

**TORFAEN
COUNTY
BOROUGH**



**BWRDEISTREF
SIROL
TORFAEN**

Improving Well-Being in Torfaen

**TORFAEN COUNTY BOROUGH COUNCIL
DELIVERING OUR CORPORATE PLAN 3 (CP3)**

OUR VISION FOR TORFAEN

Torfaen: A safe, prosperous, sustainable place where everyone has the opportunity to be the best they can be

OUR COUNCIL VALUES

Supportive

Fair

Effective

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This document constitutes Torfaen County Borough Council's Well-being Statement and Well-Being Report, prepared under section 5 of the Well-being of Future Generations Act 2015 and related guidance issued by the Welsh Government

It also constitutes the Council's Annual Improvement Plan, prepared under part one, section 15 of the Local Government (Wales) Measure 2009 and related guidance issued by the Welsh Government

Foreword

Through the Well-being of Future Generations (Wales) Act 2015, Welsh Government has placed a legal duty on public bodies, including Torfaen Council, to work towards a common aim for the public sector - to improve the economic, social, environmental and cultural well-being of Wales. At the heart of the new legislation is the sustainability principle, requiring us to ensure we are meeting the needs of residents today without compromising those of future generations.

This legislation is particularly apt given the rapidly changing world we all live in today. When we plan our services, there are numerous challenges to consider, such as the anticipated effects of climate change, diminishing natural resources and the changing demographics of our population. However there are also significant opportunities such as developments in technology, which we must be at the forefront of in order to maximise the potential benefits of to the local authority.

The Well Being of Future Generations Act has been a catalyst for thinking more about the longer term, looking at preventing problems and taking a more joined up approach. We want to work together with local communities to become more responsive to people's needs. We understand people will not always agree with our decisions, but if we listen, consider the right evidence, and act upon what we have found out, then we will be taking the right steps for our residents, their families and the services they rely on.

The financial outlook across the public sector continues to offer challenges, but these challenges brings the ethos of the WCFG act more sharply in to focus. With ever diminishing resources, we need to be more efficient in the way we work, allocating what we do have as sustainably as possible.

In the coming years, the role of the Torfaen Public Services Board (PSB) will become more critical in the process as their published Well-Being Plan for Torfaen starts to be delivered on the ground. The plan, jointly developed with our partners, sets out the long term aspirations for the borough of Torfaen. It is envisaged through the pooling of resources, organisational barriers can be broken down, allowing us to work together more effectively to deliver real and significant improvements for the people of Torfaen.

We are an open and transparent organisation, underpinned by a culture of learning. As we adapt to meet our statutory requirements, we are confident we will deliver a better Torfaen for everyone. Where things do not improve as we anticipate, we will question what we are doing, reflect and learn, and will try new approaches that make sense to the public.

This new way of working represents an exciting opportunity and challenge for both us and our public service partners. Our third Corporate Plan, agreed in 2016, provides the framework for this document, setting out our commitment and contribution to providing an improved, more equal and sustainable future for the people of Torfaen, where everyone has the opportunity to lead healthy, independent lives regardless of who they are or where they live.



Councillor Anthony Hunt
Leader of the Council

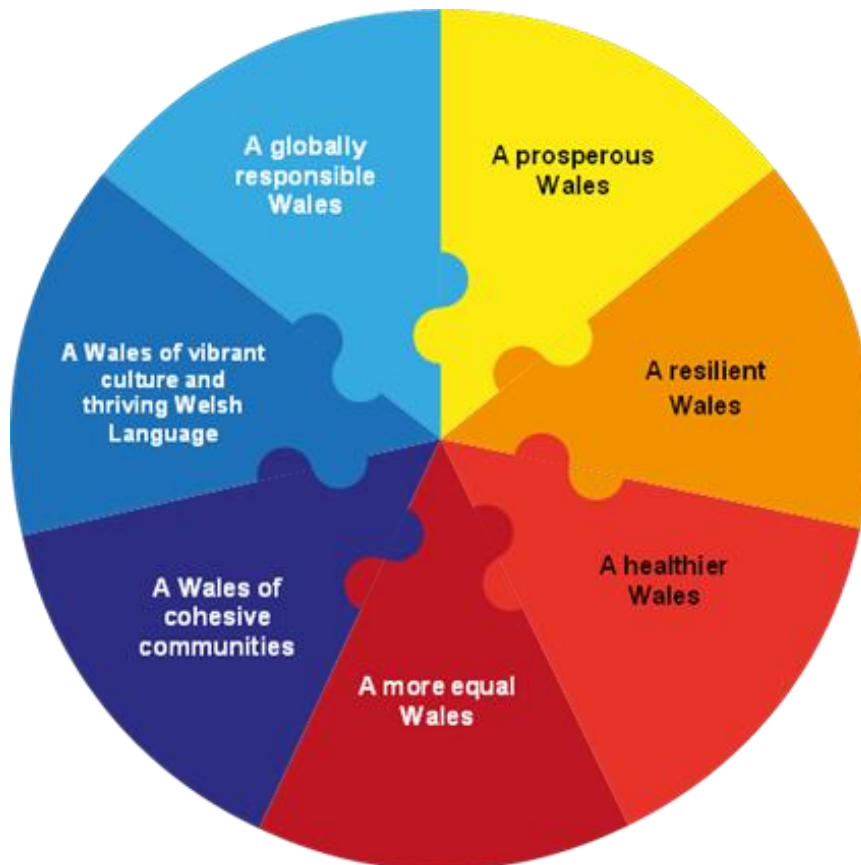


Alison Ward CBE
Chief Executive

Part 1 – Introduction

Wales faces a number of challenges both now and in the future. These include climate change, poverty, health inequalities, and jobs and growth. To tackle these issues the National Assembly for Wales passed legislation in 2015 which requires a range of public bodies across Wales to work together to give current and future generations a better quality of life.

The [Well-being of Future Generations Act 2015](#) (WCFG Act 2015) places a duty on all public bodies to carry out sustainable development - the process of improving the economic, social, environmental and cultural well-being of Wales. To make sure we are all working towards the same vision, the Act puts in place seven well-being goals for Wales:



As a named public body in the Act, we are required to show how we are delivering activities which contribute to achieving these well-being goals.

Sustainable development requires us to act in a way that seeks to ensure the needs of the present are met without compromising the ability of future generations to meet their own needs. It is made up of **five ways of working**, which we now need to consider in our decision making.

From now on, we must ...

- ⇒ Look to the **long term** so we do not compromise the ability of future generations to meet their needs;
- ⇒ Take an **integrated** approach so we look at all the well-being goals in deciding our well-being objectives;
- ⇒ **Involve** a diversity of the population in the decisions that affect them;
- ⇒ Work with others in a **collaborative** way to find shared sustainable solutions; and
- ⇒ Understand the root causes of issues to **prevent** them from occurring.

Our Statutory Requirements

In carrying out 'sustainable development' in accordance with the **Well-Being and Future Generations Act 2015**, we must ...

- Set and publish well-being objectives that maximise our contribution to achieving the well-being goals;
- Take all reasonable steps to meet our objectives;
- Publish a statement about our well-being objectives which explains why we consider our well-being objectives will contribute to the achievement of the well-being goals, and how we have applied the sustainable development principle;
- Publish an annual report of our progress; and
- Publish our response to any recommendations made by the Future Generations Commissioner for Wales

In addition we still need to meet the requirements of the **Local Government (Wales) Measure 2009**. This means we need to ...

- Publish a forward facing improvement plan at the start of each financial year, setting out our short term improvement objectives for the financial year ahead; and
- Publish an annual performance report highlighting our progress against this plan before October 2019.

As such...

This document combines our statutory requirements and meets our statutory publishing duties under both the Well-being of Future Generations Act 2015 and the Local Government (Wales) Measure 2009.

Part 2 – Reporting our Well-Being Objectives

Choosing Our Well-Being Objectives

In April 2016 we agreed our third [Corporate Plan \(CP3\)](#). It covers a five year period up until March 2021 and contains three priorities, developed and agreed by our councillors ...

- ⇒ **A Clean and Green Torfaen**
- ⇒ **Raising Educational Attainment**
- ⇒ **Support for Torfaen’s most Vulnerable Residents**

In setting these priorities, we also agreed a set of supporting statements describing what we plan to deliver for citizens; plan to support citizens to deliver; and expect residents to do themselves to help drive progress within these areas.

These statements reflect our acceptance and understanding that we cannot always deliver change by ourselves. They clearly articulate our intention to adapt the way we work with local communities to create an improved, more equal and sustainable future for Torfaen.

We believe our priorities will create a fairer future where everyone maintains cleaner and greener communities, where young people receive the best possible standard of education and where everyone has the opportunity to lead healthy, independent lives regardless of who they are or where they live.

In this first year, our approach was to identify a single flagship project for each corporate plan priority area as a well-being objective demonstrating how we will improve well-being in Torfaen.

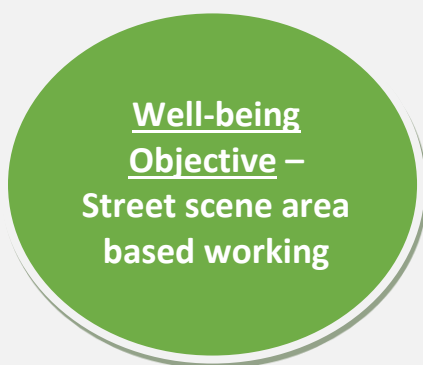
Our 2017/18 Well-Being Objectives

Our adopted well-being objectives for 2017-18 were chosen due to their clear alignment to our overall council corporate plan priorities;

... **A Clean and Green Torfaen**

... **Raising Educational Attainment**

... **Support for Torfaen’s most Vulnerable Residents**



The following pages review the progress made so far in delivering each of our objectives. Each project will be implemented over a number of years but will be under constant review to ensure we continue to progress towards the desired objectives.

Furthermore each project will continue to develop, over time. As such, the full impacts of our well-being objectives will not be fully realised for a number of years.

WELL-BEING OBJECTIVE – STREET SCENE AREA BASED WORKING

– Our project to provide cyclical, area based street-scene operations to deliver a more efficient service, with quicker response times to fly-tipping instances.

Why we chose this Well-Being Objective

Following a peer review of Neighbourhood Services, the decision was made to adopt an area based model of working within Streetscene. The clear link between this project and the Corporate Plan priority, 'a clean and green Torfaen' led to us selecting the project in March 2017 as one of our first well-being objectives published in our [Well-Being Statement 2017-18](#)

Progress made to date...

Our Streetscene area based working service has been in place since October 2016. Since adopting the new system, our staff have delivered a vast improvement in fly tipping response times. Staff have been empowered to take pride in their area and decide when there is a need to visit certain hot spots more frequently. Our staff frequently take 'before' and 'after' photographs of problem areas so that records are kept and can be shared with the community. New equipment has been purchased to suit the area based system and was chosen in full consultation with the staff. By involving front line staff in the decision-making process we have achieved a broader acceptance of the new system.

The introduction of our rapid response teams who work in a shift pattern to cover seven days per week has hugely improved the fly tipping figures and response times to issues and complaints, with a 98.11% performance figure in 2017/18 against a target of 96%.

We have evidence that our satisfaction rates are on the increase as shown in the improvement in our own performance indicators. However, whilst the satisfaction performance indicator has improved, it is still affected by other land owners.

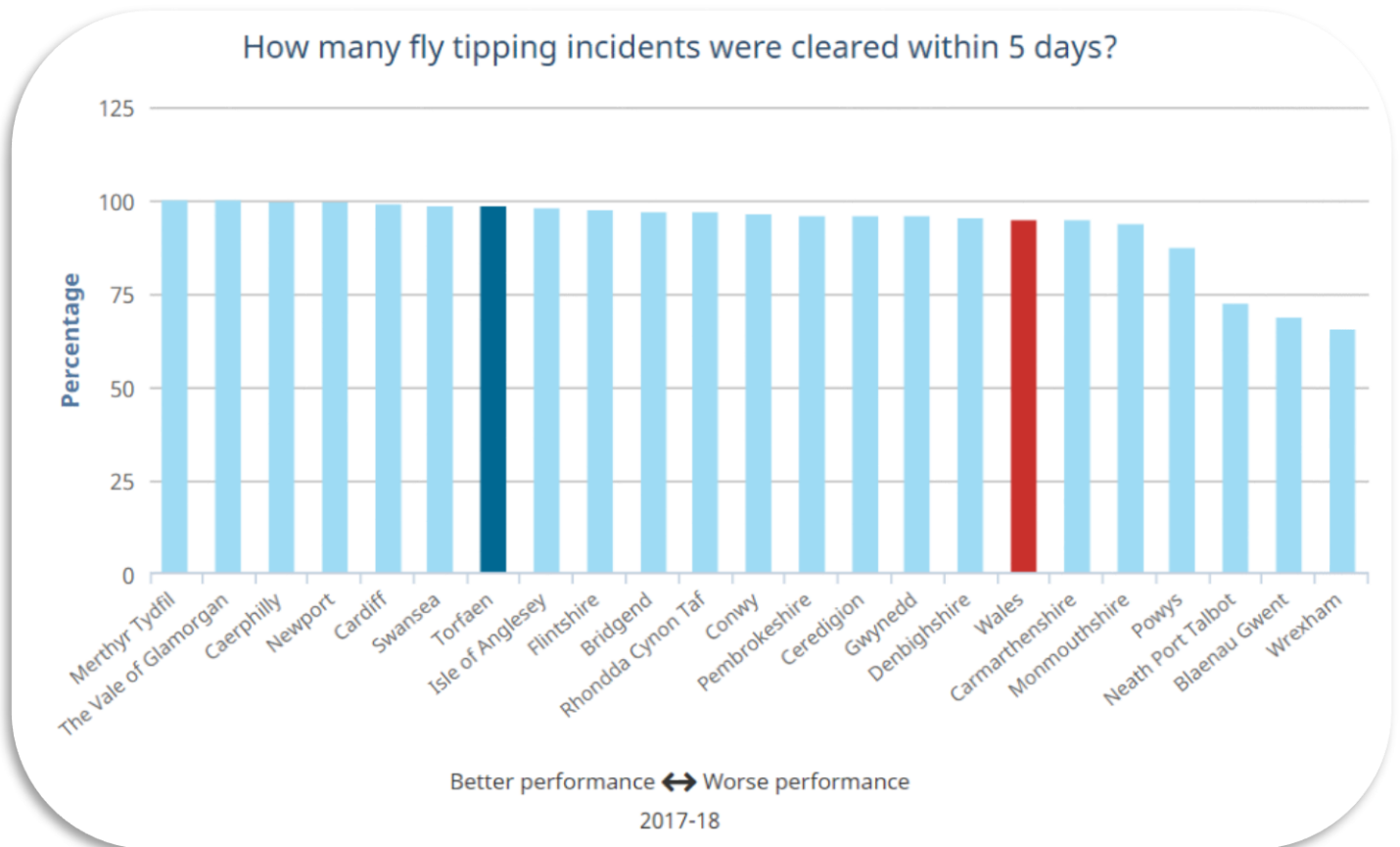
Working with partners

We have worked with Bron Afon Community Housing to develop a joined up approach to the frequency for all activities including grass cutting, cleansing regimes, shrub bed maintenance, tree maintenance, and fly tipping. This will provide a one stop shop for all service requests and complaints from the public, and will lead to a better overall service to all residents of Torfaen.

All land in Torfaen is independently inspected to produce the satisfaction rate, not just Council land. It is therefore important that we continue to work with all land owners in the area, so that Torfaen residents can expect a consistent level of service.

To support the area based working project, we are also undertaking a range of other activities to help improve our local environment and support our Clean and Green corporate priority. By March 2019, we will have reviewed the current way we work with landowners, partners and volunteers, to determine its effectiveness, and how it can be improved to build capacity. This will lead to a joined up approach with partners for the betterment of the county borough as a whole.

We have worked closely with Natural Resources Wales and other Public Service Board (PSB) organisations to provide the PSB with the necessary advice and support it needs to develop its approach to environmental resilience. This will maximise the opportunities the environment provides for wider well-being (health, education, economic development, cultural connections). Linked to this, we have undertaken a scoping study on the potential for a digital tool to support joined up working across PSB, and secured



funding for a single PSB Green Infrastructure Strategy to inform operational land management.

Working with Elected Members

Our new area based system includes quarterly meetings with ward members for each area. Over the year we have received a very high level of positive feedback from ward members who attended the meetings. They also report the new system is an improvement leading to fewer complaints from residents.

The area based working has been a success and is making a notable impact on our communities according to feedback from local members. It has also supported permanent employment for more than 60 individuals. We have continued to review the role of the area based member forums expanding their remit to encompass biodiversity in accordance with the Environment (Wales) Act 2016, and waste and recycling.

The meetings help ensure effective cross team (integrated) working within the Council and

involve local people by facilitating communication between them and the council through their respective ward members.

Empowering Communities

In March 2017 a 'Spring Clean' of the borough was undertaken, during which time our Streetscene Team employed thirty extra staff to join our front line teams for two weeks to tackle litter on streets, shopping areas, parks, road verges, cycle paths, and other hard to reach areas. 62 tonnes of litter were collected. We worked closely with Keep Wales Tidy and numerous local volunteer groups as part of this campaign and more than 250 people took part in the events, helping us to make Torfaen a cleaner and greener place to live. Twenty community led litter picks took place in Blaenavon, Cwmbran and Pontypool, collecting more than 300 bags of rubbish and clocking up more than 500 volunteer hours. During the campaign the hashtag #TorfaenSpringClean was seen by more than 40,000 people. Torfaen People's Panel also attended events, speaking with volunteers to understand how we can

engage the community better on cleaner and greener issues.

Our 2018 'Spring Clean' continued the good work. Through a partnership involving the Council, Welsh Government, Keep Wales Tidy, Community Councils and a wide range of locally based organisations and Friends Groups, 989 people signed up to be part of the 2018 Spring Clean event and 150 volunteers took part in litter clean ups collecting 400 bags of rubbish.

By engaging with community groups, working with them to ensure they are sustainable and providing assistance to access funding, we are empowering people to take a lead on projects that benefit the local community. Examples include working with the Friends of Panteg Park to rejuvenate the park and improve the old park keepers building to create a community hub where people can get together and enjoy their local environment.

The positive impact that volunteers have on the whole community was publicly recognised at the

2017 Pride of Gwent Awards. The Environment Award was won by Pontypool Park Friends for their tireless work in improving the park, and Griffithstown resident Ron Ford won the Local Hero Award for his litter picking activities throughout Torfaen. Both Pontypool Park Friends and Ron work closely with us to improve their local area and educate others regarding the importance of taking pride in your area. By supporting these groups, and many others like them, we hope to create a larger and stronger network providing a lasting impact on their communities and their well-being.

Streamlining our approach

Environmental Health have engaged with the rapid response teams to raise the awareness of the fly-tipping evidence gathering process and this has seen an increase in referrals to Environmental Health and we have taken action against 41 instances where evidence has enabled us to do so. This is an increase in referrals by 2.4% on the previous year.



Restructuring, our Environment (Countryside) and Streetscene service has brought together services to create efficiencies and a more joined up approach. The new arrangement has allowed the team to create a joint approach to developing a tree strategy (to be published in 2019-20), and a comprehensive range of policies for tree management, that takes into account WCFG Act 2015 and Environment Act.

A bid to Welsh Government for equipment and materials necessary to better manage land in order to support biodiversity, has been successful and will improve our approach to managing our local nature reserves, meadowland and flower verges.

Rolling in new work-streams

We are in the process of undertaking a review of the location of all litter bins across the borough with the aim of preventing as much littering as possible. We continue to ensure our Streetscene Rapid Response Teams are empowered to respond appropriately at the local level and monitor the effectiveness of our response times for clearing environmental blight on our land.

A Biodiversity and Ecosystem Resilience Plan, will examine our strategic policy and operational procedures to ensure compliance with the Environment (Wales) Act 2016.

Public perception and expectation in the management of greenspace sometimes conflicts with our legislative duties, particularly related to biodiversity. We have developed, and submitted, a proposal to Welsh Government for funding to organise a high profile publicity campaign utilising video clips and social media platforms focussing on managing land for biodiversity.

During the current year we also intend to publish a consultation document on the management of trees, woodland and hedgerows to meet WCFG and Environment Act duties, incorporating clear policies for tree management.

What we're planning next...

We continue to work closely with our local residents on an area basis to manage the streetscapes and greenspaces in Torfaen. We are also embarking on a review of policies, procedures and team structures, to ensure future compliance with WCFG Act goals and ways of working.

Our future direction will include:

- Developing a single green infrastructure strategy to support a consistent approach to managing land across the PSB partner organisations, whilst taking account of local cultures.
- Examining partnership arrangements with private businesses and high schools that could reduce litter and fly-tipping.
- Publishing a Corporate Biodiversity and Ecosystem Resilience Plan following co-production with Council members and stakeholder groups.
- Launching a high profile media campaign on managing land for biodiversity, working in partnership with the other Gwent local authorities, third sector wildlife organisations and local community groups.
- Preparing an Open Spaces Recreation Strategy to support and further develop opportunities for active lifestyles in Torfaen, which will form part of future planning policy.
- Publishing a Trees, Woodland and Hedgerows Strategy and Policy document highlighting the multiple benefits of trees.
- Piloting alternative grassland management prescriptions in selected areas which do not impact on recreation, to improve biodiversity and eco-connectivity.
- Creation in partnership with Members, communities, partners and stakeholders a Litter and Fly-tipping strategy to ensure that all aspects of the Clean and Green agenda are covered from both a strategic and operational perspective.

WELL-BEING OBJECTIVE – REVIEWING POST 16 EDUCATION IN TORFAEN

- our project to support delivery of a new English medium Torfaen 6th Form Centre as part of our 21st Century School Programme.

Why we chose this Well-Being Objective

We submitted a Strategic Outline Case (SOC) to Welsh Government for the new Torfaen Sixth Form Centre (now Known as the 'Torfaen Learning Zone') in Cwmbran in accordance with Torfaen's 21st Century Schools Programme. The Strategic Case for change set out 4 priorities:

- Improving the effectiveness and outcomes of service to all learners.
- Providing economies and efficiencies in the provision of the service.
- Providing new and enhanced opportunities to all learners.
- Improving learner experience and attractiveness to all learners

Our proposal would replace English medium sixth forms in school settings with the creation of a new sixth form centre in Cwmbran. The clear link between this project and the Corporate Plan priority, 'improving educational attainment' led

to us selecting the project in March 2017 as one of our first well-being objectives published in our [Well-Being Statement 2017-18](#).

Progress made to date...

Our Final Business Case for the new sixth form centre was approved by Welsh Government in May 2017, confirming an allocation of £10 million to the £20 million project. Furthermore in December 2017 Welsh Government also approved the closure of the three English Medium sixth forms.

There have already been high levels of collaboration, integration and involvement with this project. To date this has been focussed around the project team and the work on the wider development potential of the site with Welsh Government. More stakeholders were brought in following Welsh Government's decision in December 2017 – the decision which served to put the proposal on a firm delivery path.



Site access and remediation were largely completed in December 2018. Pilings for the building foundations was completed in November 2018, and work started on the foundations in December 2018.

Sustainability of Design

The design process involved significant engagement with Coleg Gwent on the facilities required in the new centre and extensive surveys of the site and surrounding area. The choice of site and how it will be developed are supporting the aspirations for a more resilient, healthier, more equal country. This has included:

- a building / site design which is sympathetic to its surrounding environment / ecology,
- a building / site design which will promote the well-being of staff and young people and is accessible to all,
- the proximity to public transport networks, and design aspects which will promote cycling and walking as an alternative to the reliance on cars.

The building and site designs were completed in May 2018, and will achieve BREEAM Excellent (a measurement of the sustainability of the project). The expectation is that the building will remain in

use for as long as 50 years so the design and materials proposed have been selected accordingly, with a focus on robustness and timelessness.

Planning approval for the project was received in August 2018 and the detailed technical design for the new building was signed off in September 2018). We have undertaken extensive consultation alongside the developer and Coleg Gwent with current staff of the college to ensure the theoretical designs were rigorously tested by practitioners, some of whom will deliver courses from the new building. Our process was informed by 'lessons learned', including the views of young people, from Coleg Gwent's Learning Zone in Blaenau Gwent. We also took account of the need to future proof the building for potential curriculum changes through the inclusion of adaptable space.

The 'not to exceed' contract value for the construction stage was agreed in July 2018. This included an increased investment in the new facility of £24.6m (including £1m allocated by Coleg Gwent for the furniture and equipment in the new facility) due mainly to site related issues, flood mitigations and an increased building size.



The additional funding for flood mitigation will ensure that the building, and the site on which it sits will not be affected by severe weather events, even in the long term.

Working in Partnership

A project team made up of council and Coleg Gwent staff has been working to advance the project in the following areas: school reorganisation; transition funding; partnership agreement; land and lease; design and construction; curriculum and pupil transition; revenue finance; human resources; learner transport; additional learning needs and pastoral support; client fit out and communications.

We are working with Coleg Gwent to oversee the project, and agreeing the curriculum offer in October 2018. Coleg Gwent will be attending options evenings for learners and their parents to help answer questions and begin building a closer relationship with future learners. This work will ensure that learners are able to make informed choices about their learning, and potentially future careers, in the knowledge that there is a clear pathway from school into post 16 education and then on into higher education or other training if required. Our curriculum offer in the new facility will be broader than any other individual school in the county borough, be fully integrated with the choices learners can make in schools, and, as a consequence of the economies of scale, be more sustainable in the face of future changes to funding for post 16 learning.

Along with Coleg Gwent and secondary schools, we are jointly developing the transition plan to guide activity over the period before the new facility opens in September 2020. This is initially being based on the considerable experience each organisation has in managing change involving young people, but will be further developed in 2019 with learners and their parents/carers.

Furthermore we are working together with Coleg Gwent and all secondary schools in Torfaen on the support arrangements for learners with additional needs, recognising that the transition for these learners is particularly significant and will take longer.

Developing Prosperity

Our contractual arrangements with the primary contractor, Interserve, are starting to support the aspiration for a more prosperous Wales;

- How the building will be constructed, and the site it is developed on. This includes considering how the site development and design can positively influence climate change and the better use of natural resources.
- Supply chains. This includes taking action to keep as much of our spend within Wales as possible.
- The community benefits that will be achieved as a consequence of this project. This includes; taking action to enhance community benefits such as using local labour, creating jobs, providing training and apprenticeships.

What we're planning next...

The work on delivering the sixth form college is now well advanced with all the significant components of the build, curriculum and transition arrangements in place. We are on track and the journey is benefitting greatly from schools willingness to get involved with the process, despite the fact that in several instances they are having to give up their own sixth form arrangements to make way for the new approach.

In 2019 we will build on the progress to date, with much greater emphasis on co-working between Coleg Gwent and school learners to ensure a timely and smooth transition to the new arrangements.

WELL-BEING OBJECTIVE – REDESIGN OF ADULT SERVICES

– Our project to develop a new model for delivering adult social care services based on patched based teams, identifying effective collaborations with other authorities and alternative models of service delivery with the voluntary and third sectors.

Why we chose this Well-Being Objective

We undertook a whole service review in Adults Services with the initial work helping to develop a vision, to define the new purpose for the division and to begin the re-design of the service.

We decided to pilot a single patch-based Wellbeing team in North Torfaen replacing our system of having separate responses for older people, older people with mental health, clients with physical disabilities, occupational therapy needs and clients who were hospital based.

The clear link between this project and the corporate plan priority ‘supporting vulnerable people’ led to us selecting the project in March

2017 as one of our first well-being objectives published in our [Well-Being Statement 2017-18](#).

Progress made to date...

Learning from our experiences in North Torfaen adult services have continued with our transformation programme - Design to Deliver (D2D). In January 2017, five patched based teams were established. Leading up to the changes, negotiations with partner agencies took place and open cases were mapped across the County Borough (in line with Neighbourhood Care Networks, with 2 patch teams in the North and 3 in the South). Following a series of workshops and engagement sessions, in which staff were consulted regarding their preferred team, skill mixes and experience were mapped in line with



How to operationalise the Design to Deliver Programme in Adult Social Care

the varying mix of cases in order to shape the new teams. Feedback from staff and leaders shaped the design of the service and set our vision for the future - "Enable me to live my life the way I choose to live it."

Each team contains Social Workers, Occupational Therapists, Community Care Workers, Reablement Assistants, and Occupational Therapy Assistants. The Learning Disability Team, Adult Mental Health Team, Community Services Team and Day Opportunities Team continue to work borough wide.

The experience of clients, carers and staff will continue to inform service development. Face to face interviews with clients / carers have identified positive experiences and staff have reported greater work satisfaction.

Empowering our staff to deliver the change

All team members undertook three days training supporting them to listen and understand 'what matters' to each individual (*see training video – 'How to Operationalise the Design to Deliver Programme in Adult Social Care'*). Teams now work with clients to identify their personal outcomes, strengths and individual solutions enabling them to live the life they choose in the way they want to live it. The focus is on co-production, people being the experts in their own situation and enabling them to use the hierarchy of support to promote independence, social inclusion and positive risk taking. Our patch teams have started to forge greater links with the community, engaging in community activities and strengthening links with local providers and key stakeholders.

Embedding our new way of working has been a key focus for all leaders and staff. The 'D2D' transformation programme is more than a change of structure and team locations. Making simple changes was not sufficient to enable the division to be fit for the future. Our transformation programme required a cultural shift in thinking which can take time to establish.

We continued to identify what has worked and what blocks progress. Our team leads and senior managers continue to meet monthly to identify solutions and share good practice across the teams. This way of working has unlocked some simple changes, making us more efficient. We have made changes to the way we record information, the documentation we complete and our financial processes. We continue to review our processes to identify where they do not add value and adjust accordingly.

A focus on the client

Our changes saw client boundaries disappear. During our trial all the cases benefited from a face to face response within 48 hours. The key learning from these initial discussions was the presenting issue was seldom the issue that most needed to be addressed or supported. Much of the work has been supporting carers and health professionals to understand and support positive risk taking.

The role is to be an 'interventionist' as opposed to care managers, requiring different skills to promote or retain a client's self-reliance rather than buying in commissioned services. During the pilot programme this resulted in a reduction in service users requiring either short-term or on-going commissioned support.

In addition this includes the innovative use of technology to support clients to be more independent and in control of their own lives (*see video – 'Torfaen SMART Tech Pilot - Changing Lives'*).

A community based partnership approach

In order to be truly patch based, we have progressed our accommodation options. Our North Torfaen Well-being Team have moved into offices in the Blaenavon Health Centre previously occupied by the district nursing team to accommodate their growing numbers; and our Central Cwmbran Well-being Team have moved to Canalside. The last two teams have also now



supportive, fair, effective cefnogol, teg, effeithiol

relocated to their patch areas - the East Cwmbran Well-being team is now situated at the Highway in Croesyceiliog and the West Cwmbran Well-being Teams at the Bron Afon main office in Llantarnam. Our engagement with the community has also been a key priority for the patch based teams. Staff have made connections in the communities through local retailers, churches and community groups to enhance their knowledge of community assets and to build relationships. Teams have also been present at Torfaen community events – fetes, shows etc. to share information on the teams’ roles.

We have tested out working with a domiciliary care provider as part of the North Torfaen Well-being team. Early indications have shown this pilot has produced some positive outcomes for people building on the principles of integration, prevention and collaboration.

Promoting independence and collaborative approaches are also at the heart of regional working. In November 2018 we launched the Home First initiative. This is a project across the five local authorities and ABUBH to provide rapid assessment and care at the Emergency

Departments at the local District General Hospitals.

Improving performance

We recognised delayed transfer of care (DToC) needed to improve. Since the implementation of our North Torfaen Well-being Team (NTWB) there was a significant reduction in DToCs in this area. Time has been invested in establishing stronger links with the wards so they refer to the team rather than Hospital Social Work Team (during the pilot stage). This means the same person would follow a service user in to hospital and back out.

DToC will continue to be monitored on a regular basis and reported at a regional and national level. It is hoped the trend for reducing DToC numbers will continue, although recent capacity problems within the external domiciliary care market has increased numbers combined with the increase in ‘winter pressure’ demands on hospital beds.

The Division has used the experience of clients, carers and staff to help inform the development of the patch teams. Face to face interviews with

clients / carers have identified positive experiences and staff have reported greater work satisfaction.

What we're planning next...

Over the next few years we will develop our approach, focusing our attention on the:

- implementation of the domiciliary care strategy which will:
 - expand our enablement service so that all new cases will go through a re-ablement programme, and
 - develop our tender specification for patch based domiciliary care delivery
- development of our community bed based strategy based on community hubs
- redesign of our day opportunities model shaped by user and carer feedback
- review of our service user / carer access at the front door
- testing out of a wider holistic approach to wellbeing in North Torfaen

Part 3 – Progress towards our 2018/19 Well-Being Objectives

In March 2018, three additional projects were identified as well-being objectives, linked to our existing Corporate Plan. The Council's additional well-being objectives for 2018/19 are set out below.

Our 2018/19 Well-Being Objectives

Each new project exemplified how we intended to improve well-being in Torfaen against our 3 corporate plan priorities. Our new selected well-being objectives for 2018/19 are:

... A Clean and Green Torfaen



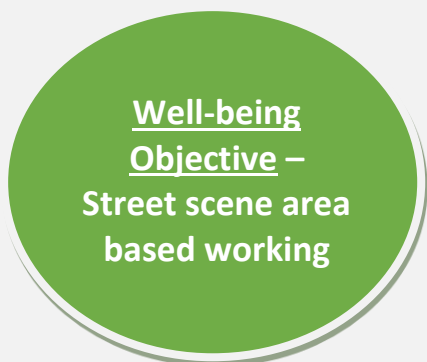
... Raising Educational Attainment



... Support for Torfaen's most Vulnerable Residents



These were in addition to our 3 existing Well-Being Objectives from 2017/18....



The following pages review the progress made so far in delivering each of our new objectives. Each project will be implemented over the next few years but will be under constant review to ensure we are continuing to deliver the desired objectives.

A more comprehensive update will be provide in March 2020 when we formally report on our progress against these Well-Being Objectives.

WELL-BEING OBJECTIVE – CHANGING BEHAVIOURS TOWARDS WASTE

- our project to encourage the development of a low carbon society, promoting the efficient use of resources, helping to develop a skilled and well-educated population who understand the environmental impact of their waste.

Why we chose this Well-Being Objective

Every household in Torfaen generates waste. Throwing this waste away not only uses up valuable resources but can also cause short and long term damage to the environment.

Encouraging sustained changes in the behaviour of our residents and embedding waste minimisation, reuse and recycling practises rather than disposal ensures the protection of the environment in the long term.

During 2018/19 the council set out to undertake a number of activities aimed at supporting a change of attitudes towards waste in Torfaen. The clear link between this project and the Corporate Plan priority, ‘a clean and green Torfaen’ led to us selecting the project in March 2018 as one of our

first well-being objectives published in our [Well-Being Statement 2018-19](#)

Progress made to date...

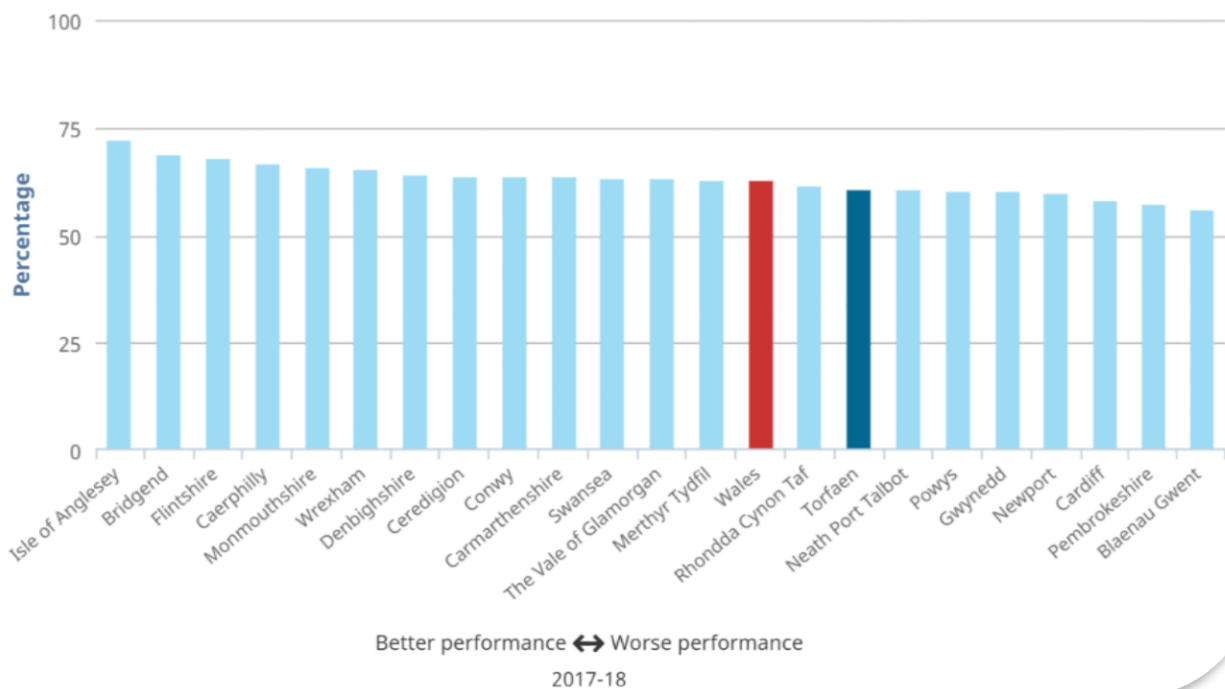
We have continued to make progress in a number of areas identified as supporting people to change their attitudes toward waste.

In collaboration with the Waste and Resources Action Programme (WRAP), we have completed a draft strategy for service provision. The Strategy is not solely focussed on targets, but also on engagement and collaborative working with all stakeholders.

Supporting our staff

Our Recycling and Waste Service are at present reliant on agency staff to provide the function.

How much waste was recycled, reused or composted?



This model is being changed so that more staff will be directly employed, giving greater ownership to those staff, whilst also allowing for increased training opportunities. The recruitment of staff has now commenced, with the first tranche of recruitment being focussed on drivers. Following completion of that recruitment, we will commence recruitment for Loaders. These changes have been made following the collaboration and involvement of Members and Council staff. Outside of this change, we have continued our work with crews related to performance via toolbox talks, and have continued to carry out “mystery shopper” exercises to monitor performance when particular issues are identified.

We have engaged with Torfaen Training to develop a bespoke training programme for waste drivers so they can garner a greater understanding of their role as team leader to drive up quality from crews who are collecting the waste. The intent with this, along with a more stable workforce is to focus on the quality of the service provided to aide an increase in recycling collected

Working with our residents

We have continued to encourage the use of nets on the black recycling boxes to contain resident’s waste. In addition to promoting these messages the team has also attached nets to boxes already in situ in Torfaen, at almost 2,500 households. The areas for intervention were identified in collaboration with our crews, residents, Members and colleagues in Bron Afon. The use by residents of nets on receptacles will lessen the impact and issue of wind-blown litter contributing to the Council’s Clean and Green Torfaen priority.

We have continued to deliver educational interventions at our schools, and we are exploring opportunities to include recycling and waste within the school curriculum. This work contributes to long term improvements in this area.

Following a series of communications, to make residents aware of the change, from the 4th March 2019 we will begin opening black bags at the Household Waste Recycling Centre (HWRC) to stop valuable recycling from ending up going for disposal.



Working with partners

We have been partner to a Wales Audit Office behavioural change campaign related to the recycling of food waste in one of our lower performing areas, and on conclusion of that work, hope to identify the real barriers for residents in participating in food recycling. We have also carried out 29 community presentations and community action days, working with Bron Afon and community groups ranging from toddler groups to older peoples forums. This collaborative and inclusive work seeks behaviour change from residents for long term benefit.

Allied to these aspects, we have also:

- Completed the procurement for the treatment of food and green waste through collaborative regional contracts which have secured affordable and environmentally beneficial recycling of these wastes.
- Continued to meet statutory recycling targets,
- Undertaken 7 million collections in the year,
- Transferred staff and operations from an external contractor to in house provision
- Secured additional external grant funding and installed new equipment for the improvement of that provision.

What we’re planning next...

Our next year is critical, with an increase needed in recycling rates up to 64%. Through the HWRC changes outlined above and through rigorous reviews of recycling outlets, particularly for wood we are optimistic that 64% will be achieved.

2019-20 will see the adoption of a new waste and recycling strategy which will need to inform and steer the work of the team. Importantly 2019-20 will also see the instigation of some major reviews which will inform the future configuration of the recycling service post 2021, including service design, routing, collection days for residents and vehicle/receptacle design and procurement. We will continue to be both proactive and reactive in relation to our Recycling and Waste Service provision. We remain focused on the achievement of the statutory recycling targets as set by Welsh Government, but also seek to engage with residents as we have done with the development of our draft Waste Strategy.

Recycling and Waste will remain a challenging area for service delivery, with change as a constant. The Council will continue to work with all stakeholders to seek to make continuous improvement.

The infographic is divided into two main sections: 'Recycle at Home' and 'Recycle at HWRC'. Each section contains a grid of colored boxes with icons and text labels for various waste items.

Recycle at Home				Recycle at HWRC			
	food waste		cardboard		hard plastics		hardcore & rubble
	plastic pots, tubs and trays		tin, cans and foil		wood & timber		batteries
	plastic bottles		cartons		scrap metal		cooking oil
	newspapers & magazines		mixed glass bottles & jars		electrical		carpet
	letters and envelopes		mixed textiles & clothes		garden waste		paint

WELL-BEING OBJECTIVE – DEVELOPING A WELL-BEING OFFER FOR ALL CHILDREN AND YOUNG PEOPLE

– Our project to identify services for children, young people and their families by age range, ensuring they are informed about the full range available to promote health and well-being.

Why we chose this Well-Being Objective

The well-being of children and young people is of critical importance, not just because of the importance of ensuring their physical and mental health but because without this children are less likely to be able to learn and fulfil their potential in school.

Progress made to date

During 2018/19 we completed an exercise to map what the current Torfaen well-being offer to children and young people looks like. We started with services and activities provided by the Education Service and wider Council services. This has established a good basis for the offer, the information has been compiled into a single electronic database, which can be used as part of our planning processes and regularly update as things change. We also started to work with all Public Service Board (PSB) partners and wider groups to understand which services and activities they provide that should also be part of the well-being offer. Developing this holistic view of provision with partners will enable us to better coordinate services and better utilise funding streams in the long term.

Vulnerable groups

As part of the mapping exercises we have started to look at specific groups of vulnerable children and young people. In particular, we have focused on support services by location for Looked after Children, children and young people that have been excluded from educational settings and young people that are either not in education, employment or training (NEET) or at risk of becoming NEET. We are starting to analyse if

services could be arranged to provide earlier support. Although we have further work to do on this in the long term, we have started to remodel the professional support groups in terms of membership to include wider partners and expanding the work programmes to include more preventative activity.

Working with our partners

We have developed a reporting framework which has been agreed with the PSB, with the well-being of children and young people at its core. We have established a multi-agency group to work on the wellbeing, all of which feeds into our wellbeing agenda.



We have continued to work with health partners on projects such as Flying Start and also as part of the first 1,000 days pilot. We continue to work with schools and other regional partners support services such as the regional Sensory and Communication Service. In addition to working closely with internal partners, we have worked with PSB partners and wider, to establish an approach to supporting the wellbeing agenda for

children and young people, which has now been agreed and approved by the PSB.



Listening to young people

We have continued to involve the school community and partner agencies that provide services on our behalf / commissioned by us in our planning processes. We have made progress on the involvement of young people in our decision making system, devising a training plan for multi-agency staff, to enable them to be well informed on the involvement of children and young people. Our Education Service has signed up to the Wales

Children and Young People Participation Charter and aims to achieve the kitemark shortly, along with two other PSB partners. When we drafted the Children and Young People reporting framework we included Engagement and Participation as a theme and have reviewed our reporting and involvement paths to ensure children and young people are involved in all levels of decision making.

What we're planning next...

In the last year we feel we have made good progress in outlining our wellbeing offer to children and young people, and building on our relationships with partners to work in a more collaborative way. In general we are becoming more adventurous in the way we approach service delivery and design and will continue to adopt this way of working in the areas that need further development. We are starting to develop some activities with our PSB partners that we believe will be leading the way and will be able to demonstrate this when we revisit the above objectives/ways of working next year.



WELL-BEING OBJECTIVE – SUSTAINABLE DOMICILIARY CARE

– Our project to create a sustainable well-being workforce, fundamental to the effective delivery of care to people in their communities and neighbourhoods.

Why we chose this Well-Being Objective

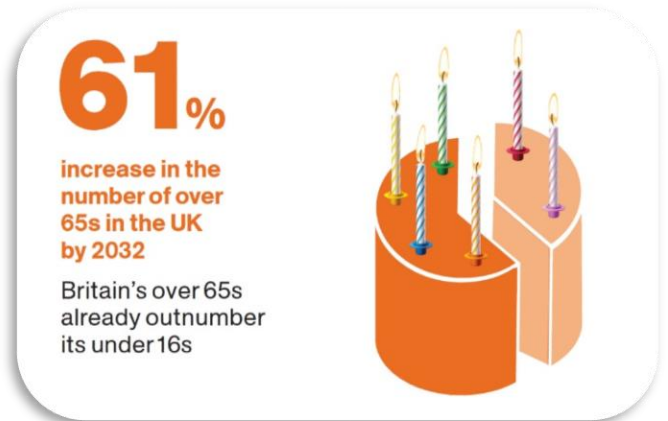
Being supported to remain in their own homes (#HomeFirst) is what the public have consistently said is their preference and priority.

We deliver 313,000 hours of community based domiciliary care every year to Torfaen residents, with 90% of the hours commissioned externally.

Population growth and demographic profile projections indicate that the supply side of social care is struggling to keep pace with demand. The data indicates that across the UK over half a million new care workers/home carers will be needed by 2032.

The gap between labour demand and supply is exacerbated by a widespread perception that a career in the social care sector is less attractive due to working conditions, low pay, lack of job security, lack of career progression opportunities and the overall status of the profession. Local experience would support these points. Recruitment to both the in-house team and external providers is a constant challenge. In a nutshell, as the demand increases the potential work force is shrinking.

It is evident that the current provision is struggling and is not fit to deliver in the future. During the



period between October 2017 and February 2018 23 Torfaen residents were reported as delayed transfers of care whilst waiting for packages of care in hospital beds.

Our in-house service is unable to support all the new people presenting to the division with a reablement programme. This limits their ability to maximise their independence which in turn adds to the long term pressure for a continued long term service. Given the above considerations it is felt appropriate to consider the potential options for meeting the increased demand.

Progress made to date...

There have been two strands of work developing in 2018/19 – regional and local.

Regional

We currently head up the Regional Transformation team, a considerable amount of work has been progressed supported by a Grant provided by Social Care Wales. This has been used to:

1. Develop our approach to commissioning

We have developed a market position statement identifying some of the challenges and opportunities in the market. This has been used to inform the work plan for the regional domiciliary care group.

A regional commissioning group has been established across health and social care to oversee the work programme.

We have set up a task and finish group to scope the provision of outcome based commissioning, along with new models of service and potential provider training support. Most models across Wales commission 'time and task' activities i.e. ½ hour call to help wash and dress a client. We and other councils recognise that we need to work with providers in a more flexible way that will give them the ability to respond to 'what matters' to their clients.

2. Recruitment and retention

A recruitment and retention framework is being developed to support the work of a national task

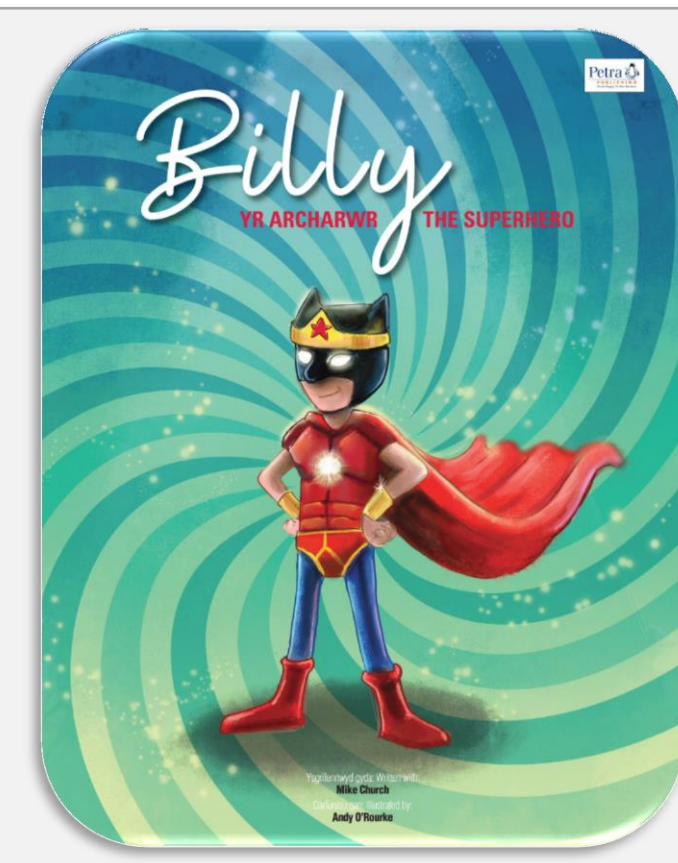
force. Recruitment and retention into the sector has always been difficult as there are alternative jobs paid at the same grade (for example retail) that provide more security and less unsocial hours. The national group are looking at barriers to entering the sector and exploring solutions to address. These may include an alternative to zero hour contracts, career pathways across health and social care, access to lease vehicles.

A review of surveys completed by domiciliary care providers has consolidated the need to improve recruitment by providing development opportunities (a "Well Being" workforce), a career pathway and improved terms & conditions (e.g. holiday and sickness leave).

3. Develop pathways to employment

A Facilitation and Engagement Officer (appointed in Dec 2017) has continued to work across Gwent to:

- work directly with colleges – whilst there are several vocational courses in the health and social care field for people 16+ there are only a



Billy the Superhero

During 2018 along with our regional partners funding was sought to produce a book ('Billy the Superhero') aimed at inspiring children to become health and social care workers.

The story was developed by Year 6 pupils from Blenheim Community Primary School with support from storyteller, Mike Church from Petra publishing company. The story will be used in the future as a means to introduce the topic of health and social care to children, encouraging them to reach their potential and spark interest into its rewarding career prospects.

The project also involved, professionals from the health and social care sector (nurses, occupational therapists and a home carers) who visited the pupils to talk about their roles and help inspire the children's story.

small percentage of people who actually go on to be employed in the field. The officer is working with the colleges and students to better understand the reasons,

- host career open days to raise the profile of the sector and attract new staff,
- work in schools to raise the profile of work opportunities in the care field (see 'Case Study'),
- work with ABUHB, Torfaen Play and Caerphilly Parents Network to create a book for primary school children around jobs in health and social care. We know the challenges will increase in the future so this is a long term strategy to influence future take up,
- make links with Careers Wales to discuss how we can influence the schools and advice given to school leavers regarding career choices,
- develop a social media plan, including a short video being created to use in schools and colleges.

On a local level

Our delivery of home care support has been mapped out on a street-by-street and provider-by-provider basis. This was a significant and worthwhile exercise as we now know exactly how many hours are being delivered in a street / geographical area that we can use to help us develop a tender and contracts based on specific geographical areas (patches). This information will also be used in the provider forums to start our discussions on patched based community working.

We have considered best practice models across the UK. In particular we have looked at the work of a council in England has done within the sector on outcome based commissioning and have also linked with a Council in North Wales who have

worked differently with their providers. All this knowledge will inform our thinking in the next year.

We have considered a number of options to help support and stabilise the market. The agreed way forward has two elements. Firstly we will (subject to funding availability), expand the council run service from 10% to 14% of the market. Secondly, we will work with third sector providers to explore the potential to implement the recommendations and principles outlined in Unison's Ethical Care Charter and patch based working.

What we're planning next...

In the year ahead we will look to...

- Undertake data analysis and mapping of current demand - volume and geographical dispersal both will be used to create an internal and external market position,
- Confirm our new staffing structure. Initial analysis and discussions have favoured...
 1. The expansion of our existing North and South Enablement Manager and teams under the current management arrangements i.e. recruitment of additional carers to current teams.
 2. The expansion of the current Dementia team (to include Complex Care) with the creation of a second team – to mirror North and South areas of the Enablement Team
- Undertake workshops with external providers to share our new vision and to explain the thinking behind our strategy. We will start the process of changing the thinking behind our relationship with providers, from transactional to relationship/partnership thinking.

Part 4 – Reviewing and Selecting our Well-Being Objectives

A. Public Service Board (PSB) Update

The commitment to working in partnership across Torfaen remains strong and we continue to lead on the facilitation and administration of Torfaen Public Services Board (PSB). The PSB builds upon previous and existing, strong partnership arrangements with the four statutory partners (made up of ourselves, Aneurin Bevan University Health Board, South Wales Fire & Rescue, and Natural Resources Wales) together with other partners. The full list of members can be seen at www.Torfaenpublicservicesboard.co.uk

The PSB used the Assessment of Well-being in Torfaen (published May 2017) to develop a Well-being Plan for Torfaen, setting seven well-being objectives. This plan is a long-term strategy, seeking generational change. It was published in May 2018, setting out areas for action that are

additional to the day to day business of each partner. The PSB believes the Well-being Plan sets out areas that will add value and can only be achieved in collaboration; with each other, with communities and with wider partners in both the public and private sectors.

The PSB aims to improve social, economic, environmental and cultural well-being in Torfaen. It is now developing action plans for each objective that will lead it to achieve in the short, medium and long terms.

This work will complement our work when we set our own future well-being objectives and help us to work to meet the national goals over the longer term.



B. Checking our priorities against the PSB

Our annual well-being statements and improvement plans need to set out our contribution to delivering the partnership work and, wherever possible, we should make linkages between our corporate and partnership priorities.

During the first 2 years of setting well-being objectives to comply with the WBFG act, our focus has been around developing and testing our approach with key projects designed to deliver our corporate plan priorities. These projects are substantial and are likely to develop over a number of years.

However it has become clear to us that we cannot simply keep adding more and more projects to an ever-growing list of well-being objectives.

Additionally the PSB's newly published [Well-Being Plan](#), comprising of 7 agreed objectives, need to be given due consideration;

1. Develop a functional, connected network of natural areas that support the current and future well-being needs of local populations
2. Develop mitigation and adaptation responses to the impacts of climate change
3. Provide children and young people with the best possible start in life
4. Support healthy lifestyles and enable people to age well
5. Tackle the inter-generational patterns of poverty and develop economic resilience
6. Improve local skills through work-force planning, training, apprenticeships, and volunteering opportunities
7. Create safe, confident communities and promote community cohesion

Our own priorities need to be relevant but should also contribute to the aspirations of the PSB (*as set out in the diagram on the next page*).

We have therefore gone through an exercise of looking at our own 3 corporate plan priorities, analysing and reviewing if they, still remain

relevant for 2019-20 whilst supporting the overall aspirations of the PSB.

To help us decide if our well-being objectives are the right ones we have looked at the Public Services Board's [Well-being Assessment](#) and Well-being Plan. This provided us with information about the key challenges and opportunities facing our communities now and in the future and how public bodies are working together to improve well-being.

The assessment told us our communities are complex and dynamic and each has a different set of social, economic, environmental and cultural experiences, which have an influence on the well-being of the people living and working there. There is a wide range of inequality across the borough and this is a key factor that affects well-being. On the whole, people living in more deprived communities have shorter lives and those that do live longer are more likely to suffer with long term illness. Children living in low income households are far more likely to leave school with few or no qualifications, which further entrenches poverty into future generations.

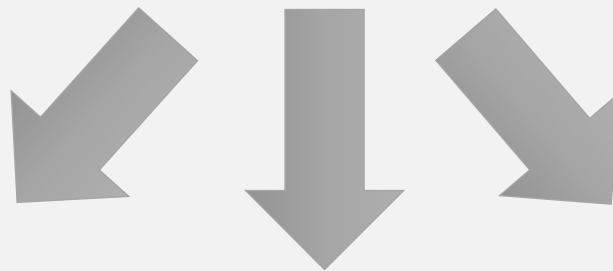
People are living longer due to medical enhancements, but for many, this longer life comes with a dependency on health and social care public services. Ensuring people have access to well-maintained green space areas can improve physical and mental well-being for all. The assessment also highlights that 'place' is important to people and that our natural resources and are a valuable asset that are fundamental to well-being.

Gathering the views of the people who live and work in Torfaen was an important part of the assessment and we have used this to help us think about our own well-being objectives. People from across the borough said that they value our green spaces, want safe and clean streets, affordable housing and good health.

Linking our Corporate Plan to the Public Service Board

**Public Service Board
(PSB)**

PSB's Well-Being Plan for Torfaen - including 7 Well-Being Objectives



**Our Corporate Plan
...and...
Annual Well-Being Report**

3 Corporate Plan Priorities / Well-Being Objectives



A CLEAN AND GREEN TORFAEN

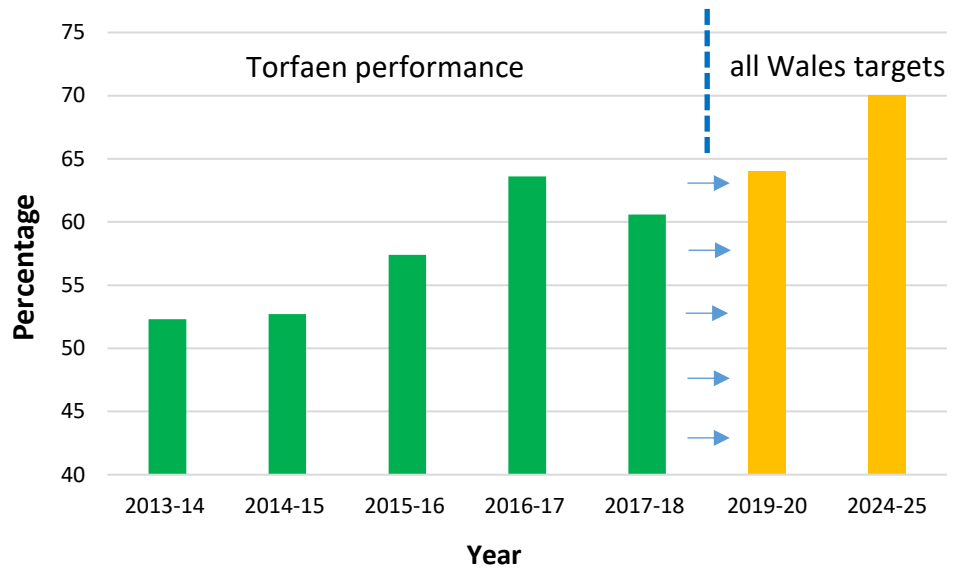
Linking our Priority to the PSB Well-being Objectives		Linking our Priority to the national Well-Being Goals	
Develop a functional, connected network of natural areas that support the current and future well-being needs of local populations.	<ul style="list-style-type: none"> ▪ Creating, cleaner and greener communities and a sustainable local environment will help to ensure the local environment is valued and maintained for future generations. 	A prosperous Wales	<ul style="list-style-type: none"> ▪ Well managed natural resources can support many business sectors e.g. tourism and recreation. ▪ Environmental volunteering and learning new skills can be a route to work.
Develop mitigation and adaptation responses to the impacts of climate change.	<ul style="list-style-type: none"> ▪ Well managed natural resources can support current and future climate resilience. 	A resilient Wales	<ul style="list-style-type: none"> ▪ Managing our natural resources in a sustainable way will help support biodiversity and contribute towards ecological resilience. ▪ Well managed natural resources can support current and future climate resilience. ▪ Taking action to prevent fly-tipping, illegal off-roading and wildfires will support environmental resilience.
Provide children and young people with the best possible start in life.	<ul style="list-style-type: none"> ▪ Natural resources are fundamental to health and providing children with the best start in life - they produce oxygen, help regulate climate, manage water, improve air quality and can reduce noise. 	A healthier Wales	<ul style="list-style-type: none"> ▪ Maximising opportunities for residents and visitors to enjoy the outdoors and its associated health benefits supports a healthier Wales. ▪ Natural and built environments can support people to keep their independence for longer. ▪ Healthy functional ecosystems are fundamental to our health - they produce oxygen, help regulate climate, manage water, improve air quality and can reduce noise. ▪ Environmental volunteering can improve self-esteem and improve mental well-being.
Support healthy lifestyles and enable people to age well.	<ul style="list-style-type: none"> ▪ Well maintained open spaces can support people to keep their independence for longer. 	A more equal Wales	<ul style="list-style-type: none"> ▪ Enabling all parts of our communities to benefit from access to greenspace contributes towards a more equal Wales.

Linking our Priority to the PSB Well-being Objectives		Linking our Priority to the national Well-Being Goals	
Tackle the inter-generational patterns of poverty and develop economic resilience.	<ul style="list-style-type: none"> Ensuring access to green space is equitable will contribute to the well-being of our most deprived communities. 	A Wales of cohesive communities	<ul style="list-style-type: none"> Asking residents for their views on maintaining open spaces in their communities supports cohesive communities. Working with private landowners and local partners to maintain open spaces contributes to more cohesive communities. Taking action to prevent environmental crimes e.g. littering, fly-tipping, illegal off-roading and wildfires can improve feelings of safety, and contribute towards more cohesive communities.
Improve local skills through work-force planning, training, apprenticeships, and volunteering opportunities.	<ul style="list-style-type: none"> There are many opportunities for volunteering and improving local skills linked to the natural environment. 	A Wales of vibrant culture and thriving Welsh language	<ul style="list-style-type: none"> Maintaining and improving the quality of our unique and historically important landscape supports a Wales of vibrant culture.
Create safe, confident communities and promote community cohesion.	<ul style="list-style-type: none"> Taking action to prevent environmental crimes e.g. littering, fly-tipping, illegal off-roading and wildfires will contribute towards safer, more cohesive communities. 	A globally responsible Wales	<ul style="list-style-type: none"> Supporting healthy functioning ecosystems will contribute to a globally responsible Wales.

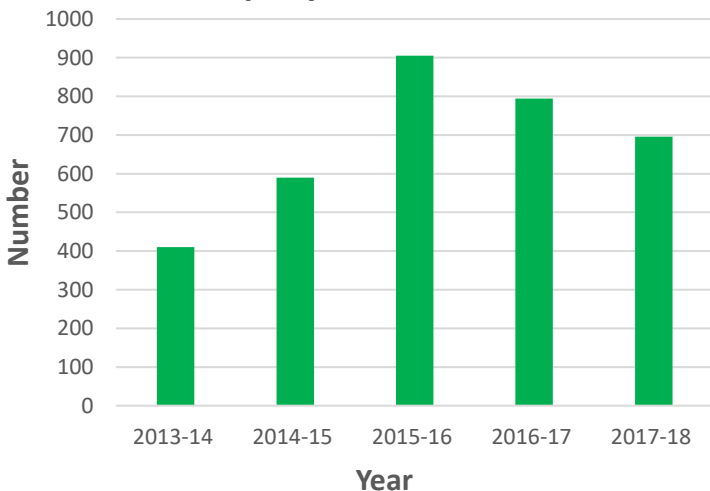
Overview of Need – Key Stats

The need to act sustainably is very much linked with delivering a green and clean Torfaen. One of the most effective ways, we can support communities to be more sustainable is to support residents to recycle their waste and reduce the amount of waste that is sent to landfill. Recycling rates across Wales have increased markedly over the last 20 years. In which time average rates have risen from 5% to 64%. In 2017-18 Torfaen’s rate of recycling stood at 60.6%. Although hitting targets is not our primary reason for wanting to improve these rates,

% municipal waste reused, recycled or composted in Torfaen



Total number of flytipping incidents per year in Torfaen



we were experiencing exceptionally high levels peaking at approximately 900 incidents in the 2015-16 financial year. In the last 2 years we have used our resident’s survey to ask people who live in Torfaen about their views on the cleanliness of the borough and whether they feel the area is free from litter and rubbish. There has been minimal change in the last 2 years but the response does demonstrate there are still significant concerns from our residents about the cleanliness of Torfaen.

Welsh Government have set all local authorities in Wales challenging targets that we must hit to avoid substantial fines. These targets represent a considerable challenge for all local authorities in Wales with the 2019-20 milestone set at 64% and the expectation we will be at 70% by 2024-25.

The cleanliness of the borough has always been important to our residents. When fly-tipping does occur we do what we can to identify those responsible so that we can prosecute the culprits and deter others from doing the same. Similarly, we are now extremely efficient in clearing dumped waste but obviously the preference would be that there would be no fly-tipping at all. Although in the last 2 years, the overall number of fly-tipping incidents has decreased significantly, before this

	2017/18	2018/19
% of people surveyed that agree that the local area is free from litter and rubbish	31.34%	31.14%
% of people surveyed that agree that the local area is well-maintained	39.44%	39.04%

RAISING EDUCATION ATTAINMENT

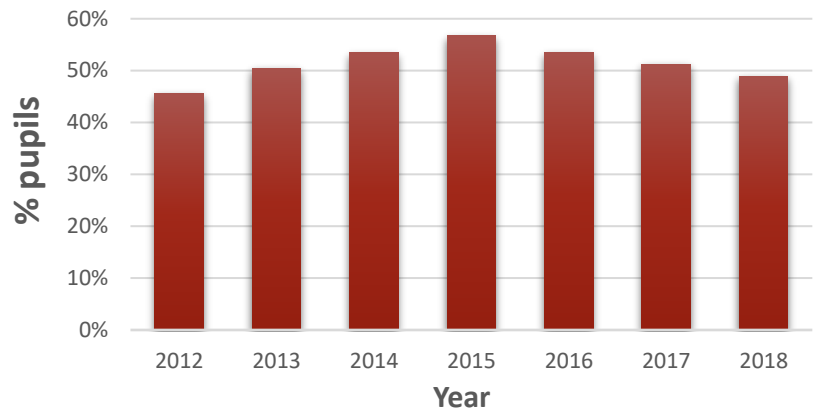
Linking our Priority to the PSB Well-being Objectives		Linking our Priority to the national Well-Being Goals	
Develop a functional, connected network of natural areas that support the current and future well-being needs of local populations.	N/A	A prosperous Wales	<ul style="list-style-type: none"> Improving life chances can enable people to fulfil their potential and contribute to the local economy. Supporting and encouraging young people to prevent them becoming NEET (not in education, employment or training) will enable them to become part of a skilled local workforce. Working to ensure all learners have effective literacy and numeracy skills so they are able to become part of a productive workforce will support a prosperous Wales.
Develop mitigation and adaptation responses to the impacts of climate change.	<ul style="list-style-type: none"> Our 21st century school projects are designed to be sustainable, achieving BREEAM Excellent (a measurement of the sustainability of the project). Our new post 16 centre has had additional funding for flood mitigation measures. 	A resilient Wales	<ul style="list-style-type: none"> Taking part in eco-schools empowers children to drive change and improve their environmental awareness. Eco-schools develops pupils' skills, raises environmental awareness, improves the school environment and creates financial savings for schools as well as a whole host of other benefits.
Provide children and young people with the best possible start in life.	<ul style="list-style-type: none"> Recognising the importance of early year's education, identifying the needs of learners and tailoring services to ensure all children and their parents/carers are supported to learn and achieve will help provide young people with the best start in life. 	A healthier Wales	<ul style="list-style-type: none"> Ensuring all children reach their educational potential, will enable them to become part of a healthy workforce which will support health in later life.

Linking our Priority to the PSB Well-being Objectives		Linking our Priority to the national Well-Being Goals	
Support healthy lifestyles and enable people to age well.	<ul style="list-style-type: none"> Ensuring all children receive a good quality education and reach their educational potential, will enable them to become part of a healthy workforce which will support health in later life. 	A more equal Wales	<ul style="list-style-type: none"> Raising educational attainment supports people to achieve their potential no matter what their background. Improving social-economic attainment gaps can improve life chances including for people of protected characteristics or from low income families.
Tackle the inter-generational patterns of poverty and develop economic resilience.	<ul style="list-style-type: none"> Raising educational attainment, including addressing socio-economic attainment gaps, will support current and future generations to become part of a skilled workforce which will contribute to tackling poverty and building economic resilience. 	A Wales of cohesive communities	<ul style="list-style-type: none"> Working with schools to ensure young people develop into well rounded citizens will contribute to community cohesion.
Improve local skills through work-force planning, training, apprenticeships, and volunteering opportunities.	<ul style="list-style-type: none"> Supporting and encouraging young people to prevent them becoming NEET (not in education, employment or training) will enable them to become part of a skilled local workforce. 	A Wales of vibrant culture and thriving Welsh language	<ul style="list-style-type: none"> Increasing the number of Welsh speakers should start an early age, and our schools, both Welsh medium and English medium, have a large part to play in producing Welsh speakers and raising an awareness of what it means to be Welsh. Our provision of Welsh Language education will be improved through the remodelling of our Welsh Language secondary school will be progressed extending the age range of Ysgol Gyfun Gwynllyw from 11-18 to 3-18.
Create safe, confident communities and promote community cohesion.	<ul style="list-style-type: none"> Working with schools to ensure young people develop into well rounded citizens will contribute to community cohesion. 	A globally responsible Wales	<ul style="list-style-type: none"> Work with schools to ensure young people develop into well rounded citizens will contribute to wider global well-being.

Overview of Need – Key Stats

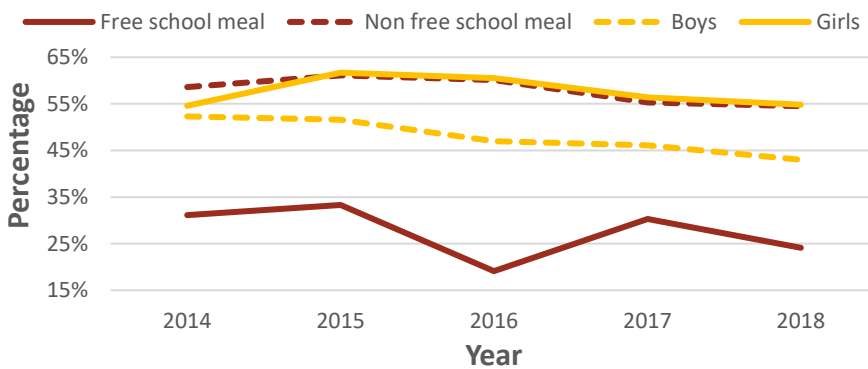
Economic sustainability is linked to the strength of our education system and its ability to support children to reach their potential. A nation’s economic prosperity, social cohesion and well-being are built on the foundations of a strong and successful education system. Improving education in Wales is a national priority for Welsh Government. In selecting educational improvement as a priority we recognised both this and that locally in Torfaen our own attainment levels needed to improve.

% of year 11 pupils in Torfaen achieving 5 GCSEs including English or Welsh and Maths



When assessing our attainment levels against the key performance measure; pupils achieving 5 GCSEs

% pupils achieving 5 GCSEs including English or Welsh and Maths (comparison between pupils in Torfaen; eligible for free schools meals (FSM), not eligible for FSM, boys and girls



(including English or Welsh and Mathematics). From 2012 there was a steady improvement in attainment up until 2015. However since 2015 levels have steadily declined year on year. Although this reduction is part of a national trend associated with changes to the curriculum in Wales, there is still an undoubted need to improve attainment.

Contributing to low levels of attainment is the large disparities between the attainment levels of

different groups. For instance during the last 5 years there has been a significant gap between the attainment levels of boys and girls and children receiving and not receiving free school meals. We therefore need to focus on raising school standards and reducing the attainment gap between different groups of learners through the delivery of an education system that allows all of our pupils from all backgrounds to achieve their potential.

Finally the annual categorisation of our schools in Wales gives an overall opinion on school standards. Although there has been improvements in how our schools are categorised in 2018/19, there are still room for improvement, in particular with regard to the number of secondary schools that are still in the bottom 2 categories (red and amber).

Primary School Categorisation - 2018/19			
Red	Amber	Yellow	Green
4%	8%	32%	56%
Secondary School Categorisation - 2018/19			
17%	67%	0%	17%

SUPPORT FOR TORFAEN’S MOST VULNERABLE PEOPLE

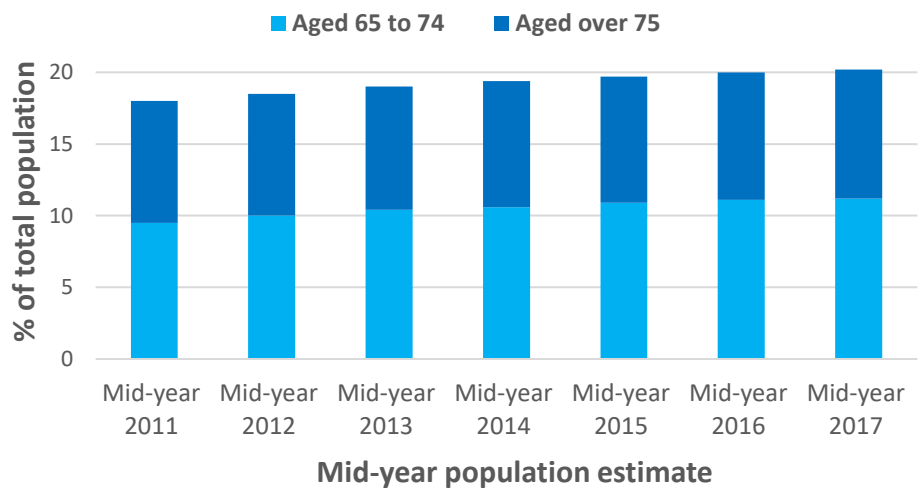
Linking our Priority to the PSB Well-being Objectives		Linking our Priority to the national Well-Being Goals	
Develop a functional, connected network of natural areas that support the current and future well-being needs of local populations.	N/A	A prosperous Wales	<ul style="list-style-type: none"> ▪ Healthy lifestyles support a productive workforce. ▪ Healthy older people can continue to work for as long as they wish to. ▪ Tackling the life chances that contribute to poverty can enable people to fulfil their potential and make a productive contribution to the economy.
Develop mitigation and adaptation responses to the impacts of climate change.	<ul style="list-style-type: none"> ▪ The impacts of a changing climate have the potential to have a greater impact on the elderly and vulnerable groups e.g. extremes in temperature (cold and heatwaves). 	A resilient Wales	<ul style="list-style-type: none"> ▪ The impacts of a changing climate have the potential to have a greater impact on the elderly and vulnerable groups e.g. extremes in temperature (cold and heatwaves).
Provide children and young people with the best possible start in life.	<ul style="list-style-type: none"> ▪ Working to tackle poverty, especially child poverty will help give children the best start in life. 	A healthier Wales	<ul style="list-style-type: none"> ▪ Supporting the community to tackle specific health issues and encourage healthy lifestyles and promote information services which enable citizens to make informed choices relating to their health will support a healthier Wales.
Support healthy lifestyles and enable people to age well.	<ul style="list-style-type: none"> ▪ Supporting the community to tackle specific health issues and encourage healthy lifestyles and promote information services which enable citizens to make informed choices relating to their health. 	A more equal Wales	<ul style="list-style-type: none"> ▪ Taking action to address local poverty and inequality will help create a more equal Torfaen. ▪ Working with partners in the community and voluntary sector to help improve the lives of the most vulnerable will support a more equal Wales.

Linking our Priority to the PSB Well-being Objectives		Linking our Priority to the national Well-Being Goals	
<p>Tackle the inter-generational patterns of poverty and develop economic resilience.</p> <p>Improve local skills through work-force planning, training, apprenticeships, and volunteering opportunities.</p> <p>Create safe, confident communities and promote community cohesion.</p>	<ul style="list-style-type: none"> Supporting the third sector and communities to help people become more financially and socially resilient will help to tackle poverty. 	<p>A Wales of cohesive communities</p>	<ul style="list-style-type: none"> Working with partners in the community and the voluntary sector to support vulnerable people will help improve community cohesion.
	<ul style="list-style-type: none"> Supporting parents/carers and young people living in low-income households to improve their skills and avoid the health and social consequences of poverty. 	<p>A Wales of vibrant culture and thriving Welsh language</p>	<ul style="list-style-type: none"> We comply with the Social Services and Wellbeing legislation Act ensuring that the Welsh language is built into service planning and delivery of services and an “Active Offer” is made to Welsh speakers without them having to request a service in Welsh.
	<ul style="list-style-type: none"> Working with partners in the community and voluntary sector to help improve the lives of the most vulnerable will help support community cohesion. 	<p>A globally responsible Wales</p>	<ul style="list-style-type: none"> We have long and proud tradition of supporting vulnerable people. We have and are continuing to successfully resettled refugee families within Torfaen.

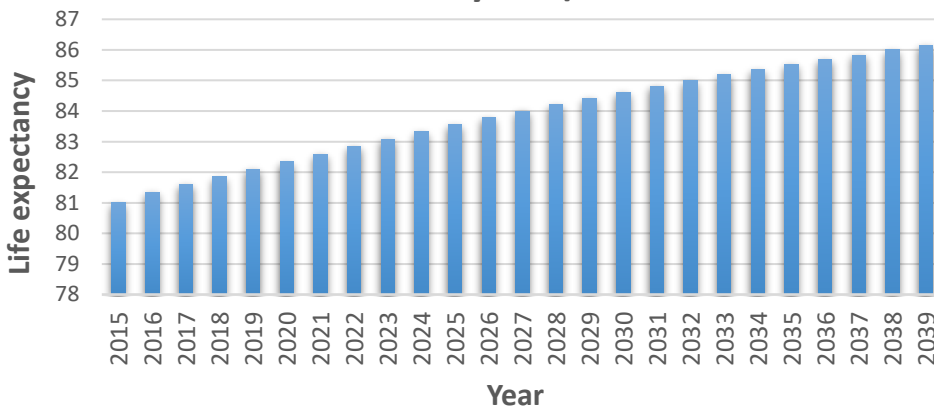
Overview of Need – Key Stats

The most significant demographic change predicted over the next few decades will be the gradual ageing of populations. Although this is a global trend it is likely to be particularly significant across Europe. At a local level between 2011 and 2017, analysis of the population in Torfaen, shows a steady increase in the proportion of people aged over 65. Increasing from 18% to 20.2%. This is a trend that is expected to continue for the foreseeable future. Life expectancy in Torfaen is expected to steadily increase over the next 25 years from 81 in 2015 to in excess of 86 in 2039. The ageing population is only expected to place greater pressures on our services as the volume of residents with complex needs grows.

% of the population aged 65 or over in Torfaen



Projected Life Expectancy in Torfaen (next 25 years)

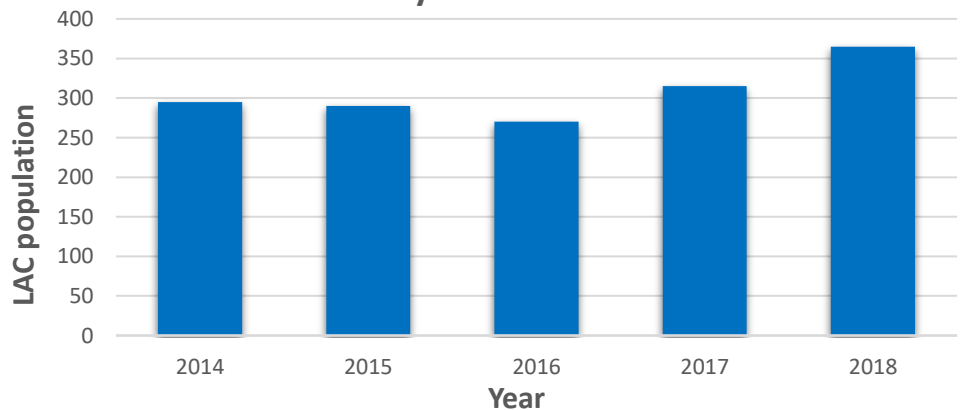


Complex need is also a factor driving increased demand in children’s services. During the last 15 years the number of looked after children (LAC) has increased dramatically at both a national and local level. There are a number of complex reasons for the increases - socio economic factors, how LACs are recorded, as well as changes to

how we assess and deal with risk that are associated with an increased LAC population. However the combined result has been a significant increase in the number of children that are now looked after by the local authority.

Nationally the number of LAC since 2003 has increased from nearly 4,200 to approximately 6,200 in the space of 15 years. Even at a local level since 2016 the number of LACs in Torfaen has increased by over a third, rising from 270 to 365 in 2018.

Total Looked After Children (LAC) population by year in Torfaen



C. Our Improvement & Well-Being Objectives

We are therefore of the view that our existing priorities (and Improvement Objectives) remain relevant and should form the basis of a revised approach to setting our thematic Well-being objectives, capturing a larger cross section of what we are doing to comply with the Well-Being of Future Generations Act 2015.

We have chosen objectives where we think we can make a difference to local well-being, working with partners and with our citizens. We have

thought about how we can maximise our contribution to the national well-being goals. We cannot do everything and we need to focus our resources, but we have thought carefully about where we can make the biggest difference to the well-being of the people that live and work in Torfaen.

Our Well-Being & Improvement Objectives for 2019-20 are therefore set as:

... A CLEAN AND GREEN TORFAEN

... RAISING EDUCATIONAL ATTAINMENT

... SUPPORT FOR TORFAEN'S MOST VULNERABLE

Appendices 1 to 3 set out a selection of activities we will undertake in the year ahead to progress each of our objectives. Each appendix is also supported by a suite of performance measures we

have been collecting, reporting and monitoring since the adoption of our Corporate Plan.

D. Using the 5 Ways of Working to deliver our Objectives


At the heart of the WCFG Act 2015 is the sustainability principle. As set out in 'Section 1', the principle states that we and other public bodies need to work to ensure 'the needs of the present are met without compromising the needs of future generations'.

The WCFG Act 2015 puts in place 5 things that we need to think about to show that they have applied the sustainable development principle. Following these 'five ways of working' will help us work together better, avoid repeating past mistakes and tackle some of the long-term challenges we are facing.

We are committed to the aspirations of the WCFG Act 2015 and over the last 3 years we have been working hard to ensure we are complying with its

requirements and benefitting from its implementation. The diagram on the next page 'Using the 5 Ways of Working', sets out our broad approach to using the 5 ways of working and the importance of our well-being objectives in delivering a sustainable Torfaen.

Additionally, going forward, all new strategies and policies we develop will need to consider the ethos of the Act. For some activities delivering significant change will put in place a supporting well-being assessment that will be used to help us to better plan and deliver our services. Each well-being assessment will state amongst other things; how projects link to both the objectives of the PSB and the national well-being goals as well as setting out how the 5 ways of working have been given due consideration.

	
Using the 5 ways of working	
Integration	<p>To help us decide if our well-being objectives were the right ones we looked at the Public Services Board's Well-being Assessment and Well-being Plan. This provided us with information about key challenges and opportunities facing our communities now and in the future and how public bodies are working together to improve well-being.</p> <p>The analysis undertaken in this section shows how the Council's Well-being Objectives link to both Torfaen PSB's well-being plan and the National Well-being Goals. Through undertaking of well-being assessments for all significant areas of work, we will continue to ensure services are planned and delivered, giving full consideration to the aims and objectives of our partners.</p>
Long Term	<p>The PSB well-being assessment identified a range of long-term challenges facing our communities that have the potential to impact on well-being.</p> <p>Creating, cleaner and greener communities and a sustainable local environment will help to ensure the local environment is valued and maintained for future generations.</p> <p>Breaking inter-generational cycles of poverty will help support long-term well-being. Recognising the importance of early year's education and giving children the best start in life will support well-being in later life.</p>
Prevention	<p>Supporting children to have the best start in life and supporting healthy lifestyles will help us to break the cycle of some of the bigger intergenerational issues and improve the well-being of future generations.</p> <p>Our new model of working in adults social care is rooted in supporting the independence of residents and preventing people from reaching crisis point.</p> <p>Working in a sustainable way will help ensure the local environment is valued and maintained for future generations.</p>
Involvement	<p>Gathering the views of the people who live and work in Torfaen is integral to developing and delivering our services. Understanding the views of people is an important part of the Public Services Board Well-being Assessment and we have used this to help us think about our well-being objectives.</p>
Collaboration	<p>We will seek out opportunities to work with our residents, the third sector and our partners where it is beneficial to deliver our well-being objectives.</p>

Part 5 – Corporate Areas of Change

Applying the five ways of working (the sustainable development principle) and considering how we contribute to all seven of the well-being goals requires us to act across the whole Council.

Taking an outcome based approach is one of the ways that we can adapt our business processes in line with the Act. It is about how we plan and track delivery, in the context of population level outcomes rather than organisational (performance) level outputs.

The WCFG Act 2015 describes 7 corporate areas of change (Corporate Planning, Financial Planning, Workforce Planning, Procurement, Assets, Risk Management and Performance Management), where, if we were to apply the requirements of the Act we'd be most effective in securing the type of change required.

Progress to date against the 7 corporate areas of change...

To date, attention on the seven corporate areas of change has primarily focussed on redefining the Council's corporate financial and service planning processes so they encourage all services to think about the requirements of the Act. The Council has redesigned its service planning process for 2019/20 so services define a longer term vision and all their change activities clearly consider their contributions to the delivery of the Council's Corporate Plan priorities and the PSB's action plans for the objectives in Torfaen's Well-being Plan.

Our "Business as usual" activities have been listed across all Council services together with performance measures and targets so it is clear to see the expected level of delivery. Self-evaluations have considered progress and highlighted challenges that need addressing, including future workforce implications. Where changes are proposed, a revised well-being assessment will be completed. Approved change

activities will then be cross referenced to our Corporate Risk Register to ensure long term risks are captured and monitored.

With regards to the other corporate areas of change, progress has been steady. To help maintain momentum the Council's Environmental & Sustainability Manager is now a member of the Corporate Governance Group.

We are a Living Wage employer and some job descriptions have been updated to demonstrate a commitment to the Act. The Council operates a flexible working policy and equips staff to work from home or other locations where appropriate. Staff lockers are also available. The Council's Leadership Team has recently undertaken mental health awareness training and a policy is being developed which will promote mental health champions across the organisation.

As part of our carbon reduction strategy five Nissan ENV electric vehicles have already been introduced to our Meals on Wheels service, and we are now also working collaboratively (with Natural Resources Wales, Welsh Government, 5 X Local Authorities, Gwent Police, Aneurin Bevan University Health Board and South Wales Fire & Rescue Services) to look at the feasibility of installing electric vehicle (EV) charging points across Gwent. A study is being commissioned to make recommendations for a cost-effective, regional approach for electric vehicle charge point infrastructure, which partners can use to inform the development of a regional EV delivery plan. The study will look at specific sites across the region owned by public sector partners.

Where feasible, the use of assets are shared with other agencies to rationalise our corporate office accommodation and its operational property portfolio. Our activity identifies and implements energy efficiency measures to reduce carbon emissions, and is currently engaged in the planning and procurement of a solar farm at the

Ty Coch former landfill site. This opportunity exists to develop up to 3.85MW of solar PV generation to both generate a sustainable income and move towards a zero carbon economy. The proposed 3.85MW Ty Coch development will generate around 3.75 GWh of renewable energy per year and off-set approximately 1,312.4 Tonnes CO2 when compared with conventionally generated electricity.

Allocating our Resources

Most of our money is determined by the Welsh Government through our final settlement and grants given for specific purposes. The only significant resources available for us to determine in respect of our revenue income are fees and charges for the services we provide, and the level of our Council Tax. Despite the impression of many people, Council Tax represents only around 17% of our gross funding.

Our approach to setting our budget in 2019/20 is one that continues to invest in / protect our corporate plan priority areas i.e.:

- assisting with increasing demand in social care,
- providing relative protection to our schools i.e. 'cash protection', funding for teachers pay, and funding for additional pupil rolls, and
- maintaining our greening and cleaning budgets.

On the 17th January 2019 our Cross Cutting Resources and Business Overview and Scrutiny meeting considered and scrutinised our approach to the budget and the mitigations put forward to achieve a balanced position for 2019/20.

The current proposed budget by Service Area is outlined below (against the latest budget for 2018/19):

	Net Budget 2018/19 (£'000's)	Proposed net budget 2019/20 (£'000's)
Education including Schools	68,783	69,990
Social Care and Housing	44,359	44,560
Neighbourhood Services	17,929	18,642
PSSU	984	982
ICT	2,905	2,971
Resources	5,916	6,473
Chief Executive's	5,773	6,092
Capital Financing	10,872	11,123
Council Tax Reduction Scheme	8,883	9,354
South Wales Fire Authority	4,307	4,337
Corporate Property Maintenance	911	911
Corporate mitigations	(539)	(133)
Early prevention and intervention	352	295
Other	1,565	1,365
Total	173,000	176,962

To ensure any mitigations are planned through, with all potential impacts considered and where possible alleviated against, Well-Being Assessments have been developed against the relevant agreed proposals. Full details of our final agreed budget will be available on [our website](#).

Capital Strategy

Our capital programme for 2019/20 to 2021/22 has been constructed using the priorities of the

Corporate Plan as its guide. The Welsh Government 2019/20 Budget included proposals for an extra £100 million of capital funding to be made available to local authorities and as a result an additional resource of £2.4 million for 2018/19 and 2019/20.

The current programme is summarised in the following table:

All £million's	2018/19 Revised	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate
Education	26.17	24.97	3.97	0.07
Social Care & Housing	1.60	1.10	1.10	1.10
Neighbourhood Services	5.47	4.60	2.60	0.89
Corporate	1.73	0.71	0.71	0.88
Resources to be allocated	2.13	1.02	2.03	2.03
General Fund	37.10	32.40	10.41	4.97

Our main areas of expenditure in the table above are:

- Education - the conclusion of Band A of 21st Century schools programme.
- Social Care and Housing – our main expenditure is on Disabled Facilities Grants.
- Neighbourhood Services – our main expenditure is on highways and asset management

Welsh Government's second tranche of 21st Century schools investment programme – Band B,

is due to commence in 2019/20. The total cost of Band B in Torfaen is £46 million with a Council funding requirement of £7.3 million over the seven year programme (£2.8million for 2019/20 to 2021/22). Our proposals in relation to Band B have yet to be approved by Council and the Welsh Government and as such the external funding associated with the schemes has not been included within the programme outlined above. However our match funding resource has been included within the "to be allocated" resource line.

Part 6 – Joining up our Legislative Requirements

The WCFG Act 2015 is one of many pieces of legislation that we as a local authority are required to comply with. It is important that we as a local authority are not implementing our duty

to use the sustainable development principle in isolation but that we are considering how this fits with other legislative duties as well.

EQUALITIES AND DIVERSITY

We are required under the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 to produce a four year [Strategic Equality Plan](#) and an annual monitoring report on the steps we have taken to meet the public sector equality duty and its own equality objectives. In our annual report we demonstrate our positive contribution to a fairer society through the delivery of services having due regard to eliminating discrimination. Our annual report is published on April 1st each year, focussing on our 10 strategic equality objectives and exploring the work that is being done against the actions that sit under each one. Our most recent updates include:

Engagement

To support our engagement activities in Torfaen, public services have come together in a Strategic Engagement Group (SEG). The purpose of the SEG is to support the work of the Torfaen Public Services Board (PSB), to improve outcomes for the residents of Torfaen by ensuring effective citizen involvement in decision making. The Torfaen SEG continues to support the work of the PSB by ensuring citizen involvement is co-ordinated across public services. Using this approach, the group has supported residents to have their say and be involved in local and regional decision making process.

Projects and awareness raising campaigns were held throughout the year. A focus on 'Hate Crime' during 2017/18 centred on the development of the Wellbeing Assessment/Plan, particularly in respect of the engagement of communities with Protected Characteristics - recognised in the PSB Well-Being Plan through the community cohesion objective.

Equality impact assessments

Our Well-Being and Equality Impact Assessment Template must be completed to ensure our decision making complies with the requirements of the WCFG Act 2015. The assessment template also helps us to consider how we make decisions in relation to a number of other pieces of legislation that the Council is subject to – The Welsh Language (Wales) Measure 2011, The Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 and Section 6 of Part 1 of the Environment (Wales) Act 2016.

Pay differences

We consulted upon and implemented a revised pay and grading structure in April 2010 as stipulated in the Single Status Agreement that was negotiated by the National Joint Council for Local Government Employees. The principles of the agreement was to introduce a non-discriminatory, transparent pay and grading structure and conditions of service that fully comply with the Equal Pay Act and any other anti-discriminatory legislation.

Staff training

We offer staff and managers the opportunity to take training sessions on a wide range of subjects relating to equality. Our courses currently include; creating an inclusive workplace for men and women, developing a resilient mind-set, eliminating prejudice in your organisation, working with disabled customers and colleagues, dealing with bullying and harassment in the workplace and effective interventions to stop bullying and harassment.

Workforce information

We collect data each month on equalities information by service area. Our annual report details a breakdown of percentages for age, disability, ethnicity, marital status, religion and sex and sexual orientation by service area. The

data also reports on the percentage of male and female staff in both part time and full time employment.

More information can be accessed through our latest [annual report](#).

WELSH LANGUAGE

We have a duty to comply with the Welsh Language (Wales) Measure 2011 in ensuring that the Welsh Language is not treated less favourably than the English language and give residents and staff the right to use the language freely in their daily lives

As part of our obligations under the Welsh language standards (No.1) Regulations 2015, the Council has published a five year [Welsh Language Strategy](#) which shows how we, together with key partners, will promote and facilitate the use of Welsh language within the borough. The strategy, approved by Council in June 2016, sets out our strategic direction during 2017 – 2022, to increase the number of Welsh language speakers within Torfaen and support the [Welsh Government's Strategy](#) of a million Welsh speakers by 2050.

There are a number of other legislative duties that the strategy builds upon, including:

- **The Well-being of Future Generations (Wales) Act 2015** – One of the seven well-being goals listed in the Act is “A Wales of vibrant culture and thriving Welsh language”. The Welsh Language strategy aims to improve the social, economic, environmental and cultural well-being of Welsh speakers by working with partners working in the field.

- **The Social Services and Well Being (Wales) Act 2014** - The Act requires us to have regard for the characteristics, culture, language and beliefs of the individual receiving our care. This is integrated into service planning and making the “Active Offer” to all, allowing Welsh speakers to communicate in their language of choice without having to request a Welsh service.
- **The School Standard and Organisation (Wales) Act (2013)** – The Act places a statutory requirement on us to prepare and implement a Welsh in Education Strategic Plan (WESP) outlining the councils and Welsh Government outcomes and targets for developing Welsh Medium education. Our [WESP](#) was approved by Welsh Government in September 2018. The Strategy recognises the enormous contribution of Welsh medium and English medium schools have in producing Welsh speakers and raising an awareness of what it means to be Welsh. Our Welsh in Education Strategic Plan will be fundamental in shaping the linguistic profile of Torfaen in the future.

We will prepare an Annual Report to the Welsh Language Commissioner detailing our progress in complying with the Welsh Language Standards and publish on our [corporate website](#).

BIODIVERSITY

Wales’ commitments to sustainable development, green growth and the principles of the Ecosystem Approach are enshrined in Welsh law through the WCFG Act 2015, Environment (Wales) and Planning (Wales) Acts. The

Environment (Wales) Act 2016 (Section 6, Part 1) introduced an enhanced biodiversity and resilience of ecosystems duty (the S6 duty) for public authorities. The S6 duty requires that we must seek to maintain and enhance biodiversity

and in so doing promote the resilience of ecosystems.

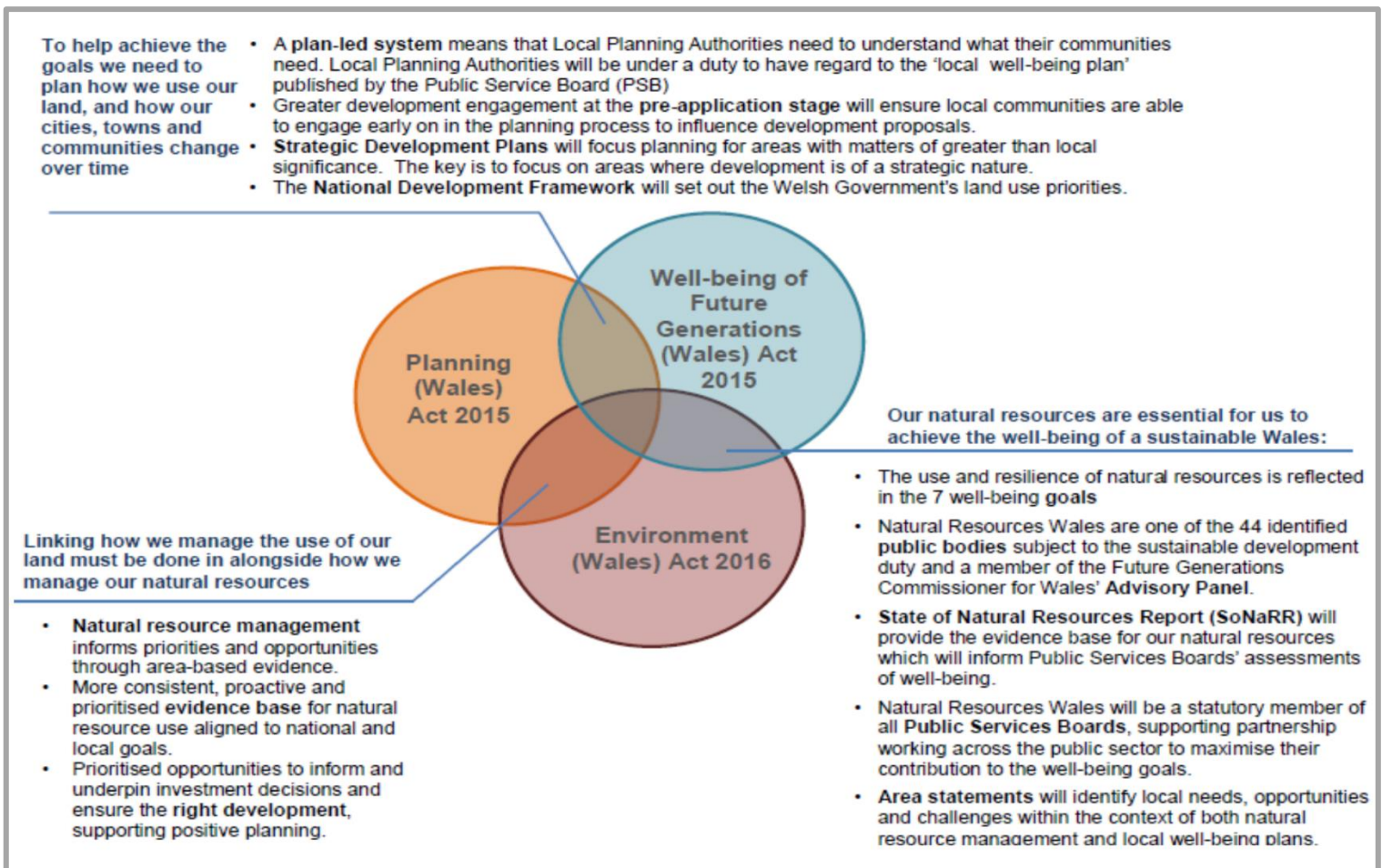
To comply with the S6 duty we are required to begin considering biodiversity and ecosystems into our early thinking and business planning, including any policies, plans, programmes and projects, as well as their day to day activities. To comply with the S6 duty, we must prepare and publish a Biodiversity and Ecosystem Resilience Plan setting out how we propose to maintain and enhance biodiversity, and promote resilience.

We are in the process of responding to this new legislation. We have prepared [a draft plan](#) which our Cross-Cutting Business and Resources Committee scrutinised in February 2019, providing comments and recommendations on how the plan and its implementation could be strengthened. Our final Biodiversity and Ecosystem Resilience Plan will be published later in 2019 and the action plan contained therein will

be the basis of our future response to the Environment (Wales) Act 2016.

The extract below sets out how Welsh Government envisages Wales meeting its obligations by living within its environmental means.

In preparing our draft plan, we have taken into account key legislation and policies, the principal of which is the WCFG act that recognises the link between biodiversity, dynamic ecosystems and well-being. Our Biodiversity and Ecosystem Resilience Plan will be key to meeting the WCFG’s overall objective of, “Promoting the sustainable development principle, in particular acting as a guardian of the ability of future generations to meet their needs and encouraging public bodies to take greater account of the long-term impact of the things they do.”



Part 7 – Reporting our Progress

Throughout the year we will evaluate our performance against our improvement and well-being objectives to provide an honest appraisal of progress. We will analyse the benefits delivered by our activities, and using our self-evaluation framework and overview and scrutiny function we will test if our resources should be redirected towards other activities next year.

In accordance with the statutory requirements placed upon us, we will publish a single annual well-being and performance report highlighting our progress against this document.

The full version of the report will be available to view on our [website](#) after 31 October 2020.

APPENDIX 1

OUR CORPORATE PLAN 3 PRIORITY & 2019/20 WELL-BEING AND IMPROVEMENT OBJECTIVE ...

... A CLEAN AND GREEN TORFAEN

Contributing to the Torfaen Public Service Board objectives ...

- **Develop a functional, connected network of natural areas that support the current and future well-being needs of local populations**
- **Develop mitigation and adaptation responses to the impacts of climate change**

Contributing to our Corporate Plan 3 vision for Torfaen ...

Cleaner and greener communities and a sustainable local environment that residents can be proud of

And, contributing to our Corporate Plan 3 priority 2020 goals ...

Our 2020 goals for this priority ...	
As a Council, we will ...	<ul style="list-style-type: none"> • keep the borough clean and free of litter • maintain open spaces on council owned land to an acceptable standard and work with private landowners and local partners to ensure this • work in a sustainable way to ensure our local environment is valued and maintained for future generations • ask residents for their views on maintaining open spaces in their communities • prosecute those caught committing environmental crimes where possible
As a Council, we will support ...	<ul style="list-style-type: none"> • residents working to improve the appearance of their local community
As a Council, we expect residents ...	<ul style="list-style-type: none"> • not to litter, fly tip or allow their dogs to foul in public areas. Every pound we have to spend on inconsiderate and antisocial behaviour like this is a pound less to spend improving the area • increase recycling, reduce waste and report environmental crimes

Our planned activities to achieve our improvement and well-being objectives in 2019/20 ...

Our activities ...	The expected impact ...
<p>Develop a solar farm at Ty Coch former landfill providing up to 3.85MW of solar photovoltaic (PV) generation to both generate a sustainable income and move towards a zero carbon economy and reduce carbon emissions.</p>	<p>The proposed 3.85MW Ty Coch development will generate around 3.75 Gwh of renewable energy per year and off-set approximately 1,312.4 Tonnes CO₂ when compared with conventionally generated electricity and bring us an income stream of approximately £50k per annum</p> <p>The generation is equivalent to the annual use of 1,000 homes in Torfaen, this will assist the target in Wales of producing 70% of electricity from local renewable sources by 2030.</p>
<p>We will prepare an Open Spaces Policy.</p>	<p>Our Open Spaces Policy will form part of our Local Development Plan (LDP), supporting our future planning policy and giving us a strategic framework to inform future development and the protection of open-green spaces.</p>
<p>We will re-model how we deliver the waste operations service by:</p> <ul style="list-style-type: none"> ▪ Use volunteers in the waste service, and ▪ Reduce the use of agency staff in waste operations. 	<p>Through using volunteers referred from our Employability Team we will be able to give them work experience whilst also reducing the need for agency staff.</p> <p>Reducing the use of agency staff and moving to more directly employed staff will reduce our costs and improve efficiency.</p>
<p>We will develop a business case for a joint internal Civil Parking / Environmental Enforcement Service in Torfaen.</p>	<p>Fully consider business case modelling for joint civil / environmental enforcement and agree most suitable model.</p>
<p>We will ensure residents sort their residual waste at the Household Waste Residual Centre (HWRC).</p>	<p>Our new policy will mean that any mixed bagged waste brought to the HWRC intended for the non-recyclable waste skip will have to be taken to a designated bag sorting area. The sorting of waste reduce the amount of recyclable products sent for disposal.</p>
<p>Development and sign-off of a Litter and Fly-Tipping Strategy.</p>	<p>Our new strategy will set out a framework to deliver a more joined approach for working towards a reduction in litter and an improved public perception of cleanliness in the area.</p>

How we will measure our progress in 2019/20 ...

our measures of performance for these activities	direction of travel	our 2017/18 performance	our 2018/19 target	our 2018/19 performance to date	our 2019/20 target	our 2020 CP3 target
% (& number) of reported fly tipping incidents cleared within 5 working days	Higher is better	98.55% 681.00	97%	99.03%	98%	98%
% of cleanliness complaints responded to within the clean neighbourhoods act standards i) smashed glass; ii) dog fouling on hard surfaces iii) overgrowth/obstruction requests	Higher is better	i. 50.77% ii. 55.93% iii. N/A	i. tbc ii. tbc iii. tbc	i. 86.67% ii. 93.64% iii. 28.48%	i. 86% ii. 86% iii. 86%	i) 86% ii) 86% iii) 86%
% of people surveyed that agree that the local area is free from litter and rubbish NSfW (2013/14)	Higher is better	31.34% (Torfaen residents survey)	62%	31.14% (Torfaen residents survey)	To be agreed. Must link to residents survey not previously used NSfW	66%
% of people surveyed that agree that the local area is well-maintained NSfW (2013/14)	Higher is better	39.44% (Torfaen residents survey)	73%	39.04% (Torfaen residents survey)	To be agreed - Must link to residents survey not previously used NSfW	77%
Area of land under positive biodiversity management	Higher is better	1,450 ha	1500 ha	1470 ha	1,500 ha	1,500 ha
% of local authority waste recycled and composted	Higher is better	60.51%	62%	60.96%	64%	64%
Tonnage of waste sent for disposal	Lower is better	17,737 tonnes	17,000 tonnes	13,914 tonnes	2,500 tonnes	16,500 tonnes
Resident participation in recycling – a) food waste and b) dry waste	Higher is better	61.29% 95.49%	58% 86%	61.10% 96.15%	58% 86%	58% 87%
% of fly tipping cases which led to enforcement activity	Higher is better	6.22%	5%	7.23%	6%	7%

APPENDIX 2

OUR CORPORATE PLAN 3 PRIORITY & 2019/20 WELL-BEING AND IMPROVEMENT OBJECTIVE ...**... RAISING EDUCATIONAL ATTAINMENT****Contributing to the Torfaen Public Service Board objectives -**

- Provide children and young people with the best possible start in life
- Improve local skills through work-force planning, training, apprenticeships, and volunteering opportunities

Contributing to our Corporate Plan 3 vision for Torfaen -

All our young people are given the best possible chance in life by attaining a good standard of education.

And, contributing to our Corporate Plan 3 priority 2020 goals...

Our 2020 goals for this priority ...	
As a Council, we will ...	<ul style="list-style-type: none"> • work with schools and teaching staff to raise attainment and encourage all young people to participate in post-16 education or training • work towards all schools being rated as green or yellow in the National School Categorisation system • ensure all children receive a good quality education, particularly 'looked after children', those with additional learning needs or at risk of going into care • work to close the gender and socio-economic attainment gaps • work to ensure all learners have effective literacy and numeracy skills • plan for new and improved school buildings which are fit for purpose in the 21st century • support and encourage our young people to prevent them becoming NEET (not in education, employment or training) • work with schools to ensure our young people develop into well-rounded citizens who have the best possible chance in the current jobs market • recognise the importance of early years education, identifying the needs of learners and tailoring services to ensure all children and their parents/carers are supported to learn and achieve
As a Council, we will support ...	<ul style="list-style-type: none"> • governing bodies to ensure they have the capacity to offer challenge and support for their schools and raise aspirations and achievement
As a Council, we expect parents and carers ...	<ul style="list-style-type: none"> • to have high aspirations for their children and to actively contribute to, and engage with, their children's education. This includes ensuring their children attend school ready to learn and make a positive contribution

Our planned activities to achieve our improvement and well-being objectives in 2019/20 ...

Our activities ...	The expected impact ...
We will review the future purpose and business plan for Torfaen Training in light of Welsh Government (WG) contract decisions for Working Wales and Work Based Learning.	Torfaen Training will be placed on a sustainable footing, delivering improved training outcomes for people in Torfaen.
We will manage the change from current provision to the new 6th form college, including Post 16 transition planning arrangements and processes for ALN pupil transitioning to the new college.	The impact on Year 11 progression into Education, Employment, or Training (EET) for 2019 and 2020 will be managed and we will ensure all ALN pupils have the necessary support to enable a smooth transition.
We will manage the changes arising from the Working Wales programme.	To manage the impact on established Youth Engagement Progression Framework processes for referrals of Tier 2 (Not in Education, Employment or Training (NEET)) young people aged 16-18.
We will expand the early year's family support intervention programmes, parenting and early language support teams.	To be available across Torfaen to reduce statutory interventions such as Looked After Children; and to build family resilience especially in mitigating Adverse Childhood Experiences.
We will improve the quality of provision across all childcare settings within Torfaen.	To ensure all children are given the best start and meeting their developmental milestones
We will ensure safeguarding arrangements are comprehensive and fit for purpose through implementation of "My Concern", a new on-line tool for schools.	The creation of a secure, live, shared database would further develop the monitoring of Professional Strategy Meetings (PSM). Improved analysis of safeguarding data will ensure compliance in relation to safeguarding and to improve policy, procedures, training offer and systems.
We will develop and build capacity in schools in preparation for the ALN Transformation and undertake the regional Additional Learning Needs (ALN) Readiness Survey.	Working in conjunction with the ALN transformation lead and South East Wales Consortium (SEWC), policies and procedures will be developed in line with the new ALN Code and ALN Bill to move from statements of special educational need (SEN) to Individual Development Plans (IDP).
We will undertake the consultation process (and proceed accordingly) for the proposed expansion of Ysgol Gyfun Gwynllyw, extending the age range from 11-18 to 3-18.	A proposed new Welsh medium school opening in September 2021. The proposed school has a capital budget of £6 million, fully funded by Welsh Government, fundamentally supporting Welsh Government's goal to achieve a million Welsh speakers by 2050.

How we will measure our progress in 2019/20 ...

our measures of performance for these activities	direction of travel	our 2017/18 performance	our 2018/19 target	our 2018/19 performance to date	our 2019/20 target	our 2020 CP3 target	
% of pupils achieving Level 2 threshold including a GCSE grade A*-C in English/Welsh and mathematics	Higher is better	All pupils	51.3%	59.3%	48.9%	N/A	N/A
Non-Free School Meals pupils		54.9%	62.9%	54.5%	N/A	N/A	
Free School Meals pupils		29.9%	38.5%	24.1%	N/A	N/A	
Male		46.1%	-	43%	N/A	N/A	
Female		56.4%	-	54.8%	N/A	N/A	
% of pupils achieving Level 2 threshold including GCSE grade A*-A in English/Welsh and mathematics	Higher is better	11.34%	13.7%	10%	N/A	N/A	
School Categorisation System - Number of Schools in Green, Yellow, Amber and Red (Percentage)	Higher is better	68.75% green or yellow (22 schools)	91% (30) Primary	75% green or yellow (23 Primary/1 Sec)	90% green or yellow	90% green or yellow	
		15.63% (5 schools)	86% (6) Secondary	6% red (1 Primary/1 Sec)	0% red	0% red	
% of schools at least step 2 (B) for Leadership National Categorisation	Higher is better	81% (21 out of 26)	82%	84.62% (22 out of 26)	92% (23 out of 25)	88% (23 out of 26)	
Primary Schools		0% (0 out of 6)	86%	33.33% (2 out of 6)	83% (5 out of 6)	83% (5 out of 6)	
Secondary Schools							
% of children [receiving care and support] achieving the core subject indicator at Key Stage 4	Higher is better	9.09%	20%	17.39%	N/A due to changing cohorts	N/A due to changing cohorts	
Investment in schools and a sixth form centre as part of the 21st Century Schools Programme	Higher is better	£9.4 million	£34.4 million	£17 million	£32 million	£86 million (cumulative to March 2019)	

our measures of performance for these activities	direction of travel	our 2017/18 performance	our 2018/19 target	our 2018/19 performance to date	our 2019/20 target	our 2020 CP3 target
Percentage students achieving Level 3 threshold (and number)	Higher is better	95.1%	currently not set	92.3%	currently not set	97%
Percentage of young people (Year 11 cohort) reported as Not in Education, Employment or Training.	Lower is better	1.2%	1.5%	1.1%	1.5%	1.5%
% of pupils achieving CSI at L4,KS2	Higher is better	89.49%	91.4%	91.3%	89.4%	85.3%
% of pupils achieving English at L4, KS2		91.98%	93%	92.4%	91.1%	87.5%
% of pupils achieving Mathematics at L4, KS2		91.52%	92.9%	92.9%	91.7%	88.1%
% of pupils achieving Science at L4, KS2		93.8%	95.2%	94.6%	93.3%	89.4%
% of pupils achieving CSI at L5, KS3		88.97%	91.6%	88.3%	90.7%	90.7%
% of pupils achieving English at L5, KS3		90.72%	93.2%	91.3%	91.2%	93.7%
% of pupils achieving Mathematics at L5, KS3		92.36%	94.2%	93%	93.7%	92.5%
% of pupils achieving Science at L5, KS3	95.16%	95.9%	94.9%	94.4%	95.7%	

APPENDIX 3

OUR CORPORATE PLAN 3 PRIORITY & 2019/20 WELL-BEING AND IMPROVEMENT OBJECTIVE ...

... SUPPORT FOR TORFAEN’S MOST VULNERABLE RESIDENTS

Contributing to the Torfaen Public Service Board objectives ...

- Support healthy lifestyles and enable people to age well
- Tackle the inter-generational patterns of poverty and develop economic resilience

Contributing to our Corporate Plan 3 vision for Torfaen ...

A healthier community where the most vulnerable people are assisted to lead healthy, independent lives, where the council and other agencies work to prevent suffering and hardship and to reduce inequality

And, contributing to our Corporate Plan 3 priority 2020 goals ...

Our 2020 goals for this priority ...	
<p>As a Council, we will ...</p>	<ul style="list-style-type: none"> • support those who need it most, giving our most vulnerable residents safe, appropriate and dignified support but also promoting independence wherever possible • work with partners in the community and voluntary sector to help improve the lives of the most vulnerable • identify vulnerable people as soon as possible so that we can intervene early to support them and where possible to prevent their problems becoming greater. We value early intervention services that help people maintain their independence and quality of life, and help save the Council money in the longer term. • work to tackle poverty, especially child poverty, and to reduce inequality • support parents/carers and young people living in low-income households to improve their skills and avoid the health and social consequences of poverty.
<p>As a Council, we will support ...</p>	<ul style="list-style-type: none"> • the third sector and communities to help people become more financially and socially resilient, with the rights skills, knowledge and support to be more independent. We will help strengthen our communities, as places where people look out for each other and help each other out in times of need. • the community to tackle specific health issues and encourage healthy lifestyles and promote information services which enable citizens to make informed choices • unpaid carers, in recognition of the huge contribution they make to our society. We will also seek to better understand their needs
<p>As a Council, we expect ...</p>	<ul style="list-style-type: none"> • parents and carers to care for their children and keep them safe from harm • people to take care of each other and keep an eye out for those most in need

Our planned activities to achieve our improvement and well-being objectives in 2019/20 ...

Our activities ...	The expected impact ...
<p>We will implement our Domiciliary Care Strategy and in doing so we will:</p> <ul style="list-style-type: none"> ▪ Explore the feasibility of increasing our in-house provision by 20% focusing on short term enablement and managing long term dementia and complex care, ▪ Work with commissioning colleagues to scope out the financial impact of the implementation of Unison’s Ethical Care Charter, and ▪ Work with providers to develop an area based tender specification. 	<ul style="list-style-type: none"> ▪ An increase of the internal market will reduce both our reliance on external providers and the volatility of the local domiciliary care market. We will be better capable of dealing with the challenges of increasing demand associated with an ageing population and clients with more complex needs. ▪ We will decrease the number of care packages required at the end of enablement interventions, reducing waiting list for clients waiting for packages of care (POCs), which results in delayed transfers of care (DTC) and / or additional pressures on informal carers.
<p>We will review our long and short term bed based provision to ensure efficiency, flexibility and we are supporting clients to maintain their independence.</p>	<p>A solution will be developed and agreed that provides appropriate solutions for individuals that promotes independence, positive risk taking and social inclusion</p> <p>Our proposal will be flexible, reduce inefficiencies and make better use of alternative housing stock</p>
<p>We will re-define and re-design the day opportunities we offer with our key partners. Provision will be redesigned using the key principles of; person centeredness, flexibility and responsiveness; involvement (voice and control); being connected to others and their communities; strong evidence and measuring impact; long term thinking; partnership; and prevention and proportionality.</p>	<p>Our provision will move to a model where;</p> <ul style="list-style-type: none"> ▪ everything starts with the person not a service placement or void. ▪ the dreams and aspirations of clients are followed within the service, ultimately leading to higher expectations, and an increase in positive life outcomes. ▪ More people progress from the service. ▪ The model is capable of meeting the needs of people with complex needs.
<p>We will review front door processes in Children’s Services in order to ensure that initial contacts / referrals are dealt with efficiently and effectively and are directed to the correct resource.</p>	<p>Our front door will be redesigned to ensure we are able to address issues of demand management and provide appropriate access to the services required by children and their families.</p>
<p>We will develop a single point of access for Primary Mental Health aligned with our Families First functions</p>	<p>We will do this in order to ease pressure on the need for social care services in dealing with emotional wellbeing.</p> <p>Ensure that appropriate health services are accessed in a timely manner, reducing the escalation of need as it relates to emotional wellbeing and in the longer term the need for specialist Children & Adolescent Mental Health Services (CAMHS) provision by identifying and addressing need at an earlier / preventative juncture</p>
<p>We will review the arrangements for the commissioning of assessments with a view to procuring a suitable contract with one provider.</p>	<p>A single contract with one provider will enable us to; increase the level of accountability and quality of assessments, manage workloads within the service and reduce / effectively manage financial expenditure.</p>

How we will measure our progress in 2019/20 ...

our measures of performance for these activities	direction of travel	our 2017/18 performance	Our 2018/19 target	our 2018/19 performance to date	Our 2019/20 target	our 2020/21 CP3 target
% of adults who completed a period of reablement:	Higher is better	46.03%	10%	82.09%	50%	50%
a. And have a reduced package of care and support 6 months later b. And have no package of care and support 6 months later		79.24%	30%	79.10%	80%	80%
% of adults who have received advice and assistance from the information, advice and assistance service and have not contacted the service for 6 months	Higher is better	90.74%	currently not set	90.89%	90%	90%
Rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	Lower is better	6.32	5	2.04	5	5
% of Torfaen residents where hospital admission was avoided following a 'Rapid Medical' referral to Frailty from the GP	Higher is better	98% (April 2017 – March 2018)	Not set	95.65%	96%	96%
% of people who are satisfied with care and support that they received [adult services]	Higher is better	83.04%	75%	84.19%	85%	85%
% children supported to remain living within their family	Higher is better	56.84%	51%	51%	68%	58%
%of looked after children returned home from care during the year (N.B. The measure does not include children who are returned home but not discharged from care)	Higher is better	11.82%	13%	9%	12%	12%
Average time on the Child Protection Register	Lower is better	187.46 days (approx. 6 months)	230 days	191 Days	185days	185 days
Re-registrations of the Child Protection Register	Lower is better	5.8%	9%	2.3%	5.4%	5.5%

our measures of performance for these activities	direction of travel	our 2017/18 performance	Our 2018/19 target	our 2018/19 performance to date	Our 2019/20 target	our 2020/21 CP3 target
% of carers reporting they feel supported to continue in their caring role	Higher is better	55.17%	95%	65.12%	75%	75% (2016/17)
% (& number) of families supported by Family Support Programme that have made a demonstrable improvement in at least 3 outcomes	Higher is better	85.6% 126	75%	100%	95%	95% (2016/17)
% of cases where Homelessness was successfully prevented (s66)	Higher is better	56.44	50%	52.8%	55%	60%
% of people owed a s75 duty whose duty is positively discharged	Higher is better	71.79	68%	88.24%	65%	70%
% of 'Supported People' achieving following outcomes	Higher is better					
SP1: Feeling Safe		55.89	62%	93.94%	62%	62%
SP6: Managing Money		53.26	58%	91.9%	58%	58%
SP9: Physically Healthy		54.54	59%	90.29%	59%	59%
SP10: Mentally Healthy		52.07	54%	88.38%	54%	54%
% of adults (16 plus) engaged in employability support that we progress into employment	Higher is better	34.94%	18%	20.04%	18%	18%



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