a five year delivery plan, delivery partners will change over life of plan.**

<b><u>NAME</u></b>	<b><u>SURNAME</u></b>	<b><u>ORGANISATION</u></b>
Rob	Hartshorn	Caerphilly Borough County Council
Kathryn	Peters	Caerphilly Borough County Council
Natalie	Kenny	Caerphilly Borough County Council
Tom	Silsbury	Caerphilly Borough County Council
Nadine	Hudson-Featherstone	Police and Crime Commissioner/CCBC
Insp Jason	White	Gwent Police
Neil	Taylor	OPCC
Dai	Bents	South Wales Fire and Rescue
Cllr Elenud	Stenner	
Cllr Christine	Forehead	
Cllr Colin	Elsbury	
Michaela	Rogers	
Paul	O'Neil	
Ceri	Wood	
Chris	Hunt	
Maria	Evans	
Lisa	Meredith	
Sinead	Lewis	
Sarah-Jayne	Irish	



Sandra	Davies	
Gina	Jones	

Number	Priority Areas of Activity
AA4.4	Work with regional partners to create safe, confident communities and promote community cohesion
AA4.5	Work in partnership to tackle irresponsible use of green space

Outcomes to be worked towards under this Action Area / Enabler (need to include local and national outcomes)	Measures for this Action / Enabler
Reductions in crime and disorder	
Reductions in anti-social behaviour	
Less people entering the criminal justice system	
Improved community confidence and cohesion	

### Action Area: AA4 – Safer Communities

<b>Priority Area of Activity</b> (include ID number)	AA4.4 - Work with regional partners to create safe, confident communities and promote community cohesion
	AA4.5 - Work in partnership to tackle irresponsible use of green space

Ref	Key Tasks	Contributes to	Task Lead(s)	When will it be completed? (consider 5-year timeframe of plan)		
				Short - term	Medium - term	Long - term
A	Work closely with statutory, specialist and internal partners to deliver training, engagement and delivery of preventative projects such as: <ul style="list-style-type: none"> <li>Prevent School Twinning Project</li> <li>Safe and Well Fire Safety Visits</li> </ul>	AA4.4 AA4.5				
B	Work with education providers to provide students with life skill and community responsibilities training whilst also building children's and young people's resilience to ensure they feel safe and are safe in their community.	AA4.4				
C	Promote community cohesion; celebrate diversity whilst developing models of integration.	AA4.4				
D	Tackle hate crime and incidents whilst encouraging reporting.	AA4.4				

E	Develop a greater understanding of residents concerns and explore local methods of addressing these concerns collectively.	AA4.4				
F	Encourage and facilitate community engagement through a range of fora (meetings, community events, social media, direct contact), publicising successes and providing a means for challenge and review to ensure best service (Community Trigger).	AA4.4				
G	Arrange Community Assist Pop-Up events, providing information to the community about safety services available to them.	AA4.4				
H	Strengthen community responses to preventing crime and ASB.	AA4.4				
I	Work with statutory partners, night-time economy staff, Community Wardens, Local Authority CCTV, volunteers and local businesses in the promotion and delivery of the Safer Caerphilly After Dark scheme.	AA4.4				
J	Tackle reports of anti-social behaviour effectively through considered use of statutory powers where appropriate. Promotion of the Safer Caerphilly 4 Strike Anti-Social Behaviour Process will be undertaken with agencies to increase referrals where appropriate. Use of statutory powers to address ASB will be used where identified e.g., CPN's, PSPO's, Injunctions, CBO's, Dispersals and Closure Orders.	AA4.4 AA4.5				
K	Receive and record reports of anti-social behaviour so as to develop an accurate picture of ASB in the area, help identify those involved and provide evidence of their activities to support formal action.	AA4.4				
L	Ensure the Prevent duty and Channel duty introduced through the Counter Terrorism and Security Act 2015 are met among the Community Safety Partners.	AA4.4				

M	Receive, process and refer PREVENT reports/referrals.	AA4.4				
N	Work together to reduce the number of first time entrants to the Criminal Justice System by exploring new ways of preventing and diverting people away from their negative behaviours.	AA4.4				
O	Work with the partners to identify suitable candidates for referral away from formal enforcement channels into diversionary activities such as Positive Futures, Youth Services and Youth Offending Service.	AA4.4				
P	Improve information sharing and joint working amongst partner organisations.	AA4.4 AA4.5				
Q	Work with partners in the NHS Trust and Gwent Police ACES project as part of the Early intervention and engagement – “Building a Brighter Future” – Early Years and Childcare plan.	AA4.4				
R	Work with partner agencies to identify opportunities for resource sharing, ASB reduction, information sharing and cross organisation working via the Safer Gwent work programme.	AA4.4				
S	Engage with Victim Support, Domestic Abuse services and specialist volunteer agencies to provide services in line with the VAWDASV- (Gwent Regional VAWDASV Strategy 2018-2023).	AA4.4				
T	Continue to work with substance misuse partners on the capital funding review across Gwent.	AA4.4				
U	Implement a data base of new and emerging drugs in the area and ensure local drug information is provided to stakeholders.	AA4.4				
V	Develop flexible treatment options that can respond to the changing nature of drug use.	AA4.4				

W	Develop a network of community alcohol champions with local skills and knowledge to support individuals, their families and the community to reduce alcohol related threat harm and risks and related offending.	AA4.4				
X	Work with partners to support repeat victims of ASB and identify/review emerging trends in crime and ASB through the use of analytical tools. These will be discussed at the monthly Well Being Forum.	AA4.4				
Y	Work with the Caerphilly Organised Crime Group to share information and identify Organised Crime Groups operating within Caerphilly County Borough then work collectively to disrupt and dismantle them and bring offenders to justice.	AA4.4				
Z	Expand our understanding of the current situation with regard to the number of young people and adults with vulnerabilities being exploited to commit crimes and then develop appropriate multi agency interventions.	AA4.4				
Aa	Work with the ASB leads across Gwent to identify best practice, review current response to ASB, training, identify provision gaps and develop mediation and victim champion provision for ASB victims.	AA4.4				
Bb	Establish the governance/future development of the Safer Gwent Group by continuing to work with community safety partners across Gwent.	AA4.4				
Cc	Support the Community Payback Team to provide Graffiti Clean up throughout Caerphilly County Borough.	AA4.5				
Dd	The Community Safety Wardens to use enforcement measures/fixed penalty notices where appropriate for dog fouling, litter and breach of PSPO areas.	AA4.4 AA4.5				

Ee	Support SWFRS in the delivery of the BERNIE project, through advertising the scheme, arranging and delivering events and merchandise and through a coordinated response to reports/referrals.	AA4.4 AA4.5				
Ff	Work with partners to effectively use statutory powers such as CPN's for environmental anti-social behaviour.	AA4.5				
Gg	Work with environmental health partners to ensure fly tipping is dealt with appropriately.	AA4.5				
Hh	Support people to access and use green space responsibly.	AA4.4 AA4.5				

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Actual Risk	Risk Rating (Low / Medium / High)	How will you manage/mitigate this risk - what are you doing to reduce the risk and by when?	Risk Owner

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- 2) the Five Ways of Working are embedded to maximise contribution to the Seven Well-being Goals
- 3) early thinking to reflect and demonstrate change

<p><b>Well-being Objectives</b></p> <p>Check to see if there is a connection between your proposed activity / task and the relevant Public Bodies and/ or Public Services Board's Well-being Objectives and Plans</p>	<p><b>Initial Project Development</b></p> <p><b>Not yet agreed</b></p>	<p><b>Review of the Project</b></p>
<p><b>Five Ways of Working</b></p> <p>Using the Five Ways of Working is a key element of the legislation. They must be used throughout the life time of a project, from design to review.</p>	<p><b>Initial Project Development</b></p> <p><b>Not yet agreed</b></p>	<p><b>Review of the Project</b></p>

<b>Seven Well-being Goals</b>	<b>Initial Project Development</b>	<b>Review of the Project</b>
The well-being goals must be considered as an integrated set of seven, and the well-being objectives (considered above) should maximise contribution to all seven	<b>Not yet agreed</b>	





## Delivery Plan 2018-2023

### Action Area: AA4b - Resilient Communities

#### Context:

The 2014 Welsh Index of Multiple Deprivation (WIMD) identified Lansbury Park (St James 3 LSOA) as the most deprived area in Wales, with 13 other areas also featuring in the top 10% most deprived areas in Wales. Reducing deprivation in Lansbury Park is a key priority for both the Council and the Public Services Board.

This action area will seek to find solutions to the issues facing Lansbury Park and will aim to use the work as a pilot project to develop an approach that can also be used in other areas of the county borough facing similar issues. Therefore Priority 2 will be the main focus of the initial work and Priorities 1 and 3 will follow on as the findings and learning emerges

A Deep Place Plan has been prepared for Lansbury Park, which explores the complex challenges associated with reversing the cycle of long-term poverty on the estate. The Plan identifies a number of actions that will help to address the issues identified.

<b>Roles</b>	<b>Names</b>	<b>Email address</b>
<b>Lead PSB Member Champion</b>	Christina Harrhy/Mark S Williams	<a href="mailto:harrhc@caerphilly.gov.uk">harrhc@caerphilly.gov.uk</a> / <a href="mailto:willims@caerphilly.gov.uk">willims@caerphilly.gov.uk</a>
<b>Lead Officer (s)</b>	Rhian Kyte	<a href="mailto:kyter@caerphilly.gov.uk">kyter@caerphilly.gov.uk</a>
<b>Policy Support Officer (s)</b>	Paul Cooke	<a href="mailto:cookepa@caerphilly.gov.uk">cookepa@caerphilly.gov.uk</a>
<b>Delivery Partners</b>		
<b>Coalition for Change Board</b>		
<b>Name</b>	<b>Organisation</b>	<b>E-mail</b>
Christina Harrhy Interim Chief Executive	Caerphilly County Borough Council	<a href="mailto:harrhc@caerphilly.gov.uk">harrhc@caerphilly.gov.uk</a>
Neil Taylor Policy & Partnerships Manager, (on behalf of Jeff Cuthbert, Police & Crime Commissioner)	Gwent Police & Crime Commissioners Office	<a href="mailto:Neil.taylor@gwent.pnn.police.uk">Neil.taylor@gwent.pnn.police.uk</a>
Chief Inspector Jason White Partnerships lead for the West Gwent Local Policing Area	Gwent Police	<a href="mailto:Jason.White@gwent.pnn.police.uk">Jason.White@gwent.pnn.police.uk</a>
Superintendent Nick McLain	Gwent Police	
Dai Bents Group Manager	South Wales Fire & Rescue Service	<a href="mailto:da-bents@southwales-fire.gov.uk">da-bents@southwales-fire.gov.uk</a>
Michelle Alford	Probation Service	<a href="mailto:Michelle.Allford@wales.probation.gsi.gov.uk">Michelle.Allford@wales.probation.gsi.gov.uk</a>
Ceri Davies	Natural Resources Wales	<a href="mailto:Ceri.Davies@cyfoethnaturiolcymru.gov.uk">Ceri.Davies@cyfoethnaturiolcymru.gov.uk</a>
Jon Goldsworthy	Natural Resources Wales	<a href="mailto:Jon.goldsworthy@cyfoethnaturiolcymru.gov.uk">Jon.goldsworthy@cyfoethnaturiolcymru.gov.uk</a>

Martin Featherstone Chief Executive	Gwent Association of Voluntary Organisations	<a href="mailto:Martin.featherstone@gavowales.org.uk">Martin.featherstone@gavowales.org.uk</a>
Mererid Bowley Deputy Director of Public Health	Public Health Wales	<a href="mailto:Mererid.Bowley@wales.nhs.uk">Mererid.Bowley@wales.nhs.uk</a>
Denise Lovering Director of Glenside Commercials Ltd and Chair of Caerphilly Business Forum	Glenside Commercials Ltd & Chair of Caerphilly Business Forum	<a href="mailto:Denise.Lovering@glencom.co.uk">Denise.Lovering@glencom.co.uk</a>
Tracy Morgan	Aneurin Bevan University Health Board, Primary/Community Division	<a href="mailto:Tracy.Morgan2@wales.nhs.uk">Tracy.Morgan2@wales.nhs.uk</a>
Bernadette Jones District Manager	Department for Work and Pensions	<a href="mailto:BERNADETTE.JONES@DWP.GSI.GOV.UK">BERNADETTE.JONES@DWP.GSI.GOV.UK</a>
Sian Miller	Aneurin Bevan University Health Board	<a href="mailto:Sian.millar@wales.nhs.uk">Sian.millar@wales.nhs.uk</a>

Number	Priority Areas of Activity
AA4b.1	Support our most disadvantaged communities to be resilient, cohesive and sustainable, and enable them to help themselves.
AA4b.2	Support the 'Coalition for Change' geographical partnership working, so that it can be rolled out across the area and in other communities.
AA4b.3	Support housing partners to deliver appropriate, affordable and sustainable homes.

Outcomes to be worked towards under this Action Area/Enabler (need to include local and national outcomes)	Measures for this Action Area/Enabler
AA4b.1 Outcome 1:	
AA4b.2 Outcome 1:	
AA4b.3	

Outcome 1:

**Action Area: AA4b – Resilient Communities****Priority Area of Activity**

AA4b.1 – Support our most disadvantaged communities to be resilient, cohesive and sustainable, and enable them to help themselves.

AA4b.2 – Support the ‘Coalition for Change’ geographical partnership working, so that it can be rolled out across the area and in other communities.

AA4b.3 – Support housing partners to deliver appropriate, affordable and sustainable homes.

Ref	Key Tasks	Contributes to	Task Lead(s)	When will it be completed? (consider 5-year timeframe of plan)		
				Short term	Medium term	Long term
A	Consider the findings and learning from the Lansbury Park work	AA4b.1 and AA4b.2			✓	
B	Establish an asset based approach to working in communities using the principles of co-production	AA4b.1 and AA4b.2				✓
C	Consider a whole community positive change programme that seeks to engage residents from across the County, to achieving a vision that is informed by collective goals and aspirations for all members of the community	AA4b.1 and AA4b.2			✓	

Ref	Key Tasks	Contributes to	Task Lead(s)	When will it be completed? (consider 5-year timeframe of plan)		
				Short term	Medium term	Long term
D	Develop a county-wide Foundational Economy strategy	AA4b.1				✓
E	Convene a meeting of the Coalition for Change Board and agree strategic approach and delivery mechanisms	AA4b.2		✓		
F	Re-establish task & finish groups to take forward the identified actions	AA4b.2		✓		
G	Identify the services currently being delivered for the benefit of residents within Lansbury Park, and the costs of delivery	AA4b.1		✓		
H	Evaluate the effectiveness of the services being delivered	AA4b.1		✓	✓	
I	Complete a full environmental audit of the estate with the active engagement of the community	AA4b.1 and AA4b.2		✓		
J	Scope, plan and cost a physical renewal of the Lansbury Park Estate and begin the process of securing Welsh Government funding	AA4b.1			✓	
K	Undertake a Community Audit to understand what the community is doing for itself and map this out	AA4b.1		✓		
L	Prepare an asset strategy for community buildings and consider proposals for a Community Hub	AA4b.1			✓	
M	Establish a more balanced, demographic profile in Lansbury Park by working with the existing housing allocations strategy	AA4b.1 and AA4b.3			✓	

Ref	Key Tasks	Contributes to	Task Lead(s)	When will it be completed? (consider 5-year timeframe of plan)		
				Short term	Medium term	Long term
N	Develop a collaborative programme of crime and anti social behaviour reduction related to drug and alcohol misuse	AA4b.1		✓		
O	Build upon the targeted multi agency programme of mental health and well-being/resilience in Lansbury Park.	AA4b.1		✓		
P	Develop a specific Foundational Economy project examining the opportunities for Lansbury Park.	AA4b.1		✓		
Q	Develop a high profile, targeted and focused strategy to engage Lansbury Park lone parents with training, work experience and employability measures	AA4b.1		✓		
R	Scope a local initiative that continues the support provided for young people who are NEET	AA4b.1		✓		
S	Initiate a debt reduction campaign	AA4b.1		✓		
T	Develop a multi-agency strategy to improve educational attainment. A 'community based' approach to school improvement should be a core element of this strategy.	AA4b.1		✓		
U	Audit the current youth and cultural activities available to Lansbury Park residents and develop a 5 year strategy that fosters bringing cultural activities and extends the social experience of young people from the Estate	AA4b.1		✓		

<b>Actual Risk</b>	<b>Risk Rating</b> (Low / Medium / High)	<b>How will you manage/mitigate this risk - what are you doing to reduce the risk and by when?</b>	<b>Risk Owner</b>
The community don't engage with the work	M		
Resources are not available to undertake the work identified	H	Seek to secure additional resources. Prioritise the issues and work needed	

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- 1) the connections are made between the content of the Caerphilly County Borough Area Assessment of Local Well-Being 2017 and the Caerphilly Public Services Board Well-being Plan 2018-2023 and it's well-being objectives.
- 2) the Five Ways of Working are embedded to maximise contribution to the Seven Well-being Goals
- 3) early thinking to reflect and demonstrate change

<p><b>Well-being Objectives</b></p> <p>Check to see if there is a connection between your proposed activity / task and the relevant Public Bodies and/ or Public Services Board's Well-being Objectives and Plans</p>	<p><b>Initial Project Development</b></p>	<p><b>Review of the Project</b></p>
<p><b>Five Ways of Working</b></p> <p>Using the Five Ways of Working is a key element of the legislation. They must be used throughout the life time of a project, from design to review.</p>	<p><b>Initial Project Development Involvement</b></p> <p>The involvement of residents and all stakeholders will be central to all the proposed work undertaken. Extensive consultation and engagement to date has informed the development of the project to this stage and will continue throughout the whole process</p>	<p><b>Review of the Project</b></p>



	<p>Collaboration</p> <p>The Coalition for Change Board has been established and includes representation from each PSB member organisation. Representation from residents, businesses and other key stakeholders not currently involved will be sought.</p> <p>Long-term</p> <p>The aim of the work will be to establish long-term, sustainable solutions to the issues being faced throughout the county borough.</p> <p>Integration</p> <p>As part of the development of this action area the aims and objectives of the other action areas, and all PSB organisations have been considered and mapped against this area. Work to “join the dots” has also been undertaken to identify links synergies and gaps with key related strategic documents and plans.</p> <p>Prevention</p> <p>Work is being undertaken to identify the underlying issues. This will be used as the basis of work to identify where possible preventative actions to resolve issues before they arise.</p>	
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<b>Seven Well-being Goals</b>	<b>Initial Project Development</b>	<b>Review of the Project</b>
<p>The well-being goals must be considered as an integrated set of seven, and the well-being objectives (considered above) should maximise contribution to all seven</p>	<p>The Future Generations Framework will be used when developing and agreeing all content of this Delivery Plan particular reference to a more Equal Wales , Resilient Wales, Wales of Thriving Welsh Language, and Cohesive Wales</p> <p>Developing a culture change that promotes positive image and stories that encourage inward investment</p> <p><b>A Prosperous Wales</b> Providing support to unemployed residents to enable them to gain employment. Ensuring that we get the maximum benefit from the services we provide and the money we spend.</p> <p><b>A Healthier Wales</b> Supporting residents to take greater responsibility for their health. Providing specific support to those with mental health issues</p> <p><b>A More Equal Wales</b></p> <p><b>A Wales of Cohesive Communities</b> Developing a cohesion, resilient and sustainable community at Lansbury Park is central to the aims of this priority</p> <p><b>A Wales of Vibrant Culture and Thriving Welsh Language</b></p>	

	<p>A Globally Responsibly Wales Energy efficiency and insulation, including external wall insulation is included in the extensive work being carried out as part of the Welsh Housing Quality Standard programme.</p>	
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## **Delivery Plan 2018-2023**

### **Action Area: AA5 - Protect and enhance the local natural environment**

#### **Context:**

The high quality and extent of Caerphilly's semi rural environment is a huge asset to the county borough, which we can use to deliver against all of the well-being goals. These natural resources underpin our existence and our quality of life, from physical activity, mental well-being and opportunities for social interaction to climate regulation, food production and economic investment.

The provision, maintenance and use of these natural assets is challenged by conflicting issues – from climate change, agriculture, industry, development, to anti-social behaviour such as fly-tipping, off-roading, grass arson, litter and dog fouling. These issues can be addressed as part of the delivery of the well-being goals.

<b>Roles</b>	<b>Names</b>	<b>Email address</b>
<b>Lead PSB Member Champion</b>	Ceri Davies, Executive Director for Evidence, Policy and Permitting	<a href="mailto:Ceri.Davies@cyfoethnaturiolcymru.gov.uk">Ceri.Davies@cyfoethnaturiolcymru.gov.uk</a>
<b>Lead Officer (s)</b>	Helen Fletcher, Team Leader, Communities & Regeneration south	<a href="mailto:Helen.Fletcher@cyfoethnaturiolcymru.gov.uk">Helen.Fletcher@cyfoethnaturiolcymru.gov.uk</a>
<b>Policy Support Officer (s)</b>	Tracy Evans, Policy Officer	<a href="mailto:evansta@caerphilly.gov.uk">evansta@caerphilly.gov.uk</a>
<b>Delivery Partners</b>		
(List of groups and individuals involved in delivery and regular updates)		
Delivery partners will alter over the lifetime of the Well-being Plan		
<b>Name</b>	<b>Surname</b>	<b>Organisation</b>
Phil	Griffiths	CCBC Countryside Service
Sian	Wolf Williams	CCBC Policy (Health)
Fen	Turner	Natural Resources Wales
Mererid	Bowley	AB Public Health Team
Alison	Gough	Public Health Wales
Susanne	Maddax	Gwent Association of Voluntary Organisations (GAVO)
Katy	Stevens	Groundwork Caerphilly
Andrew	King	Keep Wales Tidy
Christopher	O'Brien	RSPB
Karen	Tipple	United Welsh
Paul	Staniforth	Gwent Police
Dai	Bents	South Wales Fire & Rescue
Michelle	Jones	The Parent Network
Cyril	Luke	Caerphilly People First
Lesley	Brazier	Gwent Out of Work Service
Rachel	Harding	Building Communities Trust
Philippa	Pearson	Dwr Cymru Welsh Water
		Gwent Wildlife Trust
		Caerphilly Homes

Number	Priority Areas of Activity
AA5.1	Protect, enhance and promote our natural environment, including encouraging and supporting community involvement
AA5.2	Identify and remove the barriers to people accessing green spaces
AA5.3	Increase the contribution that the environment makes to the health and well-being of residents

Outcomes to be worked towards under this Action Area / Enabler (need to include local and national outcomes)	Measures for this Action / Enabler
People access and use the environment around them on a regular basis	To be agreed
Green spaces are an integral part of collaborative action to tackle inequality and poor physical and mental health and well-being	To be agreed
Communities are involved in managing the local environment	To be agreed
A green infrastructure network of healthy and connected green spaces is maintained across the area	To be agreed

**Action Area: 5 Protect and enhance the local natural environment**

<p><b>Priority Area of Activity</b></p>	<p>AA5.1 - Protect, enhance and promote our natural environment, including encouraging and supporting community involvement</p> <p>AA5.2 - Identify and remove the barriers to people accessing green spaces</p> <p>AA5.3 – Increase the contribution that the environment makes to the health and well-being of residents</p>
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Ref	Key Tasks	Contributes to	Task Lead(s)	When will it be completed? (consider 5-year timeframe of plan)		
				Short - term	Medium - term	Long - term
A	Create, complete and implement an integrated Green Infrastructure Strategy.	AA5.1 AA5.2 AA5.3	Phil Griffiths (CCBC Countryside) Dewi Thomas (CCBC Countryside)	✓	✓	
B	Establish a funding group of PSB organisations – share knowledge and identify opportunities for collaborative bids	AA5.1 AA5.2 AA5.3	Funding representative from each PSB organisation	✓		
C	Maximise opportunities and develop collaborative funding bids between PSB partners and communities	AA5.1 AA5.2 AA5.3	Helen Fletcher (NRW) Tracy Evans (CCBC) Funding representative from each PSB organisation	✓	✓	
D	Provide feedback on the Active Recreation Strategy for Caerphilly and the links with Action Area 5 - Protect and enhance the local natural environment	AA5.1 AA5.2 AA5.3	Helen Fletcher Tracy Evans	✓		
E	Map the provision of green spaces in a specific number of communities	AA5.1 AA5.2 AA5.3	Helen Fletcher Tracy Evans	✓		



Ref	Key Tasks	Contributes to	Task Lead(s)	When will it be completed? (consider 5-year timeframe of plan)		
				Short - term	Medium - term	Long - term
F	Review the mapping exercise and identify opportunities for change	AA5.1 AA5.2 AA5.3	Helen Fletcher Tracy Evans	✓		
G	Develop an engagement plan to communicate the results of the mapping exercise and opportunities for change	AA5.1 AA5.2 AA5.3	Helen Fletcher Tracy Evans	✓		
H	Implement opportunities to enable people to access green space	AA5.1 AA5.2 AA5.3	Helen Fletcher Tracy Evans	✓	✓	
I	Implement opportunities to protect, enhance and promote our natural environment, including encouraging and supporting community involvement.	AA5.1 AA5.2 AA5.3	Helen Fletcher Tracy Evans	✓	✓	
J	Identify the opportunities for PSB Partners to share resources, assets and staff.	AA5.1 AA5.2 AA5.3	Representative from each PSB organisation	✓		

Ref	Key Tasks	Contributes to	Task Lead(s)	When will it be completed? (consider 5-year timeframe of plan)		
				Short - term	Medium - term	Long - term
K	Implement change so PSB Partners maximise opportunities and share resources.	AA5.1 AA5.2 AA5.3	Representative from each PSB organisation	✓	✓	
L	Identify opportunities to link with the Good Health & well-being Action Area Delivery Plan.	AA5.3	Helen Fletcher Tracy Evans Good Health & Well-being Network	✓		
M	Implement actions to increase the contribution that the environment makes to the health and well-being of residents	AA5.3	Helen Fletcher Tracy Evans Good Health & Well-being Network	✓	✓	✓
N	Identify opportunities to link with the Volunteering Action Area	AA5.1	Helen Fletcher Tracy Evans	✓		
O	Implement actions to increase volunteering in the outdoors	AA5.1 AA5.2 AA5.3	Helen Fletcher Tracy Evans	✓	✓	✓

Actual Risk	Risk Rating (Low / Medium / High)	How will you manage/mitigate this risk - what are you doing to reduce the risk and by when?	Risk Owner
To be agreed			PSB

The Future Generations Framework should be used when developing and agreeing all content of this Delivery Plan. This framework helps translate the legal concepts (of the FG Act) into easily understandable and project focused prompts, which when followed will help design better / more robust principles. Following the framework prompts for each proposed area of activity / task will ensure :

- 1) the connections are made between the content of the Caerphilly County Borough Area Assessment of Local Well-Being 2017 and the Caerphilly Public Services Board Well-being Plan 2018-2013 and it's well-being objectives.
- 2) the Five Ways of Working are embedded to maximise contribution to the Seven Well-being Goals
- 3) early thinking to reflect and demonstrate change

Well-being Objectives	Initial Project Development	Review of the Project
Check to see if there is a connection between your proposed activity / task and the relevant Public Bodies and/ or Public Services Board's Well-being Objectives and Plans	To be agreed	To be agreed

<p><b>Five Ways of Working</b></p> <p>Using the Five Ways of Working is a key element of the legislation. They must be used throughout the life time of a project, from design to review.</p>	<p><b>Initial Project Development</b></p> <p>To be agreed</p> <p>The five ways of working will be considered in the development of every action and task.</p>	<p><b>Review of the Project</b></p> <p>To be agreed</p>
<p><b>Seven Well-being Goals</b></p> <p>The well-being goals must be considered as an integrated set of seven, and the well-being objectives (considered above) should maximise contribution to all seven</p>	<p><b>Initial Project Development</b></p> <p>To be agreed</p>	<p><b>Review of the Project</b></p> <p>To be agreed</p>

**Caerphilly Public Services Board**  
**Notes of Meeting**

Held at 9.30 a.m on Tuesday, 13<sup>th</sup> March 2018  
Sirhowy Room, Ty Penallta

<b>Present:-</b>		
Cllr David Poole	Caerphilly County Borough Council (Chair)	
Christina Harrhy	Caerphilly County Borough Council	
Mark S Williams	Caerphilly County Borough Council	
Diana Binding	Wales Community Rehabilitation Company	
Mererid Bowley	Public Health Wales	
Shelley Bosson	Aneurin Bevan University Health Board	
Bronagh Scott	Aneurin Bevan University Health Board	
James Owen	Welsh Government	
Jon Goldsworthy	Natural Resources Wales	
DCC Pam Kelly	Gwent Police	
Neil Taylor	Office of the Gwent Police and Crime Commissioner	
David Bents	South Wales Fire & Rescue Service	
Stephen Tiley	Gwent Association of Voluntary Organisations	
Cllr Tudor Davies	South Wales Fire Authority	
<b>In attendance:-</b>		
Kathryn Peters	Corporate Policy Manager, CCBC	
Paul Cooke	Senior Policy Officer, CCBC	
Sian Wolfe-Williams	Policy Officer CCBC	
<b>Apologies:-</b>		
Ceri Davies	Natural Resources Wales	
CC Julian Williams	Gwent Police	
Nic Davies	Probation Service	
Huw Jakeway	South Wales Fire & Rescue Service	
Jeff Cuthbert	Office of the Gwent Police and Crime Commissioner	
Point	Agenda item	Action
	<p><b>Welcome:</b> The Chair welcomed all present to the meeting noting that this was Bronagh Scott and Pam Kelly's first meeting.</p> <p>Cllr DP also stated that the group has a vacancy of Vice Chair due to the departure of Alison Shakeshaft and asked for nominations to this post. Bronagh Scott was appointed to the role of Vice Chair.</p>	
1.	<p><b>Previous Notes and Matters Arising:</b> Pg 3 City Deal – Papers were circulated detailing the maps and summary information of draft bids. Cllr DP explained that a strategic development plan is being developed across the ten local authorities, by the end of March 2018 and that this will be evaluated over the next 12 months. The plan will provide broad details only. Bids will be submitted into a competitive bidding process. More detail to follow at the next PSB meeting The notes of the previous meeting were agreed as a correct record.</p>	Cllr DP

Point	Agenda item	Action
6.	<p><b><u>Adverse Childhood Experiences Update</u></b></p> <p>MB updated the group, following the presentation to a previous meeting, which looked at recent research conducted by Public Health Wales and Bangor University. ACEs have been identified as a priority action area within the Caerphilly Well-being Plan as well as being recognised regionally and nationally as a priority work area.</p> <p>Cymru Well Wales has developed an ACE Support Hub and wrote to all PSBs in Jan 2018 to offer support and an update on the work of the Hub. The Hub is looking at all of the Well-being Plans across Wales plus local activity already ongoing and asking how these can be supported.</p> <p>The Hub is developing an ACE Skills and Knowledge Framework which will be released for consultation shortly. In the new financial year they will be publishing resource packs which include readiness tools, training materials and other tools for the education, housing and youth sectors, but expect these to be able to be expanded quickly for other sectors.</p> <p>MB informed the PSB of ACEs in Practice events that are happening across Wales. There is a local event coming up shortly – MB to circulate details. Members were also informed of a newly published report from Public Health Wales and Bangor University looking at ACEs and resilience with links to greener activities, sport and community activities.</p> <p>PK added that in October, the Home Office confirmed an All Wales bid to transform the policing of vulnerability in Wales into a multi-agency, ACE informed approach which enables early intervention and root cause prevention. PK added that local teams are being set up to take this forward and asked for local engagement via this forum. Supt Mike Richards is the contact. She added that she will share the action plan for the next 12/18 months with members asap.</p> <p>Members discussed how ACEs is a cross cutting theme requiring engagement of multiple partner organisations including those involved in delivering the Regional Area Plan. MB was confirmed as the Caerphilly PSB Champion for this area of work – captured in the priority action area ‘Best Start in Life’. Cllr DP spoke about the major role sport and leisure should have with MSW providing information about the Positive Futures Scheme.</p>	<p>MB</p> <p>PK</p>
2a.	<p><b><u>Well-being of Future Generations</u></b></p> <p><b>a) <u>Final draft of ‘The Caerphilly We Want’ Well-being Plan 2018-23</u></b></p> <p>KP presented the final draft of the PSB’s plan which is progressing through its final approval stage. The plan must be approved by the PSB’s four statutory partners. This will then be followed by Welsh translation and graphic design.</p> <p>KP confirmed that the formal consultation process and extensive engagement with residents, professionals and partner organisations has been completed and actioned. The final draft plan and its appendices are available on the Caerphilly PSB website. Policy Support Officers will be developing information packs for PSB Champions and Lead Officers to inform the delivery work of the 4 Enabler + 5 Action Areas. Information gathered from the engagement process will be fed into these packs.</p> <p>CCBC Full Council approved the plan last week. DB confirmed that the plan has been signed off in principle prior to formal ratification at their board on 26/3/18. ABUHB confirmed that this plan would be signed off outside their board process. NRW confirmed that they have submitted a letter stating that they are primarily in agreement but raised concerns about the lack of information on Brexit even though this has been</p>	

Point	Agenda item	Action
	<p>discussed at the PSB meetings. KP agree to add this information into the plan.</p> <p>KP also added that the Chair had a request that more detail be added in about the older population. This has been actioned in partnership with the Caerphilly 50+ Forum and they have stated that they are now happy.</p> <p>Cllr DP stated that a letter had been received from the Welsh Language Commissioner discussing the need to include more on the Welsh language and Welsh culture. This has also been addressed. KP added that the CCBC 5 Year Welsh Language Strategy should come to the next meeting for awareness. Partners mentioned that they have their own Welsh Language plans.</p> <p>KP mentioned that the G7 group are looking at the Well-being Plans across Gwent and that the majority of priorities all dovetail with the possible exception of cancer inequities as a defined area. KP also added that Caerphilly have had over 2000 responses to the Happiness Pulse survey and evaluation is ongoing along with work on the Thriving Places Index is due to be completed soon.</p> <p>KP thanked those who gave details of their organisations approval of the plan and informed the group that it was now signed off by the Caerphilly PSB and it will now progress to translation and design.</p>	<p>KP</p> <p>KP</p>
<p><b>2b.</b></p>	<p><b><u>Well-being of Future Generations</u></b></p> <p><b><u>b) Performance Accountability Framework – Commitment to Delivery</u></b></p> <p>KP presented this framework which will replace the process used to report on the Single Integrated Plan for the last 6 years. Under the Future Generations Act the PSB has an obligation to 1) set its well-being objectives 2) set steps to their delivery.</p> <p>In Dec 2017 members requested that the 4 Enablers and 5 Action Areas be developed. These are all cross-cutting. More detailed delivery plans will be presented to the next PSB meeting. KP reminded the group of their statutory duty to produce an annual report every 12 months to WG. First report due July 2019.</p> <p>KP explained the document has arisen out of what was captured in the PSB workshop in Dec 2017. The Framework includes :</p> <ul style="list-style-type: none"> <li>• Partnership structure</li> <li>• Accountability and reporting principles</li> <li>• Mini roles and responsibilities</li> <li>• Reporting process and templates</li> <li>• The Caerphilly We Want Delivery Plan 2018-23 ( slightly amended version tabled at meeting after discussions with Emily Warren ABUHB)</li> </ul> <p>PK asked if the Action Areas were prioritised. KP stated that this is a 5 year plan and each delivery plan will identify short/medium/long term actions. PK added that it is often hard to see progress in delivery so we need to make sure we communicate this to the public when it happens.</p> <p>KP discussed the roles and responsibilities and asked the PSB to identify individuals to undertake these roles. Please see table at end of the minutes for confirmation of discussion. KP confirmed that CCBC Policy Unit will provide the Policy Support Officers and they will work with the lead officers to populate delivery plans.</p> <p>The PSB approved the Performance and Accountability Framework 2018-23 and discussed the challenge of not falling back into working in silo themes. KP stated that</p>	

Point	Agenda item	Action
	<p>it is the PSB Champions responsibility to guide their Action Area with their Lead Officers and provide reports back to the PSB. She also confirmed that it will be the role of the Policy Support Officers to gain commitment from organisations not naturally in their comfort zone. There will be quarterly meetings for all lead officers and 6 monthly gatherings for all partners.</p>	
3.	<p><b><u>Caerphilly Youth Forum</u></b>  Cllr DP welcomed Emily, Dylan and Clare from the Youth Forum. Emily and Dylan presented the Junior and Youth Forum priorities and how these were chosen :  These were :</p> <p><u>Junior Forum Issues:</u></p> <p>39% Prosperous Caerphilly – <b>Overall Priority Issue</b>  Homelessness - More support is needed for homeless people.  33% Safer Caerphilly  Drugs -Too many people use drugs, education needs to start at an earlier age.  18% Healthier Caerphilly  Smoking – People need to stop smoking and vaping around children  8% Learning Caerphilly  Bullying – Bullying has a negative impact on children’s learning  2% Greener Caerphilly  Green Spaces – Increase green spaces for outdoor play</p> <p><u>Youth Forum Issues:</u></p> <p>54% Safer Caerphilly – <b>Overall Priority Issue</b>  Bullying – Increase peoples understanding of what is classed as bullying and help people to understand how to deal with bullying.  16% Learning Caerphilly  Life Skills – We need a curriculum to prepare us for life.  12% Healthier Caerphilly  Sexual Health – Improve young people’s access to sexual health services.  12% Prosperous Caerphilly  Housing – Affordable housing for young people leaving home.  6% Greener Caerphilly  Adventurous Outdoor Play - Provide safe adventurous play areas suitable for young people to encourage them to use local outdoor spaces</p> <p>Emily and Dylan asked the PSB how they could help to make positive change through their own organisations. All members spoke encouragingly of the presentation and thanked the two presenters for their high quality information. The group discussed the fact that despite the two forums taking forward their Overall Priority Issue, members were keen to work with the Forums on some of the other issues raised. Members agreed it was pleasing to see such important and knowledgeable issues being raised.</p> <p>PK – keen to be involved in connection to homelessness, bullying and driving life skills  NT – keen to be involved in relation to the effectiveness of School Beat and life skills  DBs – keen to link what they already provide to life skills + driving skills and improve the effectiveness of what is delivered  MB – keen to link to Junior Forum on cigarettes / vaping and the new Public Health Act and the Youth Forum on the newly revised sexual health section of the Youth Workers resource.  JG – keen to link to greener issues and understands why they are further down the priority list  BS – Will link to Good Health and Well-being Action Area</p>	



Point	Agenda item	Action
	<p>DB added how outward looking this work was and how the children had captured very topical issues which maybe adults did not know they were aware of. She added it is hard to hear that young children are more worried about adults taking drugs, alcohol and smoking than where they can play.</p> <p>The group added that they would like to work with the Forums on a more regular basis. Clare stated that she would contact individuals to progress their specific topic areas but also suggest the PSB could attend the Forum's Cabinet meetings.</p> <p>Cllr DP requested that the Forums overall priorities were written into the PSBs Delivery Plan although members will work with the Forums to explore the wider issues as well.</p>	ALL
4.	<p><b><u>Lansbury Park Coalition for Change</u></b> MSW provided an update on this PSB priority explaining that the ethos of the Coalition for Change is to change the way services are delivered to enable a long term culture change.</p> <p>There was good attendance at the Jan 18 meeting. It was noted that some partners have really bought into the ethos i.e. police with others not so engaged. The lack of attendance by Aneurin Bevan University Health Board was noted. BS to take back for action.</p> <p>The group are looking at examples of other coalition for change models such as Bromley by Bow and one in Bristol and the development of hubs / spokes. MSW explained that these have taken 20-25 years to embed. A co-production workshop has been held using the Deep Place Study to create an implementation plan. This has been placed out to tender but has had a poor response.</p> <p>Next meeting will be in the summer to build on momentum of large number of WG regeneration initiatives currently active. CH added that lots of resources are currently being put into Lansbury Park but we need to change what we are doing, She urged partners to grab this opportunity to make change but that it would not happen overnight. Building trust is crucial – much harder than improving housing.</p>	BS
5.	<p><b><u>Local Partnerships : Jayne Forshaw</u></b> JR and PC gave a presentation on the combined use of assets. This looked at opportunities to reduce spend, reduce carbon emissions and achieve more by working together. The presentation suggested looking at :</p> <ul style="list-style-type: none"> <li>• Reducing floor space and overheads</li> <li>• Being more energy efficient / generating energy</li> <li>• Innovation</li> <li>• Reducing spend</li> <li>• Transport / charging infrastructure</li> </ul> <p>Over 1000 public buildings, owned by PSB organisations, have been mapped and opportunities to generate energy, share energy, less waste, better usage identified. Suggestions of clustering buildings (Oakdale, Rhymney, Ystrad Mynach) together were explained. Will create independence and improve resilience. These issues</p>	

Point	Agenda item	Action
	<p>should be considered for new developments / planning process going forward i.e, Nelson / City Deal. Other opportunities include Ty Penallta and other PSB organisation's estates. It was noted that the electric vehicle charging infrastructure is non-existent. PC stated that CCBC are developing an electric vehicle strategy and that this could be shared with the PSB.</p> <p>Members responded positively with keenness to move forward. It was noted that Caerphilly is the only PSB looking at this work area. CH noted that the PSB has not identified a lead officer for this work. JF confirmed that support could be available from Green Growth Wales although they are awaiting a funding announcement to be agreed by WG. PK stated that there were opportunities to look at the police estate and that they could be co-leads. CH agreed that CCBC could share the lead with the Police as CCBC own 800 of the 1000 building mapped. CH said she would be keen to work with JF to create a PSB Asset Management Strategy.</p> <p>JG added that NRW has their Carbon Positive Project that overlaps with this work. He is keen to link the two together. JO stated that WG are looking at a National Assets Strategy and will make the links. He added that he would make enquiries into the funding / remit announcement for Green Growth Wales.</p>	<p>CH/JF</p> <p>JG</p> <p>JO</p>
7.	<p><b><u>Update on 'Caerphilly Delivers' – the LSB Single Integrated Plan</u></b></p> <p>KP informed the group that all reports for quarter 3 were available on the Caerphilly PSB website and the final report of the Single Integrated Plan will be in June 2018.</p> <ul style="list-style-type: none"> <li>• ST presented the GAVO Third Sector Report and provided the following info : 293 volunteers placed, increase in Trustees inquiries, £323,000 raised, 38 Networks / forums held, 46 strategy planning groups attended, Volunteer Awards and One Beat event held.</li> </ul> <p>Challenges were identified with the closure of Communities First leading to a reduction of staff and increase workload for remaining staff. There are also challenges with changing eligibility criteria for funding streams.</p> <p>Third sector agreements are currently being revised in line with Well-being Plans</p> <p>KP provided a brief summary of the remaining reports :</p> <ul style="list-style-type: none"> <li>• Greener – there has been a reduction in the number of schools holding ECO Schools Green Flags, partly due to the reduced level of support now provided to schools. Fochriw Primary School has won a national award in the Better Energy Schools Awards for their project 'Getting Totally Clued Up on the Red Kite'.</li> <li>• Healthier – Presented an update on the Large Scale Change project which aims to get more women and girls active. This project is focused in the north of the county borough</li> <li>• Learning – focused on the changes to Welsh Government Anti-Poverty programme funding – the introduction of a super grant merging 10 existing grants into 1 funding stream within the local authority. This is being piloted in Torfaen and Newport.</li> <li>• Prosperous – Reported on the City Deal and Valley Task force progress. Also detailed work with CADW on maximising the tourism linked to Caerphilly Castle.</li> <li>• Safer - Highlighted the successful engagement events held in Cwmcarn and</li> </ul>	

Point	Agenda item	Action
	<p>Rhymney. The content of the reports was noted.</p>	
8.	<p><b><u>Partnerships Scrutiny Committee and Recommendations</u></b></p> <p>KP presented a verbal report providing a update from the meeting on 20<sup>th</sup> Feb 2018. The Committee have been asked to change their meeting dates to fall in line with the PSB's reporting process.</p> <p>The Lead Officers from the Single Integrated Plans themes attended to widen the discussion and remit of the committee. The final draft of the Caerphilly Well-being Plan was discussed and signed off. The Performance Accountability Framework will be on the agenda for their next meeting.</p> <p>KP confirmed that the Committee, at a previous meeting, had recommended that 'affordable and suitable housing' be included within the Well-being Plan. This was agreed and has been included in the Delivery Plan. She added that the Committee has made a second recommendation that the PSB holds public meetings. This will be for discussion at the next PSB meeting.</p>	KP
9.	<p><b><u>Chair's Correspondence</u></b></p> <p>The following items were circulated for information :</p> <ul style="list-style-type: none"> <li>• First 1000 Days Collaborative letter</li> <li>• Response to the Future Generations Commissioner on decarbonisation</li> <li>• Letter to Cllr Dawson regarding Fleur de Lys Institute</li> <li>• Letter to Cllr Pritchard (Chair Partnerships Scrutiny Committee) regarding the need for a stronger focus on providing 'sustainable, affordable housing' within the Well-being Plan</li> </ul> <p>CH informed the group that the draft CCBC Regeneration Strategy 'A Foundation for Success' will be out for public consultation shortly. This document focuses on work within the City Deal, Valleys Task Force and local ambitions. This group will be included in the consultation process. Setting up a Regeneration Board is also being considered. Approval will be via CCBC Cabinet. CH welcomed PSB members input.</p> <p>KP asked the group whether the 6 monthly Standing Conference events, delivered since 1999, now needs reviewing. KP asked whether this was the time to change to an Annual PSB conference – which would be a large event links to the Well-being Plan's Annual Report. There is also a need to review the invitation list as the last event was dominated by local authority staff. Members thought this was a good idea and could lend itself to be a celebration event.</p>	ALL  KP
	<p><b><u>Date of Next Meeting:</u></b> The next meeting of the PSB would take place on Tuesday 5<sup>th</sup> June 2018 in the Sirhowy Room, Ty Penallta, commencing at 9.30 a.m.</p> <p>Agenda Items: City Deal Bids CCBC 5 Year Welsh Language Strategy 'The Caerphilly We Want' Well-Being Plan 2018-2023 Delivery Plans Recommendation from Partnerships Scrutiny Committee Safer Gwent Governance Proposal</p> <p>There being no further business the Chair closed the meeting.</p>	Cllr DP tbc KP KP NT

### Enabler

Ref.	Topic	Lead	Lead Officer(s)	Policy Support
1.	Working Together	All Member Organisations		Paul Cooke, CCBC
2.	Communications	PSB Communications and Engagement Group	Kathryn Peters, CCBC	Mandy Keenan, CCBC
3.	Procurement	Caerphilly County Borough Council	Liz Lucas, CCBC	Vicki Doyle, CCBC
4.	Asset Management	Caerphilly County Borough Council with Gwent Police	Mark Williams, CCBC and Kieran McHugh, Gwent Police	Tracy Evans, CCBC Local Partnerships

### Action Area

Ref.	Topic	PSB Champion	Lead Officer(s)	Policy Support
1.	Best Start in Life	Public Health Wales: Meredith Bowley – Deputy Director	Sarah Mutch, CCBC	Sian Wolfe-Williams, CCBC
2.	a) Volunteering	Gwent Association of Voluntary Organisations : Martin Featherstone	Steven Tiley, GAVO	Alison Palmer, GAVO/CCBC
	b) Apprenticeships	Caerphilly County Borough Council Christina Harrhy	Tina McMahan, CCBC	Vicki Doyle, CCBC
3.	Good Health and Well-being	Aneurin Bevan University Health Board : Bronagh Scott	Ali Gough, ABUHB	Sian Wolfe-Williams, CCBC
4.	a) Safe Communities	Gwent Police : Nicholas McLain	Chief Inspector <b>TBC</b>	Natalie Kenny, CCBC
	b) Resilient Communities	Caerphilly County Borough Council Christina Harrhy	Mark S Williams, CCBC	Paul Cooke, CCBC
5.	Protect and Enhance the Local Natural Environment	Natural Resources Wales: Ceri Davies	Helen Fletcher, NRW	Tracy Evans, CCBC