



PARTNERSHIPS SCRUTINY COMMITTEE – 20TH FEBRUARY 2018

SUBJECT: 'THE CAERPHILLY WE WANT' WELL-BEING PLAN

REPORT BY: INTERIM CHIEF EXECUTIVE

1. PURPOSE OF REPORT

- 1.1 To update Partnerships Scrutiny Committee, in its role as statutory consultee, on the Caerphilly Public Services' Board Well-being Plan, 'The Caerphilly We Want 2018-2023'.
- 1.2 Partnerships Scrutiny Committee received a draft version of the plan at its meeting of the 14th September 2017 and used its ability under Section 35 of the Well-being of Future Generations (Wales) Act 2015 to request that additional activity be considered for inclusion in the plan by the Public Services Board in relation to sustainable and affordable homes. The Board met on the 5th December 2017 and considered this request.

2. SUMMARY

- 2.1 Partnerships Scrutiny Committee, as the relevant local authority overview and scrutiny committee are a statutory consultee for the local well-being plan under Section 43 of the Well-being of Future Generations (Wales) Act 2015.
- 2.2 The draft well-being plan has been subject to a public and stakeholder consultation that ended on the 18th of December 2017. The well-being plan must be published within 12 months of an ordinary general election (i.e. by 3rd May 2018) and must be agreed by the statutory partners: Caerphilly CBC, South Wales Fire and Rescue Service, Aneurin Bevan University Health Board, and Natural Resources Wales. The plan is listed for full council on the 6th March 2018.

3. LINKS TO STRATEGY

- 3.1 The Caerphilly Public Services Board (PSB) has a statutory responsibility to contribute to the 7 National Well-being Goals for Wales. They must set local well-being objectives for the area and must take all reasonable steps to meet those objectives. In so doing the PSB must contribute to:
 - A prosperous Wales
 - A resilient Wales
 - A healthier Wales
 - A more equal Wales
 - A Wales of cohesive communities
 - A Wales of vibrant culture and thriving Welsh language
 - A globally responsible Wales
- 3.2 The local Well-being Plan, 'The Caerphilly We Want 2018-2023' sets out how the PSB has developed its local objectives of well-being (the Well-being Objectives) and the steps it intends to take to meet them.

4. THE REPORT

- 4.1 The Caerphilly Public Services Board has developed 'The Caerphilly We Want 2018-2023' (Appendix 1) to this report. Following public and stakeholder consultation, and the feedback of Public Services Board partner members, the plan has been further refined and amended to reflect consultation responses and is now in a position to progress to final statutory partner approval.
- 4.2 The draft Plan has been shaped by the PSB's desire for it to reflect a new approach and new ways of working. It is underpinned by the 5 ways of working in the Sustainable Development Principle. The feedback from residents and partners that there are many positive aspects to living and working in Caerphilly county borough, has become central to the draft plan.
- 4.3 The draft Well-being Plan – 'The Caerphilly We Want 2018-2023' includes 4 high level objectives:
- **Positive Change** - A shared commitment to improving the way we work together
 - **Positive Start** - Giving our future generations the best start in life
 - **Positive People** - Empowering and enabling all our residents to achieve their own potential
 - **Positive Places** - Enabling our communities to be resilient and sustainable
- 4.4 The Well-being of Future Generations (Wales) Act 2015, requires PSB's to set out the steps that will be taken to achieve the objectives. The draft well-being plan includes a delivery plan that sets out areas for collaborative activity under 4 Enablers and 5 Actions that together will meet the high level objectives.
- 4.5 The activities and actions will change throughout the lifetime of the 5-year Well-being Plan and it has already been established that some issues may be better delivered by regionalised arrangements, either because partners operate at a higher geographical level, work is funded at a regional level, or other external drivers dictate that a regionalised delivery makes more sense; the Cardiff Capital Region City Deal, for example. Other activity will need to be local at the county borough area, or smaller geographies, because delivery partners operate at that level, or community action is required such as the Lansbury Park Coalition for Change.
- 4.6 'The Caerphilly We Want' Draft Delivery Plan (Appendix 2 to this report) sets out the Enablers and Actions that the Public Services Board wish to take to meet their aspirations for the 5-year timeframe of this, their first plan. Sitting beneath the Delivery Plan will be the groups of staff and resources that the individual Board members wish to dedicate to the delivery aims. The Board have also agreed that they will take direct delivery responsibility for aspects of the plan as follows:

Ref.	Action Area	PSB Lead Organisation
1.	Best Start in Life	Public Health Wales
2a.	Volunteering	Gwent Association of Voluntary Organisations
2b.	Apprenticeships	Caerphilly County Borough Council

3.	Good Health and Well-being	Aneurin Bevan University Health Board
4a.	Safer Communities	Gwent Police
4b.	Resilient Communities	Caerphilly County Borough Council
5.	Protect and Enhance the Local Natural Environment	National Resources Wales

Within each Action Area and Enabler, groups of staff, community members and the private and third sectors have begun to be identified. Each theme will have a lead officer who will be expected, in conjunction with the collaborative group, to set short, medium and long term programmes of activity for the duration of the plan. These action plans are currently being developed in more detail and will be in place and agreed by the Board in time to commence delivery by the statutory deadline.

- 4.7 At its last meeting Partnerships Scrutiny Committee requested that the Board reconsider an earlier decision to remove an aim to ‘develop suitable, sustainable housing to meet the variety of people’s needs, including affordable housing’. The Boards consideration was that this area of activity did not necessarily reflect partnership collaborative activity and had taken the decision to focus on resilient communities using the Lansbury Park ‘Coalition for Change’ as a pilot.
- 4.8 The Board discussed the Committee’s recommendation at its meeting of the 5th of December and agreed to reinstate the aim within Action Area 4 of the Well-being Delivery Plan as follows:
- Support housing partners to deliver appropriate, affordable and sustainable homes.
- 4.9 The Board has received two specific responses to its consultation on the plan that it is felt should be brought to the attention of Committee. The responses from the Future Generations Commissioner and Welsh Government for the precursor local assessment of well-being were brought to the attention of Committee and so for consistency the respective responses to the plan itself are attached as Appendices 3 and 5.
- 4.10 The advice from the Commissioner was particularly detailed and the Corporate Policy Unit have provided Appendix 4 on behalf of the Board to detail how the extensive advice is being addressed.
- 4.11 The consultation response from Welsh Government was based on the version of the plan that was brought to the last meeting of this committee on the 14th of September. The final draft of the plan has moved on considerably since then and the recommendations of Welsh Government have been met in the final draft.

5. WELL-BEING OF FUTURE GENERATIONS

- 5.1 The Well-being Plan must consider those collective actions and activities that will maximise well-being for the area in a sustainable way, that is, in accordance with the sustainable development principle in the Act. In assessing the contribution that can be made the Plan has been drafted consider:

- **Involving** local communities and other stakeholders
- **Collaborative** and collective action
- **Long term** change to secure the well-being of future generations
- **Integrating** actions and activities across the goals and the work programmes of partners
- **Preventative** activity to consider preventing issues that will damage well-being

Each of the high level objectives in the Final Draft 'The Caerphilly We Want 2018-2023' is supported by an assessment of how the sustainable development principle has been used in drafting the plan.

6. EQUALITIES IMPLICATIONS

- 6.1 An Equalities Impact Assessment has not been conducted as this report gives an update on work to progress the Well-being Plan. The plan will be subject to an Equalities Impact Assessment.

7. FINANCIAL IMPLICATIONS

- 7.1 There are no financial implications. Board partners have committed to providing support in kind in developing the Well-being Plan.

8. PERSONNEL IMPLICATIONS

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

9. CONSULTATIONS

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

10. RECOMMENDATIONS

- 10.1 That Committee consider the progress of the final draft plan and offer any comment as a statutory consultee body.

11. REASONS FOR THE RECOMMENDATIONS

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

12. STATUTORY POWER

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

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Consultees: Cllr David Poole - Leader of Caerphilly County Borough Council and PSB Chair
Cllr James Pritchard- Chair Partnerships Scrutiny Committee
Cllr Dianne Price – Vice Chair Partnerships Scrutiny Committee
Christina HARRY- Interim Chief Executive Caerphilly County Borough Council
Rob Hartshorn - Head of Public Protection, Caerphilly County Borough Council
Mike Eedy - Principal Accountant
Anwen Cullinane - Senior Policy Officer (Equalities and Welsh Language)
Shaun Watkins - Principal HR Officer
Paul Cooke - Senior Policy Officer, Caerphilly County Borough Council

Background Papers:

Well-being Plan- Public Consultation Version

<http://your.caerphilly.gov.uk/publicservicesboard/content/draft-well-being-plan-have-your-say>

Appendices:

Appendix 1 Final Draft 'The Caerphilly We Want' Well-being Plan 2018-2023
Appendix 2 Draft Well-being Delivery Plan
Appendix 3 Advice from the Future Generations Commissioner
Appendix 4 Response to the Future Generations Commissioner advice
Appendix 5 Consultation Response from Welsh Government



Caerphilly Public Services Board
Well-being Plan 2018-2023

Board Member Organisations

Aneurin Bevan University Health Board
Caerphilly County Borough Council
Gwent Association of Voluntary Organisations
Gwent Police
Her Majesty's Prison and Probation Service
Office of the Police and Crime Commissioner
Natural Resources Wales
Public Health Wales
South Wales Fire and Rescue Service
Wales Community Rehabilitation Company
Welsh Government

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FINAL DRAFT

The Vision of Caerphilly Public Services Board

Caerphilly Public Services Board (the Board) is committed to improving the well-being of all residents living in the county borough area. Its focus will be on working together more effectively and a shared commitment to work differently, to bring about positive changes in the economic, environmental, social and cultural landscape of the area.

Assessing the current well-being of the area has determined the local Well-being Objectives that the Board will focus on over the 5-year timeframe of this 'The Caerphilly We Want' Well-being Plan. These objectives are intended to achieve long term change in the way we work together as public sector organisations, and how we work with businesses, the third sector and our residents. This change will bring about improvements in well-being for both current and our 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 changes that can have a significant impact on improving well-being. This will involve prioritising the 'added value' the Board can achieve by working together, however, activity will need to be funded from within existing budgets. The actions taken will be truly collaborative in nature, and will involve a number of organisations working together to deliver improvements.

The actions highlighted through the Local Assessment of Well-being are those that are intended to bring about long-term improvement in well-being for our residents. The Board understands that securing improved well-being of its residents prevents need, and reduces the demand on services further down the line. Working together across partner organisations is considered to offer the best chance of securing maximum impact for public sector budgets that are consistently being reduced.

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 change is a journey, with this first Well-being Plan for the area setting out what the Board intends to achieve over the next five years. However, the Board also has to consider a 25-year horizon in order to achieve improved well-being for our future generations.

The Board will use the five ways of working set out in the Sustainable Development Principle (Involvement, Collaboration, Long-Term, Integration and Prevention) to drive forward the change that is required. Working together to achieve the local Well-being Objectives will not be undertaken in silos, and we will measure the success of the work we do in relation to the improvements in the well-being of our residents. The accountability for delivering the actions in the Well-being Delivery Plan will rest directly with individual Board members.

The Well-being of Future Generations (Wales) Act 2015

The Well-being of Future Generations (Wales) Act 2015 (the Act) established Public Services Boards across Wales with a statutory function to assess the well-being of their area, and produce Well-being Plans on a five year cycle, in line with the local government election cycle.

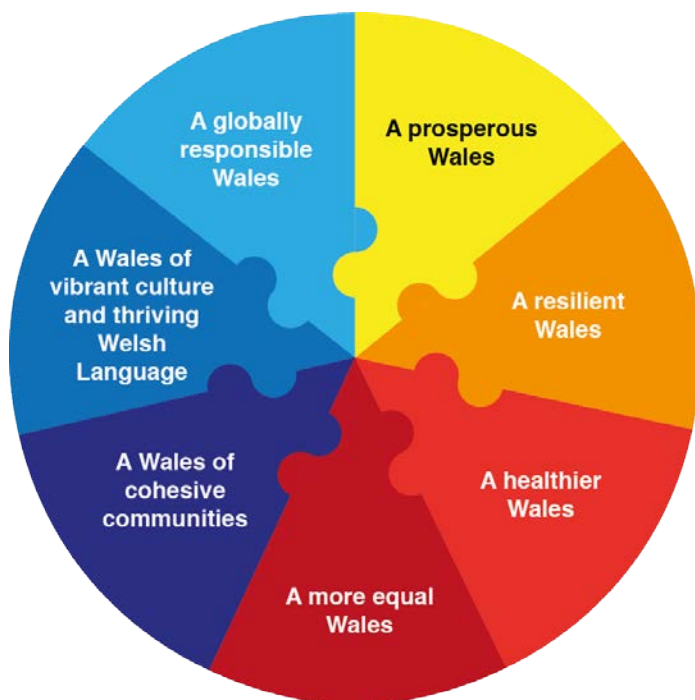
Within Caerphilly county borough the Board brings together the Chief Officers and Leaders for all the public services operating across the county borough area, together with the Third Sector. More information on membership of the Board can be found on the Board website:

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

The Board published its first Local Assessment of Well-being in March 2017. The published Assessment was the outcome of an extensive process of data collection, analysis and refinement, together with extensive consultation and engagement with local residents, partner organisations, the business sector and third sector. The Assessment will be re-visited and updated over the next few years as new information becomes available and further work enables the Board to have a better insight into the factors and local conditions that can affect well-being.

The Assessment identified a large number of issues that need to be addressed in order to improve the well-being of our residents, however, there was a recognition amongst Board members that these issues needed to be prioritised, in order to ensure that working collaboratively will have the maximum impact. This is discussed in more detail later in this Plan.

The Act sets out seven National Well-being Goals for Wales which public services must work towards to improve social, economic, environmental and cultural well-being. These are summarised below:



The Act also sets out how public services should use the Sustainable Development Principle, which stipulates that **“We must act in a manner in which we ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.”** In order to evidence how this has been applied we must use integrated, preventative and collaborative approaches that take account of the long-term and involve our communities. These five ways of working have informed our approach to the development of this Well-being Plan, which can be summarised as follows:

Integration

The Delivery Plan that will support the delivery of the Well-being Plan does not sit directly under the individual Well-being Objectives. Rather, it identifies a series of outcome orientated actions and activities to respond to the issues facing the county borough. The detailed actions 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 chosen actions and activities are those which the Board considers will collectively maximise their contribution towards the National Well-being Goals.

Collaboration

Throughout the development of the Assessment of Well-being and the Well-being Plan, partners have been involved in all aspects, from the identification and prioritisation of the issues to be addressed, through to the development of the Well-being Objectives and the Delivery Plan.

The Board recognises its collective responsibility to ensure the well-being of our future generations, and the necessity of working collaboratively to secure the best outcomes for local people across public sector delivery in the area. Board members will strengthen their ability to effect change by making delivery against the Well-being Plan central to core activity of their own organisations, and sharing accountability for its success.

Long-term

The Board recognises that many of the issues identified in the Assessment of Well-being are due to the historical legacy of the area and entrenched problems that cannot be addressed in the short term. Therefore, these will need to be tackled over the longer term, with incremental change and creative solutions needed. While this plan sets actions and activities for the first five years it is written with an eye on long term sustainable change.

Involvement

The communities of the county borough have provided a wealth of insight into the conditions they, and our future generations, require for well-being. The Board is grateful for the time, effort, and careful consideration of all those that have helped to shape the Well-being Plan and Objectives. As we move into delivery against the Well-Being Plan the Board are keen to keep this dialogue open and involve residents in shaping and delivering the actions and solutions. 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.

Prevention

The Board recognises that preventing problems from occurring is much more effective than dealing with the effects when problems do occur. Therefore, the Board is committed to changing the way we work together so that preventative action is embedded in all the work that we do.

Identifying the early interventions that can be delivered collaboratively by 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 Caerphilly We Want' Well-Being Plan

Context

The county borough area is diverse both geographically and demographically. The Local Assessment of Well-being paints a picture of well-being in the area and provides a wealth of information that has helped inform this Plan. It can be accessed on the PSB website:

<https://your.caerphilly.gov.uk/publicservicesboard/content/what-does-wellbeing-mean-you>

The Board operates in a local, regional and national policy context. A number of key strategic drivers have been taken into account as part of this first Well-being Plan for the county borough. For the purposes of the document, local is defined as the Caerphilly county borough local authority area. Some delivery will take place on a Gwent footprint (i.e. covering the local authority areas of Blaenau Gwent, Caerphilly, Monmouthshire, Newport and Torfaen), and regional strategic planning for the ten authorities of South East Wales is focusing on the Cardiff Capital Region City Deal, the ambitious vision for a vibrant well-connected economy in the South Wales area. The Ministerial Valleys Taskforce is focusing on similar aims for communities along the M4 corridor.

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, and build upon, the Well-being Objectives of the partner organisations. The associated Well-being Delivery Plan includes actions that are based on what partner organisations 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 Regional Area Plan required by the Social Services and Well-Being (Wales) Act 2014 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 issues 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 compliment those of the Regional Area Plan, particularly where they prevent poor well-being escalating into a need for care and support.

Deliverable and tangible outcomes for the City Deal and Valleys Taskforce support and sit alongside this local Well-being Plan, and it will be imperative to maximise the benefits from these initiatives for the county borough. Local Government Reform has set a regional direction for strategic economic development, land use and transportation. The actions and activities in this Well-being Plan will compliment (not contradict or duplicate) and support and enhance (not undermine) regional planning arrangements.

As part of the Well-being Delivery Plan we will seek to explore opportunities for project delivery with neighbouring Boards, particularly across the Gwent region, where identified actions have common points of interest, or where collective action may enhance or maximise the impacts of the work of the Board.

Future Trends

The local Assessment of Well-being has extrapolated (as far as is possible) the future trends for the county borough under the seven National Well-being Goals. 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.

However, this Well-Being Plan is not intended to be a static document. Additional research has recently been commissioned jointly by the five Gwent PSB's, which will help to identify the social, economic, environmental and cultural factors that are likely to affect the Gwent area in the future, over the short, medium and longer term. This research will be used to inform any revisions to the Well-being Plan moving forward, and also this first version of the Well-being Delivery Plan and subsequent versions.

The actions and activities set out in the Well-being Delivery Plan will be achieved over variable timeframes. Each activity is intended to result in an incremental improvement in well-being, and as actions are achieved and evidenced best practice embedded, new activity will be undertaken. Future Assessments of Well-being and informed decision making will assist in this process moving forward.

The Well-Being Objectives

How did we arrive at the Well-being Objectives?

The Assessment of Well-being published in March 2017 identified 37 issues for consideration and possible further work by the Board, in order to have a deeper understanding of the causes and factors influencing these issues and how they impact on well-being. A series of prioritisation exercises were undertaken with a range of participants (including residents and communities) which identified six priority areas for the Board to consider. A response analysis exercise was undertaken into each of these priority areas to identify why the issue is important, what work is currently ongoing, what good practice exists and what more could be done in the future.

In formulating the Well-being Plan and Well-being Objectives, the Board was particularly conscious that a different approach and new ways of working are needed. This requires a move away from the silo working that characterised some of the work under the former Single Integrated Plan. Therefore, the Well-being Objectives are designed to be cross-cutting in nature and make the maximum contribution to the National Well-being Goals. The Board were also keen to reflect that residents recognised the assets the area has, in particular the attractive local environment and strong sense of community, and that the plan should be positive and not focused on 'need'. The Objectives have therefore been framed in a positive way.

What was clear from all the work undertaken throughout the Assessment process and the development of the Well-being Plan was that four clear themes were emerging – people, places, a focus on early years, and the need for fundamental change to the way we work to enable a more joined up approach in the future. This has led to the development of the four Well-being Objectives that will drive this Well-being Plan:

Appendix 1

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

Further detailed information on the approach used to refine the issues identified in the Well-being Assessment and the development of the Well-being Objectives is provided in Appendix 1.

The four Well-being Objectives have been developed to drive the delivery of the Well-being Plan. They have been written as an integrated set, with links and overlaps between them, as the Board recognises that achieving good well-being is a complex interaction between a myriad of factors. Therefore, coordinating our resources and activity will have the greatest effect on improving well-being.

The detailed Well-being Delivery Plan that sets out the steps for how we will deliver against these Objectives is included at Appendix 3. This Delivery Plan identifies the short, medium and long term steps we will take, and how the Sustainable Development Principle and five ways of working have been taken into account. This document also identifies how we will monitor progress and measure success.



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

Why we chose this objective

The Well-being of Future Generations legislation sets a clear direction for public sector bodies to work together. The Board is fully committed to changing the way their organisations collaborate and has committed to directing resources to enable the delivery of the Plan, as far as is possible. To do this a number of positive ‘Enablers’ have been identified, where real change can demonstrably happen, thereby improving the well-being of local residents. These ‘Enablers’ will underpin the action areas in the Well-being Delivery Plan.

The Board recognises that in order to improve the way we work together as organisations, the drive for this needs to come from the Board members. We need to ensure that all our staff understand the importance of the approach being adopted and the need for change.

Throughout the engagement activity it was highlighted that there are multiple buildings, land, infrastructure, staff and other assets which could potentially be used more effectively. The Board also needs to consider new technological advances including energy generation and use, IT and communications, and other technological developments in order to adopt a more sustainable approach to how it delivers services. Board members will consider how they spend their budgets to maximise the benefits to local communities, including making sure (where possible) that goods and services purchased are sustainable, low carbon and ethically responsible.

Also emerging from the engagement activity was a very strong message that the Board needs to improve how and when it engages with residents and local communities, to enable them to be more involved in the work of the Board. This will help to ensure that the Board, its partners and our local communities work together to deliver ‘The Caerphilly We Want’.

Contribution to the National Well-being Goals

A prosperous Wales	Using financial resources in ways that benefit local communities, joint purchasing and purchasing sustainably will help ensure a prosperous Wales. As supplies of fossil fuels become scarcer their cost will increase, so switching to alternative energy sources will help to prevent rising costs in the future.
A resilient Wales	Lower consumption of fossil fuels will help to protect the natural environment and local ecosystems.
A healthier Wales	Enabling residents and local communities to be involved of the delivery of the Well-being Plan will help to give them ownership of it, and help them to feel that their opinions are valued and important.
A more equal Wales	All residents and local communities will be encouraged to be involved in the delivery of the Well-being Plan, regardless of where they live in the county borough. The characteristics of individuals or communities will not be a barrier to involvement.
A Wales of cohesive	The ability of individuals and communities to influence the

communities	delivery of the Well-being Plan will encourage them to do more to help themselves, and to undertake community initiatives that will foster a sense of belonging and community pride.
A Wales of vibrant culture and thriving Welsh language	This objective will respect the cultural and historical traditions of the local area and the differences between our communities, ensuring that all parts of the county borough are involved helping to deliver the Well-being Plan.
A globally responsible Wales	This objective will reduce the reliance on fossil fuels and explore and increase usage of renewable energy sources, thereby reducing our carbon footprint. Reducing our use of fossil fuels and our carbon footprint will have positive impacts on the local environment, and also at a national and global level.

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

Why we chose this objective

Protecting the well-being of children and young people (particularly in their early years) is the biggest determinant of their life chances and a positive transition into adulthood, and there is a wide range of evidence that demonstrates that by investing in the first few years of a child's life, this will improve outcomes throughout the rest of their lives. All Board members recognise their responsibilities to children and young people, and that maximising the potential of young people is key to ensuring that they build resilience that will last throughout their lives. Young people need safe and secure childhoods where they are nurtured, supported and developed, including routes into training and employment, and an environment that supports their health and well-being. This will help to ensure that they live healthy lives where they can achieve their educational potential, be part of a healthy workforce and contribute to a prosperous Caerphilly county borough. A number of actions have been captured within the Well-being Delivery Plan that will support children and young people to have the best start in life.

Unfortunately there are inherent inequalities amongst children born within the county borough due to a wide variety of factors. There are a number of deprived communities and pockets of deprivation right across the county borough, particularly in the north, the Mid Valleys area and the Caerphilly Basin. There is a proven link between deprivation and poor health, poor educational attainment, low literacy and numeracy skills, low earnings and high unemployment. Being born into a deprived household can therefore directly affect the potential of that child.

In addition, some children are, sadly, exposed to adverse childhood experiences which can affect how they grow and develop. Adverse childhood experiences are highly stressful events that can directly harm a child or affect the environment in which they live, such as growing up in a household exposed to drug use, alcohol misuse or domestic violence. Prevention of adverse childhood experiences is likely not only to improve the early year's experiences of children in the county borough, but also reduce levels of health harming behaviour across the whole life of an individual, thereby reducing the negative impacts on their family and community.

Appendix 1

Children experiencing adverse childhood experiences are more likely to perform poorly in school, more likely to be involved in crime and ultimately less likely to be a productive member of society. There is also evidence that the likelihood of a child experiencing adverse childhood experiences is higher in more deprived areas, which could exacerbate the impact on the child even further.

Intervention in the early years, together with a focus on reducing and preventing adverse childhood experiences, will positively impact on the life chances of the individual and our future generations, and reduce the demand on services in the long term.

Contribution to the National Well-being Goals

A prosperous Wales	Giving every child born in the county borough the best start in life will ensure that they have the support they need to reach their full educational potential, that they are able to secure rewarding and meaningful employment and that they become productive members of society in the future, thereby contributing to a more prosperous Caerphilly county borough.
A resilient Wales	Ensuring good maternal health, that children grow up in a safe and caring environment, and reducing poverty and deprivation will ensure that all children have the support they need to grow and develop, thereby ensuring they build their resilience throughout the course of their lives.
A healthier Wales	Enabling children to have the best start in life will mean that they are less likely to suffer abuse and maltreatment, physical injury or psychological problems. As adults they will be less likely to engage in health harming behaviours and have a reduced risk of developing diseases such as cancer, heart disease, diabetes and poor mental health.
A more equal Wales	Tackling the issues that cause inequality amongst children (such as deprivation and adverse childhood experiences) will help to ensure that every child will reach their full potential regardless of where they live in the county borough, and thereby help to contribute to a more equal Caerphilly county borough.
A Wales of cohesive communities	Supporting children to have the best start in life will help to reduce youth offending, anti-social behaviour and other crime levels, and lead to safer communities for all our residents. Tackling adverse childhood experiences will also mean that children are not exposed to these factors, and therefore they will be less likely to repeat the patterns of behaviour when they reach adulthood, having a positive effect on both their own family and the wider community.
A Wales of vibrant culture and thriving Welsh language	Children who are more engaged with education in general are more likely to benefit from improved access to opportunities to participate and engage in Welsh language, sporting and cultural activities. Participating in sporting/arts activities in particular can help to build confidence for those taking part.
A globally responsible Wales	Engaging fully with educational opportunities will allow children to discover how their actions locally can affect global well-being, and help them to understand what actions they can take to help safeguard the future of the planet.

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

Why we chose this objective

The Board member organisations exist to provide services for, and on behalf of, residents and the environment in which they live. However, there needs to be a fundamental shift in how we plan, shape and deliver services in collaboration with each other, but more importantly, with communities. We want residents to be able to access the services they need to help them look after their own well-being. As well as actions that empower residents to look after their own physical, mental and well-being needs, we want to support them to become productive and active community members.

Currently, most services are delivered when our residents are in need, such as treating an illness or dealing with a family that is in crisis. We need to shift all public services to become more preventative in nature, so that problems are identified and addressed before individuals reach crisis point or require treatment for a health condition, for example. This will also include providing residents with the support, advice and guidance they need in order to be able to take ownership of and manage their own lives.

Equipping residents to adopt healthy behaviours will help them to take responsibility for and manage their own physical health, mental health and well-being. Lifestyle choices are a key cause of health inequalities and can have a major impact on healthy life expectancy. Our older population is increasing and is predicted to rise even more sharply in the years to come. With this comes additional demand on already stretched services, so supporting residents to have a healthy life as long as possible is a common aim for all.

One of the major issues identified in the Assessment was the relatively high level of unemployment and, in particular, economic inactivity within the county borough. Unfortunately, some of our local residents have never worked or are employed in very low skilled jobs as they lack the qualifications, skills or confidence they need in order to engage fully with the labour market. Some of our residents come from families where no-one has worked for generations, and therefore they will require intensive support and opportunities to develop and build on their knowledge and skills.

Throughout our engagement, volunteering was seen as a way of individuals making the first steps towards future employment, by allowing them to experience the world of work and help them to develop the skills that future employers will require. It will also help to build their confidence and contribute to their personal well-being. It has benefits from an organisational perspective, with volunteers contributing their own knowledge and skills to the organisation. Corporate volunteering can also help to fulfil an organisation's contribution to local communities, by allowing staff the opportunity to regularly offer their time to help local organisations or causes.

Apprenticeships were also seen as a route to sustainable and well paid employment. Not only finding work but also having opportunities to progress were seen as vital from our engagement activity. Apprenticeship opportunities for all residents, both younger and older, were thought to be extremely important, with increasing employability being fundamental to tackling poverty and reducing inequality amongst our residents.

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The Board recognises that different groups within our overall population (such as older people, carers, children and young people, people with disabilities etc.) may have specific needs that require targeted interventions. Alongside the work that has been undertaken in relation to develop this Well-being Plan, the Greater Gwent Health, Social Care & Well-being Partnership has undertaken a Population Needs Assessment, which identifies the needs of people requiring care and support. The Social Services and Well-being (Wales) Act 2014 introduced a duty on local authorities and local health boards to prepare and publish this Assessment, and to address these issues via an Area Plan. The Area Plan will be published in April 2018 and there are overlaps between the Area Plan and this Well-being Plan. Therefore, the plans will complement one another in terms of delivery, ensuring that actions are not duplicated. The Area Plan can be accessed at the following link:

LINK TO AREA PLAN

The Board recognises that every resident has the potential, regardless of their personal circumstances, to make a positive contribution to the area in which they live and society as a whole.

Contribution to the National Well-being Goals

A prosperous Wales	Good health and personal resilience will ensure that residents are able to fully engage with the labour market and help contribute to a prosperous Caerphilly county borough. A well-educated and highly skilled population will enable residents to take full advantage of the employment opportunities that exist in the local area and wider region.
A resilient Wales	A good education and well developed skill-set will enable residents to respond positively to the constantly changing world of work that we all live in, and enable them and their families to be more resilient and adaptable to change in the future.
A healthier Wales	Equipping our residents with the conditions they need to improve and manage their own health and well-being is an important part of ill health prevention. Lack of employment has a huge impact on individuals' physical and mental well-being. Being in employment improves feelings of self-worth, self-confidence, encourages better social interaction and helps individuals to feel that they have a place and value in society.
A more equal Wales	Every individual deserves the opportunity to fulfil their potential, regardless of their socio-economic characteristics, background or circumstances. The right education enhanced with the appropriate skills will provide them with the tools necessary to enter and maintain employment, and take advantage of ongoing development and training opportunities that may be available.
A Wales of cohesive communities	A lack of educational qualifications, poor literacy and numeracy levels, high unemployment, long-term sickness and lack of aspiration are unfortunately entrenched in many of our deprived communities and smaller pockets across the county borough. This can feel like a self-fulfilling prophecy, with

	individuals unable to break out of these circumstances. This can lead to a lack of interaction within the community, and increased levels of crime and anti-social behaviour, together with increased levels of alcohol and drug use.
A Wales of vibrant culture and thriving Welsh language	A lack of interaction with the local community will mean that individuals and families do not take advantage of the social opportunities that exist. In addition, lower household income will limit the opportunities that both adults and children have to participate in activities such as sport, leisure and the arts.
A globally responsible Wales	A strong local economy where there is high employment will help to contribute to the economy both regionally and nationally, and thereby contribute to a strong global economy.

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

Why we chose this objective

The environment in which we live has a large part to play in individual personal perceptions of well-being. Having attractive, well-used and connected communities with easy access to the natural environment, affordable and sustainable housing, and low crime levels will support community resilience. The Board members will collaborate in this approach in a more sustainable way, taking collective action to promote positive places that provide for community and personal well-being.

As previously discussed, for some of our more deprived communities long-term economic inactivity has become normalised and poverty and disadvantage are entrenched. The 'Deep Place'¹ approach being adopted in Lansbury Park in Caerphilly (as a way of addressing the issues experienced by local residents) will be a model for how we can potentially replicate improvements in well-being in less advantaged communities across the county borough. This will help these communities to be much more resilient to inevitable change in the future, and give them the tools and support to enable them to help themselves.

From the Assessment and our engagement activity, we know that residents value the fantastic green environment in which they live, which provides direct benefits and space for relaxation, physical activity, learning and connection with nature. There are also a wealth of other benefits for the natural environment on which our existence and quality of life depends – from the regulation of the climate, to food production, energy production, lowering flood risk and reducing the effects of air and other pollution. A network of healthy and connected green spaces that are biodiverse with healthy functioning ecosystems are essential for well-being, and we need to ensure that local communities are able to help protect and look after them, both now and in the future.

In comparison with other local authority areas with similar characteristics, the county borough does not have a high incidence of crime. However, pockets of crime do exist, either temporally or spatially. Our community engagement highlighted that whilst crime

¹ The Deep Place method is an innovative approach to sustainable community and economic renewal, which seeks to unify local economic development with a local employment strategy, and combines the existing range of interventions with a direct approach to creating employment for marginalised populations.

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levels are relatively low, there are concerns around crime and disorder and anti-social behaviour in particular. Feeling unsafe within the local community has a significant impact on personal well-being, particularly for more vulnerable individuals, but can also impact on perceptions of the community as a whole. The visual impacts of low level environmental crime (e.g. litter, fly tipping and off road motorcycling) can blight an area, and the effects are often more acute in more deprived areas, where the lack of consideration by a few can affect the whole community.

One of the issues raised by residents during the community engagement activity was the need to travel to access health services, particularly larger hospitals outside of the county borough. This was a particular issue for individuals with accessibility issues, due to poor public transport and current poor health. A more preventative approach to the delivery of healthcare is needed, by ensuring that the right healthcare professionals with the right skills are in the right places at the right times.

The Board recognises the strong connections residents have with their communities, which enhances their cultural and social identities and helps to support the historical legacy of the area. The county borough has a rich arts scene which has developed from Welsh cultural traditions, with many opportunities for individuals to enjoy activities such as visual arts, dance, music and sport. These activities can also help to reduce feelings of loneliness and isolation and enable residents to be more active members of their communities. Opportunities for fluent Welsh speakers and Welsh learners to use the language in their everyday lives was a very important message from the Assessment, and will help to achieve the Welsh Government's vision of a million Welsh speakers by 2050².

Contribution to the National Well-being Goals

A prosperous Wales	The way in which we manage our environment and green infrastructure is a vital component of a low carbon society, providing the natural resources on which we all depend for our quality of life. They can also provide employment and other benefits such as inward investment and tourism. Having well-connected communities with low crime levels will encourage individuals to bring up their families within our communities, and encourage businesses to start, develop and grow, thereby providing employment for local people and supporting the foundational economy.
A resilient Wales	A healthy, well-functioning, well-connected green infrastructure is critical in helping us adapt and respond to the future challenges we face in terms of responding to issues such as climate change, by increasing our resilience and by encouraging us to live more sustainable lifestyles.
A healthier Wales	Resilient communities with better public open space help residents to be more active and engaged, with better mental and physical health, and an attractive local environment is a key component of this. Living in a low crime area will impact positively on feelings of general well-being, and being able to access appropriate healthcare services close to where residents live will also help to improve well-being. Opportunities for taking part in cultural and sporting activities

² <http://gov.wales/topics/welshlanguage/welsh-language-strategy-and-policies/cymraeg-2050-welsh-language-strategy/?lang=en>

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	will help to reduce feelings of isolation and loneliness.
A more equal Wales	The socio-economic circumstances of residents should not be a barrier to their enjoyment of the facilities and activities available within the county borough, particularly in view of the potential benefits to their well-being. Similarly, there should be equality in the provision of appropriate healthcare services close to where residents live across all our communities.
A Wales of cohesive communities	Respect for shared public spaces and intolerance of the anti-social behaviour that can blight them will encourage feelings of pride, and help residents to value them. Good quality green spaces are vital for promoting positive perceptions of the county borough, as is ensuring that residents feel they are connected to the spaces that surround them. Cultural and sporting activities offer an ideal opportunity to enhance the well-being of individuals and help to bring communities together in shared enjoyment and support of these activities.
A Wales of vibrant culture and thriving Welsh language	The natural environment is an important component of how people feel connected to where they live and their own personal identity, particularly in relation to the rich historical legacy that is evident in much of the surrounding area. Utilising our green spaces for sport and recreational activity, whether formal or informal, will improve the physical and mental well-being of our residents. Opportunities for residents to enjoy cultural and sporting activities will help to ensure that their social and cultural identities are protected and enhanced. Providing opportunities for residents to use the Welsh language in their everyday lives which also help to ensure that the use of the language thrives within the county borough.
A globally responsible Wales	In protecting and looking after our local environment and the range of natural resources that we have, we also respect the global environment, which helps to meet the global obligations that we all have.

Consultation and Engagement Activity for the Well-being Plan

Chapter 4 (Involvement) of Shared Purpose: Shared Future (SPSF 3) of the statutory guidance on the Well-being of Future Generations (Wales) Act 2015 outlines that the Board is required to fully consult with the following statutory consultees:

- The Future Generations Commissioner
- The Board's invited participants
- It's other partners
- Such of the persons who received but did not accept an invitation from the Board under Section 30 as the Board considers appropriate
- The Local authority's overview and scrutiny committee
- Relevant voluntary organisations as the Board considers appropriate
- Representatives of persons resident in the area
- Representatives of persons carrying on business in the area
- Trade unions representing workers in the area
- Such persons with an interest in the maintenance and enhancement of natural resources in the Board's area, as the Board considers appropriate
- Any other persons who in the opinion of the Board are interested in the improvement of the area's economic, social, environmental and cultural well-being

The Board agreed that the statutory 12 week consultation period on the Draft Well-being Plan would take place between 25th September and 18th December 2017. Individual e-mails were sent to the following, together with a copy of the Draft Plan and the Draft Delivery Plan:

- The Future Generations Commissioner
- The Welsh Government
- Members of Parliament for the area
- Welsh Assembly Members for the area
- Elected Members and Town/Community Councillors for the area
- Gwent Association of Voluntary Organisations (on behalf of voluntary organisations in the area)
- Unison, GMB and Unite
- Caerphilly Business Forum

The Draft Well-being Plan was reported to Partnerships Scrutiny Committee on 14th September 2017. In addition, the Draft Plan and supporting documentation was published on the Board website on 25th September 2017, together with an online survey that could be used to record responses to the Draft Plan. The online survey was also publicised via social media channels including Facebook and Twitter. A summary of the online survey results can be found in Appendix 4.

A number of written responses were received and a summary of the main points of each is provided in Appendix 5.

A number of targeted face-to-face engagement events were held including five community engagement workshops, one in each of the five community areas; a Future Scenarios workshop (all the partners involved in the work around the Act); Interact (a network of organisations working with children and young people); a series of meetings with the Valley Voices network; and a Board workshop to consider the action areas (or steps to be

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taken), together with a wider focus on monitoring and accountability for the Plan. A summary of the write-ups for each of these engagement events can be found at Appendix 8.

It should be noted that both the written responses and the face-to-face meetings provided a wide range of comments and suggestions in relation to the Action Areas that will be taken forward via the Well-being Delivery Plan. All the comments have been distributed to the appropriate Action Area Leads, to enable them to be used to inform the detailed actions under each of the Action Areas.

How We will Deliver – Key Principles

1. Tracking Progress

The 'Caerphilly We Want' Delivery Plan will outline the actions to be taken in collaboration, who will be involved and the expected timeframe for completion of each area of work.

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.

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, this 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 Thriving Places Index will report on the local conditions for well-being 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, which will help improve the well-being 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

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individuals, whilst providing vital data for the Boards on how they can better support residents to improve their well-being.

In the round, the combination of outputs, case studies, population outcomes, national indicators, Thriving Places Index and Happiness Pulse data will help to track progress over time.

2. How Will We Be Accountable?

Delivery leads will be responsible to the Board under the Board's existing Performance Management Framework. In addition, a Board member sponsor 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 Services Board Members to account for delivery progress.

The Well-being Objectives of Partner Organisations (February 2018)

Public Services Board members that are subject to the Well-being of Future Generations (Wales) Act 2015 are required to set and meet individual public body Well-being Objectives. Each public body is required to consider the Well-being Objectives of other organisations, and those of the Public Services Board, in considering how they maximise the contribution to the National Well-being Goals for Wales.

Gwent Police and the Gwent Police and Crime Commissioner, are invited partners with full membership of the Board. Subject to central government legislation, the Police and Crime Commissioner is required to set the local Police and Crime Plan for the Force area. Due to the Police Reform and Social Responsibility Act 2011 there is a mutual cooperation requirement placed on Gwent Police, the Police and Crime Commissioner, the local authority, the local Health Board, the local Fire and Rescue Service and Probation Services to have regard to and cooperate with each other's priorities.

Police and Crime Plan priorities run for the term of office of the Commissioner, but the Well-being Objectives of Board partners run for variable timeframes.

Aneurin Bevan University Health Board

- Continue to integrate our actions with wider public, independent and voluntary sector partners with the aim of developing streamlined, whole system services for people who use our services and those they support.
- Support every parent expecting a child and give every child in Gwent support to ensure the best start in life.
- Support adults and children in Gwent to live healthily and to age well, so that they can retain independence and enjoy a high quality of life into old age.
- Promote mental well-being as a foundation for health, building personal and community resilience.
- Plan and secure sustainable and accessible healthcare services, ranging from prevention thorough to treatment, rehabilitation and recovery that meet current and future needs and addresses health inequalities and differing levels of need across our communities.
- Promote a diverse workforce able to express their cultural heritage, with opportunities to learn and use the Welsh language in the workplace.
- Reduce our negative environmental impact through a responsible capital building programme and a sustainable approach to the provision of building services including: carbon and waste management, undertaking procurement on a whole life-cycle cost basis and support local sourcing, promote sustainable and active travel, and improve environmental health.

Gwent Police

- Taking action to prevent and reduce crime by working with partner organisations and communities to tackle crimes that present the greatest threat, harm and risk and especially those crimes committed against the most vulnerable.
- Provide excellent support for all victims of crime with a particular focus on preventing further serious harm.
- Ensuring that the police, partners and my office engage with communities to encourage, help and support them to work together to keep themselves safe.

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- Ensuring that police work closely with partner organisations to tackle anti-social behaviour effectively.
- Ensuring that Gwent Police and my office are high performing organisations which value and invest in our staff to achieve value for money in delivering impressive services that meet the needs of all our communities.

Natural Resources Wales

- Champion the Welsh environment and the sustainable management of Wales' natural resources.
- Ensure land and water in Wales is managed sustainably and in an integrated way.
- Improve the resilience and quality of our ecosystems.
- Reduce the risk to people and communities from environmental hazards like flooding and pollution
- Help people live healthier and more fulfilled lives.
- Promote successful and responsible business, using natural resources without damaging them.
- Develop NRW into an excellent organisation, delivering first-class customer service

South Wales Fire and Rescue Service (Strategic Themes)

- Reduce risk by reducing the number of deliberate fires; obtaining and sharing information where possible with other agencies to reduce risk and improve community well-being; explore and understand the reasons behind fire related injuries.
- Undertake engagement to obtain views on service delivery, risk and priorities.
- Ensure that we attract, develop and retain a suitably resilient workforce that reflects our communities and is capable of delivering services.
- Ensure ICT systems and services are available to enable efficiency and support service delivery.
- Work with others to be more efficient and effective.

Public Health Wales

- Build capacity and support system change, to protect and improve health and reduce inequalities.
- Give our children the best start in life including opportunities to grow, play and learn in a healthy and safe environment.
- Support the NHS to deliver high quality, equitable and sustainable services that meet the needs of citizens at every stage of their life.
- Minimise public health risks from current and emerging diseases, environmental hazards and emergencies.
- Influence policy, planning and design to create sustainable, culturally thriving and cohesive communities, to tackle the wider determinants of health and to break the cycle of poverty and disadvantage.
- Maximise the potential of our natural and cultural resources to promote physical and mental health and well-being and create a low carbon, environmentally resilient Wales.
- Strengthen our role in global health and sustainable development, realising the benefits of international engagement.

Welsh Government

Prosperity for All: The National Strategy

<http://gov.wales/docs/strategies/170919-prosperity-for-all-en.pdf>

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- Prosperous and Secure
 - Support people and businesses to drive prosperity
 - Tackle regional inequality and promote fair work
 - Drive sustainable growth and combat climate change
- Healthy and Active
 - Deliver quality health and care service fit for the future
 - Promote good health and well-being for everyone
 - Build healthier communities and better environments
- Ambitious and Learning
 - Support young people to make the most of their potential
 - Build ambition and encourage learning for life
 - Equip everyone with the right skills for a changing world
- United and Connected
 - Build resilient communities, culture and language
 - Deliver modern and connected infrastructure
 - Promote and protect Wales' place in the world

‘The Caerphilly We Want’ Draft Delivery Plan

Enablers

Enabler 1 – Communications

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

Enabler 2 – Working together

- Provide leadership to facilitate the change that needs to happen and enable new ways of working.
- Maximise the synergies with key local, regional and national strategies and plans.
- Establish the necessary methods 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.

Enabler 3 – Procurement

- Ensure that when we spend our money we maximise the benefits to our communities wherever possible.
- Work together to maximise the value for money we gain by jointly purchasing goods and services.
- Ensure that where possible, the goods and services we purchase are sustainable, low carbon and ethically responsible.

Enabler 4 – 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 and use of green energy.

Action Areas

Action Area 1 – Best start in life

- Maximise investment in the early years of a child’s life to build resilience across the whole of their lives, thus helping to reduce the demand on services in the future.

- Raise awareness and understanding of the importance of early life experiences (including adverse childhood experiences), with professionals and residents working together to reduce inequalities across the county borough.
- Work with services and residents to reduce and/or prevent the impact of adverse childhood experiences for our current and future generations.

Action Area 2 – Volunteering and apprenticeships

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

Action Area 3 – Good health and well-being

- Improved joint working with an emphasis on prevention to address current and future health challenges.
- Invest in the well-being of our staff.
- Provide primary and community health services closer to home.
- Ensure front line staff have the necessary skills and expertise to provide joined up services that meet the needs of residents.
- Equip our residents with the skills and knowledge to manage their physical, mental and well-being needs in partnership with services.

Action Area 4 – Safer, resilient communities

- Support our most disadvantaged communities to be resilient and cohesive and enable them to help themselves.
- Support the partnership activity in Lansbury Park and develop an approach that can be rolled out to other disadvantaged communities.
- Support housing partners to deliver appropriate, affordable and sustainable homes.
- Work with regional partners to create safe, confident communities and promote community cohesion.
- Work in partnership to tackle irresponsible use of green space.

Action Area 5 – Protect and enhance the local natural environment

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



By email

20/09/2017

Advice from the Future Generations Commissioner for Wales: Caerphilly PSB

Dear Caerphilly Public Services Board and supporting officers,

Thank you for seeking my advice on how you might take steps to meet your draft well-being objectives. My team have found regular conversations with your supporting officers and the opportunity of attending your Public Services Board (PSB) meeting earlier this month very helpful in giving them an understanding of how you work together as a PSB; the method you have taken to well-being planning and your intentions to deliver the objectives and take steps in a different way. As they will have discussed with you, I was keen that my advice would be useful to you and the context within which you work, so I hope you have also found these regular touch-points helpful and that they have given you some guidance along the way.

At your PSB on the 5th September, the following draft objectives were discussed, which I am using as the basis for this advice:

- **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 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 Adverse Childhood Experiences (ACEs) 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 residents.
 - Provide primary and community health services closer to home.

I understand that you have also been working on a draft delivery plan, which I have also used to give you this advice on how you might take steps to meet your draft objectives.

As you know, in setting draft objectives and taking steps to meet them, PSBs must use the five ways of working to challenge business as usual and to maximise their contribution to each of the seven national well-being goals. My advice is in two parts – firstly, is intended to help you consider how you might do this effectively. Secondly, it is based on your draft objectives and provides prompts, resources and contacts to help you demonstrate through your well-being plan that you have used the five ways of working and seven well-being goals to shape your steps. The purpose of this advice is not to give you my opinion on your well-being objectives or your draft plan. These are determined and owned by you, as a collective PSB.

I would encourage you to read this in conjunction with my response to your well-being assessment. I was keen that it was a 'feed-forward', rather than 'feedback', helping you to consider how to approach continuous assessment and well-being planning. As you know, I have recently published '[Well-being in Wales: Planning today for a better tomorrow](#)', which highlights key findings and recommendations for all PSBs and public bodies on the key areas of change needed to make better decisions for future generations. Both of these resources are also intended as advice to you.

Adopting different ways of working to take steps to meet your draft objectives:

Setting objectives and steps is not business as usual. In the past, we have drawn out themes and priorities and written plans that show what we are doing anyway. Achieving the ambitions of this Act is about the 'what' and the 'how' i.e. what are you doing to contribute to our shared vision of the seven national well-being goals? The goals acknowledge that sustainable development connects the environment in which we live, the economy in which we work, the society in which we enjoy and the cultures in which we share, to people and their quality of life, so what are you going to do differently together? And, how you are applying the sustainable development principle to shape your actions for Caerphilly?

To adapt your ways of working in this way requires a fundamentally different approach. You need to give yourselves the time and space as a PSB to question whether current approaches to public service delivery are fit for the future and explore key pressures and tensions in delivery for each of your objectives. I am encouraged to hear that some of you are already having these conversations at PSB about integrating budgets, making the well-being plan the 'day job' and seeking to take action together. This is good to hear and I am advising all PSBs that, taking this time and space means having an honest discussion about the tensions between policy issues and current practice within your organisations in relation to each objective. But this should then be focused on action - what new approaches you will take together in the steps you will take to meet your objectives and maximise contribution to the seven national well-being goals. I would like to understand what each draft objective and step you are setting means for Caerphilly and how this is different to what you have done before.

I would advise that you will need to demonstrate how your PSB has considered the following in relation to each of your objectives:

- **Long-term:** What do you understand about the long-term trends, opportunities, risks and likely scenarios for this issue? What are they and have you explored their impact on your steps? Are there current gaps in your data or understanding? What fore-sighting or future trends information do you need to understand this issue better? What capacity, confidence and expertise do you need to fill gaps in knowledge? The work you have commissioned with the Gwent area PSBs will hopefully provide you with future scenarios for your area. These can be extremely powerful in starting a discussion about the opportunities, risks and mitigating actions we can take for the long term.

To inform the action you take, you will need to adequately map and consider the future trends for each of your objectives. My office is working with others to build capacity in this area and, as your support team are aware, Welsh Government have been adding to the 'Future Trends' report resources, which you should make most use of by accessing through Objective Connect or by contacting David Thomas. [The Oxford Martin 'Now for the long-term'](#) report shows global and national future trends that we all need to react to in carrying out sustainable development.

- **Prevention:** In considering this issue, do you have an understanding of what you are trying to prevent? What are the root causes of the issue and when would be the best point to intervene? Are you clear on whether it is primary prevention i.e. seeking to prevent something before it has even occurred; secondary prevention i.e. preventing something from getting worse; or tertiary prevention i.e. softening the impact of something that has ongoing effects; that is needed? This is the difference between encouraging someone to wear a bicycle helmet (primary prevention of head-injury); putting someone in the recovery position if they have fallen from their bike (secondary prevention of the injury worsening) and counselling after the accident (tertiary prevention to help ongoing injuries from worsening).

Many PSBs haven't used their assessments to fully understand both the current situation and the scale and nature of the response required. I appreciate you might not know the full picture yet, but I want to

see all PSBs exploring how they break cycles and dig deeper into data to see the implicit messages in the data to better understand the causes and effects of key issues and trends to inform your steps.

- **Collaboration:** It is important that the people who sit around the PSB table can bring the best range of insights, constructive challenge, data and solutions to the PSB. I commend the time your support officers dedicate to working across the Gwent area and I am pleased to hear the positive collaborations and pilot approaches being undertaken as a result. Have you got the right people around the table, at the right level to make decisions around this issue? Who else might you need to be collaborating with to better understand this? As recommended in my report on the Well-being Assessments, now is a timely opportunity to review the invited membership of the PSB and consider who are the 'unusual' suspects that you may need to work with to take steps to meet this objective?

In delivering the steps, how might your organisations collaborate? You will need to demonstrate how your PSB is considering the steps that need to be taken together and across organisational boundaries in order to effectively meet your objectives. This could include co-locating staff, breaking down traditional structures, arranging job-swaps and secondments and, importantly, pooling resources. I will want to see how you have considered these benefits and how the steps you will take move you towards achieving this collaboration.

- **Integration:** For each objective, how are you going to move away from just doing something that meets the objective, and instead, demonstrate that you are taking steps which maximise your contribution to each of the goals? Instead of looking at this issue in a traditional and general sense, have you looked at the definition for each of the goals to widen your understanding of well-being for this issue and the opportunities which might exist for meeting these goals through each of your objectives? How well do you understand the contribution your organisation makes at the moment to this objective? And do you understand how different is the contribution you will need to make going forward for this objective?

How can you plot what's going on elsewhere in your organisations, the strategies and plans at a regional or a national level, to connect with others on achieving this objective? Have you acknowledged the barriers or tensions that have arisen between member organisations and what steps can you (or others) take to remove them? Who else is needed around the PSB table to help you interconnect decision-making and improve well-being for this issue?

- **Involvement:** I know you have tried to continuously involve people in the development of your well-being objectives over the last few months and I am glad to hear this is planned to continue. I want to see a demonstrated focus on this for all PSBs that goes beyond the usual consultation and ad-hoc engagement. How are you taking steps to understand the lived experiences of people in your area and how is this shaping your actions? How are you actively seeking better ways of involving people in decision-making? How can you collaborate with members of the community in meeting these steps? As with the Social Care

Wales Board, what options are there for involving people with lived experience on Boards and partnership groups?

This advice should be taken by all PSBs, but I appreciate every PSB has taken a different approach to drafting their well-being objectives and will be going about delivering their well-being plan in the context that is right for them. Your support officers have worked hard to help you achieve this level of progress in assessing well-being for the area, drafting your objectives and steps, but I must emphasise that it is your leadership that is required to adopt a new way of working.

This leadership and partnership working permeates at every level of your organisation. Consistency in representation and how you take messages back from PSB to your own organisations is critical to building relationships and creating action. One of my recommendations within the 'Well-being in Wales' report suggests that we need to move away from seeing PSBs as formal, local authority-led committee meeting, with members having built stronger relationships and having a better understanding of each other's motivations. In order to gain this mutual understanding and respect of each other's professions, in some areas, PSB meetings are now PSB workshop sessions, taking place in each of the member organisation's workplaces or in a place relevant to the topic for discussion. In some areas, giving PSB members objectives to lead has established more commitment to the work. Alongside this, you will also need to demonstrate how each of your organisations are taking all reasonable steps in the exercising of their functions to meet the PSB's objectives. I appreciate that during the first phases of implementation of the Act this may be challenging as the objectives of individual public bodies have been set. So, whilst I am sympathetic to the needs of PSBs and public bodies to have time to work towards alignment I will want to see that the work of the PSB is not seen as something separate to the priorities of its member bodies.

How the PSB is supported also has on well-being planning. Although not a 'water-tight' model, where support is multi-agency, this enables better resourcing of the PSB and, inevitably, allows easier integration between organisations, departments and issues. You should feel that the well-being plan of the PSB helps you to integrate your work and challenge current practices within your departments. The draft objectives and steps you have provided me suggest corporate centres of your organisations working in a very different way. So, in order to truly own this plan and ensure the steps you take are understood and undertaken by the member bodies of the PSB, you should consider closer working arrangements, a multi-agency virtual team with a senior leader or more formal secondments, co-location and joint resourcing. There are several resources that may be of use, such as [Designing Multi-Agency Partnerships and Leading Culture Change](#).

Advice on how you might take steps to meet your draft objectives:

Setting your draft plan has already drawn on a number of sources of evidence and your own professional knowledge. I know you have done a lot of work to get from 65 initial areas identified in your assessment to four draft objectives. This advice is intended to give you ideas, information and contacts that might help to

demonstrate how you have considered the steps you will take in the context of Caerphilly. In setting your draft objectives in this way, it was pleasing to hear that you are trying to move away from treating these topics as separate and foster an asset based approach. I would encourage you to continue with this focus and build on developing these inter-connections in agreeing and delivering your steps to meet these objectives.

- **Positive change: a shared commitment to cross-sectoral change.**

For every objective, you should consider what your role and action is in making this change, as Chief Executives, Leaders, Chairs and senior managers. This objective demands strong leadership, as I have advised above, that permeates throughout each of your organisations. To take steps to meet this objective, you will need to be brave in pooling resources, changing policies and taking risks by trying different approaches. You will need to communicate these changes within each of your organisations. The seven areas of change in the Act: corporate planning, financial planning, workforce planning, procurement, assets, performance management and risk are the core organisational activities where applying the five ways of working would ensure the sustainable development principle frames how you work. I would advise that you critically challenge your current practices within these areas using the five ways of working in taking steps to meet this objective.

As public bodies, you have many statutory responsibilities and deliver a multitude of services on a daily basis for the people of Caerphilly. The duties of the Act are not intended to be an additional burden, but a way of maximising the benefit of these activities. My team have told me about how this is already being realised in some areas of business in Caerphilly. For example, the innovative Deep Place Study for Lansbury Park, creating a 'Coalition for Change' at PSB level has potential to be transformative for the well-being of residents. I will be interested to see how the Act is being applied in practice by all members of the PSB on the estate. Secondly, the partnership project between the Sirhowy Valley Honeybee Company Ltd, Caerphilly County Borough Council and Ynysddu Primary School, where the hives in the school educate people about the importance of pollinators to our environment and make local honey is a simple venture that has multiple benefits. Also, the commitment by the Council to install solar panels on twenty new schools and the Council's trial of electric vehicles as pool cars and installation of electric charging points. These sorts of initiatives change behaviour and challenge what's gone before, as well as providing economic, environmental, social and cultural improvements to people's well-being.

In setting your draft objectives and steps, you must maximise your contribution to the well-being goals. For each objective, it is important to consider how you can have a positive impact across each goal, as with the examples of above. For instance, your draft delivery plan includes actions around procurement and I am aware the Council is part of the work my office are doing with [Value Wales](#) to pilot new approaches to procurement in the context of the Act. As your assessment identified, most people in Caerphilly are employed in the manufacturing sector and there are many local businesses and industrial sites. How can your organisational policies seek to help sustainable local businesses grow? How can your procurement also champion equality? How can policies seek to grow the Welsh language in the area? Alun Davies AM [announced funding for growing bilingual small businesses](#) recently to increase visibility of Welsh in our communities. In seeking to enable entrepreneurship and growth,

how about introducing initiatives that stipulate people set up sustainable enterprises that maximise their contribution to the seven goals? And how can your procurement procedures be the maximum of what you can do to contribute to a globally responsible Powys? Your draft actions include seeking to ensure the goods and services you procure are sustainable, low carbon and ethically responsible. You may find [Forum for the Future](#) resources useful in this respect.

Furthermore, although the public sector only accounts for a relatively small amount of Wales' emissions, you are uniquely placed to influence emissions far more widely in areas such as transport, energy, land use and procurement. [The Welsh Government recently published](#) carbon emission levels subdivided by Local Authority. The Welsh Government also released a [Call for Evidence](#) to explore the most effective mechanisms for achieving a carbon neutral public sector by 2030 and I wrote to you urging you to consider and contribute before the deadline. I will be hosting an event on the 9th November, in partnership with Welsh Government and Natural Resources Wales to: explore how the public services in Wales can involve people in collaborating and integrating their work, to take greater account of the long-term carbon implications of their activities, and help prevent the effects of climate change becoming even worse.

It is pleasing to see that your draft delivery plan considers how you can work together to make the best use of your assets. Together, you have a large amount of public sector estate, responsibility for infrastructure and a say in how public buildings are designed and refurbished. There are tangible actions that you can take, such as how you plan, design and locate development (as part of your Local Development Plan), how you refurbish buildings, improve infrastructure and locate public spaces, which can have a positive impact on well-being. [The Closing the Circle](#) report on the circular economy and the Welsh Environment is a useful report by Constructing Excellence in Wales, giving practical examples in where the public sector can look to minimise waste and resources in future projects. You can also take inspiration from some of the projects mentioned in the recent [Constructing Excellence Awards](#), such as the Active Classroom. Having a consideration of how 'green' these buildings are, both in terms of energy efficiency and sustainable construction, is a quick win for you as a PSB. The [Wildlife Trust in Wales report into green infrastructure](#) outlines how green infrastructure delivers a wide range of proven, tangible, and cost-effective economic, social and environmental benefits. The [Design Commission for Wales](#) also has case studies and resources on design that focuses on users, maximises energy efficiency and has been shown to significantly improve patient recovery in health. In each of these areas my office can connect you to these people and organisations who may be able to assist you as you develop your work.

Opening up land and buildings to the community could be a way of encouraging residents to contribute to the 'Caerphilly we want'. People often feel disconnected from their surroundings and apathetic towards the services of the area. Across the UK, austerity has meant that buildings, land and services have been transferred to community ownership and, in many cases, it has increased the strength of community cohesion and well-being for the people involved. The [Welsh Government National Assets Working Group](#) captured some Welsh examples that you might wish to explore, but there are many national organisations promoting better use of publicly owned

land and assets, such as [Shared Assets](#), [Nurture Development](#) and [Locality](#), with the aim of encouraging communities to thrive.

Other PSBs seeking to create organisational change through their objectives include Torfaen, who are looking at organisational development in the context of the Act, Pembrokeshire and Carmarthenshire and you may wish to engage directly with them to share ideas and learning, again my office is happy to connect you if this is helpful.

- *Positive start: giving our future generations the best start in life.*

For each of your draft objectives and the steps you seek to take, I would advise you to be clear about what this means for Caerphilly in your well-being planning. What local evidence have you used (or will you use) to understand the specific areas of successful preventative interventions in Caerphilly? What local services will be impacted if you redirect investment to the first 1000 days of a child's life? How might taking an adverse childhood experience (ACE) informed approach play out in reality for your organisations?

Have you considered the long-term trends of this objective? The complex socio-economic situations in many communities in Wales would suggest that families are not receiving the right support at the right time, and cycles are continuing to the next generation. The costs of the worst start in life are enormous, both to the individual's life and to public services. [Late intervention services for young people are estimated to cost England and Wales £17bn per year](#) (£6bn on child protection and safeguarding, £5.2bn on crime and anti-social behaviour, £3.7bn on youth economic inactivity, £680m on school absence and exclusion, £610m on child injuries and mental health problems, and £450m on youth substance misuse). Prevention is at the core of this objective and I would advise that your organisations recognise it is part of all of their responsibilities to prevent poor outcomes.

As public services, we often treat the symptoms of ACEs, such as mental illness, substance misuse and domestic abuse, rather than the root causes. Taking a preventative approach means shifting resources to deal with root issues. In this way, dealing with ACEs is as much about having an ACE aware public service and identifying where ACEs have happened, as making sure that services families access are integrated. In the steps you take, it is important to not just focus on early years but to review initiatives that focus on mental health, substance misuse, criminal justice, housing, services and others to ensure they are preventative, joined up and actively seeking to better situations for families and for future parents to stop the cycle continuing to the next generation. Alyson Francis, Director of the ACE Support Hub, has also recently worked with my office to write to you outlining that ACEs are not another thing to do, but an opportunity to reconsider how we deliver services together that make sense for the families receiving them. The ACE Support Hub could also act as a central place for PSBs to share practice, as almost all of the PSBs in Wales have discussed early years, children and ACEs in their draft objectives and steps.

I advise that understanding the lived experiences of people who have been through trauma in their lives also give a fresh perspective on shaping preventative services. Currently, our services are often not set up in a way that

would deliver this objective. We deal with people in neat 'service-user' categories, such as 'domestic abuse victim', 'anti-social behaviour perpetrator', 'substance misuser', 'problem tenant', which often create barriers for people to have equality of opportunity. This way of working means we fail to join up the dots, to integrate and to spot signs of a worsening situation. The five ways of working are intended to challenge how we currently do things and provide a different lens as a whole public service for dealing with problems. Involving people is central to challenging the system because only by understanding the lived experiences of people can we design services that are fit for current and future generations. This example ['Why poor people don't plan long-term'](#) provides an insight into the barriers people face in overcoming inequality and the case studies [contained in this report by Locality](#) demonstrate the financial and social costs of not taking this holistic and preventative approach to people's lives.

I am encouraged to see that your draft delivery plan for this objective is wider than focusing on 'health'. Pregnancy and the early years of life are often seen as a 'health issue' but I would advise you to take immediate steps towards better integration of services, co-locating teams, pooling resources and working in a way that makes sense for that community. Some families access many services and better integrating these provisions would help them to help themselves. 'Parenting' and the need for better support came up as several times in your engagement on well-being. As such, giving future generations a healthy start in life is not just down to you, but the families that children grow up in and the communities they live in, as well as the families they then start of their own. So, in considering what steps you might take, the [New Economics Foundation work](#) on investing in children might be helpful, which highlights the need to address both material wellbeing and external circumstances – such as housing, poverty, and schooling – as well as psychosocial well-being and inner resources. I would also advise you to use the knowledge gathered by Public Health Wales on the [First 1000 days](#) of a child's life and the benefits that can be realised from investing in the early years to determine what steps you can take now to improve the well-being of our future generations. Public Health Wales have established a national 'Health and Sustainability Hub' to co-ordinate their own work around the Act and, through your PSB representative, you might find it useful to link with the national team for further evidence and knowledge.

Many things impact on the life chances of children and young people. For example, a [2013 review carried out by the London School of Economics for the Joseph Rowntree Foundation](#) found that children in lower-income families have worse cognitive, social-behavioural and health outcomes. Crucially, this study demonstrated that it was in part because they are poorer, not just because low income is correlated with other household and parental characteristics. How can the PSB collaborate with others to improve the economic well-being of families across the region? Your well-being assessment highlighted pockets of extreme deprivation in the Upper Rhymney Valley and in other parts of the county. How can these communities, in particular, be focused on? If we know that by the time children in some areas reach reception class in school, the circumstances of where they live already affects well-being, then we need to be intervening at a much earlier stage in responding to these trends.

As well as income, we know that maternal and familial health has a big impact on a child's life, linking to your other objective on 'positive people'. A common theme emerging from your well-being assessment included a shift

from mental and physical ill-health and increasing behaviour change. Between 10% and 20% of women develop mental health problems during pregnancy or within a year of giving birth. These illnesses are one of the leading causes of death for mothers during pregnancy and the year after birth. Despite this, women in around half of the UK have no access to specialist perinatal mental health services and in other geographical areas, services are inadequate. Considering the impact of services like this on young families is important if you are to take a cross-sector approach. The ['Mums and Babies in Mind' project in England](#) has given a focus to local leaders to create a pathway across sectors that provide expectant and new mothers with the right support at the right time.

Most PSBs have identified draft objectives connected to early years, giving children a good start in life and preventing ACEs including Cwm Taf, Bridgend, Blaenau Gwent, Newport and Conwy / Denbighshire. Alyson Francis and I are also on the panel of the [Good Practice Exchange Wales webinar on understanding ACEs](#) on the 7th November, which may be helpful to you in considering your steps for this objective.

- ***Positive people: empowering and enabling all our residents to achieve their own potential.***

Empowering your residents to achieve their potential requires building confidence and capability in communities. This objective is about health, education, employment, community life and people's natural and built surroundings. As you have started to do in your delivery plan, you should consider what meaningful positive steps you can take for residents to realise their own strengths, which should be about taking action rather than writing strategies or creating red tape.

For each of the steps you decide to take, I am interested in the rationale of how you have used the five ways of working to shape your thinking and what the intended outcome of your step is. I am encouraged to see you want this objective to drive a move towards prevention and I advise that you involve people in understanding how this objective could be achieved as much as possible. Re-purposing resources to truly listen to and involve the people who live in the more deprived areas of the county is important to gain an understanding of how they perceive the assets and deficits of their community. What are the current barriers they encounter to addressing their health and well-being needs? How can services collaborate with different groups to ease these barriers? This is an opportunity to actively use the definitions of the seven well-being goals, in exploring the multiple benefits on well-being you could have.

For example, people will only get involved in something if it's fun and of benefit to them. How can you use the heritage, language, traditions and natural environment of Caerphilly to enable people to meet their potential? There are some good examples of projects that seek to bring people together to learn new skills, socialise and build their resilience in later life, like [Men's Sheds Cymru](#), happening across Wales that the PSB could encourage and support. [Solva Care](#) also demonstrates innovative initiatives that focus on the needs of the community first and integrate services to improve well-being. The Older People's Commissioner recently wrote to you as PSBs, outlining some of the approaches you may want to take in recognising this part of your population.

Your well-being assessment found that people associate the Welsh language inextricably with the heritage of the region and that it is of importance to people's belonging, identity and employment prospects. With the long term national target set out in [Cymraeg 2050](#), contributing to this goal by providing opportunities to use Welsh, encouraging the growth of the language and promoting it as a life skill would help people in reaching their potential. The Welsh Language Commissioner's team have been working with my office on how they might support PSBs in their role – please let me know when you'd like more details.

In contributing to a Wales of vibrant culture, you may find the [Arts Council for Wales' strategy useful, which](#) outlines some of the benefits involvement in creative activity can have on the health, cohesion and skills of the population. As with other areas in Wales, your well-being assessment identified a number of stark trends in worsening lifestyle choices. Your assessment identifies the thriving arts and cultural scene in Caerphilly, which is to be celebrated and can help many people build capacity, confidence and reach their potential. The [Cultural Commissioning Programme, funded by Arts Council England](#) seeks to help commissioners of public services understand how they can improve outcomes by integrating arts and cultural activities into a range of services, including mental health and wellbeing, older people and place-based commissioning.

For instance, change often 'sticks' when people are involved in wider social and cultural activities together; for example, the [Nudjed 'Behaviour Change is a Team Sport'](#) report found getting people together increased exercise patterns. The [Natural Resources Wales' 'Actif Woods'](#) project is an example of getting people outside, protecting their environment and enjoying the positive effects on health and well-being. How does this relate to your other objectives and overall vision? What cultural activities can encourage children and adults to live healthier lives? How might people take part in cultural activities to help manage their health? This is an opportunity to improve access to cultural activities and promote heritage, use of the Welsh language and encourage people to get together around a local cause, such as their environment. Collaborating with the national public bodies subject to the Act, such as Sport Wales, Arts Council for Wales, National Museum and National Library of Wales, may be able to help you see how your steps to meet this objective could maximise contribution to each of the goals.

Your assessment identifies that educational attainment is improving, but the rate is slow. Plus, there are a high number of people in the county with no qualifications. Whilst providing opportunities for people to learn and develop is no bad thing, enabling people to take full advantage of these opportunities is most important. Therefore, I would advise that you need to dig deeper into the data here and understand the full causes of achievement levels not improving at pace before setting steps to how you might meet this draft objective. Ask yourselves, what would really make a difference to the learning and development of people in Caerphilly throughout their lives? What other things are having an impact of people's life chances that you, as public services, can prevent? A study in Newcastle should be of interest to you in this respect. Social Finance are a not-for-profit organisation who specialise in in-depth analysis and looking at social return on investment, and were commissioned by Newcastle City Council to do some deeper digging for them to help them address the problem with NEETs (those Not in Education, Employment and Training). Whilst traditional focus looks at GCSE attainment,

what this analysis shows in reality is that academic achievement is not the most significant factor at all, instead showing that 67% of 17-19 year olds who were NEET had come from the 25% of 17-19 year olds who had multiple contacts with social services during their childhood. The research showed that those who had had as little as six interactions with social services spent almost three times longer out of education or training. This study demonstrates that looking at the issue in a more holistic way clarifies the steps you can take as a PSB to achieve your objectives.

Your well-being assessment explored the current economic landscape in Caerphilly and identified assets, such as being strategically positioned between Cardiff and the valleys, with good road links to other parts of Wales, England and Ireland; risks, such as Britain's exit from the European Union; and opportunities, such as the City Region and work of the Valleys Taskforce. As with your other objectives, being ambitious with the role you can play as organisations in taking action and influencing others is important in agreeing the steps you will take. Your draft delivery plan has identified some collaborative actions you can take now that would begin to have a positive impact on well-being, such as all age apprenticeship programmes and introducing corporate volunteering opportunities. For each of these steps, use the definitions of the well-being goals to think about how you can do something different and achieve maximum impact, plus integrate across many of your draft steps. For example, how can you enable corporate volunteering opportunities that seek to enhance the resilience of the natural environment? What volunteering schemes could help to create a more globally responsible Caerphilly? How can people encourage equality through their volunteering and cohesion within some of the communities in Caerphilly?

How have you thought about the long term economic landscape of Caerphilly? What skills might people need to achieve their potential? The future of employment and how we see 'work' is changing; the [Future of Work report](#) predicts that 65 percent of the children who are now starting school will find themselves working jobs as adults that don't even exist yet. [And, according to McKinsey](#), technology could automate 45 percent of the tasks people are currently paid to do. Your well-being assessment identified that the majority of the population in Caerphilly are employed in manufacturing – an industry that will become more automated in the future. How have you considered the impact of many of these roles being replaced by automation? What action can you take now, as public service providers, to encourage learning and jobs in the foundational economy, around local care, retail and food industries, which are jobs less likely to be automated in future and good for the local economy? A [recent report by the Joseph Rowntree Foundation](#) highlights the value of the social economy in creating jobs, strengthening skills and employability. How have you considered these long term trends in setting your steps and enabling people to adapt their skills for future earning?

It follows that the skills we will need in the future will clearly be different to what we need now. As this recent [World Economic Forum blog](#) quotes: "I believe in a future where the point of education is not to prepare you for another useless job, but for a life well lived." What life skills might your children need to make it in Caerphilly in the future? The [Future of Work report](#) suggests project-based work is likely to become more widespread, with skills like creativity, connectivity, communication and problem-solving being far more important than specific

knowledge. As your local business leaders identified in responding to your well-being assessment, linking up school curriculums and future skills is needed if young people are to be work-ready and if businesses are going to find local people with the right skills, of any age. The Caerphilly Youth Forum echoed these comments, which is in line with the [Prince's Trust recent Results for Life](#) report, which explored how teamwork, communication and confidence are as valuable to young people entering the workplace.

In thinking about the long-term skills required, who do you need to collaborate with to create the high quality education and skills needed? How can this maximise your contribution to the seven goals? For example, schools are often at the heart of a cohesive community and the right package of skills can lead to a much more equal society. How are schools and Coleg y Cymoedd collaborating with the PSB on this work? Keeping the Youth Forum and local businesses involved is also advantageous in helping you understand the issue. How can you encourage local businesses to use their social responsibilities, encourage better learning for people of all ages and link these to apprenticeship opportunities?

I have previously spoken about the opportunity presented by the Cardiff City Region. There is clear interest at the PSB about taking advantage of the opportunities offered by the region and I would advise that you influence the current negotiations with your draft objectives for Caerphilly PSB in mind. The Joseph Rowntree Foundation estimates that poverty costs the whole region £2.2 billion per year. Increasing GDP has little impact on reducing inequalities, and in eight out of the ten Local Authority areas in the region, child poverty is above the Welsh average. I would therefore advise you to encourage that value within the City Region is not just placed on economic growth but on developing patterns of employment and work that are fit for the future, investing in the most deprived communities to encourage skills in technology, creativity and problem-solving to break inter-generational patterns of poverty. [I recently commented on the work of city regions](#) in response to Dr Mark Lang and Professor Terry Marsden's recent report "[Re-thinking Growth: Toward the Well-being Economy.](#)"

A number of PSBs are drafting objectives to improve prevention, enable people to take more responsibility for their health, introduce behaviour change and seek to help people reach their potential; including Cwm Taf; Carmarthenshire; Ceredigion; Pembrokeshire; Conwy / Denbighshire and Monmouthshire.

- ***Positive places: enabling our communities to be resilient and sustainable.***

As with all of your objectives and draft actions, this objective connects to the others, in empowering residents to achieve their full potential, building resilience in families to give future generations the best start in life and realising your own shared commitment to cross-sectoral change. As your well-being assessment identified, people of all ages said that the community spirit of Caerphilly is a great asset and one to be 'brought back'. As you have rightly identified, the natural and built environment of the county should also be celebrated to help people improve their well-being. Although you identified many areas of Caerphilly that are disadvantaged, communities branded as 'deprived' or 'in poverty' by statistics rarely define themselves like that. In reading the assessments, many people took pride in their local natural environment, community buildings and the way people get along

together. Therefore, involving people in how you approach this objective is crucial, as you need to avoid putting your own assumptions on how to 'solve' issues. Identifying the assets of these areas and working with the local people in how you build upon them will help in coming up with solutions to reduce inequality together.

I have been impressed with the range of people you have involved throughout your well-being assessment and subsequently in your planning. It is encouraging to see you have involved people in different ways, appropriate to their interests and levels of commitment to the PSB and I have said to every PSB that I expect to see this strengthened as you develop your steps and begin to deliver against your plan. I have recommended that PSBs dig deeper into data to inform your well-being plans and take time to better understand your communities, using the lived experiences of people that are living and working there every day. If you are committed to this, re-purpose your resources to do more work in communities, to begin to know a place as the people who live there know it and identify the community leaders and connectors. I would advise each of your organisations commit to the [National Principles for Engagement](#) and Participation Cymru can support your officers in gaining the skills vital for effective and meaningful involvement.

Most people will only get involved in something that directly impacts them, their family or the place where they spend time and, often, this can lead to much bigger outcomes - shown by the work that '[Nurture Development](#)' do around Asset Based Community Development. [Co-production Network Wales](#) could help you to identify and engage community leaders that can help you to deliver benefits for the community. The [Centre for Regeneration Excellence Wales](#)' 'Deep Place' study in Tredegar gives evidence on how an understanding of place can have multiple benefits on well-being and you are embarking on the results of your [own 'Deep Place' study in Lansbury Park](#), which has the potential for real change. Your learning as a PSB of applying the Act in practice will be useful across Wales and beyond.

Have you also considered what sort of changes you need to make to your organisational systems and policies to enable people to get more involved in communities and shape local services in the future? Currently, research shows that children aged between five and 16 years spend an average of six and a half hours a day in front of a screen; 28% of young people use social media as their primary news source; 43% of 'millennials' are driven to make financial donations through social channels; and according to the 2017 ONS survey, 87% of all adults in Wales were recent internet users (meaning they had used the internet in the last three months). Although some people are currently offline, and there is clearly a need for a tailored approach, this is a way to engage with people that is most convenient to them and is part of their daily life, not an additional chore. Your support team will be aware of "[Monmouthshire Made Open](#)", an example of an online platform that has anticipated how people might contribute to improving their area in the future, with opportunities to share ideas, ask the community, start a project and seek volunteers or resources. Matthew Gatehouse, working with Monmouthshire PSB, would be able to share their learning with you on establishing this website.

As well as the strong community spirit, the natural environment was identified as a fantastic asset through your well-being assessment. With over 80% of the county borough classed as 'countryside', the green spaces of your area form an important factor in people's well-being. With much of the land maintained by farmers or farming businesses, your natural environment also has an important economic role to play and collaborating with these

businesses in how you take steps to meet this objective will be important to protect and enhance the land and halt declining biodiversity and habitat loss (which your assessment identifies is mainly due to development and land management).

It is pleasing to see you are considering how local communities can take more ownership of the local environment to become more resilient, but there is an absence currently of your demonstrated consideration of the long-term impacts of extreme weather events that will pose particular risks for your area. I urge you to consider the impact of climate change on Caerphilly, as an area with 12 community areas at severe or high risk of flooding, and identified negative impacts on water quality in extreme weather. Flooding affected homes and businesses last year in the county and well-being assessments show how flooding affects people's well-being long after the event. Expected annual damage [to residential properties is estimated to be £22 million](#), so understanding how different weather events impact on communities is crucial to prevention.

The long-term vision of some communities could be that they are cut off from fresh water supplies and unable to leave due to extreme weather. Many of the people in Caerphilly rely on their environment for income, food, water, and recreation. In the future, the effects of climate change are likely to cause droughts in the summer, meaning a shortage of water, declining bio-diversity and a knock-on effect for agriculture. As most of your land is either forestry or farmed, both of which are high susceptible to weather changes, how are you considering the potential economic effect of a changing climate? If you are seeking to use your natural resources for economic benefit, how have you considered the long-term impact of extreme weather events on these resources? How can you use scenarios to imagine what preventative action you could take to protect agriculture, water supplies and transportation in the event of extreme weather? [Zero Carbon Britain's recent 'Making it Happen'](#) report sets out what responsibilities we all have to future generations to acting on climate change now.

Involving people in the running of their community can have a positive effect on improving perceptions (and realities) of community safety and help to make the local environment more resilient. [NESTA has a guide](#) to working with communities to tackle climate change, including the 'Big Green Challenge', where participants changed their lifestyles to reduce their carbon footprint. Projects such as ['Rainscape' through Dwr Cymru](#) suggest ways that we can all mitigate the effects of floods, and an extreme example includes the [Isle of Eigg in Scotland](#), where the community are having a positive impact on their environment by introducing renewable community energy schemes, building sustainable businesses and improving biodiversity. I would encourage you to use the asset of Town and Community Councils, as working with community councils, the third sector and other networks can help you to understand how best to engage people and encourage behaviour change focused on place. [WCVA produced wider information](#) on how the third sector play a role in contributing to the Act including resources on the seven well-being goals.

In line with your draft objective of adopting a cross-sectoral change to your work as a PSB, you should also consider your own roles as organisations in developing resilience and becoming more globally responsible. The UK has pledged to have zero emissions by 2050 and every Welsh Government has pledged for more green jobs. But despite Wales being a place of great potential in providing natural energy, only 10% of Wales' electricity in 2013

was provided through renewable energy. Last year, the National Assembly for Wales Environment and Sustainability Committee produced '[A Smarter Energy Future for Wales](#)', with 19 recommendations for how Wales could transform its approach to energy. More recently, Smart Energy GB have produced a report on '[A Smart Energy Future for Rural Areas](#)', giving examples and case studies of rural areas across the UK who are making that transition. You may find this [seminar](#) from the National Assembly for Wales' Research Service and the Learned Society for Wales, provides insights from the leading energy experts in Wales and their thoughts on the future of renewable energy in Wales. [The Policy Forum for Wales](#) keynote seminar takes place on the 7th December this year, with a focus on priorities for energy policy, growing the sector in Wales and increasing investment in renewables.

Other PSBs that are drafting objectives around sustainability, cohesion and resilience include Ceredigion; Conwy/Denbighshire; Monmouthshire and Carmarthenshire.

I hope you have found this advice helpful in moving forward towards publishing a well-being plan for formal consultation. Please get in touch with my team if you want further contact details for any of the organisations and reports mentioned in this letter.

I am also learning the best ways to advise, support and monitor how public bodies are seeking to apply the five ways of working and maximise their contribution to the seven well-being goals, so I would welcome any feedback from you, supporting officers and the Caerphilly PSB Scrutiny Committee on how I have chosen to approach this statutory duty and the advice I have given.

I look forward to receiving your draft well-being plan and please keep in touch with me and my team.

Yours sincerely,



Sophie Howe

Response to Advice from the Future Generations Commissioner for Wales

[The Oxford Martin 'Now for the long-term'](#) report shows global and national future trends that we all need to react to in carrying out sustainable development.

- We are aware of the report. We have drawn on information for trends and issues. Relevant information will be provided to each Action Area group, and we will consider the recommended approaches set out in the report.

For instance, your draft delivery plan includes actions around procurement and I am aware the Council is part of the work my office are doing with [Value Wales](#) to pilot new approaches to procurement in the context of the Act.

- The Council is part of the pilot work with Value Wales. This work and any findings will be highlighted to other PSB organisations and will also be considered by Action Area groups.

Alun Davies AM [announced funding for growing bilingual small businesses](#) recently to increase visibility of Welsh in our communities

- We are aware of the funding to support the use of Welsh within small businesses and will promote this in our work with local businesses.

Your draft actions include seeking to ensure the goods and services you procure are sustainable, low carbon and ethically responsible. You may find Forum for the Future resources useful in this respect.

- We are aware of the Forum for the Future resources and these will be highlighted to be considered by relevant Action Area groups.

The Welsh Government recently published [carbon emission levels subdivided by Local Authority](#).

- We are aware of this information and it will be considered as a potential local indicator. The information will be considered in detail as part of our work on asset management which includes carbon reduction.

[The Closing the Circle](#) report on the circular economy and the Welsh Environment is a useful report by Constructing Excellence in Wales, giving practical examples in where the public sector can look to minimise waste and resources in future projects. You can also take inspiration from some of the projects mentioned in the recent [Constructing Excellence Awards](#), such as the Active Classroom. Having a consideration of how 'green' these buildings are, both in terms of energy efficiency and sustainable construction, is a quick win for you as a PSB. [The Wildlife Trust in Wales report into green infrastructure](#) outlines how green infrastructure delivers a wide range of proven, tangible, and cost-effective economic, social and environmental benefits. [The Design Commission for Wales](#) also has case studies and resources on design that focuses on users, maximises energy efficiency and has been shown to significantly improve patient recovery in health. In each of these areas my office can connect you to these people and organisations who may be able to assist you as you develop your work.

- Reducing resource consumption is a key element running through all our work, and will be important for every Action Area. The relevant practical examples highlighted in the report will be given to the appropriate Action Area group. Information will also be considered in detail as part of our work on asset management which includes carbon reduction and resource efficiency.

The [Welsh Government National Assets Working Group](#) captured some Welsh examples that you might wish to explore, but there are many national organisations promoting better use of publicly owned land and assets, such as [Shared Assets](#), [Nurture Development](#) and [Locality](#), with the aim of encouraging communities to thrive.

- We are aware of the NAWG and its work, in particular the Asset Collaboration Programme Wales. This information will be considered in detail as part of our work on asset management which includes carbon reduction.

Other PSBs seeking to create organisational change through their objectives include [Torfaen](#), who are looking at [organisational development](#) in the context of the Act, [Pembrokeshire](#) and [Carmarthenshire](#) and you may wish to engage directly with them to share ideas and learning, again my office is happy to connect you if this is helpful.

- Our “enablers” include Enabler 1 – Communications, Enabler 2 - Working differently and Enabler 3 – Procurement. We will consider the information from the highlighted work as part of this work.

The costs of the worst start in life are enormous, both to the individual's life and to public services. [Late intervention services for young people are estimated to cost England and Wales £17bn per year](#) (£6bn on child protection and safeguarding, £5.2bn on crime and anti-social behaviour, £3.7bn on youth economic inactivity, £680m on school absence and exclusion, £610m on child injuries and mental health problems, and £450m on youth substance misuse). Prevention is at the core of this objective and I would advise that your organisations recognise it is part of all of their responsibilities to prevent poor outcomes.

Alyson Francis, Director of the ACE Support Hub, has also recently worked with my office to write to you outlining that ACEs are not another thing to do, but an opportunity to reconsider how we deliver services together that make sense for the families receiving them. [The ACE Support Hub](#) could also act as a central place for PSBs to share practice, as almost all of the PSBs in Wales have discussed early years, children and ACEs in their draft objectives and steps.

- One of our 5 Action Areas (Action Area 1) is the “best start in life”. This information and links will be passed on to the group working on this action area.

This [example 'Why poor people don't plan long-term'](#) provides an insight into the barriers people face in overcoming inequality and the case studies [contained in this report by Locality demonstrate](#) the financial and social costs of not taking this holistic and preventative approach to people's lives.

- The Locality Report will be passed to Enabler 3 – Procurement. This group will be looking at buying locally and supporting local supply chains.

The [New Economics Foundation](#) work on investing in children might be helpful, which highlights the need to address both material well-being and external circumstances – such as housing, poverty, and schooling – as well as psychosocial well-being and inner resources.

I would also advise you to use the knowledge gathered by Public Health Wales on the [First 1000 days](#) of a child's life and the benefits that can be realised from investing in the early years to determine what steps you can take now to improve the well-being of our future generations.

- One of our 5 Action Areas (Action Area 1) is the “best start in life”. This information and links will be passed on to the group working on this action area.

A [2013 review carried out by the London School of Economics for the Joseph Rowntree Foundation](#) found that children in lower-income families have worse

cognitive, social-behavioural and health outcomes. [The 'Mums and Babies in Mind' project in England](#) has given a focus to local leaders to create a pathway across sectors that provide expectant and new mothers with the right support at the right time.

- One of our 5 Action Areas (Action Area 1) is the “best start in life”. This information and links will be passed on to the group working on this action area.

Alyson Francis and I are also on the panel of the [Good Practice Exchange Wales webinar on understanding ACEs](#) on the 7th November, which may be helpful to you in considering your steps for this objective.

- One of our 5 Action Areas (Action Area 1) is the “best start in life”. This information and links will be passed on to the group working on this action area.

There are some good examples of projects that seek to bring people together to learn new skills, socialise and build their resilience in later life, like [Men's Sheds Cymru](#), happening across Wales that the PSB could encourage and support. [Solva Care](#) also demonstrates innovative initiatives that focus on the needs of the community first and integrate services to improve well-being.

- We are aware of the Men's Shed Cymru project and have several schemes operating in Caerphilly. We have researched the Solva Care scheme and this will be fed into Action Area 4 – Safer, Sustainable Communities.

With the long term national target set out in [Cymraeg 2050](#), contributing to this goal by providing opportunities to use Welsh, encouraging the growth of the language and promoting it as a life skill would help people in reaching their potential.

- We are aware of the Cymraeg 2050: A Million Welsh Speakers. This will be taken into account in all our work.

The [Arts Council for Wales' strategy](#) useful, which outlines some of the benefits involvement in creative activity can have on the health, cohesion and skills of the population.

- We will review the information in the Strategy and identify how it can best be incorporated into the work to deliver well-being in Caerphilly county borough.

The [Cultural Commissioning Programme, funded by Arts Council England](#) seeks to help commissioners of public services understand how they can improve outcomes by integrating arts and cultural activities into a range of services, including mental health and wellbeing, older people and place-based commissioning.

- **The New Economics Foundation Report will be passed to Enabler 3 – Procurement. This group will be looking at how we can maximise the community benefits from the money we spend.**

The [Nudged 'Behaviour Change is a Team Sport'](#) report found getting people together increased exercise patterns. [The Natural Resources Wales' 'Actif Woods'](#) project is an example of getting people outside, protecting their environment and enjoying the positive effects on health and well-being

- **Increasing the use of the natural environment for both health and to raise awareness of its value forms a key part of Action Area 5 – Protect and enhance the local natural environment. We are aware of the Actif Woods programme and will consider the approach as part of the work.**

The future of employment and how we see 'work' is changing; the [Future of Work report](#) predicts that 65 percent of the children who are now starting school will find themselves working jobs as adults that don't even exist yet. And, according to [McKinsey](#), technology could automate 45 percent of the tasks people are currently paid to do. Your well-being assessment identified that the majority of the population in Caerphilly are employed in manufacturing – an industry that will become more automated in the future.

- **This information will be provided to Action Area 2 – Volunteering & Apprenticeships. However a Regeneration Strategy for the county borough is currently being finalised, and the PSB have agreed that Cardiff Capital City Deal issues will be dealt with on a regional basis rather than directly through the PSB.**

A [recent report by the Joseph Rowntree Foundation](#) highlights the value of the social economy in creating jobs, strengthening skills and employability. It follows that the skills we will need in the future will clearly be different to what we need now. As this recent [World Economic Forum](#) blog quotes: "I believe in a future where the point of education is not to prepare you for another useless job, but for a life well lived." What life skills might your children need to make it in Caerphilly in the future? The Future of Work report suggests project-based work is likely to become more widespread, with skills like creativity, connectivity, communication and problem-solving being far more important than specific knowledge. The Caerphilly Youth Forum echoed these

comments, which is in line with [the Prince's Trust recent Results for Life report](#), which explored how teamwork, communication and confidence are as valuable to young people entering the workplace.

- We are aware of this research and studies. Whilst supporting young people will cut across the whole of the Well-being Plan, this work will be highlighted to Action Area 2 – Volunteering & Apprenticeships.

I recently commented on the work of city regions in response to Dr Mark Lang and Professor Terry Marsden's recent report "[Re-thinking Growth: Toward the Well-being Economy.](#)"

- We are aware of this study. Dr Mark Lang has been involved in our work at Lansbury Park which will be part of Action Area 4 – Safer, Sustainable Communities.

I would advise each of your organisations commit to the [National Principles for Engagement](#) and Participation Cymru can support your officers in gaining the skills vital for effective and meaningful involvement.

- Caerphilly County Borough Council, Caerphilly LSB and several PSB member organisations have endorsed the National Principles for Public Engagement in Wales.

Most people will only get involved in something that directly impacts them, their family or the place where they spend time and, often, this can lead to much bigger outcomes - shown by the work that ['Nurture Development'](#) do around Asset Based Community Development. [Co-production Network Wales](#) could help you to identify and engage community leaders that can help you to deliver benefits for the community.

- We are aware of the Co-production Network Wales and will explore the potential for working with them on the delivery of the Well-being Plan.

The [Centre for Regeneration Excellence Wales'](#) 'Deep Place' study in Tredgar gives evidence on how an understanding of place can have multiple benefits on well-being and you are embarking on the results of your own ['Deep Place' study in Lansbury Park](#), which has the potential for real change. Your learning as a PSB of applying the Act in practice will be useful across Wales and beyond.

- We would be happy to share the learning from our work in Lansbury Park with other organisations and areas across Wales.

Your support team will be aware of "[Monmouthshire Made Open](#)", an example of an online platform that has anticipated how people might contribute to improving their area in the future, with opportunities to share ideas, ask the community, start a project and seek volunteers or resources. Matthew Gatehouse, working with Monmouthshire PSB, would be able to share their learning with you on establishing this website.

- We are aware of this work. It will be considered as part of our enabler work on communications and working differently

Flooding affected homes and businesses last year in the county and well-being assessments show how flooding affects people's well-being long after the event. Expected annual damage to residential [properties is estimated to be £22 million](#), so understanding how different weather events impact on communities is crucial to prevention.

- Flooding and climate change adaptation issues will be covered by Action Area 4 – Safer, Sustainable Communities. This Action Area will include an element of geographically focused work. Flooding has only been identified as an issue in one of our communities.

[Zero Carbon Britain's recent 'Making it Happen'](#) report sets out what responsibilities we all have to future generations to acting on climate change now.

- Climate change mitigation issues will be considered by Enabler 4 – Asset Management. Adaptation issues will be covered by Action Area 4 – Safer, Sustainable Communities

Involving people in the running of their community can have a positive effect on improving perceptions (and realities) of community safety and help to make the local environment more resilient. [NESTA has a guide](#) to working with communities to tackle climate change, including the 'Big Green Challenge', where participants changed their lifestyles to reduce their carbon footprint. Projects such as ['Rainscape' through Dwr Cymru](#) suggest ways that we can all mitigate the effects of floods, and an extreme example includes [the Isle of Eigg in Scotland](#), where the community are having a positive impact on their environment by introducing renewable community energy schemes, building sustainable businesses and improving biodiversity. I would

encourage you to use the asset of Town and Community Councils, as working with community councils, the third sector and other networks can help you to understand how best to engage people and encourage behaviour change focused on place. [WCVA produced wider information](#) on how the third sector play a role in contributing to the Act including resources on the seven well-being goals.

- Climate change mitigation issues, including the shift to renewable energy, will be considered by Enabler 4 – Asset Management. Adaptation issues will be covered by Action Area 4 – Safer, Sustainable Communities. We acknowledge the importance of working with local communities and the third sector and this is fundamental to our approach.

Last year, the National Assembly for Wales Environment and Sustainability Committee produced '[A Smarter Energy Future for Wales](#)', with 19 recommendations for how Wales could transform its approach to energy. More recently, Smart Energy GB have produced a report on '[A Smart Energy Future for Rural Areas](#)', giving examples and case studies of rural areas across the UK who are making that transition. You may find this [seminar](#) from the National Assembly for Wales' Research Service and the Learned Society for Wales, provides insights from the leading energy experts in Wales and their thoughts on the future of renewable energy in Wales. [The Policy Forum for Wales](#) keynote seminar takes place on the 7th December this year, with a focus on priorities for energy policy, growing the sector in Wales and increasing investment in renewables.

- Asset management including energy reduction and promoting renewable energy is part of Enabler 4 – Asset Management

Welsh Government response to the consultation on the draft local well-being plan for Caerphilly, required by the Well-being of Future Generations (Wales) Act.

Thank you for sight of the Caerphilly PSB draft Local Well-being Plan as a partner among what is clearly a wide range of stakeholders consulted.

Welsh Government acknowledges that the preparation of a local well-being plan is a significant undertaking and recognise the amount of work that has been accomplished.

We have structured our response to the consultation as follows (we will be using the same approach in responding to each of the plans):

- General comments providing an overview of thoughts on the plan
- More specific comments on the way in which the plan has been prepared, such as observations on the approach the PSB has taken to choosing the objectives.
- A final summary table which identifies the areas we would suggest could benefit from further development. We are adopting a consistent approach to these matters which have been categorised as follows:
 - Category A – these are significant issues which we hope would be addressed prior to publication of the final plan. They might relate, for example, to compliance with the statutory requirements or major concerns with key elements of the Plan
 - Category B – these are issues which, if addressed prior to publication, would strengthen the final plan. While we acknowledge in the time remaining that may not be possible, we think these important matters will add genuine value to the plan if prioritised alongside early development.
 - Category C – these are matters which would strengthen the plan but could be addressed as it continues to develop and evolve.

Overall Thoughts

We recognise that this is an initial version of the plan and understand that it will continue to evolve until publication and beyond. We are reassured about the direction the board is taking to meet the step-change required.

One area of the draft plan we feel could be strengthened is its flow and cohesiveness. This is something we would expect the final plan to address – see the substantive comments under ‘Structure and Format’.

The Plan could be strengthened if it was more explicit on how the proposed steps will maximise the area’s contribution to the national well-being goals. At present, although the Plan acknowledges which of the goals the objectives relate to, we feel the relationship between the proposed steps and the well-being goals is not sufficiently explained.

We welcome the intention of the board to involve people in the shaping of interventions proposed in the plan going forward. However we feel the plan would benefit from greater detail on the involvement to date, as described in substantive comments below.

Comments on particular aspects of the draft Plan

Structure and Format

Recognising that the Plan is in draft form, we feel some aspects of the structure and format detracts from its cohesiveness and clarity. The Plan does not have a particularly logical flow or obvious structure, which makes it somewhat difficult to follow. The language is also rather technical in places, which might limit the accessibility and reach of the Plan.

We feel that greater clarity around the objectives and steps is necessary. More specifically the relationship between the statement of objectives on p.3; the bullet points listed beneath each of them (which could be interpreted as either objectives, or steps); and the lists of actions on p.10-12 (which we interpreted as the proposed steps) needs to be set out more clearly. As currently drafted, the relationship between these elements of the Plan is not explained, which makes it difficult to assess. A graphical way of representing this relationship might be worth considering and would help to break up the currently text-heavy format.

Timescales

We expected the structure and format of Plans to both reflect long-term thinking and include a clearer form of distinction between short, medium and long term actions. Although future trends are briefly referred to, the Plan does not strongly convey a long-term focus and does not consider the timescales over which outcomes will be realised.

Welsh Government has developed a brief exercise, available under the Future Trends Resource, to support the PSBs in identifying what potential future impacts, risks and opportunities may occur in their area according to their unique trends. This might assist the Board in identifying and analysing how these trends will affect the local area or the region.

Involvement

We welcome the commitment to involve people and stakeholders in the development and lifetime of the plan. While the intention of the plan is commendable, we feel it would benefit from more detail covering the methods and results of engagement to this point.

We recognise that some PSBs are seeking to produce concise plans curtailing unnecessary detail, and can see that page 6 goes some way to describe how the board arrived at some of the objectives. We feel that this section, perhaps even in the form of an appendix, might explain clearly how the PSB, through the extensive involvement periods described, involved people and organisations in different parts of the process. For example, how did the prioritisation exercise whittle down from 37 potential issues to 6 more focussed areas? What was the criteria used for this process?

It is commendable that the Board commits to involving a variety of people to support the action areas and identified aims of the plan, and suggests on page 9 that residents or community groups will be identified to be part of the working groups.

Collaboration

We understand that each of the actions detailed in the delivery plan will ultimately have lead officers and may be delivered on a task and finish basis. However we feel it is worth reiterating the importance of collaborating widely and effectively.

We recognise that the draft Plan does not currently specify who will take the proposed actions forward, or collaborate to deliver them. In identifying who is best placed to do so, we would encourage the board to think laterally about people in the area who might contribute to each action.

We understand that these details will be forthcoming when the steps have been finalised and a more detailed plan for delivery is developed.

It is important that the people the PSB engages with can bring the best range of insights, constructive challenge, data and solutions to the PSB. To this end, we would suggest reaching out to some partners with an interest in the interventions you are proposing, such as existing equality networks, youth forums, employability support services, County Voluntary Councils and businesses operating in the area.

It would be beneficial if the Plan considered the role community and town councils in the area could play towards meeting the objectives in the plan, particularly those under a duty

to do so. At the very least we would expect engagement with each of the community and town councils in the area, to ensure their views are taken on board.

Integration and Prevention

Setting aside the need for clarification of the objectives (see structure and format), they appear to have the potential to contribute to multiple goals. However, the current draft only partly discusses integration and how the Plan will maximise the contribution to the well-being goals. Although we recognise that the integration of objectives is intrinsic to some extent, we feel that the nature of this integration needs to be addressed more explicitly.

For example, the draft Plan would be strengthened if it considered how one objective has a direct effect on another – e.g. the importance of the economy in supporting community resilience, which promotes self-sufficiency and has health benefits.

We would not expect this to be a tick-box exercise, but an opportunity for the PSB to think aloud about how one objective and its steps might complement or facilitate another, or help avoid duplication across organisations.

Similarly it would be worthwhile exploring how the various partners could support objectives outside their core responsibilities – for example the role of NRW and environmental partners in promoting public health through utilising green and blue spaces. While some of this is implicit, making it more explicit would strengthen the Plan considerably.

In relation to maximising the contribution to the well-being goals, it would also be helpful to indicate whether the objectives relate to enhancing current approaches or developing new ones.

Similarly in relation to prevention, the plan recognises this is a challenge and suggests that identifying opportunities to collaborate on preventative activities will be an ongoing process. It is worth noting that a number of the steps, particularly around ‘Positive Start’ and ‘Positive People’ are inherently preventative in nature, and we feel that expanding on this would be helpful. For example, how would keeping people healthy across the life-course in Caerphilly prevent further inequalities or affect organisational resources and budgets?

Balance and Comprehensiveness

Although the Plan includes objectives and steps which clearly touch on three of the four pillars of well-being outlined in the Act (and therefore achieves a reasonable balance overall), it leans heavily towards social well-being and includes no obvious reference to cultural well-being. For example, there is limited consideration of the “Wales of vibrant culture and a thriving Welsh Language” well-being goal, and how the objectives in the draft might contribute to this.

Whilst this may be perfectly justifiable, some discussion around balance and emphasis would be helpful in making this clearer. Interesting topics around culture that were picked up in the Assessment like the sense of identity and belonging do not seem to have been translated to the interventions around 'Positive Places', which we thought might be an opportunity missed.

More generally, it would be useful if the draft Plan were to draw on data from the Assessment of Local Well-being to consider if the issues singled out are geographically concentrated, and could benefit from focused activity in particular places.

We feel the draft plan would benefit from setting some wider context around where it sits in relation to the wider partnership landscape, being clearer where the board feel it is for them to act and where others are better placed to do so (e.g. regional arrangements). We consider that the draft plan would be strengthened by reference to other strategies and plans, to address how they complement each other, ensure avoidance of duplication and gaps. For example, since you started preparing the plan, we have published Prosperity for All which sets out Welsh Government's objectives and steps which provide a useful national context for some of your own priorities.

Similarly, the board should consider making time to look at neighbouring PSBs draft Plans, to identify points of common interest or where collective action would maximise the impact of their own proposed actions.

Reflective and Critical Approach

The Plan is fairly reflective, mainly in describing the processes of development and conveying the PSB's intentions for how it will deliver the Plan. It could benefit, however, from a clearer account of the prioritisation exercise and more detail on the response analysis carried out to inform the objectives and steps. In particular, it would be useful to reflect on areas of uncertainty in the analysis or remaining gaps in the evidence base and the implications these have for the Plan and its delivery.

It would be useful to consider whether and how interventions will be focused on particular groups within the general population. There is currently little sense of whether particular groups could experience greater well-being gains than others or face greater challenges than others. We would expect to see some discussion at least of how this targeting and differentiation was considered, even if it does not feature heavily in the Plan itself.

The focus on tracking progress and demonstrating outcomes in the Plan is welcomed. The proposals put forward are fairly comprehensive, but could be broadened to encompass structured evaluation for certain key activities, which is distinct from performance monitoring.

In its current form the Plan does not give clear justification for the steps proposed and explain why the Board feels they are likely to be effective. Further explanation of why these particular interventions were proposed; why the Board feels they are likely to be effective; and the alternatives considered would strengthen the Plan significantly. These are important elements of the planning process and incorporating more detail on how they were approached would provide further reassurance that the process was evidence-based and thorough.

Areas for development

Category A

Cohesiveness and clarity (see Structure and Format)

Maximising contribution to the national well-being goals (see Integration and Prevention)

Category B

Long-term thinking and future scoping (see Timescales)

Reflecting engagement undertaken (see Involvement)

Involving other partners (see Collaboration)

Clarity about who will deliver the actions (see Collaboration)

Discussing how the objectives proposed affect each other (see Integration)

Balance across the pillars of well-being (see Balance and Comprehensiveness)

Use of the Assessment of Local Well-being (see Reflective and Critical Approach)

Targeting particular groups of people (see Reflective and Critical Approach)

Conveying how steps were formulated and how they will be measured (see Reflective and Critical Approach)

Category C

Enhancing current approaches or pursuing new ones? (see Integration)

Placing the Plan in the wider partnership landscape (see Balance and Comprehensiveness)

Understanding of gaps as a result of the Assessment of Local Well-being (see Reflective and Critical Approach)