



PARTNERSHIPS SCRUTINY COMMITTEE – 13TH SEPTEMBER 2018

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

REPORT BY: CORPORATE DIRECTOR EDUCATION AND CORPORATE SERVICES

1. PURPOSE OF REPORT

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

2. SUMMARY

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

3. LINKS TO STRATEGY

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

4. THE REPORT

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

5. WELL-BEING OF FUTURE GENERATIONS

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

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

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

6. EQUALITIES IMPLICATIONS

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

7. FINANCIAL IMPLICATIONS

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

8. PERSONNEL IMPLICATIONS

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

9. CONSULTATIONS

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

10. RECOMMENDATIONS

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

11. REASONS FOR THE RECOMMENDATIONS

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

12. STATUTORY POWER

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

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

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

Background Papers: Future Generations Framework

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

Appendices:

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



‘The Caerphilly We Want’ Delivery Plan 2018-2023

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

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

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

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

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

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

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

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

ENABLERS

Enabler 1 – Working together

Delivery Group: All Delivery Groups

Lead Officer(s): Shared across all partner organisations

High Level Steps

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

Enabler 2 – Communications and engagement

Delivery Group: PSB Communications and Engagement Group

Lead Officer(s): Caerphilly County Borough Council

High Level Steps

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

Enabler 3 – Procurement and commissioning

Delivery Group: To be agreed

Lead Officer(s): Caerphilly County Borough Council

High Level Steps

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

Enabler 4 – Asset management

Delivery Group: To be agreed

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

High Level Steps

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

ACTION AREAS

Action Area 1 – Best start in life

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

High Level Steps

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

Action Area 2 – Volunteering and apprenticeships

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

High Level Steps

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

Action Area 3 – Good health and well-being

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

High Level Steps

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

Action Area 4 – Safer, resilient communities

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

High Level Steps

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

Action Area 5 – Protect and enhance the local natural environment

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

High Level Steps

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



Delivery Plan 2018-2023

Enabler: E2 – Communications and Engagement

Context:

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

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

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

For the purposes of this plan:

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

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

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

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

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

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

Action Area/Enabler : E2 – Communications and Engagement

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| <p>Priority Area of Activity</p> | <p>E2.1 – Develop and implement a meaningful, long term engagement and communications strategy to involve and inform stakeholders.</p> <p>E2.2 – Jointly communicate the positive messages about the county borough to our residents, businesses and potential inward investors.</p> |
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| Ref | Key Tasks | Contributes to | Task Lead(s) | When will it be completed? (consider 5-year timeframe of plan) | | |
|-----|--|----------------|------------------------------------|---|-------------|-----------|
| | | | | Short term | Medium term | Long term |
| A | Update/ review membership of group to also ensure representation from those with protected characteristics with Chris Hunt and JT (OPCC are currently reviewing their protected characteristics list). | E2.1 | Elizabeth Sharma/ Chris Hunt/JT | ✓ | | |
| B | Identify and map communications and engagement resourcing in each organisation to facilitate integrated and collaborative working in the future. | E2.1 | Mandy Sprague | ✓ | | |
| C | Identify and map how each partner plans comms and engagement (strategically) with a view to working in a more integrated way. Including methods / networks/ we already have for engaging. ➤ HL to request details of forward media plans from partners ES to request details of fixed points in the year for engagement with partners e.g. CCBC has annual budget consultation, biennial household survey | E2.1 | HL/ES | ✓ | ✓ | ✓ |
| D | Review the current PSB communications and engagement strategy to ensure it meets the needs of the Caerphilly PSB Well-being Delivery Plan. | E2.1 | Kath Peters | ✓ | | |

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

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

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

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

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

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

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

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

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

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

Enabler: E3 - Procurement and Commissioning

Context:

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

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

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

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

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

| | | |
|--------------------|-------------------------|--|
| Paula Corfield | Gwent Police | Paula.Corfield@gwent.pnn.police.uk |
| Name | Organisation | E-mail address |
| Vernon Lambert | Natural Resources Wales | Vernon.Lambert@cyfoethnaturiolcymru.gov.uk |
| Thomas Cadwallader | Pobl Group | |
| To be confirmed | United Welsh | |

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

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

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

Action Area/Enabler : E3 – Procurement and Commissioning

| | |
|----------------------------------|---|
| Priority Area of Activity | <p>E3.1 – Ensure that when we spend our money we maximise the benefits to our communities wherever possible.</p> <p>E3.2 – Work together to maximise the value for money we gain by jointly purchasing goods and services.</p> <p>E3.3 – Ensure that where possible, the goods and services we purchase are sustainable, low carbon and ethically responsible.</p> <p>E3.4 – Work together to develop joint procurement and commissioning frameworks across the five local authorities and particularly with health including a focus on collaborative commissioning with the third sector.</p> |
|----------------------------------|---|

| Ref | Key Tasks | Contributes to | Task Lead(s) | When will it be completed? (consider 5-year timeframe of plan) | | |
|-----|---|---------------------|--------------|---|-------------|-----------|
| | | | | Short term | Medium term | Long term |
| A | <p>Adopt Welsh Government's Sourcing Plan and apply across all PSB partner organisations.</p> <p>Note: Subject to publication of outcomes following Welsh Government review process (which is currently on hold).</p> | E3.1, E3.2 and E3.4 | To be agreed | | ✓ | |

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

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

APPENDIX 3

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

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

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

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

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

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

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

DRAFT



Delivery Plan 2018-2023

Action Area: E4 – Asset Management

Context:

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

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

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

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

Enabler: E4 - Asset Management

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

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

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

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

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

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

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



Delivery Plan 2018-2023

Action Area: AA1 - Best Start in Life

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

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

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

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

| Roles | Names | Email address | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|--|--|--------------------|-----------------------|----------------------------|----------|-------|---------------------------|------|--------|-------------------------------|---------|---------|----------------------------------|------|-----|---|--------|-------|--|-------|-------|--------------|--------|------|----------------------------------|--------|--------|-------------------------|--------|----------|------------------------------|--------|--------|--|
| Lead PSB Member Champion | Mererid Bowley. Consultant in Public Health/Deputy Director of Public Health Aneurin Bevan Gwent Public Health Team | mererid.bowley@wales.nhs.uk | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Lead Officer (s) | Sarah Mutch. Early Years Manager Caerphilly County Borough Council | mutchs@caerphilly.gov.uk | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Policy Support Officer (s) | Sian Wolfe-Williams. Policy Officer Caerphilly County Borough Council | wolfes@caerphilly.gov.uk | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Delivery Partners (List of groups and individuals involved in delivery and regular updates) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>This is not an exclusive list as other organisations will be involved over the 5 year time frame of this plan.</p> <table border="0"> <thead> <tr> <th><u>Name</u></th> <th><u>Surname</u></th> <th><u>Organisation</u></th> </tr> </thead> <tbody> <tr> <td>Michelle</td> <td>Jones</td> <td>Parent Network Chief Exec</td> </tr> <tr> <td>Ceri</td> <td>Lovell</td> <td>Flying Start Team Leader CCBC</td> </tr> <tr> <td>Rebecca</td> <td>Boulton</td> <td>Families First Team Manager CCBC</td> </tr> <tr> <td>Ruth</td> <td>Lee</td> <td>Family Information Service Manager CCBC</td> </tr> <tr> <td>Angela</td> <td>Lewis</td> <td>Flying Start Health Programme Manager ABUHB</td> </tr> <tr> <td>Steve</td> <td>Berry</td> <td>Gwent Police</td> </tr> <tr> <td>Martin</td> <td>Kaid</td> <td>Manager Family Support Barnardos</td> </tr> <tr> <td>Jackie</td> <td>George</td> <td>Midwifery Manager ABUHB</td> </tr> <tr> <td>Angela</td> <td>Phillips</td> <td>School Nursing Manager ABUHB</td> </tr> <tr> <td>Nicola</td> <td>Quarry</td> <td>Generic Health Visiting Manager ABUHB Children First Steering Group</td> </tr> </tbody> </table> | | | <u>Name</u> | <u>Surname</u> | <u>Organisation</u> | Michelle | Jones | Parent Network Chief Exec | Ceri | Lovell | Flying Start Team Leader CCBC | Rebecca | Boulton | Families First Team Manager CCBC | Ruth | Lee | Family Information Service Manager CCBC | Angela | Lewis | Flying Start Health Programme Manager ABUHB | Steve | Berry | Gwent Police | Martin | Kaid | Manager Family Support Barnardos | Jackie | George | Midwifery Manager ABUHB | Angela | Phillips | School Nursing Manager ABUHB | Nicola | Quarry | Generic Health Visiting Manager ABUHB Children First Steering Group |
| <u>Name</u> | <u>Surname</u> | <u>Organisation</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Michelle | Jones | Parent Network Chief Exec | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Ceri | Lovell | Flying Start Team Leader CCBC | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Rebecca | Boulton | Families First Team Manager CCBC | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Ruth | Lee | Family Information Service Manager CCBC | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Angela | Lewis | Flying Start Health Programme Manager ABUHB | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Steve | Berry | Gwent Police | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Martin | Kaid | Manager Family Support Barnardos | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Jackie | George | Midwifery Manager ABUHB | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Angela | Phillips | School Nursing Manager ABUHB | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Nicola | Quarry | Generic Health Visiting Manager ABUHB Children First Steering Group | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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

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

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

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

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

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

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

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

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

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

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

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

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Delivery Plan 2018-2023

Action Area: AA2a – Volunteering

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

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

People and communities:

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

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

| Roles | Names | Email address | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|---|---|--------------------|----------------------------|----------------|------------------|-------------|------------------------|----------------|--------------------|--|-------------------|--|--------------------------|--|----------------------|--|--------------------------|-------------|------------------------------|-------------|-----------------|-------------|---------------------------------|--|-------------------------|--|---------------------------|--|-------------------|
| Lead PSB Member Champion | Martin Featherstone, GAVO | Martin.featherstone@gavowales.org.uk | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Lead Officer (s) | Stephen Tiley, GAVO | Stephen.tiley@gavowales.org.uk | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Clare Watkins, Volunteering Team Manager GAVO | clare.watkins@gavowales.org.uk | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Policy Support Officer (s) | Alison Palmer, GAVO/CCBC | Alison.palmer@gavowales.org.uk / palmea@caerphilly.gov.uk | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Delivery Partners | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| (List of groups and individuals involved in delivery and regular updates) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>This is not an exclusive list as other organisations will be involved from time to time over the 5-year timeframe of the Plan.</p> <table> <thead> <tr> <th><u>Name</u></th> <th><u>Organisation</u></th> </tr> </thead> <tbody> <tr> <td>Katy Stevenson</td> <td>Groundwork Wales</td> </tr> <tr> <td>Lowri Jones</td> <td>Menter Iaith Caerffili</td> </tr> <tr> <td>Michelle Jones</td> <td>The Parent Network</td> </tr> <tr> <td></td> <td>St Gwladys Church</td> </tr> <tr> <td></td> <td>Newlife Christian Church</td> </tr> <tr> <td></td> <td>CCBC Social Services</td> </tr> <tr> <td></td> <td>Caerphilly Youth Service</td> </tr> <tr> <td>Paul O'Neil</td> <td>Homestart Caerphilly Borough</td> </tr> <tr> <td>Mel Snowden</td> <td>Keep Wales Tidy</td> </tr> <tr> <td>Andrew King</td> <td>Department of Work and Pensions</td> </tr> <tr> <td></td> <td>Girl Guiding Caerphilly</td> </tr> <tr> <td></td> <td>ABUHB (Ffrind i mi/CHAAT)</td> </tr> <tr> <td></td> <td>Spice Timebanking</td> </tr> </tbody> </table> | | | <u>Name</u> | <u>Organisation</u> | Katy Stevenson | Groundwork Wales | Lowri Jones | Menter Iaith Caerffili | Michelle Jones | The Parent Network | | St Gwladys Church | | Newlife Christian Church | | CCBC Social Services | | Caerphilly Youth Service | Paul O'Neil | Homestart Caerphilly Borough | Mel Snowden | Keep Wales Tidy | Andrew King | Department of Work and Pensions | | Girl Guiding Caerphilly | | ABUHB (Ffrind i mi/CHAAT) | | Spice Timebanking |
| <u>Name</u> | <u>Organisation</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Katy Stevenson | Groundwork Wales | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Lowri Jones | Menter Iaith Caerffili | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Michelle Jones | The Parent Network | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | St Gwladys Church | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Newlife Christian Church | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | CCBC Social Services | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Caerphilly Youth Service | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Paul O'Neil | Homestart Caerphilly Borough | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Mel Snowden | Keep Wales Tidy | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Andrew King | Department of Work and Pensions | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Girl Guiding Caerphilly | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | ABUHB (Ffrind i mi/CHAAT) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Spice Timebanking | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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

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

Action Area: AA2a - Volunteering

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

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

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

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

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

RISK REGISTER

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

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

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

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

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



Delivery Plan 2018-2023

Action Area: AA2b – Apprenticeships

Context:

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

| Roles | Names | Email address |
|---|--|--|
| Lead PSB Member Champion | Christina Harrhy, CCBC | harrhc@caerphilly.gov.uk |
| Lead Officer (s) | Tina McMahon, CCBC | mcmah@caerphilly.gov.uk |
| Policy Support Officer (s) | Vicki Doyle, CCBC | doylevm@caerphilly.gov.uk |
| Delivery Partners (List of groups and individuals involved in delivery and regular updates) | | |
| Note: Delivery partners will change over the lifetime of the Well-being Plan. | | |
| Name | Organisation | E-mail address |
| Daniel Madge Senior Education & Development Manager | Aneurin Bevan University Health Board | Daniel.Madge@wales.nhs.uk |
| Gill Goss HR Manager for Employee Relations | South Wales Fire & Rescue Service | g-goss@southwales-fire.gov.uk |
| Neil Lewis | Gwent Police | Neil.Lewis@gwent.pnn.police.uk |
| Helen Fletcher | Natural Resources Wales | Helen.Fletcher@cyfoethnaturiolcymru.gov.uk |
| James Owen Deputy Director for Expert Services and People Division | Welsh Government | James.Owen@gov.wales |
| Katy Stevenson Chief Executive | Groundwork Wales | katy.stevenson@groundwork.org.uk |
| To be confirmed | Coleg Gwent | |
| To be confirmed | Coleg y Cymoedd | |
| To be confirmed | Educ8/ACT/Acorn/Cardiff & Vale College | |

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

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

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

Action Area: AA2b - Apprenticeships

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

| Ref | Key Tasks | Contributes to | Task Lead(s) | When will it be completed? (consider 5-year timeframe of plan) | | |
|-----|--|-------------------|--------------|---|-------------|-----------|
| | | | | Short term | Medium term | Long term |
| A | Grow the potential for residents to access employment through the provision of a holistic programme. | AA2b.1 | To be agreed | | ✓ | ✓ |
| B | Ensure opportunities for socially and economically disadvantaged individuals to secure training and apprenticeship opportunities that will increase future employment prospects. | AA2b.1 and AA2b.2 | To be agreed | | ✓ | ✓ |

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

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

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

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

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

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

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

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

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

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Delivery Plan 2018-2023

Action Area: AA3 - Good health and well-being

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

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

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

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

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

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

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

Action Area 3 : Good health and well-being

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

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

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

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

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

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

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

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

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

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

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

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

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

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



Delivery Plan 2018-2023

Action Area: AA4a – Safer Communities

Context:

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

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

| Roles | Names | Email address |
|--|-----------------------------------|---|
| Lead PSB Member Champion | Gwent Police (Supt Nick Mclain) | Nicholas.McLain@gwent.pnn.police.uk |
| Lead Officer (s) | Gwent Police (C/Insp Jason White) | Jason.White@gwent.pnn.police.uk |
| Policy Support Officer (s) | CCBC (Natalie Kenny/Tom Silsbury) | kennyn@caerphilly.gov.uk ; silsbt@caerphilly.gov.uk |
| Delivery Partners | | |
| NOTE: This is a five year delivery plan, delivery partners will change over life of plan. | | |
| <u>NAME</u> | <u>SURNAME</u> | <u>ORGANISATION</u> |
| Rob | Hartshorn | Caerphilly Borough County Council |
| Kathryn | Peters | Caerphilly Borough County Council |
| Natalie | Kenny | Caerphilly Borough County Council |
| Tom | Silsbury | Caerphilly Borough County Council |
| Nadine | Hudson-Featherstone | Police and Crime Commissioner/CCBC |
| Insp Jason | White | Gwent Police |
| Neil | Taylor | OPCC |
| Dai | Bents | South Wales Fire and Rescue |
| Cllr Elenud | Stenner | |
| Cllr Christine | Forehead | |
| Cllr Colin | Elsbury | |
| Michaela | Rogers | |
| Paul | O'Neil | |
| Ceri | Wood | |
| Chris | Hunt | |
| Maria | Evans | |
| Lisa | Meredith | |
| Sinead | Lewis | |
| Sarah-Jayne | Irish | |

| | | |
|--------|--------|--|
| Sandra | Davies | |
| Gina | Jones | |

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

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

Action Area: AA4 – Safer Communities

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

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

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

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

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

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

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

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

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

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

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

DRAFT



Delivery Plan 2018-2023

Action Area: AA4b - Resilient Communities

Context:

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

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

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

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

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

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

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

Outcome 1:

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

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

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

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

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

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

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

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

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

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

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

| | | |
|--|---|--|
| | <p>Collaboration</p> <p>The Coalition for Change Board has been established and includes representation from each PSB member organisation. Representation from residents, businesses and other key stakeholders not currently involved will be sought.</p> <p>Long-term</p> <p>The aim of the work will be to establish long-term, sustainable solutions to the issues being faced throughout the county borough.</p> <p>Integration</p> <p>As part of the development of this action area the aims and objectives of the other action areas, and all PSB organisations have been considered and mapped against this area. Work to “join the dots” has also been undertaken to identify links synergies and gaps with key related strategic documents and plans.</p> <p>Prevention</p> <p>Work is being undertaken to identify the underlying issues. This will be used as the basis of work to identify where possible preventative actions to resolve issues before they arise.</p> | |
|--|---|--|

| Seven Well-being Goals | Initial Project Development | Review of the Project |
|--|---|------------------------------|
| <p>The well-being goals must be considered as an integrated set of seven, and the well-being objectives (considered above) should maximise contribution to all seven</p> | <p>The Future Generations Framework will be used when developing and agreeing all content of this Delivery Plan particular reference to a more Equal Wales , Resilient Wales, Wales of Thriving Welsh Language, and Cohesive Wales</p> <p>Developing a culture change that promotes positive image and stories that encourage inward investment</p> <p>A Prosperous Wales Providing support to unemployed residents to enable them to gain employment. Ensuring that we get the maximum benefit from the services we provide and the money we spend.</p> <p>A Healthier Wales Supporting residents to take greater responsibility for their health. Providing specific support to those with mental health issues</p> <p>A More Equal Wales</p> <p>A Wales of Cohesive Communities Developing a cohesion, resilient and sustainable community at Lansbury Park is central to the aims of this priority</p> <p>A Wales of Vibrant Culture and Thriving Welsh Language</p> | |

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

DRAFT



Delivery Plan 2018-2023

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

Context:

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

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

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

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

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

| Action Area: 5 Protect and enhance the local natural environment | |
|---|--|
| Priority Area of Activity | <p>AA5.1 - Protect, enhance and promote our natural environment, including encouraging and supporting community involvement</p> <p>AA5.2 - Identify and remove the barriers to people accessing green spaces</p> <p>AA5.3 – Increase the contribution that the environment makes to the health and well-being of residents</p> |

| Ref | Key Tasks | Contributes to | Task Lead(s) | When will it be completed? (consider 5-year timeframe of plan) | | |
|-----|--|-------------------------|---|---|---------------|-------------|
| | | | | Short - term | Medium - term | Long - term |
| A | Create, complete and implement an integrated Green Infrastructure Strategy. | AA5.1 AA5.2 AA5.3 | Phil Griffiths (CCBC Countryside) Dewi Thomas (CCBC Countryside) | ✓ | ✓ | |
| B | Establish a funding group of PSB organisations – share knowledge and identify opportunities for collaborative bids | AA5.1 AA5.2 AA5.3 | Funding representative from each PSB organisation | ✓ | | |
| C | Maximise opportunities and develop collaborative funding bids between PSB partners and communities | AA5.1 AA5.2 AA5.3 | Helen Fletcher (NRW) Tracy Evans (CCBC) Funding representative from each PSB organisation | ✓ | ✓ | |
| D | Provide feedback on the Active Recreation Strategy for Caerphilly and the links with Action Area 5 - Protect and enhance the local natural environment | AA5.1 AA5.2 AA5.3 | Helen Fletcher Tracy Evans | ✓ | | |
| E | Map the provision of green spaces in a specific number of communities | AA5.1 AA5.2 AA5.3 | Helen Fletcher Tracy Evans | ✓ | | |

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

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

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

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

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

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

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