

## **THE CAERPHILLY WE WANT**

### **The Vision of Caerphilly Public Services Board**

Caerphilly Public Services Board (the Board) is committed to improving the outcomes for all residents living in the county borough area. Its focus will be on collaborative activity and shared commitment to work differently to bring about positive changes in the economic, environmental, social and cultural landscape of the area.

Assessing the well-being of the area has determined the local Well-being Objectives that the Board will focus on over the five year timeframe of the “The Caerphilly We Want” Well-being Plan. These objectives are intended to achieve a generational shift in focus for public sector activity in the area, to bring about tangible improvements in the well-being of current and future generations.

In order to focus its combined resources, the Board will promote activity that is outside the ‘day job’ of each individual member organisation, in order to make innovative directional changes. Actions taken will be truly collaborative in nature, involving more than one partner. Actions highlighted through the local Assessment of Well-being are those that are intended to bring about long-term change in well-being outcomes for our population. The Board understands that securing the well-being of its population prevents need, and reduces demand further down the line. Integrating activity across the partner members is considered to be the best chance of securing maximum impact for decreasing public sector resources.

The Board will continue to involve communities, the private and third sectors, and other groups and bodies with an interest in improving the well-being of the area in its action planning and activities. Long-term generational change takes time, and this first Well-being Plan for the area sets the strategy for the first five years.

The Board has adopted the local Well-being Objectives set out below in order to achieve “The Caerphilly We Want”.

#### **Positive Change**

##### **A shared commitment to cross-sectoral change**

- Provide leadership to facilitate the necessary organisational culture change, and shift to new ways of working in accordance with the Sustainable Development Principle
- Use our assets and resources more intelligently and sustainably
- Support our residents and partners to contribute fully to the Caerphilly we all want

## **Positive Start**

Giving our future generations the best start in life

- Investigate opportunities to invest in the early years to build resilience across the life course and improve outcomes for current and future generations
- Create an ACE (Adverse Childhood Experience) informed Caerphilly county borough to enable collaborative strategic action that can reduce and prevent ACEs and build resilience in children

## **Positive People**

Empowering and enabling all our residents to achieve their own potential

- Facilitate a shift towards collaborative working with an emphasis on prevention to address current and future health and well being challenges.
- Develop a co-ordinated programme of volunteering, maximising it as a route to personal well-being and employment, including promoting corporate volunteering
- Establish all age apprenticeship programmes across PSB member organisations with co-ordinated points of access
- Equip our residents to manage their health and well being needs in partnership with services

## **Positive Places**

Enabling our communities to be resilient and sustainable

- Support our most disadvantaged communities to be resilient, cohesive and enable them to help themselves
- Protect, enhance and promote our natural environment and foster community action on environmental issues
- Work with regional partners to create safe, confident communities and promote community cohesion.
- Increase the contribution that the environment makes to the health and well-being of our residents.
- Provide primary and community health services closer to home

Achieving these objectives will be done differently to previous integrated planning processes. Activity will not be undertaken in silos, performance will not be focused on outputs but on outcome orientated action, and the accountability for delivering actions will be directly with Board members.

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

### **Context**

The Caerphilly Public Services Board operates in a local, regional and national policy context. A number of key strategic drivers will be taken account of alongside this first Well-being Plan for the area. Local is defined as within the Caerphilly county borough local authority area. Regional strategic planning for the ten authorities of South East Wales is focusing on the Cardiff Capital Region City Deal, the regions ambitious vision for a vibrant well-connected economy in the area. The Ministerial Valleys Taskforce is focusing on similar aims for communities along the M4 corridor. Deliverable and tangible outcomes for the City Deal, and Valleys Taskforce, support and sit alongside this local Well-being Plan. Local Government Reform has set a regional direction for strategic economic development, land use and transport planning. The actions and activities in this plan will complement (not contradict or duplicate) and support and enhance (not undermine) regional planning.

With the exception of the local authority, Board members operate at wider geographies than Caerphilly county borough, and therefore this Well-being Plan is written to be mindful of the Well-being Objectives of partner members. The associated Well-being Delivery Plan includes actions that are selected based on what partner members can deliver for the local area. However, there is a need to ensure consistency of delivery outside the county borough for the Gwent footprint, and City Deal footprint in particular.

The Social Services and Well-Being (Wales) Act 2014, and its associated Regional Area Plan, is determining the needs of the population for health and social care support. The Population Needs Assessment for the Area Plan, and the Well-being Assessment for the Well-Being Plan, have naturally identified areas that overlap. To illustrate one such example, loneliness and isolation linked to an ageing population has been identified in both assessments. Actions within the Well-Being Plan will complement those of the Area Plan, particularly where they prevent poor well-being escalating into a need for care and support.

### **Future Trends**

The local Assessment of Well-being has extrapolated, as far as is possible, the future trends for the area under the seven National Well-being Goals for Wales. This is further supported by Welsh Government's Future Trends report. The Board is encouraged that this key resource will contribute to decision making over the lifetime of the plan and beyond. This Well-Being Plan is not intended to be a static document. The actions and activities set out in the associated Delivery Plan will be achieved over variable time frames. Each activity is intended to result in an incremental improvement in well-being, and as actions are achieved and evidenced practice embedded, new activity will be undertaken. Future well-being assessments and informed decision-making will assist in this.

The Public Services Boards in Gwent have commissioned a future scenarios assessment of the Gwent area that will inform the Delivery Plan from May 2018 and beyond. This, combined with the local Assessment of Well-being and the Future

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Trends report, will ensure the Well-Being Plan is a live document that evolves as the Board aims to serve the well-being of future generations moving forward.

### **How did we arrive at our objectives?**

The Assessment of Well-being identified 37 issues for further consideration and possible further work by the Public Services Board, in order to help develop its Well-being Objectives. A series of prioritisation exercises were undertaken with a range of participants, which identified six priority areas for the Board to consider, namely:

1. Providing training, support, apprenticeships and employment opportunities that are appropriate for all ages and sectors of the community.
2. Identifying and breaking the cycle of Adverse Childhood Experiences.
3. Ensuring people feel safe in their community, by reducing crime and anti-social behaviour and the fear of crime.
4. Developing suitable, sustainable housing that meet the variety of people's needs, including affordable housing.
5. Facilitating a shift from mental and physical ill health to a society that enables people to adopt healthy behaviours. To reduce the inequality gap in life expectancy and healthy life expectancy between the most and least deprived populations in the county borough.
6. Reducing low level environmental issues by fostering respect, responsibility and ownership of local areas. Improving the provision of, access to and promotion of community outdoor spaces, green spaces and the wider countryside.

The Board considered the Assessment of Well-being and the six priority areas identified above at its meeting in March 2017. At this meeting the Board agreed that more detailed investigations, in the form of 'response analyses' should be undertaken into the 6 priority areas. A common template was used for each topic area, this further work looked at the justification for prioritising each area of work, how each could contribute to the Well-being Goals, what work is currently ongoing and what more could be done.

At their meeting in June 2017 the Board considered the response analyses for four of the six topic areas and agreed that five of the priority areas would be further developed in inform the objectives of the Well-being Plan. In relation to the housing priority area, the Board view was that this was too narrowly focused and agreed to replace it with the following priority:

- Sustainable communities with a focus on our most disadvantaged areas.

In formulating its Well-being Plan, the Board has emphasised a move away from the compartmentalism that characterised some of the work under the Single Integrated Plan, and should also be based on the 5 ways of working under the Sustainable Development Principle.

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Starting in July 2017, facilitated events were held that engaged with a wide range of key stakeholders through the bi-annual Caerphilly Standing Conference and Caerphilly Voluntary Sector Liaison Group. Attendees were asked to consider how they felt they could work together in a more integrated and collaborative way on the 6 priorities. During workshop session they were asked to provide input in particular on those priorities they would not normally engage with, and the results were enlightening for both those participating and the PSB, with many new ways of working and linkages identified.

Following these engagement workshops a comprehensive detailed review of all the response analysis data, engagement feedback and suggestions was then completed. What emerged very strongly was a clear sense that all the stakeholders felt very positive about the development of the Well-being Plan. However, there was a clear need to facilitate a step change in leadership style, communications and engagement to enable a more consistent approach and understanding of how services and support can contribute to sustainable services.

What was clear was that people and places were critical to well-being, that there should be a focus on early years, and that to make the changes that the Board requires there would need to be significant changes to the way we work currently.

Consideration of all this information led to the development of the Positive Caerphilly approach incorporating Positive Change, a Positive Start, Positive People and Positive Places.

### **How We will Deliver – Key Principles**

#### 1. Involving our Communities

The communities of Caerphilly county borough have provided a wealth of insight into the conditions they, and their children, require for well-being. The Board is grateful for the time, effort, and careful consideration of all those that have helped to shape the local well-being objectives. As we move into delivery against the Well-Being Plan we are keen to keep this dialogue open. Only by working with local residents, their representatives and the private and third sector can we hope to achieve our shared objectives. The Board welcomes direct contact from local communities to understand the lived experiences of people living and working within the area. For further information on contacting the Board see “The Caerphilly We Want” website:

<https://your.caerphilly.gov.uk/publicservicesboard/>

Understanding the horizons, the experiences, and concerns of children and young people is potentially the most useful lens through which to shape activity in relation to future generations. The views of the county borough’s young people will continue to be important to the Board. The Junior and Youth Forums of the county borough (and wider youth engagement) will be used to refine and refocus activity over the lifetime of this plan. Annual priorities are selected by the Junior and Youth Forums, and the Board has committed to receive future presentations and assist in meeting these priorities on an annual basis.

## 2. Identifying Key Preventative Activities

Identifying the preventative activities that can be delivered collaboratively amongst Board members and with communities will be an ongoing process. Allocating resources to partnership activity is a challenge when faced with decreasing budgets; however, it is only by working together that improvements to well-being can be made.

The Well-Being Delivery Plan that supports the work of the Board does not sit under priority areas, themes, or delivery groups. Rather, it identifies a series of outcome orientated actions and activities to respond to the 'wicked' issues facing the county borough. The identified areas have been supported by action planning with partners and communities. As areas of work are delivered in collaboration, and across the aims and objectives of contributing partners, so they integrate across the well-being objectives of each public body and contribute to the National Well-being Goals for Wales. The Board has deliberately avoided a tick-box matrix of where each action contributes to a Prosperous Caerphilly, a Resilient Caerphilly, a Healthier Caerphilly, a More Equal Caerphilly, a Caerphilly of Cohesive Communities, a Caerphilly of Vibrant Culture and Thriving Welsh Language, and a Globally Responsible Caerphilly, which provided the structure for the Well-being Assessment.

The objectives of this plan and associated actions are so intrinsically interlinked that exercises to demonstrate integration have limited value.

## 3. How Will We Track Progress?

The Caerphilly We Want Delivery Plan will set the actions to be taken in collaboration and the expected timeframe for completion of each area of work. Lead bodies and key Board member responsibilities have been allocated to each activity area.

Progress against each action area will be assessed on a quarterly basis by the Board's delivery leads, who will be responsible for ensuring continuous progress to complete the actions they are responsible for. Where there are relevant, collectable performance indicators these will be used to demonstrate progress. However, qualitative assessment of progress is equally valid, particularly if that qualitative assessment has come from a member of the public. Where relevant and illustrative of progress, case study vignettes will be used to demonstrate effectiveness.

Population outcome data offers the most demonstrable long-term measure of progress. Population outcome data changes less frequently than output data and it must be remembered that in some cases the commitment to actions are for the long-term and changes in outcome data may not be seen for some time; neither can they be attributable to a single intervention in most cases.

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The national indicator set (where it can be extrapolated for the county borough area) will be used at each release. Again the national indicators will not match closely to actions, however, the national measurement will show progress over time for the area.

The Public Service Boards in Gwent have commissioned Happy City (<http://www.happycity.org.uk/>) to develop:

- i. A Happy Communities Index to report on the conditions for well-being at various geographical levels across Gwent. It will help the Boards to understand and assess the determinants of well-being and establish the foundation for better decision-making and resource use for improving the lives of our residents.
- ii. A Happiness Pulse for Gwent, which will be an accessible, informative tool that will measure three key areas of personal well-being – how people feel, how they act and how they relate to others, as well as exploring how residents engage with life in their communities. It will be designed to be engaging and informative for individuals whilst giving vital data to businesses, communities and the public sector on how they can better support improvements in well-being.

In the round, the combination of outputs, case studies, population outcomes, national indicators, and Happy Communities data will track progress over time.

#### 4. How Will we be Accountable?

Delivery leads will be responsible to the Board under the Board's existing Performance Management Framework. In addition, a lead sponsor/champion will be nominated from within the Board's membership to have oversight and accountability for delivery for particular areas of the plan. The Board receives quarterly exception reports at each of its meetings. Exceptions that are deviating from the expected trajectory, either positive or negative, are brought to the attention of the Board at each of its meetings so that recognition, or corrective action, can be taken where necessary.

Performance reports are placed on the monitoring section of "The Caerphilly We Want" website and as part of the meeting papers for each quarterly Board meeting.

<https://your.caerphilly.gov.uk/publicservicesboard/content/monitoring-scorecards>

The Local Authority Partnerships Scrutiny Committee receives a summary exception report at each of its meetings and has the ability to call Public Service Board Members to account for delivery progress.

## **The Caerphilly We Want Well-being Delivery Plan**

It is important to note that although the Delivery Plan will be divided into the 4 Positives: Change, Start, People, and Places; action areas, projects and actions will often contribute to more than one 'Positive'. They can and are likely to vary in size and impact. They will be collaborative in nature and, as a matter of course, will have two or more partners and on larger projects could have significant multi agency involvement.

Each action area will have identified aims, and will operate on a task and finish basis. Each area will have lead officers nominated by the PSB who will oversee the work and report on progress to their PSB Positive Action nominated Board Champion.

Lead officers will co-ordinate and drive forward projects and actions with the support of officers from PSB partner organisations and, where appropriate, residents or community groups identified to be part of the working group. The working group for each action area will develop its own action plan incorporating short, medium and long-term actions. These action plans will be agreed by the Board.

Reporting will be on an "exceptions basis" by the PSB Champion to the Board, meaning that specific reports will only be provided to the Board should issues need to be brought to their attention, either positive or negative. Aside from Board reporting, should PSB members or others wish to be informed of progress on any of the work streams they should contact the Lead Officers.

Each action area will provide an annual report of progress against its agreed aims and actions.



## **The Caerphilly We Want Delivery Plan** A shared commitment to cross-sectoral change

### **Positive Change-**

#### **Communications**

- Develop and implement a meaningful, long term engagement strategy to involve and inform stakeholders
- Produce and promote a “Caerphilly Prospectus” setting out the positive elements of the county borough
- Jointly communicate the positive messages about the county borough to our residents, businesses and potential inward investors

#### **Working together**

- Seek to establish the necessary links and systems to facilitate joint working and sharing of good practice
- Identify and implement joint projects that provide benefits from partnership working and the sharing of resources
- Provide training and awareness raising with all PSB member organisation staff so that they understand the importance of the work on well-being, what is required and how they contribute

#### **Procurement**

- Seek to ensure that when we spend our money we maximise the benefits to our communities by using our procurement processes to spend budgets locally where ever possible
- Seek to work together to maximise the value for money we gain by joint procurement
- Secure the maximum community benefits from the contracts we let
- Seek to ensure that where possible, the goods and services we procure reflect the sustainable development principle by being sustainable, low carbon and ethically responsible

#### **Asset Management**

- Map our assets and seek to maximise their use and value including sharing of physical assets
- Work together to reduce our energy use and increase our generation of green energy
- Work together to increase the use of electric vehicles and the infrastructure to support them

## **Positive Start** Giving our future generations the best start in life

### **Adverse Childhood Experiences**

- Improve awareness of the importance of early life experiences on the long term health, social and economic prospects of children within PSB organisations, schools and communities
- Share and explore best practice amongst PSB organisations to understand and highlight the long term impact of ACEs on individuals, their families, their future children and grandchildren.
- Explore how the PSB can deliver its services through an ACE informed lens.

### **Building Resilience**

- Share and explore the evidence, amongst PSB organisations, that interventions for children and young people, especially the most vulnerable, could lead to long term savings, by reducing the risk of health and social problems and by improving education, training and employment prospects
- Prepare a green infrastructure strategy to ensure green spaces and renewable technology form an integral part of new developments.
- Develop mechanisms and support for residents to become actively involved, and to “do things for themselves”

## **Positive People** Empowering and enabling all our residents to achieve their full potential

### **Volunteering**

- Develop a co-ordinated programme of volunteering, maximising it as a route to personal well-being and employment, including promoting corporate volunteering

### **Apprenticeship Programme**

- Establish an all age apprenticeship programmes across PSB member organisations with co-ordinated points of access

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### **Keeping people healthy across the life course**

- Advocate for a move away from short term project / programme funding and performance reporting mechanisms, to create a preventative system wide way of working that supports people to take more control of their health and well being
- Invest in the well being of our workforce(s)
- Implement the regional Care Closer to Home Strategy

### **Plan and secure sustainable and accessible health and social care services that meet current and future needs and address health inequalities**

- Explore new workforce models with partners to incorporate a wider variety of professionals with different skills and expertise to reflect the needs of the population.
- Increase the understanding of the benefits of preventative work within PSB organisations
- Identify how the contribution of the environment and green spaces to health and wellbeing can be maximised.

## **Positive Places** Enabling our communities to be resilient and sustainable

### **Sustainable Communities**

- Agree a definition of a “sustainable community” and the elements that contribute to it.
- Support the “Coalition for Change” approach in Lansbury Park as a pilot aimed at identifying methodologies that can be rolled out to other communities.
- Work with housing partners to pilot projects that contribute to sustainable communities

### **Safer Communities**

- Work with regional partners to create safe, confident communities and promote community cohesion.
- Work to tackle irresponsible use of green space including grass fires, fly tipping and off-roading

### **Protect and enhance the local natural environment**

- Focus on education and behaviour change to help everyone understand why green spaces and biodiversity are important.
- Identify and remove the barriers to people accessing green spaces (transport/ location, knowledge etc.)
- Link communities with the management and promotion of the local environment, to encourage them to take ownership of their local environment.