



## REGENERATION AND ENVIRONMENT SCRUTINY COMMITTEE – 19TH SEPTEMBER 2017

**SUBJECT: PHASING OUT OF COMMUNITIES FIRST, PROPOSALS FOR  
REVISED WELSH GOVERNMENT PRIORITIES AND ASSOCIATED  
STAFF RE-STRUCTURE.**

**REPORT BY: CORPORATE DIRECTOR COMMUNITIES**

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### 1. PURPOSE OF REPORT

- 1.1 To outline the phasing out of the Communities First programme and the proposed implementation of the Legacy and Employment Fund.
- 1.2 To outline the departmental re-structure and recruitment period enabling a seamless transition to the Welsh Government's revised priorities and associated funding.
- 1.3 Members to consider if the proposals detailed within the report are appropriate and effective against the funding and policy criteria offered by Welsh Government.
- 1.4 Members views are sought on the approach to the phasing out of Communities First and the proposed approach to the new programmes, associated milestones and staff structure prior to seeking Cabinet approval.

### 2. SUMMARY

- 2.1 Since 1st April 2012, Communities First has been a Community Focused Tackling Poverty Programme with a geographical focus, concentrating on the most deprived communities in Wales.
- 2.2 The programme has been based on 52 Clusters (groups of Lower Super Output Areas) across Wales, identified through the Welsh Index of Multiple Deprivation. Within Caerphilly there are currently four clusters:
  - Caerphilly Basin
  - Mid Valleys East
  - Mid Valleys West
  - Upper Rhymney Valley

The current Communities First areas are included in **Appendix 1**.

- 2.3 The programme has delivered against 101 performance indicators across the themes of Prosperity, Health and Learning. Staff funded by the programme have been expected to deliver against the key indicators identified, enabling us to clearly demonstrate their role within the programme. In addition to the Communities First programme there are currently two Council funded Community Regeneration Coordinators who have provided management support for the Communities First programme as well as providing support to communities outside the programme. These teams work collaboratively with the Communities 4 Work

programme funded through the European Social Fund (ESF) and the LIFT team also funded by Welsh Government. The current full Community Regeneration team structure is included in **Appendix 2**.

- 2.4 In addition, Communities First has funded 8 delivery staff based in Gwent Association of Voluntary Organisations (GAVO), 4 delivery staff and 65% of a management post in Groundwork, as well as the Manager, revenue costs and 2.5 full-time equivalent youth workers in Senghenydd Youth Drop In Centre (SYDIC).
- 2.5 On 11th October Carl Sargeant AM, Cabinet Secretary for Communities and Children, made a statement which outlined Welsh Government's intention to create a more prosperous nation of resilient communities. The Cabinet Secretary announced that he is "*minded to phase out the Communities First Programme while establishing a new approach to meet the challenges of the future*".
- 2.6 On the 14th February 2017, following a period of engagement with communities and stakeholders, the Cabinet Secretary confirmed that Communities First would be phased out between 31st March 2017 and 1st April 2018. Communities First funding will continue at 70% of 2016/17 levels until 31st March 2018.
- 2.7 The coming year provides the opportunity for a transition period which secures the legacy of Communities First whilst moving to a fresh approach to building resilient communities. Central to this approach are the 'Three E's':
- **Employability:** ensuring communities are ready and able to work
  - **Empowerment:** making sure communities are engaged and empowered to have their voices heard in the decisions that affect them; and
  - **Early Years:** giving children the best start in life
- 2.8 A full restructure of the Community Regeneration team will be required in order to continue delivering the Communities for Work and LIFT programmes, as well as implementing the new Welsh Government initiatives, which will be funded from 1<sup>st</sup> April 2018. Both the Employment Support Fund and Legacy Fund, which are successors to the existing Communities First programme, are explained in more detail throughout the report.
- 2.9 In previous years the Communities First grant has been awarded to the Third Sector as well as Local Authorities, and where Local Authorities have been the grant recipients a partnership approach to delivery through Collaborative Agreements has been accepted. However, from 1<sup>st</sup> April 2018 Local Authorities only will be awarded the new Legacy and Employment Support funds. The Communities for Work and Employment Support delivery and structure are prescribed by Welsh Government and delivered by Local Authorities on their behalf through a Memorandum of Understanding. These programmes cannot be outsourced. The Legacy programme should be an integral part of both programmes, providing the administration and wider support for those with complex barriers to employment. In addition the new Legacy programme should influence the re alignment of core public sector budgets. Whilst elements of the Legacy fund could be delivered by third sector organisations they would have to be appropriately procured.

### 3. LINKS TO STRATEGY

- 3.1 The programmes contribute to the Well-being Goals within the Well-being of Future Generations Act (Wales) 2016. Moving forwards into the new way of working will still need to evidence commitment to the 'five ways of working'
- *A prosperous Wales*
    - The programmes aim to support, young people, adults and families to achieve their personal goals which may include raising aspirations, children's development, and employability skills and build life skills for their future. In addition they support families to

improve their resilience, financial management, and literacy skills as well as support them to gain confidence to move on to employment support programmes, which aim to support and grow our economy.

- *A resilient Wales*
  - Many of the programmes encourage delivery of and use of local community based provision for sustainability of local resources.
- *A healthier Wales*
  - The Healthy schemes are embedded into practice across many of the programmes projects, encouraging healthy eating and activity, as well as reinforcing healthy behaviour messages, like no smoking. There are also key health messages throughout the various projects. Using local community based provision for delivery of the programmes encourages walking rather than driving to settings and groups. Employment project participants are supported to access public transport.
- *A more equal Wales*
  - The programmes have a main objective to encourage opportunities to return / start employment as the main route out of poverty. Reduce the impact of poverty on children, young people, adults and families through supporting them to access interventions, building confident and resilient communities and promoting positive development and attainment.
- *A Wales of cohesive communities*
  - A criticism of the Communities First, LIFT and Communities for Work programmes is the geographical targeting of postcodes, this also acts as a way to support those communities in the most concentrated areas of need. The geographical nature enables targeting of resources; creation of well resourced quality community based provision and builds a value to their local area, which other families want to access. However, joint planning and collaboration with the other three anti poverty programmes and ESF non CF employment support has attempted to mitigate this issue.
- *A Wales of vibrant culture and thriving Welsh language*
  - Facebook pages and communications are now bilingual so that choices can be made as well as having translation into other languages as needed.
- *A globally responsible Wales*
  - Wellbeing is embedded through practice, including programme / project delivery and the new specification designs.

## 4. THE REPORT

### The Transition Plan

- 4.1 Communities First funding from 1st April 2017 to 31st March 2018 is 70% of 2016/17 levels. It is for Caerphilly County Borough Council as the Lead Delivery Body (LDB) to profile the funding throughout the year. Welsh Government has given LDBs maximum flexibility to spend grant awards in a way that suits local need. The LDBs can choose to fund Communities First projects through to March 2018, or phase out funding and activities and transition to a new approach at an earlier point.
- 4.2 The phasing out of Communities First has provided an opportunity to adopt a more integrated and targeted approach, in particular with the Housing Division, stitching the various programmes together for greater impact in some of our most deprived housing estates. It also offers opportunities to join up public services more widely, both across the Council and with partners, to maximise their impact and ensure value for money at a time when public funding is under pressure.
- 4.3 An **Outline** transition plan was submitted to Welsh Government on **31st March 2017**. The plan set out Caerphilly's approach to the transition, our intended timescales and type of projects to be continued in year. The Welsh Government endorsed Caerphilly's Outline Plan on 12th April 2017. The plan is attached in **Appendix 3**.

- 4.4 A **full** transition plan was submitted on **31st May 2017**. Due to the timescales Welsh Government recognised that these were subject to formal processes and agreement and are not yet fully endorsed by the Council.

### **The Phasing Out of Communities First**

- 4.5 The Communities First budget received from WG for 2016/17 was approximately £2.902m. Following the announcement from the Cabinet Secretary, for 2017/18 this budget has reduced by 30% to approximately £2.031m (a saving of £870k). For the period between 2018 and 2020, (whilst the employability support element of the programme will be protected), we have received confirmation from WG that our allocation from the Legacy fund will be £547k per annum.
- 4.6 This is a fundamental change to both the depth and breadth of the programme as we know it and consequently this will require a different delivery model for both the short and longer term.
- 4.7 The phasing out of the programme will be flexible to reflect the reduction in budget and an expected continual reduction in staff resources. The Communities First team will adopt a whole area approach rather than a dedicated cluster area approach, utilising staff expertise across all areas. Areas will be prioritised according to greatest need as identified above and delivery in non priority areas gradually withdrawn between 1st April 2017 and 31st June 2017. Projects identified for continuation at present will be phased out over a longer period to 31<sup>st</sup> December 2017; and staff contracts have been extended accordingly. Therefore, to ensure a seamless transition from Communities First to the new way of working will require a re-structure and recruitment period between 1st January 2018 and 31st March 2018.
- 4.8 Both GAVO and Groundwork Caerphilly have opted to utilise the total 2017/18 budget available from April 1st 2017 until December 2017. Whilst this is not ideal from a delivery perspective it has been agreed that this approach be accepted to enable both organisations to effectively manage their own transition from Communities First to meet their organisational needs. Early indications of the end date for each has enabled us to factor this into our transition arrangements. The Caerphilly contribution from Communities First to both GAVO and Groundwork is relatively small in comparison to contributions from other Local Authority areas. For example in Blaenau Gwent, where GAVO has been the Lead Delivery Body for the programme. It is also worth noting that the wider voluntary sector is under increasing pressure with reduced funding outside of Communities First.
- 4.9 Cluster Managers have considered the projects in the 2016/17 delivery plans and utilised project performance figures, participation levels, budget allocations & value for money and links to the 3 E's agenda (Employment in particular) to determine which projects to take forward. Consideration has also been made as to whether particular projects could be delivered by partners where appropriate, either in the near future or the longer term.
- 4.10 Cluster Managers have also discussed outline delivery through the transition phase with the Senior Employment Mentor in the borough; ensuring projects meet not only the direct employability support needs of participants but also their wider needs e.g. improved mental health & wellbeing and digital skills.
- 4.11 The database for monitoring participant numbers and outcomes will be maintained throughout the transitional period, providing evidence for reporting purposes but also continually informing the development of the legacy programme.
- 4.12 In line with the WG focus on Employment as the best route out of poverty, the delivery of employability support & associated opportunities for training will remain a priority. However to reflect the reduction in budget allocation during 2017/18, there will be a reduction in the number of single courses previously arranged by individual Clusters. The team will take a joint approach to delivery of courses, so whilst there will be less individual courses available, they will be open to a larger number of participants from a wider range of areas. Communities for

Work and LIFT participants will continue to benefit from Communities First training provision where appropriate.

- 4.13 Work undertaken as part of the digital inclusion agenda will continue, supporting participants' digital literacy levels and enabling them to fully participate in an increasingly digital world. This will include the provision of basic IT training and accredited training where required. To support the sustainability of this provision in our communities as the programme phases out we will continue to maintain & develop the already substantial network of digital volunteers operating in the borough, primarily via the Digital Friday's initiative.
- 4.14 Most elements of delivery work undertaken as part of the previous 'Healthier Communities' theme will continue during the transitional period and options for low/no cost delivery have been explored. Links built via the Neighbourhood Care Networks (NCNs) means there is demand and a volume of participants for the Healthy Lives project (health education & physical activity). It is low cost, flexible and can be adapted to meet the needs of the participants. The XPERT programme operates on an Aneurin Bevan University Health Board (ABUHB) (and national) basis, however due to capacity issues within the health board, the programme in Caerphilly is currently delivered by Communities First staff. Maintaining the project through the transitional period will allow sufficient time for the Public Service Board & NCNs to review the outcomes of XPERT & other programmes delivered by Communities First and determine if they deem them a priority for consideration of any funds they hold.
- 4.15 The overall physical activity programme will be reduced and sessions with consistently low attendance will be phased out between April and June 2017. Subsequent to the summer period, sessions in areas which are unlikely to form part of the legacy bid will be withdrawn by December 2017. The StreetGames project will be continued across the borough funded by Welsh Government directly to StreetGames. A focus on sustaining local doorstep hubs will be a priority. CCBC will work collaboratively with StreetGames to identify the location of these hubs to fall in line with the plans for the identified priority areas as part of the Legacy programme. There are currently vacancies in the physical activity posts which will not be back filled; and the remaining staff will cover sessions across the borough, outside of their previous Cluster areas.
- 4.16 Mental health & wellbeing provision (classes) will be retained through the transitional period and wherever possible will be tailored towards supporting people back into work, but also the long term unemployed, for whom poor mental health may be a barrier. Communities First staff support for programmes currently co-delivered with partners in the Primary Care Mental Health Team (Stress Control & Activate Your Life) will be withdrawn by December 2017 at a time mutually agreed with the Health Board, to ensure the excellent working relations built are not compromised. Key self-help groups will continue to be supported while the programme is phased out; and referrals made to our partners including MIND, Hafal and Growing Spaces for any customers who require further ongoing support. GAVO Development Officers will lead on this work, supporting the groups with plans for long term sustainability following the end of the Communities First programme. The successful Men's Sheds projects will be supported to become sustainable in the longer term. There are also opportunities to refer participants currently enrolled with Communities First to the new Groundwork Wales 'Wood To Work' programme, funded by the RDP.
- 4.17 The successful Foodbank project within the Upper Rhymney Valley cluster will continue to be supported via CF Funding within the 2017-18 year. However, it is currently unclear if any funding will be available to maintain the project post March 2018; and therefore staff will also use this transition time to explore alternative funding options, given the vital nature of this resource as a support for families in poverty.
- 4.18 Current delivery within schools will be phased out at the end of the summer term, with provision for young people in full time education requiring a full phase out by 31st March 2018. As part of this approach, the Learning Pathway Centres (LPC) and the School Support project will be maintained until July 2017 with the option of extending support only until December 2017 in line with staff contracts. However, the Family element of the LPC provision will cease

as these staff have been lost. Personal & Social Development and Youth Crime Prevention projects will be maintained and will focus on providing the best possible exit for young people currently supported. The Extra-Curricular Qualifications projects will be removed due to reduced capacity of staff and the associated project budget as part of the savings. Projects being delivered in schools in the St James area (& St Martins Comprehensive School) will continue, with reduced budgets. As Lansbury Park is a key regeneration area these projects are likely to form a component of the Legacy fund post March 2018.

- 4.19 An illustration is detailed in **Appendix 6** which shows the phasing of the above projects and also highlights what programmes will be retained.

### **Implementation of the Legacy Fund, from April 2018**

- 4.20 The Welsh Government has allocated £547,000 of Legacy funding to Caerphilly CBC. Caerphilly's proposal will require a more detailed evaluation of the existing Communities First areas with a re-focus on a smaller number of prioritised geographical areas, to reflect the Welsh Government's new focus on the three E's and Adverse Childhood Experiences. The move to the new way of working will require new, but fewer staff roles to facilitate a focused, concentrated and integrated effort where poverty and social deprivation is particularly prevalent, recognising that sustainable employment is the best route out of poverty. A seamless transition from Communities First to the new way of working will require a re-structure and recruitment period that includes the whole Community Regeneration team, including the two Community Regeneration Coordinators funded by the Council, between **1st January 2018 and 31st March 2018**. It may be possible to undertake a tender process to out source elements of the programme if required at a later date. However, with a particular focus on service re-alignment it is felt the Council would be best placed to undertake this role as the Community Regeneration department is also responsible for the delivery of both the Communities for Work and Employment Support programmes. The Legacy programme is integral to both these programmes and their delivery need to be intrinsically linked to provide a holistic, collaborative approach to addressing poverty.
- 4.21 This new delivery model will reflect the Welsh Government's focus on the three E's; using the Indicators for Adverse Childhood Experiences in addition to the Welsh Index of Multiple Deprivation (WIMD) to identify priority areas, with a move to both an asset based approach to community development and co production of services for the areas. Asset mapping of agreed communities will be undertaken to discover the community's strengths and capacities. It will reflect the methodology that underpins Children's Zones, each area being locally driven to match local circumstances and the development of a multi-disciplined governance and leadership structure that can respond to local circumstances. This approach is at the forefront of the '**Our Valleys, Our Future**', produced by the Ministerial Task Force and launched on 20<sup>th</sup> July 2017. *"It is important that the valleys are not defined by its challenge with local communities and local people at the heart of the work"*
- 4.22 It is this approach that will be implemented initially in Lansbury Park as a consequence of the Deep Place Study commissioned by Caerphilly CBC, undertaken by Dr Mark Lang. The scale of the challenge in Lansbury requires a commitment over many years, which will require an approach to public service provision that seeks to better coordinate services to achieve maximum impact. We intend to adopt a place based focus, with a review of public services to assess how well they meet the outcomes required by residents, and how they could improve impact and value for money. Again this is highlighted in the '**Our Valleys, Our Future**' plan , *'public services need to be more responsive to the needs of local communities and there is a general need to join services up more effectively to maximise their impact, especially as funding is so tight'*. The role of the Public Service Board is key to implementing this approach; and having endorsed the approach to Lansbury Park it provides an opportunity to develop this approach across a number of key areas across the county borough. The move to a new way of working in Lansbury has already commenced and is overseen by the Coalition for Change, from within existing Communities First budgets to facilitate a focused, concentrated and integrated effort where poverty and social deprivation is particularly prevalent.

4.23 The following areas have been identified as suggested priority areas for a new collaborative model that embraces a Co-Production approach to service delivery:

- Rhymney
- Fochriw
- Phillipstown
- Cefn Hengoed
- Park Estate (Bargoed)
- Ty Sign (Risca)
- Graig-y-Rhacca
- Lansbury Park

4.24 These areas not only feature in the top 10% most deprived areas in the Welsh Index of Multiple Deprivation, they also suffer from extremely high incidents of Adverse Childhood Experiences (ACE's). the statistics used to support and evidence the inclusion in the new programme can be found in **Appendix 5**

### **The Employment Support Fund**

4.25 This grant is principally to provide for additional infrastructure to support the Communities for Work programme and take forward the learning from LIFT. From 1st April 2018 the funding for LIFT (currently £150,349) will be included within this budget but will be additional to the ESF funded Communities for Work programme. The programme design has been provided by Welsh Government and the Council will deliver on their behalf through a Memorandum of Understanding. This programme can not be outsourced to other providers.

4.26 While a final budget figure has yet to be confirmed by WG, the total amount will be approximately £800,000 per financial year. Initial indications are that this programme will run through to 2022.

### **Communities Facilities Programme (CFP)**

4.30 An additional £4 million will be added to the existing capital budget of £2 million. From 2017-18, Welsh Government will welcome well-worked bids into the refocused programme for capital resource. Bids will be considered that help protect valuable community assets where renovations, alterations and/or conversions can enable a sustainable future to be secured.

4.31 They will be particularly keen for stakeholders, both as part of the CFP and in their transition planning, to consider the opportunities afforded by effective co-location of services. Similarly, we would wish to see an effective synthesis of capital and revenue sources and strategic coherence (including in terms of relation to the Three E's and Legacy funding).

4.32 Whilst guidance has yet to be received from Welsh Government, early discussion with WG has indicated Caerphilly's intention to apply to this grant to support developments at Lansbury Park.

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

5.1 This proposal contributes to the Well-being Goals as set out in Links to Strategy above. It is consistent with the five ways of working as defined within the sustainable development principle in the Act.

## 6. EQUALITIES IMPLICATIONS

- 6.1 No impact assessment has been undertaken on this report, however many individuals and groups who fall under the protected characteristics, and wider issues covered by the Council's Strategic Equality Plan, are often affected to a greater extent by poverty and the related causes; therefore any reduction in resources would have a negative impact on those individuals and groups.

## 7. FINANCIAL IMPLICATIONS

- 7.1 The Communities First budget for 2016/17 was £2,902,016.00, broken down as follows:

Salaries	Management	Training	Travel & Sub	Premises	Projects	CIP	Totals
489,279.00	29,464.00	4,000.00	15,200.00	89,688.00	133,440.00	25,000.00	<b>786,071.00</b>
486,940.00	29,347.00	5,000.00	11,200.00	17,175.00	79,975.00	25,000.00	<b>654,637.00</b>
488,418.00	29,421.00	4,000.00	14,200.00	22,525.00	70,505.00	25,000.00	<b>654,069.00</b>
605,791.00	35,289.40	4,000.00	16,950.00	39,353.00	80,855.60	25,000.00	<b>807,239.00</b>
<b>2,070,428.00</b>	<b>123,521.40</b>	<b>17,000.00</b>	<b>57,550.00</b>	<b>168,741.00</b>	<b>364,775.60</b>	<b>100,000.00</b>	<b>2,902,016.00</b>

- 7.2 The Offer Letter for 2017/18 was received on 14th March 2017 with the budget confirmed as **£2,031,411** as a single budget. Therefore a total saving of **£870,605** was required
- 7.3 To ensure equity, partner organisations were advised to plan for a budget reduction of 30% from 1st April 2017

Organisation	Staff Costs	Man Costs	Other / Hub Costs	Total	30% reduction	Differential
SYDIC	46,422		11,089	57,511	17,253	40,257
GAVO	249,124			249,124	74,737	174,387
Groundwork	108,264		16,000	124,264	37,279	86,985
White Rose			41,779	41,779	12,534	29,245
Graig Y Rhacca			18,528	18,528	5,558	12,970
Total	403,810	0	87,396	491,206	147,362	343,844

- 7.4 Each organisation was asked to provide a full breakdown of their financial plan for the grant, with an offer to profile so they receive full payment in the first quarter with the understanding that the extent of the reductions later on will obviously be greater. Where redundancy is applicable it is proposed they meet their redundancy costs from within this budget.
- 7.5 The budget allocation for the Council's youth service in 2016/17 was £469,830 for staff and £134,250 delivery budget. Therefore a budget reduction of **£181,224** will be required for 2017/18, reducing the youth service Communities First budget to **£422,691**. The impact of these savings on the Youth Service in 2017/18 could be significant. It has therefore been agreed that from 1<sup>st</sup> April 2017 the Hub Team Coordinator and Administration will be funded from Families First, with an associated saving of **£58,758** to Communities First. Current delivery within schools will need to be phased out at the end of the summer term. The exclusion of support for young people in full time education from April 2018 will require a full phase out by 31st March 2018.
- 7.6 For the period between 2018 and 2020 we have received confirmation that our allocation of the Legacy fund will be approximately £547k per annum. This reduction in the current programme is likely to have a major impact upon our voluntary sector partners and the Council alike.

- 7.7 Whilst the Communities First staff and associated delivery budgets are provided by the Welsh Government, within the Terms and Conditions of the grant and the recent draft guidance it is not the intention of the Welsh Government to provide associated redundancy costs for Local Authorities. Redundancy would be in line with CCBC policy and redundancy costs borne by the Council. These costs will vary according to grade and length of service and whether the staff are eligible for and can be re-deployed. The redundancy costs could be significant (circa £350,000 - £400,000). This is the case for any externally funded post currently on the establishment. If this situation arose, the Council would consider the overall financial implications and consider redeployment in accordance with the Council's HR policies and where appropriate funding and other mitigation measures would be taken accordingly. Provision has been made for redundancy costs corporately. Although due to the proposed new structure and staff transferring these costs should be much lower.
- 7.8 The Welsh Government recognises the potential impact to third sector organisations and, particularly, that they could be faced with redundancy decisions.
- 7.9 Local Authorities may consider providing financial support from within their 2017/18 funding allocations for statutory redundancy costs for **staff funded by Communities First only** where, without meeting these one off costs, the third sector organisation's stability would be jeopardised putting them at risk of closure. Local Authorities should carry out their own due diligence work to ensure compliance with employment law. The approximate voluntary sector redundancy cost as of 17<sup>th</sup> July 2017 has been calculated at circa:
- Gwent Association of Voluntary Organisations - £25,387
  - Groundwork – £5,890
  - Senghenydd Youth Drop In Centre - £3,097
- 7.10 Whilst the redundancy costs associated with CCBC Communities First staff are not being met by Welsh Government, they will, however, fund the 3rd sector's redundancy costs through their grant allocation, as set out above.
- 7.11 Whilst the new structures have yet to be costed, it is assumed they will all be deliverable within the funding available. When all the new Job Descriptions have been evaluated the costing exercise can be completed.

## 8. PERSONNEL IMPLICATIONS

- 8.1 The decision taken by Welsh Government to phase out Communities First has significant personnel implications for the whole Community Regeneration team, Youth Service and the voluntary sector. Community Regeneration currently employs 50 members of staff across a number of different funding sources. Gwent Association of Voluntary Organisations did employ 8 staff through the Caerphilly Communities First programme however 3 have managed to secure alternative employment with 5 currently on notice. Of the four Groundwork posts 2 have secured alternative employment. The two full time equivalent youth worker posts in Senghenydd Youth Drop in Centre are also on notice. As outlined in 2.7 only Local Authorities will be grant recipients from 1st April 2018. The Communities for Work and Employment Support delivery and structure are prescribed by Welsh Government and delivered by Local Authorities on their behalf through a Memorandum of Understanding. These programmes cannot be outsourced. The Legacy programme should be an integral part of both programmes, providing the administration and wider support for those with complex barriers to employment. In addition the new Legacy programme should influence the re alignment of core public sector budgets. Whilst elements of the Legacy fund could be delivered by third sector organisations they would have to be appropriately procured.
- 8.2 It is proposed that the restructure of the Community Regeneration team takes place throughout the remainder of the calendar year. The milestones for its implementation are as follows:

- Approval sought by Corporate Management and Cabinet PDM in **July 2017**
- Phasing out of the Communities First programme through to **31st December 2017**
- Consultation with Regeneration Scrutiny in **September 2017**
- Cabinet approval for new delivery model and associated resources - **November 2017**
- Recruitment exercise to restructure and fill positions within the new structure to take place **November - December 2017**
- Implementation of the new structure from **January 2018**, transitioning through to begin delivery of new programmes in **April 2018**.

8.3 As per proposed structure found in **Appendix 4**, Community Regeneration will split into 3 teams that will work collaboratively across all programmes and priorities: Programme Management, Employment Support (Communities for Work and Employment Support Fund) and Legacy.

#### **Delivery of the Employment Support Fund**

8.4 The current Caerphilly Employment Support model lends itself well to the proposed Welsh Government structure, as a single employment support offer was established from the onset of the Communities for Work programme. Discussions with Welsh Government on 5<sup>th</sup> June 2017 have resulted in a request for Caerphilly to implement the new model sooner than anticipated, from within the existing Communities First and LIFT budgets until 31<sup>st</sup> March 2018, to ensure a smooth transition into the new grant from 1<sup>st</sup> April 2018.

The Welsh Government has now confirmed the structure for this new fund as follows:

- 8 Employment Support staff
- 4 Participation Officers
- 1 Employer Liaison Officer
- 1 management post to support the existing management structure

8.5 In addition to the above WG funded posts, 1 Finance Officer, 1 Admin Assistant, 1 Programme Support Manager and an additional Triage Worker will be funded by the management costs procured through The Communities for Work, Employment Support and Legacy programme. In addition to core costs available due to the loss of two grade 10 posts in Community Regeneration and a possible contribution from Housing. Costs to fund delivery are currently being finalised and the final structure will be reflective of the total budget available. The proposed structure for the Employment Support Fund is also included in **Appendix 4**.

8.6 It has been agreed by Welsh Government that the existing 4 Communities First Employment Support staff and the 2 LIFT staff will be transferred into the Employment Support posts within the new structure. The additional posts will be initially ring fenced to Community Regeneration staff at risk of redundancy before going through the usual recruitment channels. Application will be via an expression of interest that will demonstrate the essential job requirements. Welsh Government has requested this be carried out as soon as possible.

8.7 Communities for Work staff contracts have been extended until 31<sup>st</sup> March 2020 and the LIFT contracts until 31<sup>st</sup> March 2018. Due to Finance staff being only part funded by C4W, their contracts have not yet been extended as they will form part of the new Employment Support Fund.

8.8 Whilst the delivery model and associated staffing structures for Communities for Work and the Employment Support Fund have been prescribed by Welsh Government the Local Authority has more flexibility with the Legacy Fund. The proposed Caerphilly Legacy model is intended to retain the most effective elements of the Communities First programme whilst supporting the requirements of the Employability and Empowerment themes from the Three E's. The three proposed Legacy Managers and their support officer will oversee 8 priority areas, managing a move to asset based community development whilst designing an intense community engagement exercise to ensure residents can actively engage in developing services across all public services, to ensure they meet the needs of communities. They will

lead on the integration and collaboration of services across the Council and public sector partners. They will also ensure the programme supports the delivery needs of the employment support programme, working closely with the Employment Manager. The specialist Health and Mental Health officers have provided vital support to individuals with complex barriers to work, complimenting the support provided by the Employment Support Mentors. The male engagement officer has been identified through experience of delivering programmes over many years and through consultation with partners who find working age males the most difficult to engage. Both Family Liaison posts will be retained for St James and St Martin's Schools supporting families from Lansbury Park. The youth workers will provide support to those young people who experience Adverse Childhood Experiences.

- 8.9 The current contracts for Communities First staff have only been extended until 31st December 2017, due to budget constraints and to facilitate a departmental re-structure between January 2018 and April 2018. The two Community Regeneration Coordinators, currently core funded, will be included within the re-structure to reflect the required changes to delivery post Communities First. The consultation process commenced on the 3rd July 2017, involving affected staff, their relevant Trade Unions, HR, and Management. In line with the restructure, there will be a mixture of slotting into posts and filling on a ring fenced basis. Any displaced qualifying employees will then be supported through the redeployment process. Staff unable to secure suitable alternative employment will be entitled to a redundancy payment, in line with Council policy.

## **9. CONSULTATIONS**

- 9.1 All responses from consultations have been incorporated in the report

## **10. RECOMMENDATIONS**

- 10.1 Members views are sought on the approach to the phasing out of Communities First and the proposed approach to the new programmes, associated milestones and staff structure prior to seeking Cabinet approval.

## **11.0 REASONS FOR THE RECOMMENDATIONS**

- 11.1 To facilitate the transition from the Communities First programme and meet the Welsh Government requirements to deliver the new Employment and Legacy grants.

## **12. STATUTORY POWER**

- 12.1 Local Government Act 2000

Author: Tina McMahon, Community Regeneration Manager  
Consultees: Cllr Lisa Phipps, Cabinet Member Homes and Places  
Cllr Sean Morgan, Deputy Leader and Cabinet Member for Economy, Infrastructure, Sustainability and Wellbeing of Future Generations  
Cllr Tudor Davies, Chair of Environment and Regeneration Scrutiny  
Christina Harrhy, Corporate Director Communities  
Shaun Cousins, Chief Housing Officer  
Stephen Harris, Interim Head of Corporate Finance  
Jane Roberts-Waite, Strategic Coordination Manager  
Shaun Watkins, Principal Personnel Officer  
David Roberts, Principal Group Accountant

Appendices:

Appendix 1 – Current CF Areas

Appendix 2 – Current Staff Structure

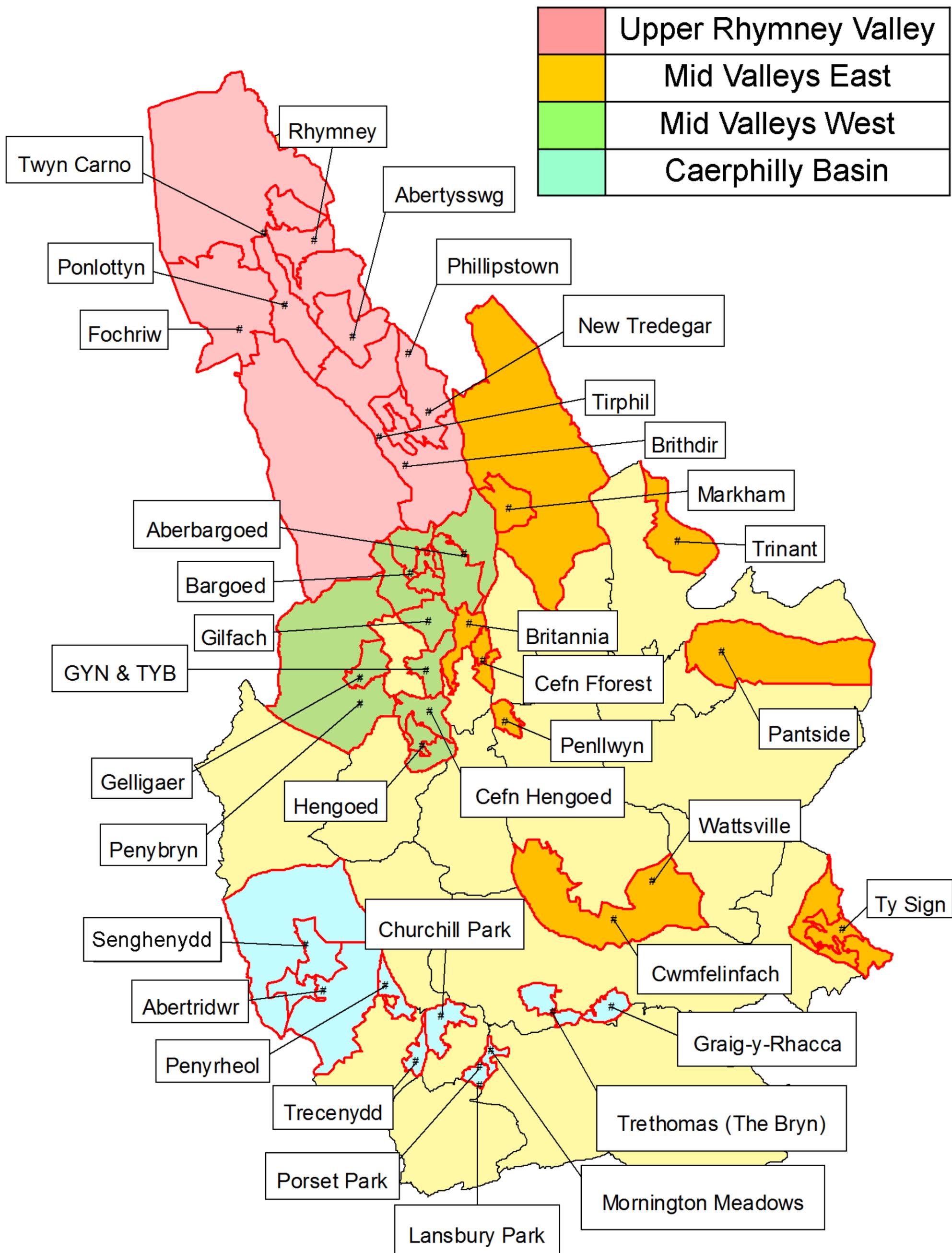
Appendix 3 – CF Transition Plan

Appendix 4 – Proposed Staff Structure (Restructure)

Appendix 5 – Communities Stats Data

Appendix 6 – CF Project End Timescales

# Communities First New Phase



**COMMUNITY REGENERATION STRUCTURE**

**Caerphilly CBC Central Support (Borough-Wide)**

**Community Regeneration Manager**

Central Support  
 Programme Development Officer  
 Research & Monitoring Officer  
 Admin Assistant

Central Admin  
 Admin & GIS Officer  
 Admin Assistant

Employment Support  
 Senior Employment Mentor (LIFT & CfW)

Digital Inclusion  
 Community Regeneration Co-ordinator  
 Digital Inclusion Officer  
 Digital Inclusion Officer

Physical Activity  
 CF Physical Activities Co-ordinator

Community Regeneration  
 Community Regeneration Co-ordinator

**Upper Rhymney Valley**

Cluster Manager  
 Employment Support Officer  
 Health & Wellbeing Officer  
 Administration & Monitoring Assistant  
 Mental Health Officer  
 Physical Activity Officer

**Mid Valleys West**

Cluster Manager  
 Employment Support Officer  
 Health & Wellbeing Officer  
 Administrative & Monitoring Assistant  
 Mental Health Officer  
 Physical Activity Officer

**Mid Valleys East**

Cluster Manager  
 Employment Support Officer  
 Health & Wellbeing Officer  
 Administration & Monitoring Assistant  
 Mental Health Officer  
 Physical Activity Officer

**Caerphilly Basin**

Cluster Manager  
 Employment Support Officer  
 Health & Wellbeing Officer  
 Administration & Monitoring Assistant  
 Mental Health Officer  
 Physical Activity Officer

**Employment Support (LIFT & CfW)**

Family Employment Mentors (LIFT)  
 Adult Employment Mentors x4  
 Youth Employment Mentors x4  
 Triage Workers x4

## **Caerphilly County Borough Council – Communities First Transition Outline Plan**

**Please note, due to constraints relating to the fact that we are currently within a pre-election period, this plan is based on officer proposals only at this stage; and therefore will be subject to formal consultations and approval prior to final confirmation.**

### **The planning and implementation approach you have taken or intend to take**

There is increasing policy interest in identifying community assets. When practitioners begin with a focus on what communities have, as opposed to what they don't have, a community's efficacy in addressing its own needs increases, as does its capacity to lever in external support. Currently services are designed to 'fill gaps' and 'fix problems' creating dependency and disempowering individuals who become passive recipients of services.

Caerphilly's approach to Community Regeneration will provide community development practitioners with a new perspective on building bridges with communities, whilst building on the legacy and relationships developed through the Communities First programme and mobilising individual and community assets, thus enabling a process of co-production, with community members as active agents in their own and their families' lives. Co production requires users of services to be seen as experts in their own circumstances and capable of making decisions, while service providers move from being fixers to facilitators. This will necessitate new relationships to be developed with front line professionals, and an enabling role adopted.

Proposals for the Legacy funding will require a more detailed evaluation of the existing Communities First areas with a re-focus on a smaller number of prioritised geographical areas focusing on indicators for Adverse Childhood Experiences. Locally collected data will inform how the areas are identified and the subsequent delivery model will reflect the Welsh Government's new focus on the three E's, with a move to both an assets based approach to community development and co production of services for the area. Asset mapping of agreed communities will be undertaken to discover the community's strengths and capacities. It will reflect the methodology that underpins Children's Zones, each area being locally driven to match local circumstances, developing a governance and leadership structure that can respond to local circumstances. The Public Service Board, partner organisations and communities will need to be involved and appropriate internal governance systems followed and evidenced in this process.

The following areas have been proposed for support from the Legacy Fund and for priority delivery from 1<sup>st</sup> July 2017 until the end of the Communities First programme.

- St James 3 and 4 (Lansbury Park)
- Twyn Carno 1 and Moriah 3 (Rhymney)
- Bargoed 4 (Park Estate, Gilfach)
- Bedwas, Trethomas and Machen 6 (Graig y RHacca)
- New Tredegar 3 (Phillipstown)
- Hengoed 2 (Cefn Hengoed)
- Penyrheol 8
- Darren Valley 2 (Fochriw)
- Penyrheol 4 (Trecenydd)
- Ty Sign

Whilst the priority areas have yet to be formally approved by Council, they consist of the ten most deprived communities in Caerphilly Borough, the following data is currently being collated to further support the areas' inclusion and provide a base line to identify local outcomes and monitor progress. It is anticipated that many of the successful Communities First projects that cannot be mainstreamed will continue in these areas well into the Legacy period.

Data Sources (at present time – more to be added):

- Rent Arrears (over £500)
- Housing Evictions
- Housing Court Orders
- Tenancy Support Visits
- Complaints relating to Antisocial Behaviour
- Referrals to Supporting People
- Referrals to Supporting Family Change
- Families supported in relation to domestic violence (Llamau)
- Referrals for Substance Misuse Support - Adults (Kaleidoscope)
- Referrals for Substance Misuse Support – Young People (Drugaid)
- 4 Strike Process Referrals
- Council Tax Arrears

It is this approach that will be implemented initially in Lansbury Park as a consequence of the Deep Place Study commissioned by Caerphilly CBC, undertaken by Dr Mark Lang. The report can be found here:

<http://www.caerphilly.gov.uk/CaerphillyDocs/News/LansburyParkDeepPlacePlan.aspx>

The scale of the challenge in Lansbury requires a commitment over many years, which will require an approach to public service provision that seeks to better coordinate services to achieve maximum impact. We intend to adopt a place based focus, with a review of public services to assess how well they meet the outcomes required by residents, and how they could improve impact and value for money. The role of the Public Service Board is key to implementing this approach, and having endorsed the approach to Lansbury Park it provides an opportunity to develop this across a number of key areas across the borough. The move to a new way of working in Lansbury will commence from 1<sup>st</sup> April 2017, from within existing Communities First budgets to facilitate a focused, concentrated and integrated effort where poverty and social deprivation is particularly prevalent.

The current Caerphilly employment support model lends itself to the proposed Welsh Government structure, as a single employment support offer was established from the outset of the Communities for Work programme. Therefore, it is proposed that the existing Communities First infrastructure, 7 staff and associated budget that currently supports both LIFT and Communities for Work be ring fenced in readiness for the new grant from 1<sup>st</sup> April 2018.

As the Employment Grant additional resources have been conformed as follows:

- 8 additional employment support staff (2 of which are current LIFT employees)
- 4 participation officers
- 1 employer Liaison officer
- 1 management post to support the existing management structure

**\* The proposed employment structure can be found in appendix 4 of the main Scrutiny report. (September 2017)**

To facilitate a timely move to the new structure it is proposed that the 4 current Communities First Employment Support staff and 2 LIFT staff are transferred into the new model as soon as possible funded from within the existing Communities First and LIFT budgets until 31<sup>st</sup> March 2017, this is to ensure a smooth transition into the new grant from 1<sup>st</sup> April 2018.

Current delivery within schools will be phased out at the end of the summer term, with provision for young people in full time education requiring a full phase out by 31<sup>st</sup> March 2018. The Youth and Family team will be reconfigured in order to accommodate the reduction in the team. The team will continue to deliver support to schools and to Learning Pathway Centres, but there will be very limited support for families of these children and young people as there is no family support staff to deliver this work. Heads and Leads of the associated educational provision will be informed that all support will come to an end as of December 2017.

### **Finances**

The final finance figures will be available in due course following imminent meetings with both the CfW & new Employment fund leads around how this will be implemented throughout the financial year.

### **How communities have been or will be included in developments and decisions and how the community involvement plan has been reflected**

Due to time constraints and recent election period it has not been possible to conduct any formal consultation with the community prior to the submission of this outline plan. However, there has been regular communication between the council and community groups & organisations and other key stakeholders through each stage of the process since the Ministers announcement. This will continue at each milestone of the transition programme and planning of future programmes.

All Clusters have conducted Cluster Steering Group meetings, within which they have informed local stakeholders and community representatives of the current position regarding Communities First; and have sought their views on outline transition plans. On a general basis, community involvement is also ongoing via the processes outlined within each Cluster's Community Involvement Plan, which provide various and ongoing opportunities for the community to be informed and included in decision making.

### **The likely timescale for your exit from CF. Do you plan a phase out extending to March 2018 or earlier?**

The phasing out of the programme will be flexible to reflect the reduction in budget and an expected continual reduction in staff resources. The Communities First team will adopt a whole area approach rather than a dedicated cluster area approach, utilising staff expertise across all areas. Areas will be prioritised according to greatest need as identified above and delivery in non priority areas gradually withdrawn between 1<sup>st</sup> April 2017 and 31<sup>st</sup> June 2017. Projects identified for continuation will continue until 31<sup>st</sup> December 2017 and staff contracts have been extended accordingly. Consultation on and formal agreement for proposals for Legacy funding will now take place over the next few months To ensure a seamless transition from Communities First to the new way of working a re-structure and recruitment period between 1<sup>st</sup> January 2018 and 31<sup>st</sup> March 2019 will take place.

The decision to phase out Communities First has significant personnel implications for the whole Community Regeneration team. Community Regeneration currently employs 50 members of staff across a number of different funding sources.

***\* The current structure can be found in appendix 2 of the main Scrutiny report. (September 2017)***

The two Community Regeneration Coordinators funded by the Council will be included within the re-structure to reflect the required changes to delivery post Communities First. It is anticipated that budgets from both WHQs and Community Regeneration will be utilised to maximise impact from the Legacy Fund.

The consultation process will commence on the 3<sup>rd</sup> July 2017, involving affected staff, their relevant Trade Unions, HR, and Management. In line with the restructure, there will be a mixture of slotting into posts and filling on a ring fenced basis. Any displaced qualifying employees will then be supported through the redeployment process. Staff unable to secure suitable alternative employment will be entitled to a redundancy payment, in line with Council policy. These costs will vary according to grade and length of service and whether the staff are eligible for and can be re-deployed. However, with 32 staff in Community Regeneration, 2 in Finance and 11 in Education, there are 45 CCBC employees currently funded by Communities First and the redundancy costs could be significant (circa £300,000).

The Communities for Work staff contracts have been extended until 31<sup>st</sup> March 2020 and the LIFT contracts until 31<sup>st</sup> March 2018.

Both Gwent Association of Voluntary Organisation and Groundwork Caerphilly have opted to utilise the total 2017/18 budget available from April 1<sup>st</sup> 2017 until the end of December 2017. Whilst this is not ideal from a delivery perspective it has been agreed that this approach be accepted to enable both organisations to effectively manage their own transition from Communities First to meet their organisational needs. Early indications of the end date for each has enabled us to factor this into our transition arrangements.

### **Your intended approach to projects delivered in partnership with other Welsh Government funding streams.**

The principles of partnership working and integration are key factors within the development of all Welsh Government funding streams within Caerphilly. We work closely with a vast range of partners from the public, private and third sectors; including the Local Health Board, Department of Work and Pensions, GAVO, Groundwork, Citizens' Advice Bureau, local police, schools, businesses, voluntary organisations and many more. This level of partnership working is an essential part of truly integrating with the local community to deliver meaningful outcomes, whereby services work together to maximise both referrals and the value of interventions through the sharing of resources, expertise, opportunities and access to customers. Some of the anti-poverty programmes also deliver in partnership with others working regionally in development with other programme managers and partner organisation managers although delivering a local solution. Partnership working is intrinsic to the delivery of the programmes which cannot achieve the outcomes without working with others.

As a result of this approach it has been agreed that from 1<sup>st</sup> April 2017 the Hub Team Coordinator and associated Administration will be funded from Families First. The Parent Network is currently jointly commissioned by Communities First, Families first and Flying

Start. From 1<sup>st</sup> April 2017 the budget allocated from Communities First will be funded by Families First. Discussions are on-going with the Families First Board and the programme leads for Flying Start and Supporting People to identify the key elements of the Communities First programme they wish to retain and can support through their programmes or require representation at the Public Service Board for consideration for main stream funding.

Flying Start will continue to work with families to support their engagement and confidence to access employment support through Communities First, Communities for Work and LIFT and the new Employment Fund to ensure families have the opportunity and support to break the cycle of poverty. This collaborative approach amongst the anti-poverty programmes in particular has enabled the development of customer “pathways” across a range of themes, including Employment, Family Learning and Mental Health, which track the transition of children, young people, adults or families through the different programmes and enables sharing of best practice for delivery, prevents duplication when planning and delivering services and maximises resources.

Involvement is intrinsic to the delivery of the anti poverty programmes, 3 of which have funded Caerphilly Parent Network to ensure that participation is built in to development and delivery through their wide engagement and development of parent forum across the borough. Parents, children and practitioners are seen as equal partners and have shaped delivery in communities to ensure the provision is in the right location and accessible as well as embedded in the community. An aim of the programmes has always been to empower local communities through involvement whilst addressing the causes and impacts of poverty. Staff regularly work with local community members and/or community organisations in the development of projects; and project participants are given frequent opportunities to feedback through project monitoring systems, to enable them to shape project delivery and ensure that needs are being met.

Moving forward a closer collaboration with Housing and in particular the Welsh Housing quality programme will be a priority. Coordinating capital and revenue regeneration funding will become paramount to maximise opportunities to develop social and economic outcomes from capital investment. Legacy funding will compliment areas benefitting from infrastructure, environmental and housing improvement to ensure a holistic programme of regeneration in line with the Rhymney regeneration programme, where VVP funding complimented a targeted initiative of community support through Communities First has proven to be extremely successful.

### **The basis on which you will determine which projects to take forward.**

Cluster Managers have considered the projects in the 2016/17 delivery plans and utilised project performance figures, participation levels, budget allocations & value for money and links to the 3 E's agenda (Employment in particular) to determine which projects to take forward. Consideration has also been made as to whether particular projects could be delivered by partners where appropriate, either in the near future or the longer term.

Cluster Managers have also discussed outline delivery through the transition phase with the Senior Communities for Work Mentor in the borough; ensuring projects meet not only the direct employability support needs of participants but also their wider needs e.g. improved mental health & wellbeing and digital skills.

The database for monitoring participant numbers and outcomes will be maintained throughout the transitional period, providing evidence for reporting purposes but also continually informing the development of the legacy programme.

In line with the WG focus on Employment as the best route out of poverty, the delivery of employability support & associated opportunities for training will remain a priority. However to reflect the reduction in budget allocation during 2017/18, there will be a reduction in the number of single courses previously arranged by individual Clusters. The team will take a joint approach to delivery of courses, so whilst there will be less individual courses available, they will be open to a larger number of participants. Communities for Work and LIFT participants will continue to benefit from Communities First training provision where appropriate.

Work undertaken as part of the digital inclusion agenda will continue, supporting participants' digital literacy levels and enabling them to fully participate in increasingly digital world. This will include the provision of basic IT training and accredited training where required. To support the sustainability of this provision in our communities as the programme phases out we will continue to maintain & develop the already substantial network of digital volunteers operating in the borough.

Most elements of delivery work undertaken as part of the previous 'Healthier Communities' theme will continue during the transitional period and options for low/no cost delivery have been explored. Links built via the NCNs means there is demand and a volume of participants for the Healthy Lives project (health education & physical activity). It is low cost, flexible and can be adapted to meet the needs of the participants. The XPERT programme operates on an ABUHB (and national) basis, however due to capacity issues within the health board, the programme in Caerphilly is currently delivered by Communities First staff. Maintaining the project through the transitional period will allow sufficient time for the Public Service Board & NCNs to review the outcomes of XPERT & other programmes delivered by Communities First and determine if they deem them a priority for consideration of any funds they hold.

The overall physical activity programme will be reduced and sessions with consistently low attendance will be phased out between April and June 2017. Subsequent to the summer period, sessions in areas which are unlikely to form part of the legacy bid will be withdrawn by December 2017. The StreetGames project will be continued across the borough, with a focus on sustaining local doorstep hubs. The location of these hubs will fall in line with the plans for the identified priority areas as part of the Legacy programme.

There are currently vacancies in the physical activity posts, which will not be back filled and the remaining staff will cover sessions across the borough, outside of their previous Cluster areas. As part of budget saving measures external providers (coaches, instructors) will not be utilised.

Mental health & wellbeing provision (classes) will be retained through the transitional period and wherever possible will be tailored towards supporting people back into work but also the long term unemployed, for whom poor mental health may be a barrier. Communities First staff support for programmes currently co-delivered with partners in the Primary Care Mental Health Team (Stress Control & Activate Your Life) will be withdrawn by December 2017 at a time mutually agreed with the Health Board to ensure the excellent working relations built are not compromised. Key self-help groups will continue to be supported while the programme is phased out. GAVO Development Officers will lead on this work, supporting the groups with plans for long term sustainability following the end of the Communities First programme. The successful Men's Sheds projects will be supported to become sustainable in the longer term. There are also opportunities to refer participants currently enrolled with Communities First to the new Groundwork Wales 'Wood To Work' programme, funded by the RDP.

Current delivery within schools will be phased out at the end of the summer term, with provision for young people in full time education requiring a full phase out by 31<sup>st</sup> March 2018. As part of this approach, the Learning Pathway Centres (LPC) and the School Support

project will be maintained until July 2017 with the option of extending support only until December 2017 in line with staff contracts. However, the Family element of the LPC provision will cease as these staff have been lost. Personal & Social Development and Youth Crime Prevention projects will be maintained and will focus on providing the best possible exit for young people currently supported. The Extra-Curricular Qualifications Projects will be removed due to reduced capacity of staff and the associated project budget as part of the savings. Projects being delivered in schools in the St James area (& St Martins Comprehensive School) will continue, with reduced budgets. As Lansbury Park is a key regeneration area these projects are likely to form a component of the Legacy fund post March 2018.

Following careful consideration several projects will be completely withdrawn in April 2017, which will contribute to the reduction in budget allocation and allow remaining budget to be utilised to maximum effect.

The Parent Learning Project in Caerphilly Basin Cluster has had consistently mixed success in previous years and the budget for this can be reallocated Schools based projects in St James and St Martins. This will also ensure better targeting of participants and link with employment agenda more directly, which can be specifically referenced to the Lone Parent Proposal included in the Deep Place Study.

Cooking classes do not form part of the vision for the programme going forward i.e. employability and will cease at the end of March 2017. However, should a need be identified in the communities included as part of the Legacy programme then this is something that can be revisited and delivered on a small scale as necessary.

The Heolddu (Comprehensive School) Project (operating in Mid Valleys West only) will be withdrawn in April 2017. The School has benefitted from the funding provided by Communities First over recent years but this is no longer sustainable. The project has demonstrated that it is worthwhile so the school will be given the opportunity to maintain the project if they have sufficient resources.

### **How results will be monitored**

Moving forward, results will be monitored against a range of measures, collected and reported via a combination of quantitative and qualitative methods. We are working in close partnership with staff responsible for developing the Caerphilly Wellbeing Plan, to ensure outcomes/measures are aligned with strategic priorities as a means of further integrating future work with that of mainstream services and the Public Service Board. This process is ongoing, with final outcomes due to be developed in Autumn 2017.

Within the employability grant, a range of quantitative measures will be identified and reported on, including number of people entering employment, number starting placements etc; however these will be underpinned by more detailed qualitative data, reported via case studies and narratives, which will be collected as part of a case work approach, whereby each participant will have a personal record or portfolio, detailing their progress and distance travelled.

Measuring success within the Legacy Fund will be slightly more complex and determined according to local need within each community. Where individual projects or initiatives are developed, these will be monitored using standard quantitative (e.g. evaluation forms) and qualitative (e.g. case studies, focus groups) measures. Staff working within communities will also seek to compile overall community plans detailing the services and organisations working within each area. These plans will be dynamic, whereby they can be used to report upon activities, projects, improvements etc. as a means to track progress and change within

each community as a result of co-production and bending of existing services, in addition to any new projects that are delivered. Within specific areas, these plans will also be aligned to the development of Children's Zones as per the Children First initiative. Baseline data is currently being collated to demonstrate need across a range of issues, including rent arrears, antisocial behaviour, referrals to support services such as homelessness, substance misuse and domestic violence support etc. Where possible, this data may also be reviewed on an annual basis to reflect the changing situation over time.

### **Details or a plan for involvement of the Public Services Board.**

The Public Service Board has been fully briefed to date by both Caerphilly CBC and Welsh Government. A report has been submitted to the Board in relation to Welsh Government timescales as well as Caerphilly's initial outline proposal for phasing out Communities First. Further discussions will take place to identify gaps in provision that will occur, with representation made to the Public Service Board for consideration.

Each Public Service Board member has now nominated a senior representative to sit on the newly established 'Coalition for Change'. This will be the decision making body that has the authority to change priorities, allocated resources and command support from their respective agencies, leading on a Total Place approach to public service reform that seeks to better coordinate services to achieve maximum impact. It will adopt a place based focus and conduct a radical review of public and third sector services to assess how well they meet the outcomes required by residents, and how they could improve impact and value for money. Their role will also be to over see the establishment of the Children's First pioneer area.

The Community Regeneration Manager has been fully involved during the on going identification of the Well Being Objectives, and associated plan, ensuring the impact of phasing out Communities First is understood and considered. Further meetings with the Public Service Board are planned to discuss options for alternative delivery mechanism for a number of health related services, including the community based Primary Mental Health Therapies, Xpod and XPERT programmes. This has also been discussed at the NCN, GP Cluster meetings due to the high number of GP referrals received for these programmes.

### **Commitment to the 'Five Ways of Working'**

Programme and delivery planning is consistent with 'The Five Ways of Working' as defined within the sustainable development principle in the Act, in that places are planned and buildings developed accordingly to meet the changing demands of communities. The workforce is trained and recruited to meet the planned projections of numbers needed in the different geographical areas, or in the different target vulnerable groups, and projects deliver flexibly to maximise efficiency. Programme performance will be influenced by those indicators identified within "The Caerphilly We Want" Local Well Being Assessment.

The long term aim of delivery during 2017/18 and beyond is to raise aspirations & employment opportunities, as well as increase family resilience in communities. A long term goal is to break the cycle of poverty and impact on long term economic activity of the next generation. By forming and maintaining links with partners, particularly those within the employment sector, as well as local businesses, the programme is able to plan for future

trends and demands within the labour market, to ensure long term sustainability of outcomes.

Moving forwards into the new way of working will still continue to evidence commitment to:

### *A Prosperous Wales*

The programme will aim to support, young people, adults and families to achieve their personal goals which may include raising aspirations, children's development, employability skills, increase attendance at provision and build life skills for their future. In addition it supports families to improve their resilience, financial management, and literacy skills as well as support them to gain confidence to move on to employment support programmes, which aim to support and grow our economy.

### *A Resilient Wales*

Many of the programmes encourage delivery of and use of local community based provision for sustainability of local resources. The principles of Asset Based Community Development will also be employed to ensure that existing community assets are used to their best advantage, thereby maximising the potential for community resilience.

### *A Healthier Wales*

The Healthy schemes will be embedded into practice across many of the projects, encouraging healthy eating and activity, as well as reinforcing healthy behaviour messages, like no smoking. Using local community based provision for delivery of the programmes encourages walking rather than driving to settings and groups. Employment project participants are supported to access public transport.

### *A More Equal Wales*

The programme's main objective will be to encourage opportunities to return / start employment as the main route out of poverty. Reduce the impact of poverty on children, young people, adults and families through supporting them to access interventions, building confident and resilient communities and promoting positive development and attainment.

### *A Wales of Cohesive Communities*

A criticism of the Communities First, LIFT and Communities for Work programmes is the geographical targeting of postcodes, however, this also acts as a way to support those communities in the most concentrated areas of need. The geographical nature of the proposal enables targeting of resources; creation of well resourced quality community based provision and builds a value to their local area, which other families want to access.

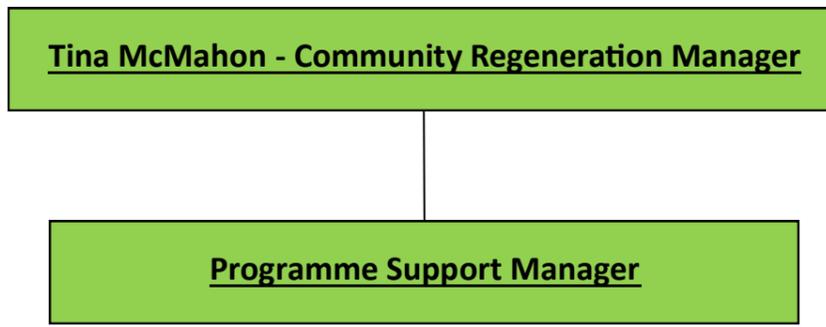
### *A Wales of Vibrant Culture and Thriving Welsh Language*

Facebook pages and communications will be bilingual so that choices can be made as well as having translation into other languages as needed. As per the recommendations of Baroness Andrews' report, the programme will link to wider initiatives such as the Fusion programme; and partners within the cultural sector to add value to employment and training programmes and explore opportunities for enhancing and promoting employability through cultural activity.

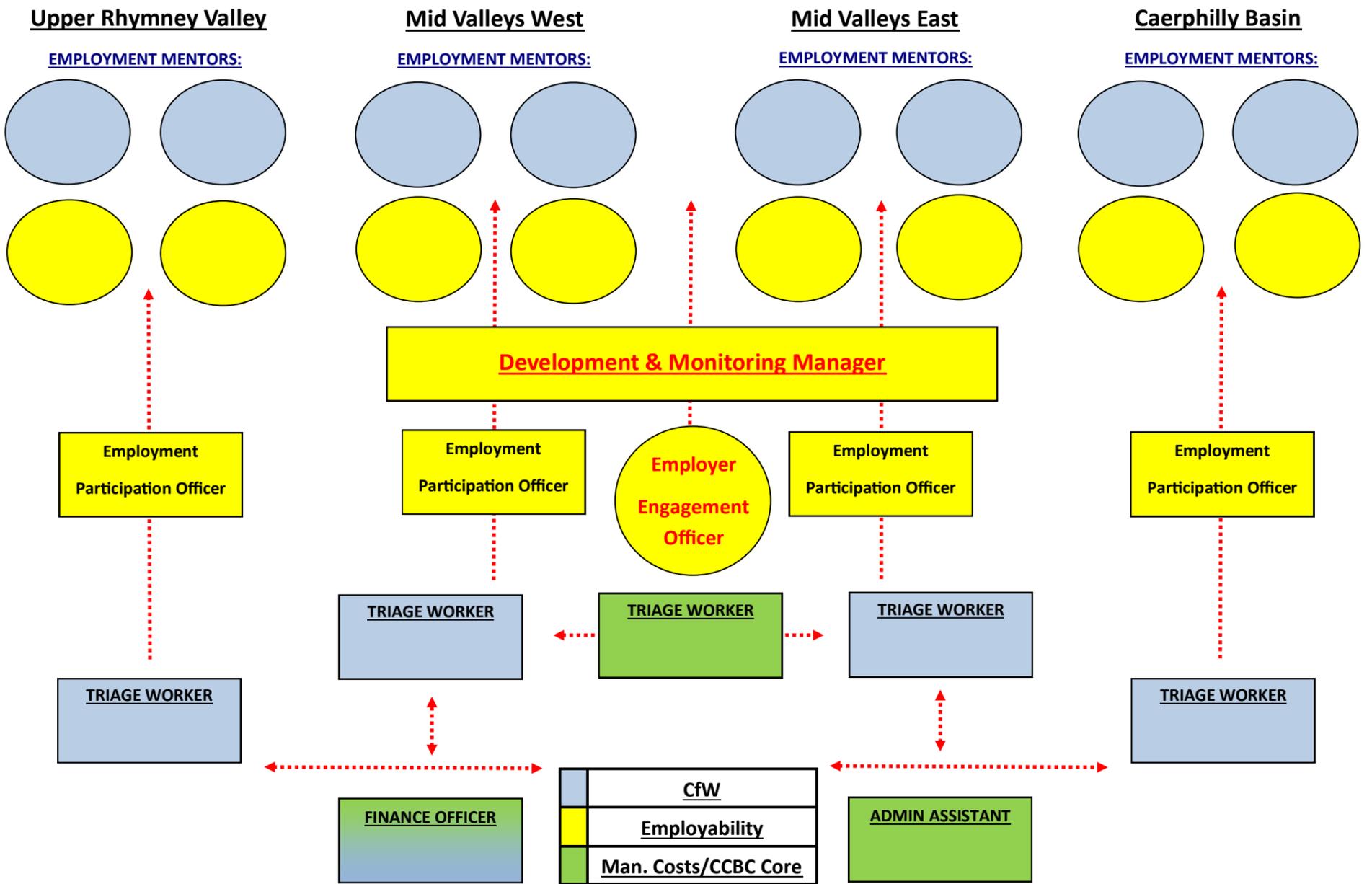
### *A Globally Responsible Wales*

Wellbeing is embedded through practice, including programme / project delivery and the new specification designs.

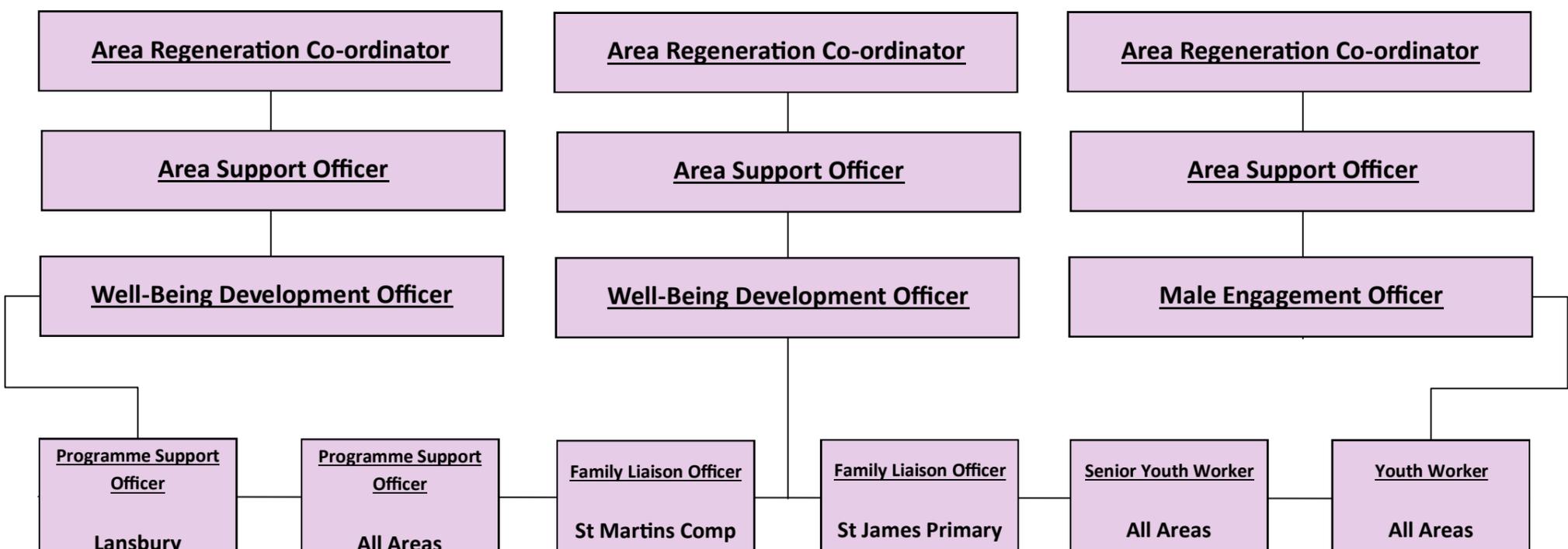
**PROGRAMME MANAGEMENT**



**EMPLOYMENT SUPPORT**



**LEGACY**



## New Communities and Data

### Welsh Index of Multiple Deprivation, 2014

Community	Primary LSOAs covering community /estate	Ranking according to Welsh Index of Multiple Deprivation, 2014
Lansbury Park (Including Porset Park)	St James 3	1
	St James 4	107
Rhymney	Twyn Carno 1	7
	Moriah 3	62
Park Estate	Bargoed 4	23
Graig y Rhacca	BTM 6	25
Phillipstown	New Tredegar 3	70
Cefn Hengoed	Hengoed 2	88
Fochriw	Darren Valley 2	126
Ty Sign	Risca East 2	426

### Child Poverty Data – Children in Income Deprived Households

Community	Primary LSOAs covering community /estate	Proportion of children aged 0-3 in income deprived households	Number of children aged 0-3 in income deprived households
Graig y Rhacca	BTM 6	75%	115
Rhymney	Twyn Carno 1	66%	50
	Moriah 3	55%	45
Phillipstown	Phillipstown	65%	80
Lansbury Park (Including Porset Park)	St James 3	62%	65
	St James 4	56%	50
Park Estate	Bargoed 4	60%	65
Fochriw	Darren Valley 2	60%	40
Cefn Hengoed	Hengoed 2	52%	55
	Hengoed 1	32%	25
Ty Sign	Risca East 2	54%	45

## Kaleidoscope Referrals

Area		No of referrals	Children involved	Primary substance									
				Heroin	Alcohol	Cocaine	Amphetamines	Cannabis	Methadone	Dihydro-codeine	Benzodia zepines	Subutex	Codeine
Rhymney	Rhymney (South)	21	20	6	8	1		3			2		1
	Rhymney (North)	11	3	7	4								
	Ty Coch Estate	7	2	4	2	1							
Ty Sign	Ty Sign (Lower)	22	20	7	8	1	2	1	1			1	1
	Ty Sign (Upper)	6	7	4	2								
Lansbury	Lansbury Park	12	16	3	6		2	1					
	Porset Park	4	3	2	2								
Gilfach (Park Estate)		9	10	2	7								
Fochriw		2	2	1			1						
Phillipstown		8	8	2	3			3					
Graig y Rhacca		6	3		4	1		1					
Cefn Hengoed		3	4	1		1				1			

## Supporting People Referral Data

### Referrals made

Area		Referrals	Male	Female
Gilfach (Park Estate)		270	90	175
Rhymney	Rhymney South	256	111	142
	Rhymney North	226	98	125
Cefn Hengoed		153	43	107
Lansbury	Porset Park	151	51	99
	Lansbury Park	99	48	50
Phillipstown		109	30	78
Fochriw		71	23	47
Graig y Rhacca		39	12	25

### CCBC Evictions 01.04.16 – 31.03.17

Community	No. Evictions	Reasons for Eviction
Lansbury Park	4	Rent Arrears x 3; ASB x 1
Ty Sign	3	Rent Arrears
Rhymney	2	Rent Arrears
Pantside	1	Left Before Eviction

### Anti-social Behaviour/Nuisance calls reported to Tenancy Enforcement Section (TES) 01.04.16-31.03.17

Area	Number of referrals to TES	
Rhymney – North and South	60	
Lansbury	Lansbury Park	49
	Porset Park	18
Graig y Rhacca	37	
Ty Sign	34	
Gilfach Site (Park Estate)	22	
Fochriw	11	
Cefn Hengoed	4	
Phillipstown	1	

The definitions of ASB (in reference to calls above):

- ‘Where conduct is capable of causing nuisance or annoyance to a person in relation to that persons occupation of residential premises or the conduct is capable of causing housing related nuisance or annoyance to any person’ (*Housing related* means directly or indirectly relating to the housing management function)
- ‘Conduct that has caused or is likely to cause harassment, alarm, or distress to any person where the anti-social behaviour has occurred in a public place’

Generally including:

- Noise,
- Harassment, Intimidation and threatening behaviour
- Verbal and written abuse
- Substance misuse – drugs and alcohol – supply, cultivation, use or misuse
- Vandalism/ property damage
- Physical violence
- Domestic Abuse
- Hate related incidents

### Domestic Abuse Conference Calls (DACC) Reports

AREA		NUMBER OF CALLS
RHYMNEY N & S		33
GILFACH SITE (Park Estate)		23
TY SIGN		18
G.Y.R.		16
LANSBURY	LANSBURY PARK	14
	PORSET PARK	9
CEFN HENGOED		5
FOCHRIW		4
PHILLIPSTOWN		1

Relates to Council Tenants over period 01.04.16 – 31.03.17.

The DACC is a daily report of all DV related incidents reported to the Police in the last 24 hours. As long as the person has consented to share information or they meet the threshold for concern, then the data will feature in the report. CCBC then research to see if the person is a Council tenant and if they can offer support, check property damage, secure locks etc.

**Families Supported by Llamau re: domestic violence 01.04.16 – 31.03.17**

Community		No. Families Supported
Lansbury Park		16
Ty Sign		14
Rhymney	North	9
	South	1
Graig y Rhacca		8
Gilfach (Park Estate)		6
Fochriw		4
Phillipstown		4
Cefn Hengoed		3

**CCBC Tenancy Support Officer Visits 01.04.16 – 31.03.17**

Community	No. Support Visits (individual number of properties)
Lansbury Park	193
Rhymney	163
Graig y Rhacca	157
Ty Sign	104
Gilfach (Park Estate)	90
Phillipstown	41
Cefn Hengoed	34
Fochriw	23
Porset Park	20

## Citizens' Advice Bureau – Financial/Debt Support by Ward and by Advice Type

Community	Primary Ward(s) covering community/estate	Benefits	Consumer	Debt	Discrimination	Education	Employment	Financial	Health	Housing	Immigration	Legal	Relationships	Tax	Travel	Utilities	Other
Park Estate	Bargoed	167	16	85	2	0	18	23	6	44	0	23	27	2	2	32	15
Lansbury Park (Including Porset Park)	St James	121	4	57	0	0	10	18	4	15	1	5	8	1	1	14	6
Rhymney	Moriah	120	3	50	0	1	8	16	2	19	0	7	15	2	0	11	3
	Twyn Carno	55	1	29	0	0	4	7	0	4	1	2	2	0	0	5	3
Graig y Rhacca	BTM	112	8	73	0	1	9	42	3	24	0	13	18	2	2	15	10
Cefn Hengoed	Hengoed	111	8	49	0	1	6	19	2	14	0	14	17	3	3	12	6
Phillipstown	New Tredegar	106	8	54	0	1	10	24	8	16	0	17	18	0	1	19	3
Ty Sign	Risca East	75	13	30	0	1	12	18	5	9	0	14	8	1	3	3	17
Fochriw	Darren Valley	37	4	14	0	0	10	9	1	10	0	2	8	1	3	4	7

**Communities First Phasing Out Timescales**

**APPENDIX 6**

Projects	Phasing out timescale:				
	31 <sup>st</sup> Mar 2017	30 <sup>th</sup> Jun 2017	31 <sup>st</sup> Dec 2017	31 <sup>st</sup> Mar 2018	Continuing post Mar 2018
<b>PROSPEROUS THEME</b>					<b>Transition Period</b>
<b>Employment Support</b>					
<b>Digital Fridays (Drop-in IT Support)</b>					
<b>Rhymney Foodbank</b>					
<b>Youth Crime Prevention Project</b>					
<b>Citizens' Advice Bureau Outreach (Outreach Service – Shared Outcomes project)</b>					

Volunteer-run continuation

Projects	Phasing out timescale:				
	31 <sup>st</sup> Mar 2017	30 <sup>th</sup> Jun 2017	31 <sup>st</sup> Dec 2017	31 <sup>st</sup> Mar 2018	Continuing post Mar 2018
<b>LEARNING THEME</b>					<b>Transition Period</b>
<b>St Martins/St James School Family Support</b>					
<b>Pupil Inclusion (Learning Pathway Centres)</b>					
<b>School Support (Primary School Additional Support)</b>					
<b>Personal and Social Development (Youth)</b>					
<b>Cattwg Project (Community Learning &amp; Volunteering)</b>					
<b>Digital Inclusion Classes</b>					
<b>Tiny Tots Toy Library</b>					
<b>Parent Engagement (Learning Pathway Centres)</b>					
<b>Extra Curricular Qualifications</b>					
<b>Heolddu Achievement Project (School attendance &amp; attainment support)</b>					
<b>Adult/Parent Learning</b>					

Continued through Education

Projects	Phasing out timescale:				
	31 <sup>st</sup> Mar 2017	30 <sup>th</sup> Jun 2017	31 <sup>st</sup> Dec 2017	31 <sup>st</sup> Mar 2018	Continuing post Mar 2018
<b>HEALTHIER THEME</b>					<b>Transition Period</b>
<b>Physical Activity Programme</b>					
<b>Streetgames (Door-Step Sport Sessions)</b>					
<b>Mental Health Classes (Community based. eg. Living Life to the Full)</b>					
<b>Mental Health Support Sessions (Peer Support)</b>					
<b>Healthy Lives (XPOD, XPERT, Foodwise)</b>					
<b>Community Cooking</b>					
<b>Broadening Horizons (Confidence, self-esteem &amp; Mental Health Support)</b>					

Continuing in legacy areas only