



**Y Gaerffili A GAREM
THE Caerphilly WE WANT**

Caerphilly Public Services Board
Draft Well-being Plan
September 2017

Board Member Organisations

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

THE CAERPHILLY WE WANT

Please send any comments or feedback on this document to doylevm@caerphilly.gov.uk or by post to Vicki Doyle, Corporate Policy Team, Caerphilly CBC, Tredomen Park, Ystrad Mynach, Hengoed, CF82 7BL by Monday 18th December 2017.

The Vision of Caerphilly Public Services Board

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

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

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

The Board will continue to involve communities, the private and third sectors, and other groups and bodies with an interest in improving the well-being of the area in its action planning and activities. Long-term generational change is a journey, this first Well-being Plan for the area sets the strategy for the next five years, with planning considering a 25-year timeframe to achieve better outcomes for future generations.

The Board will use the five ways of working set out in the sustainable development principle to drive forward the change that is required. Working together to achieve the local Well-being Objectives will not be undertaken in silos, performance will be focused on outcome orientated action not outputs, and the accountability for delivering actions will be directly with Board members.

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

Positive Change – A shared commitment to cross-sectoral change

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

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

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

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

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

Positive Places - Enabling our communities to be resilient and sustainable

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

Our Well-being Objectives have been written as an integrated set. By way of illustration, some of our communities have generally poorer health, lower life expectancy, poorer employment opportunities and lower income levels. These issues cannot be tackled in isolation, and coordinating our resources and our activity will have the greatest effect.

'THE CAERPHILLY WE WANT' WELL-BEING PLAN

Context

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

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

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

Future Trends

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

The Public Services Boards in Gwent have commissioned a future scenarios assessment of the Gwent area that will inform the Delivery Plan from May 2018 and beyond. This, combined with the local Assessment of Well-being and the Future Trends report, will ensure the Well-Being Plan is a live document that evolves as the Board aims to serve the well-being of future generations moving forward.

How did we arrive at our objectives?

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

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

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

At their meeting in June 2017 the Board considered the response analyses for four of the six topic areas (due to various issues no response analysis was undertaken for the housing or the health priority areas) and agreed that five of the priority areas would be further developed to inform the objectives of the Well-being Plan. In relation to the housing priority area, the Board view was that this was too narrowly focused and was more properly delivered by the local authority and housing partners, allowing the Board to focus on truly collaborative activity. The Board considered the role and remit of each partner, the evidence from the local assessment of well-being, the issues facing our most disadvantaged communities, and agreed to replace it with the following priority:

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

In formulating its Well-being Plan, the Board was particularly conscious that a new approach and new ways of working are required. This requires a move away from the silo working that characterised some of the work under the former Single Integrated Plan, which will be based on the 5 ways of working under the Sustainable Development Principle.

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

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

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

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

How We will Deliver – Key Principles

1. Shared Commitment

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

2. Involving our Communities

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

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

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

3. Identifying Key Preventative Activities

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

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

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

4. Tracking Progress

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

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

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

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

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

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

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

5. How Will we be Accountable?

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

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

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

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

The Caerphilly We Want Well-being Delivery Plan

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

Each action area will have identified aims, and will operate on a task and finish basis. Each area will have designated lead officers identified by the Board who will oversee the work and report on progress to the nominated Board member (sponsor) with accountability for that area of the Plan. .

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

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

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

The Caerphilly We Want Delivery Plan

Positive Change – A shared commitment to cross-sectoral change

Communications

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

Working together

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

Procurement

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

Asset Management

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

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

Adverse Childhood Experiences

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

Building Resilience

- Share and explore the evidence, amongst PSB organisations, that interventions for children and young people, especially the most vulnerable, could lead to long term savings, by reducing the risk of health and social problems and by improving education, training and employment prospects.
- Develop mechanisms and support for residents to become actively involved, and to “do things for themselves”.

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

Volunteering

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

Apprenticeship Programme

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

Keeping people healthy across the life course

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

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

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

Positive Places – Enabling our communities to be resilient and sustainable

Sustainable Communities

- Agree a definition of a “sustainable community” and the elements that contribute to it.
- Support the “Coalition for Change” approach in Lansbury Park as a pilot aimed at identifying methodologies that can be rolled out to other communities.
- Prepare a green infrastructure strategy to ensure green spaces and renewable technology form an integral part of new and existing developments.
- Work with housing partners to pilot projects that contribute to sustainable communities.

Safer Communities

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

Protect and enhance the local natural environment

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

Appendix:

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

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

Gwent Police, and the Gwent Police and Crime Commissioner, are invited partners with full membership of the Board. Subject to central government legislation, the Police and Crime Commissioner is required to set the local Police and Crime Plan for the force area. By virtue of the Police Reform and Social Responsibility Act 2011 there is a mutual cooperation requirement placed on Gwent Police, the Police and Crime Commissioner, the local authority, the local health board, the local fire and rescue service, and probation services to have regard to and cooperate with each other's priorities.

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

Aneurin Bevan University Health Board

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

Gwent Police

- Taking action to prevent and reduce crime by working with partner organisations and communities to tackle crimes that present the greatest threat, harm and risk and especially those crimes committed against the most vulnerable.
- Provide excellent support for all victims of crime with a particular focus on preventing further serious harm.
- Ensuring that the police, partners and my office engage with communities to encourage, help and support them to work together to keep themselves safe.
- Ensuring that police work closely with partner organisations to tackle anti-social behaviour effectively.
- Ensuring that Gwent Police and my office are high performing organisations which value and invest in our staff to achieve value for money in delivering impressive services that meet the needs of all our communities.

Natural Resources Wales

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

South Wales Fire and Rescue Service (Strategic Themes)

- Reduce risk in our communities.
- Engage and consult with our staff, communities & stakeholders to jointly shape our future services.
- Align our resources to ensure they are fit for purpose and sustainable for the future.
- Make use of technological advances to meet service improvements and requirements.
- Explore partnership and collaborative opportunities to improve outcomes.

Public Health Wales

- Give our children the best start in life with opportunities to grow, play and learn in a healthy and safe environment.
- Build capacity and support systems to protect and improve health and reduce inequalities.
- Support the NHS to deliver high quality equitable and sustainable services that meet the needs of citizens at every stage of life.
- Minimise public health risks from current and emerging diseases, environmental hazards and emergencies
- Influence policy, planning and design to create sustainable, culturally thriving and cohesive communities, to tackle the wider determinants of health and to break the cycle of poverty and disadvantage.

- Maximise the potential of our natural and cultural resources to promote physical and mental health and well-being and create a low carbon, environmentally resilient.
- Strengthen our role in global health and sustainable development, realising the benefits of international engagement.

Welsh Government

Prosperity for All: The national strategy

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

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