



## **COUNCIL – 29TH NOVEMBER 2023**

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

**REPORT BY: THE CHIEF EXECUTIVE**

### **1. PURPOSE OF REPORT**

- 1.1 To present Council with the Council's Draft Corporate Plan following its review by Joint Scrutiny on 26 October 2023 and approval by Cabinet 15 November 2023.
- 1.2 The Plan details the new Well-being Objectives for the next five year period from 2023 to 2028.
- 1.3 The Well-being of Future Generations Act (Wales) 2015 requires all public bodies to set Well-being Objectives that improve the economic, social, environmental and cultural well-being of their area. 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) as well as a handy Executive Summary .
- 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.
- 2.6 The Council's Joint Scrutiny Committee reviewed the draft Corporate Plan at length on the 26 October and agreed to recommend the Corporate Plan to Cabinet. On the 15th November 2023 Cabinet endorsed the plan prior to its onwards consideration at full Council.

### **3. RECOMMENDATIONS**

#### **3.1 That Council**

- 1) Adopt the Draft Corporate Plan (2023-2028) as recommended by Cabinet.

### **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 an Executive Summary of the Council's new Draft Corporate Plan (including Well-being Objectives) 2023 – 2028 at Appendix 1 with the full Plan located at Appendix 2. Paragraphs 5.2 to 5.11 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:

<b>WBO1</b>	<b>Enabling our Children to Succeed in Education</b>
<b>WBO2</b>	<b>Enabling our Residents to Thrive</b>
<b>WBO3</b>	<b>Enabling our Communities to Thrive</b>
<b>WBO4</b>	<b>Enabling our Economy to Grow</b>
<b>WBO5</b>	<b>Enabling our Environment to be Greener</b>

- 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 Succeed 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 The draft Corporate Plan was presented to the Council Joint Scrutiny Committee on 26 October 2023. Joint Scrutiny agreed to recommend the Plan to Cabinet prior to its ongoing consideration by full Council.

5.20 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.

## 5.21 **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 Should the level of resources available to deliver the Well-being Objectives face a significant change, it may be necessary to adjust or refine some of the outcomes or steps 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 2

## **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 relative 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 The following consultations have informed the Councils' draft Corporate Plan:

10.1.1 The priorities set out within the Caerphilly Conversation [Caerphilly - Caerphilly County Borough](#)

10.1.2 The consultations referenced between paragraphs 5.1 to 5.12

10.1.3 The Council's Joint Scrutiny Meeting of the 26 October 2023 considered the plan, and the following responses were captured against each Wellbeing Objective:

### **WBO1 Enabling our Children to Succeed in Education**

A Member asked about the vocational options available to 14 year-olds. The Chief Education Officer advised Members that a work experience pilot had recently commenced which five schools had signed-up towards. The Strategic Lead for School Improvement also highlighted the national review of vocational qualifications in Wales and information available on the Caerphilly Learning Pathways website. Members also heard about the work of the Inspire Team which had been financed through the UK Shared Prosperity Fund. The Member raised an apprenticeship scheme that Cardiff Council was running in partnership with a college of further education in the city. The Chief Education Officer advised Committee that a meeting had been scheduled with Coleg y Cymoedd to discuss similar opportunities.

One Member enquired how the leadership structure proposed differed from the current model. Committee heard about the robust leadership programme which was run in collaboration with EAS and involved all levels of staff and governing bodies. The Member also asked about the refurbishment plans for schools. The Head of Education Planning and Strategy gave details on the £1.5M capital programme and grants from the Welsh Government.

A Committee Member highlighted the role of voluntary organisations who helped develop literacy skills in schools and enquired if this function was being promoted. The Chief Education Officer outlined how this was a decision for schools based on their culture. The Member also asked about promoting the learning of Welsh and other European languages. Officers outlined the benefits of new Welsh medium education facilities and advised that a review of teaching languages was currently taking place and would be the focus for a future report.

One Member asked about the help for pupils whose education was impacted by the Covid-19 lockdown regulations. Members heard about some of the work being done on the well-being of pupils post-lockdown measures and were also advised that the latest attendance figures for Primary Schools was up 1% on the previous year at 93.1%.

A Member highlighted Community focussed schools and asked how they would improve NEET figures, and also if mental health support was included. Officers highlighted some of the innovative ways this project was being run and also stressed the work being done by the Inspire Team. The meeting was also told that additional support in the Education Psychology Service had been increased.

### **WBO2 Enabling our Residents to Thrive**

One Member of the Joint Committee enquired how the community and voluntary sector were enabled to support residents. The Deputy Chief Executive advised that cost-of-living budgets and funding via the Regional Partnership Board had supported the voluntary sector within the County Borough over the last two years.

A Member highlighted the homeless figures following the 2020/21 census. The Member questioned if the 1,303 figure had now changed and also wanted to know what proportion children were. If children were included in the figure, the Member wanted to know how they were faring in school. The Deputy Chief Executive advised that this information would be provided outside of the meeting.

One Member enquired about plans for repurposing empty properties. The Deputy Chief Executive gave information on work as part of the Caerphilly Keys initiative and the progress being made alongside the internal legal team. The Cabinet Member for Housing further advised that there were 954 empty properties in the County Borough and last year 100 were brought back into use due to the work of the empty property team.

### **WBO3 Enabling our Communities to Thrive**

A Member suggested that key data from a UK perspective was missing from this report. The Corporate Policy Manager advised that UK data was now available, and the points highlighted by the Member would be updated. The Chief Executive also provided assurances that the wider data set was being considered before a final report goes to Full Council.

One Member asked about improved access to public and other alternative modes of transport. The Corporate Director for Economy and Environment provided information on partnership working with Transport for Wales and the Welsh Government. It was also highlighted that bus passenger levels had not returned to pre-COVID levels.

### **WBO4 Enabling our Economy to Grow**

A Member requested a definition of what is meant by economic inactivity. The Head of Regeneration and Planning provided details on this matter and outlined how it applied those who were eligible for work but are not working. It differed from those who were not in work but were seeking employment.

One Member raised the issue of using the UK Shared Prosperity Fund for rural communities. The Head of Regeneration and Planning gave details on a plethora of initiatives across the County Borough which were funded by £28M over a 3-year period. Objectives of the Rural Development Plan were also highlighted to Members.

A Member asked about help for businesses, especially in the north of the County Borough. The Cabinet Member for Prosperity, Regeneration & Climate Change outlined assistance available via the Caerphilly Enterprise Fund. It was emphasised that this funding was helping businesses across the County Borough. The Head of Regeneration and Planning also highlighted the work of the Business Support Team within the regeneration service. The Council Leader gave Committee additional information on the role of Cardiff Capital Region and the jobs and prosperity created as a result. In the most recent report, the region had experienced the largest economic growth in the UK outside of London. Members also heard about the work being done under the Northern Valleys Initiative.

One Member enquired about support available for the economically inactive. The challenges around transport to attend Job Fayres in the five principal towns was raised by the Member. The Head of Regeneration and Planning gave details on the work of the Employability Team who provided advice and support on a one-to-one basis across the County Borough.

A Member asked about helping those seeking employment on a flexible-hours basis. The Head of Regeneration and Planning provided information on the work the employment team did with recruiters to facilitate this need.

#### **WBO5 Enabling our Environment to be Greener**

One Member made an overarching observation on measuring performance. It was the Member's view that targets should be set and then eventually measured against performance indicators. This facility was missing in the report according to the Member. The Member also believed that some of the objectives in the Plan might not be reached in the future due to the financial challenges faced. The Chief Executive assured Members that they would be receiving updates on the Corporate Plan before 2028. Members heard how there was a suite of performance measures which would be reported on annually.

A Member enquired if the "Nature isn't Neat" initiative was going to be reviewed. The Corporate Director for Economy and Environment advised that a Members' Seminar on Grass-Cutting Regimes would be taking place next month to discuss lessons learnt and forward delivery.

Having noted the content of the report, it was moved and seconded that the recommendations are supported and should be forwarded to Cabinet for approval. By way of Microsoft Forms (and in noting that there were 37 for, 0 against and 1 abstention) this was agreed by the majority present.

## **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 Edmunds , Corporate Director, Education and Corporate Services  
Ros Roberts, Business Improvement Manager [roberr@caerphilly.gov.uk](mailto:roberr@caerphilly.gov.uk)

Consultees: Christina Harray, Chief Executive  
Sean Morgan, Leader of the Council  
Dave Street, Deputy Chief Executive  
All Cabinet Members  
Joint Scrutiny Committee Members  
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  
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, Interim Corporate Director Social Services  
Jo Williams, Assistant Director - Head of Adult Services  
Clive Campbell, Transportation Engineering Manager  
Kathryn Peters, Corporate Policy Manager  
Paul Cooke, Transformation Lead - Decarbonisation  
Anwen Cullinane, Senior Policy Officer Equalities and Welsh Language

Background Papers:

[Corporate Plan 2018-2023](#)

Appendices:

Appendix 1 Corporate Plan 2023-2028 Executive Summary

Appendix 2 Draft Corporate Plan (including Well-being Objectives) 2023 - 2028