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**Date: 24th January 2020**

Dear Sir/Madam,

A meeting of the **Partnerships Scrutiny Committee** will be held in the **Sirhowy Room - Penallta House, Tredomen, Ystrad Mynach on Thursday, 30th January, 2020 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

1 To receive apologies for absence.

2 Declarations of interest.

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.

Pages

A greener place Man gwyrddach

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



To approve and sign the following minutes: -

- |   |                                                         |        |
|---|---------------------------------------------------------|--------|
| 3 | Partnership Scrutiny Committee held on 11th July 2019.  | 1 - 8  |
| 4 | Partnerships Scrutiny Committee Forward Work Programme. | 9 - 10 |

To receive and consider the following Scrutiny reports: -

- |   |                                                                                                              |         |
|---|--------------------------------------------------------------------------------------------------------------|---------|
| 5 | Protecting and Enhancing the Local Natural Environment - Presentation.                                       |         |
| 6 | Half Year Progress Update - The Caerphilly We Want Well-Being Plan 2018-2023 (April 2019 to September 2019)  | 11 - 42 |
| 7 | Caerphilly Public Services Board's Consideration of the Wales Audit Office Review of Public Services Boards. | 43 - 52 |

**Circulation:**

Councillors M.A. Adams, Mrs E.M. Aldworth, K. Etheridge, Mrs C. Forehead, Miss E. Forehead, L. Harding, G. Johnston, G. Kirby (Vice Chair), C.P. Mann, B. Miles, 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)

Invited Representatives: 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 THURSDAY, 11TH JULY 2019 AT 5.30 P.M.

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PRESENT:

Councillor J. Pritchard – Chair  
Councillor G. Kirby – Vice-Chair

Councillors:

M. Adams, Mrs C. Forehead, L. Harding, G. Johnston, C. Mann, B. Miles, J. Ridgewell and L.G. Whittle.

Outside Bodies:

Mrs S. Miller (Primary Care, Community and Mental Health, Mrs A. Gough (Head of Services of Caerphilly Locality, Palliative Care & Primary Diabetes), Mrs M. Bowley (Deputy Director of Public Health), Mrs T. Deacon (Principal Public Health Specialist – PSB Lead), J. White (Office of Gwent Police and Crime Commissioner) and Ms L.C. Jones (Menter Iaith Sir Caerffili).

Together with:

K. Peters (Policy Manager), V. Doyle (Policy Officer), C. Forbes-Thompson (Scrutiny Manager), M. Jacques (Scrutiny Officer) E. Sullivan (Senior Committee Services Officer)

Also present:

### 1. APOLOGIES

Apologies for absence were received from Councillors Mrs E.M. Aldworth, K. Etheridge, Mrs E. Forehead, Mrs M.E. Sargent, R. Saralis, J. Taylor together with A. Hussey (South Wales Fire and Rescue Authority), H. Fletcher (Natural Resources Wales) and S. Tiley (GAVO).

### 2. DECLARATIONS OF INTEREST

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

### 3. MINUTES – 17TH JANUARY 2019

RESOLVED that the minutes of the Partnerships Scrutiny Committee meeting held on 17th January 2019 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**

Consideration was given to the report which detailed the Forward Work Programme for the Partnership Scrutiny Committee from January 2020 to July 2020.

Following discussion it was agreed that Action Area AA5 - Protecting and Enhancing the Natural Environment be added to the January 2020 meeting and Action Area AA2a - Volunteering and Action Area AA2b - Apprenticeships be added to the July 2020 meeting and subject to those additions the forward work programme be approved and published and by a show of hands this was unanimously agreed: -

RESOLVED that subject to the additions specified above the Forward Work Programme for the Partnerships Scrutiny Committee be approved and published.

### **5. THE CAERPHILLY PUBLIC SERVICES BOARD ANNUAL REPORT 2018-19 (DIGITAL PRESENTATION)**

Members noted that this years Annual Report had been developed using the Microsoft Sway platform, it was explained that this software would allow the digital content of the report to be more interactive and allow various audio and video contributions to be showcased in an effective and user friendly way.

The Policy Officer launched the digital report and highlighted the various functions, links, menus, views and videos that could be accessed. It was noted that as part of the process videos had been commissioned in relation to the delivery of the Wellbeing Plan and these were played. Members were advised that the digital version would also be available in Welsh and a pdf version would be made available for those that preferred a hardcopy and although this version would not have the videos did contain a lot of photographs.

The Officer confirmed that a lot of positive feedback had been received on the new format.

Members sought clarification in relation to the Greenspaces Core Group and the Policy Manager confirmed that she would contact the Group Lead and facilitate a link for the Scrutiny Committee Members interested in attending.

Members congratulated Officers on the format and user friendly nature of the digital platform and in particular the videos which were very effective and asked how the Annual Report would be more widely communicated. Officers confirmed that arrangements had been made to utilise Facebook and Twitter to promote the launch of the Annual Report.

The Partnership Scrutiny Committee noted the new format of the Caerphilly Public Services Board Annual Report 2018-19.

### **6. GOOD HEALTH AND WELLBEING ACTION PLAN (PRESENTATION)**

Mrs M. Bowley, Mrs A. Gough, Mrs T. Deacon and Mrs S. Miller presented Action Area 3 – Good Health and Wellbeing.

In relation to Area Action 3 – Good Health and Wellbeing, Members were advised that there had been huge improvements in life expectancy but there had also been increases in

avoidable conditions for example some cancers, diabetes and poor mental health wellbeing. Unfortunately over the last ten years there had been little impact on health inequalities in terms of the life expectancy between the most and least deprived areas of the county borough. However there had been a drop in the number of people smoking but an increase in adult obesity numbers with 2 out of 3 adults self-reporting as overweight or obese.

In terms of serving the population Members were referred to the locality map and were advised that there were currently 23 GP practices, 22 dental practices, 19 community optometry premises and 43 community pharmacies. It was noted that the PSB still had work to do in relation to health and wellbeing, community services and primary care however Social Services and Primary Care Services were developing approaches together in order to better respond to people's needs.

Clinical Futures Level 1 Strategy was outlined which would concentrate on bringing care closer to home. Led by the Greater Gwent Regional Partnership Board and supported by local Integrated Service Partnership Board to make sure the right care is received at the right time and by the right person. The Health Board's Strategic Plan would concentrate on developing work that takes place across services to support transformational change to deliver a sustainable health and wellbeing system. The key component of this being The Grange University Hospital which would treat the sickest patients and would separate Emergency and Specialist Care from more Routine Care.

Reference was made to the 'Transformation Model' which was the primary care plan for Wales, which strove to streamline services bringing them together in an integrated way; ensuring that there was the right mix of knowledge within teams, connecting to communities to provide successful outcomes.

It was explained that strong and robust partnership working would be vital going forward and new and exciting relationships were being developed with a wider audience and existing relationships have been strengthened. Engagement events have been well attended and have been used to gain consensus on priority local actions and outcomes from these events will be fed into the Action Area Delivery Plan.

With regard to new model delivery, the implementation of Health and Wellbeing Hubs would be a primary initiative going forward and provide the foundation for change. These locally based centres would bring services together in a community focal point. Offering a 'one front door' approach with skilled staff to triage people to appropriate professionals based on their needs. It is envisaged that each Hub would contain an Integrated Services Team made up of therapists, nurses, social workers and care support staff. Greater emphasis will be placed on integrated working as part of a unified team to ensure greater continuity of care. It was noted that Hub proposals have been devised but more work was required in order to ensure that they are in the right place.

The presentation moved on to Priority 3.1 and its aim to improve joint working with an emphasis on prevention to address current and future health challenges. This included the utilisation of local media to promote flu immunisations and 'Choose Pharmacy', screening training for voluntary partners, and promoting the uptake of cervical screening.

It was noted that childhood immunisation was consistent within the first year with 95% vaccinated via the GP. Measles was a concern following European outbreaks and was a clear indicator of the importance of keeping uptake levels up. 95% had completed a full MMR course, which is provided in 2 doses, however there had been a drop in terms of the completion of the second dose and this is now being promoted. In relation to MMR a secondary and primary school programme has been rolled out across Gwent in order to identify those under vaccinated and this will be offered on an annual basis going forward.

In relation to smoking cessation environments, smoke free grounds have been extended around hospitals and new legislation will incorporate children's parks and playgrounds as no

smoking zones. In terms of prevention, existing programmes will continue including the peer initiative in secondary schools. Seven schools are currently participating in the scheme which also encourages the appointment of 'Smoke Free Ambassadors'. Members were advised that support to give up smoking is being provided via 28 pharmacies throughout the borough and have assisted 500 smokers to quit.

Moving on to young people's wellbeing, an on-line package had been developed covering a range of lifestyle topics and key health messages, this format made information easier to maintain and keep up to date. The work of the Healthy Schools Team was acknowledged and their role outlined.

With regard to increasing screening awareness, the Committee were updated on the roll out of a Screening Champions training programme. Individuals have come forward to become Screening Champions and share their learning with friends, family, work colleagues and the local community and promote breast, bowel and cervical screening. Reference was made to a Women's Day event held at Lansbury Park which received very positive feedback and new Champions would be welcomed. It was noted that the age range for bowel cancer screening was being expanded as early identification would lead to better outcomes in terms of diagnosis and treatment.

Investing in the wellbeing of staff is being promoted via the 10 Days to Wellbeing programme, initiatives to encourage flu immunisations for frontline staff across all organisations and changing the content of vending machines in all Health Board premises to healthier choices. Reference was made to the Tir-y-berth project and the positive impact it was having.

With regard to Priority 3.3, providing an integrated system of health, social care and wellbeing closer to home through Neighbourhood Care Networks an update was provided on progress between Health, Local Authorities and the Voluntary Sector. Initiatives included a Small Grants Scheme, Hub Development at Rhymney Integrated Health and Social Care Centre and Bryntirion and future Hub Developments at Aber Valley and Lansbury Park.

Members were advised that the Hub at Rhymney included an 11 bed unit, GP, Dentist, Optician and was viewed as a model of best practice that provided wrap around services around a practice population. Rhymney was noted to be one of most deprived area in the County Borough with a reliance on foodbanks and resident's financial and age restrictions meant they were unable to travel to the wider county borough in order to access services. It was noted that along with health and wellbeing services, housing, debt advice, employment and CAB also provided support from the Hub. Diabetes, weight management, audiology, mental health provision and support for elderly residents have proven to be beneficial and have reduced referrals to secondary services. Feedback from the community has been very positive with opportunities from other partners to come on board.

Moving on to Priority 3.4 to ensure that frontline staff have the necessary skills and expertise to provide joined up services that meet the need of residents. Make Every Contact Count (MECC) was outlined and it was noted that 10% of staff had received MECC skills training. A workshop had been held with partners to raise awareness of what services are available across the locality that residents can access.

In terms of Priorities 3.5 and 3.6 and collaboration with the Regional Partnership Board, Members were advised that Transformation monies had been awarded to improve services in deprived areas. The whole systems approach of Compassionate Communities was outlined and the work being done to create a supportive environment to enable residents to manage their physical, mental and wellbeing needs was confirmed. Work done with Foodwise, Specialist Mental Health Practitioners, Living Well Living Longer and Integrated Wellbeing Networks was detailed.

The Chair expressed his thanks on behalf of the Committee for the comprehensive and

informative presentation and Members questions were welcomed.

Clarification was sought in relation to lifestyle changes and how much impact the initiatives had in this regard given that there had been an increase in obesity levels. The investment required in order to make a behavioural change in relation to food was explained and noted that individual ownership, motivation and commitment played an enormous part in successes but the Health Board were looking at smoking cessation programmes and what could be learned from them and transferred to tackle obesity. However unlike smoking, obesity is much more difficult to tackle as food is an essential part of life.

Members noted the impact of deprivation on health and the direct correlation between income and health wellbeing and mental wellbeing was summarised. It was the intention of integrated approaches to ascertain what connects or motivates the individual and their lifestyle challenges and how the wellbeing networks can make a connection and change that mind set. Reference was made to 'Routes to Wellbeing' these free courses run by Mental Health Services are just one of the programmes working towards change and entry onto these courses did not require a professional referral.

With regard to Clinical Futures, clarification was sought in relation to the new hospital specifically in terms of transportation links. Members were advised that further information on proposed transport links could be circulated following the meeting but were assured that the Health Board were looking at routes in, highways and traffic issues.

Clarification was then sought in relation to the development of Hubs for the Aber Valley and Lansbury areas. Members were advised that plans were to develop 8 models going forward and Lansbury and Aber Valley would definitely be included. At the moment sites were being looked at as the Lansbury Hub could not be progressed until the Aber Valley has been actioned due to essential links between the two. It was explained that Hubs must fit in with existing GP catchment areas. No timescales can be estimated at this time but a business case must be submitted by the end of the year after which suitable premises would need to be identified.

The Scrutiny Committee agreed that transportation links to Hubs and Primary Care sites was vital and expressed concerns that existing transportation provision to the new hospital location was a very complicated route and this must be addressed.

Clarification was sought in relation to the possibility of having a metro stop at the new hospital and Members were assured that this was possible and that their comments would be passed on.

In noting the presentation Members unanimously agreed that the concerns of the Partnership Scrutiny Committee in relation to transport links to the Grange University Hospital should be communicated to the Public Services Board.

**7. HALF YEAR PROGRESS UPDATE – THE CAERPHILLY WE WANT WELL-BEING PLAN 2018-2023 (OCTOBER 2018 TO MARCH 2019).**

Consideration was given to the report which detailed the half year performance updates as presented to the Caerphilly Public Services Board on the 5th March 2019 and the 4th June 2019.

As agreed with the Scrutiny Committee the reports had been pre-circulated so that representation from the areas identified can attend or respond in writing. Apologies were presented on behalf of Natural Resources Wales who had unfortunately been unable to attend but they would ensure that alternative Officers would be available to attend going forward.

The Scrutiny Committee welcomed Chief Inspector Jason White to the meeting and thanked him for attending.

The responses from Natural Resources Wales in relation to Members questions on Action Area 5 – Protection and Enhance the Natural Environment were tabled. With regard to the Core Spaces Core Group the Policy Manager agreed to facilitate contact with the group regarding representation for elected members and forward details of meeting dates and times through Democratic Services.

In relation to Action Area AA4 – Safer Communities, Members noted a red indicator against the objective to reduce the number of people entering the Criminal Justice System and sought clarification in this regard. DI White confirmed that this was an administrative error and the indicator should be green and advised that a new process had been put in place securing community resolutions and as a result the last 3 quarters had seen a 38% reduction and the expectation was that it would remain consistently at this level.

Clarification was sought in relation to ownership of PSB Communication as there seem to be a lack of public awareness of the Board. The Policy Manager advised that there wasn't a single communication and engagement team but a collaborative responsibility. This was recognised as a challenge but it was felt that there had been a lot of success establishing the PSB brand identity and the Wellbeing Plan particularly as only now tangible changes were being seen. Now that there are tangibles that can be communicated, work will be done to look at raising the profile of the projects being delivered.

In relation to the survey questionnaire, it was noted that this first round had been seen very much as establishing the bench mark on peoples' understanding and awareness of the PSB, this starting point would be tracked over the 5 years of the Wellbeing Plan in order to identify increases in awareness over time. The Officer confirmed that the PSB had not seen a draft of the survey before its distribution as its composition had been an Officer function.

Members were assured that the PSB were keen to involve communities and this had been one of the drivers behind the interactivity of the Annual Report format and it was confirmed that September's meeting would be open to the public. The Scrutiny Committee welcomed public attendance at the meeting but queried how the public would find out about this. The Officer confirmed that social media including Facebook would be utilised. Reference was made to a previous social media campaign which invited Questions for the PSB. Members were advised that unfortunately none had been received and so this had been repackaged with the PSB posting 'what information do you want to communicate to the public'. It was noted that the most effective strands were on the Annual Report.

Councillor John Ridgewell advised that in his role as Chair of Community Council Liaison Sub Committee he welcomed the invitation from the PSB for representatives from Community Councils to present at the next meeting and confirmed that their permanent inclusion on the PSB had been fully supported by the Liaison Sub Committee. The Officer confirmed that membership was a decision for the PSB and explained its current composition.

DI White provided an update on the Community Safety Hub and confirmed that it been very successful with fortnightly partnership tasking taking place in order to identify areas of demand and vulnerability so that Officers could effectively respond. He confirmed that a WASPIE information sharing protocol had been put in place and this had allowed problem solving on a collaborative basis. Members were advised that Torfaen were looking to duplicate this operational model.

The Community and Neighbourhood Operations (CANDO) event that was held in Phillipstown in March had been very successful and was an excellent example of how barriers can be broken down in the hard to reach communities. As a result of this consultation a week of action took place where partners carried out a variety of activities in the area and an action plan had also been developed to prioritise future work.

Gwent Police use of Twitter was discussed and DI White outlined the most successful trends.



Members queried why Facebook wasn't more widely used and were advised that this had been looked at but did not provide the right platform for the intended use. However Facebook had been successfully piloted by 2 Community Safety Officer's in Lansbury Park.

In terms of contacting Gwent Police via social media it was noted that there was a Social Media Desk within the Force Control Room which was resourced 24/7 and Members were assured that they would get a reply within shift.

Having fully considered the Half Yearly Progress Update it was moved and seconded that the report be noted and by a show of hands this was unanimously agreed.

RESOLVED that the report be noted.

The meeting closed at 8:00p.m.

Approved as a correct record and subject to any amendments or corrections agreed and recorded in the minutes of the meeting held on 30th January 2020, they were signed by the Chair.

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CHAIR

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## Forward Work Programme - Partnership

Date	Title	Key Issues	Author	Cabinet Member
30/01/20 17:30	Public Services Board ½ Year Performance Reporting	To allow oversight and scrutiny and development of the FWP	Peters, Kathryn	Cllr. Jones, Barbara
30/01/20 17:30	Protecting and Enhancing the Local Natural Environment	To allow scrutiny to question Lead Officers and partnership staff involved in delivery.	Evans, Tracy A	Cllr. Morgan, Sean
16/07/20 17:30	PSB Annual Performance Reporting	To allow oversight and scrutiny of the activity of the PSB	Peters, Kathryn	Cllr. Jones, Barbara
16/07/20 17:30	Volunteering and Apprenticeships	To allow scrutiny to question Lead Officers and partnership staff involved in delivery.	Palmer, Alison	Cllr. Jones, Barbara

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## **PARTNERSHIPS SCRUTINY COMMITTEE– 30<sup>TH</sup> JANUARY 2020**

**SUBJECT: HALF YEAR PROGRESS UPDATE – THE CAERPHELLY WE WANT WELL-BEING PLAN 2018-2023 (APRIL 2019 TO SEPTEMBER 2019)**

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

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

1.1 To update Partnerships Scrutiny Committee of the half year performance updates presented to the Caerphilly Public Services Board on the 7<sup>th</sup> of October 2019 and the 10<sup>th</sup> December 2019.

### **2. SUMMARY**

2.1 This report presents the performance reports examined by the Caerphilly Public Services Board (PSB) at its last two meetings. Those examined on the 7<sup>th</sup> October, SET B, and those examined on the 10<sup>th</sup> December, SET A, have been pre-circulated to committee to allow consideration of which witnesses they may wish to call to scrutiny.

### **3. RECOMMENDATIONS**

3.1 That committee note the progress updates provided to the PSB and consider how it would like to plan the scrutiny of thematic areas as part of its Forward Work Programme.

### **4. REASONS FOR THE RECOMMENDATIONS**

4.1 To allow Partnerships Scrutiny Committee to discharge its duties under Section 35 of the Well-being of Future Generations (Wales) Act 2015.

### **5. THE REPORT**

5.1 The performance of the PSB is included within the forward work programme of Partnerships Scrutiny Committee. Committee have agreed to scrutinise performance at each of its meetings.

5.2 This report includes the updates provided to the PSB on progress against the Actions and Enablers in 'The Caerphilly We Want 2018-2023' well-being plan for the period from April 2019 to September 2019, appended.

5.3 Partnerships Scrutiny Committee meets biannually, while the PSB meets quarterly. This affects the information that Partnerships Scrutiny Committee sees at each of its meetings as set out in the table below. The PSB assesses its performance by looking at Action Areas and Enablers in two sets; however it would like to consider its Communications and Engagement at each meeting:

**SET A:**

Enabler 2 Communications and Engagement  
 Enabler 3 Procurement and Commissioning  
 Action Area 2a Volunteering  
 Action Area 2b Apprenticeships  
 Action Area 4a Safer Communities  
 Action Area 4b Resilient Communities

**SET B:**

Enabler 2 Communications and Engagement  
 Enabler 4 Asset Management  
 Action Area 1 Best Start in Life  
 Action Area 3 Good Health and Well-being  
 Action Area 5 Natural Environment

- 5.4 It has previously been agreed that committee are circulated with performance reports subsequent to each PSB meeting to inform questioning and allow members to decide which officers from partner organisations they would like to attend scrutiny to answer questions. Reports for this meeting have been circulated with a request that members considered which witnesses they wished to call by the 24<sup>th</sup> of January 2020.
- 5.5 The review of performance through assessment by the PSB, and scrutiny by Partnerships Scrutiny Committee, is set within the calendar as follows:

<b>PSB Meeting</b>					
June		September	December		March
SET A		SET B	SET A		SET B
Qt 3 and Qt 4		Qt 4 and Qt 1	Qt1 and Qt 2		Qt 2 and Qt 3
<b>Partnerships Scrutiny Committee</b>					
	July			January	
	March and June PSB Reports			Sept and Dec PSB Reports	

\*NB the September PSB meeting was move to the 7<sup>th</sup> October 2019 due to the availability of PSB members

- 5.6 Partnerships Scrutiny Committee has set its Forward Work Programme to consider each of the areas in 5.3, above, thematically in more depth at each of its meetings. Given the 5-year cycle of the well-being plan this means that each of the ten areas will be scrutinised in depth as least once. To date committee have received in depth items on:

- Resilient Communities
- Good Health and Well-being

Committee will receive, at this evenings meeting, a report on:

- Natural Environment

And at the July 2020 meeting a report on:

- Volunteering/Apprenticeships

## 5.2 **Conclusion**

This report allows members to scrutinise the half yearly progress of the PSB against the well-being plan, and further to select which in depth areas it may wish to scrutinise as part of its Forward Work Programme.

## 6. **ASSUMPTIONS**

6.1 There are no assumptions made in this report.

## 7. **LINKS TO RELEVANT COUNCIL POLICIES**

7.1 The PSB has a statutory duty to prepare a local well-being plan and report on progress, including the production of a statutory annual report. The Future Generations Commissioner has stated that she wishes to see how PSB's are tracking progress based on outcomes and outputs and that it is important to measure what matters not what can be counted.

7.2 Partnerships Scrutiny Committee are the local authority committee with responsibility for scrutinising the work of the PSB.

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

8.1 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.

## 9. **EQUALITIES IMPLICATIONS**

9.1 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

## 10. **FINANCIAL IMPLICATIONS**

10.1 There are no financial implications in this report.

## 11. PERSONNEL IMPLICATIONS

11.1 There are no personnel implications in this report.

## 12. CONSULTATIONS

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

## 13. STATUTORY POWER

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

Author: Kathryn Peters, Corporate Policy Manager, [peterk@caerphilly.gov.uk](mailto:peterk@caerphilly.gov.uk)

Consultees: Councillor Philippa Marsden, Leader of the Council and Chair of the PSB  
Christina HARRY, Interim Chief Executive  
Councillor Jamie Pritchard, Chair of Partnerships Scrutiny Committee Councillor  
Gez Kirby, Vice Chair of Partnerships Scrutiny Committee  
Richard Edmunds, Corporate Director, Education and Corporate Services  
Stephen Harris, Interim Head of Business Improvement  
David Roberts, Principal Accountant  
Anwen Cullinane, Senior Policy Officer (Equalities and Welsh Language)  
Shaun Watkins, Principal HR Officer

Background Papers: None

Appendices:

Half-year reports to the Caerphilly Public Services Board 7<sup>th</sup> October 2019

SET B

Enabler 2 Communications and Engagement

Enabler 4 Assets (No Report Provided)

Action 1 Best Start in Life

Action 3 Good Health and Well-being

Action 5 Natural Environment

Half-year reports to the Caerphilly Public Services Board 10<sup>th</sup> December 2019

SET A

Enabler 2 Communications and Engagement

Enabler 3 Procurement

Action 2A Volunteering

Action 2B Apprenticeships

Action 4A Safer Communities

Action 4B Resilient Communities



**Caerphilly Public Services Board Well-being Plan**  
**Six Monthly Performance Report**

**AGENDA ITEM 03-E2**  
**Date: 7th October 2019**

**Action Area: E 2 Communications and Engagement**  
**Contribution to the 4 Well-being Objectives:**  
**Positive Change —**  
**Positive Start —**  
**Positive People —** Effective communication and engagement is 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.

**Contribution to the 7 Well-being Goals:**  
 Effective communication and engagement is intrinsic to the development of 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, and a globally responsible Wales.

Performance measures where identifiable	Is there a risk this will not be achieved?
PSB annual conference evaluation responses and Snap Survey report embedded in Evidence section.	Yes
Digital Annual Report- impressions on Twitter 11,900 English/1,317 Welsh, total engagements 233 English/8 Welsh.	Yes
<b>Qualitative measures</b>	
Digital annual report on PSB website and shared via social media channels. CCBC Facebook (12/7/19) and PSB Twitter (9/7/19). Partners requested to share.	Yes

**Evidence**

**Review and Update Tasks (PSB action items)**

- PSB meetings are now publicised with a request for questions related to the agenda. 3rd September 2019 PSB is the first publically open meeting.
- Terms of reference of the PSB amended to allow members of the public to ask questions in person or in writing, dealt with at the discretion of the Chair.
- Caerphilly Communications Officer attending 7th October 2019 PSB to disseminate key messages from the Board. Rotational role.

**Identify, Map and Develop Communication and Engagement Opportunities**

- PSB annual report produced in a digital Microsoft Sway format. Generally very well-received. Positive comments from the Future Generations Commissioner and Wales Audit Office. Snap survey summary report gives qualitative responses. Some delegates would have preferred more interaction/workshops.
- Digital format will be used for the 2019/20 report– more proactive in gathering digital content throughout the year.
- New Third Sector Agreement signed by PSB partners. Well-being assessment on line showcased at PSB Conference, due to be launched in October.

**Branding and Social Media**

- Social media usage guidance for partner officers being developed to supplement existing branding guidance.

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Ref	Key Tasks	Progress
A	<b>Develop a meaningful long-term engagement and communications strategy</b>	<p>PSB Annual conference took place on the 5th July. Attended by 84 delegates across the public, community and voluntary sector. Keynote address from the Future Generations Commissioner.</p> <p>PSB Twitter account is being used for direct messaging and to retweet the content of PSB members.</p>
B	<b>Identify, Map and Develop communication and engagement opportunities</b>	<p>Request to Lead Officers and Policy support to identify positive progress on the Well-being Plan throughout the year so that the 'So What?' stories can be generated.</p> <p>Arrangements made to gather digital content throughout the year.</p>
Page 10 C	<b>Jointly communicate the positive messages about the county borough</b>	Partner organisations have been asked to share PSB messages.
<p><b>Guidance sought from the Public Services Board:</b></p> <p>Agree the rotational attendance of Communications Officers at PSB meetings. December 2019 PSB to be confirmed.</p>		

This report was generated on 20/08/19. Overall 24 respondents completed this questionnaire. The report has been filtered to show the responses for 'All Respondents'.

The following charts are restricted to the top 12 codes. Lists are restricted to the most recent 100 rows.

**What are your views on the digital format for the "Annual Report 2018-19"?**



**Please provide any comments you have relating to the Annual Report format below:**

- Thought it was fresh and modern! Very digestible! I feel more people will 'read' it.

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- Easily accessed by all

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- Excellent way to present progress over the past year. More engaging than a written report, and brings the story to life.

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- I am really impressed by the interactive nature of the report, I particularly like multi layered approach supporting me to find related documents without leaving the report to google etc. My only comment would be I would have liked to see more interviews from real people, the comments from the parent in Lansbury were very powerful and shows the impact of the work carried out so far. Maybe some feedback from you

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- Format Satisfactory

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- It looked easy to navigate and would allow the reader to dip in and out as necessary

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- Great to see an innovative approach rather than a large report that is unappealing to people. Really succinct and informative.

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- I am really impressed with the use of Sway.

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- It was a thorough presentation of the report which was good to see whats been done. I would have ideally liked to see more of the future planning and how we can get involved with delivery. There were a lot of people from all sectors with money and resources that could work together on joint delivery going forward, and this conference could have been an opportunity to tap into that. Also in the video that was p

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- Different, but really good!

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- The breakdown in the video was unfortunate and it should be possible for the Council to overcome the laptop doing an update at such a critical time. However, I did also find the sound quality (probably the speakers - the hardware not the contributors) was poor and not helped by the acoustics in the building. I have nothing specifically against the format providing it contains matters of substance and evidence-b

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- The use of videos was very encaptivating.

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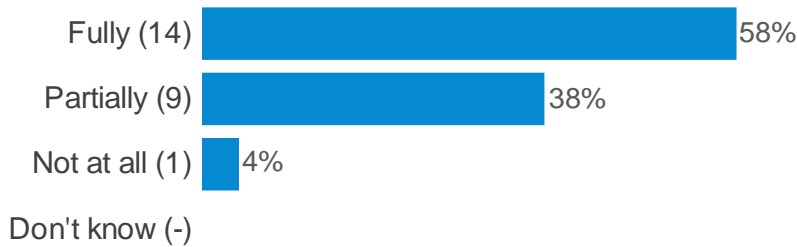
- Think the conference should be for a whole day with afternoon of workshops. No times for any questions and answer sessions with the speakers . We were just talked to.

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**Please provide any comments you have relating to the Annual Report format below:**

Very interactive and engaging

**Do you feel that today's Conference has achieved its aim?**



**Please give reasons for you response below:**

Great presentations - came away feeling I had learnt a lot. The team persevered through IT difficulties and their professionalism was appreciated as the video was very much worth the wait!

Covered all areas of the Wellbeing Plan very in depth and in a practical format.

Not sure if there was representation from the business sector?

Opportunities such as today may be seen by some as a waste of their time, however, where else do we get the opportunity to meet, discuss, plan and build relationships if opportunities like today are take away. I would say for myself, the families and 3rd sector organisations I represent, I found today a very positive opportunity that I don't get anywhere else. Th

Information interesting but no interaction between delegates and speakers.

For the most part the conference did provide sufficient time to network and speak with various sectors which for me was important. A good event and well organised.

I believe the contents of the Agenda and quality of the Speakers today were excellent

It's was an opportunity to make sure the people working in organisations that make up the board, that don't usually attend our board meetings were able to see what progress had been made not only in their areas but across all the well being plan objectives and i think the praise given for the work was well received. ALSO A CHANCE TO NETWORK.

Opportunity to network prior to, during and after the conference.

The networking afterwards was really useful and a lot of good came of it, but the conference delivery could have been an opportunity for interaction with the various sectors to help solve problems or address issues that the PSB are having trouble with.

The Conference achieved the aim to deliver information to partners, but did not provide a complete opportunity for sharing information as there was no opportunity for attendees to participate.

^^through^^ : Something seems to be missing in the above paragraph. There was insufficient evidence to make an objective assessment of what progress/achievements had been made. Where I have had feedback over many months relates to the programme in Lansbury Park. The comments would not bear out the glowing terms in which it was presented at the meeting.

Some of the speakers in the video spoke in Welsh, and as we were sat at the back of the room we could not read the subtitles. I also felt that it would have been beneficial to have round table discussions at the end of the event.

I am unclear about how we can contribute to the overall aims and if there is any funding available for projects.

**Please give reasons for you response below:**

Believe the PSB needs more effective engagement and communication with stakeholders. No handouts or slides given. No mention of the information being emailed over to participants. Handouts of the assessment criteria would have been helpful. I would mention the IT problems. Why was there no speaker or presentation given by the Aneurin Health Board?

I wasn't aware of many business reps at the event

**Please provide any suggestions for future content, format and venue below:**

Perhaps a case study on a area/initiative that showcases examples of collaboration. The venue was great but hopefully their sound system is updated asap!

Useful to hear feedback on the progress from the Commissioner.

Maybe it would be a useful exercise to introduce some of the 3rd sector organisations that are working tirelessly to support the statutory services workloads and are key to the delivery of all plans across the borough. Particularly as during the previous budget cuts much of the reduction in LA services was and will be picked up by third sector organisations.

1. Make it interactive. I caught a few people sleeping. All presentations, which while interesting, lose momentum when there's no break in between for an activity. 2. No chance for a discussion - so many people had questions. 3. No one knew who anyone was - badges are difficult to read. Would have been nice for breakout groups or speed networking to meet people 4. Why did the speakers disappear before the lunch/networking? (we are all busy but this was impolite unless totally unavoidable). Only one remained - so how will they know what the publ

Venue was super and the refreshments and lunchtime buffet excellent.

I think these Conferences should continue in the future as they provide a very valuable update. Also it gives all Partners the opportunity to Network with each other The Third Sector Partnership Agreement 2018 -2023 under lines this importance

NOTHING needs to change

Maybe next year, as an avid user of twitter, could we have hashtags to use to promote and support the event.

More interaction and discussion to inform the PSB. Maybe a way that we can meet and speak directly to those in the PSB in small groups and get an idea of how it practically operates.

There should be a "workshop" element of the event in future - attendees need to be able to engage effectively. The conference, while entertaining and interesting amounted to being talked at for over 2 hours. Having IT issues near the start resulted in an early coffee break, so the audience had to sit and listen from 11am to 12.30pm, with no chance to ask any questions or get involved.

Provide some very specific examples of what has been done. Complex new programmes and ways of working cannot run smoothly. It would be good to hear some specifics of what has been learned, where targets have been missed and how they will be redressed. Time for Q&A. Networking is fine but does not allow the audience to hear others views.

Venue was lovely, however there were a few technical issues.

It would be useful to find out what future plans for projects in order to identify links with other organisations.

Perhaps venue should be altered to Ynys Hywel Conference at Cwmfelinfach next year.

Perhaps wider comms to encourage business reps?



## Caerphilly Public Services Board Well-being Plan

### Six Monthly Performance Report

Date: 7th October 2019

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

Contribution to the 4 Well-being Objectives:

**Positive Change**—embedding prevention into all that we do

**Positive Start**—providing the Best start in life for current and future generations

**Positive People**—securing the best outcomes for current and future generations

**Positive Places**— supporting more resilient communities, prosperous economies and stronger societies by reducing inequalities.

Contribution to the 7 Well-being Goals:

A prosperous Wales, A resilient Wales, A healthier Wales, A more equal Wales, A Wales of cohesive communities, A Wales of vibrant culture and thriving Welsh language, A globally responsible Wales.

RAG 20

Performance measures where identifiable	Is there a risk this will not be achieved?
Training outcomes : improved understanding of early intervention + confidence in signposting	No
Educational Attainment outcomes of children at age 3, 11 + 16 + NEETS (Children First areas)	No
Reduction in public health outcomes measured in ACEs report	In development
<b>Quantifiable measures</b>	

#### Evidence

PSB Champion, Lead officer and Policy Support attended several Welsh Government pathfinder meetings to support Early Years Integration System development.

Mapping workshop delivered regionally in May to identify all of the services within the Early Years system. Regional approach across Gwent involving Public Health Wales, Caerphilly, Blaenau Gwent and Newport working with Aneurin Bevan University Health Board.

Successful application of funding to support Early Years System implementation until March 31st 2020. Recruitment of backfill to policy unit to release two day a week capacity to take this work forward in 2019/20.

Securing of dates with Van Guard and senior officers / managers in Public Health Wales, Caerphilly CBC, Newport CBC, Blaenau Gwent CBC, and ABUHB.

Collation of partners regarding Children First data to report to Welsh Government is being developed in August 2019.

Resilience development day delivered in Fochriw Primary School and Bedwas Infants School to support school development plans to embed a resilience based approach in schools.

In June there was the launch of the four books to support the understanding of ACEs with children and families: Freddy the Fox, The polar bear in the snow globe, Bonkers Billy and no pouch Pip, and Patsy the Pangolin.

There was also a delivery of a full set of Petra books to all primary schools in Caerphilly with class sets of 10 titles to support the new Wellbeing curriculum delivery moving forward. Some of the books have teacher notes to support lesson planning. This is being extended in Autumn term working alongside teachers in one of the pioneer schools to ensure that all class sets have teacher notes.



Ref	Key Tasks	Progress Year 1—2
A	Develop the Best Start in Life Action Area	<p>All feedback gathered through both the Assessment of Need engagement process plus the development of The Caerphilly We Want Well-being Plan has been reviewed and has informed the development of this Action Area.</p> <p>The Action Plan for Best start in Life has been developed and shared with stakeholders and other PSB Action Areas.</p> <p>Best start in life has also been chosen by Welsh Government as a national priority theme and thus work is progressing on a national, regional and local level.</p>
B	Develop a Whole Systems Approach	<p>Mapping day delivered regionally to map all provision in the early years system. This is being extended now to understand the system with Van Guard facilitating a 6-day regional workshop with senior managers to understand the reality of the current system and understand what system changes may be needed. A further wider stakeholder regional meeting is planned for November to check practitioner understanding of the information found to date and plan future actions needed.</p>
C	Coordinate First 1000 Days Initiative	<p>The F1000D approach has widened to a whole early years system approach 0-7 years.</p>
D	Reduce the impact of Adverse Childhood Experiences	<p>ACEs based children's books have been developed and launched. Parental understanding of the impact of ACEs has been increased.</p> <p>All Primary Schools have received a delivery of all Petra books in the series to date and class sets of 10 key books to support the new Wellbeing curriculum planning.</p> <p>ACEs awareness training has been incorporated into safeguarding training being delivered within early years teams.</p>
E	Coordinate Children First pilot zones	<p>Resilience training has been completed for parents, practitioners and managers and a more in depth development day has been undertaken in both Fochriw Primary School and Bedwas Infants School to support a resilience based approach to community work.</p> <p>SHEP (School Holiday Enrichment Programme) has been delivered daily for four weeks in the summer holidays offering breakfast and lunch, healthy nutrition lessons and physical activity sessions. This has been enhanced by the Van Community Council to deliver an afternoon play scheme for older children and young people.</p>
<b>Guidance sought from the Public Services Board</b>		





**Caerphilly Public Services Board Well-being Plan  
Six Monthly Performance Report**

**Date: 7th October  
2019**


**Action Area:**  
**Contribution to the 4 Well-being Objectives:**  
**Positive Change**—embedding prevention into all that we do  
**Positive Start**— providing the Best start in life for current and future generations  
**Positive People**—securing the best outcomes for current and future generations  
**Positive Places**— improving services, improving health and well-being

**Contribution to the 7 Well-being Goals:**  
 The Good health and well-being delivery plan demonstrates how we are maximising contributions to all 7 Well-being Goals. These are : 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.

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Performance measures where identifiable	Is there a risk this will not be achieved?
	Yes
	No
Qualitative measures	

**Evidence**



Screening Champion, Sian Northey from the Caerphilly Parent Network, presented at a Women’s Event in Lansbury Park and ran a quiz on cervical screening. Sian said that “after *providing the answers to the quiz, some people were surprised at what they didn’t know about the programme, which gave me the opportunity to deliver some clear messages, and reassure people.*”

After this event, one of the participants told Sian they were less nervous and more likely to attend their smear tests, and another who had missed her test had decided to re-book it.





Ref	Key Tasks	Progress
AA3	Develop the Good health and well-being Action Area	A workshop was held on April 4th to develop actions further with key stakeholders, assess enablers and barriers and thus progress implementation of the plan.
AA 3.1	Improve joint working with an emphasis on prevention to address current and future health challenges	Flu communication resource packs have been developed for pre-school settings, primary and secondary schools to share messages with parents. Women's Day event held in Lansbury Park May 24th, included promoting uptake of cervical screening.
AA 3.2	Invest in the wellbeing of our staff	Joint project underway with Action Area 5 to address physical and mental wellbeing, by developing active travel routes in Tiryberth. Includes working with the local school and community.
AA 3.3	Provide an integrated system of health, social care and wellbeing closer to home through the Neighbourhood Care Network	Joint drop in clinics held in the NRC around housing, debt, employment, Police and Citizen Advice. All of which are going really well. In addition to this we have two mental health practitioners in two of our North hubs which is going extremely well.
AA 3.4	Ensure front line staff have the necessary skills and expertise to provide joined up services that meet the needs of residents	Service Development Lead for the Caerphilly Integrated Wellbeing Network started in post in May. Work has begun to map existing programmes aimed at promoting wellbeing on a place basis, with the aim of effectively building on these assets and ensuring connections are made.
AA 3.5	Work in close collaboration with the Regional Partnership Board for health and social care to ensure our individual priorities	
AA 3.6	Create a supportive environment that enables residents to manage their physical, mental and wellbeing needs in partnership	Aneurin Bevan University Health Board has a programme of Making Every Contact Count training being delivered to frontline staff. Caerphilly NCNs are funding extra sessions which will be open to non-NHS staff.

**Guidance sought from the Public Services Board:**

**Action Area: Natural Environment**

**Contribution to the 4 Well-being Objectives:**

Positive Change— working with others to help everyone to understand the importance of the natural environment and how it underpins how we live, work and play.

Positive Start— Creating and maintaining healthy, green, well-connected green spaces and habitats to deliver multiple benefits for well-being.

Positive People— Enhancing and promoting local. natural environments, to help residents be more active and engaged.

Positive Places— Providing a network of connected green spaces to deliver multiple benefits for both individuals and nature.

**Contribution to the 7 Well-being Goals:**

A prosperous Wales, A resilient Wales, A healthier Wales, A more equal Wales, A Wales of cohesive communities, A Wales of vibrant culture and thriving Welsh language, A globally responsible Wales.

Performance measures where identifiable	Is there a risk this will not be achieved?
Improved access to green spaces in the local community	No
Improved knowledge of barriers to accessing green space	No
<b>Quantifiable measures</b>	
Improvement in access to green space in the local community to encourage greater use.	
Improved knowledge and understanding to the barriers to accessing green space	
Community involvement in protecting and enhancing the natural environment	

**Evidence**

- Green Spaces Core group up continues and actively seeking to widen membership.
- Draft Green Infrastructure plan for the county borough complete; final version to completed in coming months
- Green Active Travel project at Tir y Berth ongoing – launch event in the autumn (date tbc)
- Ystrad Mynach mapping project (looking at use of green space and future opportunities) – report being finalised ready for circulation.
- ENRaW Grant Applications – Collaborative bids from partners in the South East Wales area have been successful in receiving funding from Welsh Government - 'Gwent Green Grid' (£2.1m) and 'A Resilient Greater Gwent' (£1.5m). Start date July 2019.

Ref	Key Tasks	Progress
A	Create, complete and implement an integrated Green Infrastructure Strategy.	Draft Green Infrastructure Strategy is ready. CCBC working with consultants (TACP) to finalise. Final version of GI Strategy will be delivered in the coming months with an integrated action plan and this will be presented to the PSB for input/action.
B	Establish a funding group of PSB organisations to share knowledge and identify opportunities for collaborative projects and funding bids.	<p>The Green Spaces Core Group continues to meet (last meeting was June 2019). Group is actively seeking to widen membership (eg. recent invitation to local Friends of the Earth contacts).</p> <p>Members of this group are currently part of other local and regional funding bids. Several bids have been submitted under the Welsh Government ENRaW (Enabling Natural Resources &amp; Well-being) programme, the most significant of these being the Gwent Green Grid Project (GGGP), Resilient Greater Gwent (RGG) and Local Nature Partnerships. These schemes are proposed to run for 3 years. The GGGP involves regional Green Infrastructure (GI) planning and delivery, assisting production and delivery of the Area Statement (required under the Environment Act) and delivery of CCBC's draft Green Infrastructure Strategy. The proposals include regional GI and Access plans, recruiting staff including a Regional Health and Wellbeing co-ordinator, an access training programme, countryside ranger support and assistance for existing staff, I-Tree, pollinator and recycling initiatives and wider environmental works. This is supplemented by a capital implementation programme. The cost of this initiative is some £2.1m.</p> <p>Resilient Greater Gwent (RGG) consists of two main workstreams. The Resilient Ecological Network work stream will create an evidence-based strategic plan to direct nature recovery action in Greater Gwent that will support biodiversity and resilient ecological networks. In collaboration with the Local Nature Partnership Cymru project, we will develop State of Nature reports and Nature Recovery Action Plans, working with Local Environmental Record Centres on a common methodology and report format. Action will be taken against the five drivers of biodiversity loss; climate change, pollution, habitat change and loss, invasive non-native species and exploitation.</p> <p>The RGG project will trial outputs of the Wales NRAP Ecosystem Restoration and Resilience sub group which will include: monitoring &amp; reporting developments against the Diversity, Extent, Condition, Connectivity and Adaptability (DECCA) Framework; incorporating the latest thinking in to land management; the use of communication tools to increase ecosystem resilience understanding and developing examples of best practice to be shared.</p> <p>The RGG Sustainable Communities work stream will take a community and place-based approach, engaging with communities and seeking to add value. This will be through team building, social activities, mindfulness in nature and deepening connections to their local places. New community and volunteering groups will also be created. This will build on the increasing trend for the amount of time people spend volunteering</p>

to assist in conservation in the UK: People will be increasingly connected with and appreciate nature and sustainable lifestyles. This will support their physical and mental well-being.

This culture change will put biodiversity at the heart of decision making. Using evidence from Area Statements, a collaborative approach to co-create and deliver Local Development Plans and Well-being Plans will demonstrate the Well-being of Future Generations Act. The behaviour change for well-being officer role will focus on behaviour change and empowering communities. This work stream will ultimately aim to increase positive environmental behaviours.

Both work streams are closely interlinked; resilient ecological networks create benefits for healthy, sustainable communities who then contribute to the creation, maintenance and stewardship of the resilient ecological networks. Specific outputs and outcomes for individual activities under each work stream are available on request.

The costs for this project are some £1.5m.

The main elements of the Local Nature Partnership (LNP) scheme are to:-

- Establishment of a Wales-wide network of LNPs covering all LA and NPA areas supported by expert input from an Advisory Group and support to broaden and diversify the participation and reach of each LNP at a local level
- A needs-led capacity-building programme  
Coordinated by WCVA but co-designed with partners to upskill LNP Coordinators in areas such as communications, engagement, volunteering, partnership-building, fundraising and volunteer management that will help deliver project objectives
- Informed and targeted action at a local level  
Coordination of local NRAPs and accompanying action plans that encourage and enable actors from all sectors to help implement nature recovery, including those from non-traditional audiences
- Building the evidence base  
Utilising expert evidence from LERCs to help LNPs drive more targeted action and in turn contributing to data-growth regarding local ecosystem resilience. Also piloting an integrated reporting mechanism, informed by Advisory Group partners, to try to capture more fully the multiple benefits of nature recovery.
- Advocacy and Influencing  
Providing evidence and narrative to encourage greater recognition on nature recovery within local and national strategies, including those of non-nature driven organisations
- Succession planning  
Capacity-building and coordination to help equip LNPs to build support for a more secure and integrated funding model and to develop

		<p>appropriate legacy and exit strategies</p> <p>In terms of staffing after the initial phase, there is funding within the bid for 2 dedicated FTE posts to manage and coordinate the project, ideally to be located in Rhyl and Cardiff. Total Grant Request for Caerphilly is £27,645.95 and the total grant request is £32,551.44 (these figures do not include the match finding).</p> <p>These projects have all been approved in principle and authorised to proceed at risk whilst some details are finalised. Start dates for GGPP and RGG are given as 31<sup>st</sup> July 2019.</p> <p>The Gwent area performed well in relation to the share of funding secured from the above sources as it also did in relation to the Valleys Regional Park.</p>
C	Map existing delivery, assets, opportunities and gaps of our green spaces and identify opportunities for change.	<p>NRW provided £5k funding for a piece of 'community engagement' work in Ystrad Mynach, looking at the use of local green spaces by people. CCBC, Groundwork and NRW steered the project and a draft report has been received from the consultant. It links closely to the borough-wide GI Strategy, exploring provision in detail in one locality. The report will be finalised and distributed in autumn 2019.</p> <p>Work of RDP project on Caerphilly Landscape Strategy. The partnership has recently employed a dedicated community ranger to develop links for communities of Caerphilly basin to the wider countryside. The Strategy, prepared by WYG, has been completed and a delivery group, consisting of some 16 local organisations has been established and are active in awarding the funding allocated to the project through a process of grant assessments. These are covering a wide range of issues and access improvements feature strongly.</p>
D	Implement actions to increase the contribution that the environment makes to the health and well-being of residents.	<p>NRW, CCBC, Public Health Wales and Groundwork Wales are working together on a 'green active travel' project in Tir y Berth. The site was chosen as a 'community hub' and the project involves an existing travel route along the river Rhymney. Local people have been involved in enhancing the site so that it is better-used as a resource at the heart of the community - linking homes, schools and work places to improve health, well-being and connection to nature. An interpretative map of the site is being finalised (with input from the local community/schools) and there will be a launch event in autumn 2019.</p> <p>Other relevant work also being delivered by PSB partners, eg. various works at country parks and NRW-led work to resurface Cwmcarn Forest Drive and update/renew visitor infrastructure which the intention to re-open the Forest Drive in spring 2020.</p> <p>Three sites within the County borough have been identified as 'Gateways' for development under the Valleys Regional Park and indicative funding allocated. Penallta Country Park, where a visitor centre is proposed to meet the needs of existing and additional users has the largest allocation. The centre is aimed at being developed as a Health and Wellbeing hub and would be constructed to showcase the use of local materials, primarily wood. It is hoped to extensively utilise the experience of both the Rural Development programme team and others involved in the sourcing and supply of local materials. Other grants have been awarded to Cwmcarn and Caerphilly Castle. The indicative allocation for these projects is some £1.4m.</p>

		<p>Sustainable Commons and Upland initiatives – including the Adventure Triangle linking Cwmcarn and Pontymoile Canal Basin across Mynydd Maen Common and the SMS Resilient Uplands Scheme, Tirwedd y Comin on Gelligaer Common. Ongoing.</p> <p>Involvement in the Planning System – Strategically by influencing and contributing to the formulation of policies and strategies, as well as site specific through the Development Management process on individual Planning Applications. Currently assembling a team to work with Forward Planning on the creation of a new Caerphilly Local Development Plan.</p>
E	Implement actions to increase volunteering in the outdoors	<p>Opportunities to link the Green Spaces and Volunteering Action Areas have been identified, for example:</p> <ul style="list-style-type: none"> <li>• Litter and fly tipping – support and resources for people who want to tackle this in their local area</li> <li>• Community flood planning and flood wardens for areas at risk of flooding</li> <li>• Looking after green spaces – opportunities for people to work together to improve their local environment e.g. improve access, provide services, improve quality.</li> </ul> <p>Nat Env Action Area Lead will be attending next meeting of Volunteering Action Area to discuss further and agree joint actions.</p> <p>Caerphilly Challenge Series Volunteers – working with the Ramblers, Caerphilly Adventure Group and others, training volunteers and providing opportunities to learn new skills and enjoy the natural environment along with surveying the Rights of Way Network. Some 400 walkers entered the Challenge this year, which took place in the Caerphilly area. The event was very well supported by volunteers.</p> <p>The Caerphilly Local Access Forum, which is comprised of volunteers, has recently completed another three year meeting cycle and a new Local Access Forum will be established later in the year. William Lindsay is worth particular mention and thanks for his role as chair for the past four cycles of this Forum and his willingness to attend supplementary National meetings across Wales.</p> <p>Parc Cwm Darran has recently been awarded the prestigious ‘Winner’ in the Community Outreach category for the 2019 HMPPS Wildlife Awards. The staff have been highly praised for the work that they undertake with the Probation Service at this site.</p>
F	Identify the opportunities for PSB Partners to share resources, assets and staff.	<p>Supporting Valleys Regional Park including shared environmental ranger service, developing a high-quality user and visitor experience with excellent facilities and amenities, including exemplary environmental standard and encourage and support active lifestyles to improve health and wellbeing. WG are currently establishing a project management and implementation team which are to be based in Tredomen. Support for projects is outlined above and this ties in with the ENRaW proposals.</p> <p>ENRAW – Two linked collaborative grant bids submitted to Welsh Government covering Regional GI Strategy for Gwent, Strategic Access Plan, GI Improvement Works, Evidence based strategic approach to biodiversity and ecosystem resilience. Working with partner authorities throughout South East Wales. <b>Updated above.</b></p> <p>INNS – Caerphilly CBC acting as a lead partner in the delivery of ‘Managing Invasive Plant Species’ Project/s across the region which is run as a partnership and directed through a collaborative steering group that is made up of representatives of all the key partner organisations. This</p>

		initiative continues and is being used as a template by other organisations. The Invasive Species Officer has recently been to Ireland to inform their civil service as to the establishment of successful programmes and methods of work. The CCBC led project includes the RCT and Merthyr areas as well as Gwent. Within Caerphilly there is in excess of 1000 sites being treated and the programme also assists NRW with the management of their sites beyond the project area.
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**Caerphilly Public Services Board Well-being Plan**  
**Six Monthly Performance Report**

**Agenda Item 03—E2**

**Date: 10th December 2019**

**Enabler: E2 Communications & Engagement**

**Contribution to the 4 Well-being Objectives:**

**Positive Change —**

**Positive Start —**

**Positive People —** Effective communication and engagement is 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.

**Positive Places —**

**Contribution to the 7 Well-being Goals:**

Effective communication and engagement is intrinsic to the development of 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, and a globally responsible Wales

Performance measures where identifiable	Is there a risk this will not be achieved?
Communications from last PSB meeting <b>@Caerphilly PSB</b> . 16 tweets related to the agenda in Welsh and English, one thread for each. 2 retweets , 5 likes, 4 new followers engaged. Tweet impressions English- 2,682, Welsh– 1,968. Tweet engagements English- 49, Welsh–	No
<b>Qualitative measures</b>	
PSB website not yet able to record number of users. Website provider is being re-commissioned by CCBC. New contract should allow this.	No
<b>#CaerphillyWeWant</b> is still used primarily by the	No

**Evidence**

**Review and Update tasks**

- Chris Latham, Communications and Engagement Officer with the Office of the Police and Crime Commissioner, is attending todays meeting to manage the social media on behalf of the PSB

**Identify, Map and Develop communication and engagement opportunities**

- Communications and Engagement Group have considered low awareness of the PSB among the public. Asked to consider the ‘so what’ stories about collaboration across more than one partner, or work directly in the well-being plan. Asked to consider using the PSB identify as part of any messages.
- Group informed that a call-off contract is in place with a videographer to gather digital content throughout the year to enable the digital annual report. Leads meeting informed of the same. Next PSB conference booked for 30th June 2020 at Llancaiach Fawr.
- CCBC Household survey has been postponed until the 4th quarter. It already includes questions on partnership activity for crime and disorder, the questions will be reviewed this year.
- Branding and Social Media**
- Guidance on using the PSBs social media identity has been developed and reviewed by the Communications and Engagement Group. To be finalised at next meeting. Guidance links to previously agreed branding guidelines.





Ref	Key Tasks Year 1-2	Progress Years 1-2
A	<b>Develop a meaningful long-term engagement and communications strategy</b>	<p>Engagement Strategy in place</p> <p>WIMD release for Lansbury Park discussed at the Communications and Engagement Group. Request that partners organisations were lined up to respond to any press enquiries. Update that the rankings showed an improvement in the St James 3 position. Positive content from BBC Wales who did a press feature on the area. Gwent Police officers interviewed, one story linked to partnership working and Coalition for Change, other linked to CCBC investment in the area.</p>
Page 31	<b>Identify, Map and Develop communication and engagement opportunities</b>	<p>Communications and engagement forward work plans are shared at each meeting to consider where collaboration can add value. Quarterly updates are shared by partners.</p> <p>New member of the Group from the Integrated Well-being Network in attendance.</p>
C	<b>Jointly communicate the positive messages about the county borough</b>	<p>Videographer call-off contract in place. Aiming to film and the Northern Resource Centre as part of this.</p>

**Guidance sought from the Public Services Board**

The **#CaerphillyWeWant** twitter account has not been used other than by the Caerphilly Youth Forum. We would request that PSB members begin to use this for all work that is within their champion area.

Offer needed on a communications and engagement officer to attend the March meeting of the PSB. Request to be made to Sam Gill at SWFRS.

**Caerphilly Public Services Board Well-being Plan**  
**Six Monthly Performance Report**

**Agenda Item 03—E3**

**Date: 10 December 2019**

**Action Area: Procurement**

**Contribution to the 4 Well-being Objectives:**  
This Action Area will make significant contributions to the Positive Change Objective. A shared commitment to improving the way we work together to develop a modern, flexible and innovative approach to procurement and commissioning.

The proposed work also has the potential to support and contribute to other Action Areas, and links are being made to these Groups. There is particular synergies with the Apprenticeships, Asset Management and Resilient Communities Groups.

**Contribution to the 7 Well-being Goals:**  
The work will make contributions towards a Prosperous, Resilient, Healthier, Cohesive and a Globally Responsible Wales.

Performance measures where identifiable	Is there a risk this will not be achieved?
On an annual basis record the number of contracts awarded by taking into account sustainability strategies	No
On an annual basis record the number of suppliers signed up to the Welsh Government Code of Practice – Ethical Employment in Supply Chains.	No
On an annual basis record the number of contracts that	No
<b>Qualitative measures</b>	

**Evidence**

Unfortunately no further Group meetings have been possible, however communication has been ongoing via e-mail and direct telephone conversations.


Group were offered opportunity to participate in the development of a Social Value Policy on a PSB foot print, however only received two responses and only one representative from GAVO attended the meeting.

Lead Officer is vice chair of the WLGA Heads of Procurement Group and is undertaking work at a National and South East Wales level in relation to the Future of Local Government Collaborative Procurement in Wales.

Lead Officer is actively involved with the Apprenticeships agenda and is a representative of the Group together with working closely with representatives of the Asset Management Group in relation to electric vehicles and electric vehicle infrastructure;

Code of Practice (CoP) on Ethical Employment in Supply Chains, Caerphilly CBC latest Modern Slavery Statement sought an update from the group on current position, however again only two responses received via GAVO and NHS.

Discussions ongoing with representatives of Welsh Government and WLGA in relation to measuring and monitoring community benefits/ social value clauses within Contracts via National Themes Outcomes and Measures (TOMS) Framework (or equivalent) aligned to WFG Act.



Ref	Key Tasks	Progress
A	Collaboration on spend and produce a sourcing plan (on a Gwent footprint to be aligned with Welsh Government's national approach once finalised). This will include the development and engagement with the third sector on possible opportunities.	This is a medium term task (2-3 years). Task being progressed at a national and regional level via WLGA . Discussions being held with National Procurement Service regarding the use of Atamis Spend Data and this can be replicated with PSB Partnering Organisations subject to direct agreement.
B	Adoption of Welsh Government's Code of Practice ('CoP') -Ethical Employment in Supply Chains.	Organisations are actively adopting/ signing up to the CoP and developing action plans. This information is available via TISC – <a href="https://tiscreport.org">https://tiscreport.org</a>  Caerphilly Statement via: <a href="https://www.caerphilly.gov.uk/My-Council/Strategies,-plans-and-policies/Procurement-strategies-and-plans/Modern-Slavery-Statement">https://www.caerphilly.gov.uk/My-Council/Strategies,-plans-and-policies/Procurement-strategies-and-plans/Modern-Slavery-Statement</a>
CP Page 33	Apply Community Benefits and/or Social Value Clauses in all Contracts (where applicable). Develop appropriate guidance and effective mechanism for 'buyers and suppliers' on the identification and recording of social, economic and regeneration benefits.	Actively consulting with Welsh Government on the New version of the Community Benefits Measurement Tool. Adopted within Caerphilly CBC's Programme for Procurement 2018-2023.  Links to the Apprenticeships Group to ensure clauses covering apprenticeship opportunities, targeted, recruitment and training are included and subsequently monitored within appropriate Contracts. This will hopefully highlight opportunities, increase numbers and raise awareness. Supporting the Electric Vehicles and Electric Vehicle Infrastructure.  Attending various workshops, events and seminars in relation to the Foundational Economy Agenda.
D	Development of Local Supply Chains. Including a 'Passport to Trade' methodology. Streamline and standardise on processes and procedures, use of technology by taking into account the local, regional and national digital agenda.	This is a medium to long term task (2-5 years) depending on individual organisations technical capability. This will also be linked to the National approach to Procurement (as referenced in A above under progress) Caerphilly CBC implementing the 'Passport to Trade' methodology and will be able to pass on knowledge and experiences to our partners.

**Guidance sought from the Public Services Board:**

**Caerphilly Public Services Board Well-being Plan**  
**Six Monthly Performance Report**

**AGENDA ITEM No. 03—AA2a**

**Date: 10th December 2019**

**Action Area: (AA2A Volunteering)**

**Contribution to the 4 Well-being Objectives:**

**Positive Change**— developing a recognition of value and benefit of volunteering for well-being and encouraging involvement in the enablers

**Positive Start**— embedding and supporting volunteering with children and families to develop citizenship

**Positive People**—providing opportunities to develop a culture of sharing skills, supporting each other and promoting active citizenship

**Positive Places**— supporting resilient and cohesive communities by bringing people together for community action

**Contribution to the 7 Well-being Goals:**

Performance measures where identifiable	Is there a risk this will not be achieved?
Number of PSB partner volunteering opportunities promoted and filled	Requires PSB members to identify opportunities to promote
PSB staff take-up of volunteering opportunities	Requires corporate volunteering policies to be in
Number of volunteers moving into apprenticeships, employment	
<b>Qualitative measures</b>	
Volunteering journey case studies	

**Evidence**

- Volunteering Core Group meeting took place on 4/10/19 including PSB partners—ABUHB, South Wales Fire & Rescue Service, CCBC, and third sector organisations Menter Iaith, Volunteering Matters and GAVO.
- The group approved updates to the Delivery Plan and undertook a mapping exercise to look at current volunteering activities taking place that met the priorities of the Well-being Plan that would also identify gaps in provision. The group also identified opportunities for partnership involvement in volunteering activities.
- The group considered some short term partnership activities that could be used to publicise the Volunteering Action Area and that could be used in the next PSB Annual Report.
- Membership of the group reviewed and gap recognised from education, youth although GAVO Youth Volunteering Officer was able to make links to young people and youth service.
- The next meeting in January will work on identifying task leads and some short term joint projects to promote volunteering.



Ref	Key Tasks	Progress
A	Develop a coordinated approach to volunteering to enable all PSB partners to promote volunteering for well-being effectively	GAVO looking at examples of best practice to develop volunteering charter. GAVO uploading partner volunteering opportunities to the Volunteering Wales platform to enable the opportunities to be promoted widely. South Wales Fire and Rescue Service have been recruiting Community Safety Support Volunteers to provide information and advice to the public and were looking at ways of integrating their work with community hubs and partners.
B	Corporate social responsibility to enable staff of PSB organisations to volunteer.	Work progressing in CCBC to develop corporate Volunteering Strategy.
Page C 35	Recognise and utilise volunteering as a first step to the employment market.	<p>Links made to Apprenticeships Action Area, Protecting and Enhancing the Natural Environment where there are plans to develop a joint project such as the work undertaken in Tiryberth by NRW/CCBC and Helping Hands. Menter Caerfilli working with WG to achieve their target of 1m Welsh speakers and working with organisations to include Welsh speakers in their organisations using volunteering opportunities to achieve this.</p> <p>Volunteering Matters have a number of active projects working on mental health and young people including active inclusion for young people not in work and young men with learning difficulties.</p>
D	Provide volunteering opportunities that are appropriate for all ages and sectors of the community.	Mapping exercise of volunteering opportunities already available has identified a wide range providing volunteering with and for all ages, including those with protected characteristics. Group will now focus on gaps in opportunities and representation. ABUHB promoting volunteering opportunities through the Integrated Wellbeing Network initiative in the Upper Rhymney Valley, working with GAVO through the Compassionate Communities programme to appoint community connectors linked to GP surgeries to link residents to primary care and third sector well-being support. Ffrind I Mi recruiting volunteers to support their work on loneliness and isolation including telephone volunteering.

**Guidance sought from the Public Services Board:**

**Caerphilly Public Services Board Well-being Plan**  
**Six Monthly Performance Report**

**Agenda Item 03—AA2b**

**Date: 10th December 2019**

**Action Area: AA2b Apprenticeships**  
**Contribution to the 4 Well-being Objectives:**  
 This Action Area will make significant contributions to the Positive People well-being objective.

The proposed work also has the potential to support and contribute to all of the other Action Areas, and links are being made to these other groups. There is particular synergy with the Volunteering Action Area, and the Lead for this Action Area is a member of the Apprenticeships Delivery Group, as is the Lead for the Procurement Enabler.

**Contribution to the 7 Well-being Goals:**


The proposed work will make a significant contribution to the Prosperous Well-being Goal. It will also contribute to the More Equal and Cohesive Communities Goals.

**Evidence**

The Apprenticeships delivery group continues to meet. Each Action lead and sub group is developing a delivery plan, which will be reported against to monitor progress.

The Action Area lead has been working with the Cardiff Capital Region Regional Skills Board LA cluster group to provide the sectoral analysis. The First of these for the Care Sector has been provide and an associated meet the employer session was held to identify the skills and training requirements of the sector. A series of events have been planned with Coleg Y Cymoedd for key sectors throughout the coming year. This information will be used to inform future training, skills and apprenticeship provision.

A Caerphilly Gateway to Employment Model has been designed, to respond to both the Council's emerging workforce development plans and the sectoral analysis above, the aim being to create a range of training, apprenticeship and employment opportunities that satisfy the needs of industry, commerce and the Public Sector. The proposal will be considered at Caerphilly's Corporate Management Team meeting on the 9th January 2020.



Performance measures where identifiable	Is there a risk this will not be achieved?
Aim to reduce the impact of poverty by supporting people into better employment prospects.	No
Support schools to help those who do not wish to follow a traditional attainment pathway to access alternative provision.	No
Provide an all age, all level apprenticeship programme for residents of the county borough, and ensure that we raise awareness of the opportunities available within our communities.	No
Align communication pathways and approaches to promote apprenticeship opportunities to the new approach being developed by WG i.e. the replacement for the Apprenticeship Matching Service.	No
Ensure that the local delivery of work programmes aligns and maximises opportunities from the Caerphilly PSB apprenticeship programme.	No
Maximise the links and develop appropriate pathways to the apprenticeship opportunities available via the Cardiff Capital Region City Deal.	No
<b>Qualitative measures</b>	
Increase the number of residents engaged in apprenticeships, traineeships and work placements.	
Increase the number of local businesses offering opportunities for apprenticeships, traineeships and work	
Increase the number of apprenticeships, work placements and employment opportunities provided by Caerphilly Council.	
Increase the number of people engaged in employment or voluntary work under the Employment Support Programmes.	

Ref	Key Tasks	Progress
A	Employment, Education and Training	<p>The Cardiff Capital Region Skills Partnership Employment and Skills Partnership Plan 2019 – 2022 has identified 7 key sectors, each of which has a cluster group of business, education, training providers and Welsh Government to ensure that training provision and facilities meet current and future needs of business and learners. To understand skills gaps and shortages particular to those industries:</p> <ul style="list-style-type: none"> <li>Advanced Materials and Manufacturing;</li> <li>Compound Semi-Conductors</li> <li>Construction;</li> <li>Creative;</li> <li>Digital and Enabling Technologies</li> <li>Human Foundational Economy;</li> <li>Education, Health, Social Care and Childcare</li> <li>Human Foundational Economy;</li> <li>Hospitality, Retail and Tourism</li> </ul> <p>To compliment this a series of local sector event have been planned to identify specific needs for the Local Economy. The first of these for the Care Sector was held on 27th November, which was attended by over 25 businesses.</p> <p>Discussions in relation to a shared apprenticeship have commenced with the Health Board. Due to the complexities of a shared apprenticeship provision and the restrictions in the framework it was decided to pilot a shared apprenticeship between the Council and ABUHB.</p>
B	Communities, Outreach and Links	<p>Work is on going with the procurement enabler, Coleg y Cymoedd, Coleg Gwent the Council's New Build programme and Registered Social Landlords to develop a training and apprenticeship programme to meet the current and future demands. The Council has been successful in securing funding from the Foundational Economy Challenge fund to progress this work.</p>
C	Platforms and Communication	<p>There has been no further information from Welsh Government on the replacement matching service to date.</p> <p>Engagement with schools is on going and a work experience provision has been included in the Gateway to Employment model for consideration by CMT.</p>

**Guidance sought from the Public Services Board**





**Caerphilly Public Services Board Well-being Plan**  
**Six Monthly Performance Report**

**Agenda item 03—AA4a**

**Date: 10th December 2019**

**Action Area: AA4 a– Safer Communities**

**Contribution to the 4 Well-being Objectives:**

**Positive Change**—Improved partner working and sharing of workspace, facilities and information will use assets and resources more intelligently.

**Positive Start**—Educating young people in community responsibility, providing diversion from negative behaviours, work with Gwent Police ACES and Early Intervention providers.

**Positive People**—Building and maintaining collaborative working/engagement with partners to explore concerns, identify and action relevant solutions. Use of community engagement events to encourage increased reporting.

**Positive Places**—Work with partners to tackle environmental crime and property defacement and development of mediation services to help residents address problem persons and behaviour directly.

**Contribution to the 7 Well-being Goals:**

Safer Community actions will contribute towards the resilient, more equal and cohesive communities goals.

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Performance measures where identifiable:	Is there a risk this will not be
Reduced number of people entering Criminal Justice System	No
Effective response to ASB—Strike 3 and 4 numbers	No
Identify and respond effectively to crime and ASB challenges.	No
<b>Qualitative measures:</b>	
<b>Risks identified:</b>	
Workspace for additional partners / agencies	Yes

**Evidence**

The Community Safety Hub is now well established with key agencies meeting daily. This has improved partnership working and reduced the necessity to hold S115 Meetings outside of the hub. Fortnightly Partnership Tasking meetings take place where areas of high demand and vulnerability are discussed. Additionally, a SOC (Serious Organised Crime ) Partnership Meeting concentrates on those individuals who are causing the most harm in the community and are graded as organised criminals.

The Hub has been in Operation for nearly a year. A review is planned to identify if the current working practises are conducive to the objectives for which it seeks. A review of current documentation will be performed and a survey circulated to the partners to address any areas that require improving and to ensure we capture all good news stories. The Safer Caerphilly Operational Working Group will also be reviewed in relation to its attendees and generated tasks which fall under this action area (Safer Communities).

Prevent Training—There has been further training for Gwent Police. In Caerphilly there are 5 Community Support Officers and 6 Police Officers now trained as champions.

A bespoke Police Volunteer Cadet Unit has now been established at a Special Education School in Trinity Fields, Ystrad Mynach. This is its first in Wales. There will be personal safety training / crime prevention advice / intergenerational working and project working that will align to the Police and Crime Commissioners Policing Priorities.

North Rhymney Project( Integrated Wellbeing Network and Compassionate Communities) - Service Lead from Health. Currently exploring beneficial engagement opportunities.

Ref	Key Tasks	Progress
A	Maintain an accurate picture of Anti-Social Behaviour and those responsible; encouraging and facilitating reporting and strengthening community confidence by effectively tackling issues through use of statutory powers or partnership referral and utilising early intervention and prevention schemes.	<ul style="list-style-type: none"> <li>• Two Priority Action Groups have been set up in identified anti-social behaviour hotspot areas covering the geographical areas of Lansbury Park and Phillipstown. Both of the groups have action plans which prioritise work for a range of partners.</li> <li>• Gwent ASB Leads are working together to review the Community Trigger process across Gwent due to recent Home Office recommendations. The review will incorporate a media campaign to ensure victims of ASB are aware of the Trigger and how to apply for one.</li> </ul>
Page 40	Ensure responsibilities for PREVENT and CHANNEL under Counter Terrorism and Security Act 2015 are met and develop an action plan to ensure all duties are fulfilled including training provision and promotion of community cohesion.	<ul style="list-style-type: none"> <li>• A Prevent based School Twinning Project has successfully linked two schools in CCBC with two schools in Cardiff. The new Community Cohesion Officer for Caerphilly is working to roll the project out to additional schools across the county borough.</li> <li>• A Gwent Prevent action plan has now been developed which meets the recommendations within the Home Office Prevent Toolkit. The plan is due to be signed off at the December Contest Board.</li> <li>•</li> </ul>
C	Work closely with statutory, specialist and internal partners to identify Serious Organised Crime through the Caerphilly Serious Organised Crime Partnership.	<ul style="list-style-type: none"> <li>•</li> </ul>
D	Work with partners to improve joint working and information sharing through the creation of the Caerphilly Community Safety Hub to address demand within Caerphilly County Borough.	<ul style="list-style-type: none"> <li>• The Community Safety Hub was established in January 2019 and continues to work well. Due to the demand from partners to be based at the Hub plans are currently being drafted to extend into a bigger space..</li> <li>• A WASPI agreement has been developed to cover the information sharing by partners within the Hubs across Gwent.</li> </ul>
<p><b>Guidance sought from the Public Services Board</b></p> <p>Nothing at this time.</p>		



**Caerphilly Public Services Board Well-being Plan  
Six Monthly Performance Report**

**Date: 10th December 2019**

**Action Area: AA4b Resilient Communities**

**Contribution to the 4 Well-being Objectives:**

- ◆ **Positive Change** - The Coalition for Change Board is made up of representatives from all PSB partner organisations. A key focus is to use our assets and resources more intelligently for the benefit of our residents
- ◆ **Positive Places** - A comprehensive programme is being developed to improve the physical condition of the estate and the homes on it. Work is underway to improve the well-being and resilience of individuals and to allow them to reach their full potential

**Contribution to the 7 Well-being Goals:**

The work will make particular contributions towards the prosperous, resilient, healthier, more equal and cohesive communities goals.

Performance measures where identifiable	Is there a risk this will not be achieved?
No. of homes having external wall insulation installed	No
No. of homes compliant with WHQS	No
<b>Qualitative measures</b>	
The LPC building (43 Atlee Court) is becoming increasingly used by the local community, mainly for information and Citizens Advice.	

**Evidence**

The multi-agency Coalition for Change Board has agreed an extensive programme of works at Lansbury Park based on the Deep Place Plan. Partnership working and community involvement will be key to delivering this work. The Board has agreed structures, responsibilities and reporting for each of its tasks.

Work is now underway to address the wider environment on the estate, and an Environmental Enhancement Plan is being developed. This Plan includes proposals for a replacement GP surgery and a community hub. It also examines opportunities to use the open space on the estate better and to reconfigure parking and garages. This Plan has been the subject of consultation events around the 11 courts in the summer and 2 weekend sessions to ensure inclusivity.

Caerphilly Homes has invested £4.4m in undertaking internal works to Council homes in Lansbury Park. Works undertaken consist of bathroom improvements, new kitchens, rewires and new central heating systems. A further £4m has been spent on installing external wall insulation and undertaking associated improvements to Council homes in order to improve the energy efficiency of homes, address fuel poverty issues and improve well being.

There are now fortnightly Community Safety Hub meetings held with partners to prioritise the risks and effectively respond to the risks of the challenges around Drug, Alcohol, Anti-Social Behaviour and organised crime faced in the area.

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Ref	Key Tasks	Progress 1—2 years
A	Consider how the findings and learning from the Lansbury Park work can be used to support other disadvantaged communities	This is a medium term task that will develop as the learning from the Lansbury Park work emerges.
B	Establish project management, co-ordination, delivery structures and responsibilities	The Coalition for Change Board continues to meet on a quarterly basis. Partners now lead on identified strands of work, with identified officers agreed for tasks.
C	Identify and evaluate the services currently being delivered for the benefit of residents within Lansbury Park, and the costs of delivery. Including a community audit	An Academi Wales graduate has been appointed to map the services currently delivered in Lansbury Park. Her initial 2 placements with Caerphilly Homes and Aneurin Bevan University Health Board have been concluded and she is now placed in Social Services.
D	Establish and deliver a programme of projects based on the Deep Place Study recommendations	Programme of projects agreed based on actions identified in Deep Place Plan. Leads, responsibilities and reporting structures agreed.
E	Support housing partners to deliver appropriate, affordable and sustainable homes.	This is a medium term task that will develop as the learning from the Lansbury Park work emerges. The work to establish a more balanced, demographic profile in Lansbury Park by working with the existing housing allocations strategy, will be particularly relevant to this task.

**Guidance sought from the Public Services Board**

Partners are urged to ensure that the service mapping for their service areas has been completed. This is a priority work stream for the PSB and the required level of staff time needs to be devoted to complete the mapping template and return it by the specified deadline.



## PARTNERSHIPS SCRUTINY COMMITTEE – 30TH JANUARY 2020

**SUBJECT: CAERPHILLY PUBLIC SERVICES BOARD'S CONSIDERATION OF THE WALES AUDIT OFFICE REVIEW OF PUBLIC SERVICES BOARDS**

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

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

- 1.1 To inform Partnerships Scrutiny Committee of a recent report by the Wales Audit Office (WAO) reviewing Public Services Boards in Wales (October 2019) and the consideration of that report by the Caerphilly Public Services Board at its meeting of the 10<sup>th</sup> of December 2020.

### **2. SUMMARY**

- 2.1 This report is a covering report to introduce the report provided to the Caerphilly Public Services Board (PSB) on the WAO review.

### **3. RECOMMENDATIONS**

- 3.1 That Partnerships Scrutiny Committee note the contents of the report to the PSB and the chosen actions to deal with the national recommendations of the WAO.

### **4. REASONS FOR THE RECOMMENDATIONS**

- 4.1 To allow Partnerships Scrutiny Committee to discharge its duties under Section 35 of the Well-being of Future Generations (Wales) Act 2015.

### **5. THE REPORT**

- 5.1 This report is a covering report to allow Partnerships Scrutiny Committee to be aware of the response of the Caerphilly PSB to the recent WAO national review.
- 5.2 The WAO review was a national study and so it applies to all 19 PSBs in Wales. The report to the PSB considered the points made by the WAO and how they applied to the Caerphilly PSB. It made a number of recommendations for actions to be taken to the 'Recommendations for Improvement' as they applied to the PSB. As a national WAO report not all of the recommendations it makes apply to the Caerphilly PSB. Those that do are subject to suggested actions for improvement.
- 5.3 The PSB accepted all the recommendations at paragraph 9.1 of the report on the 10<sup>th</sup> December 2020. These are currently being worked through by partnership officers.

5.4 Committee will be interested to note that the way in which is scrutinises PSB performance has been regarded as best practice by the Wales Audit Office, paragraph 2.6 of the WAO report, hyperlinked at Background Papers.

## 5.5 **Conclusion**

The PSB has accepted all of the actions to be taken. This report is for the information of Partnerships Scrutiny Committee Members.

## 6. **ASSUMPTIONS**

6.1 No assumptions have been made in this report..

## 7. **LINKS TO RELEVANT COUNCIL POLICIES**

7.1 Partnerships Scrutiny Committee are the local authority committee with responsibility for scrutinising the work of the PSB.

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

8.1 This report is consistent with the five ways of working as set out in the sustainable development principle in the Act, since it allows Partnership 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.

## 9. **EQUALITIES IMPLICATIONS**

9.1 This report is for information purposes only and 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.

9.2 One of the recommendations of the WAO related to assessing the impact of the PSB's actions for equalities issues. The PSB, as a partnership organisation, is not caught by the Equality Act 2010. However, one of its chosen actions is to develop a cross-organisation impact assessment process in response to the WAO national recommendation.

## 10. **FINANCIAL IMPLICATIONS**

10.1 There are no financial implications in relation to this report.

## **11. PERSONNEL IMPLICATIONS**

11.1 There are no personnel implications in this report.

## **12. CONSULTATIONS**

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

## **13. STATUTORY POWER**

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

Author: Kathryn Peters, Corporate Policy Manager and Public Services Board Coordinator  
Consultees: Councillor Philippa Marsden, Leader of the Council and Chair of the PSB  
Christina HARRY, Interim Chief Executive  
Councillor Jamie Pritchard, Chair of Partnerships Scrutiny Committee  
Councillor Gez Kirby, Vice Chair of Partnerships Scrutiny Committee  
Richard Edmunds, Corporate Director, Education and Corporate Services  
Stephen Harris, Interim Head of Business Improvement  
David Roberts, Principal Accountant  
Anwen Cullinane, Senior Policy Officer (Equalities and Welsh Language)  
Shaun Watkins, Principal HR Officer

Background Papers: Wales Audit Office Review of Public Services Boards- October 2019

<http://www.audit.wales/system/files/publications/review-of-public-service-boards-english.pdf>

Appendices:  
Appendix 1 Report to Caerphilly PSB 10<sup>th</sup> December 2019- Wales Audit Office Review of Public Services Boards October 2019



## PUBLIC SERVICES BOARD – DATE 10<sup>TH</sup> DECEMBER 2019

**SUBJECT: WALES AUDIT OFFICE- REVIEW OF PUBLIC SERVICES BOARDS  
OCTOBER 2019**

**REPORT BY: KATHRYN PETERS- CORPORATE POLICY MANAGER, CCBC**

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### 1. PURPOSE OF REPORT

- 1.1.1 To discuss the findings and recommendations of the recent Wales Audit Office report into the effectiveness of Public Services Boards. The report is hyperlinked at Background Papers, below.
- 1.2 To consider whether the PSB wants to submit a response to the recommendations and provide a copy to Welsh Government and the Welsh Local Government Association.

### 2. SUMMARY

- 2.1 The Wales Audit Office (WAO) conducted a review on the effectiveness of Public Services Boards (PSBs) in Wales following the implementation of the statutory responsibilities in the Well-being of Future Generations (Wales) Act 2015. The review was part of the WAO national studies series and gathered evidence from PSB member organisations, coordinators and from PSB websites and published information.
- 2.2 The WAO report makes a number of recommendations for PSB's (Appendix 1). This report considers where the Caerphilly PSB is in its development in the light of the recommendations and suggests options for the PSB to consider, including a suggested formal response to the WAO.

### 3. LINKS TO STRATEGY

- 3.1 The aim of the PSB is to maximise its contribution to the Well-being Goals within the Well-being of Future Generations Act (Wales) 2015. The PSB became a statutory board on the 1<sup>st</sup> April 2016. Since when it has conducted a formal well-being assessment on the state of the economic, social, environmental and cultural well-being of the Caerphilly county borough area and provided a 5 year well-being plan, 'The Caerphilly We Want 2018-2023', to drive collaborative activity to improve the well-being of future generations. The plan uses the information in the assessment and qualitative information gathered from an extensive programme of local stakeholder engagement.
- 3.2 The well-being plan has been in operation since the 4<sup>th</sup> of May 2018. It identifies 4 well-being



objectives:

- 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

These are delivered through 4 Enablers and 5 Actions Areas that have been the focus of activity among the PSB partners. Boards champions take responsibility for delivery against actions, lead officer arrangements are in place and regular update reports are provided to the PSB and the local authority designated scrutiny committee. The well-being assessment, well-being plan, progress update reports and all PSB papers are publically available on the PSB website.

#### 4. THE REPORT

- 4.1 Over the early part of this calendar year the WAO gathered evidence on the effectiveness of all 19 PSBs in Wales; this included a Welsh Government Committee Inquiry, a direct survey with PSB members and coordinators, and an assessment of all published information from PSB's including:

- Meeting reports, agendas and papers
- PSB websites
- PSB financial information
- Comparing well-being assessments with chosen objectives
- Recording who attended PSBs and their attendance record
- Assessing integration with other partnerships
- Considering the use of advice from the Future Generations Commissioner
- Reviewing all local authority PSB Scrutiny Committees
- Other research and guidance for public sector partnerships

The WAO intend their review to support the combined Welsh Government and Welsh Local Government Association Review of Strategic Partnerships. Their conclusion was that:

**Public Services Boards are unlikely to realise their potential unless they are given the freedom to work more flexibly and think and act differently**

This statement is further qualified:

- Public bodies have not taken the opportunity to effectively organise resources and integrate the work of PSBs
- PSBs are not being consistently scrutinised or held to account
- Despite public bodies valuing PSBs, there is no agreement on how their role should operate in the future

- 4.2 The Service Improvement and Partnerships Unit of Caerphilly County Borough Council have shared the report with Lead Officers and Policy Officers. An assessment of where we believe the Caerphilly PSB to be in its development journey, where further improvements can be made, and what actions should be taken is provided below.
- 4.3 The WAO made a series of 4 recommendations (Appendix 1). A WAO recommendation is a strong suggestion for changed practice. Ordinarily they are provided to audited organisations and the WAO follow up on implementation plans. This a generic national report, however, it is reasonable for the PSB to consider the report and respond as it sees fit. The WAO have not indicated any follow-up audit plan. Should WAO wish to examine the PSB in the future it is

likely that the national study will be used as an advisory document. There is a secondary part of the national review, on partnership work to tackle rough sleeping, however Caerphilly is not a study site for this element

- 4.4 Caerphilly PSB is specifically mentioned at two points in the report; for its engagement through questionnaires with the public as part of well-being assessment, and as a point of good practice in the way in which performance reports are shared prior to Partnerships Scrutiny Committee to inform the questioning of local elected members. It is worth noting that WAO received the PSBs digital annual report and provided positive comments back, sharing the report among the audit team as another point of good practice. Annual reports did not form part of the evidence studied for this review, falling out of scope due to timing.
- 4.5. Taking the recommendations at Appendix 1 in turn. The following comments are the views of the Policy support officers:
- WAO recommend that PSBs conduct formal equality impact assessments (EIAs) for any planned actions and that they review existing actions for equalities implications. The statutory guidance for PSBs was unclear on this point, in that it expected PSBs to review all EIAs written by partners, this approach would not inform a specific PSB action. Welsh Government are currently reviewing the guidance to make it clearer. PSB's are not a body caught by the Equality Act 2010. However, like the PSB's adopted approach to the Welsh Language Measure 2011 i.e. an undertaking to abide by the spirit of the legislation even though not directly caught by it, it would seem logical to apply the same principle to the Equality Act 2010.
  - The Caerphilly PSB is more transparent than many others, all papers are available on the PSB website one week in advance of meetings, meetings are now open to the public and the public is encouraged to ask questions of the PSB. A subsequent contact was made to WAO querying why the Caerphilly PSB website had not been listed as a point of good practice, the response was that all 19 had been examined and that it was not possible to list all those that were of a higher standard.
  - The Communications and Engagement Group already recognise the National Principles for Public Engagement in Wales and these are reflected in the group's Strategy document.
  - The Caerphilly PSB undertook extensive engagement with communities as part of well-being assessment and planning. This was recognised positively by the Future Generations Commissioner in her feedback to PSB's over 2017 and 2018. This included specific focused work with protected characteristic groups. However, as part of well-being planning many individuals and community groups offered their assistance in delivering the PSBs well-being objectives and plan. Some action areas and lead officers have been very good at capitalising on these offers of help and action group membership includes members of voluntary and community organisations. However, it would be a worthwhile exercise to revisit these offers of help, which are recorded in the engagement write ups, and ensure that all those members of the community that wanted to be involved have been given the opportunity to be so.
  - Caerphilly PSB, and its interaction with Partnerships Scrutiny Committee, was regarded as best practice by WAO. All committee members are trained and will receive further training in January using the Future Generation Commissioner's Framework for Scrutiny.
  - The Committee has co-opted on members of the Youth Forum and Menter Iaith to sit in scrutiny alongside elected members.
  - The PSB discharges responsibility for statutory Community Safety planning through the well-being plan via its Safer Caerphilly Action Area. No other statutory plans are wholly discharged through the well-being plan. The statutory guidance for PSBs (hyperlink in background papers) lists, at Annex A, the other statutory plans that may be discharged via a well-being plan. For information and how they are currently discharged:
    - **Substance Misuse Plan**- via the Gwent Substance Misuse Area Planning Board
    - **Promotion of the Well-being of Children**- via the PSB 'Best Start in Life' Action Area combined with the Regional Partnership Boards Area Plan
    - **Eradication of Child Poverty**- as for the Promotion of the Well-being of Children

- **Primary Mental Health Support-** Not known, clarification needed, see recommendation.
- **Social Services and Well-being Act Area Plan-** Regional Partnership Board Area Plan
- **Violence Against Women, Domestic Abuse and Sexual Violence Strategy-** through the Gwent VAWDASV Board, with annual reporting to the PSB
- Welsh Government has not easily enabled flexible models of working due to the complexity of the legislative framework around well-being plans, community safety plans, substance misuse plans, VAWDASV plans, area plans etc.

Some of these are statutorily at regional level, some are dictated by Welsh Government guidance, some are statutorily at a local level, some have associated funding that has been amalgamated up to regional level, some have purely regional funding but an expectation on local partners to deliver regionally, others have no associated funding but an expectation that partners will work collaboratively to deliver statutory duties. Many, with the exception of local PSB work, are sitting a potential 'governance gap' with no local elected member democratic oversight. Regional partners, in particular, are serving any number of boards in their area, often with different priorities for what would seem to be for very similar populations. Local authority staff are expected to deliver regional priorities but to translate them to local needs.

The PSB is concerned with the wider population including preventative activity to secure the well-being of future generations. The Regional Partnership Board (RPB), by legislation, is concerned with the well-being of those needing care and support, but not the wider population. However, significant funding has been allocated to the RPB with none of the considerations around wider preventative activity and where that should best sit. PSB activity is supported by a very small regional grant of around £50k per year.

The local authority disproportionately carries the responsibility of administering and facilitating the PSB. This goes beyond arranging meetings and includes all coordination or lead officers and policy support, performance reporting and liaison with Scrutiny, the local authority also has more lead delivery areas and more senior staff involved in delivery.

There may be scope to rationalise the partnership landscape in Gwent and the Gwent Strategic Well-being Assessment Group is working on a proposal for the G10 group for consideration.

There is a current Welsh Government, with Welsh Local Government Association, review of the strategic partnership landscape. The WAO report requests that the findings of their review form part of that.

4.6 Where improvements for the Caerphilly PSB can be made these are set out in the Recommendations section below.

4.7 The PSB may wish to echo the concerns raised in the WAO Recommendations 3 and 4 and write directly to the WAO, Welsh Government, the WLGA and the Future Generations Commissioner.

## 5. WELL-BEING OF FUTURE GENERATIONS

5.1 Please see Links to Strategy above.

## 6. EQUALITIES IMPLICATIONS

6.1 The Caerphilly Public Services Board, while not directly caught by the Equality Act 2010, may wish to abide by its principles and consider impact assessing its actions for detrimental effect on persons with protected characteristics and to see how equality of opportunity is encouraged through its activity, see recommendation above.

## 7. FINANCIAL IMPLICATIONS

7.1 None identified specifically as result of the report. However, the PSB may wish to take the opportunity to communicate its view on partnership funding.

## 8. PERSONNEL IMPLICATIONS

8.1 None.

## 9. RECOMMENDATIONS

9.1 That the PSB considers the following recommendations:

- Review and impact assess all action plan activity to consider whether any protected characteristic group is adversely affected and if so put in place mitigating actions  
**ACTION- Leads and Policy Support**
- Instigate an EIA type process for all new actions- draft a simplified check list to allow this to happen in a way which can be understood across organisations **ACTION- Service Improvement and Partnerships Unit CCBC**
- Review all write up reports for engagement and planning and ensure that all individual and groups are aware of how they can be involved in PSB activity **ACTION- Leads and Policy Support**
- Establish how the Primary Mental Health Plan required under the Mental Health (Wales) Measure 2010 is being discharged. **ACTION- ABUHB and CCBC**
- Consider the views of the PSB in relation to the WAO Recommendations 3 and 4 and whether these should be communicated to the WAO, Welsh Government and the Welsh Local Government Association to inform their review. **ACTION- PSB decision**
- Consider what support can be given to the proposal being made to the G10 group on rationalisation of partnerships. **ACTION- PSB decision**

9.2 A further update report will be provided to the PSB on any actions agreed.

## 10. STATUTORY POWER

10.1 The Well-being of Future Generations Act 2015 and associated statutory guidance.

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Background Papers: Wales Audit Office Review of Public Services Boards- October 2019

<http://www.audit.wales/system/files/publications/review-of-public-service-boards-english.pdf>

Shared Purpose: Shared Future 3- statutory guidance for PSBs  
<https://gov.wales/sites/default/files/publications/2019-02/spsf-3-collective-role-public-services-boards.pdf>

Appendix 1: Wales Audit Office Recommendations for PSBs

## RECOMMENDATION 1

In Part 1 of the report we set out that understanding the impact of choices and decisions requires public bodies to fully involve citizens and stakeholders and undertake comprehensive Impact Assessments. However, we found that current practice is insufficient to provide assurance that the needs of people with protected characteristics are fully considered when reviewing choices and the voice of citizens is not sufficiently influencing decisions.

**We recommend that PSBs:**

- **conduct formal assessments to identify the potential impact on people with protected characteristics and the Welsh language and review agreed actions to ensure any adverse impacts are addressed;**
- **improve transparency and accountability by making PSB meetings, agendas, papers and minutes accessible and available to the public;**
- **strengthen involvement by working to the guidance in the National Principles for Public Engagement in Wales;**

**and**

- **feedback the outcome of involvement activity identifying where changes are made as a result of the input of citizens and stakeholders.**

## RECOMMENDATION 2

In Part 2 of the report we review arrangements for PSB scrutiny and conclude that there are shortcomings and weaknesses in current performance and practice.

**To improve scrutiny, we recommend that:**

- **PSBs and public bodies use the findings of the Auditor General for Wales' Discussion Paper: Six themes to help make scrutiny 'Fit for the Future' to review their current performance and identify where they need to strengthen oversight arrangements and activity;**

**and**

- **PSBs ensure scrutiny committees have adequate engagement with a wider range of relevant stakeholders who can help hold PSBs to account.**

## RECOMMENDATION 3

In Part 3 of the report we summarise the difficulty of developing, implementing and resourcing PSBs and the challenges of managing multiple partnerships that can often have overlap and duplication.

**To help build capacity, consistency and resourcing of activity we recommend that:**

- **PSBs take the opportunity to discharge other plan and strategy obligations through the Local Wellbeing Plan;**

- **the Welsh Government enables PSBs to develop flexible models of working including: –**

merging, reducing and integrating their work with other forums such as Regional Partnership Boards; and – giving PSBs flexibility to receive, manage and spend grant monies subject to PSBs ensuring they have adequate safeguards and appropriate systems in place for management of funding; effective budget and grant programme controls; and public reporting, scrutiny and oversight systems to manage expenditure.

#### RECOMMENDATION 4

**To help build capacity, consistency and resourcing of activity we recommend that the Welsh Government and Welsh Local Government Association in their review of strategic partnerships take account of, and explore, the findings of this review.**