

**TORFAEN  
COUNTY  
BOROUGH**



**BWRDEISTREF  
SIROL  
TORFAEN**

# Improving Well-Being in Torfaen

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

**March 2020**

## **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**

**Fair**

**Effective**

**Supportive**

**Innovative**

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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 legislation is the sustainability principle, requiring us to ensure we are meeting the needs of residents today without compromising those of future generations.

The Well-Being of Future Generations (WBFG) Act has been a catalyst for public bodies to think 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 Act challenges public bodies to be more ambitious and to think about the way we deliver services. Members and officers are becoming increasingly conscious of the Act, its ambition and their responsibilities. There is no more pressing an issue in 2020 than climate change and the impacts this will have on the world we live in. It is therefore right that the Council has declared a climate emergency. The declaration gave the commitment to develop a meaningful, strategic and impactful action plan. We have begun assessing work already undertaken to mitigate climate change and started to work with backbench members on the scale and scope of the action plan. As this piece of work develops it will have far reaching impacts, across Torfaen and beyond.

The financial outlook across the public sector continues to offer challenges, but these challenges bring the ethos of the WBFG Act more sharply in to focus. The financial landscape means we need to be more efficient in the way we work, allocating what we do have as sustainably as possible. However with a more positive budget for 2020/21, we have been able to start to think about targeted investments for the future. For long term viable services we must have a strong workforce who are equipped to deliver. We must attract and employ young, talented people. We're therefore supporting the development of a school leavers scheme that we hope can be embedded and expanded in future years as a contribution to the future sustainability of our workforce.

Working towards the aspirations of the WBFG Act continues to represent an exciting opportunity and challenge for both us and our public service partners. We continue to strive for 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**

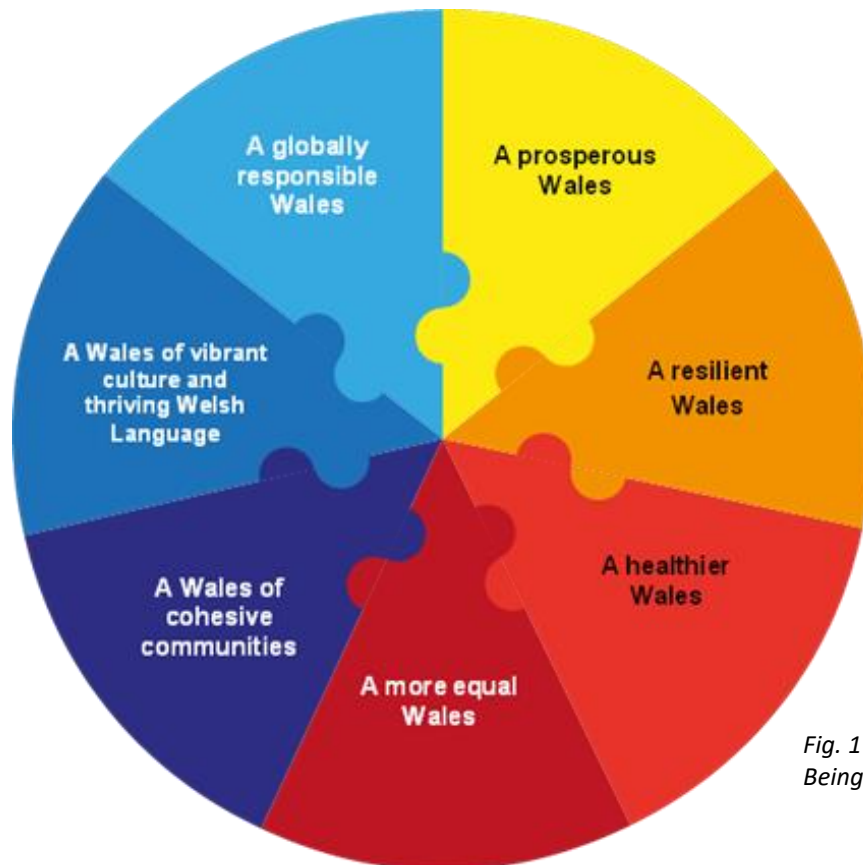


**Alison Ward CBE**  
**Chief Executive**

## 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:



*Fig. 1 – The 7 goals of the Well-Being Future Generations Act*

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 are working towards ...

- ⇒ Looking to the **long term** so we do not compromise the ability of future generations to meet their needs;
- ⇒ Taking an **integrated** approach so we look at all the well-being goals in deciding our well-being objectives;
- ⇒ **Involving** a diversity of the population in the decisions that affect them;
- ⇒ Working with others in a **collaborative** way to find shared sustainable solutions; and
- ⇒ Understanding 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 ...

- 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 also 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 (2018/19)

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 March 2018, three additional significant areas of work were identified as well-being objectives (adding to the three chosen in the previous year), each clearly linked to our existing Corporate Plan and viewed as being able to deliver significantly improved well-being across Torfaen.

### Our 2018/19 Well-Being Objectives

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

#### ... A Clean and Green Torfaen

##### Well-Being Objectives

- i. Street scene area based working
- ii. Changing behaviours towards waste

#### ... Raising Educational Attainment

##### Well-Being Objectives

- iii. Reviewing post 16 education in Torfaen
- iv. Developing a well-being offer for all children

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

##### Well-Being Objectives

- v. Redesign of Adult Services
- vi. Sustainable Domiciliary Care

### Choosing Our Well-Being Objectives (2019/20)

The introduction of the Well-being of Future Generations Act 2015 put into law 7 priority well-being goals that all public bodies are required to work towards. The Act also established Public Services Boards (PSBs) for each local authority area in Wales. Each PSB must prepare and publish a plan setting out its objectives and the steps it will take to meet them. In the summer of 2018 Torfaen PSB produced published its Well-Being Plan setting out how their objectives will contribute within their local area to achieving the well-being goals.

In light of the introduction of the national well-being goals and the Torfaen PSBs objectives we undertook a review of our own corporate plan

priorities. In March 2019, a review was undertaken to test the relevance of our own priorities. Our review confirmed our 3 corporate plan priorities;

1. Still presented significant need in Torfaen,
2. Are strongly linked to both the WCFG Act's 7 national well-being goals, and
3. Torfaen PSB's 7 published well-being objectives.

We were 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.

## Our 2019/20 Well-Being Objectives

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

... **Raising Educational  
Attainment**

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

### Reporting our objectives...

Our objectives were chosen in areas 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.

Therefore, the following pages therefore provide;

1. A review the progress made so far in delivering each of our 2018/19 project-based objectives (linked to the Council's Corporate Plan), and
2. An overview of other areas of progress made delivering our Corporate Plan priorities (i.e. our new Well-Being Objectives for 2019/20). A more comprehensive update will be published in October 2020 and March 2021 when we are required to statutorily report on our progress.



## A CLEAN AND GREEN TORFAEN

### 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, we decided 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...

We have continue to progress our ‘Street Scene Area Based Working’ Well-Being Objective since we published our previous update in [Improving Well-Being Torfaen](#) (March 2019).

#### **Empowering and equipping our staff to succeed**

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

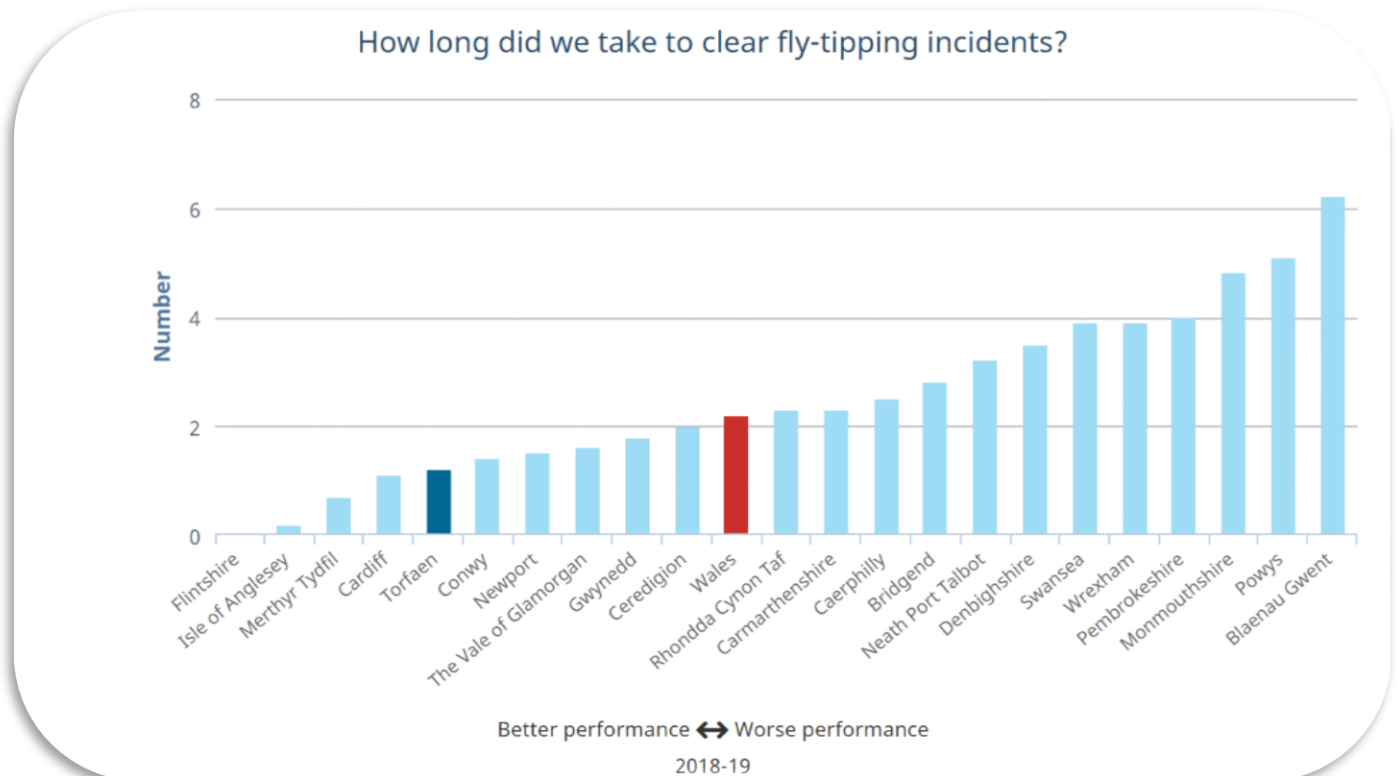


Fig. 2 – Time taken to clear fly-tipping incidents

and response times to issues and complaints. In 2018/19 we cleared 99.03% of reported fly-tipping in 5 working days, with an average of 2.2 working days.

### Planning Policy Wales Context

Planning Policy Wales (PPW 10) (2018) introduces the concept of place-making, a holistic approach to the planning and design of development and spaces, focussed on positive outcomes exploring the connection between green infrastructure and a healthier, more prosperous Wales – for people and for wildlife. In response, we have started to align our policies, objectives and programmes to meet the place-making aspirations. A concerted focus on green infrastructure planning and delivery for multiple benefits, community engagement, embedding biodiversity considerations through all Council services and changing greenspace management regimes to create wider benefits.

### 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 leading to a better overall service to all residents of Torfaen.

All land in Torfaen is independently inspected to produce the cleanliness rate. 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 our area based working project, we have undertaken a range of other activities to help improve our local environment and support our Clean and Green corporate priority. We will review the current way we work with landowners, partners and volunteers, to determine its effectiveness, and how it can be improved to build capacity. This has led 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 (NRW) and other Public Service Board (PSB) organisations to provide the PSB with the advice and support it needs to develop its approach to environmental resilience. These have maximised the opportunities the environment provides for wider well-being (health, education, economic



Fig. 3 – One of our area based Streetscene teams

development, cultural connections). Linked to this, we have prepared a draft shared PSB Green Infrastructure Strategy to inform operational land management across all the public sector bodies in Torfaen. In this respect, the Streetscene Area based approach will provide our delivery mechanism for the Green Infrastructure Strategy.

### **Working with Elected Members**

We continue to undertake 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 integrated working within our Council and involve local people by facilitating communication between them and us through their respective elected ward members.

### **Empowering Communities**

We once again held our annual Torfaen Spring Clean in 2019, which involved working closely with Keep Wales Tidy and numerous local volunteer groups. More than 300 volunteers took part in the events and 1,000 bags of rubbish were collected, helping us to make Torfaen a cleaner and greener place to live.

As a thank you, and in appreciation of all the hard work volunteers carried out within their community, an awards ceremony was held on 21 November 2019 in the Council Chamber, Civic Centre, Pontypool. The event was in the format

of an Afternoon Tea, with [presentation of certificates and plaques](#). The evening was well received with positive feedback appearing on various volunteer Facebook sites.

### **Embedding new working cultures**

Restructuring, our Environment (Countryside) and Streetscene service brought together services to create efficiencies and a more joined up approach. Our new arrangement continues to encourage better joined up working across the teams, enabling operational practices to align with our strategic direction to meet our corporate objectives and legislative duties under the WFGA and Environment Act. An example of this is the draft Tree Strategy that will be available for public consultation early in 2020.

Both our Tree Strategy and previously mentioned Green Infrastructure Strategy are designed to facilitate working better together to balance land use pressures that impact on our natural resources in the short, medium and long term. They will increase our resilience to climate change, provide increased opportunity for outdoor activity, addressing increasing levels of obesity and mental health problems, and opportunities for local food production. The GI and Tree Strategies are designed to halt the current problems of biodiversity loss through unsustainable management practices and reducing tree canopies.

We have also been working across Gwent local authorities, to access grant funding to support the Resilient Greater Gwent (RGG) Project (which has a biodiversity focus) and we are currently awaiting approval of the Gwent Green Grid Project, which involves collaborative working to maximise the multifunctional benefits of green infrastructure across South East Wales. The RGG Project will enable us to manage conflicts that often occur between public perception and expectation in the management of greenspace and our legislative duties, particularly related to biodiversity.

### New Work-streams

We have recently prepared a draft Litter and Fly-tipping Strategy taking account of priorities identified by the general public through our [Dialog approach](#) to consultation. A draft strategy document was published on our consultation page, and public feedback will inform the final strategy. Once adopted, the cyclical cleansing components of the strategy will be delivered through our Streetscene area based approach.

Our litter and fly-tipping strategy is intended to prevent litter and fly-tipping rather than simply keep cleaning it up. The activity will help ensure our natural assets that are well managed and in good condition by enhancing diversity, adaptability, extent, condition and connectivity between areas. This will help ensure future generations benefit from their well-being benefits.

Our Biodiversity and Ecosystem Resilience Plan which sets out our approach to examining our strategic policy and operational procedures to ensure compliance with the Environment (Wales) Act 2016, was adopted by full Council on 9th July 2019, and through the re-prioritisation of resources, an officer was been appointed to oversee its delivery across the authority.

Finally we have worked with Wales Council for Voluntary Action (WCVA) to secure the funding needed to appoint a shared Local Nature Partnership Officer for Torfaen and Blaenau Gwent, through Welsh Governments 'Enabling Natural Resources and Well-being (ENRaW) Scheme' funded Local Nature Partnerships Cymru project.

### What we're planning next...

Achieving our aspirations will require significant organisational, attitudinal and cultural change and will take time. Our streetscene area-based working as identified above has been a success. However, it is always good to review operational changes, their efficiency and their impact. Therefore we are working with APSE who will over 2020-21 undertake a review of the model to identify further improvements to allow continued delivery against this corporate priority.

As a council we have declared a Climate Emergency and a report was received by the [Cross Cutting Overview & Scrutiny Committee](#) in February 2020. During the course of the year we will develop our Climate Emergency Action Plan



that will cover all manner of issues including Carbon Reduction.

We continue to work closely with our local residents on an area basis to manage the streetscapes and greenspaces in Torfaen. We will also continue to finalise the various policies, procedures and team structures commenced last year, to ensure future compliance with the WCFG Act goals and ways of working.

Our future direction will include:

- Finalising our Litter and Fly-Tipping Strategy and developing partnership arrangements with private businesses and our high schools that could reduce litter and fly-tipping,
- Operational review by APSE of the way of working within our streetscene service,
- Consulting on and finalising the single shared green infrastructure strategy to support a consistent approach to managing land across the PSB partner organisations, whilst taking account of local cultures,
- Continuing to lead delivery of the S E Wales Resilient Uplands Project, quantifying the tonnage of carbon that will be captured as a result of planned peat bog restoration,
- Delivering changes in attitudes and cultures corporately across our organisation with regard to biodiversity and ecosystem resilience,
- Working with neighbouring local authorities to deliver the regional Resilient Greater Gwent Project, and securing funding to deliver the Gwent Green Grid Project,
- Finalising our Open Spaces Recreation Strategy that will support the forthcoming Local Development Plan,
- Publishing a Trees, Woodland and Hedgerows Strategy and Action Plan highlighting the multiple benefits of trees,
- Continuing to pilot alternative grassland management methods in selected areas which do not impact on recreation, to improve biodiversity and eco-connectivity, and
- Appointing a Local Nature Partnership Officer and supporting the Torfaen and Blaenau Gwent Local Nature Partnership to deliver community based biodiversity activities across the two authority areas.

### **Developing our approach to involving citizens**

We have recently begun using the Dialogue tool. This online ideas hub provides an open and transparent platform for people to share ideas about some of the biggest challenges facing Torfaen today. We know that we don't always have the answers to many of the challenges facing our communities today and they can only be addressed by everyone working as one community, sharing ideas, views and challenges.

That's the ethos of Torfaen Together – an online space where we can really involve people, sharing and discussing ideas about the things that matter to them.

You can participate on this platform by browsing the challenges, submitting your own ideas or commenting on and rating other people's ideas. If you have any questions or suggestions, please contact us at [getinvolved@torfaen.gov.uk](mailto:getinvolved@torfaen.gov.uk)

We know that many people have ideas and welcome them all. This site gives residents the chance to take part in a flexible way and let your voice be heard. From looking at how we allocate budget, to ideas about policies we set, how we take decisions and what improvements or changes you think need to be made.



## 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 we 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 continue to progress our ‘Attitudes Towards Waste’ Well-Being Objective since we published our previous update in [Improving Well-Being Torfaen](#) (March 2019). We Continue to meet statutory waste targets – 60.5% in 2018-19 (target of 58%). As a result of changes we have introduced in the last year we are on target to achieve in excess of our 64% target for 2019/20.

### Developing our infrastructure

We have procured an additional 1 year contract for kerbside collected dry recycling, providing

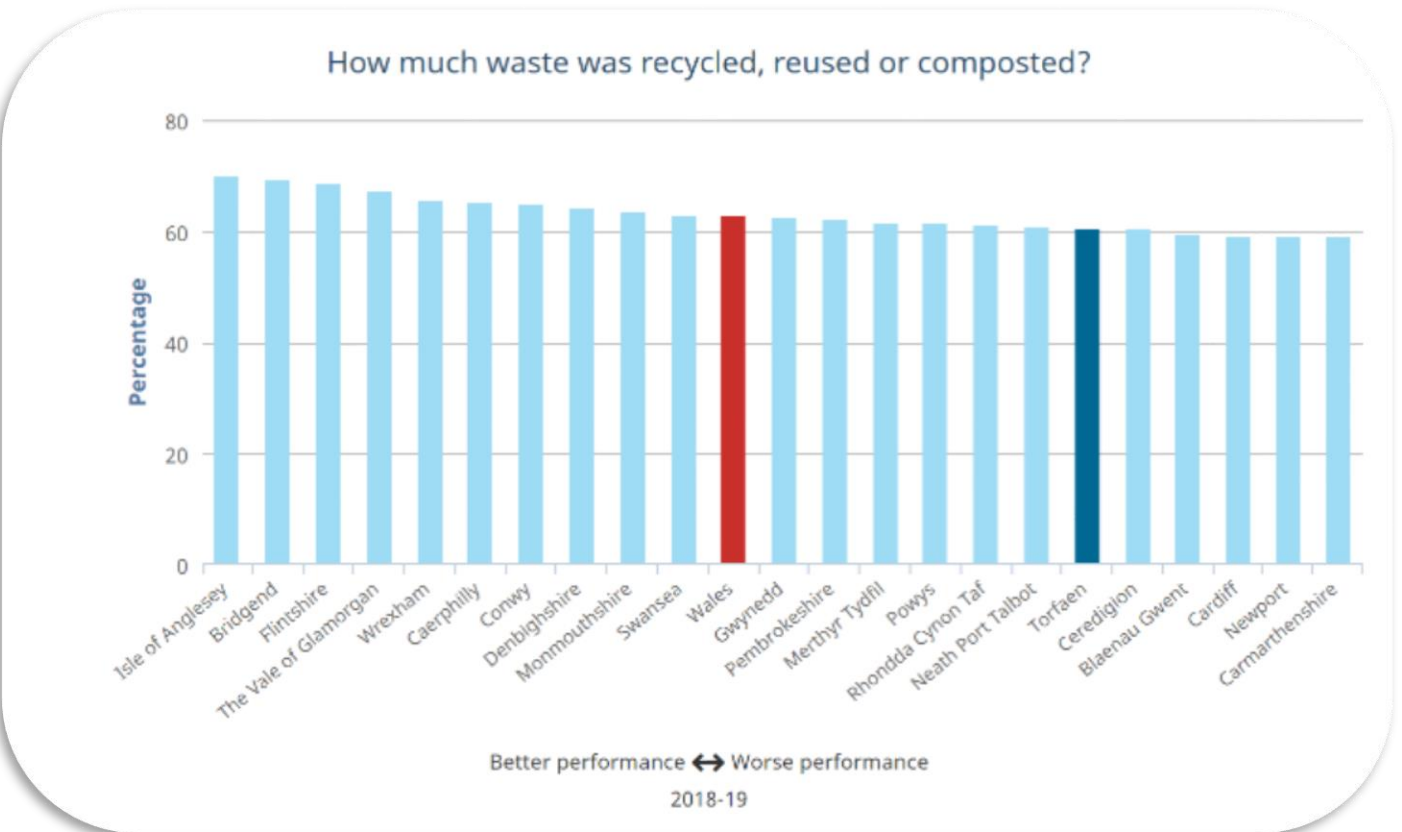


Fig. 4 – % waste recycled, reused or composted

significant revenue into the department. We have undertaken collaborative procurements of waste contracts with other neighbouring Local Authorities, including residual waste, food waste and garden waste. We continue to work collaboratively on these contracts and have joint contract management arrangements in place to monitor progress. Our food waste partnership between Torfaen, Blaenau Gwent and Monmouthshire has procured and introduced the same food waste liners across the region. This has delivered savings and consistency of message across the region.

We have also obtained planning permission for the development of Ty Coch depot. A new/expanded depot is required to accept recycling from the new types of recycling collection vehicles.

We have introduced a new bag sorting system at our Household Waste Recycling Centre (HWRC). Since introduction in March 2019 we have significantly reduced the amount of waste sent for disposal (11,719 tonnes after quarter 3 of 2019/20, compared to 13,882 tonnes after the 3<sup>rd</sup> quarter of 2018/19) and we project to realise savings in excess of £80,000 whilst delivering an

improved recycling performance. Our initiative has delivered behaviour change to users of the HWRC site focusing on reducing the amount of waste disposed of at the site.

In April 2019 we adopted a new Recycling and Waste Strategy, following consultation with residents and consideration by Scrutiny. This establishes the future strategic priority and Action Plan for waste up to 2025. The Strategy goes beyond simply meeting Welsh Government targets through the delivery of a single integrated strategy which identifies how we will:

- Achieve our vision;
- Develop infrastructure required to do this;
- Collaborate with others,
- Initially engage and educate residents and where appropriate take enforcement action, and
- Place the Well Being and Future Generations goals at the heart of all that we do.

#### **Working with local business partners**

In September 2019 FCC Environment, in partnership with Circulate and Torfaen County Borough Council, opened a Re-use Shop in New Inn. The shop sells items that were destined for recycling or disposal. By selling these items for



reuse we significantly reduce the amount of waste sent to landfill and help support local communities and residents who benefit from the sale of the low cost items.

In conjunction with our waste management partner, FCC Environment, and a local company Capital Valley Plastics, we are carrying out a trial whereby we can recycle low density polyethylene plastic that up until now we have been unable to collect (for recycling). This is a good example of closed loop recycling, in this case it is the process by which waste is collected, recycled and produced to make something new, into radon barriers, and damp proof course membrane.

Finally we have also worked with the Wales Audit Office (WAO) to promote a survey on food waste recycling. The findings of the survey has been fed into our food waste behaviour change project where we are looking to identify key barriers to food waste recycling and actions we could undertake to encourage more residents to participate in food recycling.

**Developing our staff to improve the service**

We have undertaken a recruitment process to remove our reliance on agency staff to cover green waste collections and holidays. To date we have recruited an additional 31 staff to the waste collection team. A number of our loaders have also progressed to Team Leader positions within the team. Furthermore we have worked with Adult Education to use volunteers to gain work experience through working with the waste collection service. This has already resulted in permanent employment for 1 member of staff and with more to follow.

We have also recruited a new Senior Project Officer to manage the route optimisation and vehicle procurement projects. We have agreed a scope of works with WRAP (Waste Resources Action Programme) for the route optimisation modelling for future waste recycling collections starting in 2022. This will deliver an even more efficient collection system that will reduce collection mileage and carbon impact.

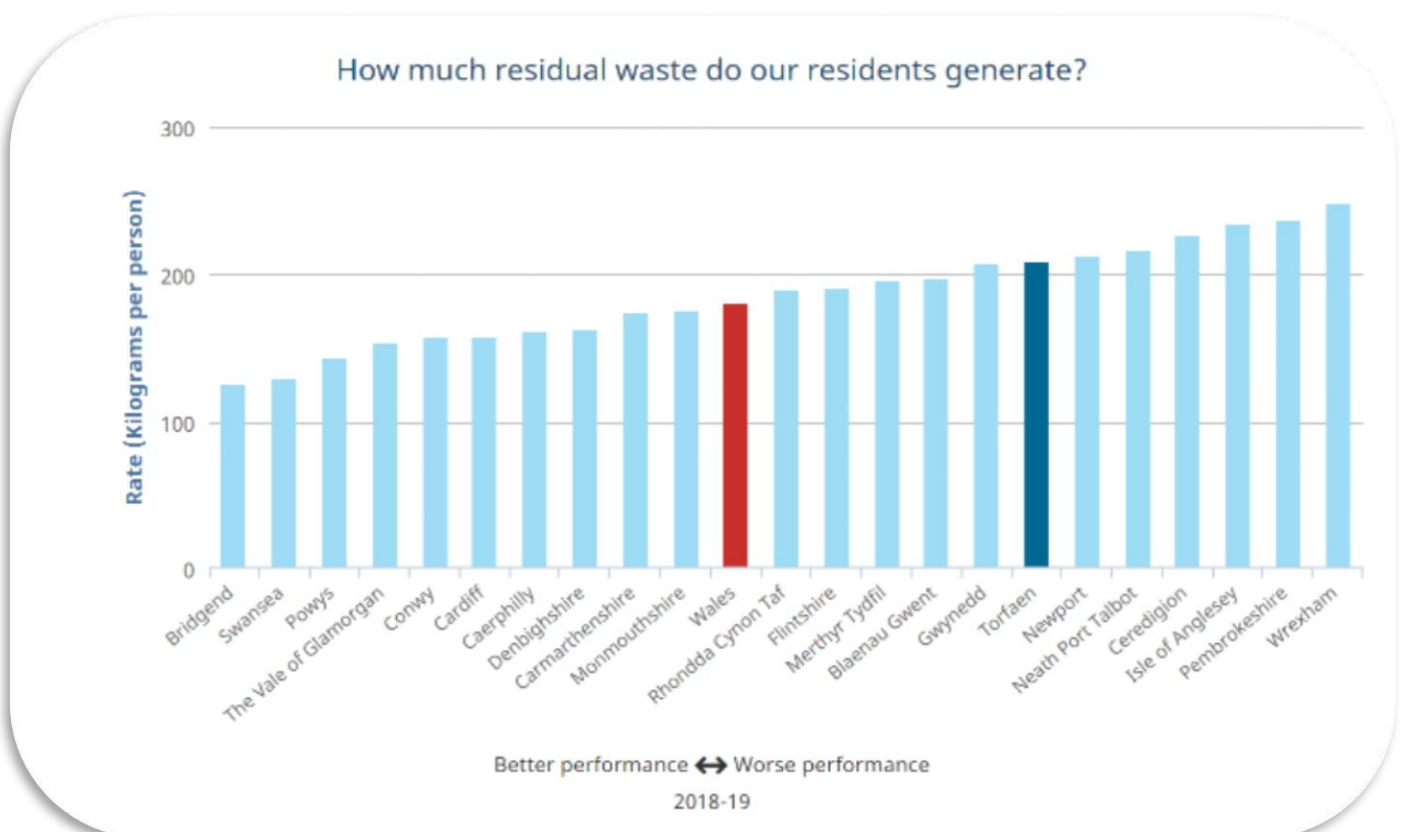


Fig. 5 – Amount of waste produced per resident



Our Waste Policy and Waste Operations officers work closely together to ensure our activities are aligned with the needs of residents. Whilst the need to meet long-term targets have been established for a number of years, we also need to focus on improving the quality of the service provided by our collection staff. One example is encouraging our residents to use nets to contain their recycling box, preventing items from being blown around the community, and helps to reduce recycling litter. To date we have distributed over 95,000 nets to residents in Torfaen. However, there is more work to be done to promote their use.

### **Education**

We have continued to deliver educational interventions at our schools. This work contributes to long term improvements in this area. Furthermore working with FCC and Capital Valley Plastics we have launched a new education campaign with schools to highlight the damage plastics are doing to the environment.

Throughout the year we already host regular roadshow events throughout Torfaen and provide talks to community groups and schools. Each year we deliver waste talks to around 1,000 of Torfaen's children via 'Crucial Crew' and 'Keep me Safe' initiatives. By targeting different community groups covering a wide cross section of society it helps us to get the message across to the wider community.

We continue to work closely with Bron Afon Community Housing, Melin Homes, Hafod Housing, and other organisations to deliver additional targeted awareness activities within the communities in Torfaen. This includes informing residents of the benefit of using the existing recycling services, and encouraging the use of nets.

### **What we're planning next...**

Achieving a 70% recycling target by 2024/25 will not be reached without working in collaboration

with other teams, agencies and residents. We continues to be proactive and reactive in relation to Recycling and Waste Service provision. We remain focussed on the statutory recycling targets, but it is as important to seek to engage with residents which is evidenced by the Recycling and Waste Strategy.

Our Recycling and Waste Strategy will enable us to respond to both recent public consultation and government legislation. We recognise one solution does not fit all and we will need, in some cases to tailor services to provide the best possible solutions for the resident and local businesses. We will continue to work with all stakeholders to seek to make continuous improvement.

Preventing the generation of waste in the first place is the most effective way of avoiding the loss of valuable resource from our economy. To address this, we will continue to raise awareness to residents on the amount and type of waste that their households produce.

Our Education and Awareness initiatives will focus on encouraging households to use our existing recycling services. Reducing the amount of waste thrown away will help reduce vehicle movements, emissions and reduce the need for the production of unwanted food/goods.

Over 2020-21 we are progressing with the implementing the Action Plan contained in the Strategy. Key to this is the development of a business case to recommend the recycling vehicles of the future, inform the procurement model and also importantly look to integrate the procurement with a digital modernisation of the service. This will look to achieve operational efficiencies, better data but more importantly seek to improve the customer experience when they need to contact the service. Alongside this trade waste will also be reviewed given new legislation being introduced on how businesses must manage their recycling.

## WELL-BEING OBJECTIVE – A CLEAN AND GREEN TORFAEN

– Our vision for Torfaen to deliver Cleaner and greener communities and a sustainable local environment.

We have added new workstreams into our 'Clean and Green' Well-Being Objective during the year. An overview of key developments during 2019/20 are set out below....

### Responding to the climate emergency

We are committed to responding to a changing climate. This includes looking at how we can reduce our carbon emissions through increasing energy efficiency and exploring the potential for renewable energy generation within the County Borough.

We are developing a solar farm at the former Ty Coch landfill site, generating 3.047MWh of electricity per annum, equivalent to 21.15% of annual CO<sub>2</sub> generated from electricity from TCBC buildings and/or the equivalent to electricity generation of 982 homes. The key messages this project delivers are as follows:

- The Ty Coch solar farm will provide a return of an estimated £835,000 over the 35 year lifetime of the project after all expenses, although this is seen as a modest return the modelling has been very prudent in its parameters.
- Provides a public declaration of our commitment to tackling Climate Change through its Climate Change declaration.
- Reduces grid emissions by 48,140 tonnes of CO<sub>2</sub> over its lifetime.
- Puts into use an economically inactive asset, whilst protecting and enhancing the biodiversity of the site.

Our natural resources have an important role to play in helping to support our capacity to adapt to climate change for example by managing water in the landscape and reducing the impact of temperature rise. Trees and other vegetation also help regulate the amount of CO<sub>2</sub> in the

atmosphere by locking away large amounts of carbon as they grow. Our soils, especially peatland, also have an important role in storing carbon. Through the collaborative South East Wales Resilient Uplands project, work is underway to monitor and restore 3.7 ha of peatland north of Cwmbran.

### Joining up our enforcement services

We have taken the opportunity, following the decision by Gwent Police to cease responsibility for enforcing highway parking restrictions on the 31<sup>st</sup> December 2018, to develop our own integrated approach to enforcement.

We have previously used an externally provided enforcement regime for litter and dog control offences. Members of our Safer Overview & Scrutiny have been active participants in policy development and recommended consideration be given to the setting up of an in-house service. Members of the Committee also expressed support for a joint in-house enforcement service with responsibility for highway parking restrictions and environmental enforcement.

A report entitled Introduction of a Joint In-House Civil Parking and Environmental Enforcement Service was considered by Cabinet on 9th April 2019 where the decision was approved to introduce a Joint In-House Civil Parking and Environmental Enforcement Service from 1st July 2019.

The statutory process was completed and civil parking enforcement powers became the responsibility of Torfaen County Borough Council from 1st July 2019. For July to September there were 9 Fixed Penalty Notices (FPN's) issued, 6 Dog Control offences, 3 litter offences and 986 parking penalty notices issued.

## **RAISING EDUCATIONAL ATTAINMENT**

### **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 replaces 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...**

We have continued to progress the Torfaen Learning Zone since we published our previous update in [Improving Well-Being Torfaen](#) (March 2019).

The investment addresses the need to transform post 16 delivery in Torfaen (in line with Welsh Government's 'Transforming Education And Training Provision in Wales' (2008) agenda), securing a more sustainable model with greater

choice for learners than would otherwise be the case given the prevailing and anticipated revenue funding position. It also aims to attract and retain more 16 year olds in post 16 education in Torfaen.

The new build will contribute to our long term strategic plan for modernising its schools, the 21st Century Schools Programme (2014-2028). This considered catchment areas and demographic change, school facilities, running costs, building condition (current and likely future costs) and the views of the community.

The development of our centre to deliver post 16 education was included in Band B of the programme (2020-2022) and has been brought forward to secure high standard, purpose built accommodation on a site in Cwmbran which will be expected to last 25+ years.

#### **Building Relationships**

Whilst work has necessarily continued with the construction of the new provision, over the last 12 months, attention has very much turned to: building stronger relationships between Coleg Gwent, Torfaen's secondary schools and learners; ensuring the subject and curriculum offer in schools and the college is consistent to avoid continuity issues when learners progress into 6<sup>th</sup> form studies, and transition support for learners, including those with additional learning needs, as we get closer to the new facility opening.

Coleg Gwent has been working on its strategic plans for the next 5 years, due for completion in 2020, using the Regional Skills Partnership (RSP) information and data from Careers Wales to support its curriculum development to ensure it is

Fig. 6 – Video showing the development of the Torfaen Learning Zone ([please click here](#))



offering courses and skills development which help to sustain the objectives set out by the RSP. The work with our schools on curriculum has also been informed by this.

Our project will deliver social, economic, environmental and cultural outcomes in an integrated way that contribute to the national well-being goals. This project involves working with schools and other internal partners, and Coleg Gwent and other external partners to devise and construct a 6<sup>th</sup> Form Centre which will provide the best possible teaching and learning environment for the available budget. Once operational, the strong collaborative approach to curriculum and learner transition will support learning outcomes and all the social and economic benefits that a good education can provide throughout life.

#### **Skills for now and the future**

Effective monitoring and use of labour market intelligence will make sure that learners can make curriculum choice in school which they can carry forward into post-16 education and ultimately into productive and rewarding careers.

We are now represented on the RSP Local Authority cluster group. With terms of reference now in place, it is our intention that this group provides and receives labour market intelligence and trends. This intelligence is feeding into the development of our new Economy and Skills Strategy and is shared with key stakeholders via the Torfaen Strategic Economic Forum (which is attended by Coleg Gwent). As a result of this data sharing; ourselves, Torfaen Voluntary Alliance (TVA), Coleg Gwent, Torfaen Training and 3 local SME engineering businesses are now working up a new apprenticeship pilot through the Foundational Economy Challenge Fund.

In addition a heat mapping exercise has been undertaken to identify local business patterns and their labour market requirements, with further information on regional labour market trends also being used from EMSI and the Skills Observatory.

#### **Linking education with business**

Although not directly part of the review of post 16 education, we have been also liaising with Welsh Government about the creation of a new Springboard business innovation centre adjacent

to the Torfaen Learning Zone. Initial discussions on building design have emphasised the importance of encouraging TLZ pupils to consider “entrepreneurship” as an employment route, and, as a result, the proposed design now includes coffee shop facilities and break-out areas in the entrance foyer to encourage pupils into the Springboard Centre. In developing a full business case, detailed discussions will be held between Coleg Gwent and our own Economic Development team about joint programmes that could be offered.

Our focus on labour markets will ensure that businesses will have ready access to employees with the skills they need, whatever line of business they are in. The ability to adapt the curriculum offer as needs change will help to maintain that position long into the future.

#### **What we’re planning next....**

All aspects of the development of the Torfaen Learning Zone are now at an advanced stage and on track for the September 2020 opening of new facility and the new way of working.

Whilst the project is similar in many ways to other 21<sup>st</sup> century schools projects, the work on curriculum and transition, and in particular transition for learners with additional needs, is in our view sector leading. This is a direct consequence of the strong collaboration between ourselves, our schools and Coleg Gwent, and all the other organisations that have played a part in progress to date.

September 2020 will be a significant milestone but the strength of what is being developed, and in particular how it is being developed, will mean a continuing focus on quality of provision, learning and career pathways.



*Fig. 7 – Torfaen Learning Zone*

## 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...

We continue to progress our well-being objective, to develop a well-being offer for all children and young people, since we published our previous update in [Improving Well-Being Torfaen](#) (March 2019).

Our well-being offer is seeking to provide an electronic database of all activities that are currently provided in Torfaen to support children and young people's well-being on both a physical and emotional level. Our database will include not just services we provide, but also other organisations operating in Torfaen.

During the year we have expanded the scope of the Well-Being Offer to include services from our PSB Partners, in addition to the services we deliver. We have done this through a number of workshop sessions with colleagues from the Wales Audit Office (WAO). We have developed an action plan and identified, in line with the 5 ways of working, a number of areas to develop and explore. We are continuing to review services and partnership delivery to consider what we can do differently to support our Well-Being Offer to Children and Young People.

### Integrating our services

By definition the project aims to deliver outcomes in an integrated way that contributes to the national well-being goals.

For example, with our stakeholders we are currently reviewing our Youth, Play and Sports Development services to ensure our services are delivering provision to meet the Well-Being needs of our children and young people. We have also aligned the Well-being Offer with other Corporate Priorities (local T22 Project) linked to early intervention and prevention.

Our product that we have developed within the remit of the Well-Being Offer will initially be piloted in both a school cluster, and a Social Care multi-agency team. The aim of the product pilot



will be to determine if it can assist our staff to support children and young people and their families in the widest context of Well-Being.

This piece of work is also closely linked to us expanding some of our already successful risk and early indicators tools. Our tools enable us to assess children and young people at an earlier stage, regarding the support requirements for our



most vulnerable children and young people in Torfaen.

### Services for the future

We have been working with partners, including children and young people, to review some of our current delivery and exploring how and what our services need to deliver in the future. We have;

- Reviewed, merged and developed problem solving groups/panels. This will lead to these groups being more efficient and possibly offering support and services at an earlier stage, with an aim to reduce long term escalation of support needs and in turn reducing the demand on services.
- Successfully gained the Children and Young People Participation Kitemark – to ensure we are including children and young people in service design in the right way, we see them as an essential partner in planning for the long term.
- Explored support tools for professionals to divert inappropriate requests for support away from statutory services

We are still developing a longer term view of how to achieve improved well-being outcomes to help us address the high levels of demand. Over a time

a greater focus will be placed on early intervention which will potentially require the restructuring of some aspects of service delivery. The steps taken above in the last year have significantly progressed us on this journey.

### Making timely interventions

This work continues to focus on how services can identify and intervene to support children and their families at critical points

By initially reviewing our current range of well-being services we will look to co-ordinate our work to ensure we intervene whenever possible either at a family/child's point of need or ideally before they reach this point. The examples stated above demonstrate some of the progress made in this area and we will continue to develop.

We have reviewed some of the data we hold as an organisation and partnerships to see if we can mirror the success we have had reducing the number of young people not in education, employment or training (NEETs), only with a much wider group. We are continuing to develop with partners other early intervention/risk indicators for other transition stages so we can deliver more targeted interventions and some redistribution of service provision away from universal to more selective models.

### **Collaborating with young people**

As mentioned previously, initially our project involved all services within our Education Service, but this was soon expanded to be a Public Service Board (PSB) piece of work. All partners are now contributing to the development of our Well-Being offer. Our PSB has been enhanced further with the inclusion of 2 young people on the Board, giving a much stronger voice to young people not only on the development of our Well-Being Offer but the much wider work of the PSB as well. PSB meetings.

### **What we're planning next...**

Once the trial of the professional tool is complete we will have a better picture of the capability of the Well-being Offer product. Although a Well-being tool for Professionals, Children and Young People and their families will essentially be fed by the same service provision information, we

envisage the front end design of this product for service users (rather than providers) would need to be designed to enhance engagement.

Once we start to design the product that will be used by children, young people and their families we will fully include children young people and their families in the design process we will do this via the our various, Youth Forums, Schools Councils and Parents Groups and once established our Torfaen 'Youth Parliament'.

In reviewing the development of our Well-Being Offer the Wales Audit Office recognised we have made significant progress in developing the offer to children and young people. However there is still a great deal of work we still need to undertake. We are delivering a long term piece of work that will take a significant period of time to deliver. Even then the product will need to constantly develop as service provision evolves and changes over time.





## WELL-BEING OBJECTIVE – RAISING EDUCATIONAL ATTAINMENT

– Our vision for all our young people to be given the best possible chance in life by attaining a good standard of education.

We have added new workstreams into our 'Raising Educational Attainment' Well-Being Objective during the year. An overview of key developments during 2019/20 are set out below....

### Transition arrangements

Transition work with Pontypool college students and Year 11 and Year 12 school pupils is going well, with college staff having a regular presence in all 5 schools, offering information, advice and support. Approximately 200 Year 11 pupils have signed-up for the Torfaen Learning Zone to date which is about right for this time of year. An Information Sharing Protocol has been signed by all parties and is working well for the benefit of pupils. The pilot of an enhanced transition for ALN pupils is complete and the process/protocol finalised. Requirements for pupils with Vision Impairments have been incorporated in the selection of colours in the building. Pupils/Student site visits (to the new building in Cwmbran) are ongoing, and college open days at the Pontypool Campus are scheduled for February and March 2020.

### Early years

An Early Language Development Intervention is an oral language intervention specifically for children in nursery and reception who show weaknesses in oral language skills and who are therefore at risk of experiencing difficulties with reading.

These have been reviewed during the year and it has been identified that children aren't receiving the most appropriate support within the ELD interventions currently being provided, and following completion of a collaborative piece of work a new Playing Together Group will be trialled providing more focused planning and support for

families of children with complex needs or global delay.

### Childcare provision

Despite the roll out of the Childcare Offer, up until now there has not been any agreement for providers to improve the quality of their childcare. However providers will now be expected to undertake an age appropriate Environmental Rating Scale – ECERS, which is a scale that has been designed to assess the quality of preschool environments located in centre childcare settings.

This is already in place for LA funded settings and is embedded. However, for those the LA does not fund, this will be a new element that providers will have to undertake and is part of the terms and conditions for the funding. The first capital small grant funding panel took place in quarter 2 with LA staff and umbrella organisations. 11 applications were received with all applications being approved on principle.

### Safeguarding

A secure, live, database was created in 2018 and subsequently in discussion with Education HR a process has been developed which further supports monitoring of Professional Strategy Meetings (PSM's). In addition to this, 29 schools are using the My Concern concept to record and report safeguarding concerns and training is ongoing to further develop the usage and benefits of the system. Combined with other processes already in place, e.g. the Section 175 Safeguarding Self-evaluation Tool, we have been able to improve our analysis of safeguarding data, ensure ongoing compliance in relation to safeguarding policy and procedures and tailor the training offer and support to schools and the service accordingly to ensure it meets their needs.

## SUPPORT FOR TORFAEN'S MOST VULNERABLE RESIDENTS

### 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...

A year ago we reported our key future direction and actions as:

- planning the next transformation steps
- implementation of the domiciliary care strategy which will:
  - expand our enablement service (all new cases will go through a re-ablement programme)
  - develop a tender specification for patch based domiciliary care delivery
- development of community bed based strategy based on community hubs
- redesign the day opportunities model shaped by user and carer feedback

- review service user / carer access at the front door
- test out a wider holistic approach to wellbeing in North Torfaen
- work with a Multiple Sclerosis (MS) Research student in 2019 to ascertain views of users and carers on Compassionate Care

#### **Imbedded practice within the team**

We have worked hard in 2018/19 to imbed our principles and deliver on our vision. Our transformation programme required a cultural shift in thinking in order to deliver success. We have continued to reinforce our working principles established last year through daily 'fish-bowl' reflective case discussions ensuring people centred practice focussed on retaining independence. Collaborative Conversations training (developing skills to coproduce solutions) was rolled out to all teams through an external grant, to deliver the training which has been well received by all staff.

In a recent inspection by CIW (Care Inspectorate Wales July 2018) it was noted that people's voices were evident in the work undertaken with their views, wishes and feelings central to supporting people to achieve their personal outcomes and to safeguarding people.

#### **Reviewing what we do with our partners**

Our enablement group has continued to meet monthly to find solutions to blockages. Some positive outcomes have been achieved through a number of work streams. Improvement of our processes and systems has also featured heavily in our work programme. We have reviewed

internal procedures to reduce steps, hand offs and failure demand.

Our adult services management team have reviewed our current position. To inform the discussions, feedback was sought from clients, carers, partners and staff prior to the event. The feedback told us that the consistency of worker, confidence building, reablement services and the use of assistive technology and equipment all contributed to positive outcomes.

During our review we took time to assess our activities over the last 12 months and to celebrate our achievements. We have listened to user and carer feedback to inform service development and community support options resulting in an alternative model of day opportunities for people with dementia.

### **Being proactive in the community**

The role of preventative, proactive support plays a key role in managing demand and avoiding crisis and long term commissioning commitments. We have an increased focus on what is important to people giving rise to new community support groups for people with a hearing loss, enhanced

Community Connectors, team engagement with the communities and officer engagement with community groups. We have connected with older people in the community to better understand what would help them reduce the feeling of loneliness. So far we have received over 300 responses which will help shape our loneliness strategy.

We have engaged with providers on the domiciliary care strategy to develop a shared understanding of the issues and a step closer to patch based commissioning. We have also established a pilot to respond to 'fallers' in the community as an alternative to ambulance response. We have learned that a proactive approach results in joint solutions and prevents crisis situations. (see *Domiciliary Care Well-Being Objective*).

Over the last year we have expanded the Home First project with our neighbouring local authorities to provide rapid assessment to patients at the emergency front door departments 7 days a week to the District General Hospital in Newport.



Fig. 8 – Video showing Community Connectors in Torfaen ([please click here](#))

We are also ‘joining things up’ in the community to ensure a proactive ‘one system’ offer to the public through the development of integrated wellbeing networks across all partners and we have introduced a pilot in a GP practice to provide information and advice to people attending the surgery. All initiatives have required a different mind-set focussing on achieving better outcomes for individuals outside of silo working.

#### **Partnership approach to residential care and domiciliary care**

During 2019/20 Torfaen we have also secured the agreement from the Health Board and four neighbouring authorities to deliver one of the requirements of the Social Service & Wellbeing Act. Work to introduce a virtual pooled budget for residential care, a regional contract and fee methodology has proved challenging but has been achieved. Working with a number of partners requires different behaviours - patience and a commitment to ‘a greater good’.

In addition we recognise the importance of maximising people’s independence, encouraging social inclusion and positive risk taking. As part of a suite of initiatives to make better use of a scarce

domiciliary care resource we have brought together the Reablement Assistants for a project to work with external providers to ensure users of the service receive the best input to aid independence. This is a bold move by the division which has introduced a new way of working with external providers. The project is in its infancy but has already highlighted the need to invest additional time to build relationships and trust with providers.

#### **Developing a community hub model**

We have reviewed our use of community beds and developed a successful business case to secure over £3m in funding from the Social Housing Grant and Integrated Care Fund to support our community strategy. A project group has been formed to oversee the design and construction of a community hub consisting of nineteen individual units with their own front door and communal / community space in the borough with an expected date for completion in March 2021. It is envisaged that the community hub model will provide an alternative to more institutionalised types of care and support, will have a focus on reablement, enablement, promote independence, positive risk taking and



Fig. 9 – Video explaining the GovTech project ([please click here](#))

build confidence so citizens can be supported to maintain skills for independent living avoiding the need for long term permanent placements and improve / support the flow of discharges from hospital to the community.

We have appointed a person (with ABUHB) to review the occupational therapy (OT) service across health and social care in Torfaen with a remit to analyse current demand and capacity to recommend future options for integration / collaboration/ alignment gaining the best use of resources. We have already established a system for identifying pressures in the OT system so we can flexible deploy resources / capacity. We are beginning to see the impact of this through a reduction in the waiting list for Occupational therapy.

#### **Making use of technology**

Our successful bid to the GovTech Catalyst resulted in a bid of up to £1.25 million of Cabinet Office funding to encourage technology firms to develop and pilot solutions to our challenge to use data and digital technology to deliver better adult social care.

In Phase 1, five potential projects will be selected to receive funding up to £50,000 each to cover research and development costs. The best of these could be awarded funding up to £500,000 in Phase 2 to turn these potential solutions into viable products or services.

Our Team Manager for Day Opportunities and Service Development has led the GovTech process and also pioneered a new and exciting co-productive approach to service redesign. This approach is being evaluated by Cardiff university and although in its early stages it has already received praise for its boldness and innovation from academic institutions throughout Europe.

#### **What we're planning next....**

The new model of support in adult services is reliant on our staff as 'the intervention' rather than long term commissioned services. To this end we have remained committed to our level of staffing and increased where we have been able through external funding routes. We strongly believe that preventative, community focussed services are the key to better outcomes for citizens and long term sustainability for the Council. During the last 12 months we have established additional posts within assistive technology and dementia enablement and, despite ongoing financial pressures, have worked hard to maintain our staffing levels within the community teams and Information, Advice and Assistance response (IAA) including community connectors, project officers, carer support and reablement assistants. Our model is designed to have what matters conversations that support citizens to identify personal outcomes and enable them to find solutions using a hierarchy of support. This way of working sought to get to the heart of the matter through collaborative conversations ensuring citizens have voice and control. By working in this way we expect over time spend on commissioned services will reduce and we will reinvest in additional front line staff (interventionists). In the next 12 months we will:

- Expand in house domiciliary care subject to funding availability (see separate well-being objective)
- Agree community support model for bed based care
- Review and redesign our day opportunities
- Plan to deliver the amendment to the Mental Capacity Act – Liberty Protection Safeguards and changes to the Mental Health Act arising out of the national review.

## 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.

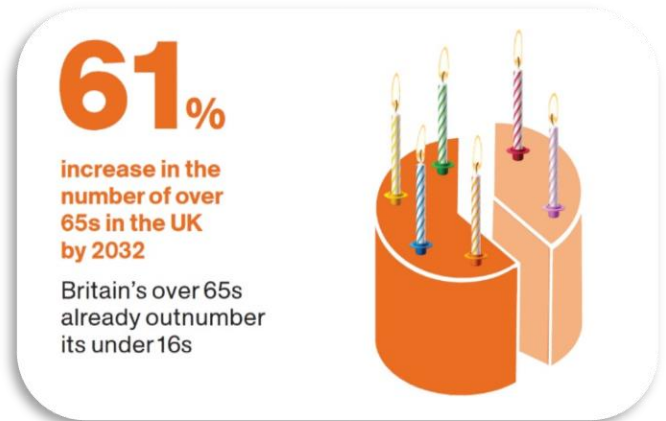
### Why we chose this Well-Being Objective

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

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 who would benefit from a re-ablement 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...

In November 2018 we reported to Cabinet, highlighting the challenges within the current domiciliary care market. Our report recommended a number of actions to mitigate the risks involved which included:-

- Supporting and contributing to the regional work streams,
- Expanding the Council's enablement and dementia services (subject to the availability of additional financial resource, to be confirmed in 2020),
- Working with the external providers to develop of alternative model of patch-based care, and
- Scoping out the implications of the Ethical Charter.

Our two strands of work, regional and local, have continued over the last 12 months.

### **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 engaged with the domiciliary care providers across Gwent to update the market position statement (MPS) and to clarify /establish the current barriers to the sector. The exercise has established;

- Consistent issues with recruitment and retention of staff across the Boroughs. Staff turnover remains to be very high. More people are leaving the sector than are joining it.
- Providers have suggested that low pay rates, driving requirements, the responsibilities associated with the role and the perceptions of the role are further deterring entry.
- Providers and commissioners have suggested that there are several potential ways forward:
  - Higher pay rates for providers to allow for payment of travel time and breaks (providers),
  - Patch based commissioning (providers and some commissioners),
  - Flexibility in packages of care to allow for flexible call times and durations (providers),
  - End to time and task commissioning (providers), and
  - Improved hospital discharge processes (providers).

A workshop held in January 2020 has begun the process

of ‘drilling down’ further into these contributions.

#### **2. Workforce recruitment and retention**

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. Barriers to entering the sector have been examined and we have now begun exploring solutions to promote opportunities in the care sector. We have;

- developed the Further Education (FE) student database, helping to bridge the gap between education and employment.
- Developed a link within the ‘Mi Future’ recruitment app which is aimed at school leavers looking for entry level roles in the job market.
- Worked with the Parents, Childcare and Employment scheme (PaCE) and Job Centre Plus (JCP), in order to launch a volunteer pilot programme supporting domiciliary care volunteer placements.
- Produced ‘Magic Moments in Homecare’ booklets and held associated workshops to offer an opportunity for front line staff to highlight what really makes a difference in care, encouraging individuals to bring and share their stories.



*Fig. 10 – Magic moments in homecare event*

### 3. Develop pathways to employment

The Gwent Career College Consortium is a unique holistic approach that supports the development, qualification and recruitment of health and social care workers in Gwent. Established by the Regional Partnership Team and Coleg Gwent this work programme brings together Anuerin Bevan University Health Board, local authorities, regional employability projects and private providers of social care as part of a new collaborative approach to better address the recruitment and retention needs of the care sector. The scheme has been recognised as a [Bevan Exemplar](#) – which recognises innovative ideas in healthcare.

College work placements have seen a marked increase from regional providers willing to take on student placements and provide experiential learning opportunities. The consortium recognises that student work placements are an important part of developing the skills and experience of the future workforce. We are currently in the process of seeking feedback from employers to ensure that all work placements offer maximum benefits to both the student and care provider, with the aim of further bridging the gap between education and employment.

The consortium approach has enabled partners to both share and collaborate on funding opportunities with Coleg Gwent and ABUHB currently scoping the development of a simulation suite to teach basic clinical tasks to students and current sector staff.

#### Internal – Torfaen specific

In addition to the regional activity significant ‘behind the scenes’ progress has been made locally. Our current model of domiciliary care in Torfaen is one of time and task. The implementation of the Social Services and Wellbeing Wales Act (SSWB Wales Act) and the Wellbeing of Future Generations Act (WFG) has required us to review how we deliver and commissions care and support for vulnerable

citizens. In order to deliver high quality, person centred domiciliary care that promotes independence, and supports positive risk taking we need to move away from this legacy model and redesign the system so that we are able to focus on personal outcomes, supporting people to live the life they choose the way they want to live it.

#### Learning from others

During the past 12 months, Adult Services senior managers have explored alternative models including a 3 day visit to Gwynedd Council to look at their Domiciliary Care Model. We have learnt that a more sustainable model must be based on strong partnerships, trust, and co-operation with all stakeholders. A model that is designed around what matters to the citizen, that is built on peoples strengths, networks and community, and enables people to have voice and control. This new model requires a significant change in thinking for all partners including the citizen, wellbeing teams, in house domiciliary care and private domiciliary care sector.

#### Working with the private sector

Engagement with the private domiciliary care sector has commenced as their involvement in designing a new model for the future delivery of domiciliary care is essential in its future success. A number of workshops have been held and are planned for 2020. We have also secured additional external funding to help support the change activity in the sector to complement the Vanguard work we have completed in the patch teams.

#### Updating our provision data

The mapping out of delivery of hours by location and provider has been updated. The nature of the service means that changes to the service are inevitable in terms of volume delivered and geographical spread. The original mapping ‘plotted’ 313,000 hours of community based domiciliary care across the borough, this has now increased to 375,860 hours.



### Values based recruitment

Recruitment to our internal service remains problematic. In order to achieve the planned expansion of the service a new model of recruitment has been agreed with colleagues from human resources. Our first 'value-based' recruitment event was held on 21st January 2020. The event was a great success attracting 38 potential employees through the door and resulting in 10 posts being offered and accepted. This is a tremendous achievement when compared to the last recruitment campaign which only attracted 15 new members of staff over a 12 month period. Subject to available finances the recruitment campaign will run throughout 2020. We will also be talking to staff to understand the barriers of the current work patterns and contracts.



### The Ethical Charter

The ethical care charter is a set of commitments that councils make which fix minimum standards that will protect the dignity and quality of life for those people and the workers who care for them.

Stage 1 of the charter is based around the time and tasks constraints of the current patterns of commissioning and brokering care. We will move to a patch-based method of commissioning which is currently being scoped. Stage 2 of the charter concentrates on the terms and conditions and training of carers. The implementation of the Regulation and Inspection of Social Care Wales (Wales) Act 2016 which enforces the registration of carers on the basis of set competencies supports this element of the charter. Our planned work with our private provider partners will help us understand terms and conditions of the market in order to support changes where these changes would add value to the sustainability of the domiciliary care market as a whole. Stage 3 of the charter is concerned with payment of at least the living wage to carers within the private sector market. Financial settlements from Welsh Government and available resources will impact on the agreed way forward and will be considered when the financial position of the Council is clearer.

### What we're planning next...

In the year ahead we will continue to build on the progress made to date, looking to;

- Continue our work with the regional team to address the wider work force issues,
- Facilitate workshops with external providers,
- Start to draft a tender specification and work on patch size options to inform the tender process,
- Roll out more recruitment roadshows,
- Explore the options of apprenticeships, and
- Engage with staff and unions to better understand the barriers to retention of the current terms and conditions.

## WELL-BEING OBJECTIVE – SUPPORT FOR TORFAEN’S MOST VULNERABLE RESIDENTS

– Our vision for 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 alternative models of service delivery with the voluntary and third sectors.

We have added new workstreams into our ‘Support for Torfaen’s most Vulnerable Residents’ Well-Being Objective during the year. A key component is our work to transform children’s services which forms part of our wider transformation programme (T22).

### The Case for Transforming Children’s Services

A combination of many complex local and national factors drives high growth in demand for Children’s Services and the cost of providing them. This includes the high and growing rate of escalation of children and young people into high cost services. When children get to this level of care, the cost of keeping them safe is by far the highest of all the services and support available.

This growth in demand, cost and escalation presents us with a challenge that is big, complex and urgent. With better coordinated, targeted and timely support earlier in a child’s journey into and through Children’s Services, we could potentially safely avoid their entry and the escalation of their needs. This could also help Children’s Services to more quickly safely step down some children from some of the higher cost ways of keeping them safe. The challenge also places a large, growing and unsustainable pressure on our budgets that must be addressed urgently.

Our response to this challenge must balance changes to Children’s Services with changes to a wider range of services and sources of support that help children and young people to be safe and have the best possible life chances.

In order to successfully meet this challenge our transformational response must achieve all three of the following goals:

- Continue to keep children and young people safe;
- Urgently arrest the projected rate of increase in demand and contain demand, at current levels; and
- Release efficiencies for reinvestment in Social Care.

The most significant development during 2019/20 linked to our programme of transformational work has been the development of a **Multi-Agency Support and Safeguarding Hub (MASSH)**. The MASSH has been set up in order to effectively triage cases upon first interaction with children’s services so as to ensure that the correct service is provided. This involves signposting to universal services, assessing, providing preventative service, or providing services to safeguard. It is anticipated that our newly developed process which went live in November 2019 will ensure more effective service delivery at the right time and will create capacity in order to act more effectively in cases where there is a higher level of need and complexity. Our model also aims to improve consistency of decision making.

We have aspirations for the development of a full multiagency model. We are already working with Gwent police who have committed a detective sergeant to the development of the hub. We hope this will now now enable our progression towards the devising of a full multiagency model/approach.

## Part 3 – Selecting and Delivering our Future Well-Being Objectives

### A. Our Well-Being Objectives & Improvement going forward

A full review of our well-being objectives was undertaken in the previous year. We are therefore of the view that our existing priorities (and Improvement Objectives) remain relevant and should be maintained as our thematic Well-being objectives for 2020-21, capturing a cross section of what we are doing to comply with the Well-Being of Future Generations Act 2015.

However, our current Corporate Plan is scheduled to come to an end in March 2021 and we will therefore once again need to review our priorities in the year ahead.

The corporate plan priorities were originally chosen as areas where we believed we can make a difference to local well-being, working with partners and with 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 2020-21 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.

### B. Using the 5 Ways of Working

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. During 2019-20 a new Well-Being Assessment template was introduced across the organisation to support the development of new initiatives across the council, ensuring due consideration is given to the Act when making changes to services. Each well-being assessment states 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 considered.

Our well-being assessment will continue to be refined going forward to ensure it is fit for purpose and takes into any changes such as new legislative duties we have. Additionally, going forward, all new strategies and policies we develop will consider the ethos of the Act.

### C. 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.

As previously reported the PSB used the Assessment of Well-being in Torfaen to develop a Well-being Plan for Torfaen (May 2018). This plan is a long-term strategy, seeking generational change and sets 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. Early activity has been deeper exploration on the issues and what actions work best for our communities as well as for public services. The PSB has focused some of its work in Blaenavon, working with the community to shape the changes and better support local people.

The first [Annual Report](#) sets out what the PSB has achieved across the plan with a series of films and written reports of progress to March 2019.



## Part 4 – 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 have adapted 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 also 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...

Our initial response to the Act was to primarily focus on redefining the Council's corporate financial and service planning processes so they encourage all services to think about the requirements of the Act. However we are now developing the pace of change across all corporate areas of change.

New strategies are in the process of being finalised for; Procurement, Asset Management and Workforce Planning. In developing each strategy consideration has been given to the requirements of the WCFG act 2015.

Our developing Workforce Strategy is key to ensuring we have the ability to sustain the delivery of high quality public services within a challenging context. This is dependent to a great extent upon the Council having employees that are committed to delivering public services to the best of their ability, behave in a way that reflects the Council's values, possess the skills and

knowledge required to be effective in their role and are prepared to develop new skills in response to changing customer expectations.

We recognise as an organisation we have an ageing workforce, with many more employees now aged over 55 than under 25. Furthermore, in certain areas of the workforce there is a skills deficit, brought about through years of austerity and ever decreasing training budgets.

Therefore, delivery of our Workforce Strategy will in particular focus on key areas;

- Developing skills for the future, including managerial, leadership and digital.
- Creating greater opportunities for young people so we can continue to offer services going forward.

Our work has already begun with the allocation of £250K for the development of a school leaver development programme in the 2020/21 budget aimed at starting to attract and employ young people. This modest resource will allow us to develop an approach that hopefully can be embedded and expanded in future years as a contribution to reducing the age of the workforce.

A key development during the last year has been led directly by our own staff. The 'Way We Work' is our guide by staff for staff. It sets out the common values and behaviours expected by everyone, regardless of role or status, to demonstrate at all times, as they go about their day to day work in Torfaen. The Way We Work has been developed through a series of conversations and staff engagement sessions. Its aim is to bring to life our values, showing what they mean to our staff and how we see them being used every day to make a difference.

One of the key aims of the developing Asset management strategy will be to look at our own office accommodation footprint and to support our staff to work in a more agile way. We are in

the process of scoping out a project, which will look at not just rationalising our office accommodation but also looking at how this can be brought into the 21<sup>st</sup> century, so that it is more in keeping with what you would be expected from a modern working environment.

Our work will be supported by further developing our approach to agile working. This should bring about multiple benefits, with staff not just supported to work how and where it suits them to be most productive but will also reduce our travel times and the impact of travel on the environment.

As part of a collaborative project with the other Gwent local authorities, funding has been obtained from the Office for Low Emission Vehicles to support the installation of electric vehicle charging infrastructure. 65 fast charging points are being installed across 34 Council owned car parks in Gwent. 10 of these charge points across 7 car-parks will be in Torfaen. The aim of the project is to address barriers to residential electric vehicle take-up caused by having no dedicated off street parking where charging could take place.

Fleet reviews have also been undertaken for public bodies in Gwent - including the Council. This has identified opportunities to decarbonise both the operation fleet and the grey fleet (staff business mileage).

Our developing Procurement Strategy places sustainability and various other policy initiatives linked to procurement activity at its heart. To ensure we are acting sustainably in procuring goods and services we need to ensure the organisations we are doing business with share our own ethics. Our procurement strategy will therefore explore the various Welsh Government (WG) policy initiatives such as;

- the foundation economy – WG’s aim to re-establish Wales at the forefront of realising social value in procurement by nurturing strong local supply chains,

- code of practice on ethical employment - to ensure that workers in public sector supply chains are employed ethically and in compliance with both the letter and spirit of the law,
- social partnership – so that companies are favoured who adhere to fair work practices, with the aim of driving-up the quality of work and employee’s access to their rights, and
- climate change – to ensure that organisations we are working with support are aligned with our declaration of a climate emergency.

Over the past year we have worked with Torfaen and Newport PSBs to identify the future risks we can expect to see going forward that public bodies will need to respond to.

This will inform the development of a PSB risk register and we will need to reflect internally how this links to our corporate risk register.

## 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 2020/21 is one that continues to invest in / protect our corporate plan priorities and objectives i.e.:

- assisting with increasing demand in social care funding Children’s Services at the 2019/20 level of demand,
- Funding in full the school pressures estimated at £3.4 million;
- maintaining our greening and cleaning budgets, allowing an additional ‘one-off’ expenditure in respect of this members priority of up to £150,000.

Our Resources and Corporate Business Overview Cross Cutting Scrutiny meeting has considered the budget for 2020/21 on three occasions:

- In July 2019 – discussion on the overall Medium-Term Financial Forecast – with Members identifying areas for review;
- October 2019 – a closed member briefing on the initial draft estimates and the actual level of the financial challenge. Members were engaged on service challenges and cost

pressures at a headline level. The meeting also indicated the packages of work being put in train to address the funding shortfall;

- January 2020 – detailed consideration of the 1% mitigations and the wider proposals to balance the budget as signalled at the October session.

The current proposed budget by Service Area is outlined below (against the latest budget for 2019/20):

	Revised Baseline 2019/20 (£'000's)	Proposed budget 2020/21 (£'000's)
<b>Education including Schools</b>	69,959	75,432
<b>Social Care and Housing</b>	44,325	46,999
<b>Neighbourhood Services</b>	18,631	19,486
<b>PSSU</b>	982	1,044
<b>ICT</b>	2,971	3,160
<b>Resources</b>	6,555	6,881
<b>Chief Executive's</b>	6,131	6,363
<b>Capital Financing</b>	11,150	11,158
<b>Council Tax Reduction Scheme</b>	9,354	9,581
<b>South Wales Fire Authority</b>	4,337	4,534
<b>Other</b>	2,567	2,296
<b>Total</b>	<b>176,962</b>	<b>186,934</b>

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

Capital expenditure is money that is spent on assets, such as our property and vehicles, which are used for more than one year. Through legislation we have limited discretion on what counts as capital expenditure. Our main areas of expenditure in the table overleaf are:

- Education - Band A 21st Century Schools Programme which concludes in 2020/21 with

the completion of a new 6th form centre at the Torfaen Learning Zone.

- Social Care and Housing's Disabled Facilities Grants.
- Neighbourhood Services on highways and asset management, where there are annual allocations from the Council's core capital budget. This allocation is supplemented by annually allocated grants for local transport schemes including Safe Routes in the Community and also specific hypothecated grant funded regeneration schemes from funders such as the National Lottery.
- Corporate, including capital programme fees, corporate accommodation and the Council's agreed contribution to the City Deal programme.

- Resources to be allocated including both the Council's earmarked funding requirement for Band B of the 21st Century Schools programme and resource that can be used to

finance alternative schemes supporting corporate plan priorities.

All £million's	2019/20 Revised	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate
<b>Education</b>	30.80	7.68	1.67	0.00
<b>Social Care &amp; Housing</b>	2.05	1.10	1.10	1.10
<b>Neighbourhood Services</b>	11.27	4.54	2.96	1.18
<b>Corporate</b>	0.91	1.38	0.89	0.89
<b>Resources to be allocated</b>	0.10	4.96	2.03	2.03
<b>General Fund</b>	<b>45.13</b>	<b>19.66</b>	<b>8.65</b>	<b>5.20</b>

Our provisional settlement and our overall management and delivery of the approved capital programme mean resources are available from which to develop a capital strategy. This strategy will consider:

- Supporting the already agreed 21st Century Band B proposals and any changes including increased funding as an ECO cost on Maendy School;
- Funding support for an extension to Crownbridge school;
- Funding for a new behavioural school for the medium term;
- Funding to support the desire to reduce Social Care out of County placements;
- Providing modest investment to support the Council's policy direction e.g. Community Farm;

- Providing funding resilience if required for currently approved/progressing schemes

In the medium to longer term we will be keep an eye on the development of the medi-park (the £350 million Grange University Hospital near Cwmbran) and any potential capital requirements associated with this new development.

Our capital resources available will feature as part of the Council budget presented for consideration by full Council at their meeting in March 2020. The actual strategy will go to Council in June 2020, allowing appropriate time to ensure the proposals are developed, well informed and subject to the required consultation.



## Part 5 – Joining up our Legislative Requirements

The WBFG 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 do not implement our duty to use the sustainable

development principle in isolation but we consider how this fits with our 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 Equality Report](#) on the steps we have taken to meet the public sector equality duty and our 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 in March each year, focussing on our strategic equality objectives and exploring the work that is being done against the actions that sit under each one. Some of our most recent updates include:

Being awarded the Silver Award 2018 for the **Defence Employer Recognition Scheme** and working towards implementing a guaranteed interview scheme for ex-service personnel. This is likely to have a positive impact for those with disabilities gained from combat.

The development of a **Menopause Policy** to help the organisation better understand and meet the needs of women going through the menopause. This was launched in autumn 2019.

Working with partners and community groups to support refugees into employment. Scoping opportunities relevant to the interests of the individual has enabled refugees to learn new skills that are relevant to the local job market in their resettled areas. To date we have resettled 35 refugees into the borough.

Committing £8,000 to funding **Show Racism the Red Card** workshops in Torfaen schools. These included staff training in addition to workshops

with children, ensuring staff in schools have the confidence to challenge incidents of racism and deal with them appropriately.

Continued to develop **Dementia Friendly Communities** and enhanced people's own networks of support through an interventionist model of social work to prevent hospital admission or admission to other forms of care.

The **Development of a Torfaen Youth Parliament:** Torfaen Young People's Forum and members of the Engagement and Participation Theme group (which sits under the children and young people's reporting framework) have worked together to explore a model to strengthen youth participation, ensuring diverse representation.

**Youth Representation at PSB Level:** Two youth forum members have been invited to sit on the PSB and regular meetings have been set between Youth Forum representatives, key decision makers in Education and relevant Councillors.

Our **Strategic Equality Plan 2020 -2024** will be published in March 2020. The 5 draft objectives are:-

1. Being an equal opportunity employer, with a workforce that is aware of and understands the importance of equality and diversity.
2. Ensure that people and communities have their rights respected and feel safe from violence and abuse.
3. Work to eliminate the disadvantages and barriers that make it hard for people to access the same opportunities as everyone else.

4. Involve people and communities in matters that are important to them and the decisions that we make.
5. Ensure we comply with our statutory equality and Welsh language duties.

### **Socio-economic duty**

The new objectives will also take into account a new legal duty coming into force in Wales on 1st April 2020, the socio-economic duty. This new duty seeks to ensure that the needs and rights of people in poverty are at the forefront of our minds when we make strategic decisions. The introduction of the new socio-economic duty will help drive action across statutory organisations to help those who are most disadvantaged, to give them the best possible chance in life and improve their chances of upward social mobility. It is recognised that people that share protected

characteristics are more likely to live in poverty; therefore we will tackle the key barriers to social mobility for these groups.

The commencement of the socio-economic duty is about requiring relevant public bodies to:

- consider socio-economic disadvantage when making key strategic decisions;
- demonstrate they have considered available evidence on socio-economic disadvantage to inform how they can better target their policies and resources to help those who are most disadvantaged;
- balance the desirability of that aim against other objectives;
- work within existing resource allocations and budgets, and within existing planning, decision-making, and reporting processes.

## 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 our staff the freedom to use the language in their daily lives

As part of our obligations detailed within our Compliance Notice, we have published a five year [Welsh Language Strategy](#) in June 2016 which showed how we, together with key partners, would promote and facilitate the use of Welsh language within the borough. This set out our strategic direction during 2017 – 2022, to increase the number of Welsh language speakers within the Borough 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 individual receiving our care. This is integrated into service planning and making the “Active Offer” under the Welsh Governments More Than Just Words Strategy, allows 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. Work in implementing the WESP is underway, increasing the number of places in Welsh medium education for September 2021 by 210

at primary level and 30 (FTE) at nursery level. This represents a 21% increase in primary provision based on current capacities.

Each year we 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](#) by 30th June 2020.

### 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 consider 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

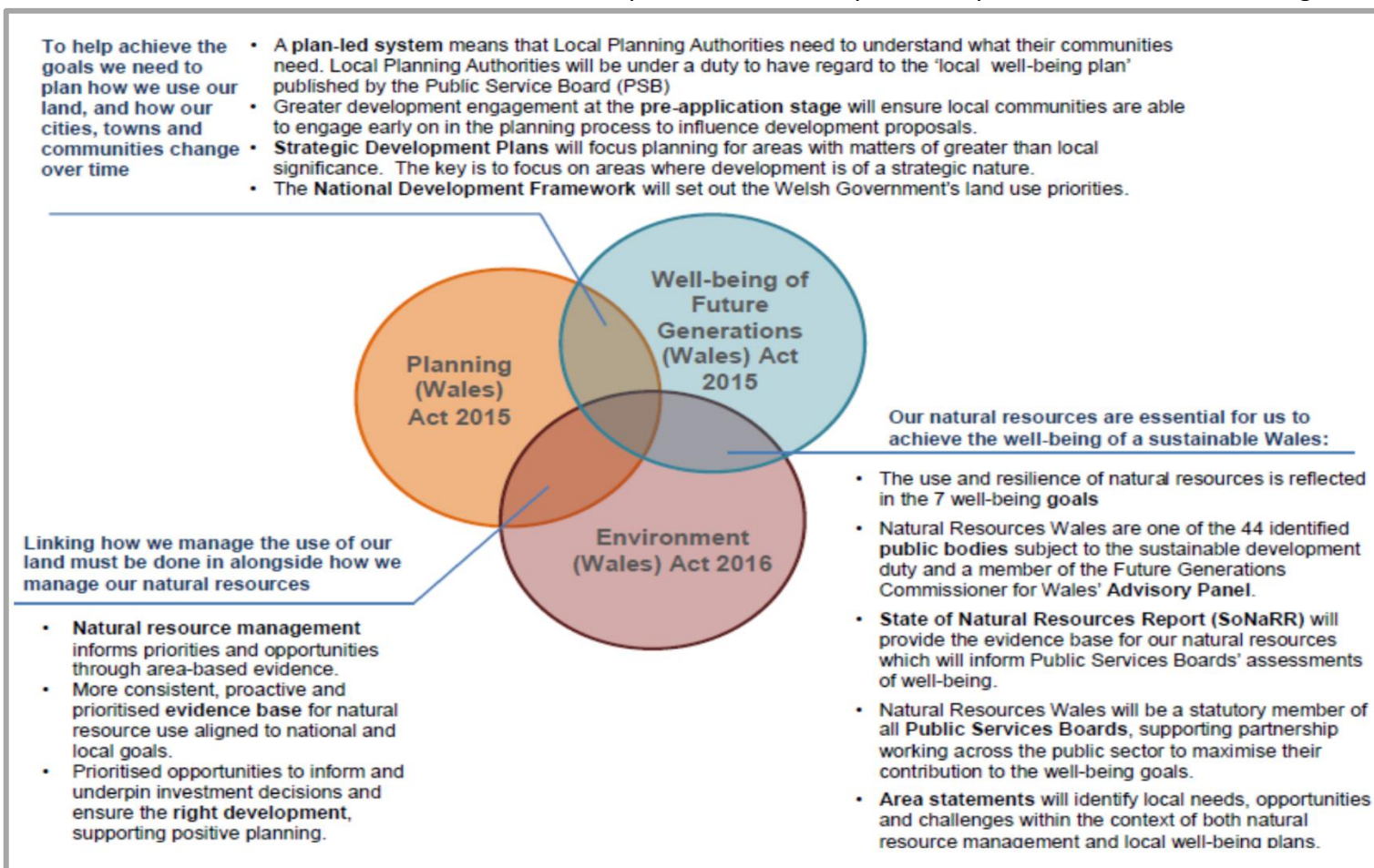


Fig. 11 – Welsh Government legislation to enable Wales to live within its environmental means

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 published the Council's Biodiversity and Ecosystem Resilience Plan and appointed an officer to coordinate its delivery.

*Fig. 11* sets out how Welsh Government envisages Wales meeting its obligations by living within its environmental means.

The plan takes into account key legislation and policies, the principal of which is the WBFG act

that recognises the link between biodiversity, dynamic ecosystems and well-being. Our Biodiversity and Ecosystem Resilience Plan is the key to meeting the WBFG'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 6 – 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 our progress 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 ...**

<b>As a Council, we will ...</b>	<ul style="list-style-type: none"> <li>• keep the borough clean and free of litter</li> <li>• maintain open spaces on council owned land to an acceptable standard and work with private landowners and local partners to ensure this</li> <li>• work in a sustainable way to ensure our local environment is valued and maintained for future generations</li> <li>• ask residents for their views on maintaining open spaces in their communities</li> <li>• prosecute those caught committing environmental crimes where possible</li> </ul>
<b>As a Council, we will support ...</b>	<ul style="list-style-type: none"> <li>• residents working to improve the appearance of their local community</li> </ul>
<b>As a Council, we expect residents ...</b>	<ul style="list-style-type: none"> <li>• 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</li> <li>• increase recycling, reduce waste and report environmental crimes</li> </ul>

## Our activities to achieve our improvement and well-being objectives in 2020/21 ...

Our activities ...	The expected impact ...
<p><b>Develop a Solar Farm at Ty Coch former landfill</b></p>	<p>Our proposed 3.04MW development, will generate around 3.047MWh of renewable energy per year, reducing CO<sub>2</sub> by 48,140 tCO<sub>2</sub> over its lifetime and bringing an income stream to authority of approximately £24k per annum</p> <p>The generation is equivalent to annual use of 928 homes in Torfaen and will assist the target of Wales producing 70% of its electricity from local renewable sources by 2030</p>
<p><b>Implementation of Litter &amp; Flytipping Strategy</b></p>	<p>Our strategy will provide a coordinated and strategic approach to tackling litter and fly-tipping moving a way from our current reactive process.</p>
<p><b>Complete the business case for the procurement of new waste/recycling collection. Recycling vehicles are coming to their end of life and need to be replaced. This could mean a different vehicle being procured which could mean a service change for residents</b></p>	<p>New vehicles will be more efficient and environmentally friendly.</p> <p>Additionally it is anticipated that due to the layout of the new vehicles we will be able to reduce the numbers of vehicles required thereby reducing environmental impact from waste collections even further.</p>
<p><b>Identify the impact of the Climate Change Declaration on the business of the Council and prepare a strategy/action plan setting out what the Council intends to do</b></p>	<p>An action plan is being developed to take forward the Council's response to the climate emergency. This will include both climate adaptation and mitigation actions and will impact on all areas of Council activity.</p>
<p><b>Adoption by the Council and the PSB on the Green Infrastructure Strategy (which delivers Objective 1 of the Well Being Plan)</b></p>	<p>This strategy will determine how we maintain, enhance and promote our natural environment to achieve wider wellbeing goals and actions.</p>
<p><b>Waste T22 Customer &amp; Digital Project Development and implementation of business plan to improve the customer experience of the recycling and waste service</b></p>	<p>We will introduce an improved online experience for bulky waste collections. Furthermore we will develop a business case for system and technology improvement in the service (aligned to procurement of vehicles).</p>

## How we will measure our progress in 2020/21 ...

our measures of performance for these activities	direction of travel	our 2018/19 performance	our 2019/20 target	our 2019/20 performance to date	our 2020/21 CP3 target
% ( & number) of reported fly tipping incidents cleared within 5 working days	Higher is better	99.03% 915	98%	97.59% 687	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. 86.6% ii. 95.78% iii. 29.81%	i. 86% ii. 86% iii. 86%	i. 78.26% ii. 94.05% iii. 46.79%	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	31.14%  (Torfaen residents survey)	To be agreed. Must link to residents survey not previously used NSfW	29.66%	66%
% of people surveyed that agree that the local area is well-maintained NSfW (2013/14)	Higher is better	39.14%  (Torfaen residents survey)	To be agreed - Must link to residents survey not previously used NSfW	41.40%	77%
Area of land under positive biodiversity management	Higher is better	1470 ha	1,500 ha	1,470 ha	1,500 ha
% of local authority waste recycled and composted	Higher is better	60.53%	64%	65.75%	64%
Tonnage of waste sent for disposal	Lower is better	18,186.74 tonnes	17,000 tonnes	11,718.93 tonnes	16,500 tonnes
Resident participation in recycling – a) food waste and b) dry waste	Higher is better	61.10% 96.15%	58% 86%	65.38% 94.08%	58% 87%
% of fly tipping cases which led to enforcement activity	Higher is better	5.84%	6%	6.39%	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...**

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



## Our activities to achieve our improvement and well-being objectives in 2020/21 ...

Our activities ...	The expected impact ...
<p><b>Review the effectiveness of Early Years and Post 16 transition planning arrangements and processes for Additional Learning Needs (ALN) pupil transitioning to the new college in September 2020.</b></p>	<p>Through strengthening transition planning we will promote continuity for all children experiencing transitions between settings, enabling children to settle quickly in new settings, supporting their development and improving pupil attainment.</p> <p>We will ensure all our ALN Post 16 pupils have a smooth transition to the new college through an enhanced transition process for ALN pupils transferring to the new 6<sup>th</sup> form college (Torfaen Learning Zone).</p>
<p><b>Develop policies and procedures in line with the new ALN Code and ALN Act. The timeline issued by the Welsh Government is followed for the move from statements of SEN to Individual Development Plans (IDP).</b></p>	<p>We will ensure we are ready (along with our schools) for the implementation of the new Additional Learning Needs Act. Including requirements to,</p> <ul style="list-style-type: none"> <li>– Develop individual development plans (IDPs) the emphasis of which will be on making provision that delivers tangible outcomes that contribute in a meaningful way to the child’s or young person’s achievement of their full potential.</li> <li>– Take responsibility for learners with additional learning needs (ALN) from 0 to 25, ensuring they can access suitable education and/or training, including compulsory education and specialist post-16 education or training where necessary.</li> <li>– Appoint an Early Years Additional Learning Needs Lead Officer role to contribute to improving early identification and intervention in relation to ALN, and ensuring better planning for future provision.</li> <li>– Provide children, young people and others with information and advice about ALN and the new system, and ensure that it is accessible for all who need it.</li> </ul>
<p><b>Review specialist provision available and determine what specialist provision is needed. Accurate data sets to be available to determine the provision needed in Torfaen for pupils with identified ALN.</b></p>	<p>Options will be considered for the expansion of the existing special school and the creation a new bespoke school for pupils experiencing emotional and/ or behavioural difficulties.</p>
<p><b>Review the future purpose and business plan for Torfaen Training in light of Welsh Government’s contract decisions for Job Support Wales and Work Based Learning.</b></p>	<p>A way forward for Torfaen Training will be identified in light of Economy and Skills strategy. Priorities determined by Welsh Government for delivery and investment will be implemented.</p>

Our activities ...	The expected impact ...
Prepare a business plan on future sustainability models for NEETs projects	To ensure that vulnerable young people at risk of becoming NEET are still helped into appropriate destinations under the new model of Post-16 provision in Torfaen, and once ESF funding is no longer available to our projects.

### How we will measure our progress in 2020/21...

our measures of performance for these activities	direction of travel	our 2018/19 performance	our 2019/20 target	our 2019/20 performance to date	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	48.9%	N/A	48.3%	N/A
Non-Free School Meals pupils		54.5%	N/A	54%	N/A	
Free School Meals pupils		24.1%	N/A	23.6%	N/A	
Male		43%	N/A	55.4%	N/A	
Female		54.8%	N/A	38.3%	N/A	
% of pupils achieving Level 2 threshold including GCSE grade A*-A in English/Welsh and mathematics	Higher is better	10%	N/A	12%	N/A	
School Categorisation System - Number of Schools in Green, Yellow, Amber and Red (Percentage)	Higher is better	74.19% green or yellow (22 Primary/1 Sec) 6.45% red (1 Primary/1 Sec)	90% green or yellow 0% red	77.42% green or yellow (23 primary/1 sec) 12.9% (1 primary/3 sec)	90% green or yellow 0% red	
% of schools at least step 2 (B) for Leadership National Categorisation	Higher is better	Primary Schools	84% (21 out of 25)	92% (23 out of 25)	92% (23 out of 25)	88% (23 out of 26)
Secondary Schools		33.33% (2 out of 6)	83% (5 out of 6)	17% (1 out of 6)	83% (5 out of 6)	

our measures of performance for these activities	direction of travel	our 2018/19 performance	our 2019/20 target	our 2019/20 performance to date	our 2020 CP3 target
% of children [receiving care and support] achieving the core subject indicator at Key Stage 4	Higher is better	17.39%	N/A due to changing cohorts	N/A due to change in performance measures	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	£22.8 million	£32 million	£19 million (up to end of Jan with a further £8 million committed)	£86 million (cumulative to March 2019)
Percentage students achieving Level 3 threshold (and number)	Higher is better	92.3%	currently not set	94.9%	97%
Percentage of young people (Year 11 cohort) reported as Not in Education, Employment or Training.	Lower is better	1.12%	1.5%	1.5%	1.5%
% of pupils achieving CSI at L4,KS2 % of pupils achieving English at L4, KS2 % of pupils achieving Mathematics at L4, KS2 % of pupils achieving Science at L4, KS2  % of pupils achieving CSI at L5, KS3 % of pupils achieving English at L5, KS3 % of pupils achieving Mathematics at L5, KS3 % of pupils achieving Science at L5, KS3	Higher is better	91.3% 92.4% 92.9%  94.6%  88.3% 91.3% 93% 94.9%	89.4% 91.1% 91.7%  93.3%  90.7% 91.2% 93.7% 94.4%	N/A  NO longer collected due to changes in reporting performance measures	85.3% 87.5% 88.1%  89.4%  90.7% 93.7% 92.5% 95.7%

## APPENDIX 3

## OUR CORPORATE PLAN 3 PRIORITY &amp; 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 ...	
As a Council, we will ...	<ul style="list-style-type: none"> <li>• support those who need it most, giving our most vulnerable residents safe, appropriate and dignified support but also promoting independence wherever possible</li> <li>• work with partners in the community and voluntary sector to help improve the lives of the most vulnerable</li> <li>• 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.</li> <li>• work to tackle poverty, especially child poverty, and to reduce inequality</li> <li>• support parents/carers and young people living in low-income households to improve their skills and avoid the health and social consequences of poverty.</li> </ul>
As a Council, we will support ...	<ul style="list-style-type: none"> <li>• 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.</li> <li>• the community to tackle specific health issues and encourage healthy lifestyles and promote information services which enable citizens to make informed choices</li> <li>• unpaid carers, in recognition of the huge contribution they make to our society. We will also seek to better understand their needs</li> </ul>
As a Council, we expect ...	<ul style="list-style-type: none"> <li>• parents and carers to care for their children and keep them safe from harm</li> <li>• people to take care of each other and keep an eye out for those most in need</li> </ul>

### Our planned activities to achieve our improvement and well-being objectives in 2020/21 ...

Our activities ...	The expected impact ...
<p><b>We will continue to implement our Domiciliary Care Strategy (subject to available funding) aimed at increasing in-house provision from 10% to 14% focusing on short term enablement, long term dementia and complex care.</b></p>	<p>Address the rising demand for domiciliary care services (in line with demographics and complexity) and waiting list for client waiting for packages of care (POCs) which results in delayed transfers of care (DTC) and / or additional pressures on informal carers.</p>
<p><b>We will review our long and short term bed based provision that will, provide appropriate solutions for individuals that promotes independence, positive risk taking and social inclusion. We will make use of alternative housing stock such as community hub short stay beds.</b></p>	<p>Current arrangements are not cost effective and opportunities for the promotion or maintenance of independence programmes are not used during respite provision. The development of a community short stay unit would provide better outcomes and flexibility for individuals.</p>
<p><b>We will redefine and redesign day opportunities with our key partners aimed at providing a person centred support, that enables people to take part in interests and activities to achieve their outcomes and improve their well-being.</b></p>	<p>A day opportunities service where everything starts with the person will lead to individuals achieving more positive life outcomes and achieving real dreams and aspirations.</p>
<p><b>We will continue to implement our over-arching housing strategy to deliver affordable and sustainable accommodation solutions, ensuring that individuals are provided with the right support and interventions.</b></p>	<p>To address the continued demand for affordable housing within the borough and to take every reasonable and practicable to avoid homelessness from either occurring in the first instance or to ensure that any incidence of homelessness is brief and non-recurrent.</p>
<p><b>We will build on the multi-agency approach to the safe triaging of referrals.</b></p>	<p>Address the issues of demand management and appropriate access to the relevant services and to ensure that families and children with any level of need are provided for by receiving the right service at the right time.</p>
<p><b>We will review our risk management processes with the intention of adopting a formal approach to risk / strength based management.</b></p>	<p>We will ensure consistency of approach and service delivery and that the correct service is being provided to families and that need is not inappropriately escalated.</p>
<p><b>We will review thresholds of risk across Children and Family Services.</b></p>	<p>All referrers have a common understanding of the referral criteria and suitability of universal services as opposed to statutory services, ensuring that appropriate referrals are made, consistent decisions are made and that families receive the right support when it is needed.</p>

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

our measures of performance for these activities	direction of travel	our 2018/19 performance	Our 2019/20 target	our 2019/20 performance to date	our 2020/21 CP3 target
% of adults who completed a period of reablement:	Higher is better	80.94%	50%	85.21%	50%
a. And have a reduced package of care and support 6 months later		77.28%	80%	82.84%	80%
b. And have no package of care and support 6 months later					
% 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	93.26%	90%	90.86%	90%
Rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	Lower is better	3.24	5	2.70 (year to date)	5
% of Torfaen residents where hospital admission was avoided following a 'Rapid Medical' referral to Frailty from the GP	Higher is better	97.78%	96%	96%	96%
% of people who are satisfied with care and support that they received [adult services]	Higher is better	84.19%	85%	N/A – survey no longer required by Welsh Government	85%
% children supported to remain living within their family	Higher is better	51.92%	68%	54%	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	24.02%	12%	8%	12%
Average time on the Child Protection Register	Lower is better	203 Days	185days	178 Days	185 days
Re-registrations of the Child Protection Register	Lower is better	1.14%	5.4%	0%	5.5%

our measures of performance for these activities	direction of travel	our 2018/19 performance	Our 2019/20 target	our 2019/20 performance to date	our 2020/21 CP3 target
% of carers reporting they feel supported to continue in their caring role	Higher is better	57.78%	75%	N/A – survey no longer required by Welsh Government	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	83.51% 81	95%	78.46% 51	95% (2016/17)
% of cases where Homelessness was successfully prevented (s66)	Higher is better	54.59%	55%	61.73%	60%
% of people owed a s75 duty whose duty is positively discharged	Higher is better	68.04%	65%	82.46%	70%
% of 'Supported People' achieving following outcomes  SP1: Feeling Safe SP6: Managing Money SP9: Physically Healthy SP10: Mentally Healthy	Higher is better	92.89% 91.51% 91.84% 90.21%	62% 58% 59% 54%	94.36% 93.84% 92.87% 91.32%	62% 58% 59% 54%
% of adults (16 plus) engaged in employability support that we progress into employment	Higher is better	22.65%	18%	26.83%	18%



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