



JOINT SCRUTINY - 26TH OCTOBER 2023

SUBJECT: CORPORATE PLAN (INCLUDING WELL-BEING OBJECTIVES) 2023-2028

REPORT BY: CHIEF EXECUTIVE

1. PURPOSE OF REPORT

- 1.1 To present Joint Scrutiny with the Council's Draft Corporate Plan which details the new Well-being Objectives for the next five year period from 2023 to 2028, prior to the Plan's journey to Cabinet and Council.
- 1.2 The Well-being of Future Generations Act (Wales) 2015 requires all public bodies to set Well-being Objectives that improves the economic, social, environmental and cultural well-being of their area.
- 1.3 Our objectives are designed to maximise our contribution to the National Well-being Goals for Wales.

2. SUMMARY

- 2.1 The Well-being of Future Generations Act (Wales) 2015 requires all public bodies to set Well-being Objectives to improve the social, economic and environmental well-being of their area.
- 2.2 The Council's draft Well-being objectives have been developed using the Sustainable Development Principle which is described as the 5 ways of working.
- 2.3 This report presents the Council's five year draft Corporate Plan (2023-2028) at Appendix 1.
- 2.4 The Plan is based on 5 Well-being Objectives with each Objective underpinned by several outcomes, chosen priority measures and a range of steps.
- 2.5 The Plan also explains why these specific objectives, outcomes, measures and steps were selected.

3. RECOMMENDATIONS

- 3.1 Joint Scrutiny review and discuss the draft Corporate Plan (2023-2028) and, should

members be minded, recommend it for onward consideration by Cabinet and, thereafter, Council in November 2023.

4. REASONS FOR THE RECOMMENDATIONS

- 4.1 The Well-being of Future Generations Act places a statutory duty on public bodies to set and publish Well-being Objectives that maximise contribution to the well-being goals for Wales.

5. THE REPORT

- 5.1 This report introduces the Draft Council Corporate Plan (including Well-being Objectives) 2023 – 2028 at Appendix 1. Paragraphs 5.2 to 5.15 explains the main steps that have been followed through the process of setting the Well-being Objectives.
- 5.2 The Well-being Objectives have been set within the 5 ways of working which makes up the 'Sustainable Development principle. These are:
- Long Term - the importance of balancing short term need, whilst looking and addressing the needs of citizen's long term
 - Prevention - Acting to preventing problems occurring or getting worse
 - Involvement - Involving people with an interest in achieving the objectives
 - Collaboration - working with others to help meet long term challenges, maximising collective impact
 - Integration - how public bodies objectives impact on each other or support other goals, taking an integrated approach.
- 5.3 The process began with an analysis of the research that emerged from the Well-being Assessment carried out by Policy colleagues in support of the Gwent Public Service Board's Well-being Plan (GPSB).
- 5.4 An extensive consultation process was carried out for the GPSB regional plan to identify what mattered to citizens across Gwent with research and data gathering also then carried out in 5 specific community areas in Caerphilly.
- 5.5 The Council's own Well-being Plan considered all of the information that emerged from this extensive involvement exercise to ensure we did not duplicate and could focus on what 'additionality' we could provide.
- 5.6 The political commitments set out by the administration for the next 5 years were explored in detail during several Cabinet workshops which helped confirm the long term vision in more detail.
- 5.7 Officers then held consultations called 'the Caerphilly Conversation' to ask residents 'what mattered to them' in during the Autumn of 2022. This was both an online and face to face consultation, held in libraires and community places across the borough.
- 5.8 Those initial 'What Matters' conversations were then followed up with further consultation with residents that took place as part of the Council's budget setting process.

- 5.9 Workshops were held with the Council's Leadership Team and Management Network.
- 5.10 Individual workshops were then held for each draft Well-being Objective with a range of officers from a wide range of services through which actions, resources and potential ways of measuring success were identified.
- 5.11 A broad range of performance data from across the Council was reviewed, validated and analysed.
- 5.12 The emerging Plan was then presented to our partners through the Local Development Group for the Public Service Board, to see how our draft objectives may impact their goals and to gain their feedback.
- 5.13 The Regional Gwent Public Services Board has agreed to become a 'Marmot Region'. Based on a report 'Building a Fairer Gwent, the Institute of Health Equity details the social determinants of health and 8 principles to address those inequalities. The Gwent PSB formally recognised that inequality and inequity exists in our communities (for example in healthy life expectancy) and committed to take steps to address them at a collaborative level.
- 5.14 As the Council's draft Corporate Plan dovetails into the wider PSB plan, the 8 Marmot principles needed to be reviewed at a Council level to underpin our own developing objectives. Workshops with the Marmot team were held to ensure alignment.
- 5.15 At a local level the Council also reviewed its Directorate Performance Assessments as well as the wide range of complaints and compliments to identify any emerging themes.
- 5.16 The Council's draft Well-being Objectives for 2023-2028 are set out below. These set out what the Council hopes to achieve on behalf of its communities:

WBO1	Enabling our Children to Success in Education
WBO2	Enabling our Residents to Thrive
WBO3	Enabling our Communities to Thrive
WBO4	Enabling our Economy to Grow
WBO5	Enabling our Environment to be Greener

- 5.17 Each Wellbeing Objective is underpinned by a range of supporting Outcome statements that are written as if being reviewed in 2028. These are set out below:

WBO1 Enabling our Children to Success in Education.

- We will have built effective leadership to maintain our aspiration for all learners to achieve high standards and make strong progress on their educational journey.
- We will have safe and inclusive provision that will support the progress of vulnerable and disadvantaged learners
- We will have improved literacy (English and Welsh), numeracy, digital, physical and wider skills to provide our learners with better life chances
- Learners will have received effective support to ensure that post-16 destinations are appropriate and sustainable
- We will have built new and refurbished schools and settings so that we have

created learning environments that engage and inspire

WBO2 Enabling our Residents to Thrive

- We will have responded to our aging demographic including creating age friendly communities
- We will have met the needs of our most vulnerable children and adults
- We will have enabled the Community and Voluntary Sector to support our residents
- We will have supported residents through the cost-of-living crisis
- We will have built new Council houses, provided more affordable homes, brought empty properties back into use and worked towards the prevention of homelessness

WBO3 Enabling our Communities to Thrive

- Our physical infrastructure and digital connectivity will have improved to help people access towns, communities and services
- We will have worked with partners to improve access to public and other alternative modes of transport to keep towns connected and enhanced active travel opportunities between communities
- We will work with partners from across the Public Service Board towards improving the well-being and healthy life expectancy of our communities
- We will have created conditions that enable our communities to be healthier and more active
- We will have attractive open spaces that enhance quality of life

WBO4 Enabling our Economy to Grow

- We will have worked towards ensuring we have the necessary infrastructure in place to enable our economy and communities to grow
- We will have worked in partnership to support businesses with a range of interventions aimed at stimulating the local economy
- We will have a stronger relationship with our Business Community through town centre regeneration
- We will continue to work with the Cardiff Capital Region (CCR) to increase the availability of quality employment opportunities in the area and enhance our economy
- Our local workforce will have the skills that employers need locally and regionally

WBO5 Enabling our Environment to be Greener

- We will have worked with our residents to meet our statutory targets in relation to waste reduction, reuse and recycling
- We will have reduced our operational carbon emissions to become a net zero carbon local authority by 2030
- We will have helped our communities transition to low carbon transport
- We will have promoted and explored green energy opportunities for the council, communities and businesses

- We will have protected and enhanced our natural environment to improve biodiversity and make us more resilient to climate changes
- We will have set climate standards for new build Council Homes and worked to improve the green energy credentials and energy efficiency of our housing stock

5.18 Each Objective and the supporting outcomes are designed to be integrated with each other. For example, creating conditions for healthier and active lifestyles as an outcome in Well-being Objective 3 will help to children to succeed, as health and well-being is a building block for learning in Well-being Objective 1.

5.19 Aside from the Corporate Plan, the Council has many priorities and strategies that support the full breadth of its work. These are not referenced specifically within the Corporate Plan as our outcomes, steps and measures intended to deliver the Well-being objectives focus primarily on 'additionality' and are therefore high level and strategic activities.

5.20 **Conclusion**

The Council's Corporate Plan and Well-being Objectives have been developed to be as aspirational as possible in improving the social, economic, environmental and cultural well-being of our area in partnership with other public services and other local authorities.

The significant financial challenges facing public services as a whole at present, however, will mean that the success of the Council's Mobilising Team Caerphilly Transformation Programme will be fundamental to the successful delivery of the Corporate Plan.

6. ASSUMPTIONS

6.1 Unless a specific Well-being Objective is judged as delivered in its entirety, or assessment of data and public consultation responses change direction significantly, it is assumed the Well-being Objectives will continue throughout the course of the remaining year of the Corporate Plan.

6.2 Resources to deliver the Well-being Objectives remain unchanged. If this changes, outcomes or steps may need to change accordingly.

7. SUMMARY OF INTEGRATED IMPACT ASSESSMENT

7.1 No Integrated Impact Assessment has been completed for this report although individual assessments may have been made to support activity within the Well-being Objectives. Delivery of the Well-being Objectives maximises our contribution to all the national well-being goals as noted in Appendix 1.

8. FINANCIAL IMPLICATIONS

8.1 Each Well-being Objective within the Corporate Plan has a specific section on resources that set out how the Council intends to support the delivery of each of the Well-being Objectives.

8.2 The financial situation across the Public sector is particularly challenging at present and the outlook over future years is no less bleak. The successful delivery of this Corporate Plan will, therefore, be intrinsically linked to the success of the Councils Transformation Programme and the two must be viewed collectively.

9. PERSONNEL IMPLICATIONS

9.1 There are no personal implications arising from this Report.

10. CONSULTATIONS

10.1 Caerphilly Conversation priorities [Caerphilly - Caerphilly County Borough](#)

10.2 As detailed in paragraph 5.1 to 5.19

11. STATUTORY POWER

11.1 Local Government and Elections (Wales) Act 2021
Well-being of Future Generations Act 2015 and associated statutory guidance

Author(s): Richard (Ed) Edmunds, Corporate Director Education and Corporate Services
Ros Roberts, Business Improvement Manager

Consultees: Christina HARRY, Chief Executive
Dave Street, Deputy Chief Executive
Cllr Eluned Stenner, Cabinet Member for Finance and Performance
Richard Edmunds, Corporate Director, Education and Corporate Services
Mark S Williams, Corporate Director for Economy and Environment
Steve Harris, Head of Financial Services and S151 Officer
Sue Richards, Head of Education Planning and Strategy
Liz Lucas, Head of Customer and Digital Services
Lynne Donovan, Head of People Services
Rob Tranter, Head of Legal Services and Monitoring Officer
Keri Cole, Chief Education Officer
Rhian Kyte, Head of Regeneration and Planning
Nick Taylor-Williams, Housing Services Manager
Rob Hartshorn, Head of Public Protection, Community and Leisure Services
Marcus Lloyd, Head of Infrastructure
Paul Warren, Strategic Lead for School Improvement
Gareth Jenkins, Assistant Director - Head of Children's Services
Jo Williams, Assistant Director - Head of Adult Services
Clive Campbell, Transportation Engineering Manager
Kathryn Peters, Corporate Policy Manager
Paul Cooke, Senior Policy Officer
Anwen Cullinane, Senior Policy Officer Equalities, Welsh Language

Background Papers:

[Corporate Plan 2018-2023](#)

Appendices:

Appendix 1 Draft Corporate Plan (including Well-being Objectives) 2023 - 2028